



Singapore Healthcare Management 2017

Implementation of Cluster Integrated SAP Funds Management (FM)\Grants Management (GM) System in SingHealth and EHA

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IN THE PAST

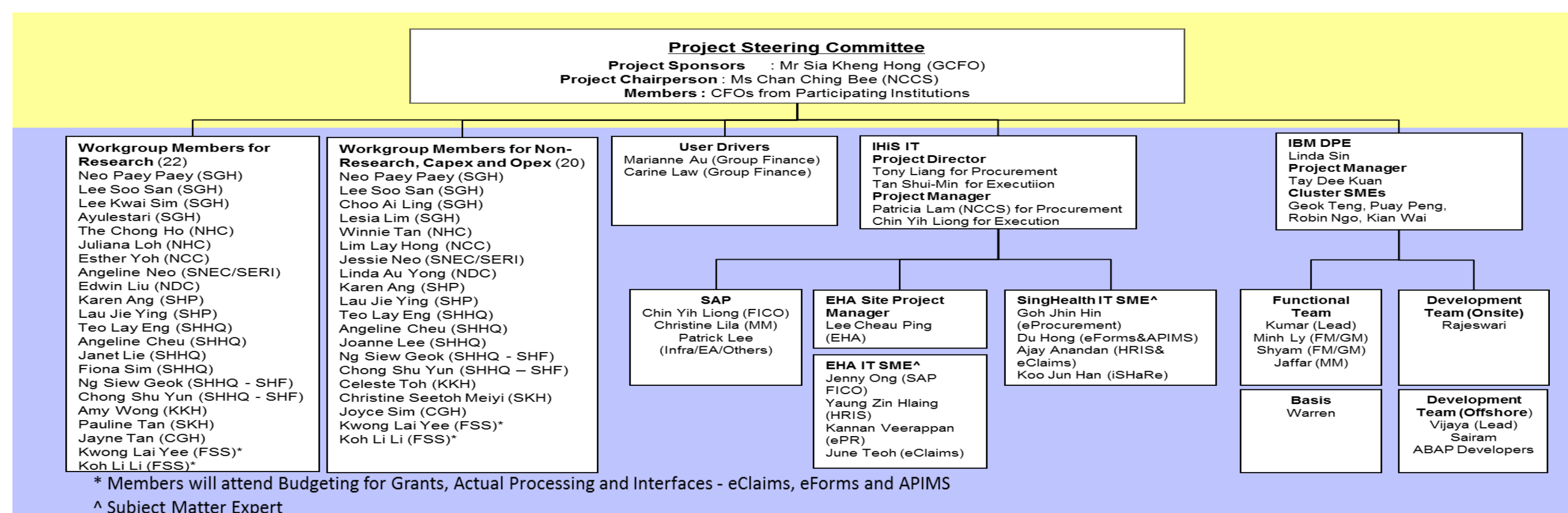
Prior to SAP FM\GM System Implementation, Institutions used Microsoft Excel to track external grants' utilisation and reporting purposes. There were no real time grant availability check and balance.

AIMS

A **seamless system** starting from creation of approved grants (internally funded and externally funded) to claiming from sponsors as well as to enable budget checking for Cost Centres' capital and operating budget. This would help to **reduce manual tracking of budgets and tabulation of expenditure for claims to external sponsors**. It also helps to **streamline budget checking for internally funded programs especially capital expenditure**.

METHODOLOGY

Organization Approach - set up Project Steering Committee comprising Workgroup Members from SingHealth, EHA, IHiS and Appointed Vendor to examine the feasibility of implementation.



Design Approach - requirements that are associated with the project aims are specified during Blueprint workshops.

Project Scope

Institutions	Research Grants	Non-Research Grants	Capex	Opex
SingHealth	✓	✓	✓	✓
Singapore General Hospital (SGH)	✓	✓	✓	✓
Centres in Outram Campus	✓	✓	✓	✓
National Heart Centre (NHCS)	✓	✓	✓	✓
National Cancer Centre (NCCS)	✓	✓	✓	✓
Singapore Eye Research Institute (SERI)	✓	✓	✓	✓
Singapore National Eye Centre (SNEC) ¹	✓	✓	✓	✓
National Dental Centre (NDCS)	✓	✓	✓	✓
SingHealth	✓	✓	✓	✓
KK Women's and Children's Hospital (KKH)	✓	✓	✓	✓
Singapore Hospital (SKH)	✓	✓	✓	✓
SingHealth Polyclinics (SHP)	✓	✓	✓	✓
SingHealth Corporate Office (SHCO)	✓	✓	✓	✓
SingHealth Foundation (SHF)	✓	✓	✓	✓
EHA	✓	✓	✓	✓
Shang General Hospital (CGH)	✓	✓	✓	✓
Eastern Health Alliance (EHA)	✓	✓	✓	✓

