



SingHealth Finance Shared Services (FSS) Process Mapping Journey

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SingHealth Finance Shared Services (FSS)'s vision is to become Center of Excellence in handling value-adding services in Accounts Payables, Accounts Receivables, Fixed Assets Accounting and Payroll functions and to achieve economies of scale through uniform transactions processing.

The FSS process mapping and standardisation project was commenced in January 2013 to lay the foundation for FSS to evolve from managing partners / customers' relationship to managing their overall experience with FSS.

Figure 1. Extract of Project Timelines.

Site	Process	Start Date	Completion Date	Overall Status	Remarks	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
1	Process Maps (As Is)	06-Feb-13	31-Jul-13	In Progress															
	(a) AP	06-Feb-13	31-Jul-13	In Progress															
	(b) AR	26-Feb-13	31-Jul-13	Completed															
	(c) FA	17-Feb-13	31-Jul-13	Completed															
	(d) Payroll	27-Feb-13	31-Jul-13	Completed															
2	FSS Team Validation (As Is)	01-Mar-13	30-Aug-13	In Progress															
	(a) AP	01-Mar-13	30-Aug-13	In Progress															
	(b) AR	01-Mar-13	31-Jul-13	In Progress															
	(c) FA	01-Mar-13	31-Jul-13	In Progress															
	(d) Payroll	01-Mar-13	31-Jul-13	In Progress															
3	FSS draft SLA base on (As Is) Processes	15-Jul-13	30-Sep-13	In Progress															

Figure 2. FSS Objectives.

1. To document all institutions' as-is processes.
2. To incorporate the documentation into FSS Memorandum of Understanding to provide an insight into the institutions' processes.
3. To identify processes variations.
4. Identify opportunities for process harmonisation / standardisation to achieve to process quality and integrity.

Methodology

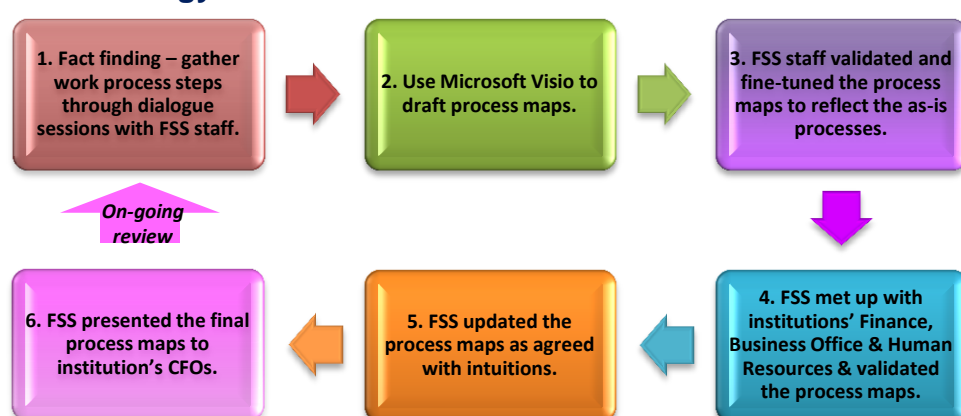


Figure 2. Process Mapping Steps.

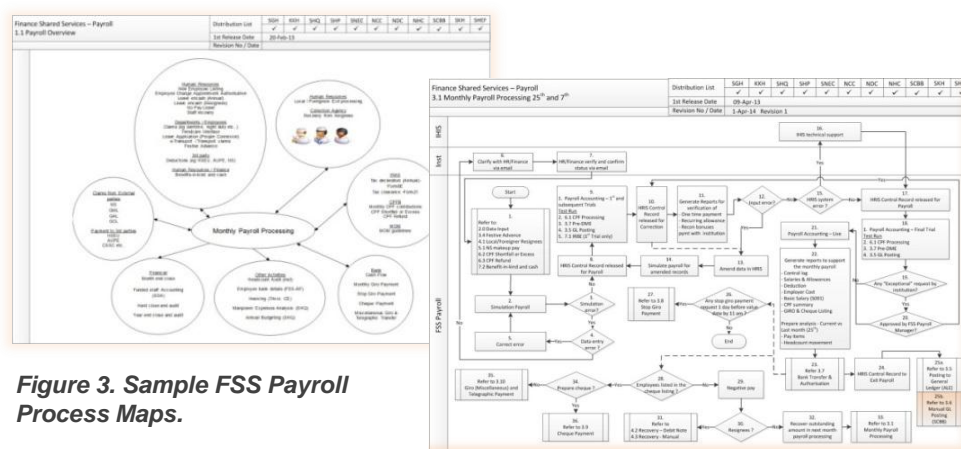


Figure 3. Sample FSS Payroll Process Maps.

S/N	Process	SGH	KQH	SKH	SHQ	SHP	SNEC	NCC	NDC	NHC	SCBB
1	Content										
1.1	Content										
2	Vendor Master Maintenance										
2.1	Vendor Master Maintenance										
3	Staff Vendor Master Creation										
3.1	Staff Vendor Master Creation										
4	Payment-Related Document Sorting										
4.1	Payment-Related Document Sorting										
4.2	Payment-Related Document Sorting										
4.3	Payment-Related Document Sorting										
4.4	Payment-Related Document Sorting										
4.5	Payment-Related Document Sorting										
4.6	Payment-Related Document Sorting										
4.7	Payment-Related Document Sorting										

Figure 4. Sample FSS Accounts Payable Process Maps Content Page

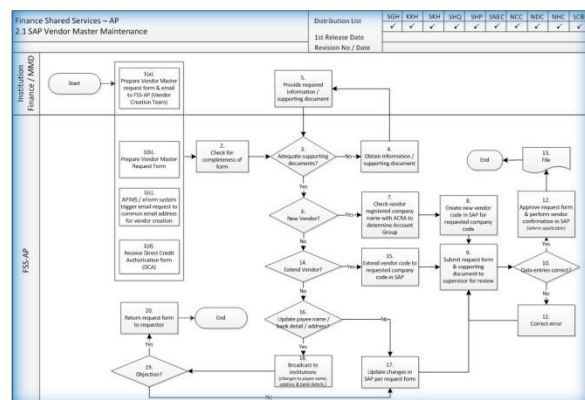


Figure 5. Sample FSS Accounts Payable Master Maintenance Map.

Result

The process mapping journey have enable us to:

1. **Improve Process Efficiency.** Through process mapping, FSS improve efficiency by increasing visibility of processes, focus on critical process steps and eliminate potential processing errors.
2. **Motivate Project Teams.** Involvement in simplifying complex processes to easy-to-understand diagrams, promote the process ownership and team performance. Process maps also clearly define sequence of procedures to be taken and who are responsible for each process steps.
3. **Improve Customer Experience.** Process maps address processes that has direct impact on customers' experiences, such as FSS service delivery, effective customer communication, etc...
4. **Identified potential areas for improvements.**
5. Give visual presentation to our institutions' partners / stakeholders **highlighting process variations.**
6. To yield economies of scale in transactions processing through **process harmonisation.**

Conclusion

Standardisation reduce complexities and make the service provision more efficient. Standardisation also increases capacity by improving our ability to integrate new operations and remove redundant activities.

It is essential that FSS and the respective institutions' partners / stakeholders to work closely to reduce process variations to improve quality and performance.

Ultimately, increases overall system savings for the Cluster through uniform transactions processing.

