



# OPTIMIZING HR REPORTING

Singapore Healthcare Management 2024

SHHQ – Strategic HR (P&P)

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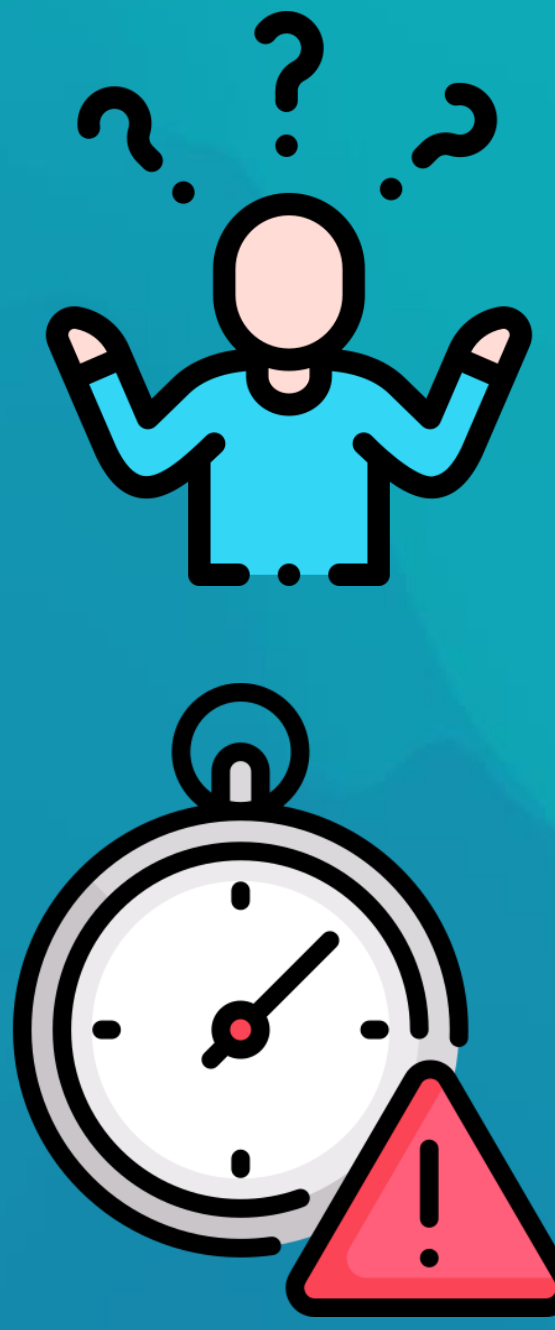
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## Introduction

Strategic HR prepares various reports for Senior Management and MOH regularly. Over the years, as the **number of reports climb**, there may be reports with overlapping information, chart scopes that are no longer the most relevant as well as varying definitions of common terms and acronyms. This translates to inconsistencies across reports, and ultimately **more time is required** for data congruency checks.