Project Timeline

	2015												2016					
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Single Phase Go-Live																		
Project Prep																		
Blueprint (Research, Non-research, Capex, Opex, HR)	BB	BB	BB	BB	BB													
Realization/Build						RB	RB	RB	RB									
Realization/Test									RT	RT	RT	RT						
UAT & Final Prep												FP	FP	FP				
Data Migration of Grants/Capex/Opex																DM		
Go-Live & Support																		GL
Note: Post Live support in April till the first month end closing of April 2016 by early May 2016																		
Warranty																	WR	WR

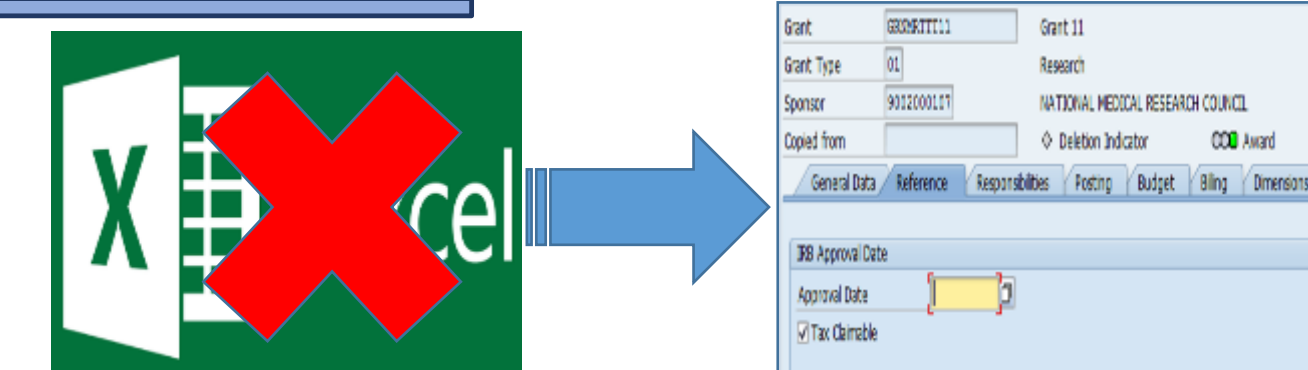
Testing Approach - strategies encompassed everything from unit testing individual modules, integration testing an entire system to specialized form of testing such as performance.



Data Migration Approach – a 6-stage process used to mitigate risk and maximize the opportunity for successful implementation.

Data Migration Workshop	Data Preparation	Data Mock Load 1	Data Mock Load 2	Data Final Load Preparation	Data Production Load
<ul style="list-style-type: none"> Data Migration Approach briefing and schedule Sharing Roles and responsibilities Determine Data Template Owners Determine Data Extractors Determine Data Owners for individual task 	<ul style="list-style-type: none"> Data Mapping Data Cleansing Data Preparation 	<ul style="list-style-type: none"> Data verification before load Partial Data requirement for Mock Load 1 The objective is to test the Data extraction and Data Load programs Data verification after load 	<ul style="list-style-type: none"> Data verification before load Full Data volume for Mock Load 2 The objective is to test the Data extraction and Data Load programs to confirm the volume stress test load Duration of the Mock Load will be monitored Data verification after load Share lessons learnt 	<ul style="list-style-type: none"> Transaction Freeze decision and announce to all business operators involved (which is part of Cut-Over Plan) Data Delta Preparation programs to confirm the volume stress test load Duration of the Mock Load 1 & 2 	<ul style="list-style-type: none"> Data verification after load Data verification after load with sign-off

RESULTS



Growth in Productivity

In FY2016, 2,700 Grants and 3,253 Internally Funded Programs have been created to track budget and utilisation → **no more manual tracking**.

Increase Efficiency

Enhancement of 3 Grants Management programs for month-end closing → **reduce manual journals and mistakes**.

Importance of Accuracy

The reliability of customized Budget Upload Templates → **cut down on data entry**.

Information Availability

40 customized reports → **ease of reporting to grantors or internal stakeholders**.

CONCLUSION

The Cluster Integrated SAP FM\GM was rolled out successfully in April 2016. Significant improvements have been achieved from this implementation:

- ✓ **Ease the management of grants or funds**
- ✓ **Reduce the risks of over/(under) utilisation of grants or funds**
- ✓ **Better procurement planning before expiry dates.**