

Southern Health - Santé Sud

Quality Improvement Project Report Out

Bits and Buys

February 13, 2015

LearningToSee



CONSULTING

Define

- **The proposed project is to improve the ICT procurement and coding processes. The scope of the project may include the automation of certain portions of the process.**
- **Currently the Information and Communication Technology Department acts as a purchasing agent for all ICT related products and service for the region. Prior to merger, each ICT Department had well defined processes that had been in place for a number of years. Now that merger has taken place, it is suspected that the processes could be more inefficient.**
- **The ICT Department is responsible for approximately 4 million dollars of procurement annually.**

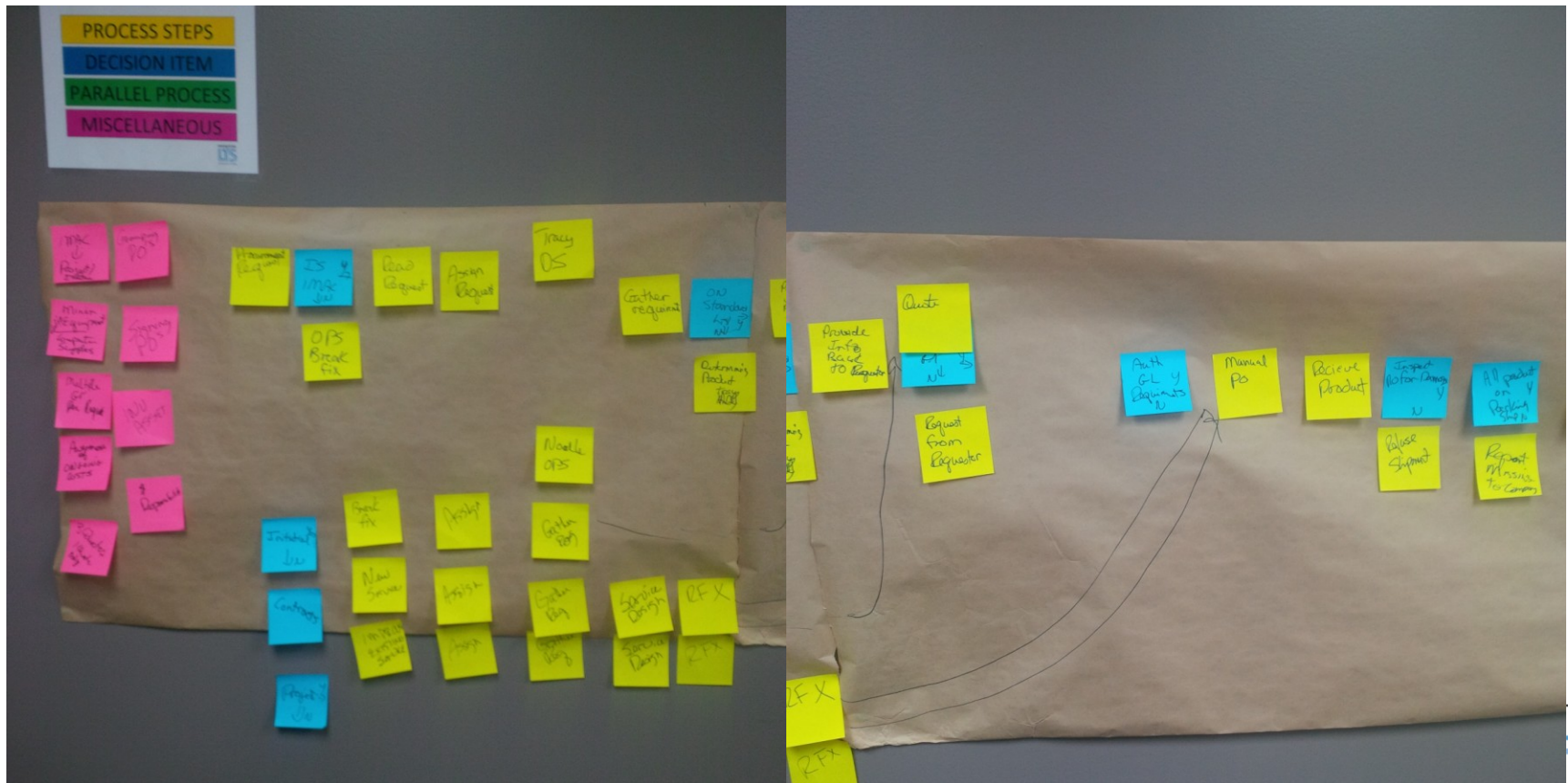
Define

Problem Statement

- **The requirement gathering in the current ICT procurement process is frustrating and challenging for customers and staff as it is inconsistent, complex, not well defined and not well communicated.**

Define

What did the current state look like.



To See

Measurement Plan

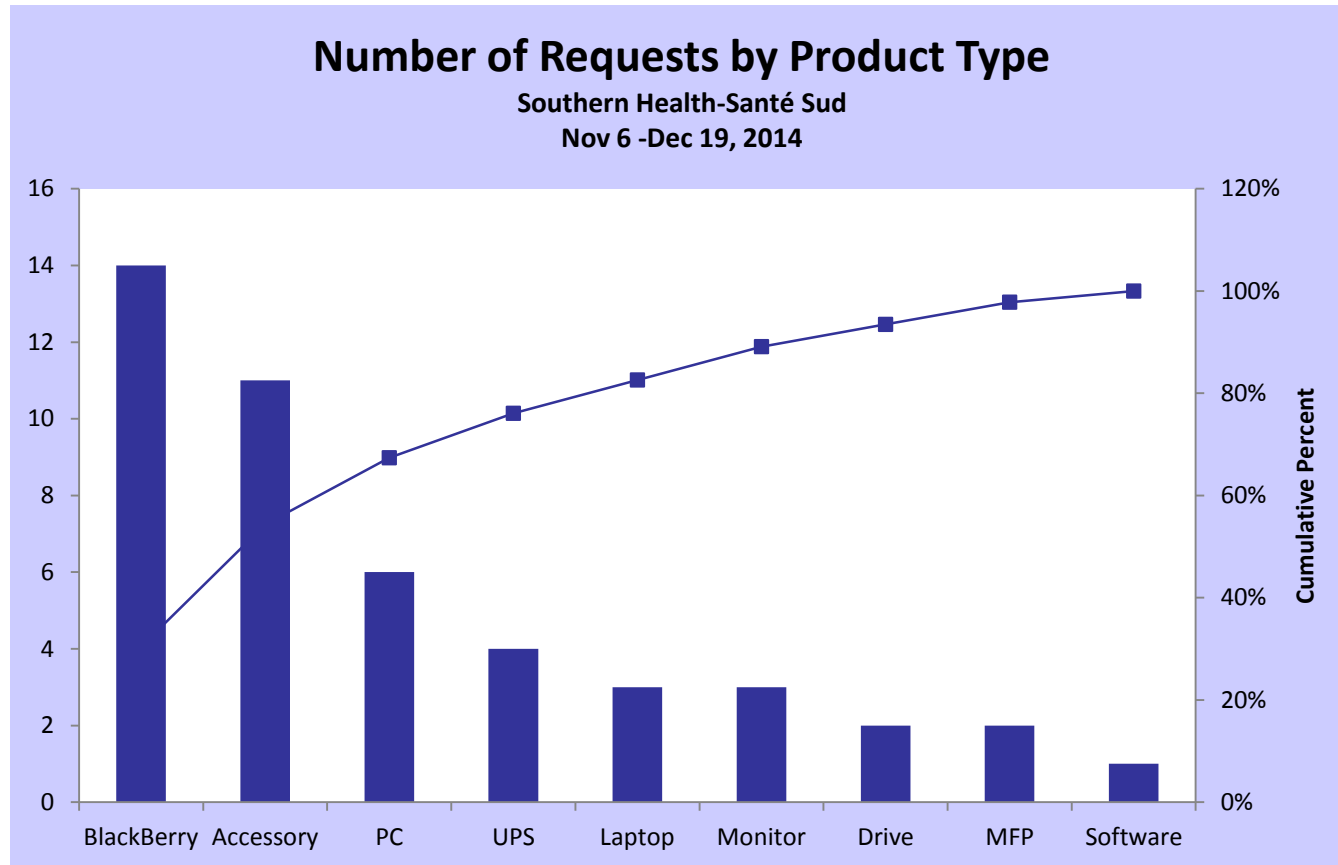
Prepared By:

