



Singapore Healthcare
Management 2015

Ng Whee Ling, SingHealth HQ (SHR)
Zann Tan, SingHealth HQ (SHR)
Joel Kho, SingHealth HQ (SHR)

On behalf of SingHealth FBS Implementation Workgroup



Implementation Of SingHealth Flexible Benefits Scheme (FBS)

Introduction

To establish a harmonised flexible benefit plan across SingHealth group, so as to allow for greater staff empowerment and benefits flexibility in consonance with evolving staff needs over the course of their career cycle in SingHealth, to maintain competitive staff benefits to enhance our attraction and retention capabilities, as well as to avoid unhealthy comparisons among staff via a harmonised and consistently implemented benefits plan.

Key Features Of SingHealth FBS

FBS provides for staff benefits in three broad areas while keeping with the organisational objective of encouraging a healthy lifestyle and personal growth.



Annual FBS Quantum

Medical Benefits

Outpatient /
Specialist
Outpatient
Treatment

Flexible Benefits

E.g. Dental, Health,
Family Care,
Membership
Subscription,
Insurance,
Wellness, etc.

Staff Decide
On Usage
Of Annual
FBS Quantum

Results

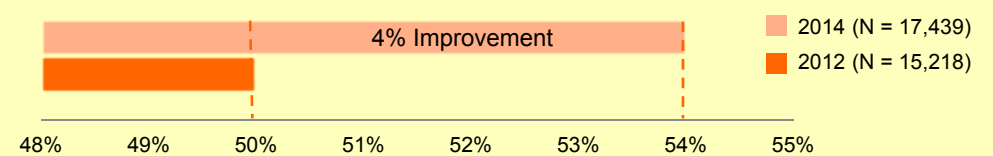
A new and harmonised FBS was formulated and implemented successfully across SingHealth group in January 2014, allowing staff to exercise benefits flexibility based on their needs, instead of limiting to just medical benefits.

The Harmonised Policy & Streamlined Workflow :

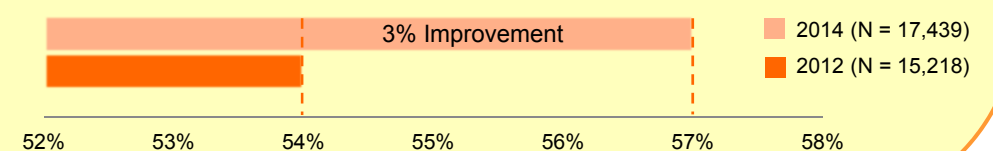
- ✓ Alleviated operational issues which would have arisen due to the central employment of selected institutions' staff at SingHealth platform.
- ✓ Enabled a more seamless claim administration and thus enhanced SingHealth branding as one unified entity.

SingHealth Employee Engagement Survey (EES) Results

SingHealth's EES 2014 showed a **4% significant improvement** in the "Rewards & Recognition" segment as compared to that of the EES 2012.



In particular, more staff have deemed the **SingHealth Benefits to be as good as or better than the benefits in other similar organisations in Singapore**, as shown in the 3% improvement in the EES results.



Methodology

1 Information / Data Collection

The engagement sessions and market research provided a rich source of ideas and insights, from which a FBS which met the strategic objectives and operational needs of SingHealth was formulated.

Engagement Sessions With The Union

- To better understand the type of benefits to be included to suit varying personal / lifestyle needs.

Market Research

- Benchmarked against other Public Healthcare Clusters.
- Met with selected Clusters to learn from their experience.

2 Developing And Implementing FBS

The FIW, with the guidance from Group HR, successfully developed and implemented a harmonised policy and workflow including the claims processes across SingHealth Group.

► FBS Implementation Workgroup (FIW)

was formed to develop and operationalise the FBS and have met some 30 times since January 2013.

► Group Human Resource (GHR) Forum

Regular GHR's guidance have been sought via some 30 meetings since 2013 to ensure that the FBS is aligned with the overall organisational objective.

3 Fine-Tuning Of FBS

To ensure that the newly introduced FBS was able to meet staff needs and that operational issues were addressed.

- Regular deliberations among the FIW and engagement with GHR continue even after the FBS was rolled out in January 2014.

Conclusion

The FBS is designed to allow for greater staff empowerment and benefits flexibility in consonance with evolving staff needs over the course of their career cycle in SingHealth.

It is also aligned with the strategic objectives of encouraging healthy lifestyle and personal growth among staff, thereby propelling SingHealth towards scaling new heights in delivering quality care to its patients.

The harmonised policy and workflow bear testimony to a united SingHealth which perseveres on the common goal of harmonisation amidst the daunting challenges, and heighten the SingHealth brand as one steadfast and agile family.