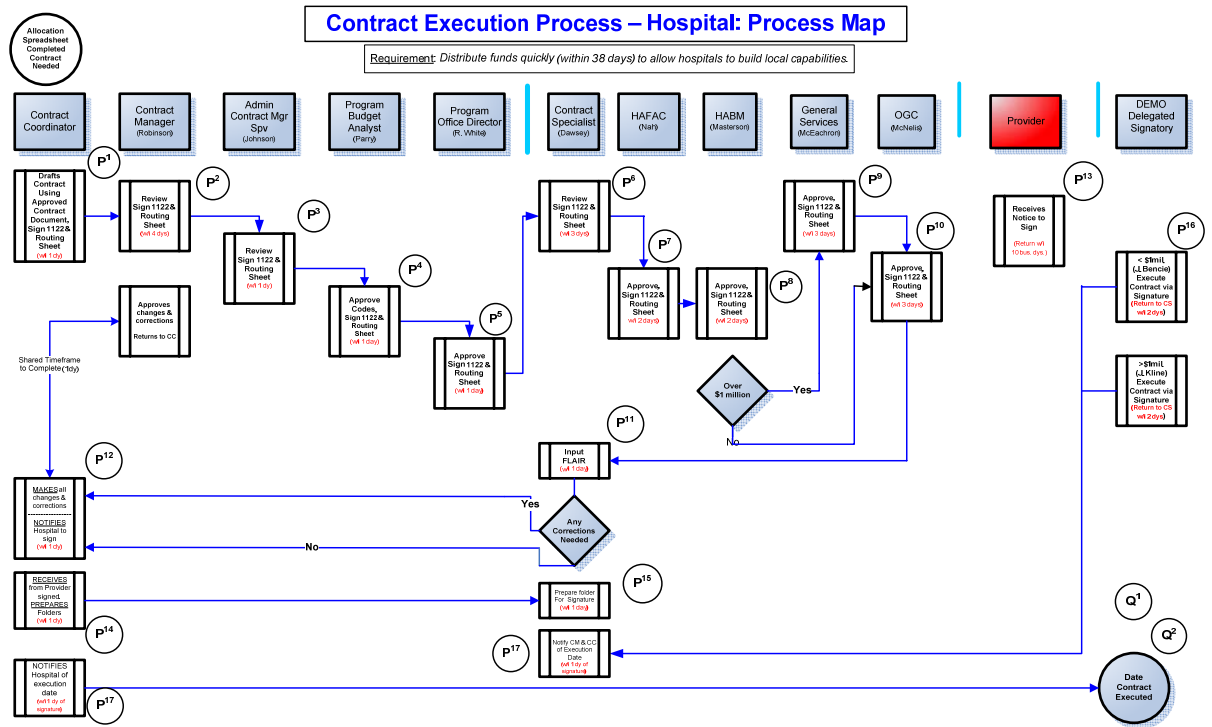


# Contract Execution Process: Hospital Process Map

Outcomes

Submitted by  
Linda Bailey  
Project Manager



# Contract Execution Process: Hospital Process Map

## ■ Background

- In 2007, OPHP identified timeliness and efficiency in executing contracts with hospital partners as its highest internal priority.
- 2006-2007 baseline data indicated hospital contracts took an average of 63 days to execute.
- Process improvement team via conference call mapped the process.
  - Linda Bailey
  - Lysle Robinson
  - Nicole Hill
  - Victor Johnson
  - Laura Holden
- Rhonda White  
&  
Lynne Drawdy
- Process measures were developed for each step in the process.
- Contract Routing Form was revised.
- Process implemented for the 2007-2008 hospital contracts.
- Goal is to reduce the contract execution process to 30 days.

# Contract Execution Process: Hospital Process Map

## ■ Overview

- 137 Contract Routing Forms were received.
- FIS report also reviewed for data.
- Information collected are from both the contact routing forms and FIS report.
- **Q<sup>1</sup>** indicator shows the number of contracts completed within the 38-day required timeframe.
- **Q<sup>2</sup>** indicator shows the percentage of contracts requiring corrections and/or changes.
- **P<sup>1</sup> – P<sup>18</sup>** process indicators show the number of days taken to complete each step in the process. This data is based on the “Allocation” start date to the “Provider” notification date provided by the Contract Coordinator.



# Contract Execution Process: Hospital Process Map

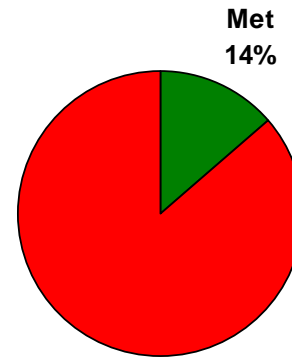
**Q1** - Percentage of contracts completed within the 38-day timeframe from “allocation to provider notification”.

Eighty-six percent (86%) of contracts were unable to meet this requirement while 14% were able to achieve this goal.

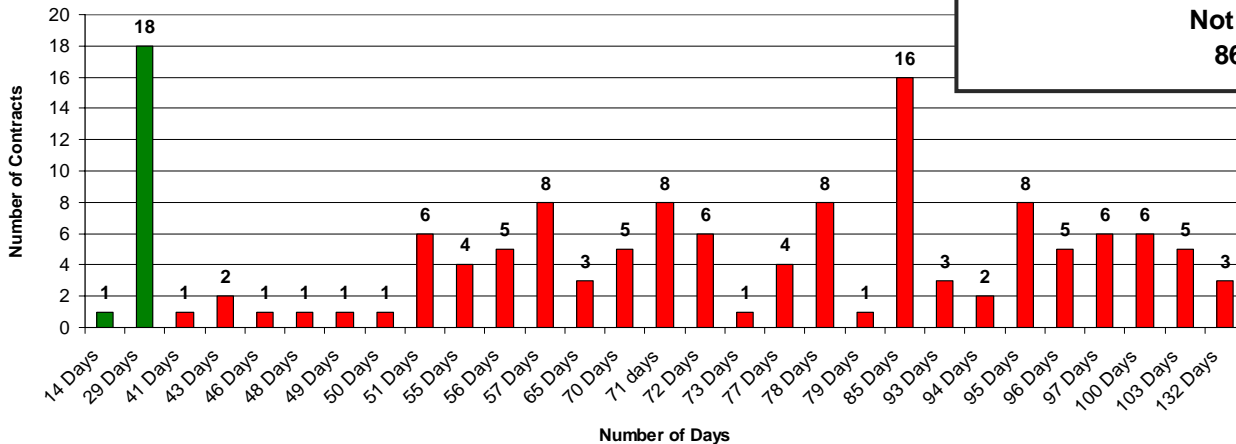
**Problem(s) Identified**

- Start date of contract process unclear.
- Time the Provider has the contact.

