



Singapore Healthcare Management 2017

PAPERLESS INTERVIEW (DIGITAL.ENVIRONMENTAL.FRIENDLY)

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1 INTRODUCTION

Traditionally, Grant Interviews were conducted via paper medium. Staff were highly stressed by the yearly heavy and mundane workload of photocopying, filing and shredding voluminous documents. High cost was spent in manpower, stationery and utilities. Carbon emission from photocopiers and "killing" of trees were environmentally unfriendly.

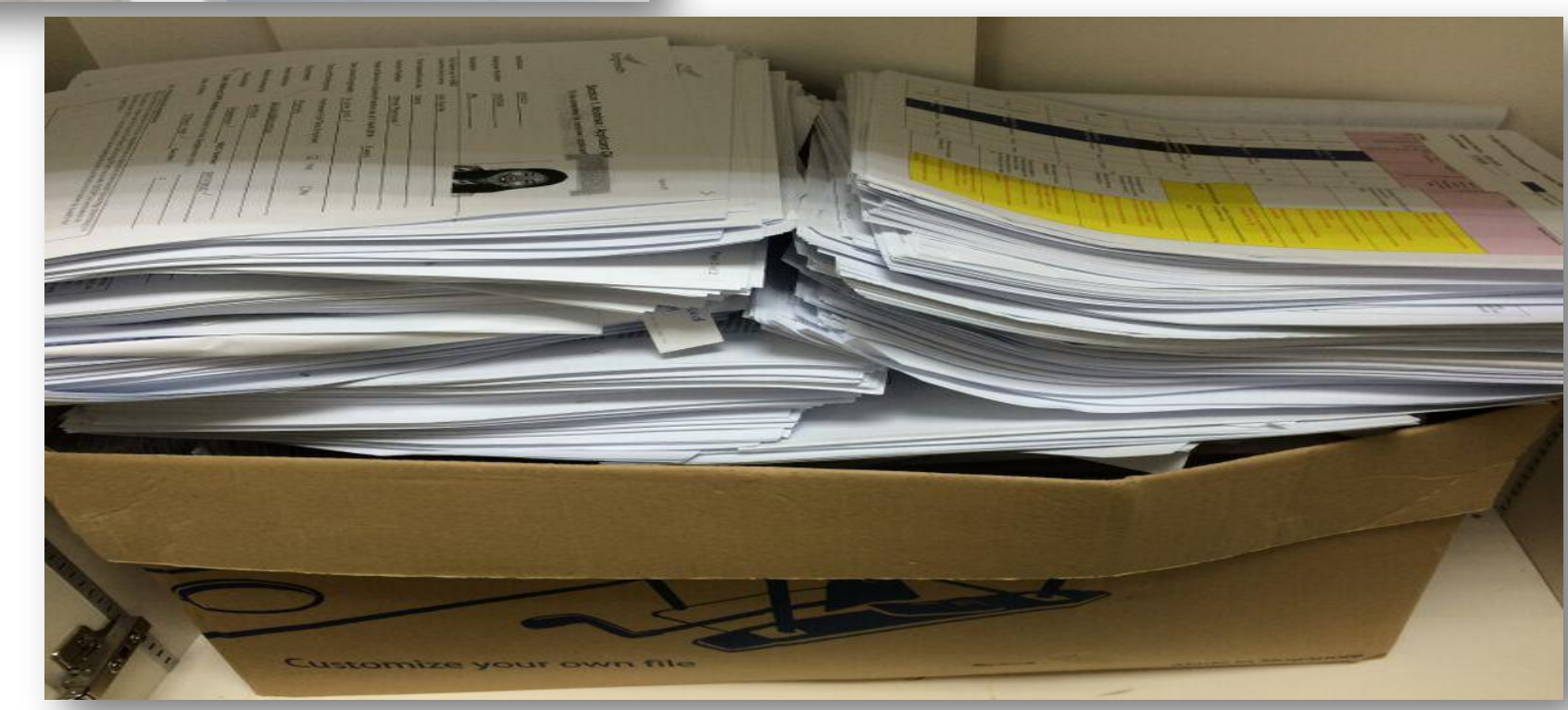
We wanted a solution to all the problems. We wanted to innovate the way we do things but yet achieve a better or the same effective result for Grant Interview exercise. We leveraged on SingHealth's existing INFOPEDIA platform to go Paperless through the use of Laptop or Tablet as a medium for Grants Interviews. We took risk and garnered support from the HMDP Main Committee, helmed by its Chairman and all Institutions Chiefs.

Paperless Interview was first piloted in a FY2015 HMDP & TDF selection panel. Starting FY2016, we have fully implemented Paperless Interview successfully.

