

# **Aligning Maintenance & Business Needs**

## Working Through Reorganization Mumbo-Jumbo

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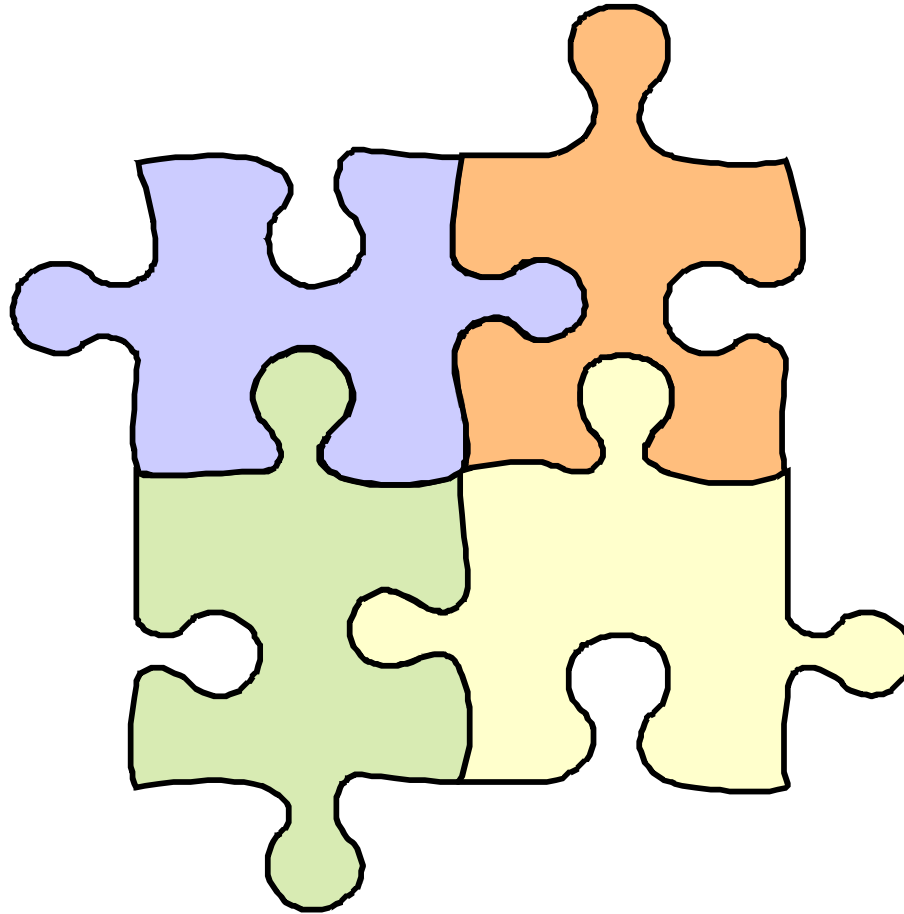
# Aligning Maintenance & Business Needs

- The Current State:
  - With the pending closure of two facilities, the Department of Social & Health Services will have eight institutions remaining on the west side of the state.
  - These eight institutions report to four different programs within the Department.
  - The maintenance & operations departments currently report up through the institution organization.
  - Very little communications exists between the maintenance & operations departments at the various institutions.
  - As a result, processes have drifted in different directions and common standards are limited.

# Aligning Maintenance & Business Needs

- The Direction:
  - DSHS Leadership asked that the maintenance & operations departments from the eight western Washington institutions be consolidated into a single enterprise unit.
- The Challenge:
  - The eight institutions are up to 170 miles apart and any two of them could be up to two hours apart.
  - Executive leadership expects efficiencies will be gained, not lost, and customer service will be a primary focus.

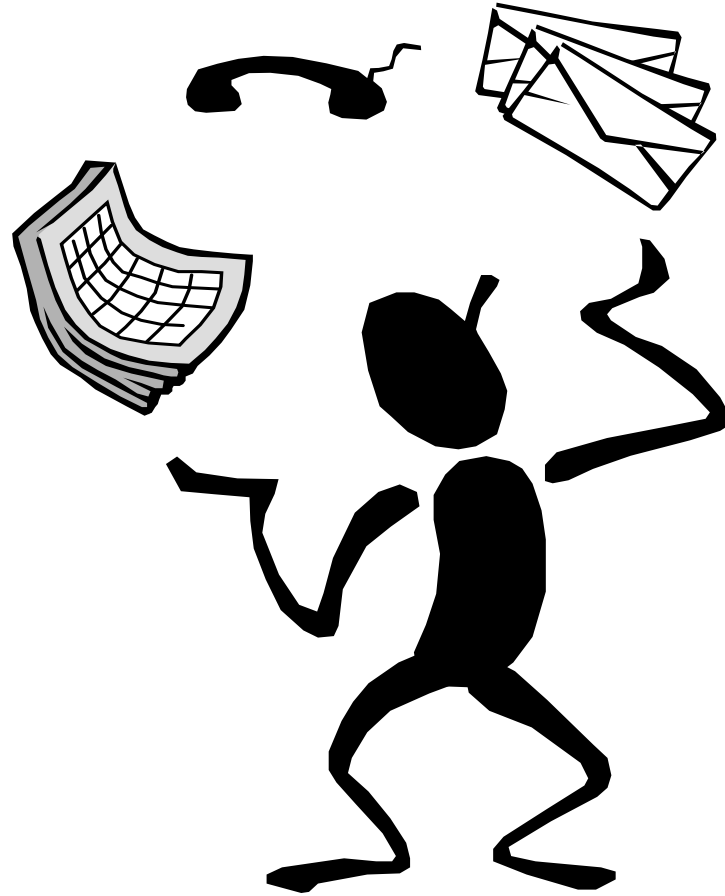
# Reorganization is a Very Complicated Puzzle



