# Financial Shared Services (FSS) Journey - eClaims

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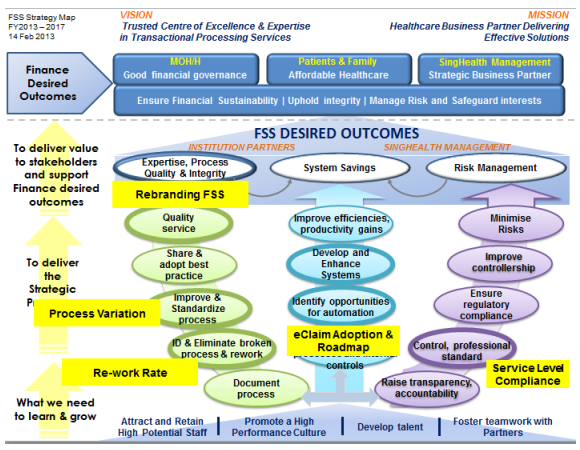
## Background




The strategy map based Balanced Scorecard (BSC) developed in 2013 has helped ensure alignment within FSS to the overall direction. The implementation of the FSS BSC was not the end of the journey but the start of a **continuous process of learning and refinement.**

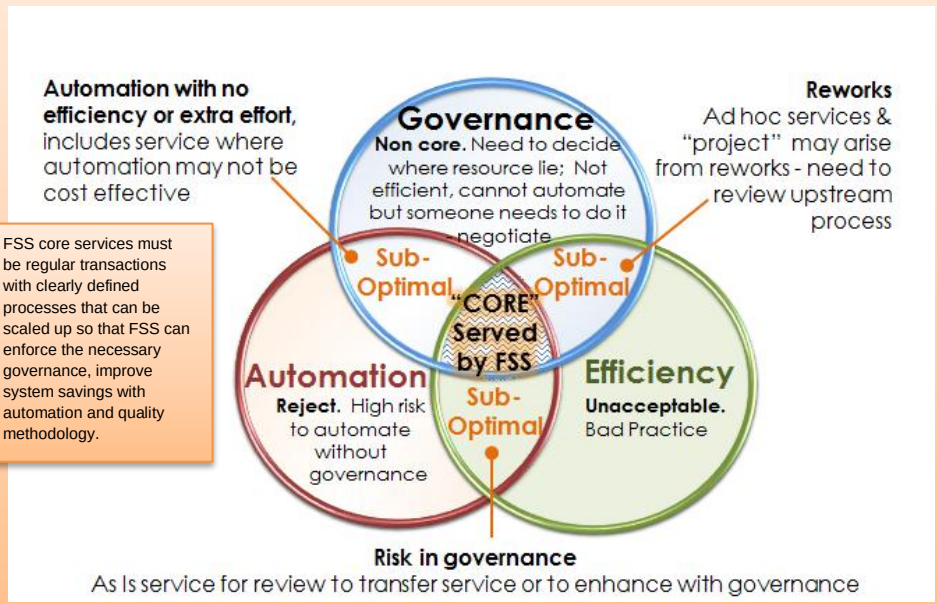
With a firm understanding of the strategy, the FSS Team undertook a full mapping of the current work processes to study the opportunities for standardisation, quality monitoring, redesign and automation of future streamlined workflows. Other efforts taken to support the BSC framework include:

- Communication to improve Awareness – to reinforce understanding of the FSS framework and to gain buy-in to the change.
- Dialogue for better Cooperation reaping the benefit of the synergy when stakeholders come together with FSS reviewing the entire process.
- Feedback and Integration – the programs and processes must be aligned with the corporate objectives and strategy of the organization.

## Methodology

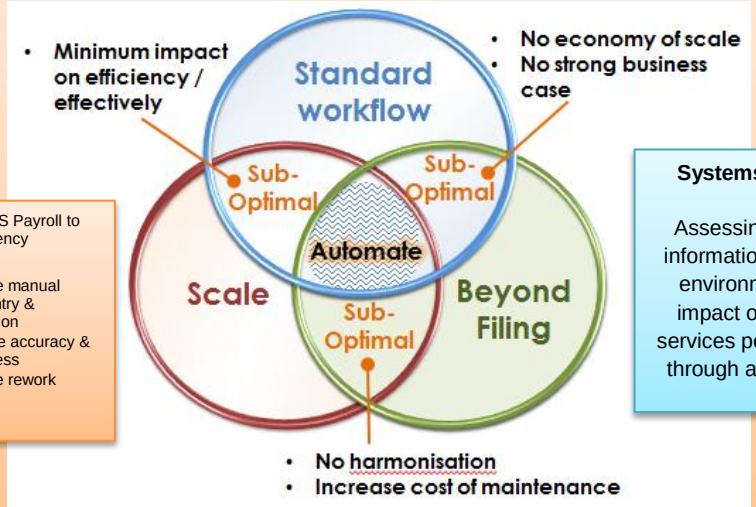
In the course of process mapping and various dialogues over standardisations, it becomes imperative that clarity about FSS value add and core competencies are articulated. Services will not be optimised if legacy boundaries and handover points are not streamlined.

