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Singapore Health Services Pte Ltd

Improve

Improve &

streamline

and

approval

process

HMDP claims

reimbursement

Institutions-Collaborated Improvement to Health Manpower Development Plan (HMDP) Billing and Approval Process For Productivity

Health Manpower Development Plan (HMDP) Fellowship aims to train and develop healthcare professionals in clinical skills and to improve the quality and range of health services to meet evolving national needs. It caters for advanced skills attachments to renowned training institutions. The fellowship scheme administration is managed centrally at Headquarter (HQ) level. HQ will reimburse to Institutions (Hospitals, Specialists Centre, and Polyclinic) for the approved expenses incurred by awardees.

HMDP provides funding support for an average of 100-120 successful awardees each financial year. This amounts to about 200 debit notes to be processed for the reimbursement of their claims. These HMDP claims submitted by Institutions were processed on ad-hoc basis. Upon review, there were processes in the previous HMDP billing and approval cycle which were identified as areas for improvement.

As such, HMDP Secretariat initiated the quality improvement project to improve the Health Manpower Development Plan (HMDP) Billing and Approval Process, which would improve efficiency and reduce waste.

Analyze

duplication

Numerous

invoices to

Multiple data

Insufficient

storage space

process

entry

• Work

Measure

quality of jobs

• Time can be

used more

Streamline

work

lean

productively

processes to

be manpower-

Improve

Define

Every year,

hours and

extra working

resources are

process HMDP

invested to

claims from

Institutions

Control Develop an

Standard

Operating

document

is delivered

consistently

every time.

Improve operational efficiency

Desired

Outcome

- **Procedure to** Increase productivity processes to and reduced ensure process
 - Improve staff index

resources







New Quarterly Billing Process for SingHealth HMDP Fellowship

Institutions HRs submit consolidated claims and supporting documents quarterly

SHHQ HR checks and approve **SingHealth HMDP Claim Report**

SHHQ HR advise institutions to raise debit note

SHHQ Finance processes debit note

SHHQ HR checks and approve Debit Note through **APIMS**

Institutions receive Reimbursement

S/N	Solution	Result		Improvement
		Before	After	Result
	Improved & Streamlined HMDP Billings and Reimbursement Process to Improve Operational Efficiency	Ad-Hoc Processing	Quarterly Processing	
		Average 200 debit notes per year	Average 10 debit notes per quarter (40 per year)	80%
		SHHQ HR processed about 200 debit notes via Accounts Payable Invoice Management System (APIMS) per year	SHHQ HR processes 1 time reimbursement to respective Institutions per quarter (max 40 debit notes per year)	
		Minimum 87 man-hours	Minimum 43 man-hours	51%
		SHHQ HR process involves 6 pax from Administration to various levels of approvers, up to GCEO	Reduced manpower cost to process invoices and save time for different levels of approvers via APIMS.	
		Minimum 35 man-hours	Minimum 12 man-hours	66%
		Institution HR administrative process from administration to approvers.	Institution HR reduced manpower cost to process invoices.	
	Reviewed Filing Process for All Debit	Minimum 10 man-hours	Minimum 0.7 man-hours	93%
	Notes and Supporting Documents to Increase Productivity and Reduce Resources	Debit notes and supporting documents were filed into respective awardees' case file	Debit notes and supporting documents are filed by quarterly submission. Reduce time and effort to file debit notes and supporting documents	

IV. CONCLUSION

Reduced **Administration & Error**

Time-Saving

Reduced Paper Wastage

Increased **Productivity**



100% Acceptance Rate Initiative accepted & supported by Institutions HR colleagues.

We wish to thank all Institutions HR colleagues for their support in the HQ's QI project. Without their support, these QI would not have rolled-out successfully.

Simplified **Better Tracking of Funds Utilization** Reporting

Improved Operational Efficiency

Better HMDP Cash Flow Management

Improved Staff Morale