Organization:	Southern Health-Santé Sud
Facility:	Regional
Project:	Bits \$ Buys

What?	How?	Where?	Who?	When?
What is being measured?	How will you track the measurement? Tracking sheets, observations, other? Do you need any items to measure? Clock, pedometer, etc.	On which unit/area will the data be collected?	Who is responsible for collecting the measures measurements?	When are the measures being collected?
Beginning and Ending times of each major process (i.e. Request, Quote, P.O., Receiving, Coding and Finance)	Central spread sheet using computer clock.	The two purchasing offices and Bernie for requests that are not IMAC's.	Tracy, Noelle and Bernie	November 06, 2014 to December 19, 2014
Mechanism of intake (i.e. Email, Phone, Walk up or Service Desk)	Central spread sheet.	The two purchasing offices and Bernie for requests that are not IMAC's.	Tracy, Noelle and Bernie	November 06, 2014 to December 19, 2014
Number of defects (e.i. Number of times we go back to customer for clarification, wrong GL codes, back order, damaged equipment, etc.)	Central spread sheet.	The two purchasing offices and Bernie for requests that are not IMAC's.	Tracy, Noelle and Bernie	November 06, 2014 to December 19, 2014

Measurement Check Point #1:	Nov 14, 2014
Measurement Check Point #2:	Nov 21, 2014
Measurement Check Point #3:	Nov 25, 2014