**FSS CORE VS NON CORE SERVICES**




FSS core services must be regular transactions with clearly defined processes that can be scaled up so that FSS can enforce the necessary governance, improve system savings with automation and quality methodology.

**CRITERIA FOR AUTOMATION**




eClaim for FSS Payroll to improve efficiency

- Reduce manual data entry & correction
- Improve accuracy & timeliness
- Reduce rework

**Systems Saving**

Assessing current information systems environment and impact on shared services performance through automation

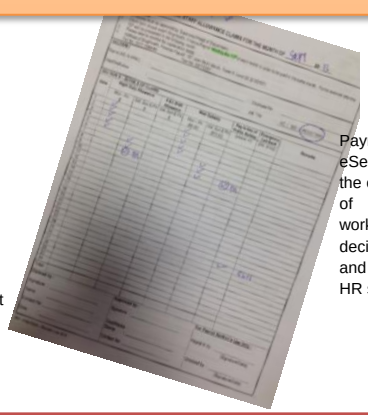
Automation is critical to FSS core services, a review of the criteria and strategy for eClaims are elaborated above

Current eServices available on FSS platform are:

- Fixed Assets Movement Forms (Fixed Assets)
- Sundry Billing Forms (Accounts Receivable)
- Payment Requisition Forms (Accounts Payable)

The Payment Requisition Forms are:

- Payment to Staff – Usually used by HR to pay staff
- Payment to Vendor – Usually without invoice support
- Staff Reimbursement claim – Common

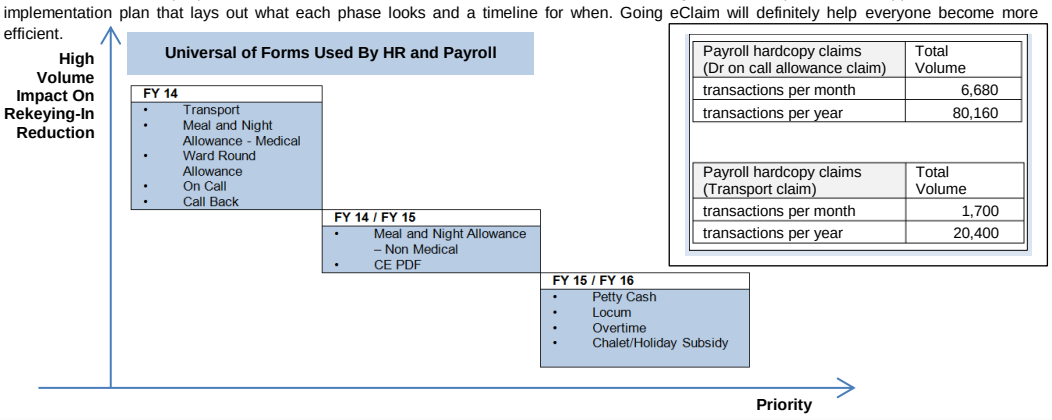


Payroll claim represents a good eService opportunity – meeting all the criteria. Coupled with a shortage of payroll personnel, increasing workload from CE initiatives, it was decided that a study of the scope and processes with the users and HR should be conducted.

## Results

**eClaim Priorities Landscape –** eClaim is an online system for all staff reimbursement and claim.

FSS/Human Resource (HR) will not dive headfirst into entire eClaim. Rather we will do it in stages, a roadmap has been mapped out to show an implementation plan that lays out what each phase looks and a timeline for when. Going eClaim will definitely help everyone become more efficient.




| Payroll hardcopy claims (Dr on call allowance claim) | Total Volume |
|---|---|
| transactions per month | 6,680 |
| transactions per year | 80,160 |

| Payroll hardcopy claims (Transport claim) | Total Volume |
|---|---|
| transactions per month | 1,700 |
| transactions per year | 20,400 |