**Q1: Percentage of Contracts Meeting Required Timeframe**



**Q1: Number of Contracts Meeting Required Timeframe**



**Recommended Corrective Action**

- Clearly identify start dates
- Stress importance of timeline to provide service to Provider

# Contract Execution Process: Hospital Process Map

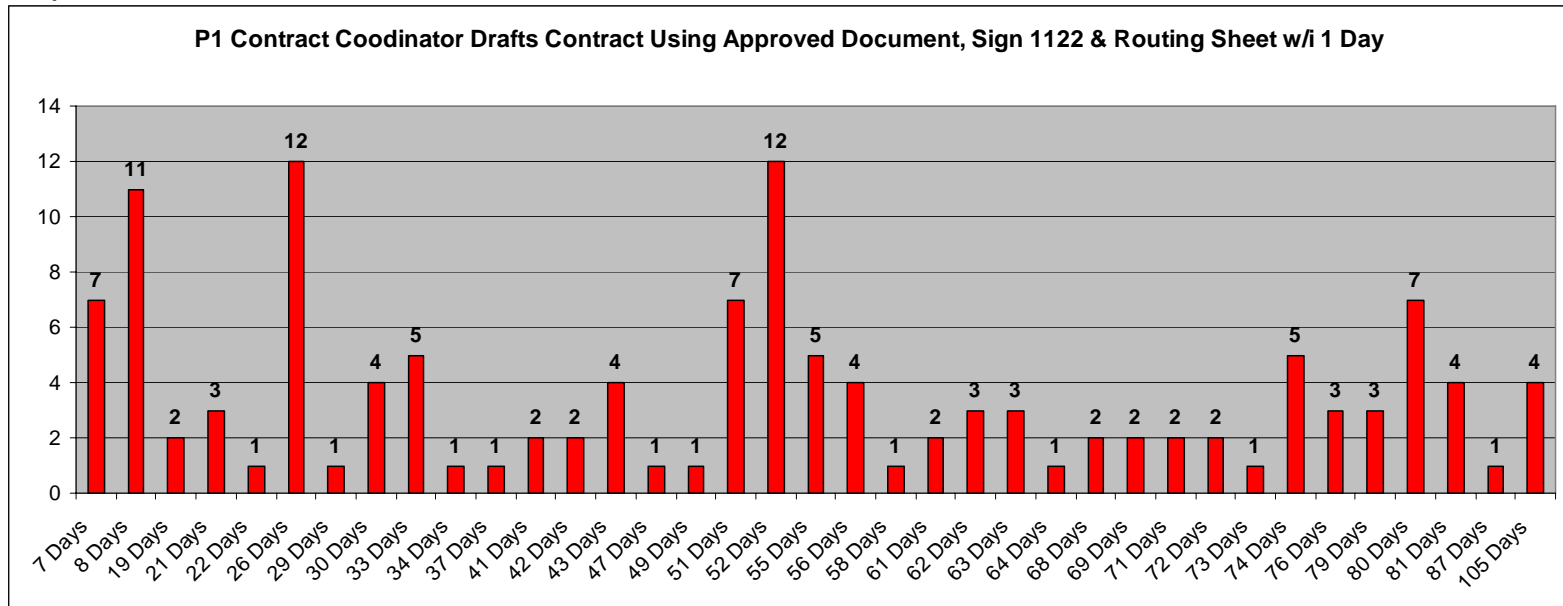
**P1 – Contract Coordinator drafts contracts using approved contract, sign 1122, and routing sheet w/i 1-day. No contracts met the requirement.**

## Problem(s) Identified

- Start date of contract process varied by region.
- Process start date unclear
- Contract language not final before start of process.

## Recommended Corrective Action

- Identify the different dates for each region to start contract process.
- Contract language final before start of process
- Shift staff to meet workload to support regions beginning process.



# Contract Execution Process: Hospital Process Map

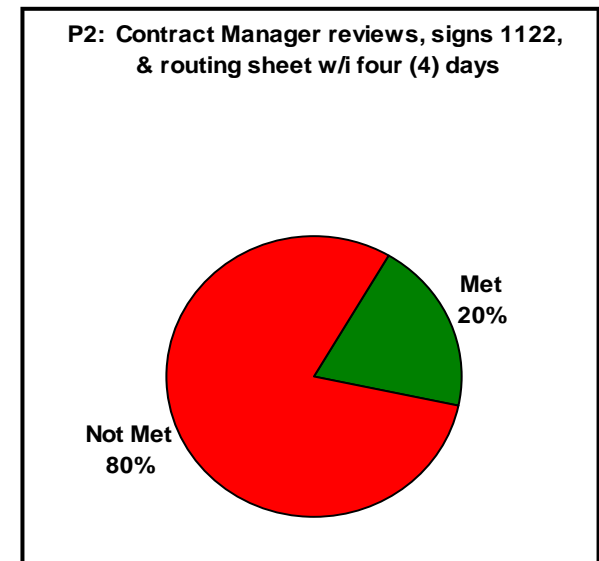
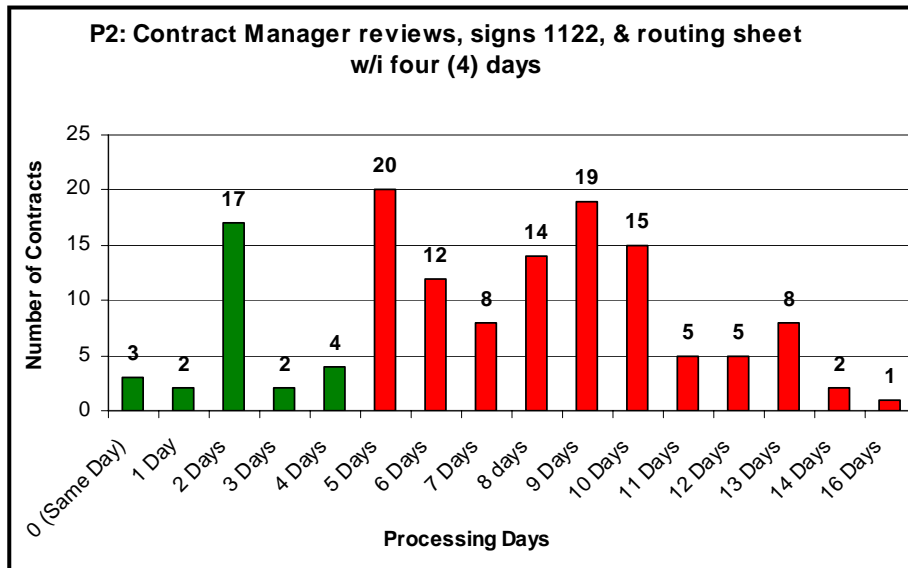
**P2 – Contract Manager reviews document, sign 1122 & routing sheet - w/i four (4) days.** Eighty percent (80%) of contracts processed did not meet this requirement.

