RESOURCES ALLOCATION: PROGRESSING TOWARDS TRUST & EMPOWERMENT

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LEARNING & CAREER DEVELOPMENT (LCD) DEPT
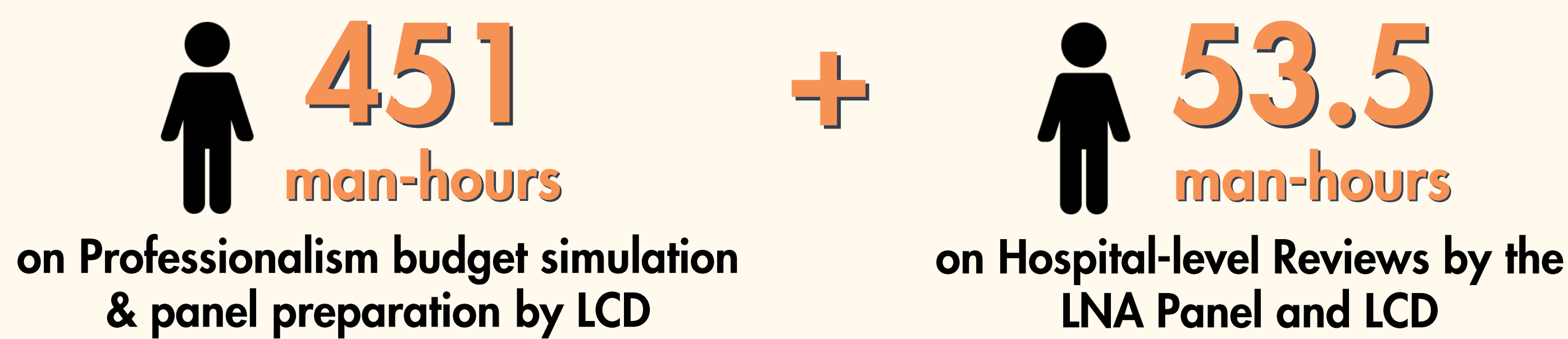DIVISION OF HUMAN RESOURCE

Singapore Healthcare Management 2021

Singapore General Hospital
SingHealth

01 BACKGROUND

Annually during the Learning Needs Analysis (LNA) exercise, staff submit learning requests for the approval of HODs, Division Heads and the LNA Panel comprising of C-Suites and Senior Management.

With a finite learning budget, the LNA Panel have to trim departments' wish list:

451 man-hours
on Professionalism budget simulation & panel preparation by LCD

+

53.5 man-hours
on Hospital-level Reviews by the LNA Panel and LCD

⚠ There was a need to enhance the process to save time, reduce wastage.

02 AIMS

To rethink and redefine the budgeting strategies and establish the Division Professionalism Indicative Budget* (DPIB) aiming to:

Empower Divisions
in prioritizing Professionalism learning requests

Win-Win Partnerships
for Divisions, LNA Panel & LCD

Protect Time
of HODs, Division Heads & C-Suites

03 METHODOLOGY

1. Analyze Past Data
- Average learning budget allocation & utilization of each Division
- Profiles of staff who attends Professionalism training

2. Design the DPIB* Formula
The formula encompasses both past learning budget allocation & headcount, and was determined as it acknowledges both Divisions' learning needs & proportion of staff who are approved or had utilized the budget.

Budgeting formula for illustration purposes only

3. Implementation
Roadshows were conducted to Division Heads & C-Suites to share the new approach for LNA, its benefits and to get buy-in. The DPIB* was launched during the FY2018 LNA Exercise.
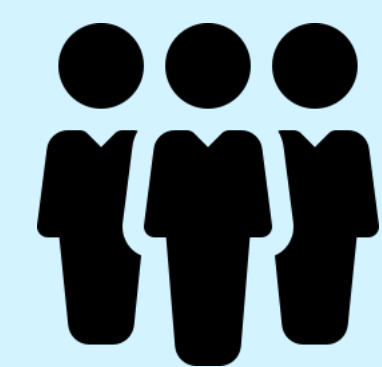
4. Continual Improvement
To motivate Divisions to maximize their allocated budget, their DPIB* is tied to their current Financial Year's utilization rate. Through user feedback, tweaks were also made to individual Division's DPIB* where needed.

