

PROFESSIONAL CERTIFICATE IN PROCESS INNOVATION

PROJECT BASED LEARNING PROGRAMME

Professional Certificate in Process Innovation

A **Project Based Learning (PBL)** programme designed to support those working in health sector to build **process innovation skills**.

Programme constitutes:



**5 Training
Workshops**



**A process innovation project
supported by NUS ISS mentors
(5 clinics)**

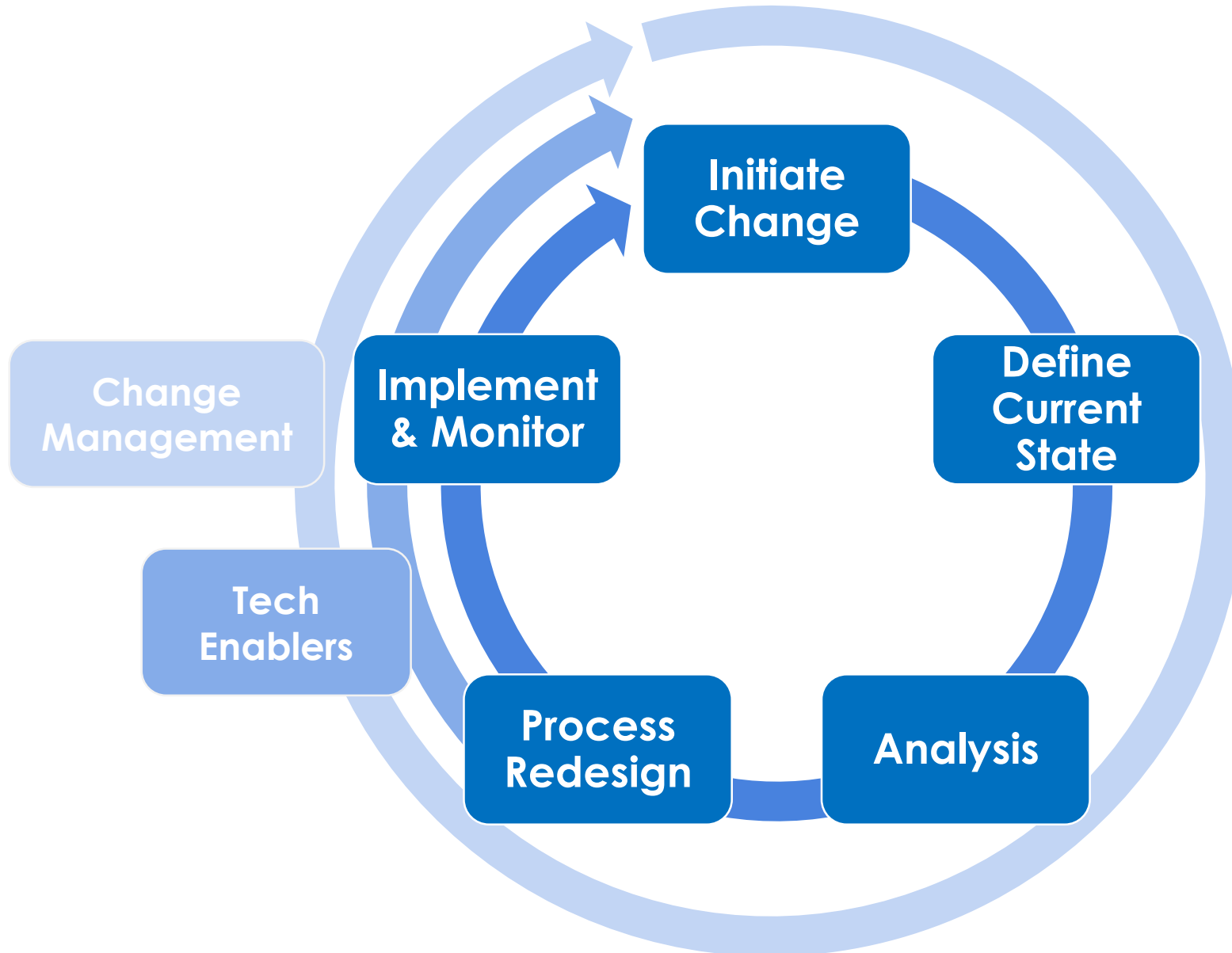


**3 milestones reviews
by the organisation
and NUS ISS**

Programme outcomes:

- 1** Understand the framework, tools and methods employed in process innovation, Business Process Reengineering with blended elements from human-centred design, data and digital transformation.
- 2** Apply Business Process Reengineering to improve and transform organization processes