•Problem(s) Identified

- Overwhelming number of contracts to be processed by one manager.
- Changes to contract language adds to processing time for contract manager.

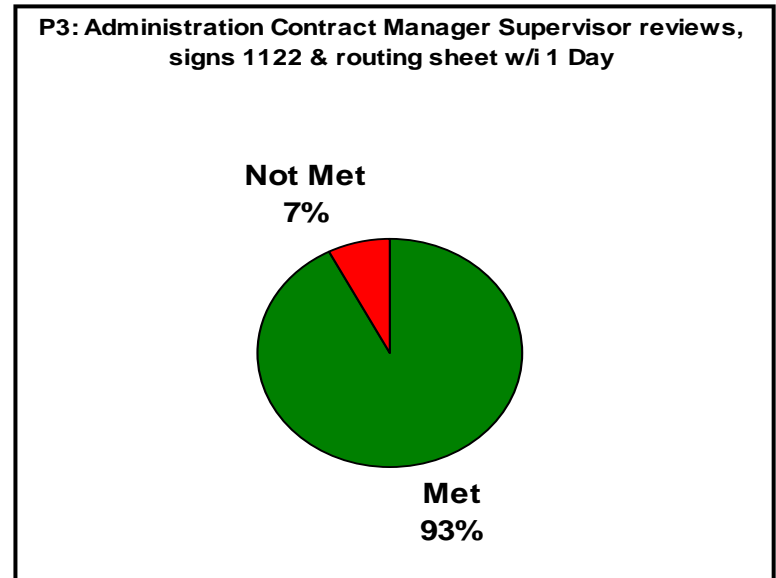
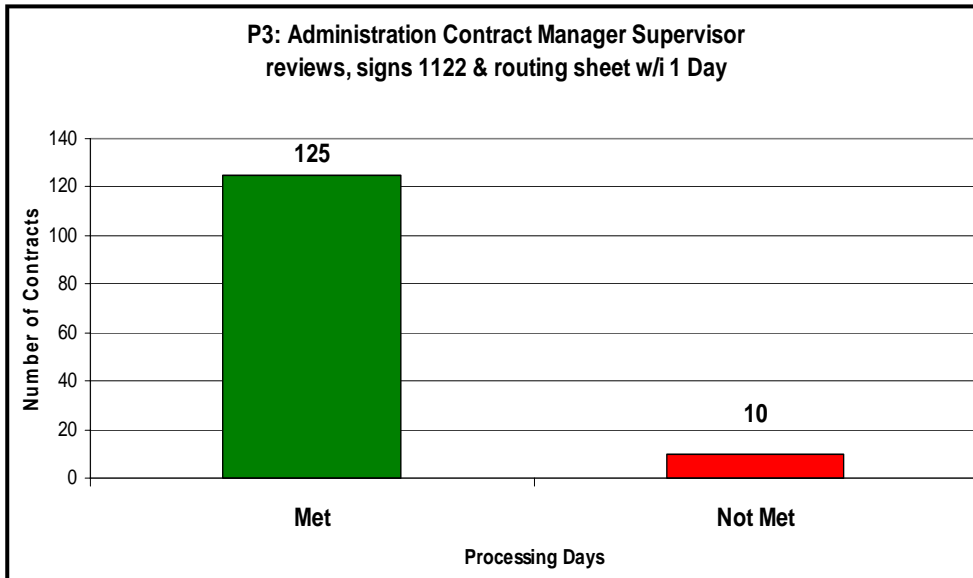
•Recommended Corrective Action

- Shift resources to add an extra contract manager to assist at the beginning of process.



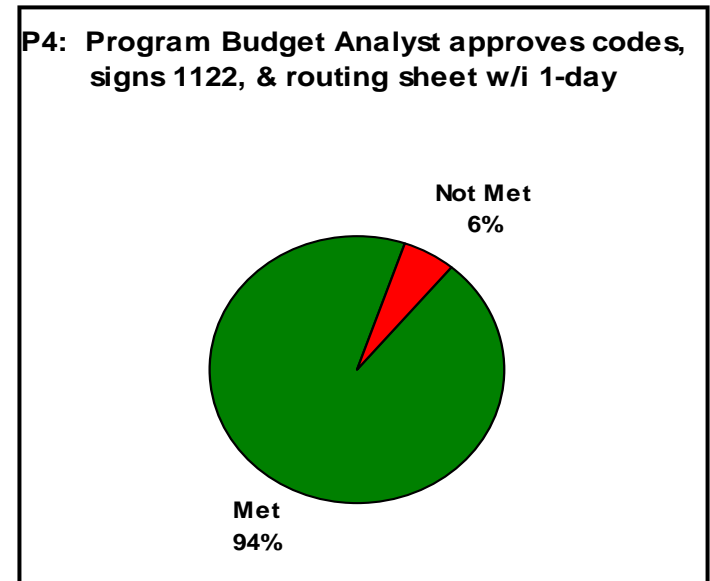
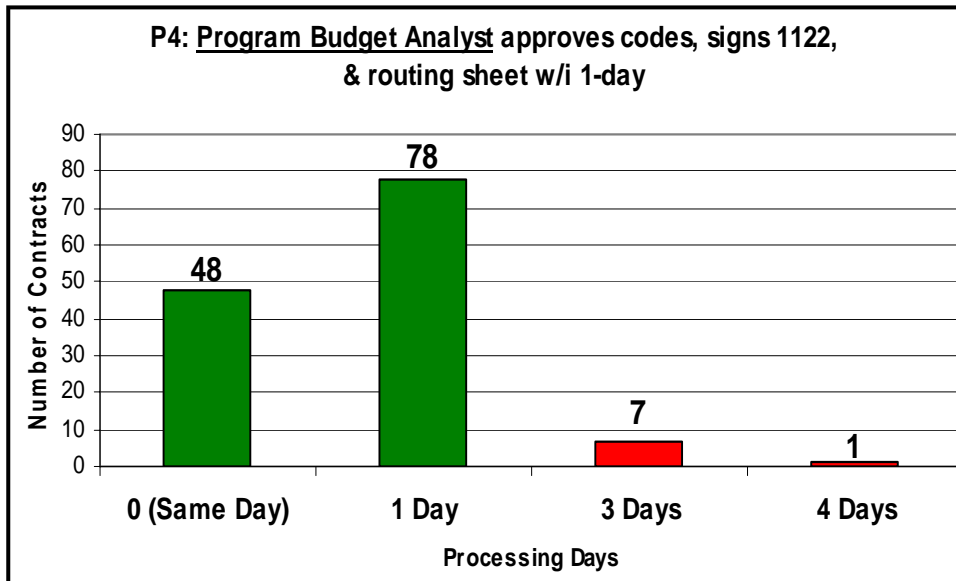
# Contract Execution Process: Hospital Process Map