Analyze

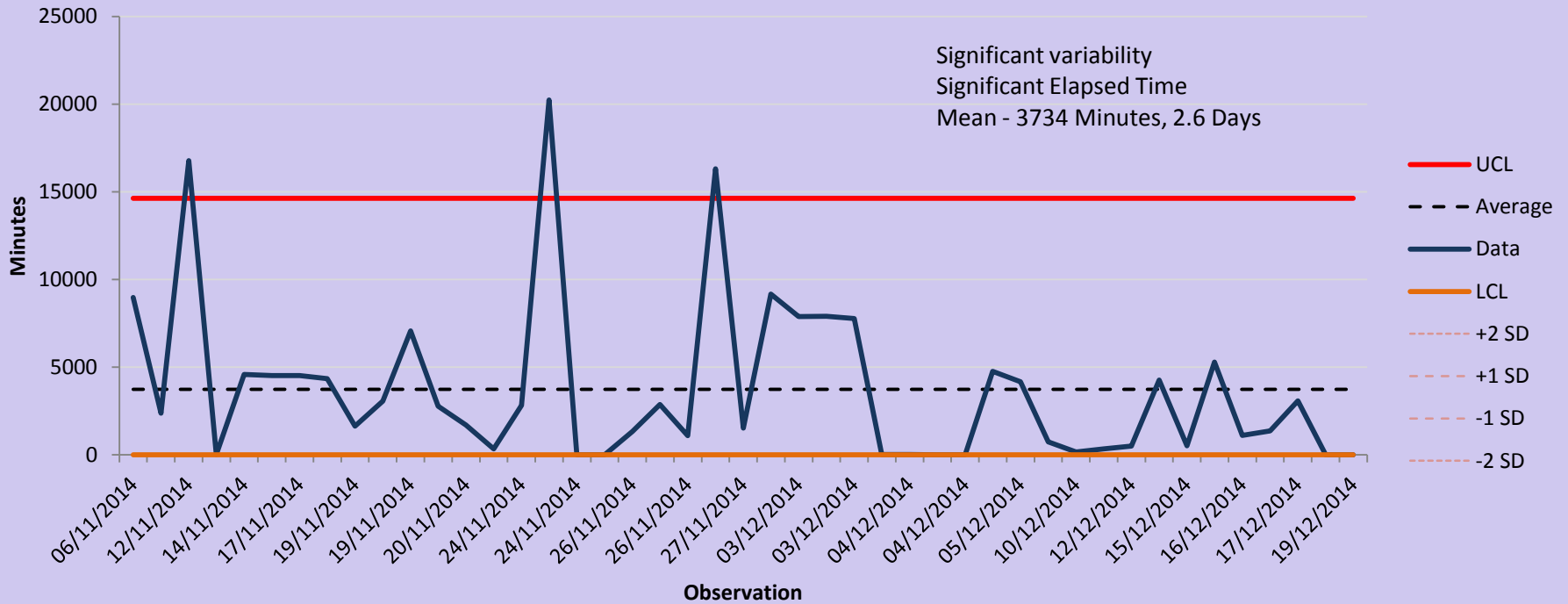


Analyze

Initial Customer Contact to Request Complete X-Chart

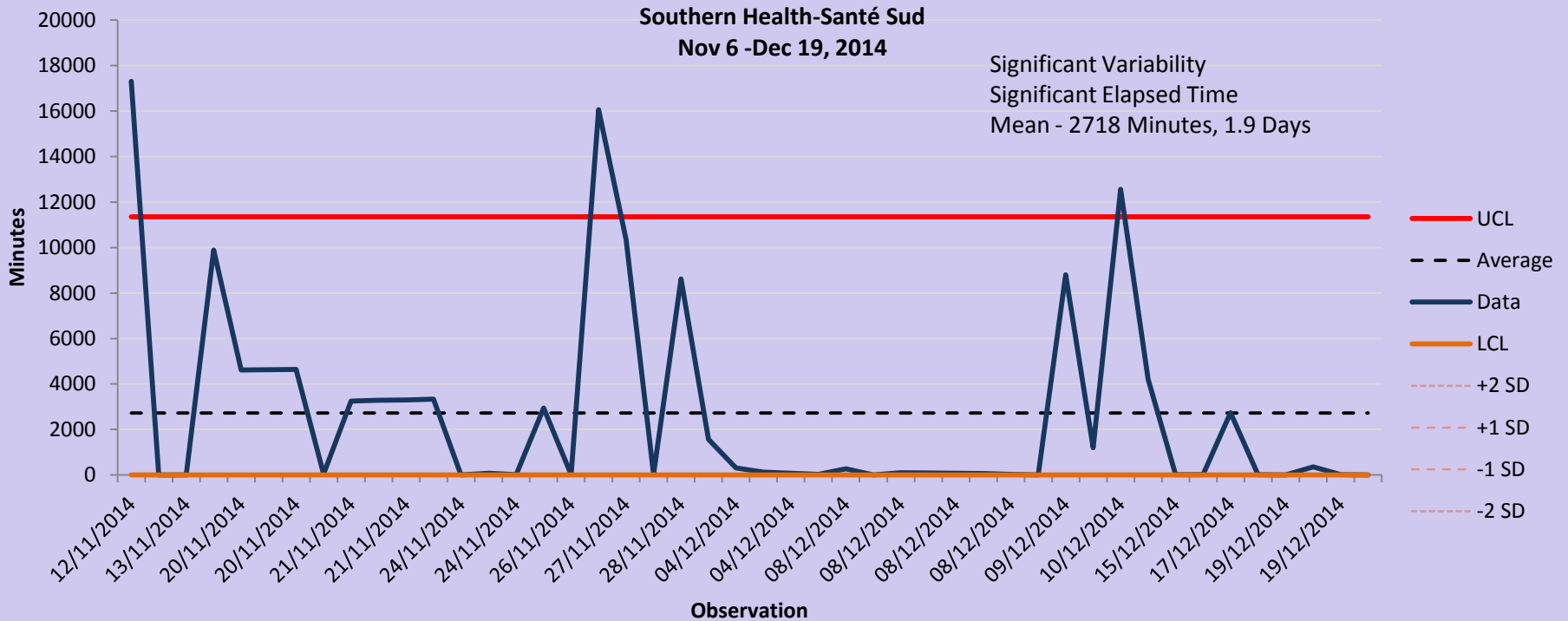
Southern Health-Santé Sud

Nov 6 -Dec 19, 2014



Analyze

Time From Request Complete to PO Complete X-Chart

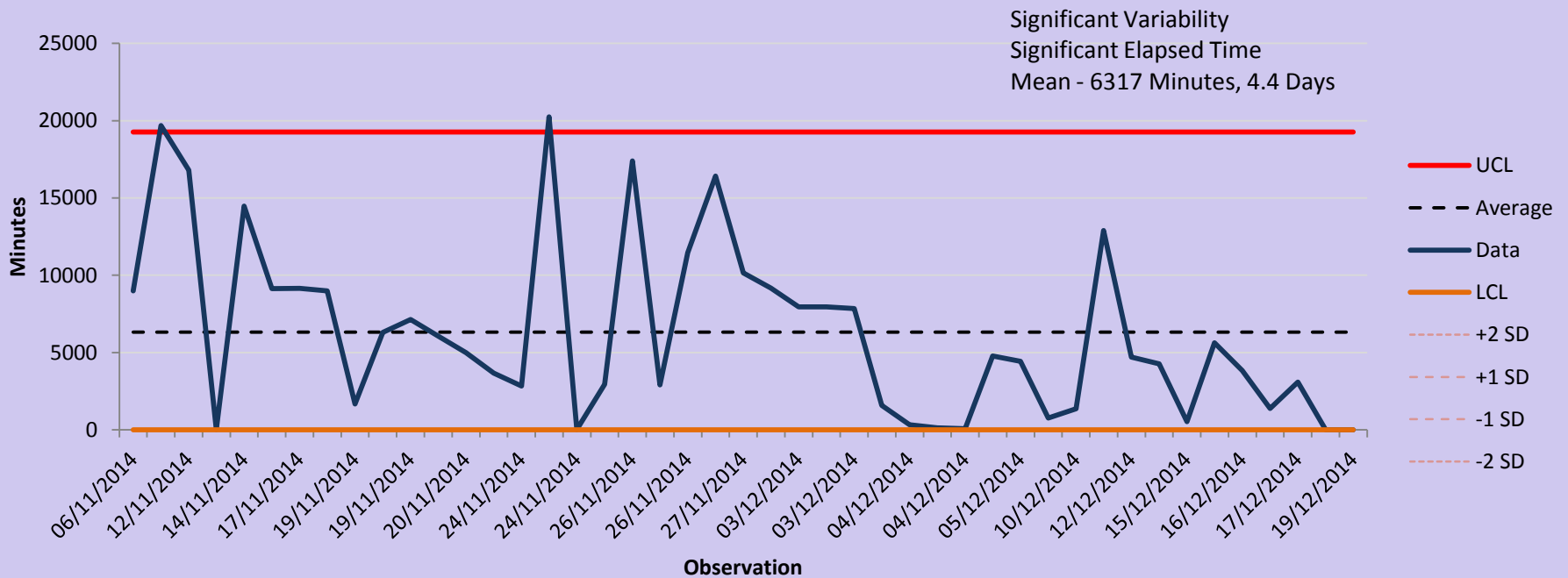


Analyze

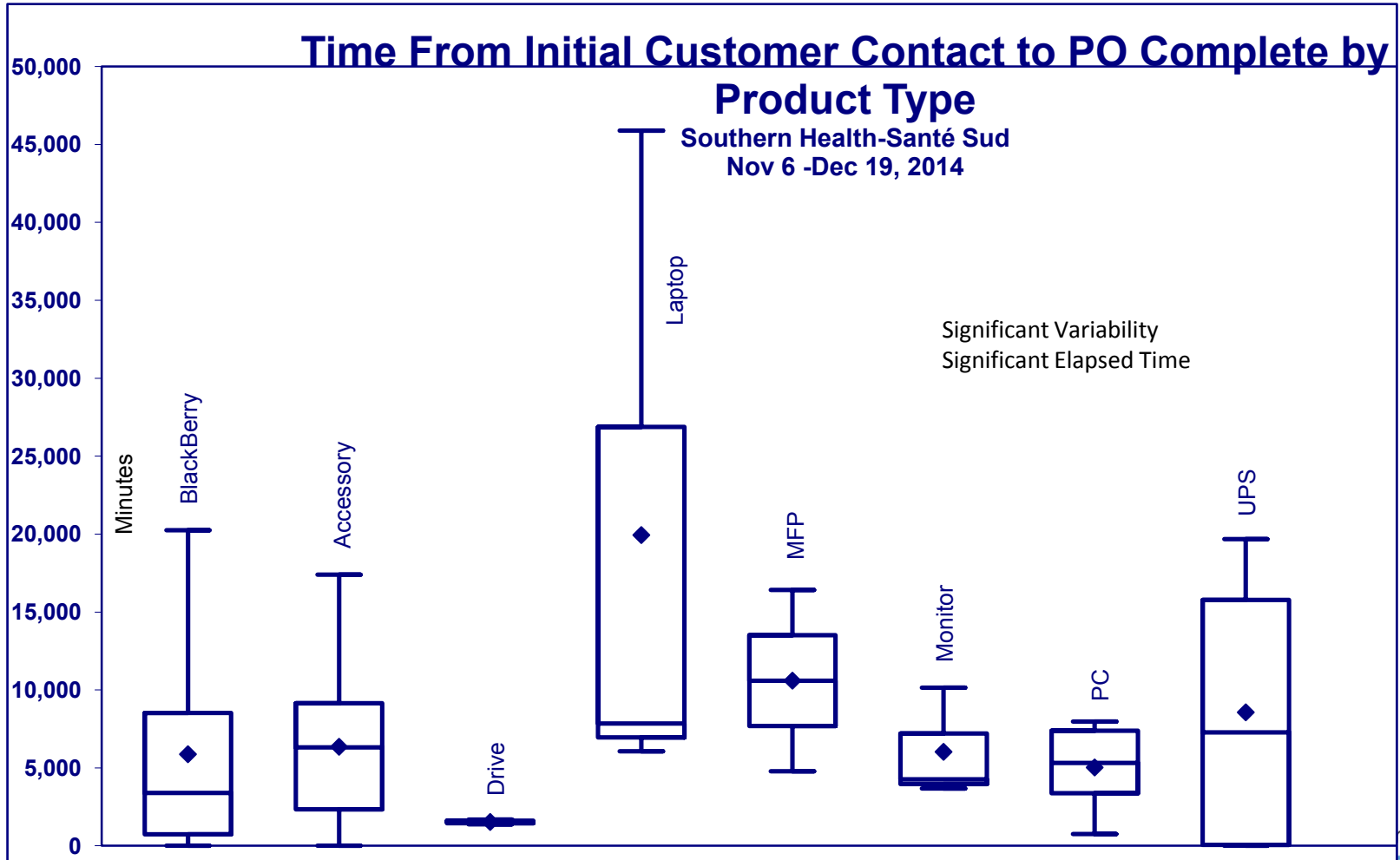
Time From Initial Customer Contact to PO Complete X-Chart

