

**Project Title**

Process Re Designing for Increased Efficiency and Productivity

**Project Lead and Members**

Project Lead: Selina Wong

Project Members: Augustina Lee, Mavis Ho, Toh Ying Ying

**Organisation(s) Involved**

SingHealth Strategic Human Resource

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

Healthcare Administration

**Applicable Specialty or Discipline**

Healthcare Administrators

**Project Period**

Start date:

Completed date:

**Aims**

- Enhance the efficiency and effectiveness of the administrative functions within SingHealth
- Empower institutions HR to manage the pre embarkation functions of fellowships and scholarships
- Improve service delivery to shorten processing time for a smoother pre embarkation experience for awardees

**Project Attachment**

See poster appended/ below

## **Background**

See poster appended/ below

## **Methods**

See poster appended/ below

## **Results**

See poster appended/ below

## **Conclusion**

See poster appended/ below

## **Project Category**

Care & Process Redesign

Quality Improvement, Workflow Redesign

## **Keywords**

Human Resource, Fish-Bone diagram

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## Singapore Healthcare Management 2023

# Process Re-Designing for Increased Efficiency and Productivity

## SingHealth Strategic Human Resource (Manpower Development)

Selina Wong (Project Lead)  
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## INTRODUCTION

SingHealth has been offering various in-service fellowships and scholarships to its staff, aiming to support their professional growth and development.

Previously, due to the different processes in managing the various in-service scholarship and fellowship schemes, there were confusion and inefficiencies to institutions and awardees. This resulted in a long processing time for pre-embarkation of overseas training, which led to anxiety and unnecessary time pressure to the awardees. Queries from awardees were also not addressed promptly in some cases due to the varied practices.

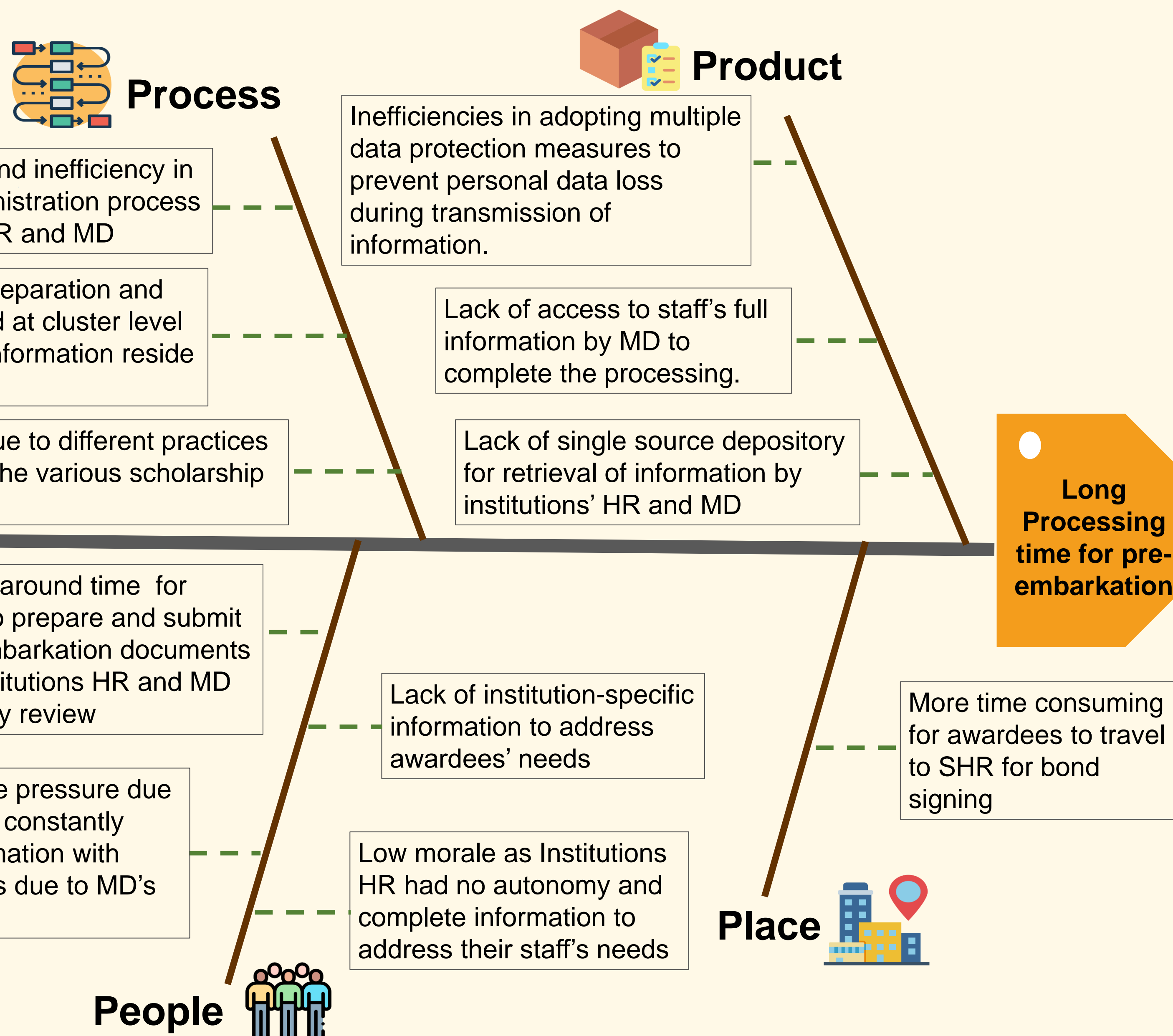
Recognising that there are areas for improvement, the HR community comprising of SHR-Manpower Development (MD) team and the 11 institutions' HR had decided to embark on the project to streamline these processes/operations with the following objectives in mind:-