# Why Reorganize?

- The Boss Tells You To
- Business Needs
  - The company or agency embraces a New Management Philosophy
  - Mergers
  - Budget Reductions
  - Efficiency Improvements are needed
- A Desire to Focus Processes
- Usually, it's a Combination of Reasons

# How to Start?



# Define the Expected Outcomes

- Facilities must remain functional and meet customer needs
- Create an organization that is responsive
- Assure a clearly defined common cost management process
- Standardization
  - Of systems (i.e. CMMS)
  - Of processes
  - Of quality
- Increased productivity
- All together, efficiencies should be gained

# What Should the New Organization Look Like?

- Traditional Institutional Model
  - Employees do it all
- Contracting Out
  - You only need it when you need it
- Shared Services
  - Blend staff and contracting to most efficiently meet customer needs

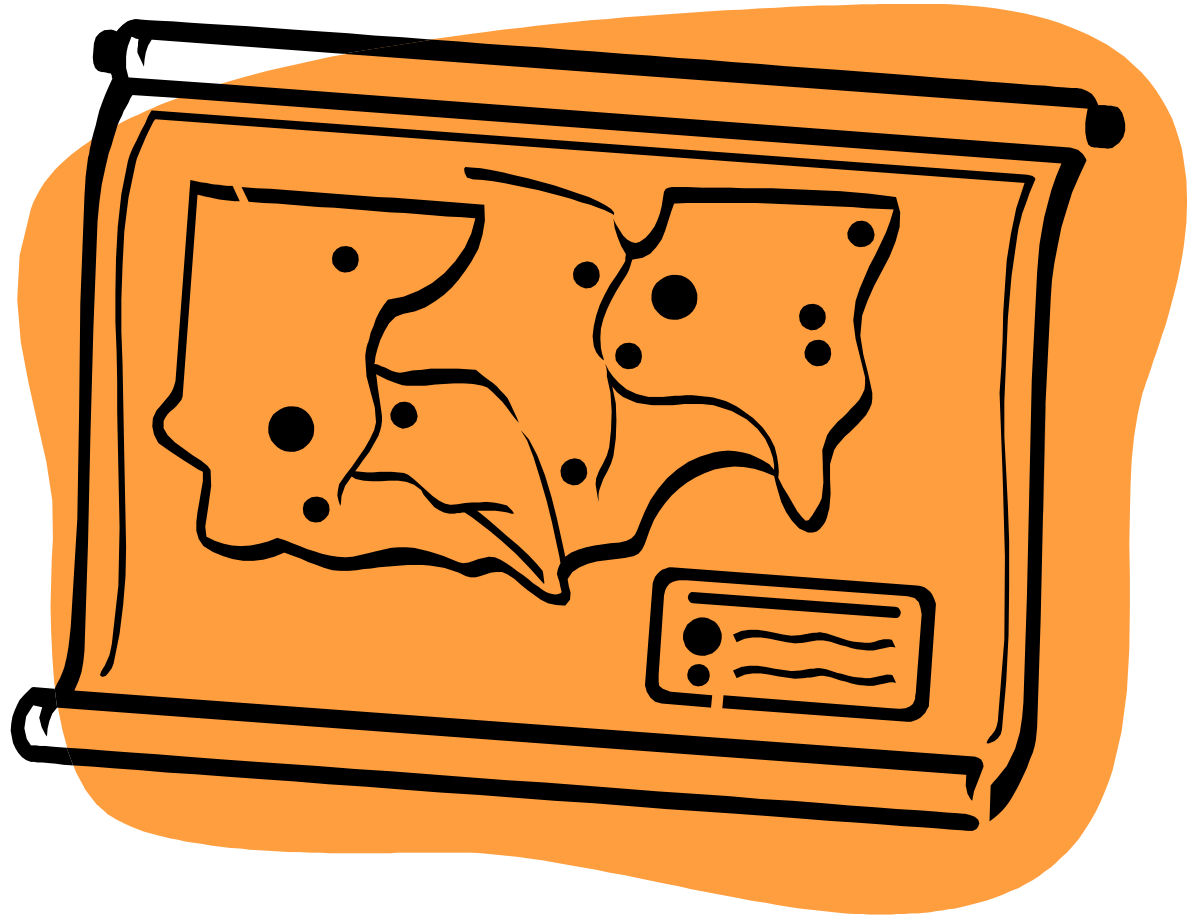


# What could Constrain a Successful Reorganization

- Lack of Leadership Support (even the perception)
- Geography
- Resistance to Change
- Lack of Adequate Communication
- Not Enough Funding
- Staffing
  - Numbers
  - Types (Trades)
- Timing ( a rush to success)

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# How to Develop the Reorganization

- Independent Thought
  - The closed door approach
- Partial Involvement
  - “You asked my coworker but not me.”
- Total Collaboration
  - Everyone gets a say

# Are We Going to Get It Right?

- Doing things the same way and expecting different results?
- Copy other approaches that have been successful?
- Process Evaluation & Modification?