Southern Health-Santé Sud

Nov 6 -Dec 19, 2014

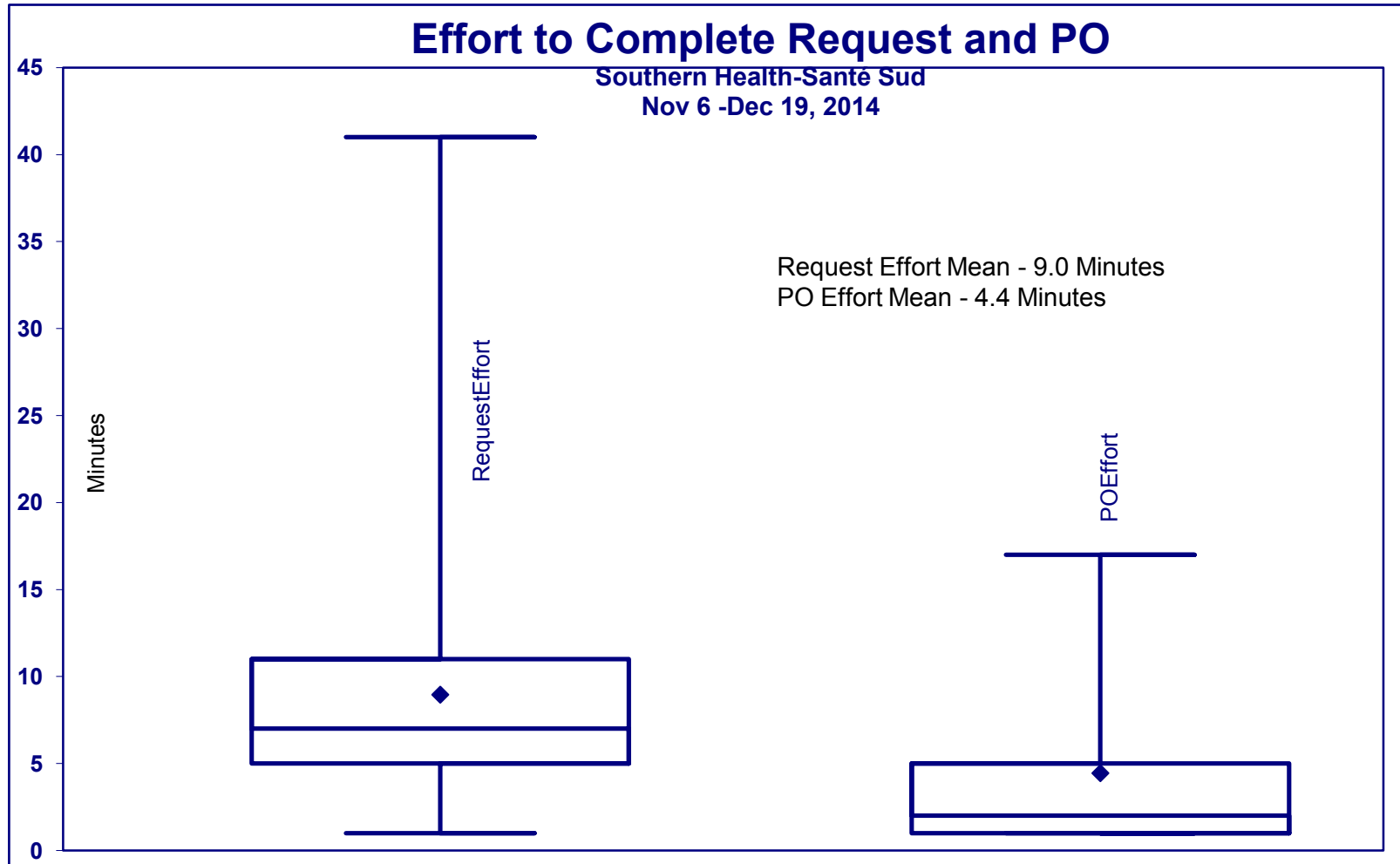


Analyze

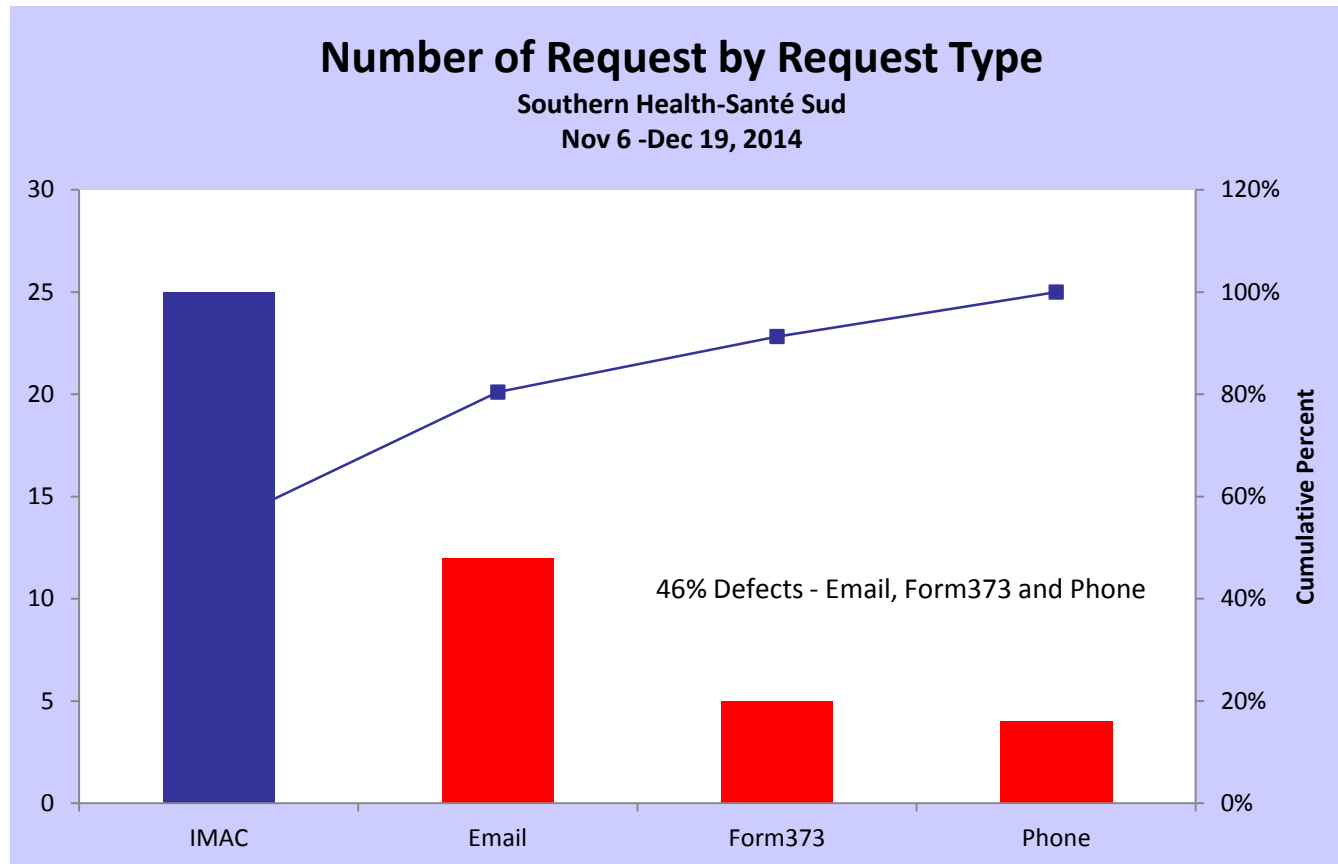


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Analyze



Analyze

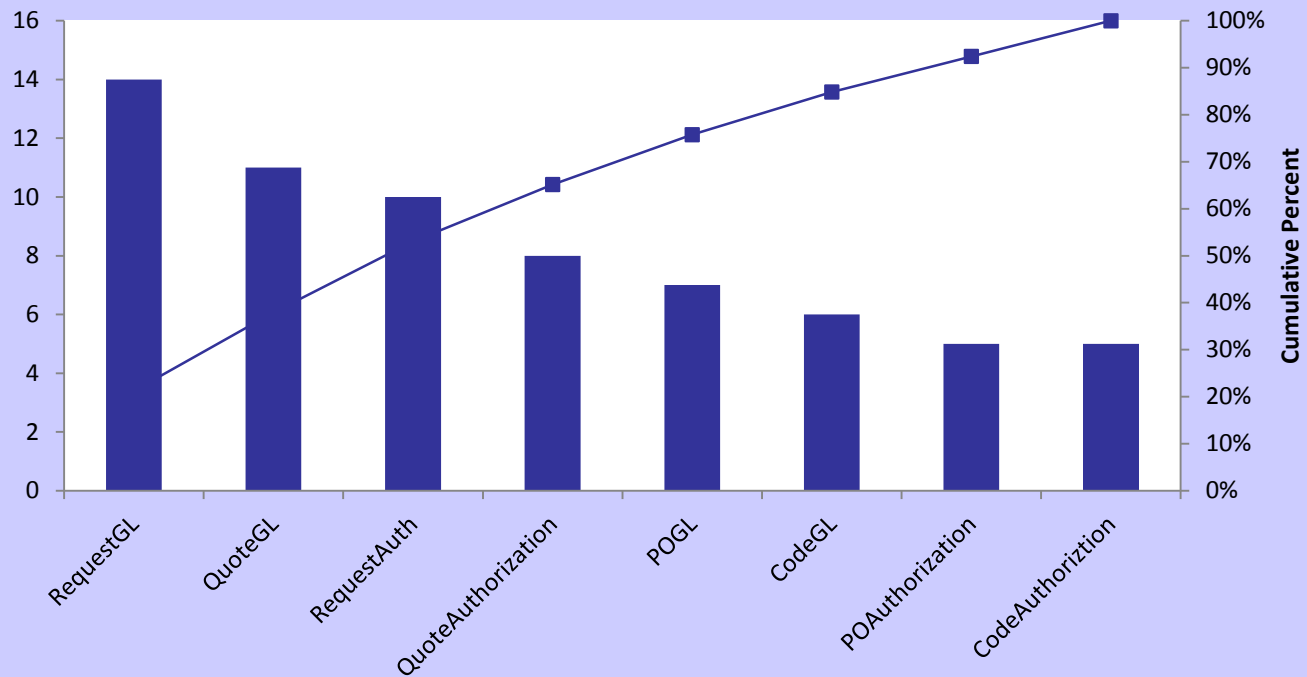


Analyze

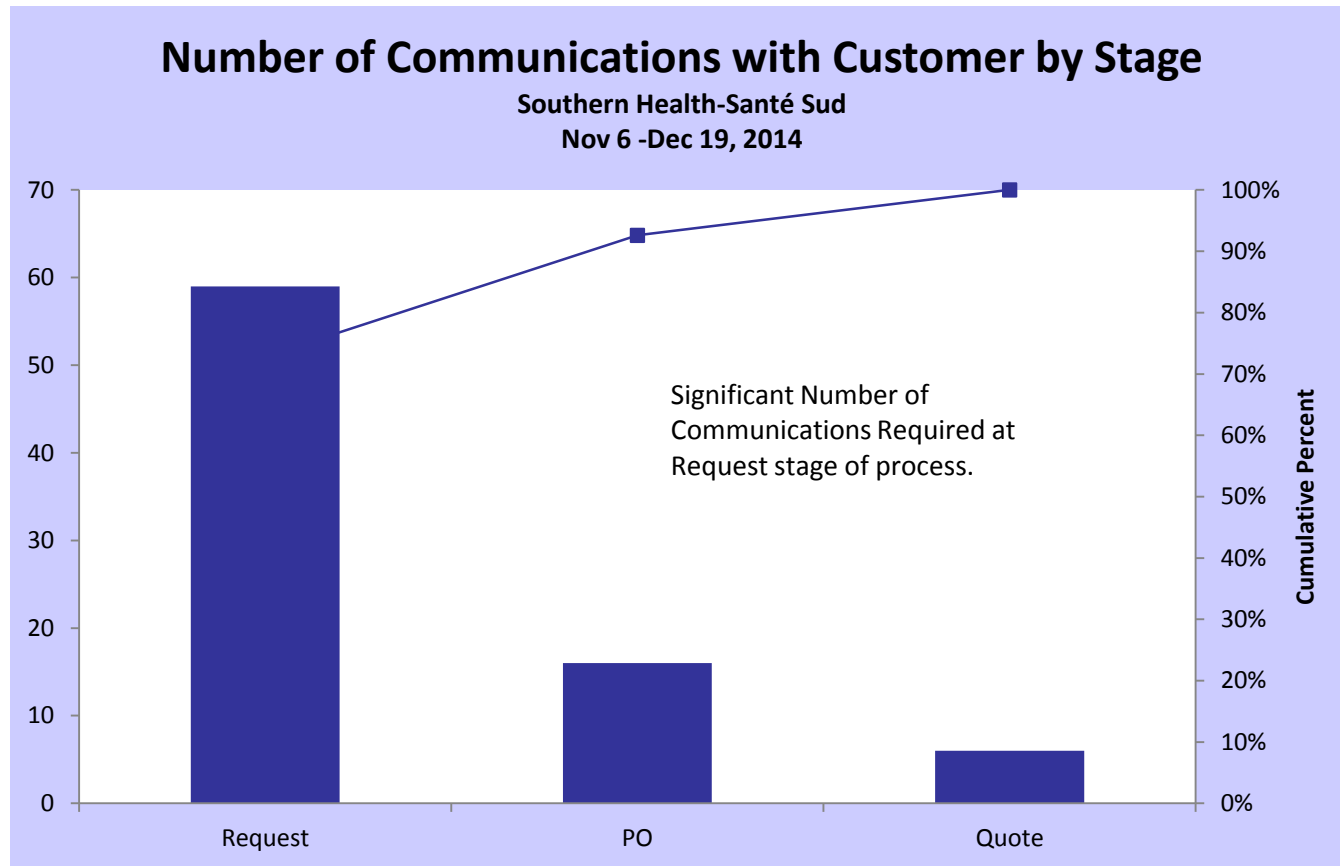
Number of GL and Auth Defects by Stage

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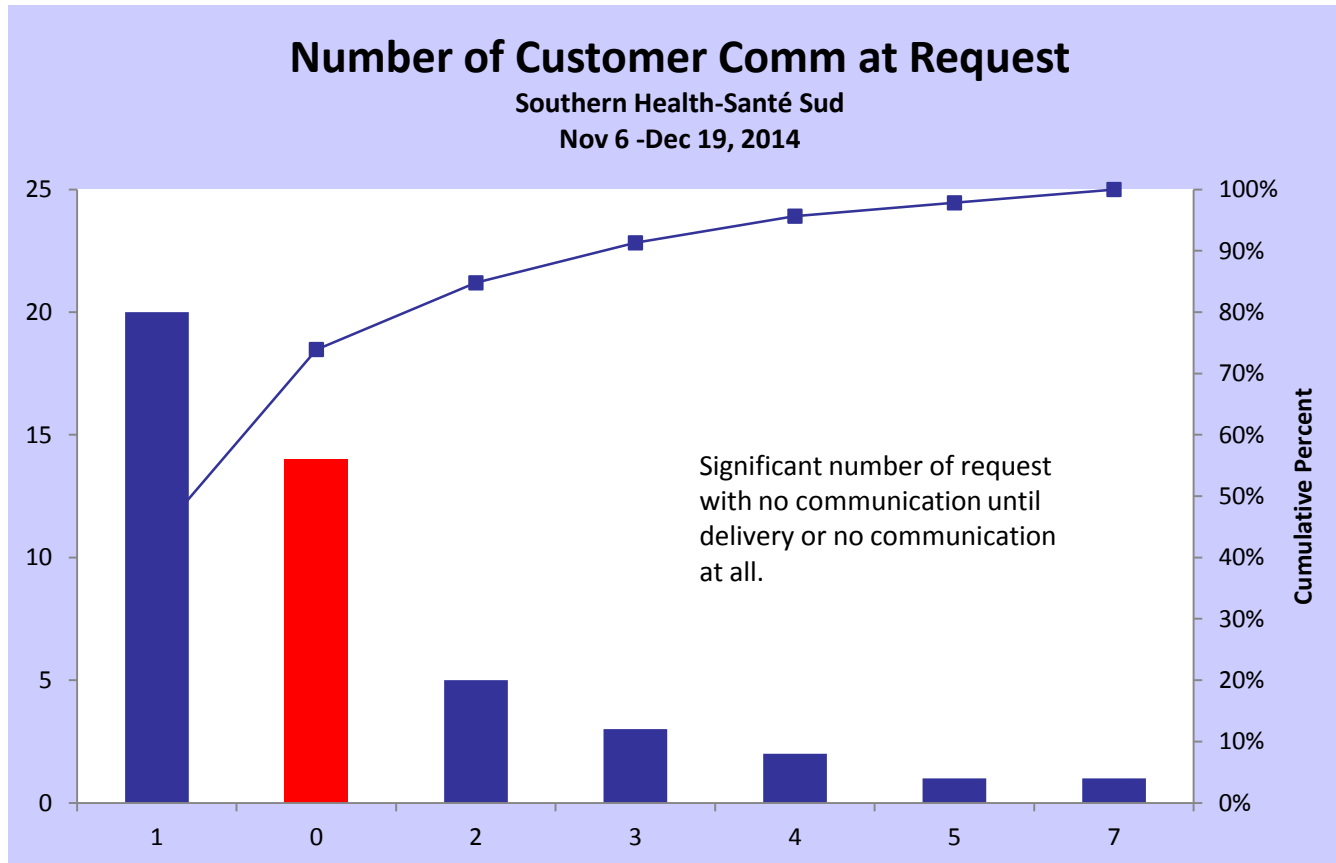
Nov 6 -Dec 19, 2014



Analyze



Analyze



Analyze

Results

- Significant variation in time to complete customer request ranging from 5.9 to 20,425 minutes (14.18 days)
- Median time to complete customer request 6,317 minutes (4.4 days)
- Significant number of requests with no customer contact
- IMAC defect rate of 46%

Improve

Aim Statement

Reduce the Request Submission to PO cycle time and the number of purchasing and communication defects by a minimum of 50% by February 6, 2015.

Improve

PDSA 1

Description:

Update and post Approved Product List for internal and customer use.

Date Implemented: *January 22, 2015*

Target :

- Minimum 50% of all purchases from APL to include product number.
- Minimum 50% of all purchases from APL to found on the APL by purchaser.

Outcome:

- 20% of all purchases from APL included product number.
- 71% of all purchases were found on the APL.

Improve

PDSA 2

Description:

Establish customer contact points based on decision matrix and standardized response.

Date Implemented: January 22, 2015

Target :

- Minimum 80% reduction in number of 0 communications with customer.
- minimum 80% reduction in “Non-Remedy” tracked requests.

Outcome:

- 100% reduction in 0 communication with customer.
- 100% reduction in “Non-Remedy” tracked requests.

Improve

PDSA 3

Description:

Identify “Hot Swap” IT Operations inventory, purchase missing equipment and distribute inventory lists to purchaser and related IT staff.

Date Implemented: January 23, 2015

Target :

- 50% of all IT Operational related purchases to utilize “hot swap” inventory
- 50% of all purchases from APL to found on the APL by purchaser

Outcome:

- No operational purchases during data collection period.

Improve

PDSA 4

Description:

Review purchaser's use of Remedy to reduce the amount of data entry time and request routing.