2 THE PAST



- Much time spent on photocopying application forms.
- Huge files generated for 92 panel members yearly.
- Tedious for staff delivering files to panel members in different locations.
- Considerable amount of papers were destroyed as cannot be recycled after interviews (as information is confidential).



4.1 SOLUTION

Step 1: Making the files into soft copies



Step 2: Making use of existing platform (INFOPEDIA) to share the files with secured access rights



Direct URL is provided for user to access the INFOPEDIA

4.2 WHY INFOPEDIA

- ✓ Readily Available
- ✓ Secure



5 RESULTS / IMPROVEMENTS

Positive results derived from going Paperless is significant. Estimated reduction in cost of resources:-

Preparation	Before	After	Resources saved (%)
Total Files Created	104	0	100%
Time spent on printing and filing	21.7 man-day	1.3 man-day (scanning)	94%
Cost (est.)	\$3,284	\$157	95%

Average of **96%** Resources saved in all aspects for the grant interview preparation



4 METHODOLOGY



- Define** : Identify various issues of having paper medium
- Measure** : Measure the cost of process
- Analyze** : Look into the areas that caused the issues
- Improve** : Work on the areas that can improve the process
- Control** : After testing on improvement, monitor and control to ensure solution is sustainable

3 OBJECTIVES



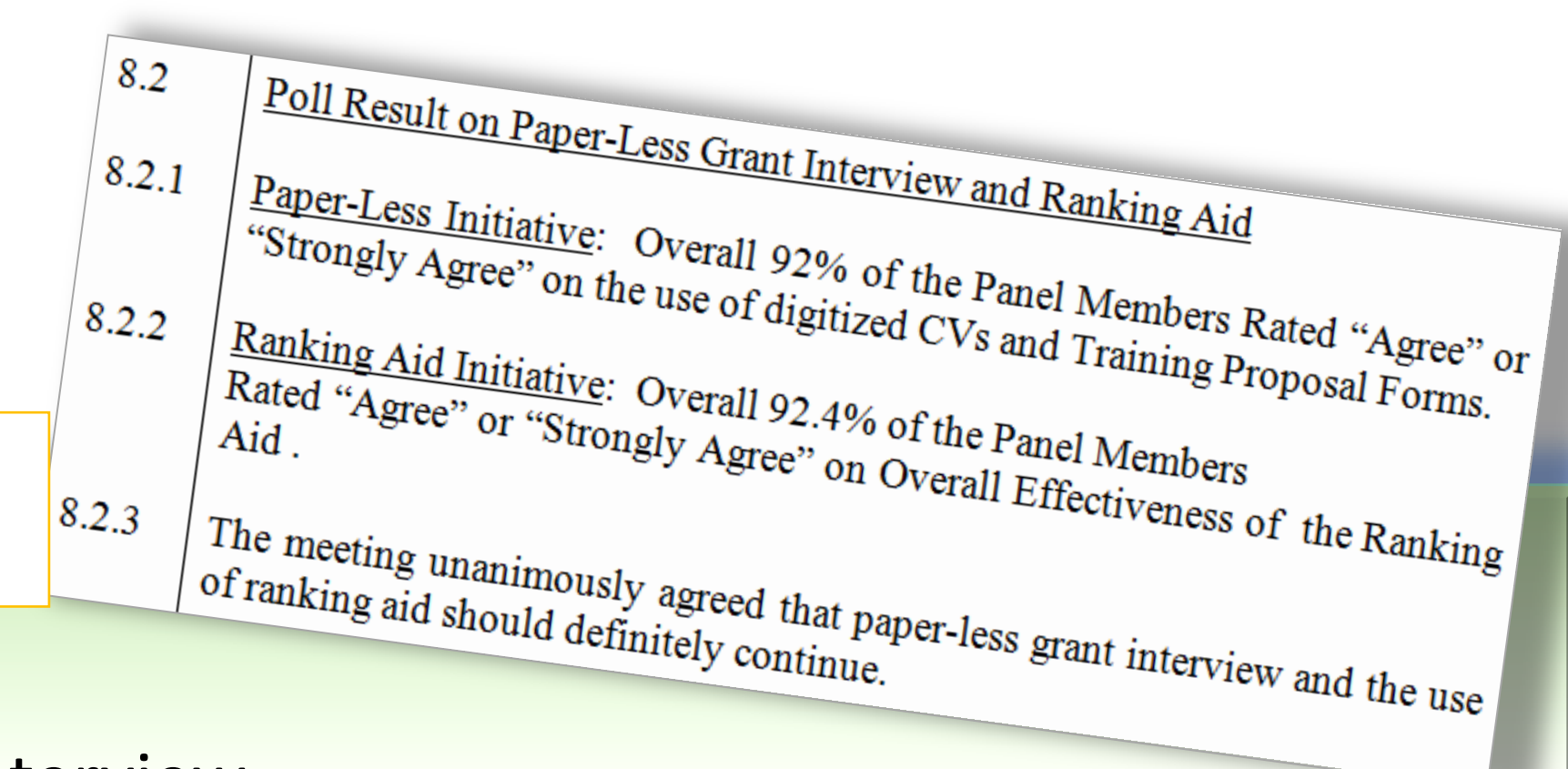
- Increase Efficiency
- Cut Cost
- Environmental-Friendly
- Secured information sharing



