Goh Lee Huang, SingHealth
James Tan, SingHealth
Sean Tan, SingHealth
Subijanto Teddy, SingHealth
Ng Wee Quan, SingHealth
Alvin Foo, SingHealth
David Chan, SingHealth

HRIS

Save as We Improve

SingHealth
Defining Tomorrow's Medicine

On average, there are about 100 change requests (CR) implemented each year in the Human Resource Information System (HRIS). For each CR, the entire process from requisition of IHiS and vendor services to the deployment in the production system moved through multiple phases and authorisation in accordance with procurement governance and IT change control management. In addition to the administrative overheads, status tracking and reporting was very laborious.

HR Technology team explored and implemented a more efficient way to reduce the overheads and to improve status tracking and reporting of change requests.

Methodology
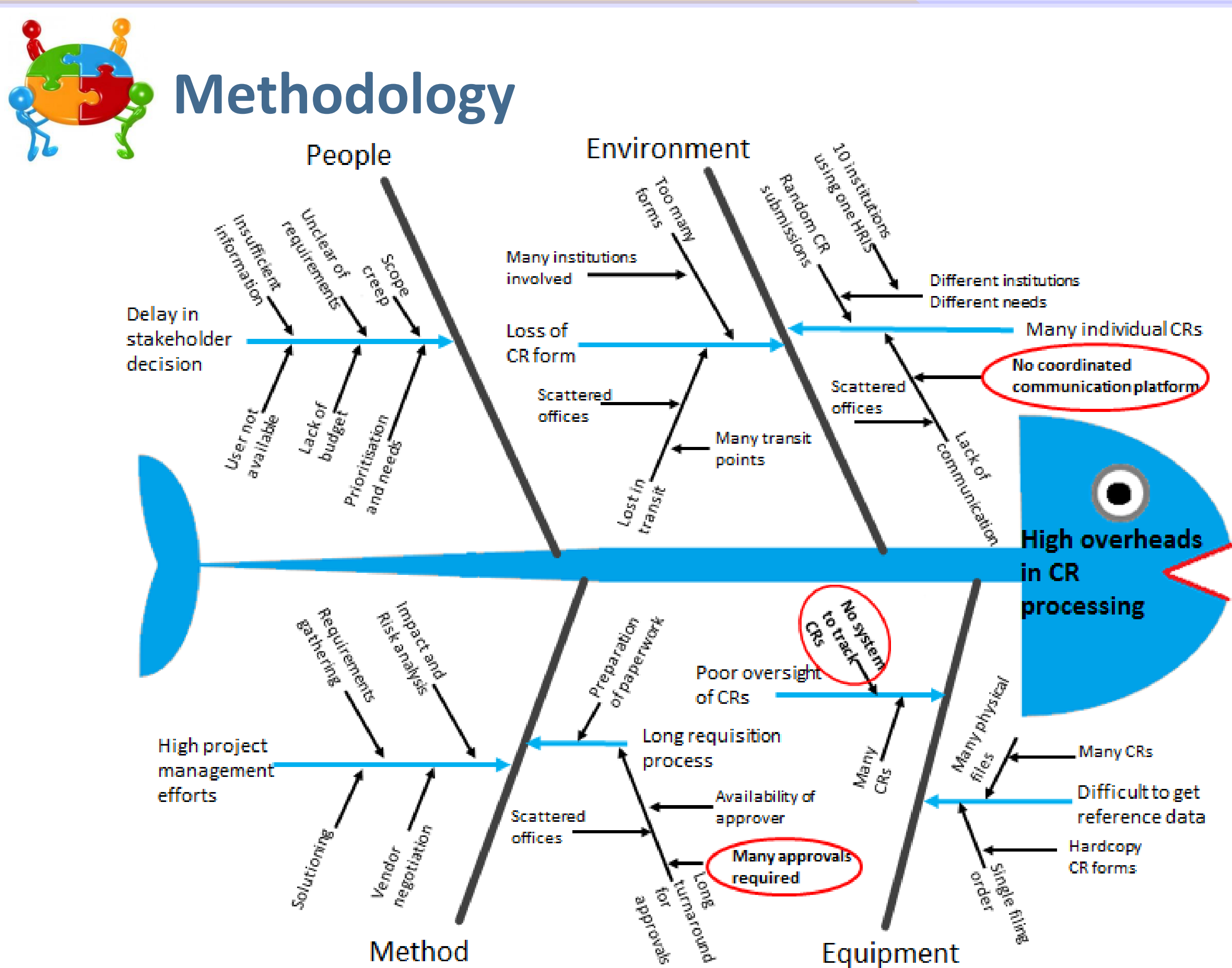
From the Cause and Effect (Fishbone) Diagram, the team identified the following key causes :
(1) No system to track CRs
(2) Many approvals required
(3) No coordinated communication platform

