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# Housekeeping and Facility Problem Solving: A3, Root Cause and Options Appraisal Training Course

30 August – 3 September 2027  
Milan





## Housekeeping and Facility Problem Solving: A3, Root Cause and Options Appraisal Training Course

**Ref:** 271\_19697 **Date:** 30 August – 3 September 2027 **Location:** Milan **Fees:** 5500 GBP

### Programme Summary

Housekeeping and facility problem solving is the subject of this one-week training course for managerial heads of environmental services in hospitals and hotels, ending in a problem solving case file for one live service failure. Cleaning delays, linen shortages and waste lapses recur because quick fixes treat symptoms. The approach moves from precise diagnosis, through root cause analysis and creative options, to weighted decisions and audit follow-up. Mars Training Centre UK delivers this programme in housekeeping and facility problem solving for service leaders.

### The Business Case

Service leaders in hospitals and hotels solve problems daily, yet many repeat the same repairs because causes are never traced and alternatives are never compared. Each repeat consumes supervisor time and delays rooms and wards. A disciplined method gives managers faster decisions that hold, and evidence they can show to executives and clinical or hotel colleagues.

- Room Readiness: Improves as turnaround delays are traced to causes and removed rather than worked around.
- Repeat Failures: Fall when root causes are confirmed before a fix is approved.
- Decision Speed: Rises as option scoring and decision rules replace ad hoc debate.

### Principles and Evidence Base

- A3 Problem Solving: This one-page structured report from lean practice organises the case file built in Sessions 1 and 5.
- Root Cause Analysis: The 5 Whys and cause-and-effect diagrams trace failures to their origin in Session 2.
- PDCA Improvement Cycle: Plan, Do, Check, Act structures the trial and audit follow-up planned in Session 4.
- CDC STRIVE Environmental Cleaning Modules: Their approach to cleaning practice, auditing and feedback informs the audit evidence examined in Session 2.

### Intended Participants

- Managers accountable for cleaning, linen, waste and room readiness standards.
- Supervisors who direct frontline teams and handle escalated service failures.
- Facility operations leaders who decide repairs, schedules and contractor responses.
- Department heads who must approve improvement proposals from their teams.

The programme serves hospitals, hotels, care homes and serviced apartments.



## Learning Outcomes

1. Participants will be able to diagnose recurring service failures from complaint, audit and turnaround data.
2. Participants will be able to construct a clear problem statement and A3 report for one failure.
3. Participants will be able to trace root causes using the 5 Whys and a fishbone diagram.
4. Participants will be able to generate alternative solutions with structured creative techniques.
5. Participants will be able to prioritise options against weighted criteria, cost and risk.
6. Participants will be able to justify a decision and an audit plan to senior colleagues.

## Programme Structure

### Day 1: Service Failure Diagnosis in Hospitals and Hotels

Which service failures are costing the operation most, and how are they described precisely?

- Service Failure Register
- Problem Statement Writing
- A3 Problem Solving Report
- Room Turnaround Time Mapping
- Complaint and Incident Data Review

### Day 2: Root Cause Analysis for Cleaning, Linen and Waste

Why do the same failures return after a quick fix?

- 5 Whys Questioning
- Cause-and-Effect Fishbone Diagram
- Linen Flow and Par Level Review
- Waste Handling Lapse Analysis
- CDC STRIVE EC103 Cleaning Audit Findings

### Day 3: Creative Option Generation for Facility Teams

What alternatives exist beyond the usual fix?

- Structured Brainstorming
- SCAMPER Prompts
- How-Might-We Question Framing
- Frontline Staff Idea Sessions
- Option Shortlisting Criteria



## Day 4: Options Appraisal and Decisions Under Time Pressure

Which option should be chosen when time and resources are short?

- Weighted Criteria Scoring
- Risk and Cost Comparison Matrix
- Decision Rules for Urgent Requests
- Cognitive Bias Checklist
- PDCA Improvement Cycle Planning

## Day 5: Applying Housekeeping and Facility Problem Solving to One Operation

Is the improvement case ready for the department head to approve?

- Selecting the Day 1 Failure to Resolve
- Testing the Day 2 Root Causes
- Scoring the Day 3 Options
- Confirming the Day 4 Decision and Audit Plan
- Completing the Problem Solving Case File

## Methodology

The programme relies on structured exercises and case analysis. Participants work on anonymised hospital and hotel situations, trace causes with their own examples and score options in small groups. Discussion centres on the judgement calls managers make when time is short, staff are stretched and the first explanation is rarely the full one.

- Suggested activity: Tracing a repeated linen shortage with the 5 Whys and a fishbone diagram.
- Suggested activity: Scoring three options for a ward turnaround delay against weighted criteria.
- Suggested activity: Presenting an A3 report to peers acting as a department head.

## Capstone Output

Each participant completes a problem solving case file for one service failure in their own operation. It holds a problem statement, a root cause analysis, a shortlist of creative options, a scored decision record and an audit plan. It is used to brief a department head, begin a trial of the chosen fix and track whether the failure stops returning.



## Frequently Asked Questions

### **Is housekeeping and facility problem solving training suitable for managers who have not used A3 reports?**

Yes. It is set at managerial level and assumes experience leading cleaning, linen or facility teams. No prior knowledge of A3 reports or root cause tools is required.

### **Which methods does housekeeping and facility problem solving rest on?**

It rests on A3 problem solving, root cause analysis with the 5 Whys and fishbone diagrams, the PDCA cycle and the audit approach of the CDC STRIVE cleaning modules.

### **How is the housekeeping and facility problem solving case file used at work?**

You take it back to brief your department head, start a trial of the chosen fix and use its audit plan to check that the failure does not return.

### **How does housekeeping and facility problem solving differ from a programme on general quality management?**

Housekeeping and facility problem solving concentrates on tracing and fixing specific service failures and choosing between options, while general quality management covers wider systems and policy.