

Cover Sheet for Example Documentation

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The following documentation has been submitted to ASTHO for the Accreditation Library as a potential example of Health Department documentation that might meet the **PHAB Domain 9 Standard 1 Measure 3**.

This document is not intended to be a template, but is a reference as state health agencies develop and select accreditation documentation specific to the health department's activities.

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Document Title:	Contracts Goals and Objectives						
Document Date:	2013						
Version of Standards and Measures Used: 1.5							
Related PHAB Standard and Measure Number							
Domain:	9	Standard:	1	Measure:	3	Required Documentation:	2
Short description of how this document meets the Standard and Measure's requirements: The example of using LEAN to set goals for improving the contracting process reducing the time frame for executing contracting and duplication in the process.							
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This 12 Point Efficiency Proposal describes efforts to improve the contracting process in CT DPH. Here goals and objectives are described.

Connecticut Department of Public Health 12 Point Efficiency Proposal: Contracts and Grants Management Evaluation #1: September 12, 2014

BACKGROUND:

On September 1, 2013, The Connecticut Department of Public Health (DPH) implemented a 12 Point Efficiency Proposal for the restructuring of its Contracts Administration Section. The goal of the Plan was to reconfigure DPH's contracting section into teams and implement "best practices" procedures into the contract administration function. Processes were changed from manual to electronic wherever possible, duplication of tasks were eliminated, duties of the staff were redefined around work teams and training was recognized as a pivotal and necessary part of the process.

A lean exercise was conducted in May 2013 that enabled the 12 Point Efficiency Proposal to be implemented for a September 2014 start date. Lean committee members composed of Contracts and Fiscal office staff volunteered to work on redesigning forms and programming electronic processes. Also, the lean exercise resulted in setting a preferred timeframe for the completion of various contract tasks performed by staff.

Contract staff was required to post contract timeframes for tasks completed in a contract monitoring system that was available to them.

OBJECTIVES:

1. By September 2015 all contracts will be reviewed within 3 days.
2. By September 2015 all contracts will be executed by 134 days.
3. By September 2015 the Attorney General's Office review will be completed within 5 weeks.
4. By September 2015 the e-DAR will be reviewed for completion within 3 days.
5. By September 2015 all contracts will be reviewed by the supervisor within 2 days.
6. By September 2015 all contracts will be reviewed by the Executive Office within 3 days.
7. By September 2015 all contracts will be developed within 1 to 3 weeks.
8. By September 2015 all contracts will be formatted by CGMS staff within 2 to 3 days from receipt from Program.
9. By September 2015 all contracts will be emailed to provider for signature within 2 days.