**P3 - Administration Contract Manager Supervisor reviews, signs 1122, & routing sheet w/i 1 day.** Ninety-three percent (93%) of contracts processed met this requirement. Only 7% (10) of these contracts did not meet the requirement.



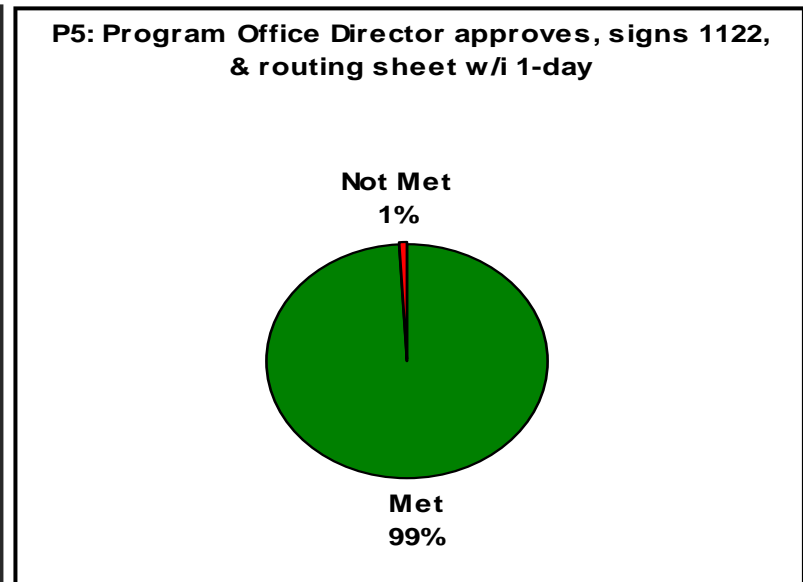
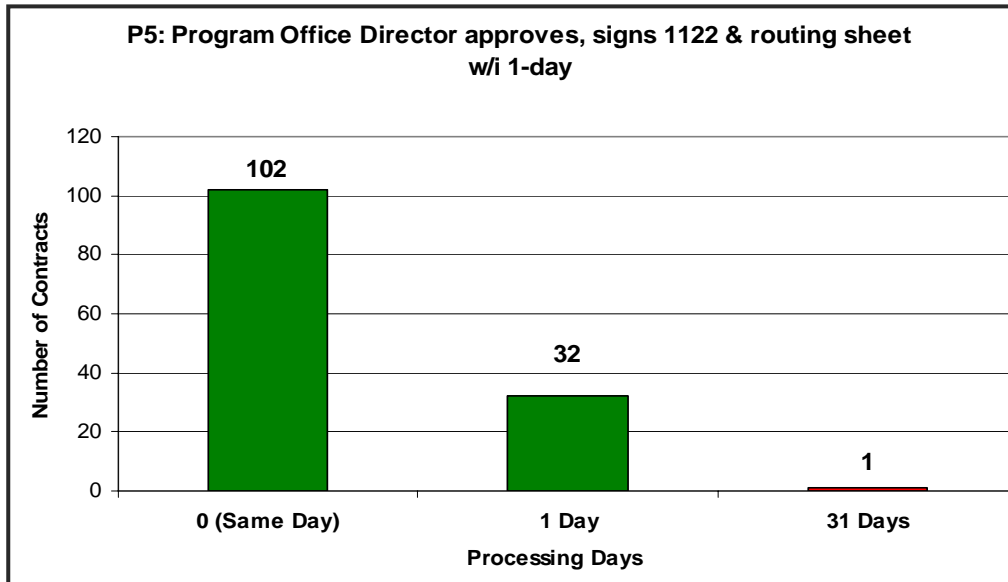
# Contract Execution Process: Hospital Process Map

**P4: Program Budget Analyst approve codes, sign 1122, & routing sheet w/i 1 day.**  
Ninety-four percent (94%) contracts processed met the measurement required. Six percent (6%) did not meet the requirement.