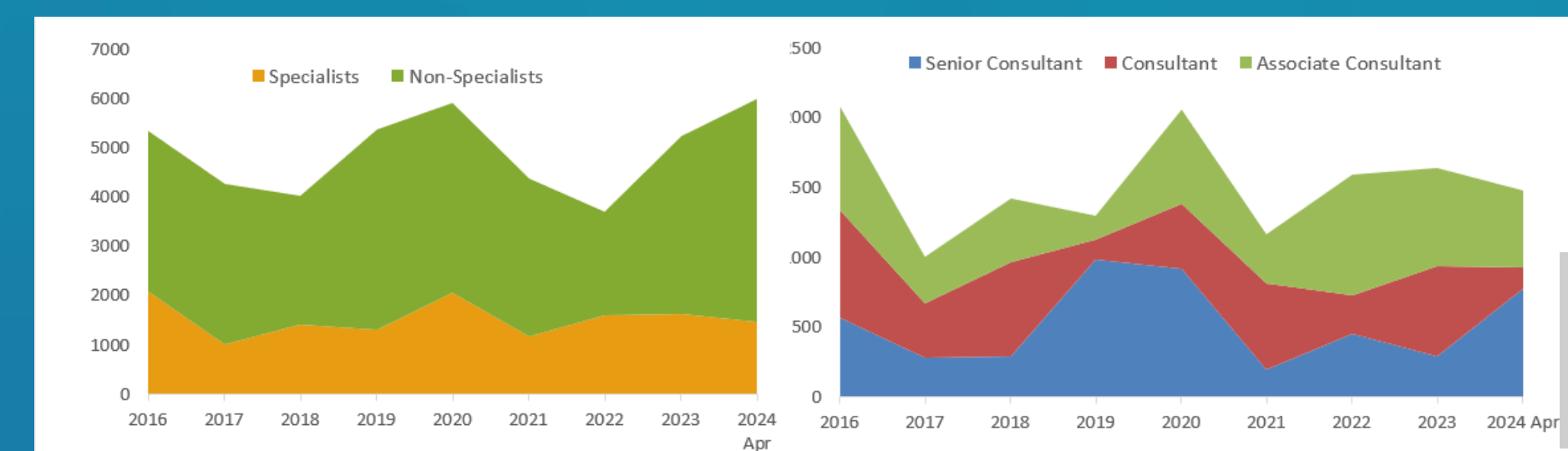
## Objective

To review the content, relevance, mode of delivery, frequency, criterion and exceptions for existing reports, in order to **increase value for our stakeholders**, to easily understand and absorb critical information in the shortest amount of time.

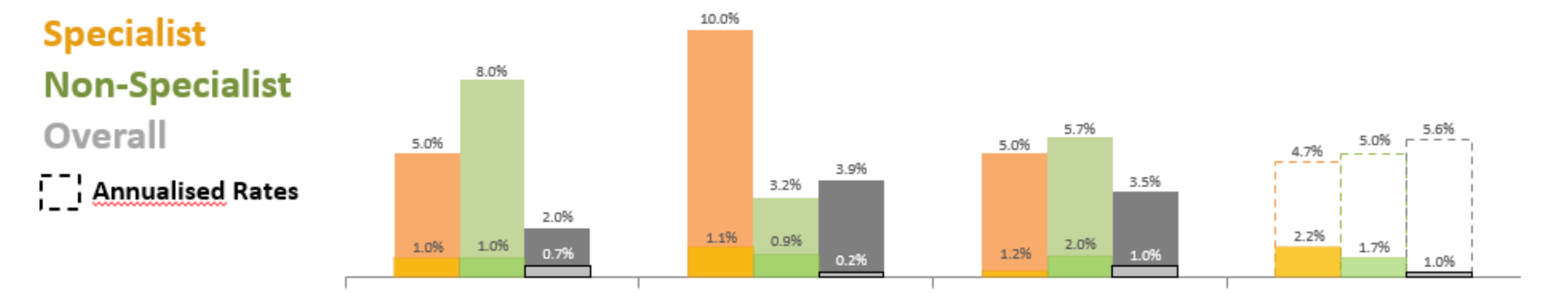


## Methodology

Each team member shared their content overview, structure, data sources, data extraction rules and criterion, exclusions, **key formulas and definitions for alignment**.



For Illustration Purposes Only



## Report Definitions & Parameters

### SAMPLE

Data as at Date: 31 Mar 2024  
Data Extraction Date: 8 Apr 2024  
Data Source: HRIS SAP, Inputs from Institution HR  
Extraction Criteria:  
• Employee Group: Institution Funded, Ext. Services/Funded, Research Grant  
• Employee Subgroup: Regular Full-Time, Regular Part-Time, Contract Full-Time, Contract Part-Time, Post Retirement Full-Time, Post Retirement Part-Time  
• Personnel Area: Medical, Medical/Clinical  
Exclusion Criteria:  
• Temporary staff hired through External Agency  
• Purchased manpower  
Notes:  
• Resignation refers to voluntary separation and excludes other attrition due to contract completion, transfers within SingHealth cluster, retirement, dismissal/service termination and death.  
• MOHH hired doctors includes MO (MOPEX), DO (DOPEX), MO (Residency), Senior Resident and excludes House Officer.



## Content, Structure and Relevance

Each report's content was vetted to ensure its continued relevance. Data was presented in a more user-friendly manner, and the structure revised to allow for easier navigation and finding of information.

## Report Definitions & Parameters

Each report to have a page detailing the **definitions of key terms, main extraction criterion, key exclusions**, and notes pertaining to the interpretation of the data and charts.

## Key Formulas

Across reports, the team mapped out all formulas for each measure, **for harmonization**, to ensure consistency in calculation, and to reduce variation between reports received by Senior Management.



## Results & Conclusion

Staff can prepare each other's reports more easily, with a common language. **Less time is spent** performing data congruency checks. Senior Management benefit from having a more structur-ed, relevant report with more clarity.



### Examples of Variation

- Age = Current Year - DOB Year
- Age = YEAR(TODAY())-LEFT(V2, 4)
- LOS = YEARFRAC(Technical Date of Entry, Last day of reporting month)
- LOS = YEARFRAC(Date Joined, Last Day of Month)



It is a fantastic idea to **state the definitions and parameters clearly upfront**. I do not need to spend time clarifying!

The improvements are great!  
I can easily **find the manpower strength figures** I need for the board meeting!

We should **share this with other departments and divisions!** They could adopt the same for their reports as well!

