



**Singapore Healthcare Management 2018**



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SingHealth

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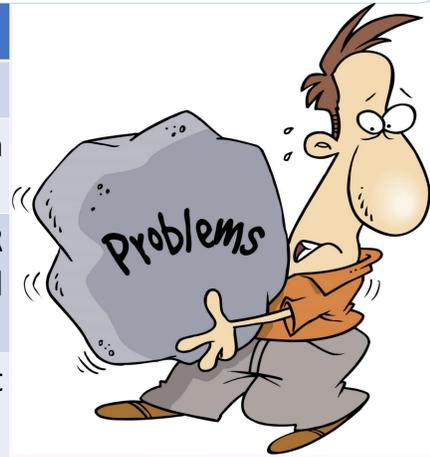
## Creating Bandwidth in Goods Receiving Team

### INTRODUCTION & BACKGROUND

KKH Materials Management Department (MMD) Goods Receiving (GR) team is responsible for Receiving of delivered goods from suppliers (Goods include stock, non-stock and equipment) and clearing APIMS. Staff need to check the physical goods against delivery documents and thereafter perform GR entry in SAP system. Observed that there are only 2 MMD staff in GR team to manage the heavy workload daily and sometimes only 1 GR staff is working when another is absence from work. Hence, need to review and remove duplicate process.

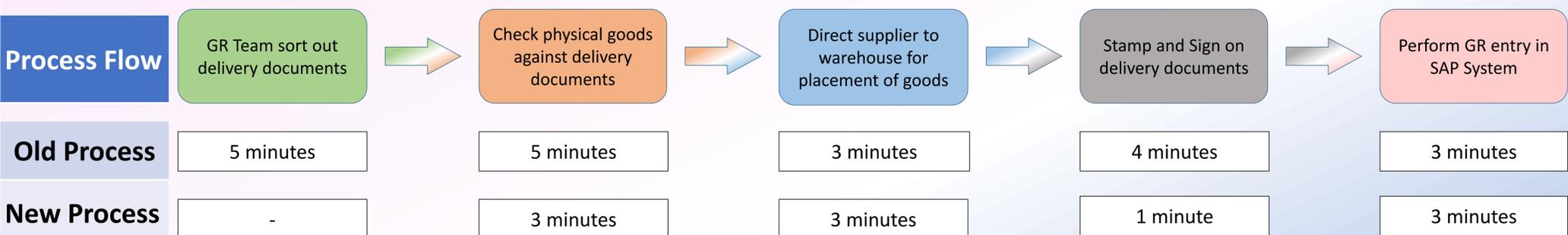
#### S/N Observations (Stock Receiving Process)

- Suppliers issued multiple sets of Delivery documents/Invoices for each delivery.
- GR team spend long hours to verify the multiple documents against physical goods receiving which caused confusion (some documents are duplicated).
- Each supplier spend an estimate of 10 mins waiting time to get their delivery document endorsed. GR staff starts feeling stress when supplier queue to wait for the GR staff to clear their delivery. Observed that more mistakes made when staff rush to clear the delivery documents
- Insufficient time for non-stock GR and APIMS clearing which led to staff doing overtime that potentially affecting staff's accuracy & effectiveness. Staff feeling fatigue with the long work hours.



### METHODOLOGY

MMD did a time study over a week. Observed that an average of 25 suppliers/delivery of stock each day. Each delivery takes an average of 20 mins to complete 1 receiving process. During this time study, it was evident that most of the time was spent in sorting out & verifying the multiple sets of documents which caused a lot of confusion. Hence, the GR team went through the delivery document with the respective suppliers to understand the reasons to have multiple set of delivery document and the possibilities to have only 1 set and standardise the practice across all suppliers. Multiple meeting and discussion took place with suppliers subsequently. Below present a comparison on the GR process flow and time spent before and after the implementation of getting supplier to eliminate multiple set of delivery documents.



### RESULTS

Time taken	1 GR	25 GR (1 Day)
Old Process	0.33 hours	8.25 hours
New Process	0.17 hours	4.25 hours

Total Time Saved:  
4 Hours

**(ALMOST SAVED HALF Working DAY !!)**

### CONCLUSION

After the new process is implemented, we observed the following results achieved :-

- GR data accuracy and effectiveness have improved significantly and lesser re-work/ correction incurred.
- Facilitate job rotation which expose staff to learn different parts of supply chain function (Example: Asset Receiving/Expeditor role).
- Created bandwidth which allows staff to have time to attend courses and upgrade their skill/knowledge and cover absence staff duties.
- More time to clear APIMS outstanding which was a potential finance audit issue.
- GR staff feeling less stress chasing to clear their backlog and less overtime incurred. Staff is happier and less sick leave is taken.

Time Saved in GR process (Hour)

