

# SingHealth Finance Shared Services (FSS) Fixed Assets Process Documentation

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## Background

In 2013, FSS embarked on process flows documentation to provide insight into the fixed assets processes to identify processes variation and opportunities for standardisation which would lead to process quality and integrity.

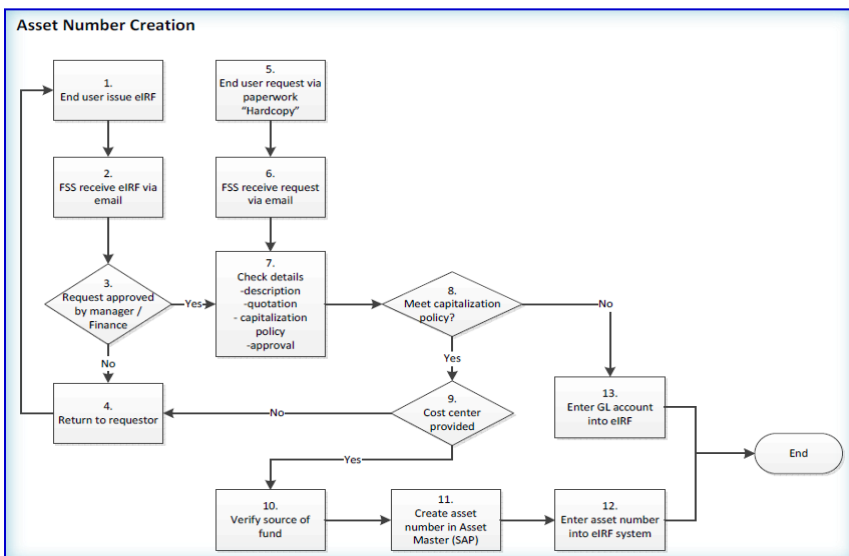
## Methodology

Process maps were drawn based on existing procedures. Completed process maps were validated by FSS staff and institutions' Finance. Final draft were presented to institutions' Chief Financial Officers.

Swim lanes were drawn to distinguish visually the process owners for each Fixed Asset sub-process and to give pictorial representation of the sequence of actions within the process.

**Figure 1. Initial process map without swim lane**

Comparing figures 1 & 2, process map without swim lane do not show who is responsible for which process step.



Benefits of process mapping:

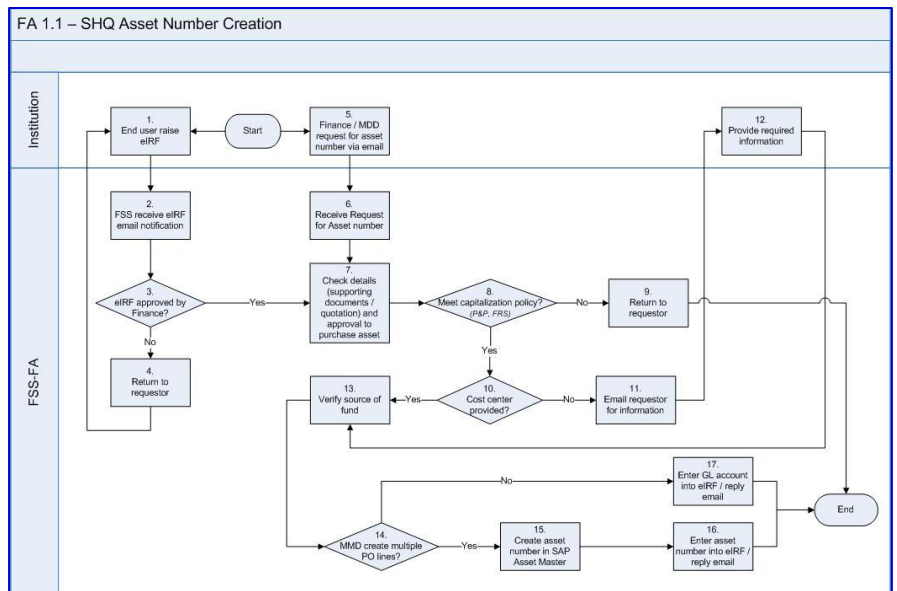
1. Provide processes flow visually for easy comparison of processes among the institutions,
2. Show unexpected complexity, problem areas, redundancy, unnecessary loops, and possibilities of process simplification and standardization,
3. Compare and contrast the actual versus the ideal process flow to identify areas for improvements,
4. Opportunities for Fixed Assets Team and Institutions' Finance Team to discuss and agree on the process steps and to examine which activities may impact the process performance.
5. Facilitates training new FSS staff, as it gives visual presentation of the process steps to be perform for each process.

## Results

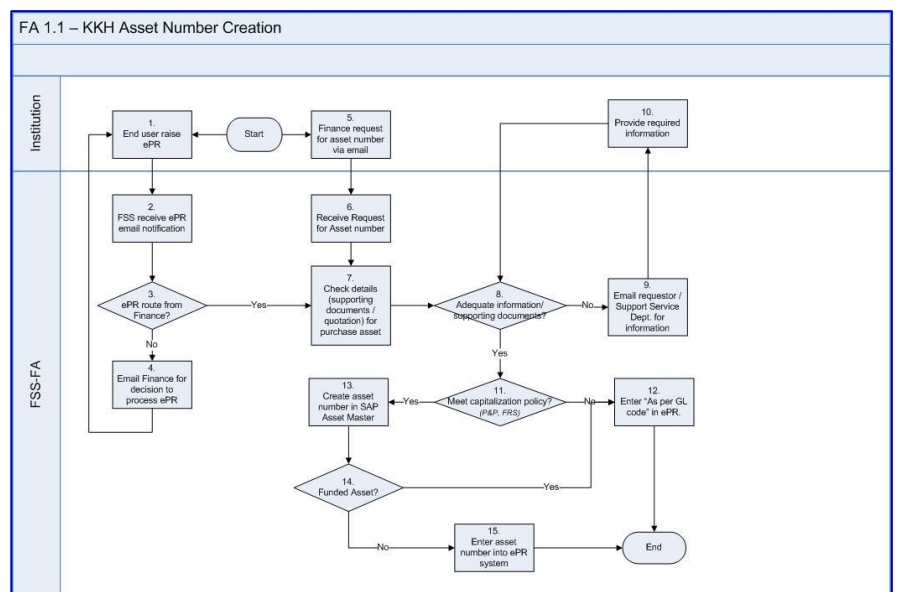
In total 62 process maps drawn for 25 processes. Our goal is to further streamline our processes to reduce to 33 process maps in the steady state. The difference of 29 maps, were due to upstream system and process variances across institutions. Example:

1. Institutions' using different purchase requisition systems or using hard copy purchase requisition.
2. Institutions' using different asset condemnation systems or using hard copy forms.
3. Different institutions' Finance process control measures.

**Figure 2. An example of SHQ process map**



**Figure 3. An example of KKH process map**



Figures 2 & 3 are process maps of the same process, if institutions' process is standardise. Only 1 process map will be drawn.

Collaboration with institutions partners & stakeholders are essential in achieving process harmonisation. For example leveraging on the cluster wide electronic procurement system to be implemented by SingHealth Group Procurement Office will harmonise the upstream processes at the institutions which in turn improve overall efficiency and achieve system savings for fixed assets accounting and transactional processing.

## Conclusion

Process mapping enable FSS to give pictorial process flows documentation; identify process variations and work closely with institutions to streamline and standardise processes to achieve more economies of scales in transactions processing.

The completion FSS process mapping is not the end of the journey but the start of process harmonisation.

