



Lynn Chen, Nicoli Chan, Angelina Wang,  
Karen Koh, Priscilla Kuan, Toh Ying Ying,  
Shangeetha d/o Kuruthevan, Isabella Huan  
Singapore Health Services Pte Ltd



# Improving Operational Efficiency in Asian Nursing Scholars (ANS) Administration



## 1. BACKGROUND

The Asian Nursing Scholars (ANS) Scholarships are fully funded by MOH Holdings (MOHH) for the studies in nursing diploma in Singapore. Scholars are recruited from China, Myanmar, Malaysia, Indonesia and Vietnam. Scholars are allocated to the clusters by MOHH to serve out their bond obligations and employment in the various institutions.

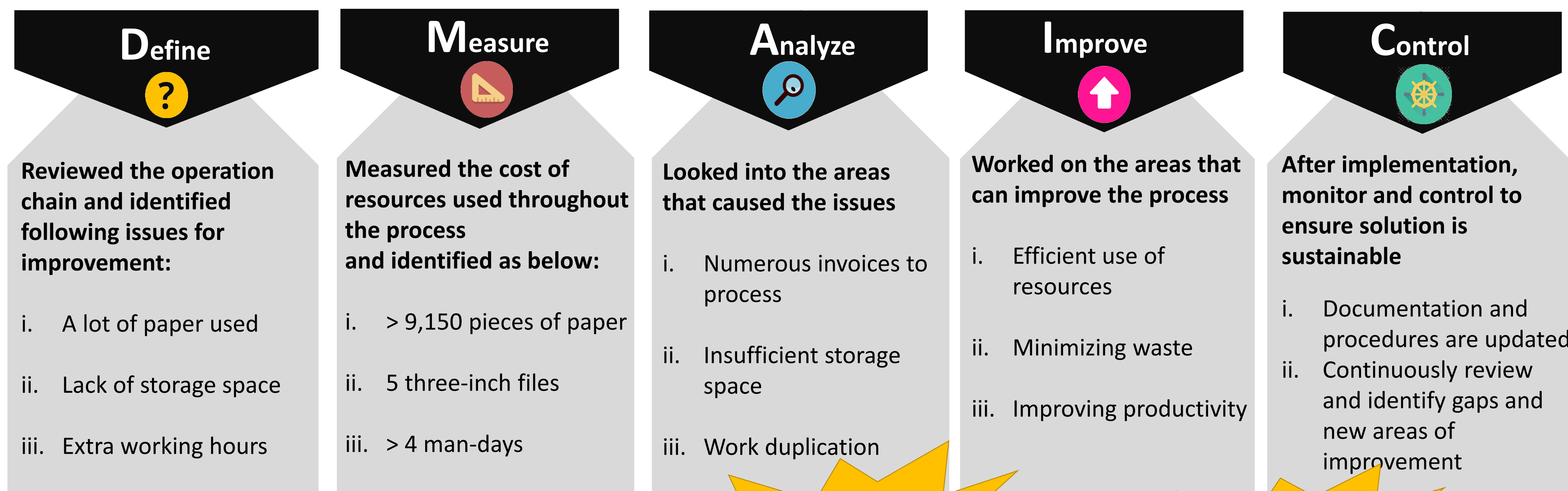
As part of the scholarship benefits, scholars are entitled to a round-trip air ticket to their home country after completion of their studies and before starting employment with institutions. SingHealth HQ – Scholarship Unit manages the funds and reimbursement process, working with the appointed travel agent, for every single air ticket of the 150 scholars.

MOHH provides the scholars' personal file records (P-files) to Scholarship Unit before graduation day to facilitate for scholars' work commencement and bond service. Scholarship Unit had to duplicate all the scholars' P-files for record and safe-keeping in HQ. The original P-files received from MOHH were in turn sent to Institutions for their own action and record keeping. For every year, we needed to duplicate about 150 scholars' P-files.

### 2. ISSUE

Every year, extra working hours and resources are invested to facilitate the ANS Scholars on-boarding process. Staff were highly stressed by the yearly heavy and mundane workload of photocopying and filing documents. As there are mass amount of invoices raised for necessary levels of approval, they have to constantly keep track to make sure approvals are on time.

## 3. METHODOLOGY



**100% Acceptance Rate**

Initiative accepted & supported by Institutions HR colleagues.

We wish to thank all Institutions HR colleagues for their support in the HQ's QI project. Without their support, these QI would not have rolled-out successfully.

## 4. SOLUTION & RESULT

1. Increased Productivity

2. Reduced Cost

3. Improved Staff Morale

S/N	Solution	Result		Improvement Result
		Before	After	
I	<b>Improved &amp; Streamlined Claims and Reimbursement Approval Process (Scholars' Air-Tickets Claims)</b> 	<b>Average 150 invoices</b> per cohort <small>Processed about 150 invoices via Accounts Payable Invoice Management system (APIMS) per year for each cohort ANS scholars cohort</small>	<b>Average 7 invoices notes</b> per cohort <small>Processes 1 time reimbursement to respective Institutions. Process only max 7 APIMS invoices instead of 150 per year (up to 7 participating institutions X 1 year)</small>	<b>95%</b>
		<b>1.6 man-days</b>	<b>0.5 man-day</b> <small>Reduce manpower cost to process many invoices via APIMS and Save time for different levels of Approvers on APIMS</small>	<b>69%</b>
		<b>2 three-inch files</b>	<b>1/3 three-inch file</b>	<b>83%</b>
II	<b>Kept Scholars P-files at 1 location (Institution) instead of 2 (Institution &amp; HQ).</b> 	<b>Average 9,000 pieces of paper</b> used <small>to duplicate identical set of P-files documents</small>	<b>Zero, No paper</b> used (only E-File) <small>1 sample from each country, max 5 countries</small>	<b>100%</b>
		<b>3 man-days</b>	<b>0.5 man-day</b> <small>Reduce time and effort to photocopy documents</small>	<b>83%</b>
		<b>3 three-inch files</b> for 150 ANS scholars' P-files	<b>Zero hard-copy file</b> (only E-File) <small>(1 sample from each country, max 5 countries) Reduce storage space by 100%</small>	<b>100%</b>

## 5. CONCLUSION

After the review of the operational chains and the implementation of the new procedures, there has been a significant positive influence on operational, financial and productivity outcomes as shown above. Staff can now focus on other job functions that leads to more quality and value-added outcomes. Eliminating duplicated work also increases staff morale and efficiency level which in turns motivate the team to continuously seek for improvements and greater achievements in each area of work.