



# Singapore Healthcare Management 2016

# Sustainable Funds Through Zero-Hitch

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## 1 INTRODUCTION

Health Manpower Development Plan (HMDP) Fellowship awardees are required to submit Post-Training Reports (PTR) to MOH after completing their HMDP training. MOH withholds 20% of HMDP budget allocation for each quarter if **any** PTR for the preceding quarter is not submitted by its deadline. Any delay in incoming funds will affect Cluster's cashflow in reimbursing to Institutions to fund their awardees. In extreme cases, MOH may even forfeit the funds withheld.

20% of FY2014 Q1 HMDP funds was withheld as penalty for late submission of training reports for FY2013 Q4. To avoid future funds being withheld or forfeited by MOH, HMDP Secretariat (Manpower Development) implemented a **Table of Schedule (Diagram 1)** to help Institutions HRs track due PTR. The Table of Schedule provides a clear guideline with a buffer timeline to Institutions HRs to ensure overall timely PTR submission to MOH. An effective tracking system that also improves productivity.

Diagram 1: Table of Schedule

TABLE OF REPORT SCHEDULE						
S/N	Training End-Date Falling Within the Date Range		Submission Due Date for 1st Month Report	Submission Due Date for 6th Month Report		
			i. Reports on the skills & knowledge acquired from HMDP training	i. Implementation of new programme or service ii. Sharing of knowledge & skills		
1	03-Jan	to 15-Feb	15-Mar	15-Sep		
2	16-Feb	to 02-Mar	1-Apr	15-Sep		
3	03-Mar	to 02-Apr	15-Jun	1-Oct		
4	03-Apr	to 15-May	15-Jun	15-Dec		
5	16-May	to 02-Jun	1-Jul	15-Dec		
6	03-Jun	to 02-Jul	15-Sep	1-Jan		
7	03-Jul	to 15-Aug	15-Sep	15-Mar		
8	16-Aug	to 02-Sep	1-Oct	15-Mar		
9	03-Sep	to 02-Oct	15-Dec	1-Apr		
10	03-Oct	to 15-Nov	15-Dec	15-Jun		
11	16-Nov	to 02-Dec	1-Jan	15-Jun		
12	03-Dec	to 02-Jan	15-Mar	15-Sep		

## 2 METHODOLOGY

Applying the **Fish Bone Analysis (Diagram 2)**, the team established 3 main causes that hindered the timely submission of PTR.

### i. Unsystematic Tracking Method

- Each awardee has own unique submission deadline based on training completion date
- Difficult and time-consuming for Institutions HRs to track submission