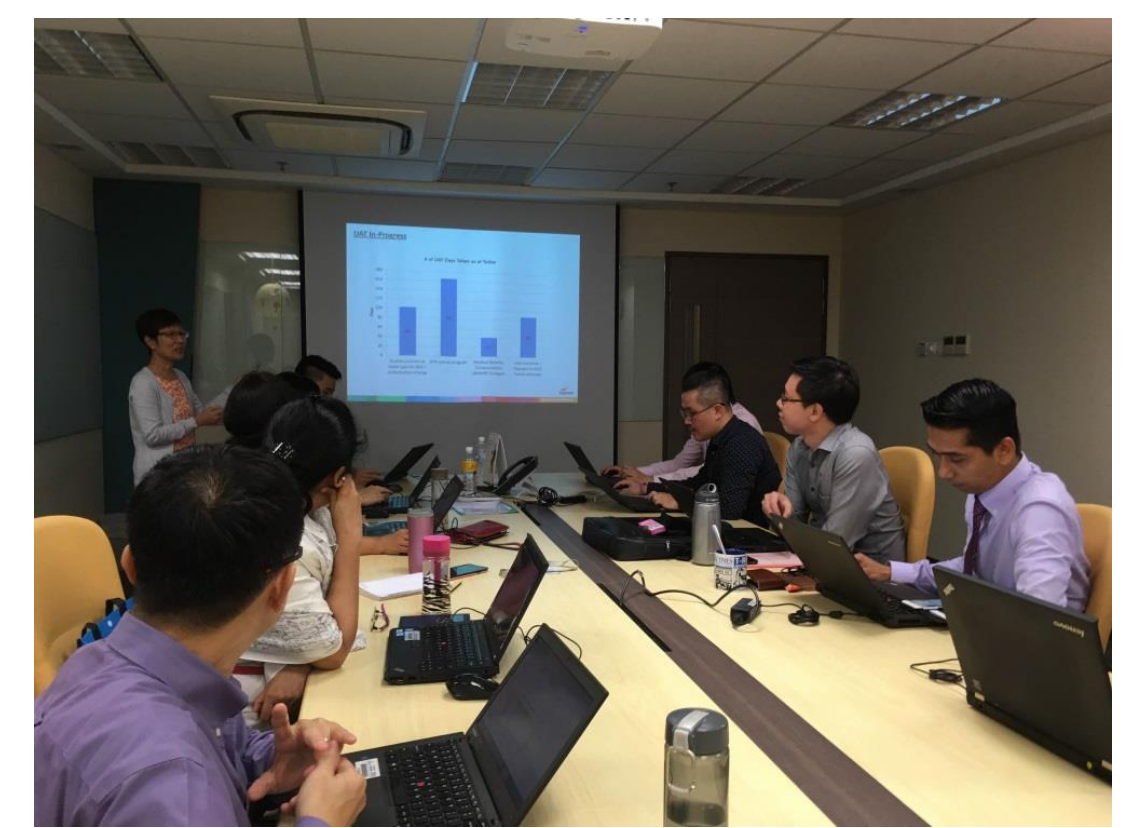The team then brainstormed ideas and used a Decision Matrix Table to select the most innovative solutions.

Solutions	Ease of use	Cost	Existing Resources	Implementation Timeline	Total Score
1. Buy a system to track CR	4	6	6	6	22
2. Develop a system to track CR	1	1	1	2	5
3. Implement eRouting system for approvals	3	4	3	4	14
4. Develop a strategy to consolidate CR	3	3	3	3	12

