



Singapore Healthcare
Management 2014

Electronic Service Quality Award Nomination and Endorsement Workflow

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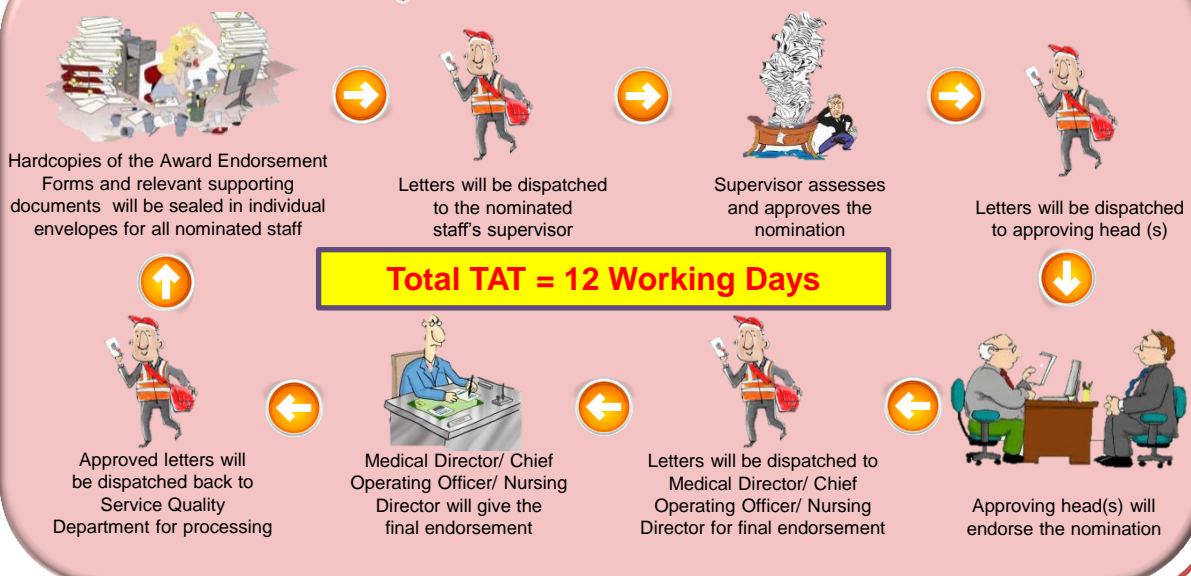
1 BACKGROUND

- The Service Quality (SQ) Award is presented to staff who have exemplified outstanding care and service to patients and internal customers.
- As part of the workflow, the nominated staff will be assessed and approved by their supervising and approving heads, using the SQ Award Endorsement Form.
- This project aims to streamline the SQ Awards nomination process through the introduction of a SQ Award Electronic Endorsement (e-Endorsement) Form. This initiative improves the turnaround time (TAT) for the nomination process and is also in line with the organisation's direction to 'go paperless'.

PROBLEMS FACED

- Tedious and time-consuming filling up of hardcopy forms.
- Manual post delivery resulted in forms being misplaced or lost.
- Time lapses to channel hardcopy forms from one department to another resulted in long TAT for the nomination process.
- Large amount of hardcopy print materials involved.
- Manual filing and archiving of completed endorsement forms.

PREVIOUS SQ AWARD NOMINATION PROCESS



2 METHODOLOGY

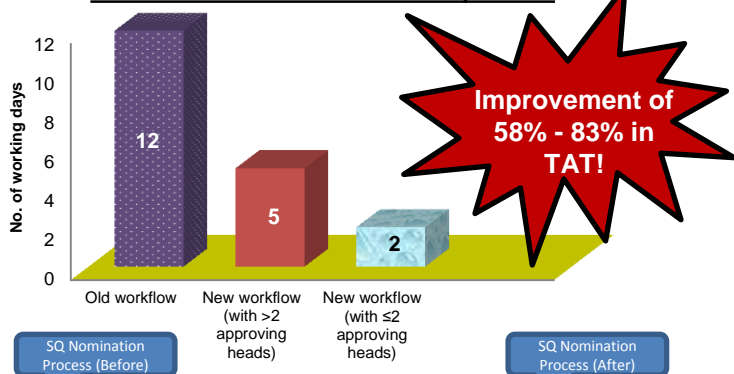
Firstly, the SQ team gathered feedback from stakeholders and the Service Quality Committee to identify chokepoints and challenges faced in the nomination process.

Also, in tandem with the opening of the new National Heart Centre Singapore (NHCS) building, the organisation's push is to 'go paperless'.

Through brainstorming and discussion sessions, the team collaborated with Information Technology Department to develop a web-based platform to convert the hardcopy Award Endorsement Form into an electronic one.

