

Background

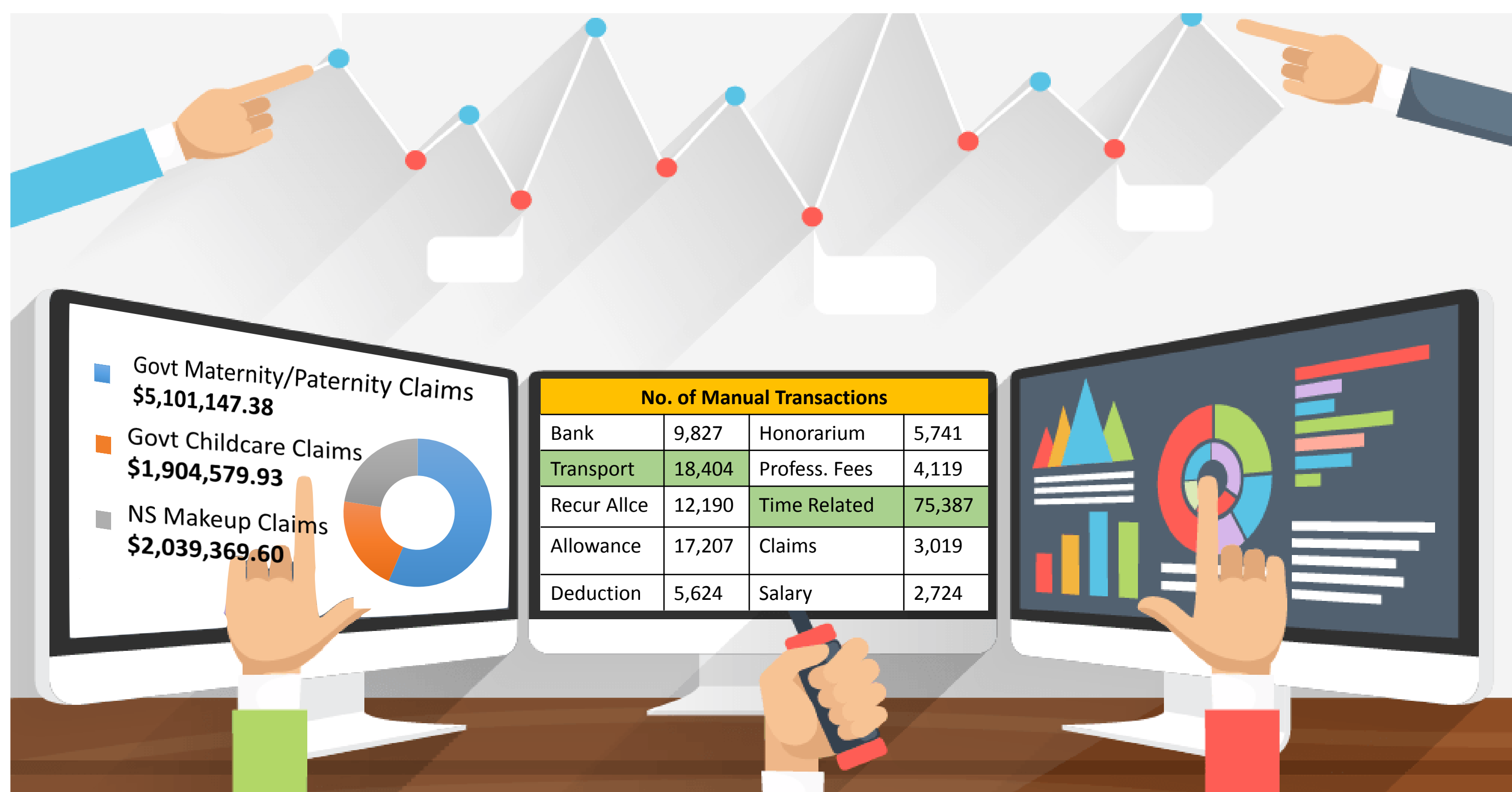
In 2011, payroll section of 3 institutions came together to form FSS-Payroll. With this change, the challenge posed to the team is “how to capitalize on the economies of scale?”

FSS-Payroll’s aim is to drive continuous improvement in FSS-Payroll’s transactional processing services. With continuous improvement, FSS-Payroll is then able to create value for SingHealth in delivering quality payroll services.

Methodology

A. Collection of Pertinent Data

In order to improve existing processes FSS-Payroll reviewed all pertinent data from simple data such as the total 3rd party claims disbursement amount to intricate data like number of manual transactions performed.



The collection of data enables FSS-Payroll to further extrapolate on payroll transactional trends and analyses productivity.