# Process Evaluation



# Process Evaluation

- Benchmarking
  - How others do it
- Just in Time
  - Reduce in-process inventory and carrying costs
- Six Sigma
  - Remove causes of defects & minimize variability
- TQM
  - Involvement by everyone to meet customer needs
- Cost- Benefit Analysis
  - Is it worth it?

# Process Evaluation

- LEAN
  - A set of principles and practices that focus on eliminating waste and non-value added activities.
  - “ Preserving Value with Less Work”
  - Use LEAN with goals of:
    - Improving Quality
    - Reducing Waste
    - Reducing Time to complete processes
    - Reducing Costs
    - Improving Customer Satisfaction



# Process Modification

- After evaluating processes, go back to the goals of the reorganization.
  - Are they still valid?
  - Were they the focus of Process Evaluation?
- Limit Travel Time
- Recognize Employees Ideas and Act on Them
- Keep On-hand Inventory to a Minimum
- Flatten-out the Organization
- Maximize Knowledge with Job Sharing & Training

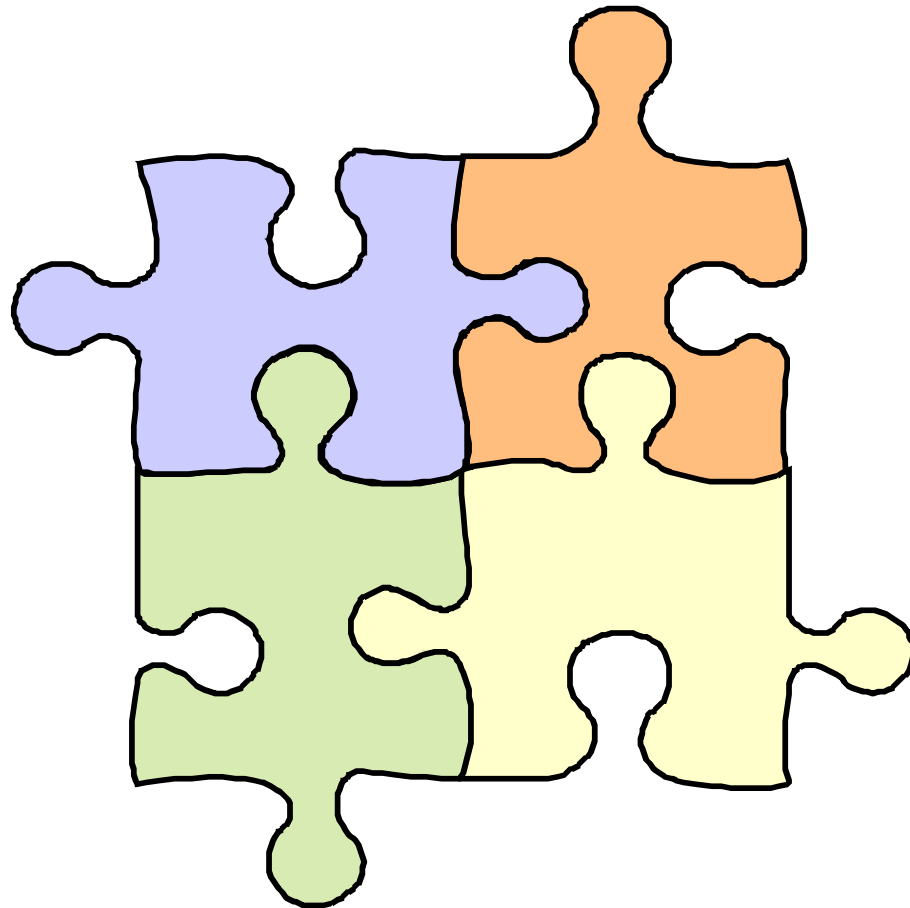
# Implement the Plan



# Implementation

- Assure continued Management Support
- Provide managers with the power to manage
- Have a plan & stick to it
- 360 degree Communication
  - Listen to staff
  - Meet with the customers - frequently
  - Continued peer review of processes
- Create a manageable schedule
  - Don't Rush

A plan well conceived, evaluated  
and implemented will minimize  
the reorganization mumbo gumbo.



# The Consolidation Underway at DSHS

- Executive Leadership shares the VISION for change
- Establish a STEERING COMMITTEE
- Determine the SCOPE of the effort
- Create an ORGANIZATIONAL STRUCTURE
- COMMUNICATE plans and progress
- Involve key STAKEHOLDERS
- Address PERSONNEL issues
- Develop and work the IMPLEMENTATION plan

