ABSTRACT

Process Improvement at “The Manse on Marsh”

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The Manse on Marsh is an independent and assisted living facility that prides itself on providing life-enriching care for the elderly. Considering that the staff is essential to supply this care and turnover rates are a constant factor, the company would like to reduce the time it takes to hire new employees by at least one week. To facilitate this goal, process flow maps are utilized to assess the current state of the hiring process and metrics are applied to support future state design decisions. After performing a value added analysis and identifying areas of waste, a total of 20 process steps were reduced to 15, and the lead time to hire of 23 days was reduced to 17. Several recommendations are discussed regarding process mapping utilization, recruiting and interviewing documentation, and performance tracking.