Our services to the University of Michigan Health & Hospital System are driven by the discipline of Operational Excellence. This is achieved by re-designing and standardizing processes for maximum efficiency, practicing continuous improvement and providing the best overall, long term value in our service to hospital assets and customers.

The Hospital Maintenance Department, a member of the University Community, maintains the physical environment and provides related services to support the Hospital in reaching its goal of excellence in healthcare and public service.

**Finance**
- Keys to managing and allocation our resources:
  - Demonstrate individual and collective fiscal responsibility
  - Reduce costs through efficiency and productivity
  - Preserve and maximize value of each asset
  - Assign the right person for the job

**Internal Business**
- We will excel at these processes:
  - Improve work classification and real-time analysis
  - Manage and execute by planning and scheduling
  - Improve accounting of work performed
  - Eliminate waste
  - Strengthen compliance systems
  - Develop efficient field technology

**Customer**
- Keys to delivering optimal value:
  - Deliver timely, least intrusive response
  - Achieve asset-centered work coordination
  - Enhance customer development
  - Communicate at point of service
  - Provide data transparency

**Our organization will learn and improve in these ways:**
- **People**
  - Strengthen skills at each level for data analysis and continuous improvement
  - Hire, develop and retain the best performers
  - Support agile and integrated performance culture
  - Increase accountability at all levels
  - Seamless communication behaviors
  - Develop critical new management skills
  - Practice discipline to efficient process
  - Improve HR effectiveness