

Sedgwick County Health Department • •

Project Title: Purchasing Process

SCHD Quality Improvement Training, 2010-2011

Project Manager: AAron Davis

Team Members: Brad Ashens, Bill Farney, Janice McCoy

PLAN

Identify an opportunity and Plan for Improvement

Getting Started

It became apparent that Health Department staff lacked an understanding of the purchasing process. This resulted in staff being frustrated with the process, and a number of Charter 57 violations. These violations were not suspect of ill intentions, so an underlying reason needed to be identified. Many staff supported the need to address this issue, and it was outlined by the OI team as a priority.

2. Assemble The Team

A talented group of staff members were assembled to work on this project. Staff included those who work with the purchasing processes regularly and members of the Quality Improvement team. A work plan and timeline were created and regular meetings were scheduled. A Gantt chart was created and added to as new tasks developed.

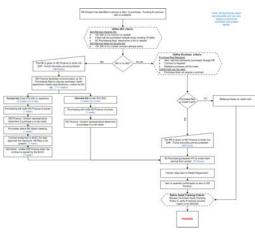
		AU	G 10			SES				-	XT':	10			NO	/ 10			DEC	120		JA	N'11	
Task	1	2	3	4	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4	1	2	Responsible
Problem identification			Г		Г																Г		Г	
nitial as-in Flow Chart	Г									Г		Г		П			Г		Г		Г	П	П	Team
Cause & Effect Diagram	Г		Г		Г												Г				Г		Г	Team
Nim Statement																								Team
UPOC+CM Diagram	Г		Г		Г					П							Г				Г		Г	Team
Finalize Aim Statement	Г		Г		Г												Г				Г		Г	Team
Finalize Flow Chart	Г		Г		Г												Г				Г		Г	Team
Create document repository	Г		Г		Г																			Brad & AAro
Qi Project Proposal	Г		Г		Г					П							Г				Г		Г	Team
Santt Chart creation	Г		Г		Г					П							Г		П		Г	П	П	Team
High Level Flow Chart	Г		Г		Г					П							Г				Г		Г	AAron
Create Survey	Г		Г		Г					П				П			Г		П		Г	П	П	Team
Impliment Survey	Г		Г		Г					П							Г				Г		Г	160
dentification of PDRs	Г		Г		Г					Г							Г		Г		Г	П	П	Brad
Fraining of PDRs	Г		Г		Г					П											Г		Г	Brad
Communicate actions and DR to staff	Г		Г		Г					Г		Г									Г		Γ	841
milment Follow-up survey																								941
Develop Story board	L	L	L	L	L		L	L		L		L											L	AAron/tear
Develop recommended action teps	Г		Γ		Γ		Г			Г		Г				Г					Г		Г	Team

AIM Statement

To develop clear instructions and guidance on the major steps of the purchasing process. All clarification/education actions will be implemented by December 2010. Measurements will be made through a simple satisfaction and knowledge survey of various Health Department staff who deal with major purchases. The target audience for these actions will be staff identified by division directors who have a key role in the purchasing process.

3. Examine the Current Approach

A high-level flow chart was created showing the major steps of the purchasing process, as viewed by Health Department staff. While the purchasing process can be long and tedious, and has many variables in it, our teams' approach was to keep the process as simple as possible. We began by identifying the basic steps, from the point of view of the average Health Department staff member, who is looking to begin the purchasing process.



To acquire baseline data, our team developed a preimplementation survey. This survey was intended to collect information on Health Department staff awareness and understanding of the purchasing process. Analysis of survey results, as well as "water-cooler" conversations, gave us the need to analyze the causes and effects of the problem before us. While a number of tools were used, this cause and effect diagram was seen as the most instrumental.



4.Identify Potential Solutions

Dissatisfaction was a call for education and information sharing. Our potential solutions include 1) creating a document repository, 2) communicate the overall steps taken in the purchasing process, 3) Identify and train members of each division to help guide those in the purchasing process, and 4) educate all staff of available tools.

The team decided to address the first three solutions identified, but instead of educating *all* staff, we focused on specific division representation.