Based on the score, the team decided to implement the second and fourth solutions. To save on cost, we developed the tracking system using MS Excel which was readily available. This system allowed us to capture key CR details to track progress, reporting and budget utilisation of CRs. Further to that, we reviewed the process and established a set of guidelines to manage the submission of CRs. This facilitated consolidation of CRs to reduce the number of vendor contracts, hence, reducing the administrative overheads and paperwork.
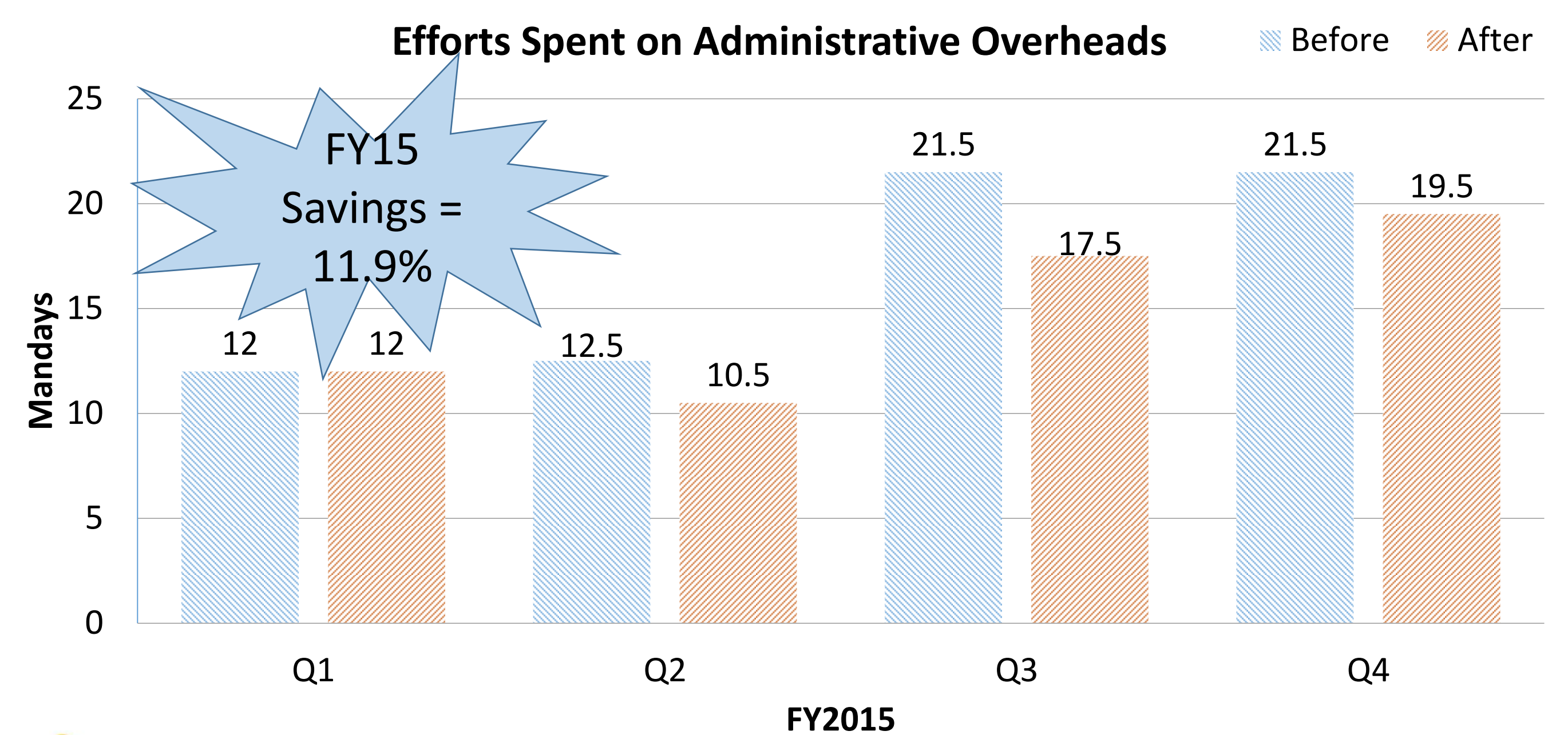
A coordinator was appointed to update all Institution HR teams on new CR received to garner participation for economies of scale.

Feedback

Able to plan ahead with HR team for UAT (Simy, NCCS)

Know precisely the outstanding CR for action (Norsha, SGH)

Total visibility of CR status (Edwin, IHiS)

Dashboard Information facilitated timely updates to HR Director (Ted, SHP)

Results

Consolidation into a lower number of contracts reduced the administrative overheads (0.5 days each) associated with each set of paperwork. Total savings of 11.9% was achieved in FY2015. See the chart below.
With the Excel system, the team was also able to have an oversight of all the CRs.
Progress of outstanding CRs could be shared with Institution HR representatives via a dashboard to motivate timely actions. See photo above. The system also provided quick reference to historical data for new contract negotiations.

Efforts Spent on Administrative Overheads — Before / After

FY15 Savings = 11.9%

	Q1	Q2	Q3	Q4
Before	12	12.5	21.5	21.5
After	12	10.5	17.5	19.5

Mandays — FY2015

Intangible Benefits

Retrieval of historical data in a snap

Eases validation & negotiation of new quotations

Greater efficiency in the process stages

Quick collation for project budgeting

Conclusion

The implementation of the Excel system and CR guidelines allowed timely access to CR information. This facilitated quick and informed decision making and more quality impact analysis. Timely CR implementation resulted in shorter wait time for users to experience the fruit of their efforts. Overheads were reduced through CR consolidation while maintaining visibility over individual CR submissions. User satisfaction increased as queries on CRs such as details, status and volume can be answered in a few clicks.

This is a low cost and sustainable solution that was implemented using existing resources within a short time that achieved satisfactory manday savings and intangible benefits.

Simplicity is the ultimate sophistication. - Leonardo da Vinci