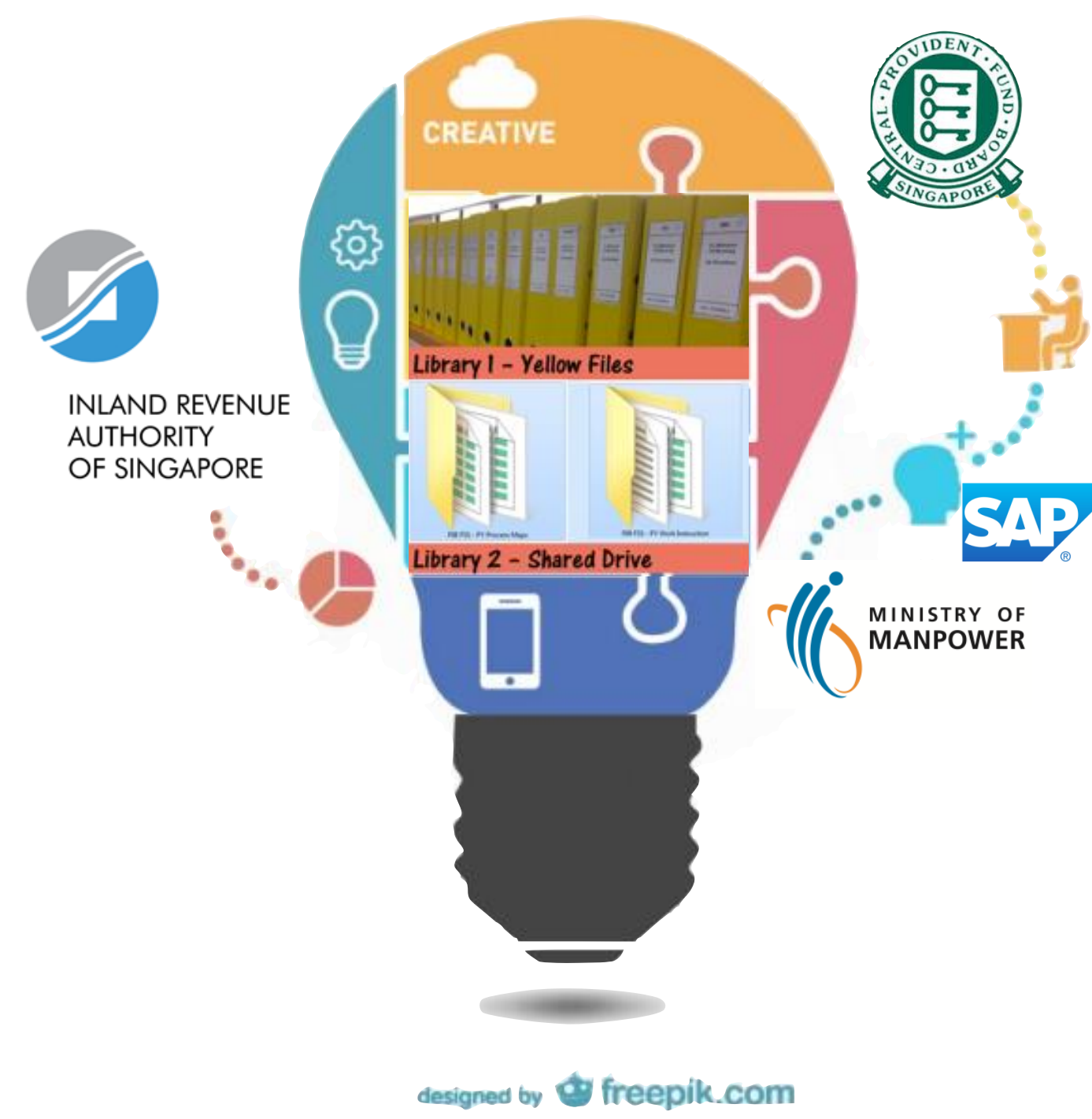
B. Diversified Background & Experience

By encouraging this culture of continuous improvement, team members are motivated to have “out-of-the-box” thinking and to question status quo. Sharing of experiences and stories in the monthly cross-team

debrief sessions are encouraged. With the hiring of staff from diversified background and experience, the spectrum of experience and perspectives shared in discussions has also widened considerably.