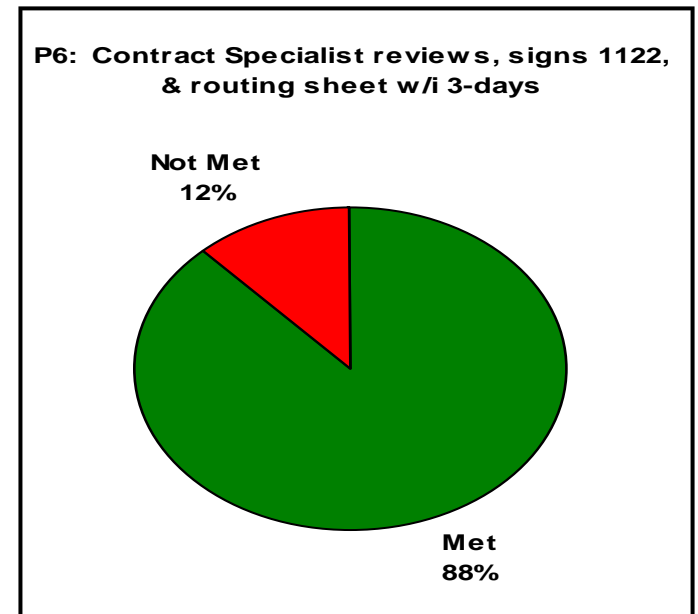
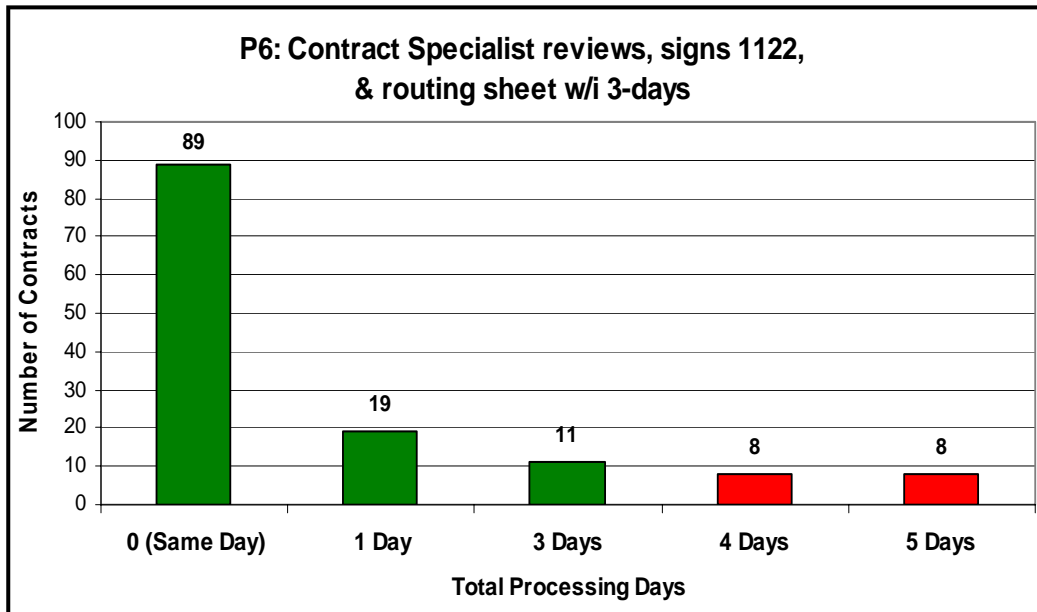
# Contract Execution Process: Hospital Process Map

**P5 – Program Office Director approve, sign 1122, & routing sheet – w/i 1-day.**  
Program Director met this requirement 99% of the time.



# Contract Execution Process: Hospital Process Map

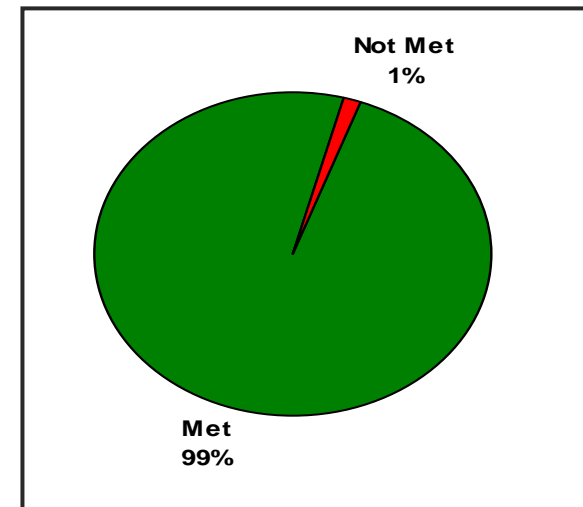
**P6 – Contract Specialist reviews, sign 1122, & routing sheet – w/i 3 days. 119 or 88% of the contracts were processed within the 3-day timeframe.**



# Contract Execution Process: Hospital Process Map

**P7 – HAFC** (Contract Administration) approves, signs 1122, & routing sheet w/i 2 days. HAFC met the performance measurement of this indicator 99% of the time. There were problems identified in the review of the routing sheet.

- Problem(s) Identified
  - There were six (6) routing forms missing in/out dates, no data could be collected.
  - Two (2) forms were missing signatures.
  
- Recommended Corrective Action
  - In-service training.



# Contract Execution Process: Hospital Process Map

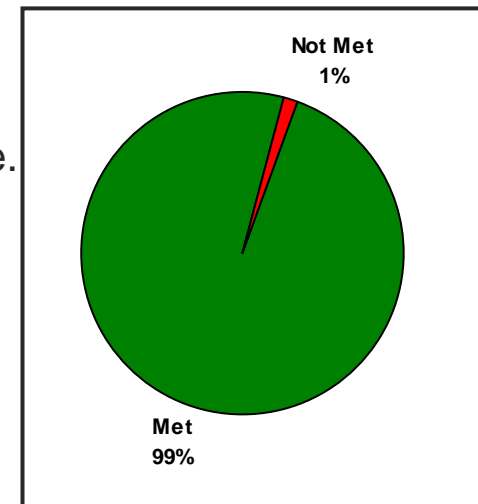
**P8** – HABM approve, sign 1122, & routing sheet w/i 2-days. HAFC met the performance measurement of this indicator 99% of the time, but there were problems identified in reviewing the routing sheets.

- Problem(s) Identified

- Data for “Date In” was not completed on routing forms.
- Forms were date stamped by office but was unreadable.
- Data for “Date Out” completed on 135 forms
- Two (2) forms did not have a signature or dates.

