

Integrating Planning and Budgeting for Value Creation

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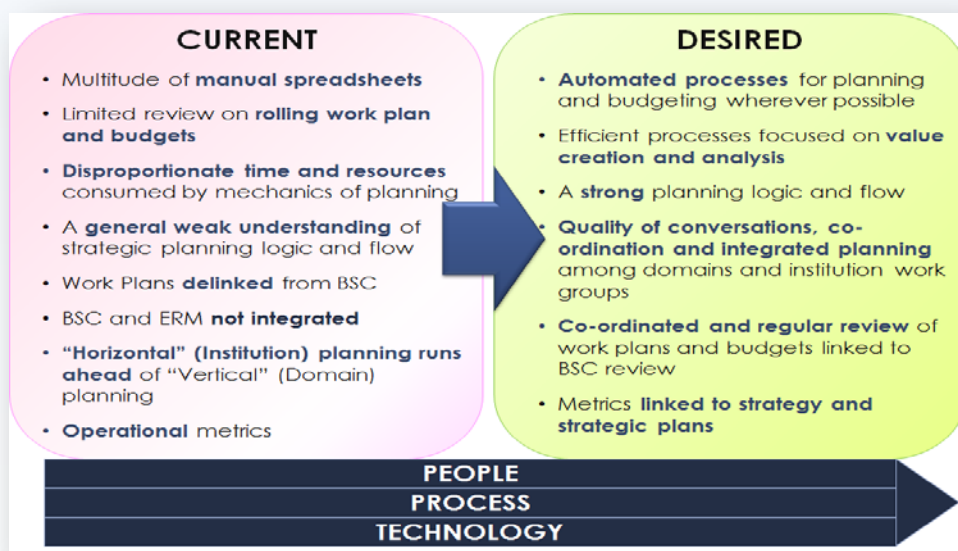
Introduction

The annual planning and budgeting cycle at SingHealth is commonly viewed as complex and tedious. A cross functional project team comprising staff from Human Resource, Finance and Office of Strategy Management was formed to establish a structure for an **integrated planning process** which will lay the foundation for a **strategy focused organization** where all employees understand the strategy and are aligned toward a unified strategy view.

Methodology

A study of the “As-is” planning and budgeting processes was conducted and the “To-be” state envisioned. From there, a gap analysis was performed to determine how to transit from the current to desired state (Figure 1).

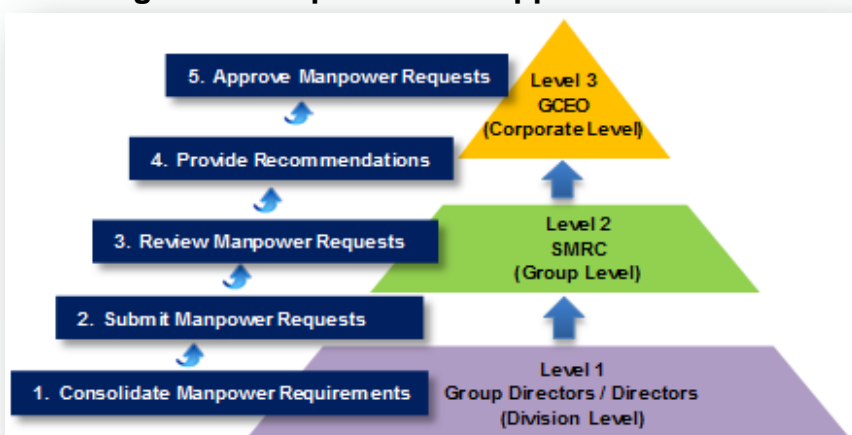
Figure 1. Transiting from Current to Desired State



An **integrated planning framework** was developed to guide the planning and budgeting efforts across the cluster for FY2014. Key dimensions of integration include:

- Integration of “Horizontal” (**Institutions**) and “Vertical” (**Domains**) planning efforts
- **Process reengineering** of key planning and budgeting processes, especially the **SingHealth Corporate Office Manpower Post Approval Process** (Figure 2)
- **Automation** of planning and budgeting templates for Corporate Office Departments

Figure 2. Manpower Post Approval Process

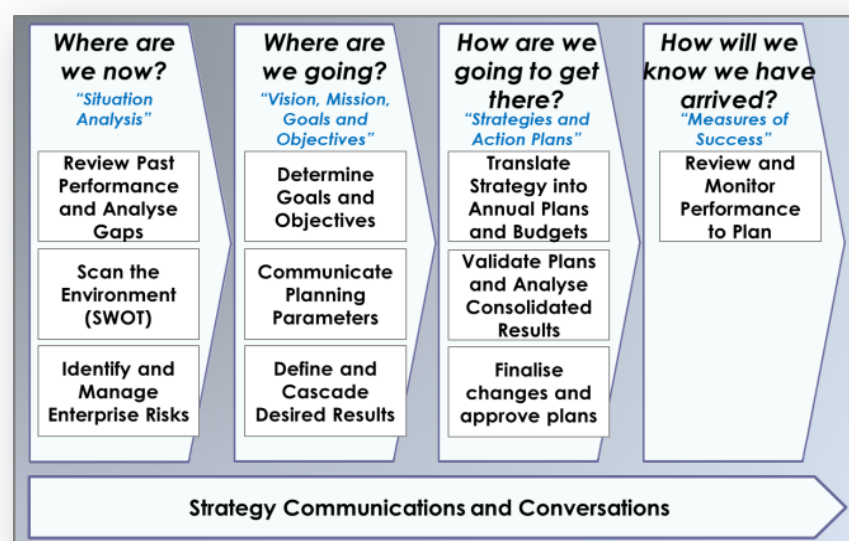


Results

A more efficient process focused on value creation and analysis:

- A four-phased **planning approach** that is simple and easy to understand (Figure 3)
- **Increased “Planning Conversations”** to align institutions and domains’ planning efforts
- A clear view of new headcount expected in lieu of new work for the new FY and a reduction in time to approve posts from the **new Manpower Review and Approval Process**
- A **single form** for users to input plans and budgets that contributes to improved accuracy and productivity
- **Standardised cost items** that ensures consistency and quality of budgeting outputs

Figure 3. Our 4-Phase Planning Approach



Conclusion

The project objectives of improved co-ordination, integration and transparency have been achieved. The rapid results and foundation that was laid from the improvements introduced will create the capacity for more transformative changes to the planning and budgeting process going forward.