

QUALITY IMPROVEMENT STORYBOARD



Division/ Program:	Operations Support Bureau/Contracts & Grants Division
Project Title:	Improving Solicitation References Response Rate & Time
Project Timeline:	October 2018 – September 2019
QI Project Team:	Jose Cueva, Maritza Recinos, Lucia Romero, & Violeta Villalobos

1. Getting Started

The proposal evaluation step in the Request for Proposals Project Plan was identified as an area for improvement by Contracts & Grants leadership.

2. Assemble the Team

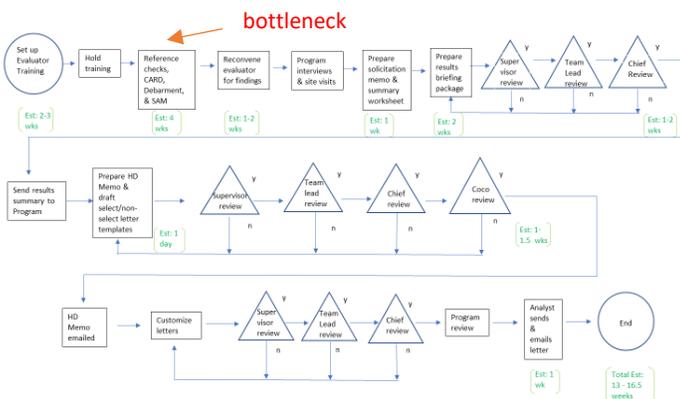
Each C&G section leader found a volunteer analyst to work on this project, for a total of 4 analysts.

3. Define the Problem/ AIM Statement

AIM: To increase response rates of solicitation references and decrease response time.

4. Examine the Current Approach

From the process map, the team estimated this section would take between 13 to 16.5 weeks. A time study found it took 27 weeks. Investigating the length of time for each step found a bottleneck in the second step of the map--reference checks, which took 7 weeks on average. Using the 5 Whys QI tool we found that this was mainly due to the time it took analysts to follow up with non-responding references and proposers submitting references who did not know enough about their agency to be able to answer the specific reference questions.



RFP Plan Section 10.0 Process Map: Proposal Evaluation 8/7/18

5. Identify Potential Solutions

Solutions identified and chosen included: 1) reducing the number of references needed per solicitation to 3 from 5 and 2) specify in the directions to the proposers to list references who can answer contractual questions about their agency and to notify them in advance that they would be contacted as a reference by DPH.

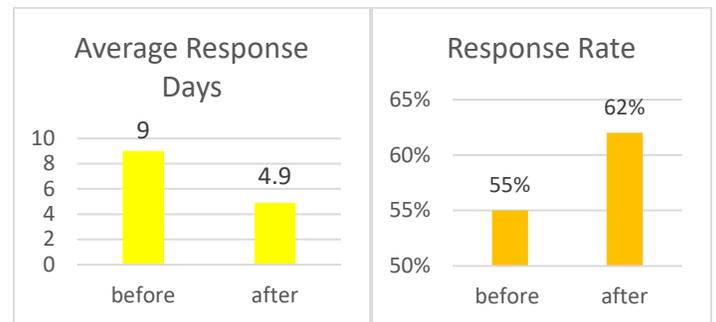
6. PLAN

The team developed a SMART goal that if we implement these strategies, then the average number of days for the references to respond to the reference survey will decrease from 9 to 6 and the response rate would increase from 55% to 70% by July.

7. DO

The strategies were implemented by updating the solicitation instructions and the requirements for providing references.

8. STUDY



9. ACT/Next Steps

Although 1 of the 2 goals was not met (response rate), it was trending in the right direction. The team decided to adopt these strategies and permanently add them to the C&G Reference Check process.