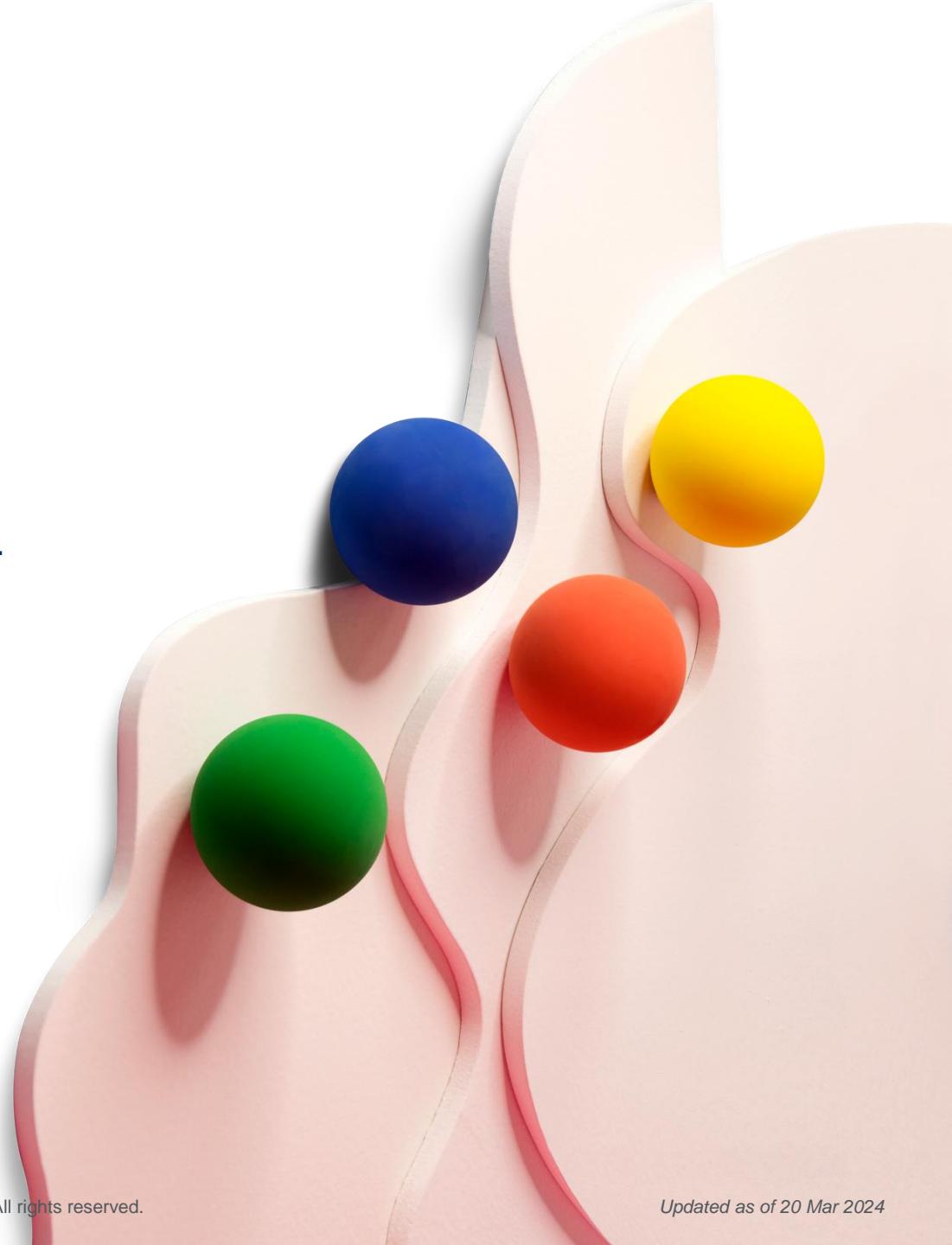


# Business Process Review Template

This template is to help you run your own Business Process Review (BPR) workshop with key stakeholders the project team has identified.

A BPR aims to help organisations fundamentally rethink and map out how work is done in order to improve their service or improve efficiencies.



