Improving Customer Satisfaction in Long-Term Care
A Lobby Redesign

Overview
The Muncy Valley Hospital Skilled Nursing and Rehabilitation Center (SNRC) has not had updates or remodelling completed on the lobby area since 1991. The lobby, when the project was introduced, was dated, cluttered with miscellaneous signage, contained support equipment for administrative tasks, and did not have proper staffing to provide the customers of the SNRC with the quality of service deserved. Through implementation of 5S strategies, lean layout design, and non-parametric statistical analysis of customer feedback, a physical redesign of the lobby and finite standardized work instructions for the lobby staff, customer service quality and the customer experience was to be improved significantly.

Objectives
The team’s objectives were to improve the customer experience and customer service quality through the following methods:
- Increased and improved signage
- Improved service from lobby staff
- Aesthetically pleasing and updated lobby design
These three objectives were improved upon keeping the three target customer groups in mind, which are the SNRC visitors, patients, and volunteers/employees.

Approach
- Customer needs analysis including preliminary observational studies and time studies on site at the Muncy Valley SNRC during two time periods and discussion with sponsor
- Determined goal was to create overall “hotel lobby” feel
- Collected survey feedback from three different customer groups
- Reviewed other similar care facility designs and functions
- Created CAD model of current lobby & new lobby
- Performed non-parametric statistical analysis on survey results using Minitab to understand median response and areas to focus improvement efforts
- Completed redesign of work content for new “lobby concierge” employee
- Assembled a pick-list of new furniture and equipment for lobby with estimated cost ($2005)
- Discussed new work content, redesigned lobby, and customer survey feedback results with SNRC and Muncy Valley hospital staff to determine implementation plan going forward

Outcomes
- The sponsor received a redesigned layout of the hospital lobby with a pick-list of all new furniture and equipment to include
- New “lobby concierge” role created, and other improvements to service quality in lobby were recommended
- Survey results with current median scores, ideal scores, and improvement plan provided to the sponsor
- Focus on implementing improvement measures to create stronger and more beneficial customer experience for each of the three identified customer groups