- Recommended Corrective Action

- Improve in-service



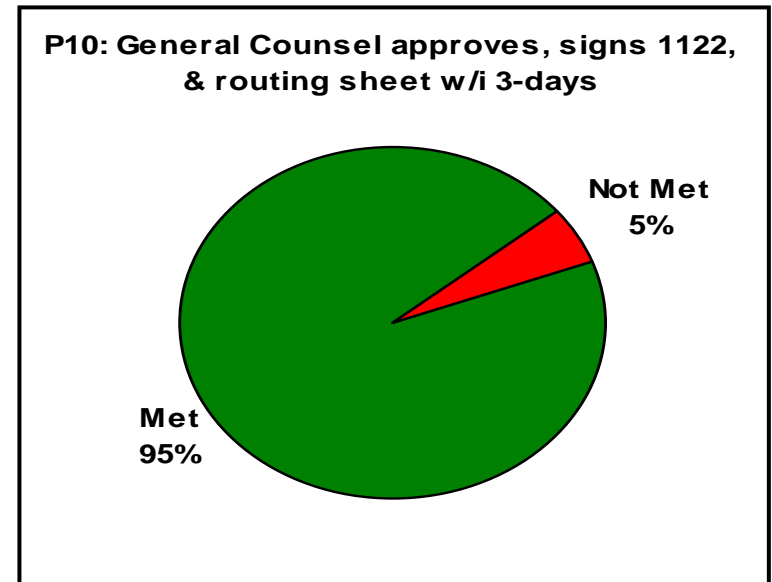
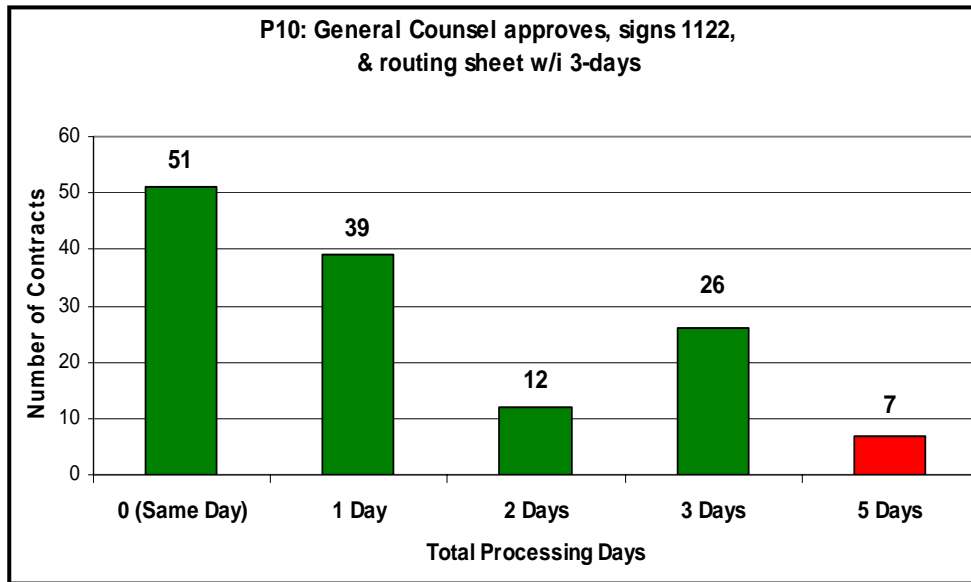
# Contract Execution Process: Hospital Process Map

P9 - Bureau Chief General Services (over \$1 million) approve, sign 1122,  
& routing sheet w/i 3 days.

- One (1) contract in the process required approval by General Services.
  - The contract met the required timeframe.

# Contract Execution Process: Hospital Process Map

**P10 - General Counsel approve, sign 1122, & routing sheet w/i 3-days. 95% of the contracts met the time requirement.**



# Contract Execution Process: Hospital Process Map

**P13 - Provider** approves and sign contract w/i 10 business days. Ninety-six percent (96%) of the time this requirement was not met.

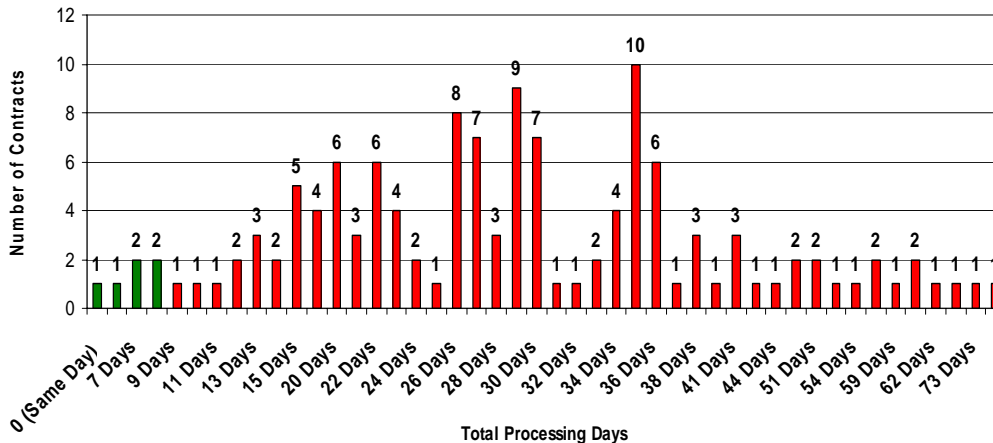
## Problem(s) Identified

- Data for “Date In” was not completed on routing forms.
- Data for “Date Out” completed on 135 forms.
- Forms were date stamped by office but was unreadable.
- Time for processing by *Provider*.

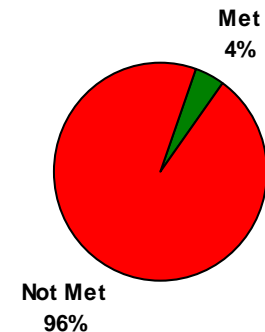
## Recommended Corrective Action

- Improve in-service.
- Provide survey, save/analyze data to make changes to indicator.
- Stress importance of contract timeframe to *Provider*.

Number of Days for Provider to Sign Contract  
After Notification



Number of Days for Provider to Sign Contract &  
Return After Notification



# Contract Execution Process: Hospital Process Map

P11, P12, P14, P15

- DEMO ASU (Contract Specialist)
- DEMO P&A (Contract Spec/Mgr)
- DEMO P&A (Contract Coordinator)
- DEMO ASU (Contract Specialist)

## Problem(s) Identified

- Information not available, routing sheet does not go back to these persons. Info is communicated through emails.
- Routing Sheet and contract requiring changes/correction does not return to ASU, P&A, P&A, ASU. Changes/corrections in these areas are communicated through emails.

