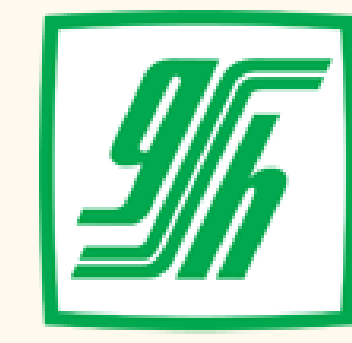




Singapore Healthcare Management 2021

# RESOURCES ALLOCATION: PROGRESSING TOWARDS TRUST & EMPOWERMENT

WEE SI MIN & LEE XINBEI  
LEARNING & CAREER DEVELOPMENT (LCD) DEPT  
DIVISION OF HUMAN RESOURCE

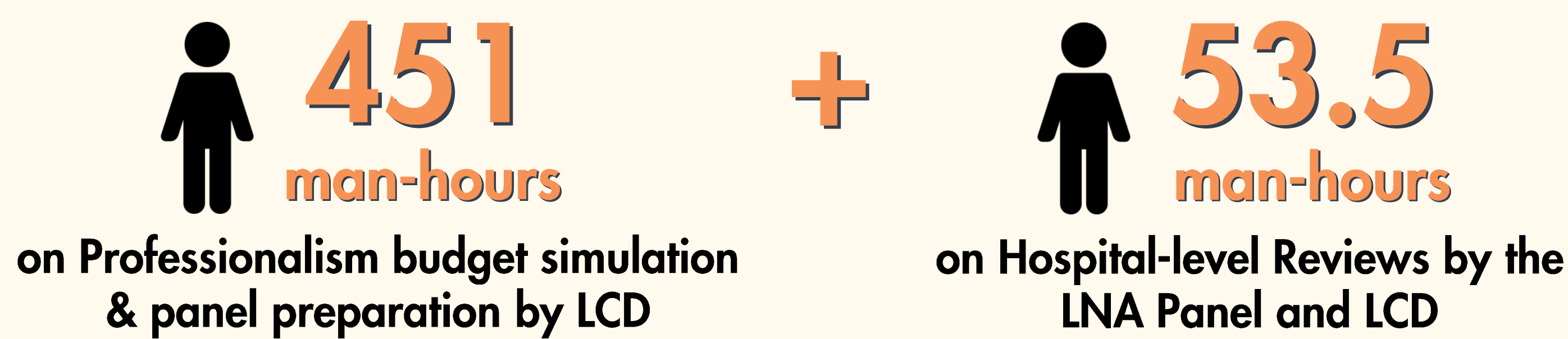


Singapore General Hospital  
SingHealth

## 01 / BACKGROUND

Annually during the Learning Needs Analysis (LNA) exercise, staff submit learning requests for the approval of HODs, Division Heads and the LNA Panel comprising of C-Suites and Senior Management.

With a finite learning budget, the LNA Panel have to trim departments' wish list:



There was a need to enhance the process to save time, reduce wastage.

## 02 / AIMS

To rethink and redefine the budgeting strategies and establish the Division Professionalism Indicative Budget\* (DPIB) aiming to:



## 03 / METHODOLOGY

### 1. Analyze Past Data

- Average learning budget allocation & utilization of each Division
- Profiles of staff who attends Professionalism training

### 2. Design the DPIB\* Formula

The formula encompasses both past learning budget allocation & headcount, and was determined as it acknowledges both Divisions' learning needs & proportion of staff who are approved or had utilized the budget.

Budgeting formula for illustration purposes only

Division	FY2017 Data			For FY18			Based on Exempt HC equally			Based on X% headcount & X% FY17 Budget Allocation			Based on X% headcount & X% FY17 Budget Roundup		
	Exempt	Non-Exempt	Total	Exempt	Non-Exempt	Total	\$	%	\$ change	\$	%	\$ change	\$	%	\$ change
Division A	1,061	345	\$ 395,139	1,060	329	\$ 445,200	13%	\$ 50,061	\$ 395,200	\$ 416,200	5%	\$ 21,061			
Division B	417	15	\$ 225,366	419	17	\$ 175,980	-22%	\$ (49,386)	\$ 225,400	\$ 204,644	-9%	\$ (20,722)			
Total	1,478	360	\$ 620,505	1,479	346	\$ 621,180	0%	\$ 675	\$ 620,600	\$ 620,844	0%	\$ 244			

FY17 budget divided by total no. of staff: \$ 420

### 3. Implementation

Roadshows were conducted to Division Heads & C-Suites to share the new approach for LNA, its benefits and to get buy-in. The DPIB\* was launched during the FY2018 LNA Exercise.

### 4. Continual Improvement

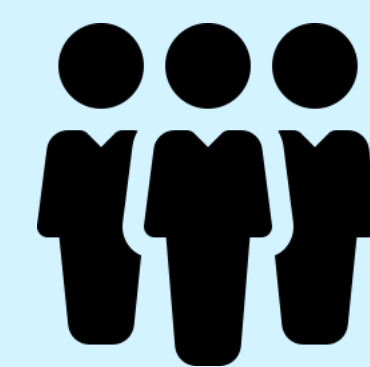
To motivate Divisions to maximize their allocated budget, their DPIB\* is tied to their current Financial Year's utilization rate. Through user feedback, tweaks were also made to individual Division's DPIB\* where needed.

