

“CARD-iology – Inside the HE RT of the Card Making Process”



SGH HUMAN RESOURCE DIVISION

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Background

In SGH, all staff receives a staff benefit card encoded with door access into their work area.

The current process of printing the staff card via an outsourced vendor takes up to 30 days for a new hire to obtain his staff card, creating frustrations for new hires and colleagues, and also compromise their quality of service.

Mission Statement / Aim

To reduce time taken in a new hire's staff card production process by 50% within 8 months

Root Cause Identification

The team identified 3 essential features (employee details, photograph and door access) which are directly related to the time taken to produce the staff card.

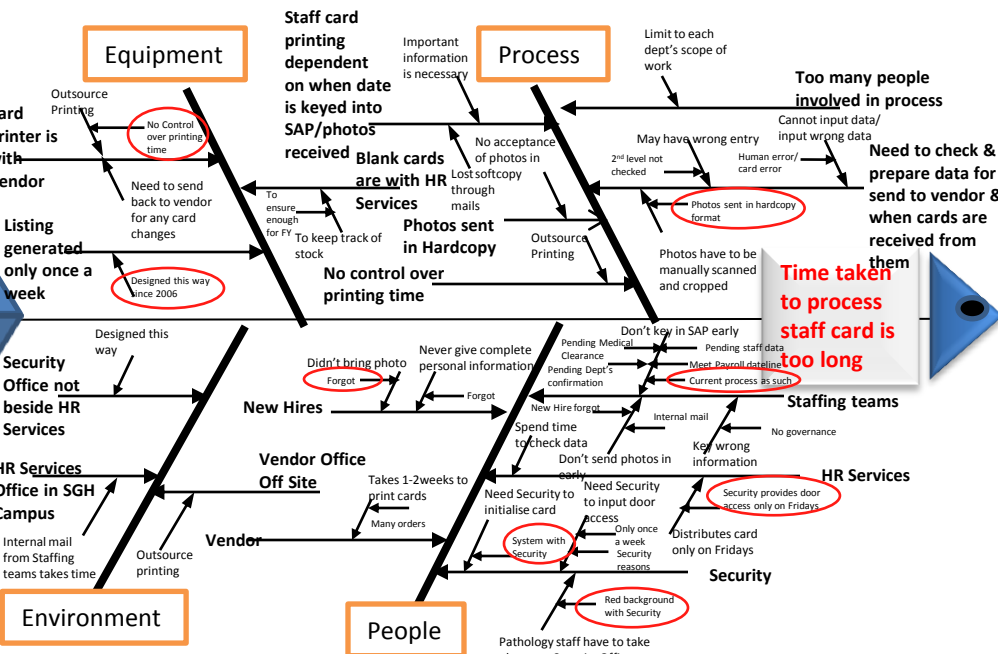
(1) Employee details:
Keyed by Staffing colleagues



(2) Photograph:
Submitted by staff

(3) Door Access(chip):
Inputted by Security

By looking at the process to input the essential features onto the staff card, the root causes of the problems were identified using the cause and effect diagram (shown below) and multi-voting technique.



- Staffing colleagues agreed to key in employee data prior to their join date and distribute the staff cards to staff on their first day of work;
- A staff card printer was purchased for printing to be done in-house (as shown below);
- Security is informed via email to enable door access for new hires;
- Photo taking is now done in-house (as shown below); and
- The IT system was adjusted to download employee data daily.

Pre & Post: Renovation at printer area – Space is saved!

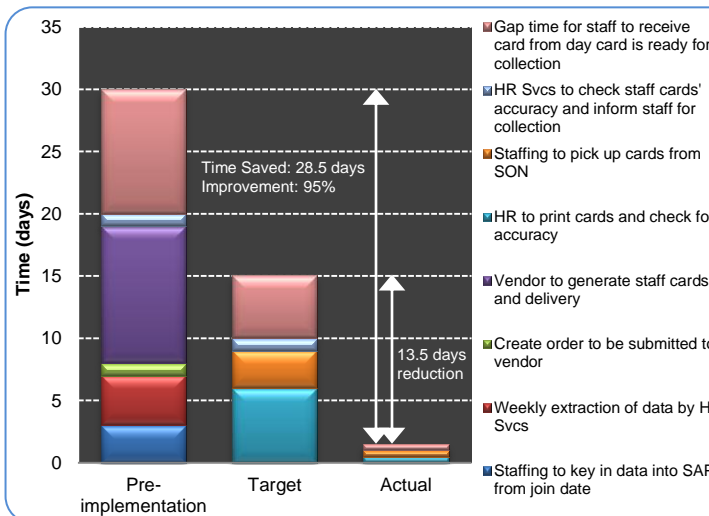


Pre & Post: Space Utilization at Photo-taking area



Results

Due to the changes implemented, we reduced unnecessary work processes and inconveniences and saved on time taken and cost to produce the new hires' staff cards!



Percentage of time saved
= Time saved / Total time taken x 100%
= 28.5 days / 30 days

Potential savings per year
= **\$26,136**

Key Result Area	Before	After	Improvement
Time taken to receive staff card (days)	30.0	1.5	95.0%
Percentage of staff receiving staff card on 1st day of work	2.8%	72.7%	69.9%
Cost per card	\$19*	\$3.11	83.6%
Manpower hours spent per week	4	8	-100.0%
New hires' satisfaction with wait time (based on survey conducted)	34.8%	71.9%	37.1%

*Cost quoted by vendor if cards and printing are fully supplied by them

Solution Selection & Implementation

Based on selection criteria, the final solutions (highlighted in yellow) were chosen using a Tree Diagram and Prioritization Matrix Table below.

Scoring: 1 (Does not meet criteria), 3 (Meet criteria moderately), 5 (Meet criteria well)	Time Saving (x5)	Contr of (x4)	Cost (x3)	Feasibility & Sustainability (x2)	Staff-centri c (x1)	Total Score
Key in employee data prior to join date	25	12	9	6	5	57
Key in employee data on join date	15	12	9	6	5	47
Key in employee data within 3 working days	10	12	9	8	5	44
In-house printing	25	20	12	10	5	72
Negotiation with vendor to reduce delivery time	10	8	9	10	2	39
Security to increase frequency of access configuring time	15	8	6	2	3	34
HR Svcs to liaise with Security to configure door access remotely	25	20	12	10	5	72
Arrange for Security to perform the configuration at card collection venue	20	12	9	2	4	47
Prompt staff daily through SMS to submit photo	10	4	9	6	3	32
In house photo taking services	20	20	9	10	5	64
Extraction every 3 days	10	12	9	10	3	44
Extraction daily	20	12	9	10	3	54
Extraction on an hourly basis	20	12	6	2	3	43

Conclusion

There is greater control over the staff card issuance process and changes on card details, design and layout for future needs as the printing and photo-taking are now done in-house.

The new staff card printing process makes it easier to establish control within HR & Security on the inputting of daily door access to new hire's staff card.

There is now increased efficiency as time spent on waiting for vendor to deliver the cards is saved.

New hires now need not trouble their colleagues to open doors for them.

This new process will also help to reduce card replacement's cost due to fading prints.

Moving on, the team seeks to explore the feasibility of printing dependant cards and replacement cards in-house. This will ensure that we further benefit from the efficiency the new process has brought about.



Happy owners of their new staff card