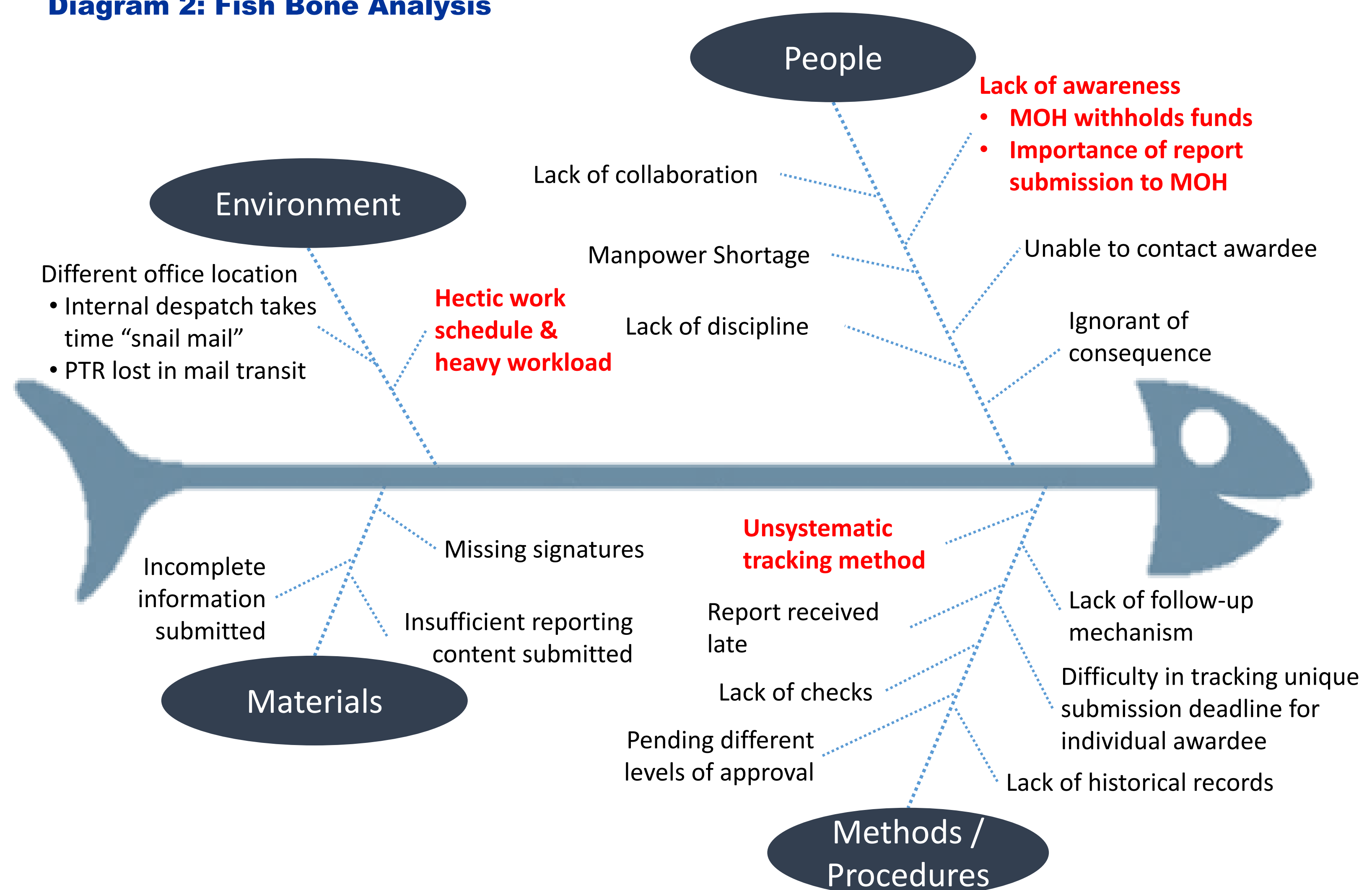
### ii. Hectic Work Schedule & Heavy Workload

- Awardees overlooked on PTR submission deadlines
- Some due to poor time management