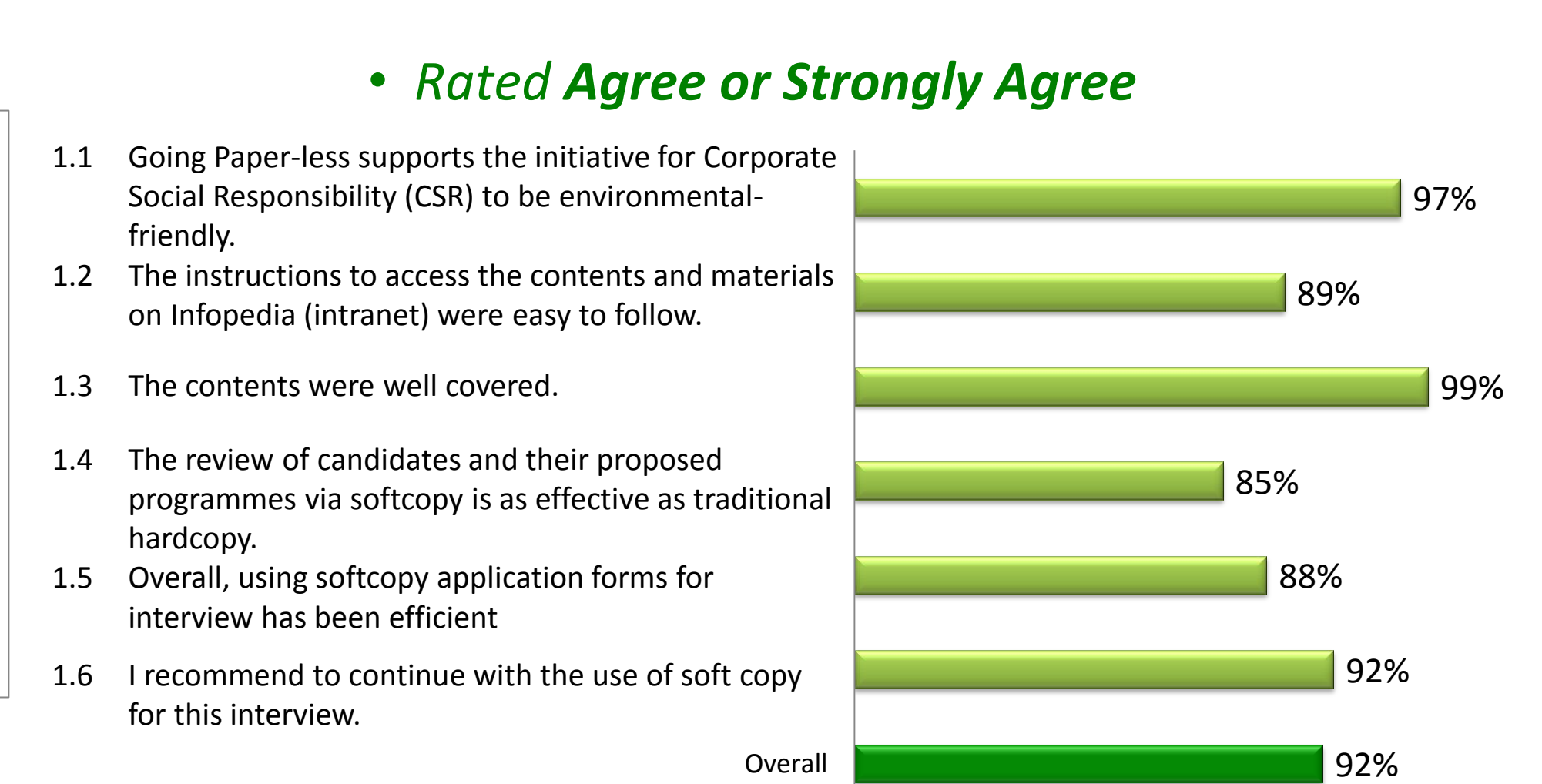
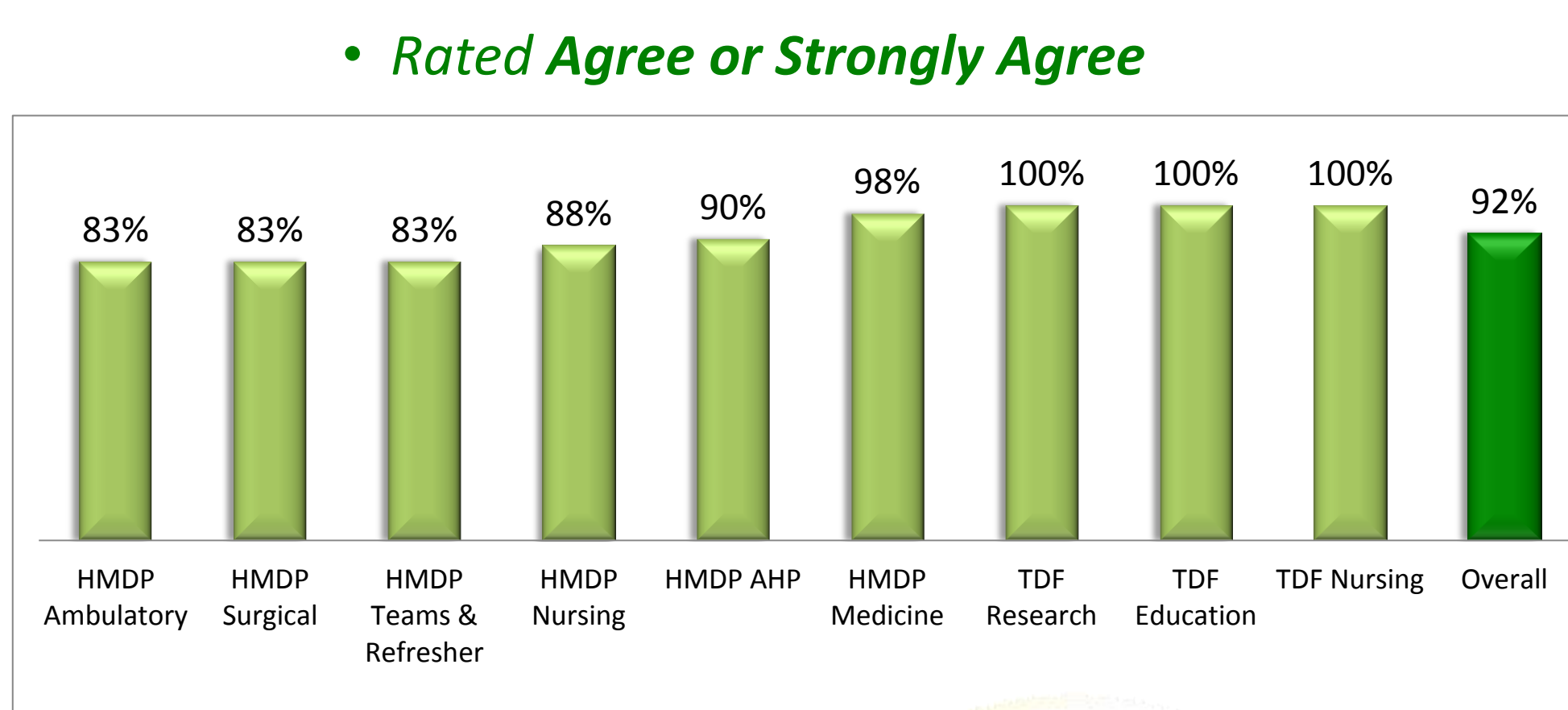
6 FEEDBACK

- Survey was conducted on all panel members at the end of each interview.
- Paperless was well-received by the panels.
- An encouraging response of 92% recommended to continue with paperless interviews.

Fig. 1 Extracted from 2nd HMDP Main Committee Meeting Minutes dated 10 Nov 2016



Overall 92% of the Panel Members Rated "Agree" or "Strongly Agree" on the use of soft copies CVs and Training Proposal Forms



7 CONCLUSION

SingHealth Selection Panels (comprising Institutions Chiefs, Group Clinical Heads and Heads of Departments) and SingHealth HMDP Main Committee commended on the initiative and unanimously agreed that Paperless Interview should be the way forward.

Going digital inculcates an environment-friendly culture by reducing papers, reducing energy and eliminating carbon emission from photocopiers, and reducing manpower and operation cost.

Overall, it has significant positive influence not only on staff morale but also operational, financial and productivity outcomes.

