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**PLAN**

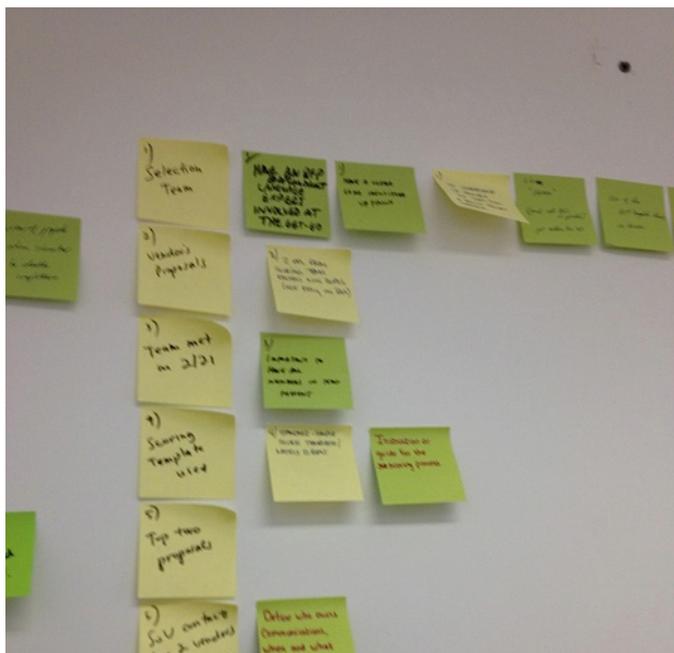
Reducing the time it takes to successfully execute an RFP

**Area for Improvement:** The Department of Vermont Health Access issues numerous RFPs per year that either go through a protracted procurement process or end up being pulled. With IT acquisitions in particular, this can have profound impacts on project success. An RFP for an eMPI (Enterprise Master Person Index) was issued in January 2012, and ended with the RFP being pulled in April 2012 after a vendor was selected, due to ambiguity within the RFP scope.

**Target Goal:** The goal of this change effort is to streamline the acquisition process, accelerate the vendor selection process and begin to implement RFP process management, so that DVHA issues RFPs that result in expeditious and successful vendor selection and contracting.

**Baseline Data:** Baseline data was taken from the average of 3 RFPs issued within the last 3 years - from release date to signed contract. The average end to end process time was 10.33 months.

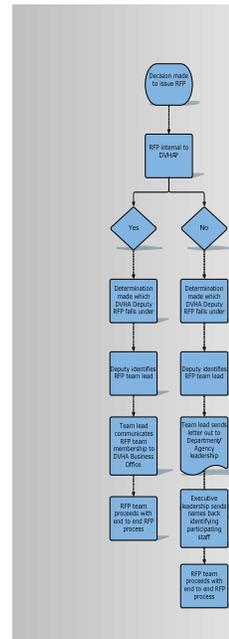
**What change ideas (theories) did you have before you started testing changes?** Initially, our change team thought that the intervention would occur later in the process – during the vendor selection process. Then, we theorized that the change would happen at the time the review team was identified. (The photo below is from an initial team brainstorming session.)



**DO**

What ideas for improvement did you test?

As our review team thought through the process steps, and reached out to colleagues in the DVHA Business Office who oversee the contracting process, it became clear that the intervention needed to happen much earlier. As soon as it's determined that an RFP will be issued, the intervention will be implemented.



Our intervention is a letter, to be sent out by a DVHA Deputy Commissioner designee to Departmental/Agency executive leadership when RFPs are external to DVHA.

**STUDY**

What were the results of your test(s)? What is your final post-change data compared to the baseline data?

Due to the time limitations presented with the current RFP process, we are still in the process of gathering data.

**ACT**

What lessons did you learn from the process? How will this change be sustained?

Next immediate steps for process sustainability will be to introduce the intervention at DVHA management meetings and send out emails so that leadership is aware of the change.