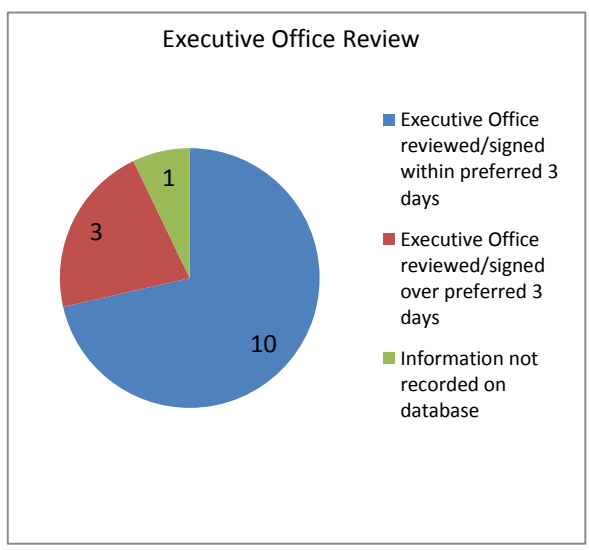
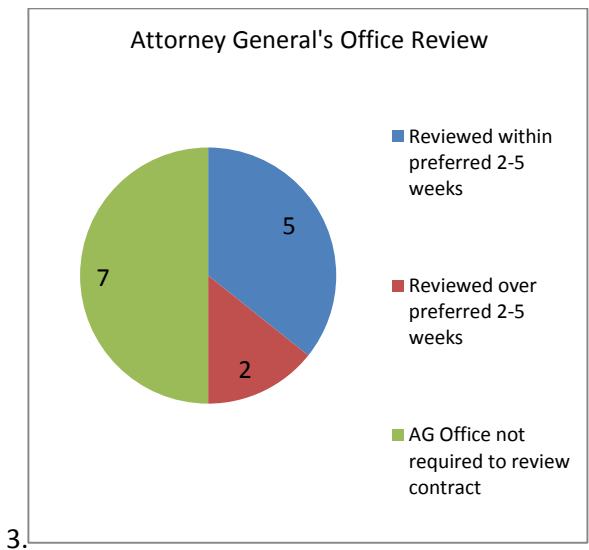
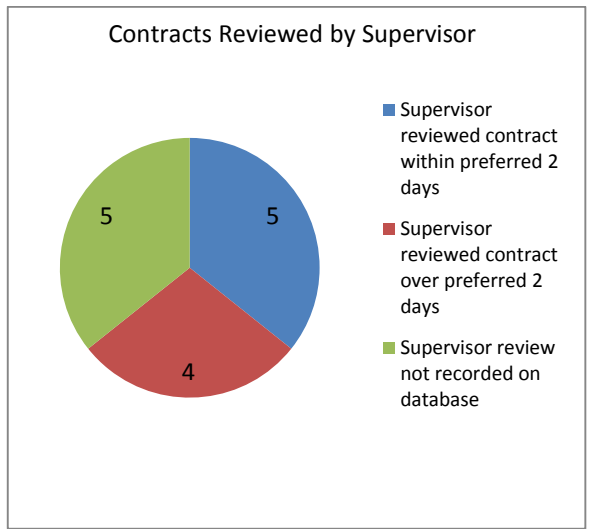
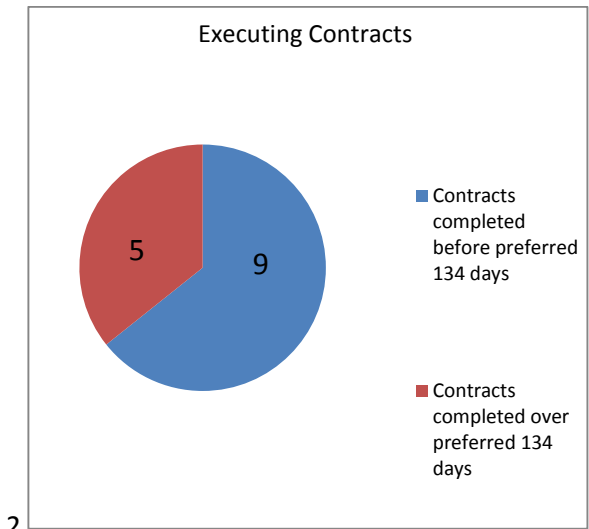
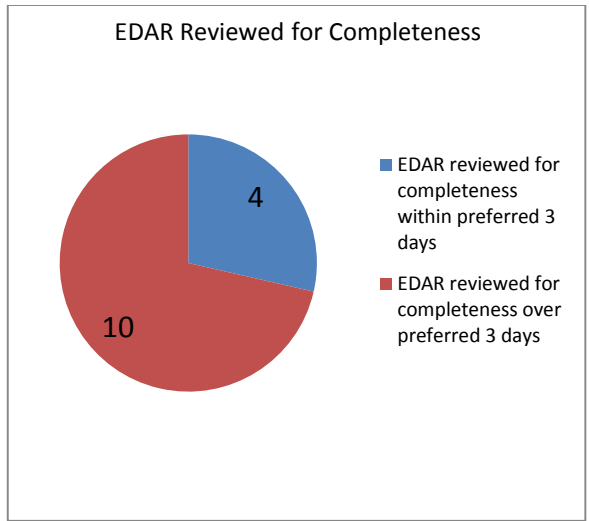
EVALUATION DESIGN:

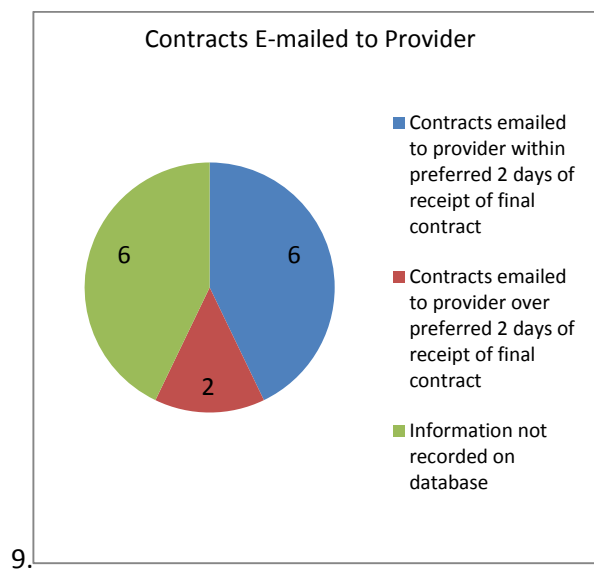
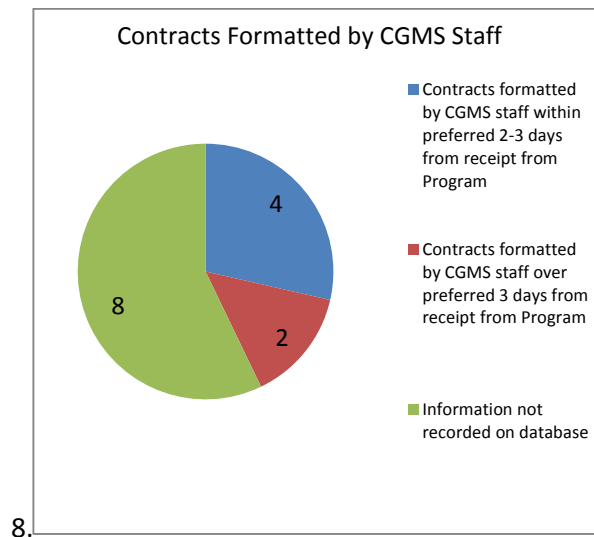
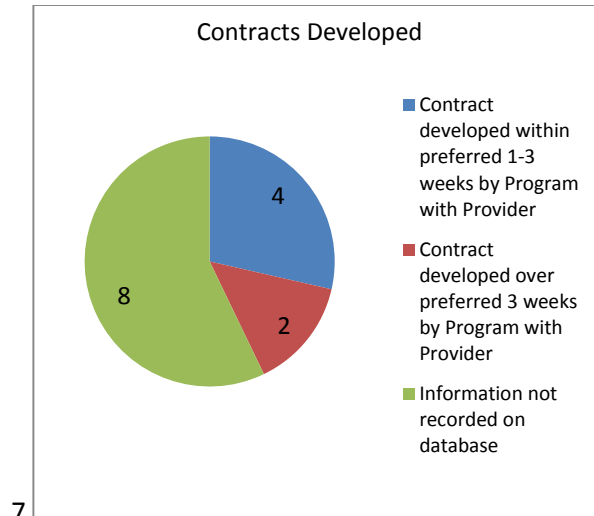
Contract preparation timeframes were examined for contracts initiated and completed during the months of June and July 2014 which was nine months after the 12 Point Efficiency Proposal was implemented. Fourteen contracts were chosen at random and all were completely executed at the time of examination. Four of the contracts were amendments and ten were new contracts. (See chart #1)

Amendments typically do not require a review by the Attorney General's Office. Also, if a contract template is authorized by the Attorney General's Office prior to contract preparation, there is no need for a contract to be sent to the Attorney General's Office for approval. Therefore, this preferred

timeframe was not measured on seven of the contracts because the contracts fell into one of these two categories. (See chart #3)

Thirty-six tasks established by the lean exercise committee were examined against actual performance timeframes posted by Contracts staff to the Contracts Monitoring System. The differences in preferred time goals from actual performed times are shown in the following charts:





ANALYSIS:

- The September 2, 2014 evaluation report is the first in a three part series of evaluations of the 12 Point Efficiency Proposal. The second evaluation will be performed in January 2015 and the third in June 2015.
- There are thirty six preferred timeframe task categories to review. The categories were so many and so detailed that the recording task was unwieldy for Contract staff. The thirty six categories have since been consolidated into thirteen which is expected to be more manageable for the Contract staff to record and for the evaluator to extract completion dates to compare preferred to actual time frames.
- The greatest timeframe gap from the preferred to actual time frames was in retrieving and processing the E-DAR, the request for a contract from Program. The E-DAR system experienced some technical problems that are being solved at this writing. A better and more efficient system is being developed to retrieve and process the E-DAR document.
- Reaching the preferred lean timeframes was encouraging as many of the task categories measured in the charts reached more than 50% of the preferred lean timeframes.
- The Contracts Section can improve upon its timeliness to execute all contracts within the preferred lean timeframes. Of special note is that the lean time goals are at 100% of productivity. Even if the Contract's section meets an 80% measure of all the preferred lean time goals, it would be an excellent rating. There are many variables in executing a contract and expectations of reaching 100% of preferred goals are not realistic.
- A hindrance to the evaluation process was that not all contract information was recorded in the Contracts monitoring system which disabled the evaluator to obtain actual timeframes to make a comparison of preferred to actual timeframes. A manual search also could not find the time frames in all cases. The CGMS Section supervisor needs to ensure that all staff record contract information in the Contracts monitoring system. The process of recording should be easier for Contract staff.