Utilization Rate	Indicative Budget
85% & above	100%
less than 85%	90%

## 04 / RESULTS



### FOR DEPARTMENTS & DIVISIONS

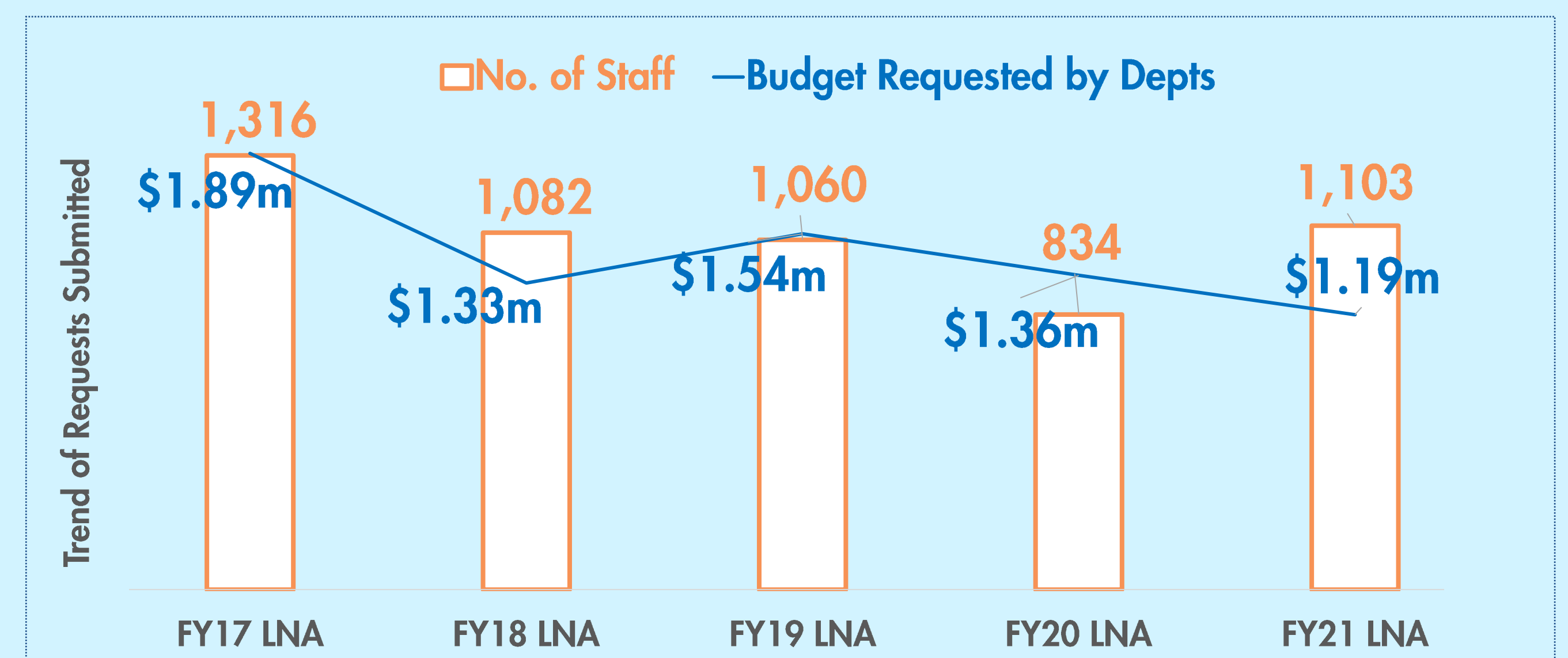


16% ↓  
no. of staff

with Professionalism requests



37% ↓  
budgeted requested



- ✓ Able to prioritize critical needs and focus on submission of learning requests close to or within indicative budget
- ✓ Reduced the time spent on reviewing requests beyond budget availability



### FOR LCD



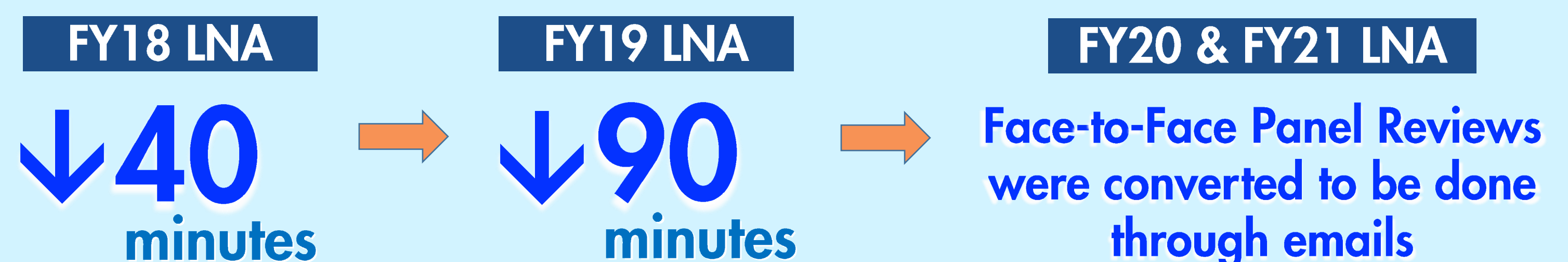
99 man-hours saved yearly

on budget simulation & panel preparation



### FOR LNA PANEL REVIEWS

(comprising of 9 C-Suites & Senior Management with LCD)



Positive feedback were also received from Division Heads as the DPIB\* empowered them with autonomy in prioritizing their Divisions' requests. This has streamlined the Face-to-Face Panel Reviews over the years. As most Divisions were able to work within their DPIB\* in FY20 & FY21, LCD could further improve the time efficiency for reviews by conducting it over emails.

## 05 / CONCLUSION



Well received by CEO, LNA Panel & Division Heads



Shortened review process, especially during the COVID-19 pandemic

As a learning organization, the DPIB\* demonstrates **trust** and **empowerment** for our management to approve their divisional learning needs which is an integral part of building a culture of learning and innovation.

As learning needs evolve, the formula will be reviewed continually & updated to ensure that the indicative budget is equitable for Divisions. Moving forward, this may even eliminate the need for Panel Reviews for Professionalism requests.