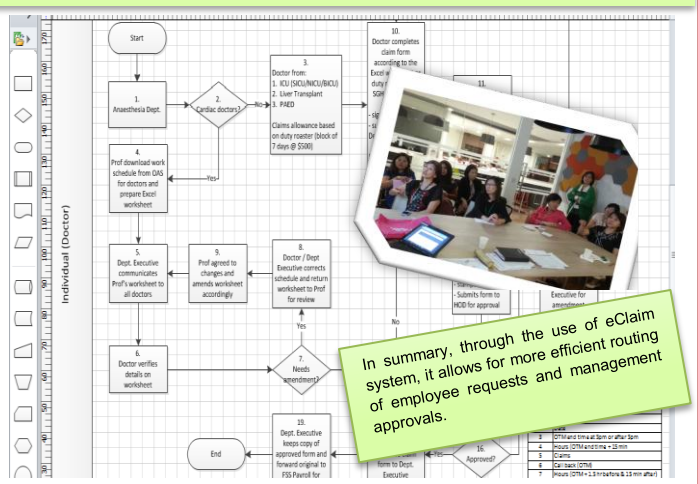
**Implementation of eClaim system**

- It increases the accuracy of claims by reducing the typographical data-entry errors common to a paper-bound system.
- The increased accuracy means that less time is devoted to detecting and remedying mistakes.
- Employees and their managers can complete routine requests and administration without secretaries involvement.

Employees can also use eClaim system to access claim history, and view status of claim—all without the need for time or resources from HR staff. The eClaim system will assist the organization lower costs in several ways: reduced manpower, improved accuracy, and more efficient routing and approval of electronic forms and requests.

**Pre-eClaim system planning**

- Held brainstorming sessions with hospital HODs' secretaries
- The group shared their dept existing workflow/s and claim forms. After documenting the existing workflows, another session was held to finalise and confirm workflows structure is understood accordingly.
- The group provided some valuable feedback like
  - To auto-aggregate claim amount
  - Allow proxy to sign when HOD is on-leave etc
  - Standard workflow for approval process
  - Notification to person responsible
  - Notification for task follow-up



The greatest cultural business barrier to overcome was not having a paper copy of each form that was created. Even in this electronic age many people still cannot let go of their paper

A hurdle to be addressed in moving to a eClaim system is the lack of trust some have in electronic documents

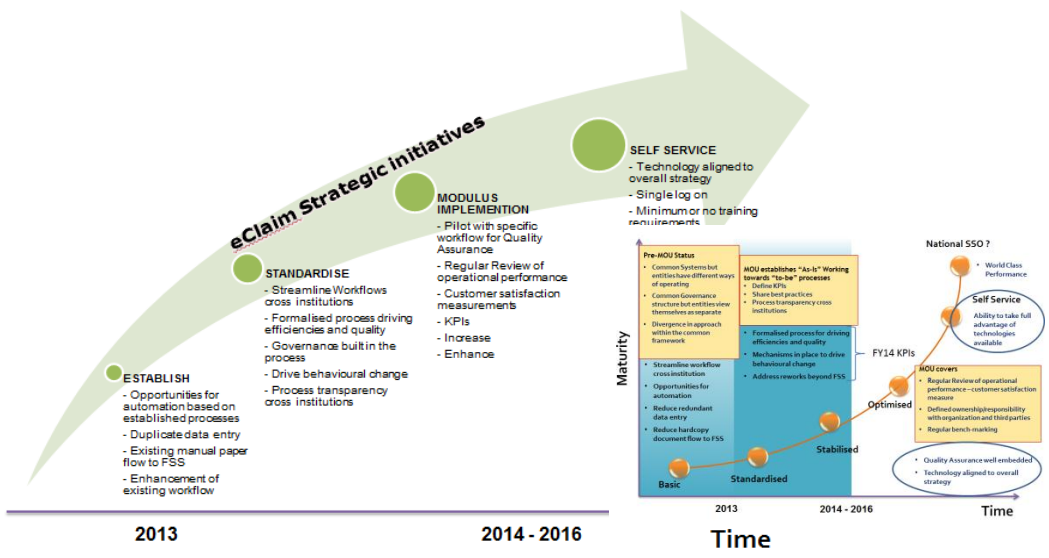
- Workflow driven process steps
- Process standardization
- Scope change claim matrices with respect to Dr's status
- Integration between SAP and Sharepoint (if latter is the chosen solution)

Resistance to change by staff, and stakeholder buy-in is difficult to achieve

Technology costs may increase and need to be carefully evaluated to ensure hidden costs to supporting new hardware and software components are also included on an ongoing basis

## Conclusion

FSS core service is to allow scaling up of a standardised / streamlined process, enabling self-service with user friendly automation. Focusing on a well-defined core service will facilitate streamlined workflows and smarter automation. Both of which should help us drive towards a high impact user friendly self-service eClaims to eliminate the monthly volumes of low value keyboarding. A properly executed eClaims must also improve timeliness and accuracy, as well as provide user feedback on submissions and status. And another small step in FSS journey along the Shared Service maturity model. Part of our journey of continuous improvement for the management and ultimately, for our patients.

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