

Methodology

Focus group discussions with institution Finance members and institution Chief Financial Officers (CFOs) were held to deliberate whether to remain status quo (remain decentralised) or to centralise cluster IT assets. Opinions from the auditors, tax agents, Legal Department and IT from Integrated Health Information Systems Pte Ltd (IHIS) were also sought when formulating the solution. Once the decision was made to centralise cluster IT assets, 2 ownership models were considered:-

- 1) Application Service Provider (ASP) model; and
- 2) Hybrid ASP model.

Result

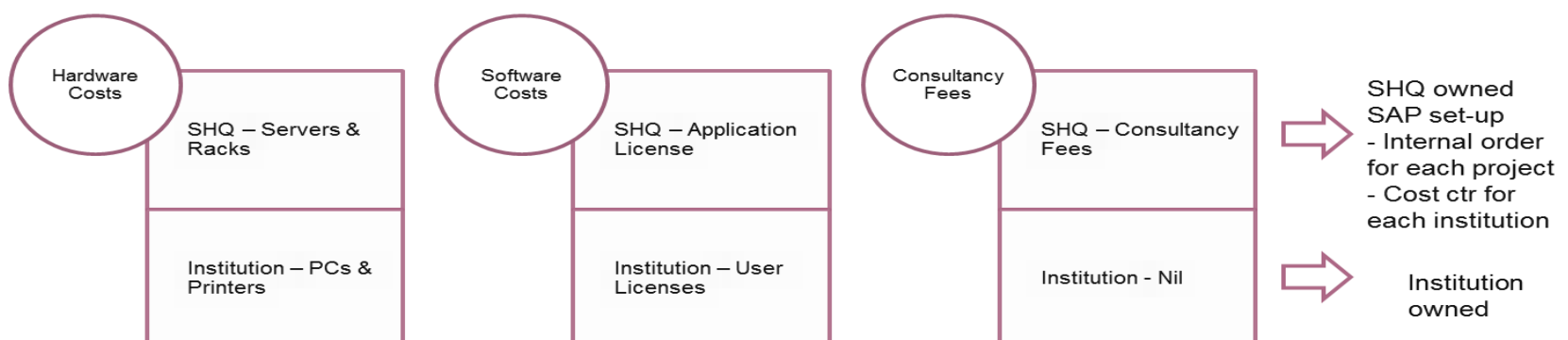
The CFOs decided that with effect from (wef) 1 April 2012, cluster IT assets would be centralised and a hybrid ASP model would be adopted.

The centralised cluster IT assets affected fell into 2 main categories:

- a) Applications (hardware, software and development)
 - New purchases wef 1 April 2012
 - Replacement or upgrade of existing applications
- b) Infrastructure systems (hardware, software and development)
 - New purchases wef 1 April 2012
 - Replacement of existing infrastructure systems / hardware

Hybrid ASP ownership model details:-

- SingHealth Corporate Office (SHQ) owned
 - Centrally deployed IT hardware like servers and racks
 - IT application software / licenses
 - Related peripherals and components
- Institution owned
 - Institution deployed IT hardware like PCs and printers
 - IT user software / licences
 - Related peripherals and components deployed in institutions
- Consultancy fees including fees charged by IHIS will be considered part of the SHQ cluster-wide IT asset cost.



Conclusion

With the implementation of the centralisation of cluster IT assets, there is improved tracking of IT assets and the SingHealth Group is able to have an overview of the total investments in these assets. This also allowed closer collaboration between institutions in terms of collective decision-making when making cluster IT investments.