4 RESULTS

Turnaround time for nomination process



SQ Nomination Process (Before)				SQ Nomination Process (After)			
Steps	Activities	Symbol	Time (days)	Steps	Activities	Symbol	Time (days)
A	Shortlist SQ Award Nominees	1	0.5	A	Shortlist SQ Award Nominees.		
B	Fill up hardcopy SQ Award Endorsement Form for individual SQ Award Nominees	2	0.5	B	Fill up SQ e-Endorsement Form for individual SQ Award Nominees and attach softcopy of supporting documents.	1	0.5
C	Prepare individual letters containing forms and supporting documents for dispatch.	3	0.5	C	Email e-Endorsement Forms to Supervisors for their assessment and approval.		
D	Letters dispatched out to immediate supervisor.	1	1	D	Supervisor assesses and keys into the e-endorsement form.	2	0.5
E	Supervisor evaluates and manually fills up the form.	4	4	E	e-Endorsement form is automatically routed to approving head(s) for their endorsement.		
F	Letters dispatched out to approving head(s).	2	1	F	Approving head(s) assesses and keys into the e-endorsement form.	3	0.5
G	Approving head(s) evaluates and manually endorses the nomination.	5	1.5	G	e-Endorsement form is automatically routed to Medical Director/ Chief Operating Officer/ Nursing Director for final endorsement.		
H	Letters dispatched to Medical Director/ Chief Operating Officer/ Nursing Director.	3	1	H	Medical Director/ Chief Operating Officer/ Nursing Director evaluate and give the final endorsement.	4	0.5
I	Medical Director/ Chief Operating Officer/ Nursing Director evaluate and manually give the final endorsement.	6	1	I	e-Endorsement Forms are automatically routed back to SQ Department for processing.		
J	Approved letters dispatched back to SQ Department for processing.	4	1				

Spin-Offs

This platform and auto-routing idea can be extended to Human Resource's Gift Declaration Form, Training Requisite Form and other types of forms that require multiple-levels of approval.

3 IMPLEMENTATION

The SQ e-Endorsement Form was created to digitise the hardcopy workflow. With this new system, supervising and approving heads are now able to conduct online assessments and approvals via NHCS Intranet.

The screenshots show the SQ e-Endorsement Form and the NHCS Intranet interface. The form includes sections for nomination details, assessment criteria, and approval. The Intranet interface shows the form being filled out online.

- SQ Secretariat prepares Award Endorsement forms on Web-based electronic platform
- Automatic email alert route to HOD prompting for e-endorsement
- HOD performs online assessment of nominated staff
 - Auto-tallying of points for criterion table
 - Electronic filling up of endorsement form and approval

- ✓ Convenient access to e-Endorsement forms via logging in from the Intranet
- ✓ Supervising and approving heads can easily assess and approve the nominations anytime, anywhere
- ✓ Completed e-Endorsement forms are archived digitally
- ✓ Automatic email alert prompt for every new e-Endorsement form received
- ✓ Automatic routing of e-Endorsement forms via email to approving head(s) and Senior Management
- ✓ Risk of lost or misplaced forms is eliminated as they are no longer dispatched.

Tangible Benefits

- Overall TAT for the SQ Award nomination process is reduced from 12 working days to an average of 2 working days (for ≤2 approving levels) to 5 working days (for >2 approving levels) – **58% - 83% improvement!**
- Total **elimination** of lost or misplaced endorsement forms and documents
- Total **elimination** of printing, photocopying, filing and storing of hardcopy endorsement forms and supporting documents
- A **66% reduction** in back-end processing time

Intangible Benefits

- Supports the organisation's direction to 'go paperless'
- Total elimination of paper usage contributes to NHCS 'Building and Construction Authority Green Mark Platinum Award' accreditation
- Increase in staff productivity due to time savings
- Increase in staff satisfaction

"The system is user-friendly and helps NHCS to save paper."
- Ms Ho Ai Lian
Director, Nursing

"The e-Endorsement form streamline processes and allows user to save entries as draft electronically and retrieve with ease at a later time for submission".
- Mr Alson Goh
COO, NHCS

"The e-form is easy to use and approve nominations for my staff!"
- Ms Foo Lee Lian
Senior Nurse Manager, Ward 44

Stakeholders' Testimony

"The e-form has saved me the hassle of manually writing my comments in pen. It is user-friendly and time-saving!"
- Ms Amber Yeong
Director, Operations

The approving process for SQ Award is made easy with the electronic system in place and it is also user friendly. The e-system is comprehensive for approving user to refer to the recommendation as well as the compliments received by the nominee. Processing of the e-SQ nomination is faster and hassle free. Furthermore, it reduces manpower to deliver the form which can be missing or misplaced at times. This e-system is also environmental friendly and improves efficiency of the nomination process.

- Ms Tay Ai Liu
Senior Nurse Manager,
Nursing Administration

5 CONCLUSION

The process for the SQ Awards nomination is significantly streamlined, thus providing end-users with a more convenient and efficient experience. Overall, productivity is enhanced and this initiative further reinforces SQ's commitment to provide excellent service to both internal and external stakeholders.