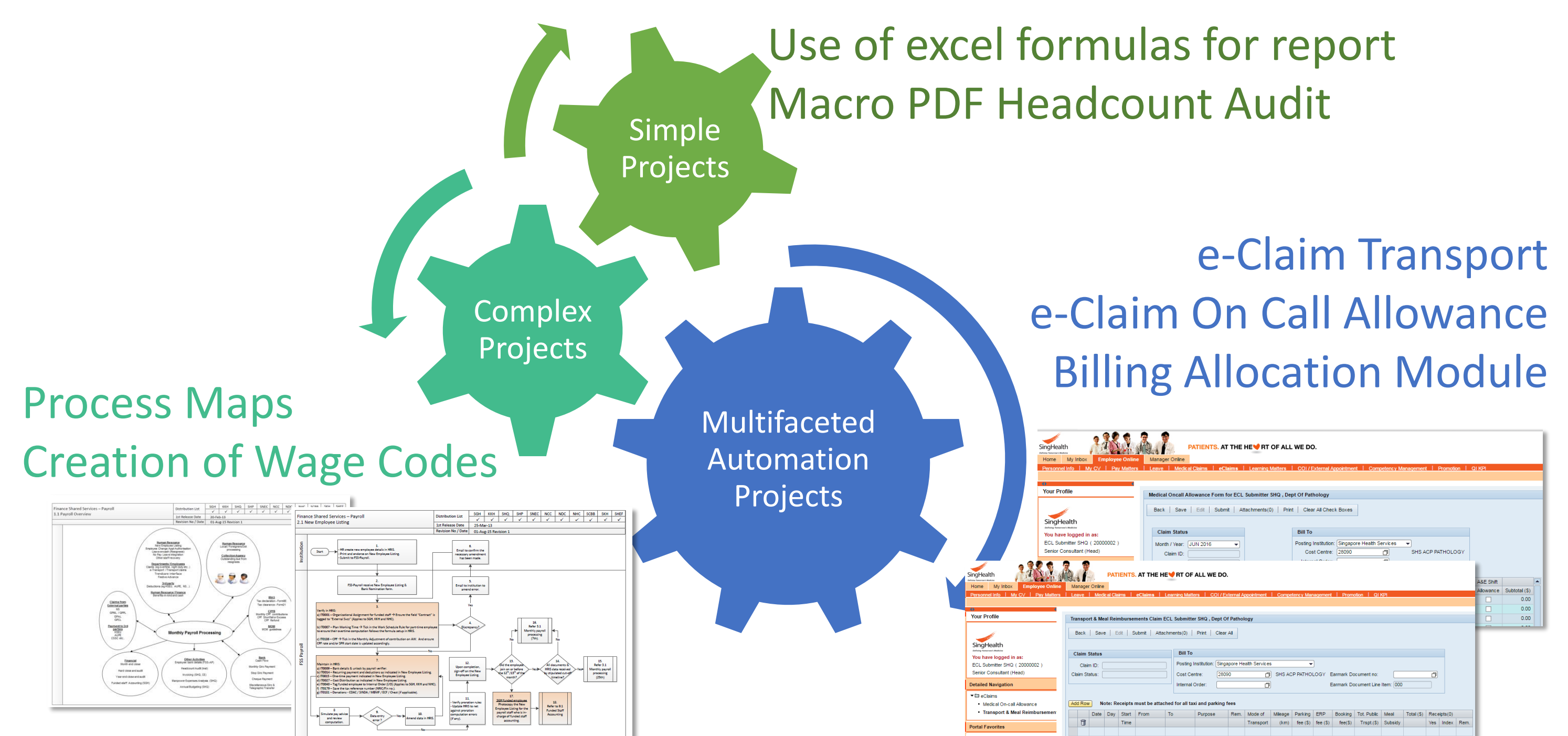
C. Building Specialization Know-How and Closing the Loop



FSS-Payroll focuses on building up its specialization know-how by updating our solution and tracking results to all issues faced. Work instructions can be formulated on evident based best practices, thus creating easy-to-follow & optimal error rate workflow guidelines.

Results

With the influx of ideas, FSS-Payroll embarked on a range of simple to multifaceted automation projects that improve overall transactional processing productivity.



In addition, by establishing ourselves as a trusted partner of SingHealth institutions, FSS-Payroll extended its payroll services to more institutions.

- ✓ 1,260 headcount from National Heart Centre
- ✓ 99 senior management from 3rd party vendor
- ✓ 550 headcount from Sengkang Health
- ✓ 60 doctors from National Neuroscience Institute

Total number of headcount processed by FSS-Payroll increased from **15,400 in 2011 to 22,600 in 2016.**

Conclusion

FSS-Payroll’s approach in building evident based database to drive continuous improvement has been effective, enabling FSS-Payroll to achieve its goal of creating value for SingHealth by delivering quality payroll services to our institutions at a competitive sustainable cost.