

CORPORATE ENVIRONMENTAL AND SOCIAL RESPONSIBILITY APPLIED IN A TECHNICAL SERVICE NETWORK: ADDRESSING GREENER BUSINESS, EMPLOYEE & CUSTOMER SATISFACTION

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OBJECTIVES/ BACKGROUND



Given the resource challenges our planet is currently facing, the environmental and social responsibility of medical device manufacturers has recently gained more attention. This is reflected by procurement processes in which manufacturers need to demonstrate the measures they are implementing to meet these responsibilities.

Herein we share how KPIs reflecting environmental and social responsibility were introduced and assessed over a four-year period within a hemodialysis technical service network (TSN) to achieve:

- structural and process improvements
- higher employee retention
- reduced environmental impact
- improved hemodialysis machine uptime.

METHODS



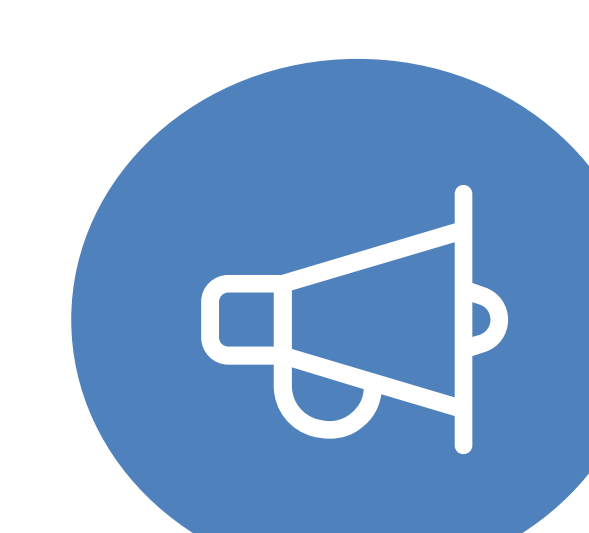
- A set of new KPIs (e.g. technician driving time, total working hours vs. expected hours, staff retention ratio (number & experience level of employees)) was added to a broader TSN balanced scorecard and monitored in an SAP-based reporting system from 2018 to 2021.
- Improvement measures were identified and implemented by trained “Lean Ambassadors” at country level. Successful improvement measures were immediately shared and implemented across the TSN.

RESULTS



- Improvements in service structures, technicians’ location and service planning processes led to a reduction of 1,200 driving hours/year
- Individual workload was reduced by 4% on average, enabling employees to achieve a better work-life balance
- Staff retention increased by 22% throughout the TSN
- Response time to customers was reduced resulting in an improved hemodialysis machine uptime.

CONCLUSIONS



- Embracing environmental and social responsibility helps to create value for the environment, customers and the TSN itself.
- A reduction in annual driving hours contribute to reduced carbon emissions during service provision.
- Customers benefit from shorter response times and an improved hemodialysis machine uptime.
- A better work-environment is created that translates into a higher job retention rate and lower costs associated with staff replacement.
- **In summary, our analysis shows that a TSN can operate cost effectively, generating value for customers, environment and employees, while simultaneously achieving cost containment.**

