

### **Project Title**

Woodlands Health Go-live Learning Needs Analysis & Training Status Tracking

### **Project Lead and Members**

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- Mr Pan Jiajia, Mack
- Ms Andrea Deborah Chew Yen Ling

### **Organisation(s) Involved**

Woodlands Health

### **Healthcare Family Group(s) Involved in this Project**

Healthcare Administration

### **Applicable Specialty or Discipline**

Strategic Operations Research & Analytics, People and Organisation Development

### **Project Period**

Start date: July 2022

Completed date: Till Present

### **Aim(s)**

The traditional manual way to process the data involved is tedious, repetitive, time-consuming, and susceptible to human errors. With the implementation of the solution, the data preparation and presentation process was automated. The solution is an easy-to-use automated application designed to reduce staff's time and effort in maintaining training status records and dashboards as well as easy retrieval of registered courses by individual staff. With this implementation, human errors will be minimised, and productivity improvement will enable staff to spend more time on value-added tasks.

## Background

See poster appended/ below

## Methods

See poster appended/ below

## Results

See poster appended/ below

## Conclusion

See poster appended/ below

## Project Category

Training & Education

Education Platform, Learning Management, Lifelong Learning

Technology, Digitalisation

## Keywords

Learning Needs Analysis, Department Learning Plan, Automation, Staff Development

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# Woodlands Health Go-live LNA & Training Status

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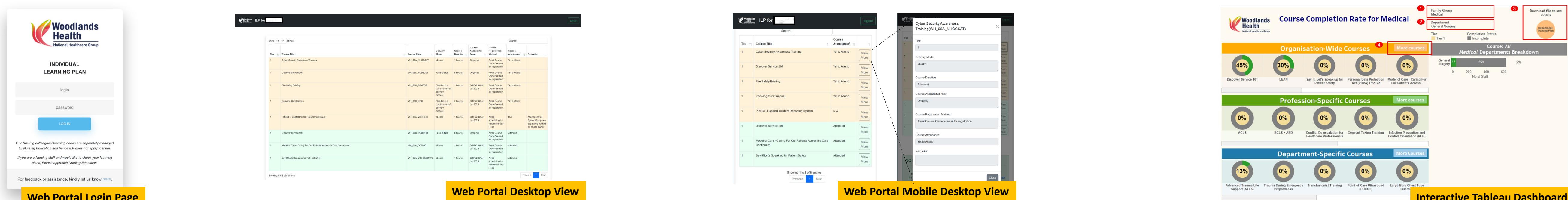
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## INTRODUCTION

To ensure that Woodlands Health (WH) is full prepared for its opening, it is essential to achieve 100% compulsory training completion target. In pursuit of this goal, the WH People & Organisation Development (P&OD) explored a highly efficient way to gather staff Learning Need Analysis (LNA) data, and set up a platform that will allow staff, HODs and management to monitor training status. This will facilitate the timely completion of all assigned training.

