

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

### I. BACKGROUND

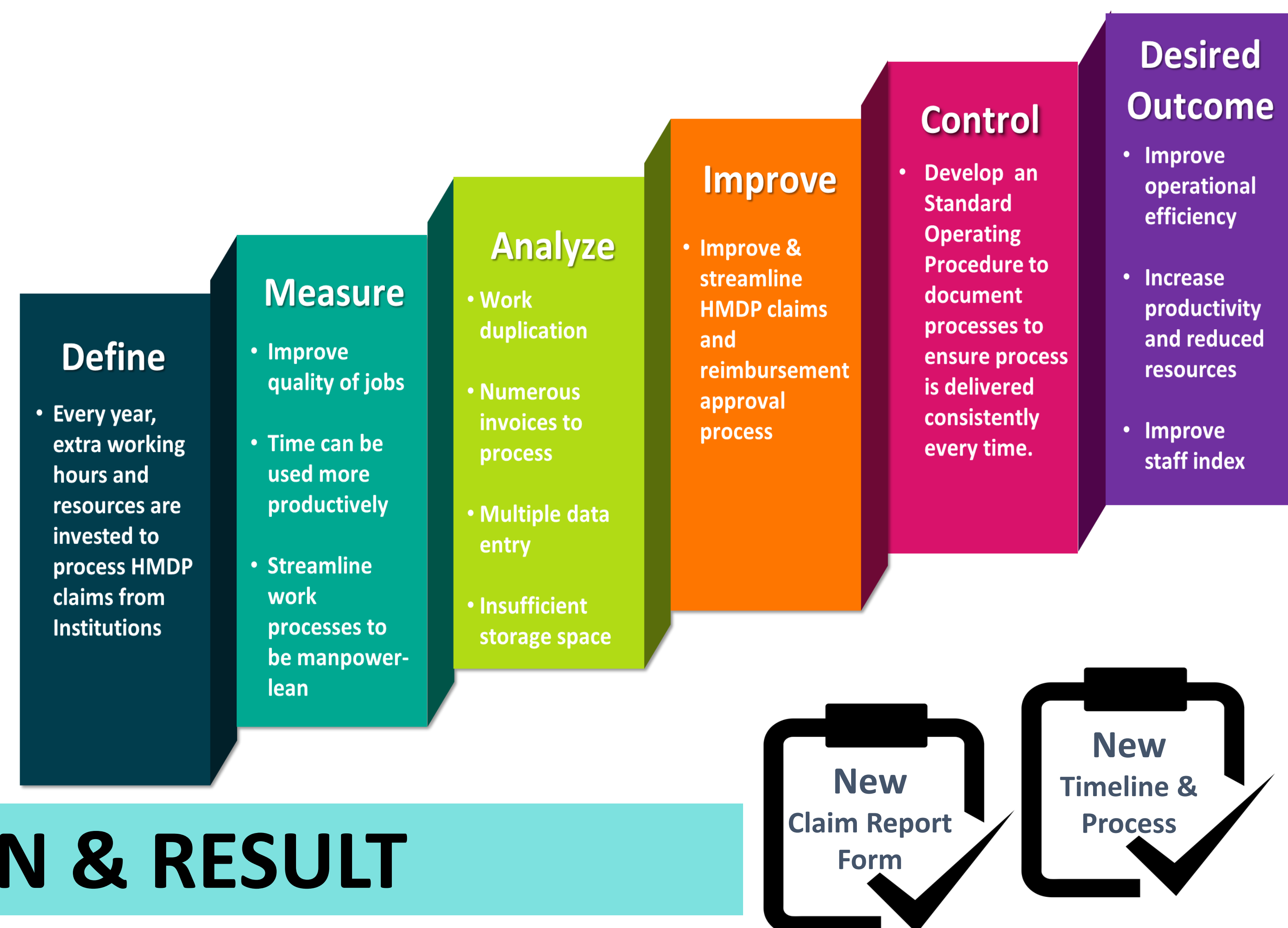
**Health Manpower Development Plan (HMDP) Fellowship** aims to train and develop healthcare professionals in clinical skills and to improve the quality and range of health services to meet evolving national needs. It caters for advanced skills attachments to renowned training institutions. The fellowship 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.



### II. METHODOLOGY



### III. SOLUTION & RESULT

#### New Quarterly Billing Process for SingHealth HMDP Fellowship



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

### IV. CONCLUSION



**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.