BPR for Organisational Transformation

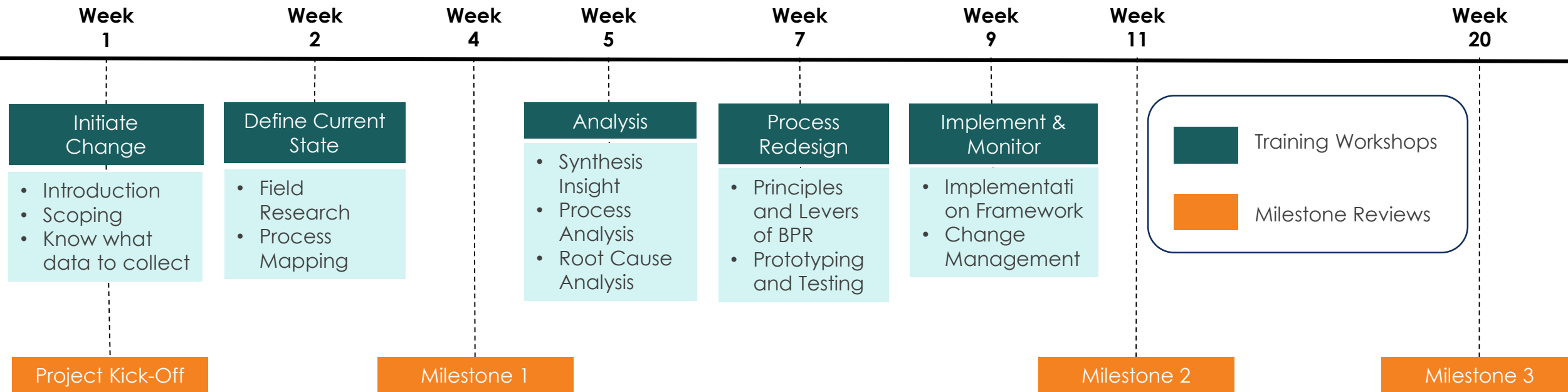


01 Human-centred Design

02 Data

03 Digital Transformation

Project-based Programme Timeline



A process innovation project supported by NUS ISS mentors over 5 clinic sessions.

Important Note:

- *Project scope needs to be approved by SSG prior to starting the course*
- *Must complete all milestones based on timeline*
- *Funding will end in Oct 2023*

Project Scope

- Topic and scope of the projects should be aligned to the transformational plans of the organisation.
 - Scoping should be done before the start of the programme
 - These would help to:
 - identify relevant team composition,
 - schedule dedicated project time,
 - allocate the right project resources,
 - and obtain departmental buy-in and support for the running of the projects.

Sponsors & Supervisors

Company sponsoring the project will appoint a **project sponsor**, **process owner** and a **project supervisor**;

1

Project Sponsor:

- Define direction and scope of the project from the organisation's point of view,
- Ensure that resources are in place, help to remove obstacles, and promote the project.
- Determine if the project is a success from the organisation's perspective.
- Usually someone in a senior position (e.g. Head of division/department, senior management).

Sponsors & Supervisors

2

Process Owner:

- Grant access to information and/or facilitate connections necessary for the project to take place.
- Allocate process resource to support the project.
- Provide sandbox environment for testing.
- To provide feedback during development, review and take on the solution generated.

3

Project Supervisor:

- Grant access to information and/or facilitate connections necessary for the project to take place.
- Advise on decisions pertaining to efforts and progress of the projects.
- Supervision on the delivery of the projects.

Project Team and Support

Team Composition

- The project may be delivered **by an individual or by a project team of up to 5 members**. The size of the team must correlate with the scale of the project.
- Each member of the team must be responsible for undertaking a specific set of tasks towards achieving the final outcomes and to enable assessment of individual abilities.

NUS ISS Project Advisor

- Each project team will be assigned an NUS-ISS advisor. The advisor will help to reinforce the participant's application of the skills and knowledge during the mentoring, and review the deliverables.