- Enhance the efficiency and effectiveness of the administrative functions within SingHealth.
- Empower institutions HR to manage the pre-embarkation functions of fellowships and scholarships.
- Improve service delivery to shorten processing time for a smoother pre-embarkation experience for awardees.

Through the collaboration and collective wisdom of our Institution HRs, our project team has implemented a 3-phase approach to change the current process, allowing us to achieve these objectives while maintaining a customer-centric mindset.

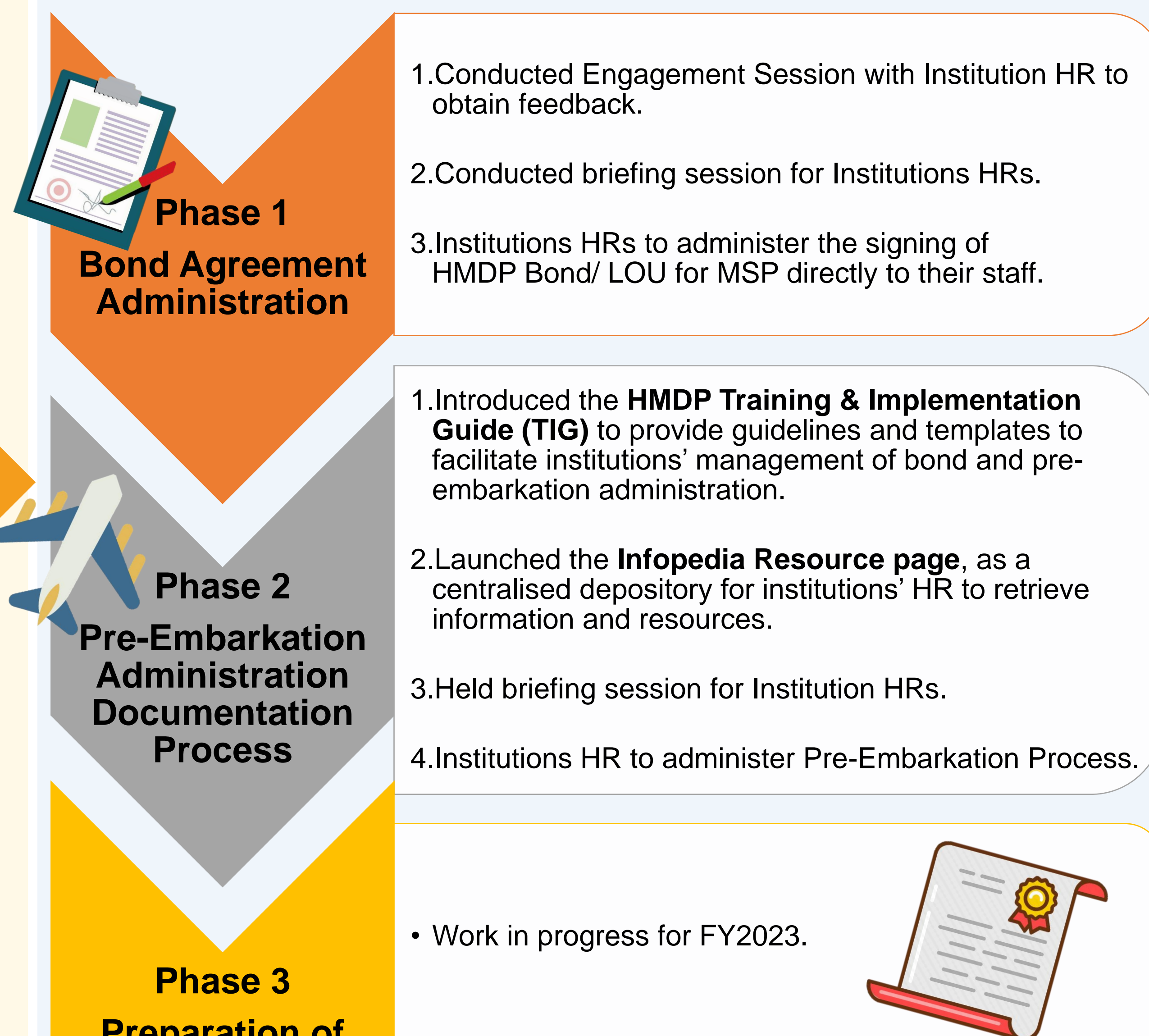