### iii. Lack of Awareness

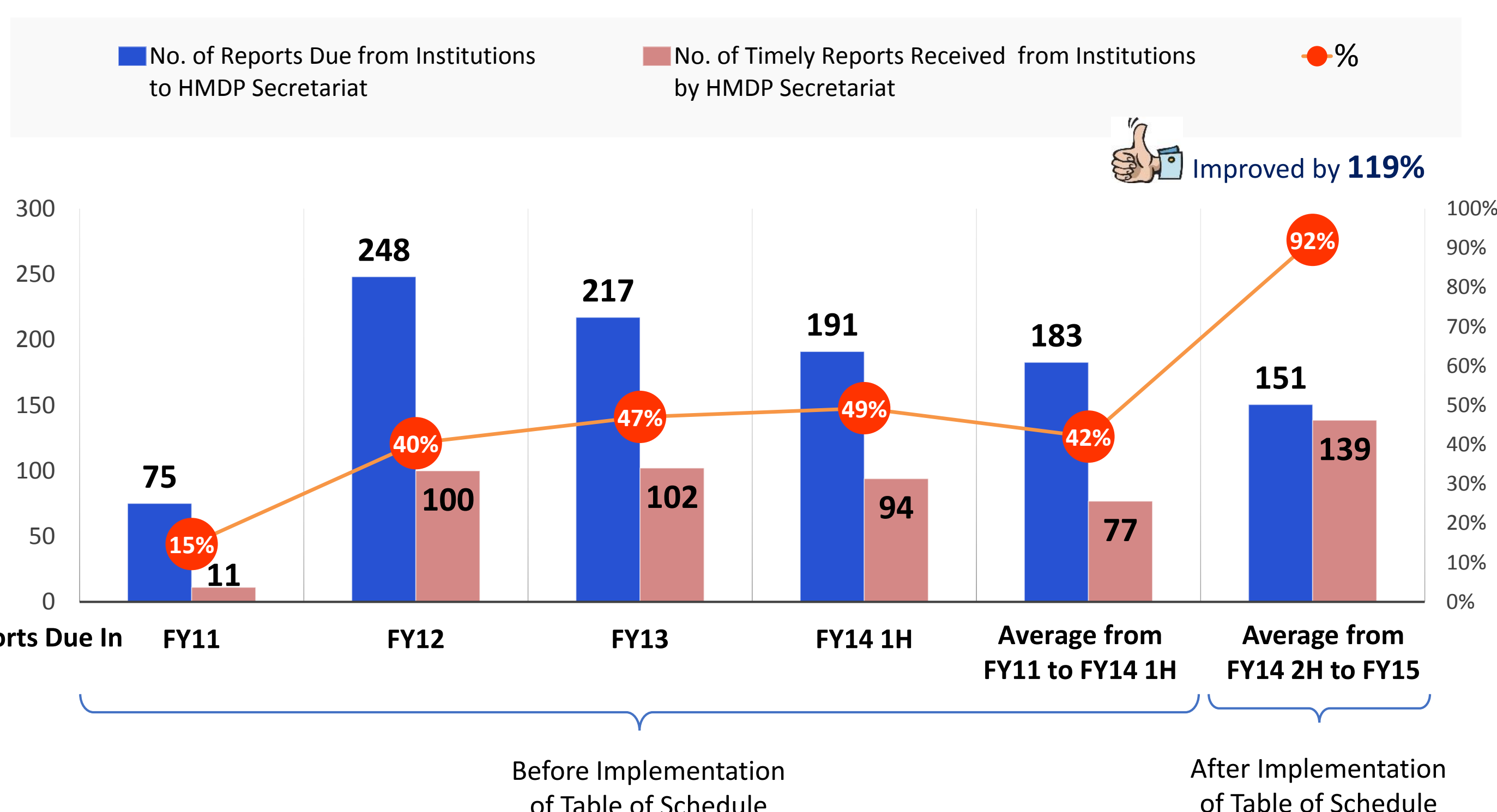
- Institutions HRs and awardees not fully aware that MOH withholds Cluster's budget
- Thus, impacting cash flow to Cluster & Institutions for reimbursement to awardees

Diagram 2: Fish Bone Analysis



## 3 RESULTS / IMPROVEMENTS

### Good Improvement in PTR submission by 119%



i. After implementation of the Table of Schedule, the rate of early PTR submission to HMDP Secretariat increased to an average 92% as compared to the average 42% before the implementation, with an improvement by **119%**. Overall: 100% meet MOH's timeline.

ii. The 20% withheld fund was finally released by MOH in FY2015 Q1.