5. Develop an Improvement Theory

- We expect survey results (knowledge and satisfaction) to improve as more staff have a chance to utilize the document repository. Our predictions are the following:
 - 1. <u>If</u> we create a Document Repository, <u>then</u> knowledge of where to turn for clarification will increase.
 - 2. <u>If</u> we share a flow chart and discuss new tools with staff, <u>then</u> more staff will better understand the overall purchasing process.
 - 3. If we identify members of divisions to train in researching purchasing information, then satisfaction with the process will increase.

DO Test the Theory for Improvement

6. Test the Theory

The process for testing the theory included the actual creation of the Document Repository, along with the education and training of various department staff through division meeting presentations.

Once staff were given time to review the information provided and view the high-level flow chart of the purchasing process, time was allowed to elapse, and they were presented a post-implementation survey. This survey was identical to the previous one. Not everyone who took the second survey was able to attend the educational sessions. There was also error in the data in that more people took the survey who did not regularly participate in the purchasing process.

Study Use Data to Study Results of the Test

7. Study the Results

The new survey data was compared against the previous baseline data. The new data showed very few changes in many of the survey answers. We first will look at survey participation. We must note that numbers and division percentages changed, but we still feel the results are valid.

Survey Participation

Division	Pre-S	urvey	Post-Su	Post-Survey			
Administrative Services	10	31.3%	5	22.7%			
Center for Health Equity	1	3.1%	1	4.5%			
Children and Family	4	12.5%	6	27.3%			
Health Protection and Promotion	11	34.4%	9	40.9%			
Preventative Health	6	18.8%	1	4.5%			
Total Responses:	32	100%	22	100%			

Average number of pure	hases			
made per month	Pre-S	Survey	Post-Su	rvey
Zero	14	43.8%	9	40.9%
1 to 5	16	50.0%	11	50.0%
6 to 10	0	0.0%	1	4.5%
10+	2	6.3%	1	4.5%
Total Responses:	32	100.0%	22	100.0%

The biggest change from the pre survey is found in our attempts to educate and change employee expectation with time-lines, when making purchases. You can see the two different questions below that represent two types of purchases (formal bid and informal bid). Highlighted in red are the acceptable answers.

Purchasing Timetable (1) When you are making \$20,000 purchase, how long do you expect the entire process to take from start (filling out a purchase request form) to finish (filem has been ordered and is on its way). Answers Pre-Survey Post-Survey 2 weeks 13.8% *0% 1 month 34.5% 33.3% 42.6% Acceptable 2 months 13.8% 9.5% answers Acceptable 4 months 3.4% 9.5% supports 6 months 3.4% 9.5% system *months 3.4% 9.5% system *months 1.00 the change in those with unrealistic expectations

Purchasing Timetable (2)

hen you are making \$2,000 purchase, how long do you expect the entire process to take

Answers	Pre-Survey	Post-Survey	
Less than 1 week	17.2%	9.5%	
1 week	10.3%	23.8%	
2-3 weeks	34.5%	33.3%	Acceptable
4 6 weeks	27.6%	23.8%	answers
2-3 months	6.9%	4.8%	
4= months	3.4%	4.8%	

We make note that the educational portion of our project was sharing the flow-chart with staff and working on educating them on why the purchasing process is confusing. The flow chart was the most essential part in curbing expectations of the process and will continue to be used when staff have questions about the process. There is still much work to do. Overall results showed Theory two to be true, and theory one and three to be untrue. Reasons for this are explained in step 8.

ACT

Standardize the Improvement and Establish Future Plans

8. Standardize the Improvement or Develop a New Theory

The newly created Document Repository will continue to grow as new information and documents are created. Staff asked for a one-stop location for information and one now exists, however, the information is, at times, still confusing.

The number one lesson learned from the project was our plan to focus on individuals who actively make purchases for both the surveys and the training, was not carried out as we had hoped. If we had been able to narrowly direct the survey to only those who participated in the educational sessions, we believe all theories would have proved true.

9. Establish Future Plans

The survey results still show that more education is needed for staff, as well and more generic outlines for the process. With the frustrations of many staff members still existing, there are a number of recommendations the team has for future projects. The main recommendation will be to walk a number of purchases through the flow chart to document "issues" that arise, and set up projects to address various items. This was one of the original goals of the team but is a long-term project that requires a lot of outside participation and cooperation.