## METHODOLOGY

To assist the team in addressing the issue, the **Fish-Bone diagram** analysis was used to identify possible causes of the problem.



## SOLUTION

A 3-Phase Implementation Proposal was introduced to review the Awards and Pre-Embarkation Administration process and right site the appropriate process to Institution HR.

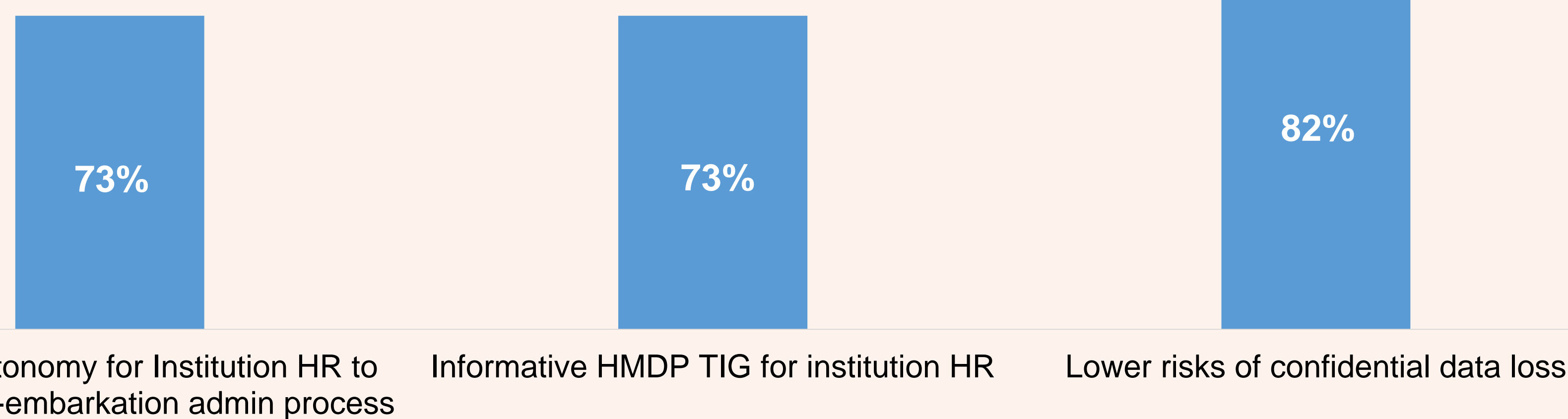


## RESULTS

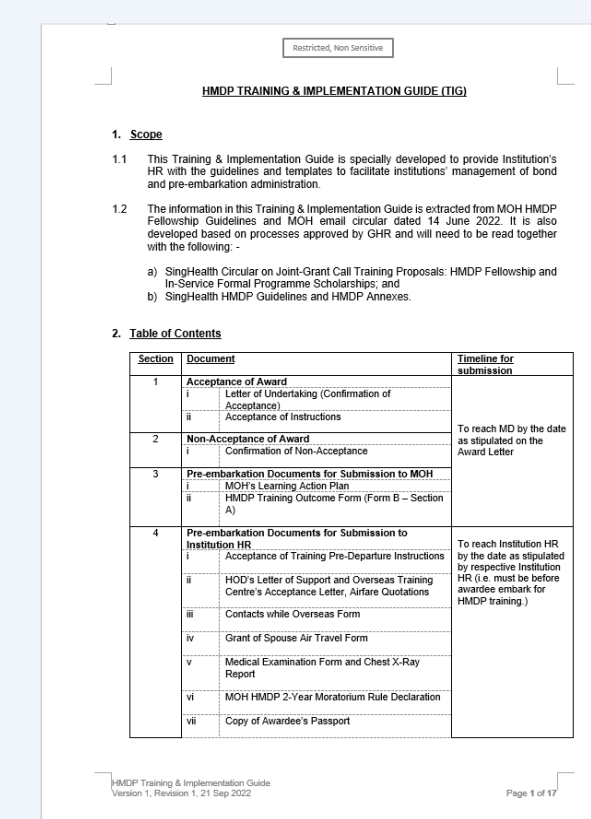
A survey on the effectiveness of Institution HR administering the mentioned Phase 1 and 2 was conducted. A 4-point scale was used in the survey. ★★★★★