Utilization Rate	Indicative Budget
85% & above	100%
less than 85%	90%

04 RESULTS

FOR DEPARTMENTS & DIVISIONS

16%↓ no. of staff with Professionalism requests

37%↓ budgeted requested

□ No. of Staff — Budget Requested by Depts

Trend of Requests Submitted

	FY17 LNA	FY18 LNA	FY19 LNA	FY20 LNA	FY21 LNA
No. of Staff	1,316	1,082	1,060	834	1,103
Budget	$1.89m	$1.33m	$1.54m	$1.36m	$1.19m
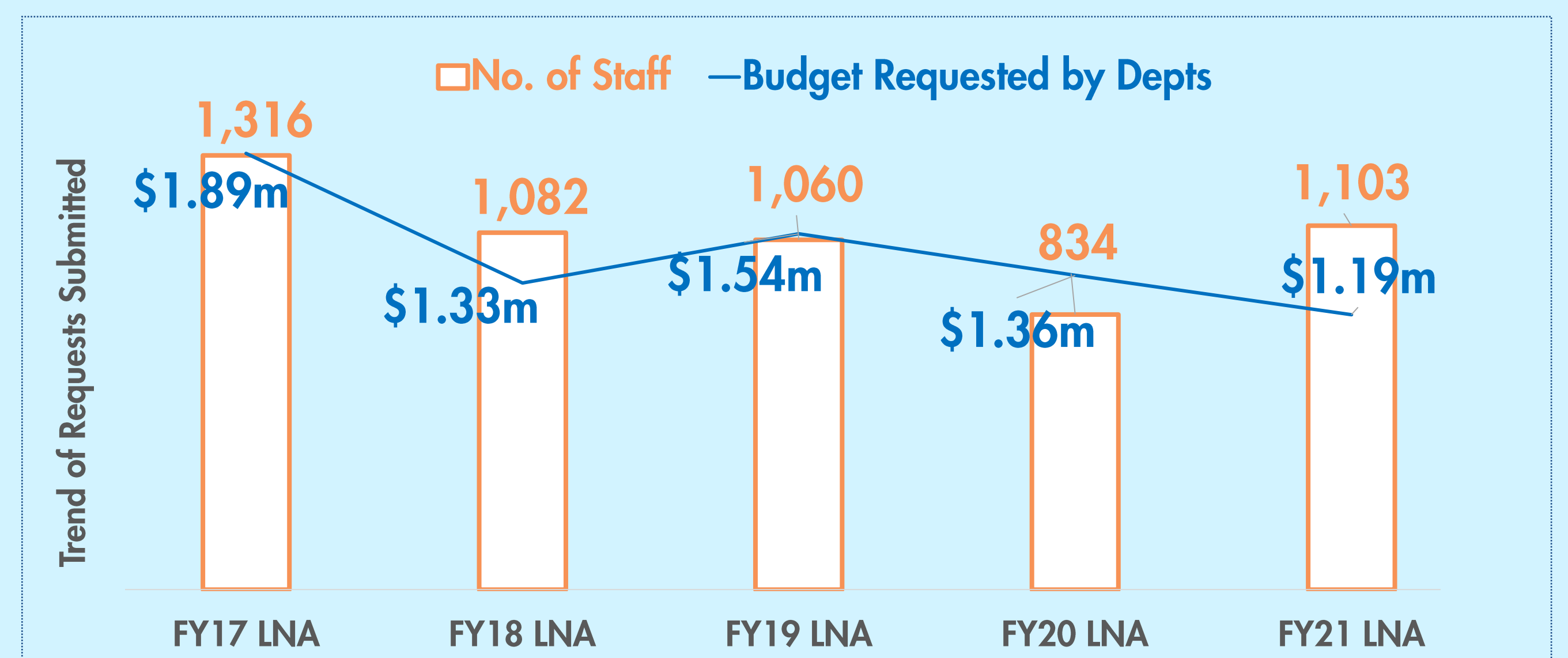
✓ Able to prioritize critical needs and focus on submission of learning requests close to or within indicative budget
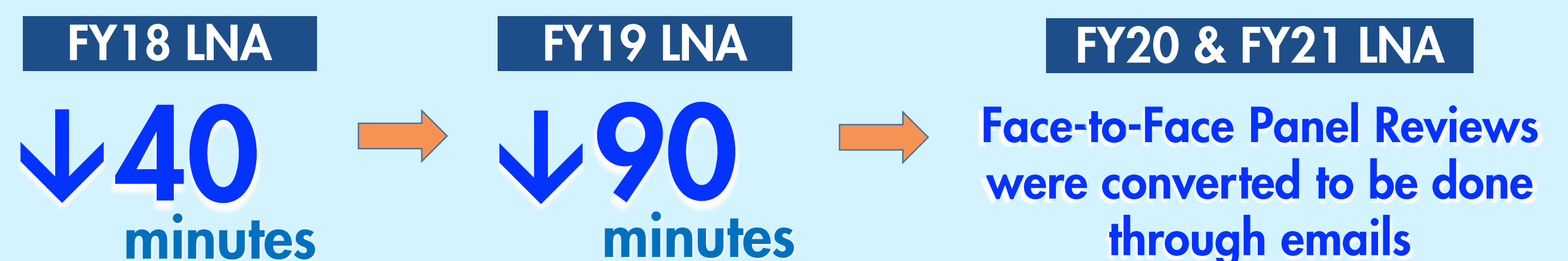✓ Reduced the time spent on reviewing requests beyond budget availability

FOR LCD
99 man-hours saved yearly
on budget simulation & panel preparation

FOR LNA PANEL REVIEWS
(comprising of 9 C-Suites & Senior Management with LCD)

FY18 LNA ↓40 minutes → **FY19 LNA** ↓90 minutes → **FY20 & FY21 LNA** Face-to-Face Panel Reviews were converted to be done through emails

Positive feedback were also received from Division Heads as the DPIB* empowered them with autonomy in prioritizing their Divisions' requests. This has streamlined the Face-to-Face Panel Reviews over the years. As most Divisions were able to work within their DPIB* in FY20 & FY21, LCD could further improve the time efficiency for reviews by conducting it over emails.

05 CONCLUSION

- Well received by CEO, LNA Panel & Division Heads
- Shortened review process, especially during the COVID-19 pandemic

As a learning organization, the DPIB* demonstrates **trust** and **empowerment** for our management to approve their divisional learning needs which is an integral part of building a culture of learning and innovation.

As learning needs evolve, the formula will be reviewed continually & updated to ensure that the indicative budget is equitable for Divisions. Moving forward, this may even eliminate the need for Panel Reviews for Professionalism requests.