Date Implemented: January 22, 2015

Target :

- Reduce Request Mode defect rate by 50%. (Before Defect Rate 46%)
- Reduce Request mode effort by 50%. (Before Mean 9 Minutes)

Outcome:

- Defect rate reduced by 100%. (After Defect Rate 0%).
- Mean effort reduced by 62%. (After Mean 3.4 minutes)

Improve

PDSA 5

Description:

Establish standard protocol between purchasers and IT staff through regular meetings and responsibility matrix.

Date Implemented: *January 23, 2015*

Target :

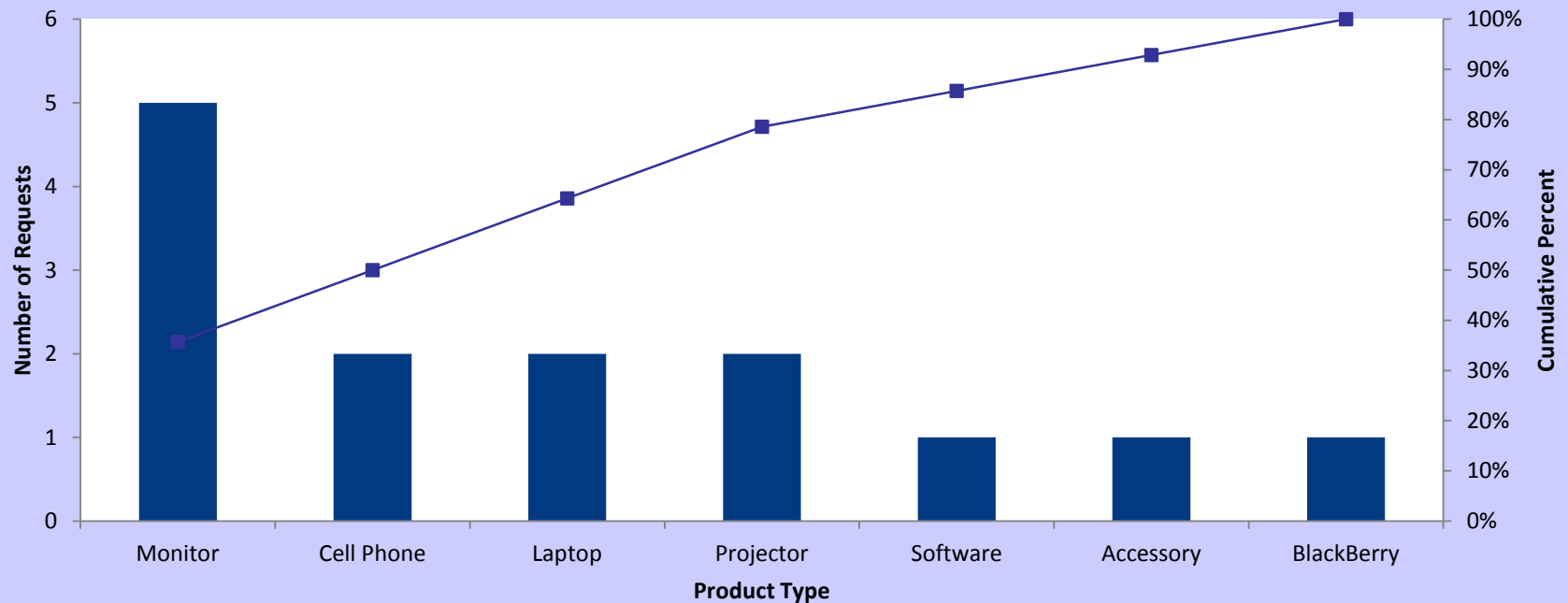
- Minimum Purchaser Responsibility information available defect rate less than a 5% defect rate
- Minimum 75% attendance rate for ICT Service Delivery and Operations meetings by purchaser

Outcome:

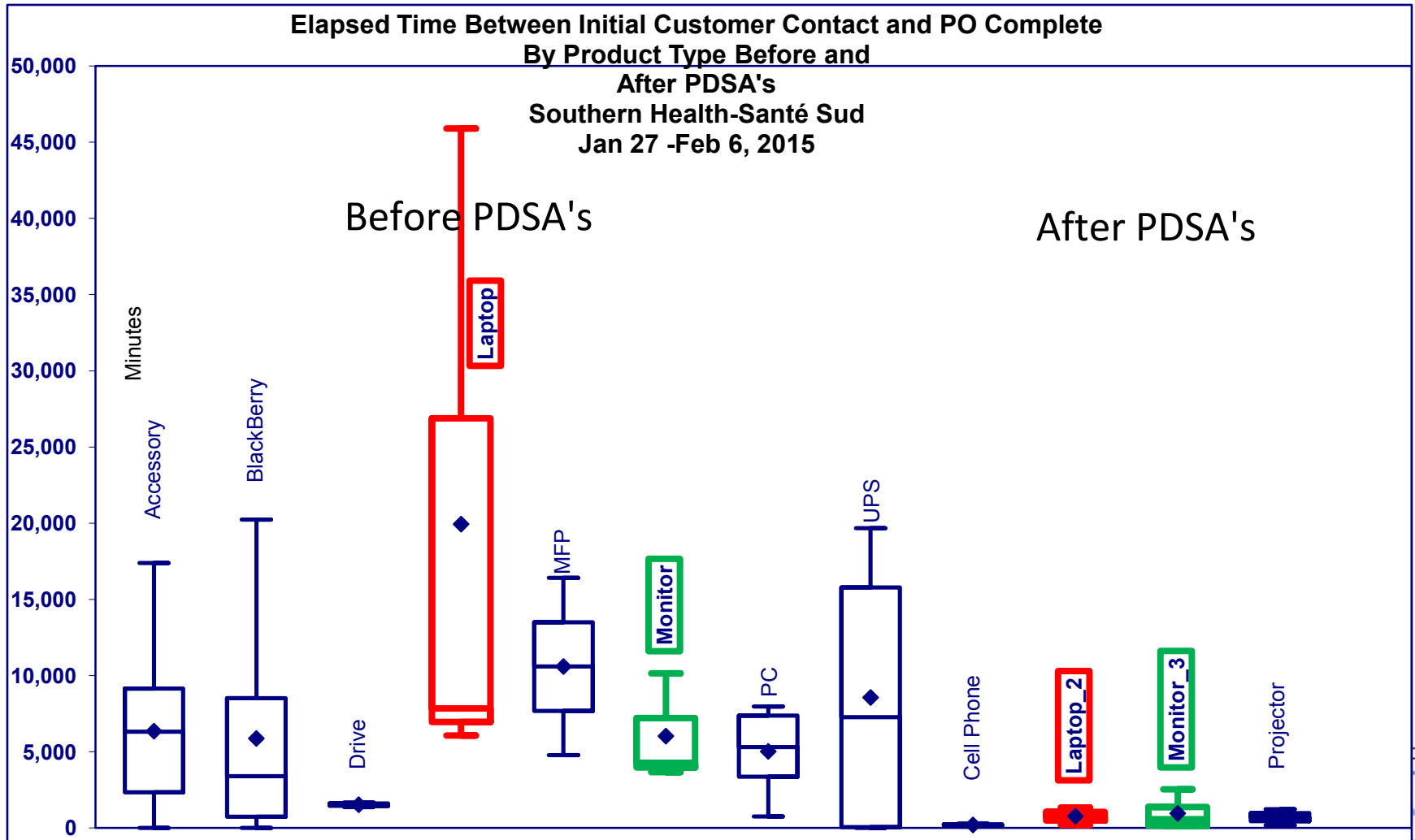
- 0% defect rate. List used 9 times.
- 78% attendance rate