# Introduction to Business Process Review (BPR)

- As you implement the redesigned job role, there may also be opportunities to **review current work processes to enable the role-holder to carry out their new work tasks.**
- You may introduce technology or equipment to complement the role-holder's job scope, which could also entail a review in work processes.
- This BPR template aims to guide the team on how to organise a session to review key processes affecting a role-holder in carrying out his/her redesigned role.



# Key steps to take note when organising a BPR session

1



## Identify process to redesign

- Project team should list down the **key principles and intended outcomes** of the BPR exercise
- This will help you to decide what processes are the most valuable and may need to be reviewed
- Other data points could include: Job Shadow, Self-reported Time Task Survey, sentiments of role-holders

*Example of key guiding principles / selection criteria to assess work processes and decide which process will have a key impact on these areas*



### Improve Quality of Care

To deliver higher impact client experience by adding or modifying steps along a work process which will enable staff to deliver a more meaningful experience.

### Improve Efficiency

To identify steps along a work process that can be removed to gain time savings and optimise the overall productivity of staff to focus on other priorities.

### Seamless Technology Integration

Integrating digital solutions to streamline and automate workflow processes that will improve overall work efficiency and create opportunities to enhance the client experience.



What are some outcomes that are important for the redesigned role to achieve? What are some guiding principles important for your organisation and its strategic direction? Which processes contribute to these outcomes? You may list them down here:

# Key steps to take note when organising a BPR session

Once you have identified the process, you may nail down the administrative details for the session

2



## Who should be involved?

- Depending on who is involved in the selected process
- Participants commonly include:
  - Project Team
  - Supervisors
  - Role-holders
  - Key collaborators from adjacent functions (e.g., Nursing Manager, Programme Coordinator)
- Invite the relevant parties for the BPR session

Here are some details to think about and document:

	[Project team may populate this column]	Example for illustration
<b>Process selected for BPR</b>		Providing structured on-the-job guidance for serving medication
<b>Intended Outcomes</b>		Improve quality of care for seniors by reducing chance of medication errors; helping new hires integrate better into their new role
<b>Setting / Site</b>		Senior Care Centre / Bukit Timah SCC
<b>Name &amp; designation of stakeholders to invite for the session</b>		<ul style="list-style-type: none"><li>• Project Manager</li><li>• Community Nurse</li><li>• Centre Manager / Supervisor</li><li>• SCCA incumbent</li></ul>
<b>Logistics required</b>		For physical session: <ul style="list-style-type: none"><li>- Post-its</li><li>- Markers</li><li>- Whiteboard</li></ul> For virtual session: <ul style="list-style-type: none"><li>- Collaboration tools such as Mural, Whiteboard on Teams</li></ul>
<b>Duration</b>		2hrs per process

# Key steps to take note when organising a BPR session

## Clarifying the current (i.e. “As-is”) process

3



### Review As-is Process

- Obtain a detailed, **sequential** breakdown of the current steps involved for the selected process by mapping the As-is process
- Clarity is important as this stage – drill down into the details by asking:
  - How is process carried out?
  - What? (e.g., tools required, enablers, technology platforms)
  - Who is doing the action?
  - What are some concerns or challenges faced?
  - Are there any missing actions?
- Write down the job roles involved in each step



*List down key activities as part of the process, and the steps under each activity! This should be done in a sequential manner.*

*Key activities could include those upstream or downstream – it is good to list down the entire process even if it does not only include the redesigned role.*

*Sample illustration below:*

*a. Identify key activities in a sequential manner:*

Receiving  
medication

Packing  
medication

Serving  
medication

Documentation

*b. Write down key steps under each activity and which job roles are involved in performing or supervising that step*

