

# Managing provider/supplier performance issues

Use this process for managing issues that occur with suppliers (also known as vendors) and providers. Where we notice an ongoing trend of poor performance by a provider, or a provider delivers a service that does not meet expectations it is important that we contact them to give them the opportunity to improve, rather than simply not referring to them again. Each stage represents an escalation of the process.

Contact	Last review 20 Jun 2013	Next review 20 Jun 2014
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## Identify and resolve performance issue

### Responsibility

Claims Management staff member who identifies a provider/supplier performance issue.

### When to use

Use this step when we become aware of an issue with a provider or supplier.

### Instruction

#### Step 1

If appropriate attempt to resolve the performance issue yourself, directly with the provider or supplier.

If the issue is regarding...	then raise directly with...
<ul style="list-style-type: none"> <li>the timeliness of a report</li> <li>questions with regards to the content of a report</li> <li>requests for further clarifications or amendment to a report</li> </ul>	<ul style="list-style-type: none"> <li>the provider</li> <li>go to step 2</li> </ul>
<ul style="list-style-type: none"> <li>a client complaint about the services provided by the provider</li> <li>concerns a case owner may have regarding the provider, eg advice, recommendations, quality of intervention</li> <li>where communication/relationship with the provider has become strained</li> </ul>	<ul style="list-style-type: none"> <li>the supplier</li> <li>go to step 2</li> </ul>
potential or actual fraud	<ul style="list-style-type: none"> <li><a href="#">Investigation Unit</a></li> <li>this process ends</li> </ul>

#### Step 2

Call the provider or supplier and discuss your concerns

If the issue is...	then...
resolved and the provider or supplier makes the required changes	<ul style="list-style-type: none"> <li>• continue to monitor performance</li> <li>• this process ends</li> </ul>
with a provider and not resolved	<ul style="list-style-type: none"> <li>• discuss with your Team manager/Unit manager</li> <li>• go to Step 3</li> </ul>
with a supplier and not resolved	<ul style="list-style-type: none"> <li>• discuss with your Team manager/Unit manager</li> <li>• go to <b>Contact supplier to resolve issue</b></li> </ul>

**Step 3**

Where you are unable to contact the provider or have serious concerns about the activity completed by the provider, it may be appropriate for you or your team manager to call the supplier directly to discuss your concerns.

If the issue is...	then...
resolved and the provider makes the required changes	<ul style="list-style-type: none"> <li>• continue to monitor performance</li> <li>• this process ends</li> </ul>
not resolved	<ul style="list-style-type: none"> <li>• discuss with your Team manager/Unit manager</li> <li>• go to <b>Contact supplier to resolve issue</b></li> </ul>

**Contact supplier to resolve issue**

**Responsibility**

Team manager/unit manager

**When to use**

Use this step when a case owner or other claims management staff member has been unsuccessful in resolving a performance issue with a provider or supplier.

**Instruction**

**Step 1**

Call the supplier to discuss the issue and work on a resolution.

If the issue is...	then...
resolved	<ul style="list-style-type: none"> <li>• the Team manager/Unit manager continues to monitor performance</li> <li>• this process ends</li> </ul>
not resolved	<ul style="list-style-type: none"> <li>• escalate to Supplier Manager. For Vocational Rehabilitation Services and Home and Community Support Services, contact lead supplier manager for the service.</li> <li>• go to Step 2</li> </ul>

**Step 2**

Prepare a summary in Eos of action taken to date for the supplier manager. This should include details of communications with the provider and supplier to resolve the issue.

**What happens next**

Go to **Start contractual performance management**

**Start contractual performance management**

**Responsibility**

Supplier manager/Lead supplier manager for service

**When to use**

Use this step when a team manager and a case owner have been unsuccessful in resolving a performance issue with a provider or supplier.

**Before you begin**

Some specialist services, eg Transport for Independence or Housing Modifications have Subject Matter Experts who may be able to assist

**Instruction**

**Step 1**

Follow the contractual performance management process.

If the issue is regarding...	then the supplier manager will...
interpretation of the contract expectations	<ul style="list-style-type: none"> <li>• recommend further action by the case owner</li> <li>• go to <b>Identify and resolve provider performance issue</b></li> </ul>
contract non compliance and failure of the supplier to take advice on changes required	<ul style="list-style-type: none"> <li>• arrange to meet the supplier to discuss corrective action or provide education about the service</li> <li>• go to step 2</li> </ul>

**Step 2**

If appropriate create a formal performance improvement plan.

**Step 3**

If the issue is...	then...
resolved	<ul style="list-style-type: none"> <li>• add a note in Ariba and continue to monitor performance</li> <li>• this process ends</li> </ul>
not resolved	<ul style="list-style-type: none"> <li>• consider escalating to Provider Conduct Panel. See Notifying risk of harm</li> <li>• this process ends</li> </ul>