

Project Title

Streamlining of Work Process for Contract Renewal

Project Lead and Members

Phuan Lee Choo, Suzanne Toh

Organisation(s) Involved

National Heart Centre Singapore

Healthcare Family Group(s) Involved in this Project

Healthcare Administration

Applicable Specialty or Discipline

Human Resource

Aims

- To improve work process efficiency
- To reduce manpower cost in tracking and preparing forms
- To reduce usage of paper

Background

See poster appended/ below

Methods

See poster appended/ below

Results

See poster appended/ below

Conclusion

See poster appended/ below

Project Category

Care & Process Redesign

Quality Improvement, Workflow Redesign

Keywords

Re-employment Process, Contract Renewal Process, Process Streamlining

Name and Email of Project Contact Person(s)

Name: Suzanne Toh

Email: singaporehealthcaremanagement@singhealth.com.sg



Singapore Healthcare Management 2018

Streamlining of Work Process for Contract Renewal

Human Resource Department

Advisor | Phuan Lee Choo
Main Author | Suzanne Toh



National Heart Centre Singapore
SingHealth

BACKGROUND



PROJECT OBJECTIVES:

- ⦿ To improve work process efficiency
- ⦿ To reduce manpower cost in tracking and preparing forms
- ⦿ To reduce usage of paper

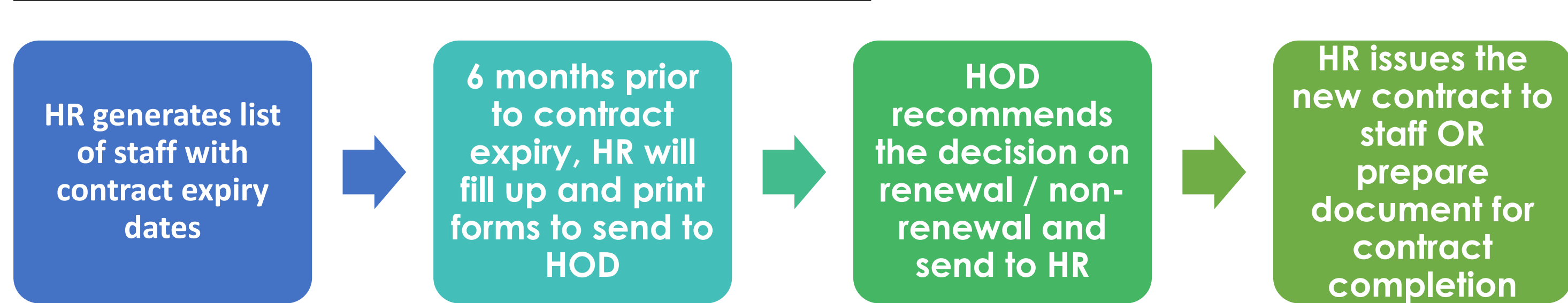
Case Study:

- HR is required to inform department heads (HOD) when staff is reaching age 62, so that they can start the conversation with the staff on re-employment.
- For contract staff, HR staff is required to fill up the contract renewal recommendation forms and send it to department heads for completion.

Current Re-employment Process



Current Contract Renewal Process



CHALLENGES

Re-employment Process

Contracts ending by birth dates →

- Many different end dates to track
- **Time consuming** for HR Staff to track case to completion
- High effort but **low productivity**. i.e. 10 cases = 10 sets of dates to track for each workflow

Contract Renewal Process

Manual work to fill up forms, track and send reminders →

- Tedious and time-consuming
- Prone to **human error** e.g. data accuracy, miscommunication, oversight

Lack of systematic and timely follow up →

- Inevitable **stress** arising from inadvertent lapses and missed-out cases

Hard copy forms lost in transit →

- Requires **rework**, reprint
- **Wasted cost** for rework

SOLUTIONS



- ✓ Have **2 focal dates in the year** for re-employment cases instead of multiple end dates based on birth dates i.e. the re-employment contract end dates are now either be 31 Mar or 31 Aug
- ✓ Sending **softcopy** contract renewal recommendation forms via email
- ✓ **Automating** the contract renewal workflow in People Connexion when the module is rolled out.

BENEFITS



Re-employment Process

Focal date to trigger re-employment contract :

- Allows **systematic tracking** by batches as compared to individual case tracking
- Results in **less effort and time** for manual tracking hence increase in work efficiency i.e. 10 cases = 10 dates vs 10 cases = 2 dates
- Cut down follow up by **80%** effort
- Manpower savings of **\$500** per year

Contract Renewal Process

The contract renewal automation allow systematic tracking of contract status and auto routing and sending regular reminder emails to HODs for follow up.

Contract recommendation form is automatically filled with essential information. The form and soft copy attachment are stored in the system.

KEY RESULTS FROM AUTOMATION:



- Eliminate **effort and time** in filling up hard copy forms
→ Manpower savings of **\$1,600** per year
- Eliminate time for manual follow up
- Reduce lapses, **miscommunication** and **unpredictability**
- Increase **end-to-end process efficiency**



- Eliminate human error, improve **data accuracy**
- Predictability allow **better management** and monitoring of contract status



- Eliminate document lost in transit
- Eliminate **printing cost** thus promoting green environment

METHODOLOGY

Review current work process

Brainstorm other ways of initiating contract renewal

Communicate changes to HODs

CONCLUSION



Through this streamlining of contract renewal process, it has allowed us to work more efficiently. We will continue to work with the stakeholders to fine tune the work process.