



Service Improvement Case Studies: Continuous Improvement Initiatives

SECTION OVERVIEW

The ZBR program draws on all elements of the Performance Management System to identify efficiency and effectiveness improvements. It has the greatest intersection with the “Service Review and Improvement” strand, where the ZBR program complements The City’s other continuous improvement activities by adding a periodic, more thorough review of whether the right services are being provided in the right way.

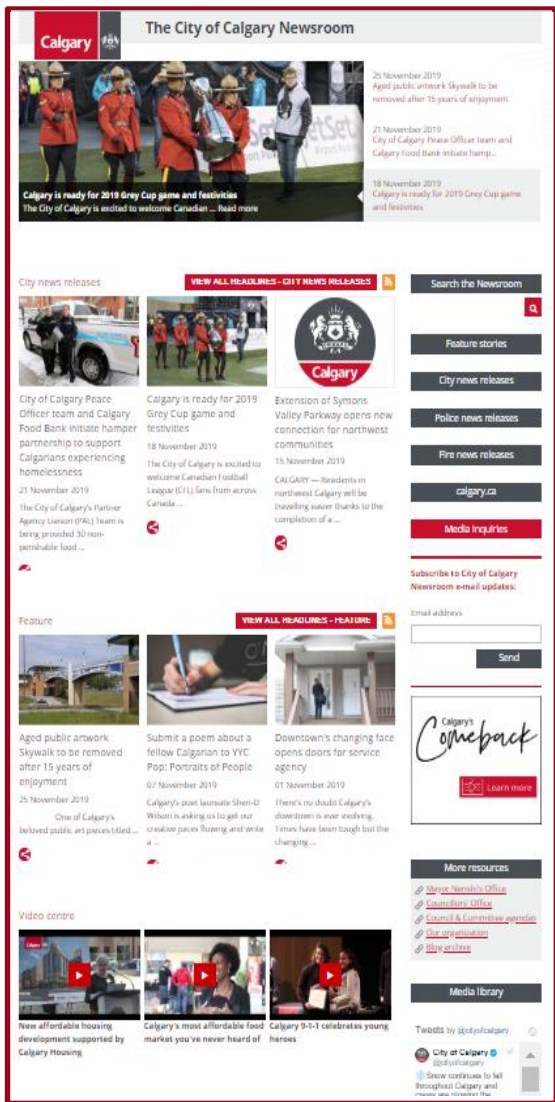
These case studies provide examples of service improvements undertaken outside of the ZBR program, which demonstrate Administration’s increasing capacity for continuous improvements in line with the second purpose of the ZBR program.

The **Performance Management System** is a disciplined approach to continuous improvement designed to better serve our customers, communities and citizens.





Evolution of *The Newsroom*



1 Opportunity

Make The Newsroom more attractive and tell more positive City stories for enhanced media coverage.

- Our Newsroom houses all press releases sent to media. With the bulk of those coming from Fire and Police, the homepage was often filled with negative content.
- The channel also didn't allow us to take advantage of storytelling directly to Citizens that could potentially garner coverage from media.
- Content was wordy with few images.
- It didn't allow Citizens to easily subscribe to releases.

2 Action

- In 2019 February, after months of researching best practices and at no additional cost, The Newsroom was relaunched.
- It now hosts feature stories as well as the regular news releases/advisories.
- Police and Fire were given their own pages so the tone of the homepage became more positive and vibrant.
- Citizens can subscribe directly.
- Special campaigns have their own button as well as archived material.
- It houses video and image libraries.
- Social Media is used to draw attention to content and extend the readership.

3 Is anyone better off?

- Since the launch, The Newsroom has run 75 feature stories. Of those features, 39 have drawn media coverage. These stories may not have otherwise been covered and the opportunity to bring positive attention to City employees, departments or initiatives would have been lost.
- Citizens can subscribe to email releases and features and RSS Feed.
- Visits to The Newsroom have nearly doubled since the relaunch. Feb. 2018 - Dec. 2018 = 281,162 visits. Feb. 2019 (relaunch) - Dec. 2019 = 490,938 visits.