Improve

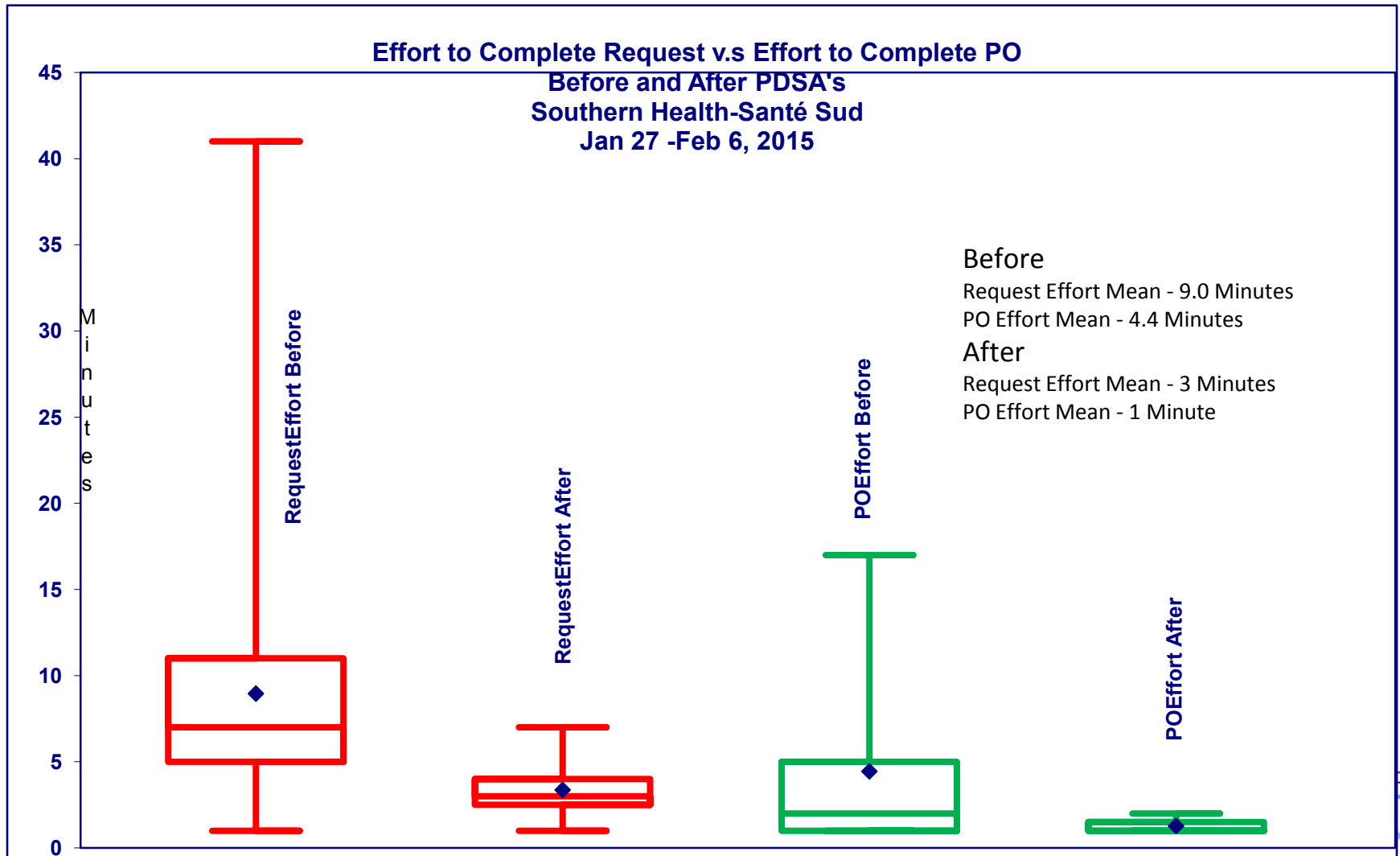
Number of Requests by Product Type
After PDSA's
Southern Health-Santé Sud
Jan 27-Feb 6, 2015