Percentage of Respondents Rated Scores at 3 (Agree) & 4 (Strongly Agree)

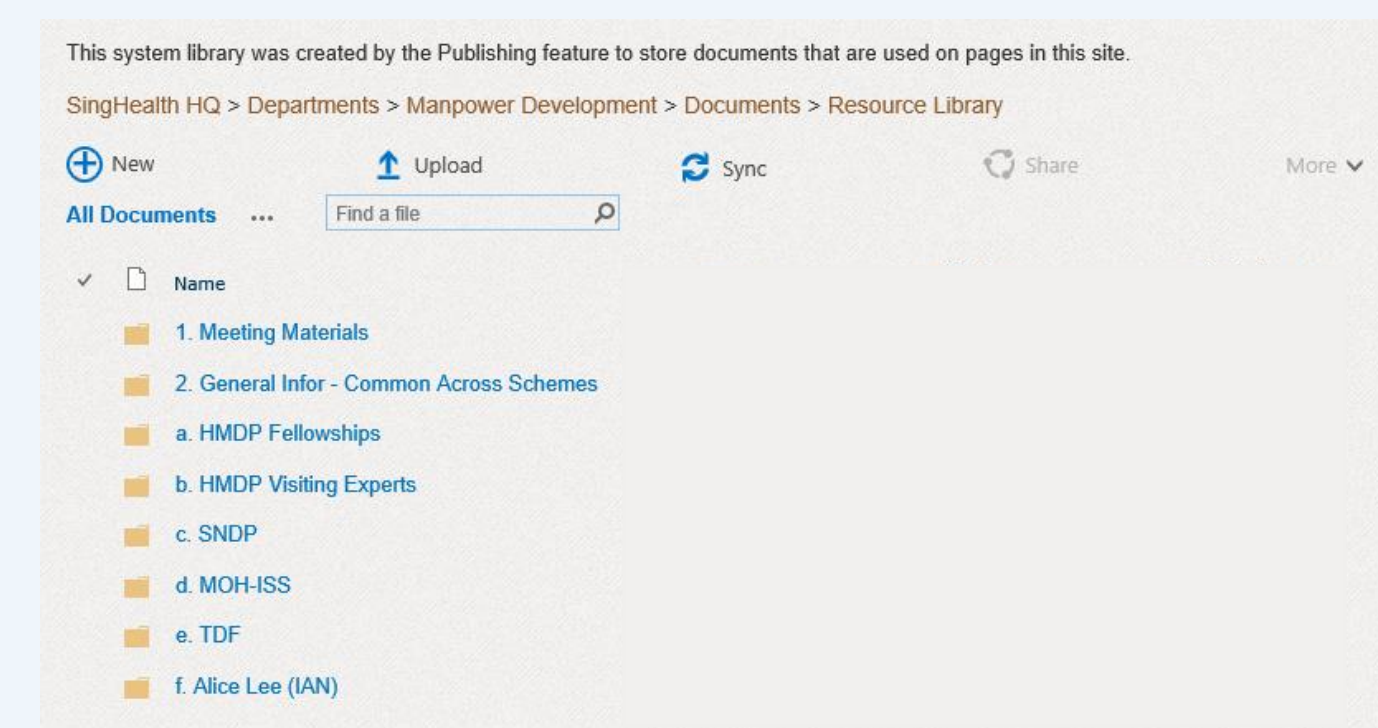
Total man-hour saved  
324 (95%) est.



### HMDP Training & Implementation Guide (TIG)



### Infopedia Resource Page



### Participating Institutions



## CONCLUSION

The revised process of in-service fellowship and scholarships administrative work has significantly improved the efficiency, effectiveness, and quality of the administrative functions.

The empowerment of Institution HR to manage the pre-embarkation process has also resulted in better service and greater convenience for the awardees, thereby enhancing the awardees' pre-embarkation experience and thus increased productivity for SHR-MD and institution HR.

👍 Institution HR are more empowered and have better control in the entire pre-embarkation process. This allows the awardees' concerns and queries to be more promptly addressed and minimise the confusion and anxiety to the awardees.

👍 The HMDP TIG provided clear and consistent information on the pre-embarkation and bond administration processes, thereby eliminating duplication of efforts and service recovery needs.

👍 The revised bond administration process also minimises the risks of personal/confidential data loss due to transmission from institution to HQ and vice versa.