EFFICIENCY

Cash savings

Productivity gains

Cost avoidance

CAPACITY BUILDING

Continuous improvement

EFFECTIVENESS

Service outcomes

Customer satisfaction

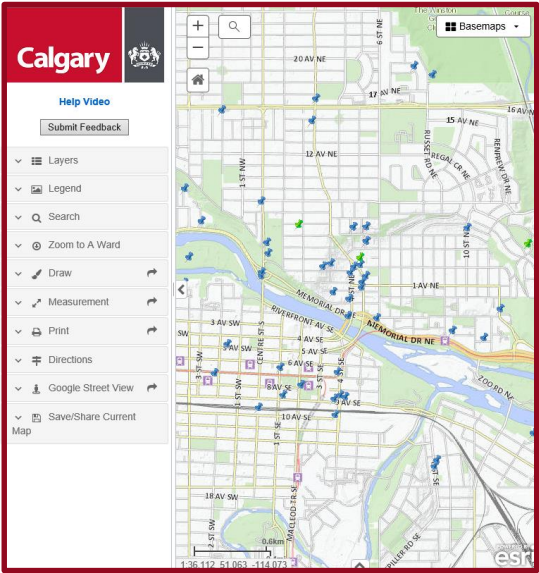
Employee morale

Safety

Partner relationships



311 Live Maps



1 Opportunity

- Deploy a public online mapping tool that displays 311 services requests. Progress is updated by work crews – in near real time and at minimal cost.
- The 311 system generates over one million service requests a year, but there was no way for citizens to see if their concern had already been reported before calling 311. This resulted in the potential for duplication and additional cost.
- New 311 system functionality deployed a new map solution that allows citizens to view and track reported service requests online using their mobile devices without having to call 311.

2 Action

- The map was soft launched on 2018 September 11 with the official launch and promotion starting 2019 February.
- The map displays service requests created or updated within the last 30 days (Open, Closed and Overdue) and will refresh with live updates every 5 minutes.
- There are now 20 Roads services and Catch Basin concerns available for viewing on the map.

3 Is anyone better off?

- As recognized by the Minister’s Award of Excellence for Innovation from the Province of Alberta, this solution required no extra cost to maintain.
- There have been over 10,000 visits and 13,000 views of the map with users spending an average of 4.2 minutes viewing data during each visit.
- 5,539 fewer duplicate requests have been reported for those services that are available on the map, when compared to 2018 (a 43% reduction).
- This reduction has contributed to \$38,551 in cost avoidance in 2019 for 311 thereby increasing agent capacity for other calls. Further savings are expected as more services are deployed to the map in 2020.
- 311 is now seen as a primary strength for The City and 311 satisfaction remains high at 93% (2019 Fall Citizen Satisfaction Survey).

EFFICIENCY

- Cash savings
- Productivity gains
- Cost avoidance

CAPACITY BUILDING

- Continuous improvement

EFFECTIVENESS

- Service outcomes
- Customer satisfaction
- Employee morale
- Safety
- Partner relationships



Safety Delivery Model



1 Opportunity

The Corporation continually strives to improve its safety culture and performance. Analysis indicates that business units (BUs) with higher-risk operations have a greater influence on improving corporate safety scores. To improve our scores without adding staff, allocation of safety advisors were optimized across higher-risk operations BUs. This project aimed to:

- Meet and improve corporate safety performance requirements to protect employees and The City.
- Be fiscally responsible, address cost pressures, and increase staff flexibility and productivity.
- Address staffing challenges related to division of responsibilities and workload.
- Advance The City’s reputation for reliability, health and safety expertise and legislative compliance.

2 Action

Optimized the allocation of safety advisors through the following:

- Evaluated existing resource allocation to better understand current state and identify gaps.
- Applied a risk-based approach by focusing on higher-risk operations BUs.
- Conducted customer interviews to identify which areas were at risk and which services customers valued or needed most.
- Re-aligned safety advisors to better support BU activities.

Recommendations to achieve better service delivery and a safer workplace were validated by safety risk indicators.

3 Is anyone better off?

- **Safety Performance improvement:** The implementation of project recommendations has contributed to a decrease in the Lost Time Claims Frequency (LTCF)* for higher-risk operations BUs. This in turn resulted in a reduction of \$360 thousand in direct costs and \$1.1 million in indirect costs (total \$1.4 million) over the past year. As additional actions are implemented, LTCF, direct and indirect costs are expected to further improve.
- **Getting better value at no extra cost:** These allocation and activity changes have resulted in a more balanced workload and positive customer feedback. The changes have been achieved without an increase in budget.
- **Continuous Improvements:** Environmental & Safety Management will continue to implement improvements to support higher-risk operations BUs and will prioritize staff activities related to incident and site investigations.

* LTCF - Frequency of injury-related claims resulting from lost time cases.

EFFICIENCY



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Productivity gains



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CAPACITY BUILDING



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Customer satisfaction



Employee morale



Safety



Partner relationships