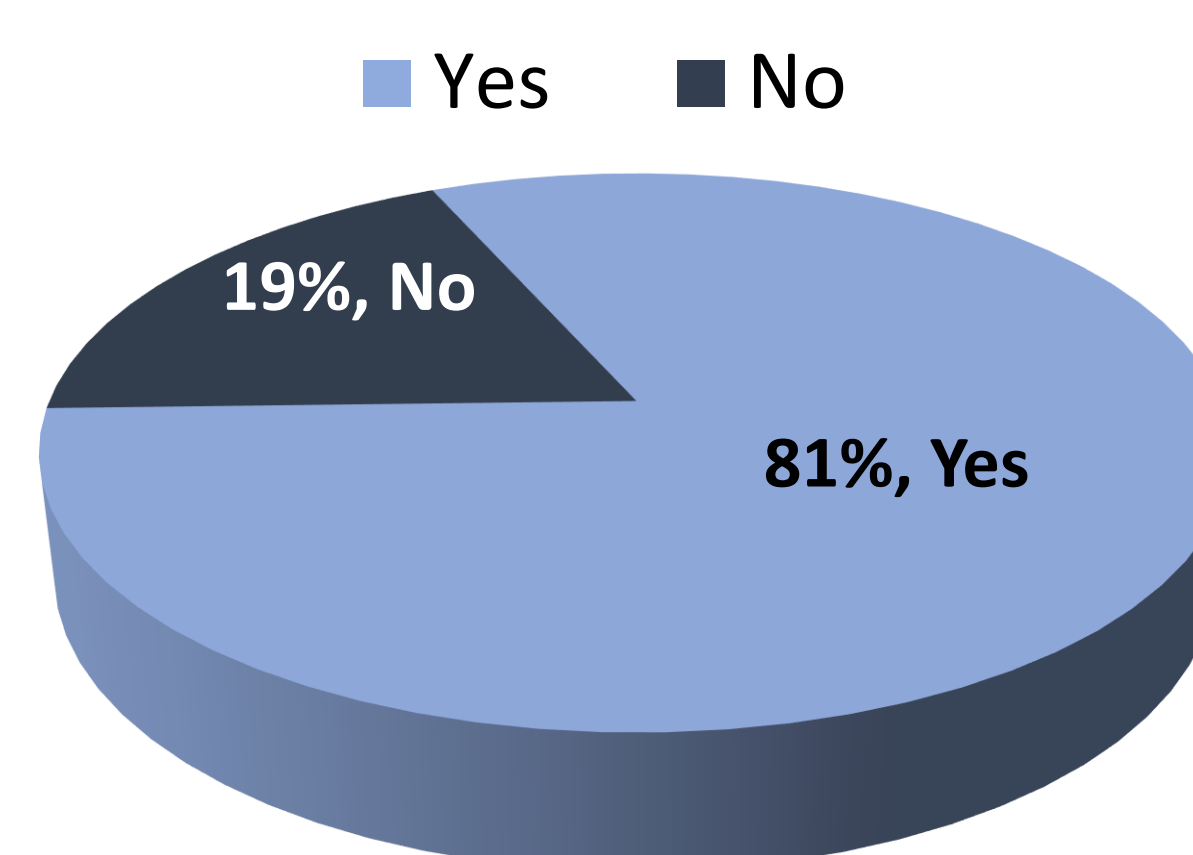
iii. No more withholding of funds by MOH observed.

## 5 CONCLUSION

- Improved work process eliminates miscalculation and hassle in calculating numerous unique submission deadlines. Improves productivity.
- A simple innovation but yet an effective tracking system to ensure sustainable funds from MOH with zero-hitch.
- Timely PTR submission supports MOH's evaluation on the effectiveness of HMDP training.

## 4 FEEDBACK

Positive feedback from Institutions HRs to continue the use of "Table of Schedule" :-



i. SHP: "The Table of Schedule has helped to set the schedule in the calendar as reminders to awardees."

ii. SNEC: "No longer need to manually count the number of months till next submission deadline and everyone returning at the same period has the same deadline."

iii. NHCS: "Has helped to reduce the process to seek extension of report submission as we are now guided by the timeline to submit based on the end-date falling range. This buffer time is useful."

iv. NCCS: "Made reference to Table of Schedule to enter the due dates into own calendar to prompt reminder."