## AIM

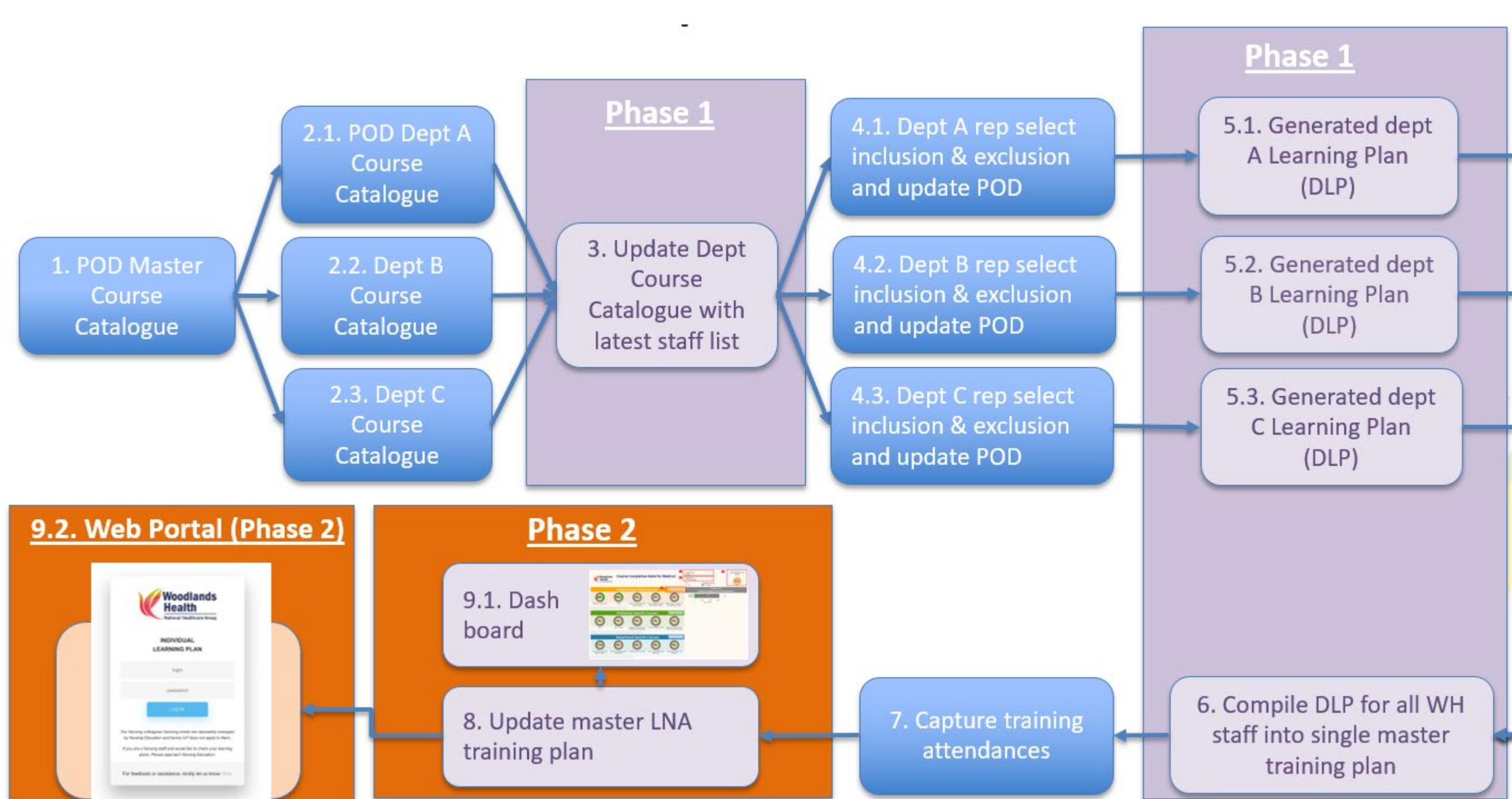
The traditional manual way to process the data involved is tedious, repetitive, time-consuming, and susceptible to human errors. With the implementation of the solution, the data preparation and presentation process was automated. The solution is an easy-to-use automated application designed to reduce staff's time and effort in maintaining training status records and dashboards as well as easy retrieval of registered courses by individual staff. With this implementation, human errors will be minimised, and productivity improvement will enable staff to spend more time on value-added tasks.



SORA had identified key areas where automation could replace manual processes. The automation solution will update the course catalogue with the latest staff list, generate a department learning plan (DLP) and compile DLP for all WH staff into a single master training plan, update course attendance and review training status onto dashboards and the web portal.

## METHODOLOGY

The project was implemented in 2 phases - phase 1 constituted updating course catalogue with the latest staff list, generating of department learning plan (DLP) & compilation of DLP for all staff into a single master training plan and updating course attendances. Phase 2 constituted a web portal and dashboarding solution. In each phase of the project, there were at least 2 iterations of sprint meetings to enable P&OD to provide timely feedback.