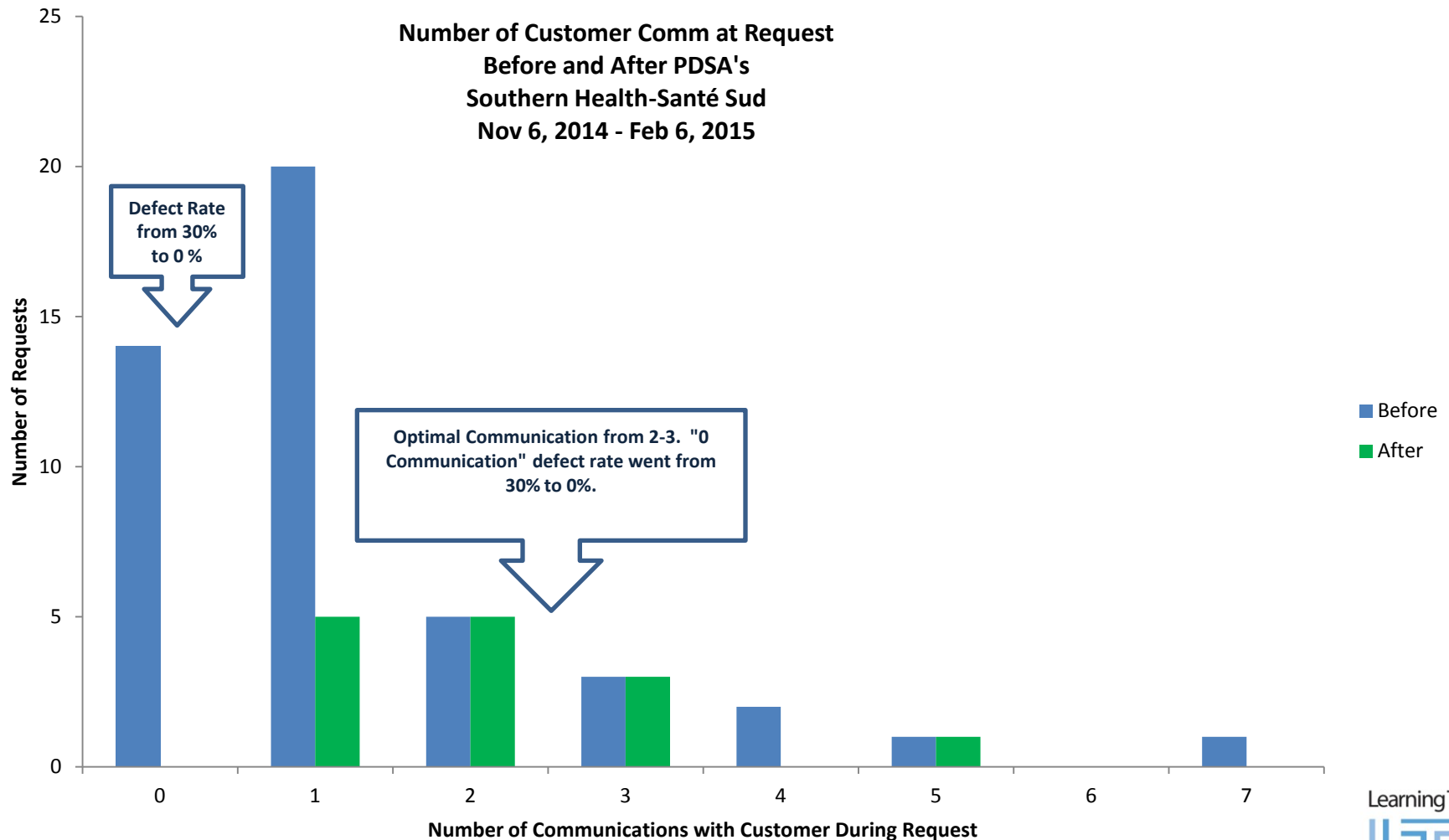
Improve



Improve



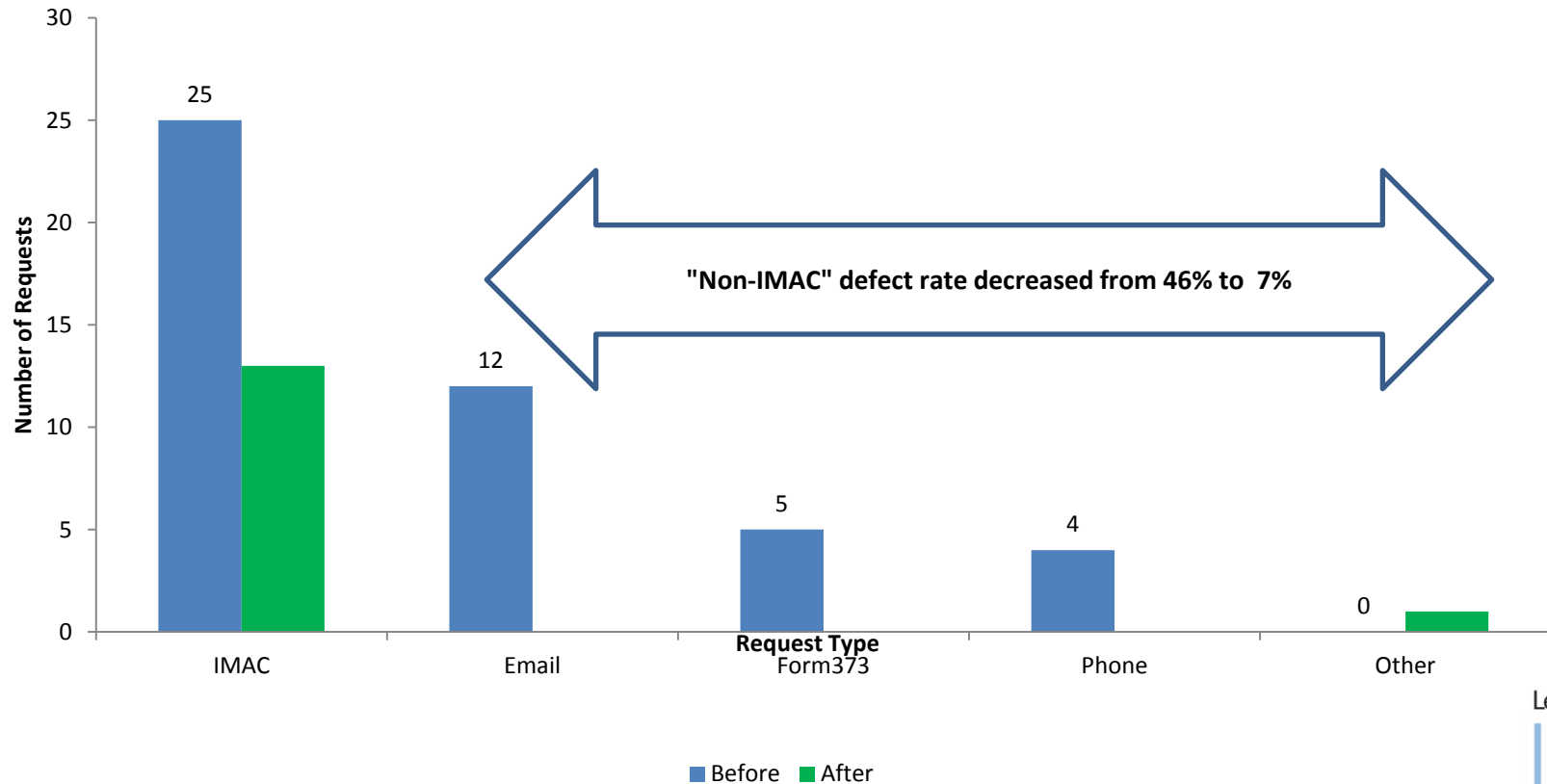
Improve



Improve

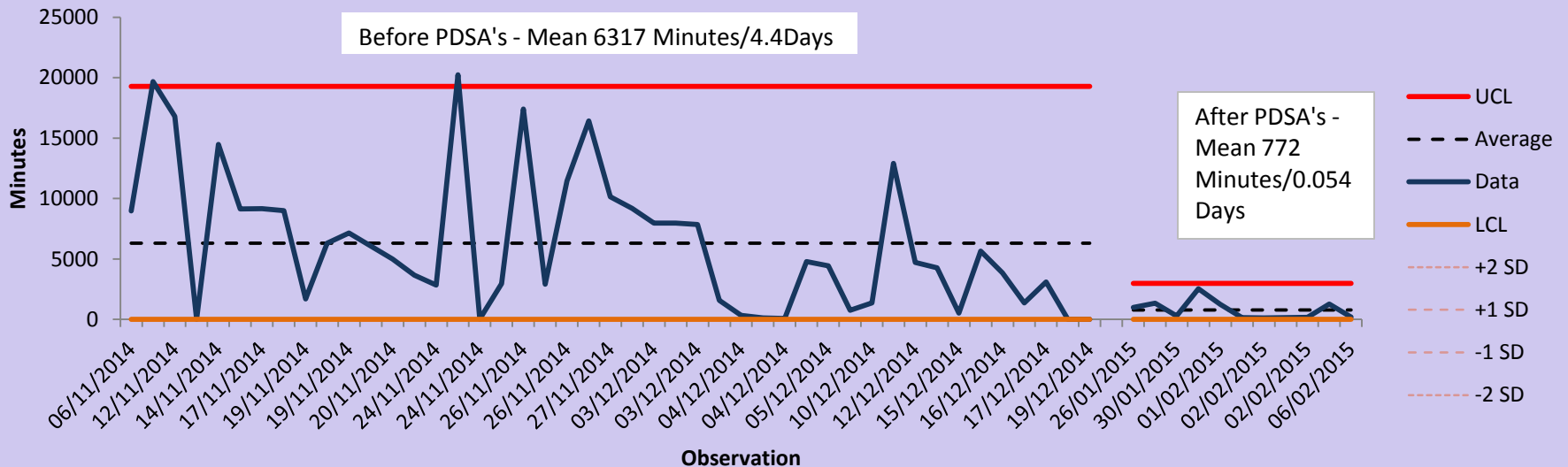
Number of Requests by Type Before and After PDSA's

Southern Health-Santé Sud
Nov 6, 2014 - Feb 6, 2015



Improve

**Time Elapsed between Initial Customer Contact and PO Complete
Before and After PDSA's
X-Chart
Southern Health-Santé Sud
Nov 2, 2014-Feb 6, 2015**



Improve

Aim Statement

Reduce the Request Submission to PO cycle time and the number of purchasing and communication defects by a minimum of 50% by February 6, 2015.

Improve

Results

- Significant variation reduction in time to complete customer request and purchase - decreased range from 17,293 to 2,530 minutes.
- 88% reduction in mean time to complete - decrease from 6317 minutes (4.4 days) to 772 minutes (0.54 days).
- 100% reduction in “No Customer Contact” defect rate reduced from 30% to 0%.
- 85% reduction in “Non IMAC Requests” defect rate reduced from 46% to 7%.

Improve

- *Survey was sent to 10 customers who purchased during the data collection period. Of the 5 completed, the results were positive.*
- *A number of unsolicited positive comments have been made to ICT staff with regards to the APL. In general, comments can be grouped into the following themes:*
 - *Customers have a better idea of what products are available and the cost.*
 - *Saves time and effort as Customer does not need to do own research.*
 - *Saves time and effort as Customer does not need to request information prior to submitting request.*
 - *Saves time and effort of purchaser as request contains more complete information.*
 - *Saves time and effort of purchaser at time of purchase as product standard is predetermine.*
- *No negative comments.*

Control

Control Plan

Prepared By:

Organization:	Southern Health-Santé Sud
Facility:	Regional
Project Name:	Bits 5 Buys

Which controls are you using and explain how they are being used

X Fundamental Change	Operational inventory "Hot Swap Lists" identifies approved product for purchase. Technicians or purchaser must select from "Hot Swap Lists". Lists are reviewed as infrastructure/product standards changes and during life cycle reviews.
X Standard Work	All customer desk side requests must be submitted through IMAC and tracked in Remedy. Customer contact points were established and a decision matrix was created. Standard template responses were created for the purchaser. The regional IMAC form was determined to be the collection tool for all Desk side purchases. Rerouted non purchase IMAC directly to technicians. Purchasers have been included in regular ICT Desk Side and ICT Operations meetings.
X Training	The Purchaser Responsibility list was updated to be more inclusive and include Primary/Secondary Technicians. The changes to the APL were communicated to all regional ICT customers through a memo. The ICT staff will continue to educate customers on an ongoing basis. Process was built into the APL and IMAC forms.
X Continue to Measure	Measure percentage of times the IMAC includes the product number from the APL list. Measure the percentage of requests intake is through remedy/IMAC. Measure percentage of APL eligible product is on the APL. Measure percentage of items that were available when required.
X Policy & Procedure	An Approved Product List (APL) was developed and published for the internal use and customers. Where possible, customers will identify APL product number on IMAC form. The regional Internal Portal was redeveloped to include the ICT APL and associated procedures. The APL is reviewed and updated monthly, when product expires or there is a significant change in price. "Simple" non-purchase IMACs are rerouted directly to technicians.

Lessons Learned

- We need to continually look at issues from the Customers Point (VOC).
- Purchasing Process is simple but complex and requires documented and standardize work.
- There is still a lot of opportunity for improvement.
- New set of tools to help team identify and prioritize.
- Concepts that can be applied to other areas of the department.
- We need to continue increasing ICT visibility (APL, Service Catalogue, etc.)
- Really hard to do off the side of our desk.
- Felt at times we compromise quality due to time constraints.
- Due to small staffing compliment, staff shortages of any kind have a dramatic impact on ability to purchase. This became “quantifiably” apparent through this lean initiative.
- Lean initiative provided the catalyst to focus on a number of know issues and challenges.
- Data collection and PDSA period was not long to capture a complete picture.

Next Steps

What next QI project or where is the project spreading?

- Inventory/Asset Management Processes
- Configuration and Deployment of ICT Devices
- “Complex” purchases

The Team!

Andy Alksnis

Noelle Cunningham

Tracy Ouellet

Bernie Wolfram

Mona Spencer

Kristine Hannah

Shaun Twist

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