## Recommended Corrective Action

- Delete steps from routing sheets
- Obtain info from FIS and provide copy of emails to project manager for report.
- Improve in-service

## FIS Entry Columns

Contract Number	Track ?	Assigned Analyst	Date to Analyst	Date Contract Manager Notified for Corrections	Date Contract Manager Notified for Provider Signature	Date Signed Contract Received from Provider	Number Days for Provider to Sign Contract	Contract Sent for Execution	Date Signed Contract Returned to Contract Manager
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# Contract Execution Process: Hospital Process Map

**P16 – DEMO Delegated Signatory** executes contract with signature, signs 1122, returns to Contract Specialist w/i 2 days. All “contracts” (100%) of contracts were signed by DEMO or delegated signing authority. *Errors lie in completion of routing sheet.*

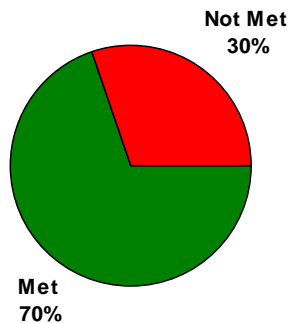
## Problem(s) Identified

- Routing sheets not signed.
  - 46% of routing sheets were not signed and/or initialed by Dr. Bencie or authority designee.
  - 24% of sheets, signatures and/or initials were unidentifiable.

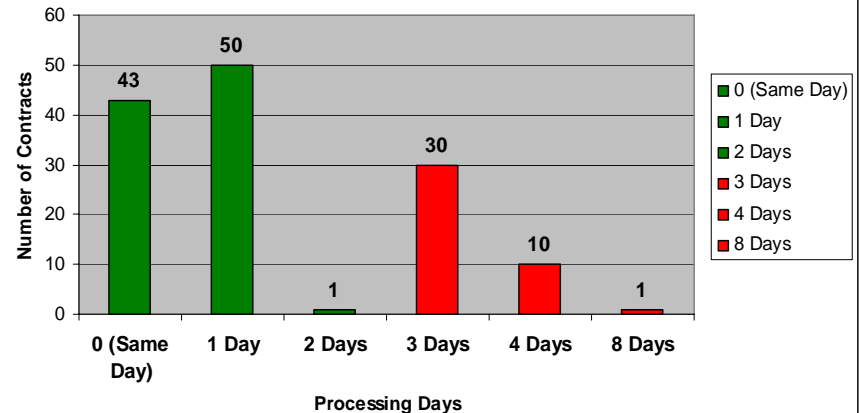
## Recommended Corrective Action

- In-service training

**P16: DEMO Delegated Signatory executes contract via signature, signs 1122, returns to Contract Specialist w/i 2-days**

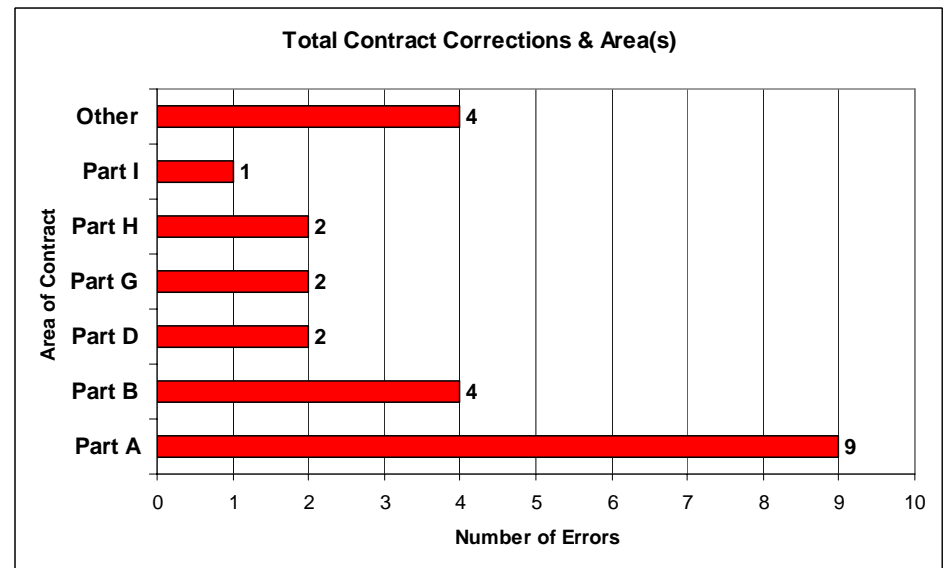
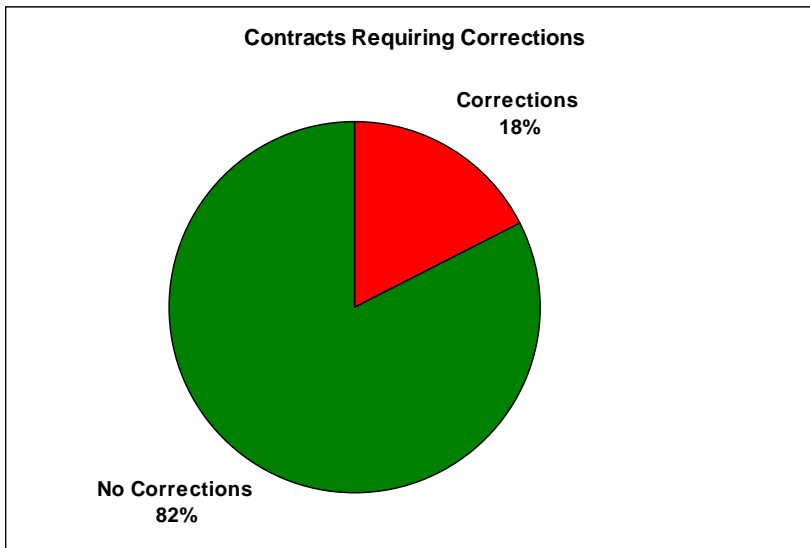


**P16: DEMO delegated signatory executes contract via signature, returns to Contract Specialist w/i 2-days**



# Contract Execution Process: Hospital Process Map

**Q2** - % of contracts requiring corrections and/or change. The contract error data was collected from email communications between the contract manager/specialist and coordinators. Emails submitted showed that 82% of contracts processed required no corrections. Errors of the contract were in the section(s) of provider name, incomplete contact information, formatting, etc. accounted for 18% of corrections needed.



# Contract Execution Process: AMENDMENTS

**Q1** - % of contracts completed within 38-days.  
100% (76) contract AMENDMENTS were completed. The FIS spreadsheet contained data for the *number of days that the "Provider" needed to sign & return the AMENDED contract after request for signature notification by the Contract Manager*. Graph indicates the number of days for this action to be completed.