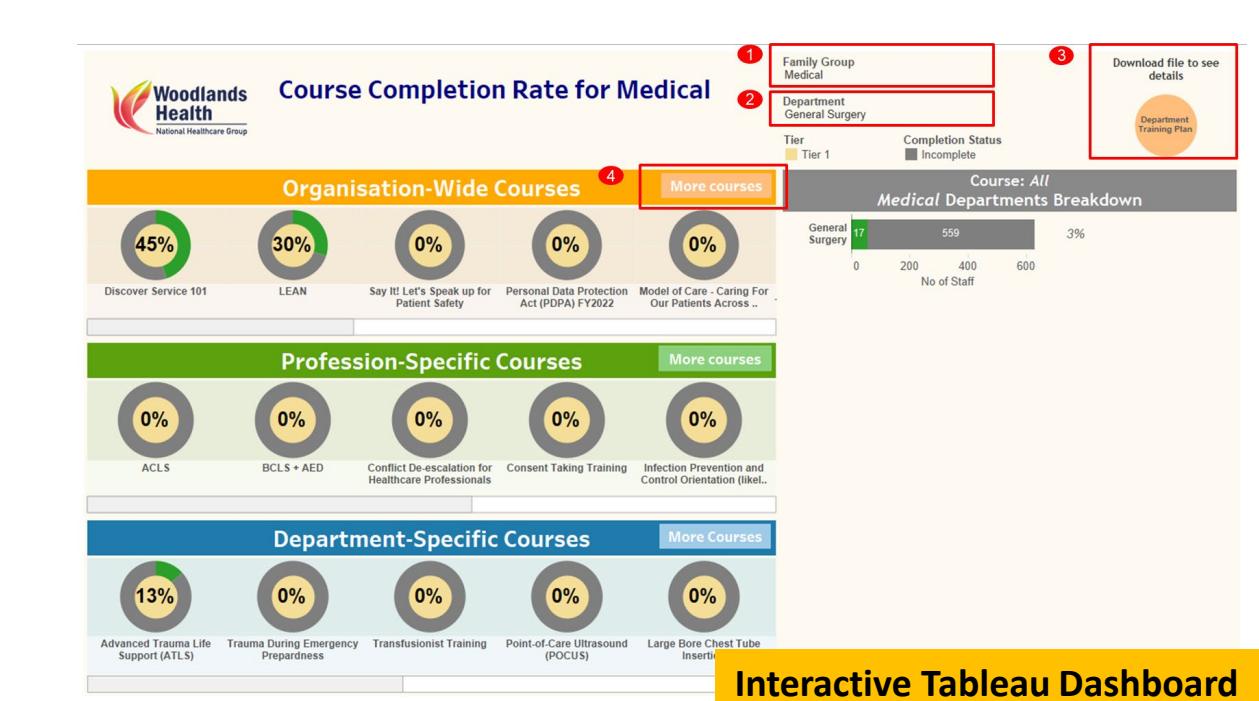
## RESULTS

Each of the identified manual and automation processes are timed using an average of 20 cycles. The measurements take into consideration of the following assumptions:

1. The monthly update of LNA.
2. The 70 departments' input files that need to be processed and analysed per month.
3. The 30 course attendees per file.
4. The manual timing excludes the rework effort.

	Update HR Staff List (hours/year)	Generate DLP and Compile DLP to training plan (hours/year)	Update Course Attendance (hours/year)	Total Time (hours/year)	Productivity Gain (%)
Manual	10.5	490	1.5	502	97.92
Automation	2.4	8	0.03	10.43	
Manual VS Auto Improvement (%)	77.14	98.36	98		

From the table, we have derived that there was sustainable productivity savings in this project. Most savings come from automatically generating and compiling DLP to the training plan, followed by updating course attendance and lastly updating HR staff list. The overall productivity gain is **97.92%**.



## DISCUSSION

The solution was to aid the P&OD team in tracking training needs for WH organisation wide, including the management, HODs, department, course owner and individual staff. SORA enabled the P&OD team to operate the automation with guidance. Staff satisfaction and feedback were captured in the incremental meetings.

We listened to users' feedback and provided technical solutions as much as possible. We are heartened that users appreciate our efforts and saw how the automation has helped them, evident from the fact that they have been using the application for 8 months. Whenever they needed changes to be updated, they will look for us to incorporate them into the application instead of reverting to their old manual method. The team maintained constant communication with the users as a feedback channel.

The proposed solution was adopted within WH from July 2022 till today and will be adapted for FY23/24 LNA exercise. The solution is currently implemented for over 70 departments. The solution can be readily scalable to more departments as WH grows. This solution has also been shared with NHG group education for their consideration on similar adoption.

## CONCLUSION

The automation resulted in time savings and freed up staff time for other meaningful tasks in other complex areas, ultimately improving patient experience and care. The automation also allowed the P&OD to generate accurate and timely training needs for end users, positively contributing to their workplace when WH GO-Live. With the web portal, end-users (staff) can freely monitor their own registered courses and completion status. The dashboards also provide departments with a visual overview of the course completion status of their own department.

## REFERENCES

Yesodharan, S. (2023, February 20). Comparison between waterfall and scrum project management methodology. Resources Library. <https://www.saviom.com/blog/waterfall-vs-scrum-what-is-best-suited-for-your-project>

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