# Key steps to take note when organising a BPR session

## Identifying areas for improvement

4



### Identify Pain Points

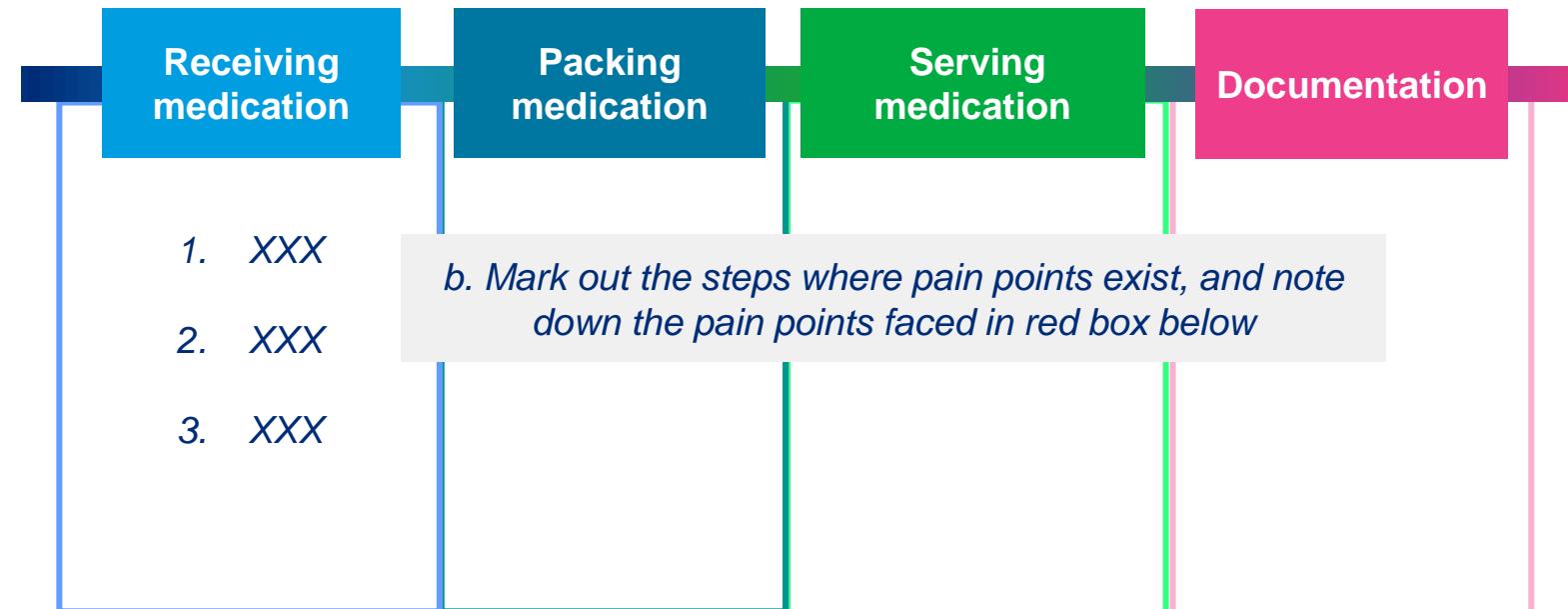
- Study and discuss the As-is process to identify pain points faced by role-holders and stakeholders involved
- You may consider the following questions to help you identify pain points:
  - What are some areas where workload seems to be heavier?
  - Which steps include multiple handoffs between different parties & can they be reduced?
  - Are there any opportunities for CCAs to be more involved?
  - Are there any improvements that can be made for better client outcomes?
- Develop solutions to address the pain points



Refer to As-is process that you have mapped out in the previous slide and use the guiding questions on the left to identify pain points or challenges faced by the role-holder in carrying out the selected process.

Sample illustration below:

a. Review As-is process and discuss pain points with stakeholders in the session



You may fill in this box with pain points or opportunities for S/CCAs:

# Key steps to take note when organising a BPR session

## Develop ideal (i.e., “To-be”) process

5



### Develop To-be Process

- After identifying pain points and how to resolve them, you may revise the selected process to factor in these changes
- Write down the **new or revised steps** in the selected process, and the **job role in-charge of performing or supervising that step**
- This forms the To-be process
- Review the To-be process in entirety to make sure there are no missing steps
- Identify enablers required to support the implementation of this process
- Ensure that To-be process is implemented on the ground, try it out and evaluate for improvements



Refer to As-is process, pain points and resolutions that you have mapped out.

Identify new or revised steps based on the above and write them down!

You may mark out your changes in a different colour for ease of reference.

a. Review As-is process and discuss pain points with stakeholders in the session

#### Receiving medication

- XXX
- XXX
- YYY

#### Packing medication

b. Mark out the new or revised steps where pain points exists, and note down the job role in-charge of performing or supervising that step

#### Serving medication

#### Documentation