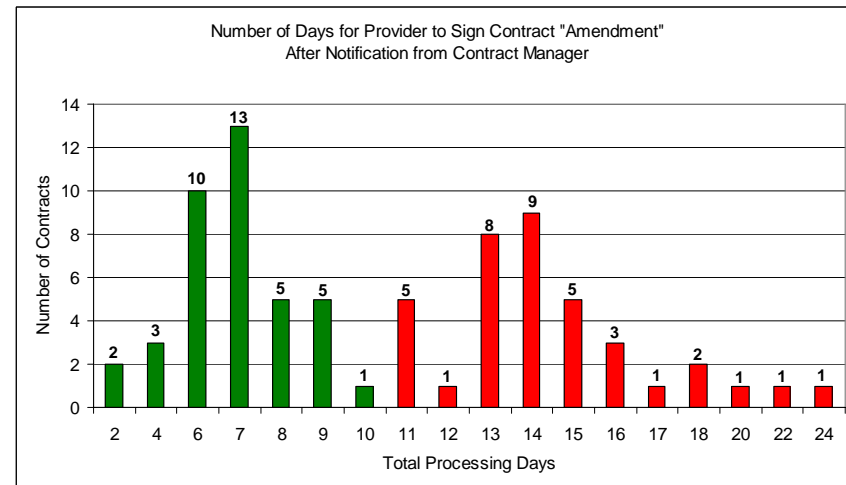
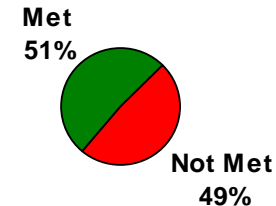
## Problem(s) Identified

- **Provider** should approve and sign contract w/i 10 business days (P13).
- Should contract amendment measurement be the same as P13 at initial process

## Recommended Corrective Action

- Improve in-service.
- Provide survey, save/analyze data to make changes to indicator.
- Stress importance of contract timeframe to *Provider*.

**Q1** - % of contract AMENDMENTS complete within the 38-day timeframe from "provider notification".



# Contract Execution Process: Hospital Process Map

- Next Steps:

Implement Improvements

# Contract Execution Process: Hospital Process Map

CONTRACT EXECUTION PROCESS – HOSPITAL: PROCESS CONTROL SYSTEM								
Process Name: Contract Execution Process (Hospital)	Primary Customer: DEMO Director	Valid Requirements: Distribute funds within 38 days	Quality Indicators: P1 = % of contracts meeting required timeframe. Q1 = % of contracts completed w/i 38 day timeframe Q2 = % contracts with corrections and/or changes.					
Flow Chart		Process and Quality Indicators		Checking/Indicating Monitoring			Miscellaneous Information	
<b>Requirement:</b> Distribute funds quickly (within 38 days) to allow hospitals to build local capabilities.		Process Indicators	Control Limits	Checking Item	Timeframe (Frequency)	Responsibility	Contingency Plans	
		Quality Indicators	Specs/ Targets	What is to be checked?	When to check?	Who will check?	Actions req'd for exception?	
<p><b>Contract Execution Process – Hospital: Process Map</b>  <small>Requires: 2004-11-15 w/01-11-08. All work after 11/15/08 has been updated.</small></p>		<p>P<sup>1-17</sup></p> <p>% of contracts meeting required timeframes</p> <p>Q<sup>1</sup></p> <p>% of contracts completed w/i 38 days</p> <p>Q<sup>2</sup></p> <p>% of contracts with corrections and/or changes</p>		Contract Routing Sheets	Gigi Bemas Submit copies of contract routing sheets for:  <b>Period</b> 11/01/07 thru 01/31/08  <b>Period</b> 02/01/08 thru 03/31/08	Linda Bailey will analyze and develop reports  Preliminary Report Due 02/15/08  04/14/08 Final Report Due	Reports to: R. White V. Johnson L. Robinson L. Drawdy	HAFAC HABM OGC – Office of General Counsel DEMO – Division of Emergency Medical Operations CM – Contract Manager CS – Contract Supervisor

# Contract Review Routing Form

11/1/07

## Contract Review Routing Form

	TO	ACTION	SIGNATURE	DATE IN	DATE OUT
1	DEMO P&A Section Contract Coordinator	Review & Sign H1122			
2	DEMO P&A Section Contract Manager	Review 1122	<input type="checkbox"/> Approved	Approved with Corrections	
3	DEMO ASU Director Contract Manager Supervisor	Review & Sign H1122	<input type="checkbox"/> Approved	Approved with Corrections	
4	PHP Program Office Budget Analyst	Review & Sign H1122	<input type="checkbox"/> Approved	Approved with Corrections	
5	PHP Program Office Director, PHP Program Office	Review & Sign H1122	<input type="checkbox"/> Approved	Approved with Corrections	
6	DEMO ASU Contract Specialist	Review & Sign H1122	<input type="checkbox"/> Approved	Approved with Corrections	
7	HAFAC Contract Administration	Review & Sign H1122	<input type="checkbox"/> Approved	Approved with Corrections	
8	HABM Budget	Review & Sign H1122	<input type="checkbox"/> Approved	Approved with Corrections	
9	<i>For contracts over \$1 million</i> Bureau Chief, General Services	Review & Sign H1122	<input type="checkbox"/> Approved	Approved with Corrections	
10	OGC General Counsel	Review & Sign H1122	<input type="checkbox"/> Approved	Approved with Corrections	
11	DEMO ASU Contract Specialist	Flair Input			
12	DEMO P&A Section Contract Coordination Contract Manager	Makes corrections, approves corrections, notifies provider	<input type="checkbox"/> Approved	Approved with Corrections	
13	DEMO P&A Section Contract Coordinator	Receives Signed Contract from Provider			
14	DEMO ASU Contract Specialist	Submit for Signature			
15	DEMO Division Director	EXECUTE			
16	<i>For contracts over \$1 million</i> Jean Kline, RN, BSN, MPH	EXECUTE			
17	DEMO ASU Contract Specialist	Notifies CC within 1 day of signature			
18	DEMO P&A Section Contract Coordinator	Notifies Provider within 1 day of signature			
Name of Contract Manager Lysle W. Robinson		Phone 3284	Typist's Initial	CONTRACT NUMBER:	

**RETURN TO:** Joe Dawsey, ext. 4733, Room 325B

**Provider:** \_\_\_\_\_

**Amount:** \_\_\_\_\_

**Execution date:** \_\_\_\_\_ **End date:** 5/31/08