Transformation Agents

Who might be suitable for the programme:

- Project leaders or facilitators
- Members who would be driving the projects
- Diverse representatives of the project's process area

PROGRAMME BREAKDOWN

Initiate Change

- Setting the context for organisational transformation and innovation
- Explaining the programme requirements and project expectations
- Introduction to Business Process Reengineering framework and approach
- Scoping and initiating of process innovation project
- Understanding the role of data and how to measure success

	9.00 am		Lunch		5.00 pm
Workshop 1	Introduction <ul style="list-style-type: none">• Introduction to programme objectives and expectations• Introduction to the process innovation programme and framework	Project Initiation <ul style="list-style-type: none">• Scoping the challenge and project charter• Identifying project stakeholders		Know What Data to Collect <ul style="list-style-type: none">• Outcomes and Logic Model• Understanding different types of data• Collecting the right data for the project• Introduction to digital architecture and its importance when planning for change	

Project Kick-off

- Project Charter
 - Project scope – start and end of the process to be reengineered
 - Identification and formation of core project team
 - Identify project stakeholders
 - Define outcome and process measures, and develop a data collection plan

Define Current State

- Understand different research methods
- How to turn observations into process and user insights
- Understand what are processes and what constitutes a value stream
- Introduction to different process maps and their applications
- Mapping a swim-lane process map

	9.00 am	12.30pm
Workshop 2	Field Research <ul style="list-style-type: none">• Understand the importance of Empathy• How to conduct field ethnographic research	Process Mapping <ul style="list-style-type: none">• Introduction to different types of process maps• Swim-lane process mapping exercise

Analysis

- Synthesizing insights from user research
- Identifying gaps in existing process
- Applying root cause analysis techniques on identified challenges

	9.00 am		Lunch		5.00 pm
Workshop 3	Synthesizing Insights <ul style="list-style-type: none">• Affinity clustering of project research findings• Distinguishing between observation and insights	Process Analysis <ul style="list-style-type: none">• Teams to share the process maps they have created• Activity, Role and Information Analysis		Process Analysis/ Root Cause Analysis <ul style="list-style-type: none">• Root Cause Analysis; Reality Charting• Failure Mode Effect Analysis	

Project Milestone 1

Process Map

- Swim-lane process map verified by stakeholders

Desk Research Data

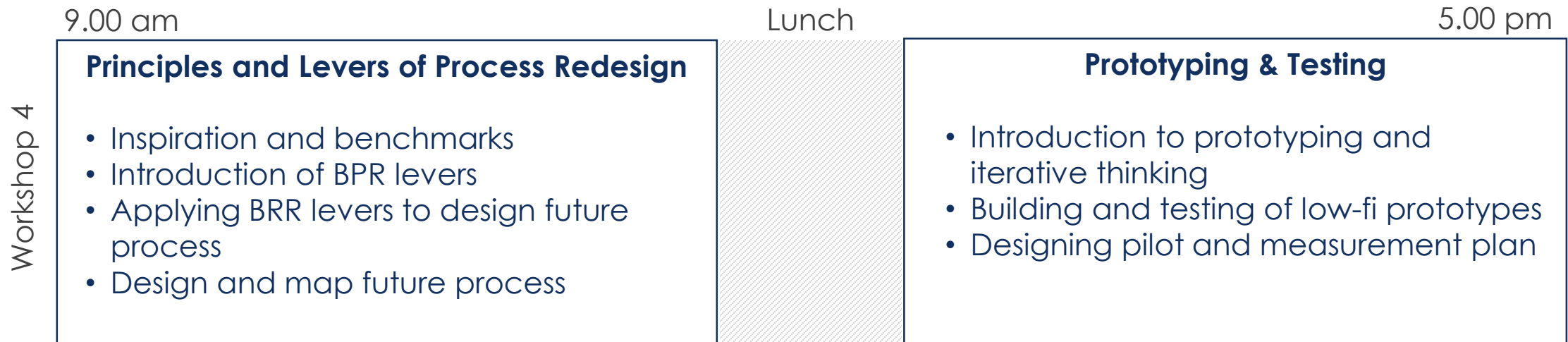
- Analysis of process measures
- An understanding of governing policies, procedures and standards

Field Research Data

- Notes from ground observation
- Notes from user and key stakeholder interviews

Process Redesign

- Generating ideas for process innovation
- Reengineering processes towards delivering greater outcomes
- How to define a future state process, prototype and test solutions



Implement & Monitor

- Understanding why implementation fails
- Frameworks and tips on implementing change
- Managing change through communication

	9.00 am		12.30 pm
Workshop 5	Implementation Framework		Change Management
	<ul style="list-style-type: none">• Planning for implementation• 7S Model		<ul style="list-style-type: none">• Understanding why change fails• How to communicate for change

Project Milestone 2

- Validate insights found from affinity clustering of field research data
 - User/stakeholder perspectives and behaviours
 - Needs and pains
 - Motivations
- Validate root causes and process gaps
 - Qualify or quantify the extent of process gaps
 - Stakeholder validation
- Prioritisation of root-causes and opportunities to be addressed
- Propose pilot and measurement plan

Project Milestone 3

- Analysis of results and feedback from prototypes or pilot implementation
- Quantifying project outcomes and impact
- Recommendations for future project iterations

Submission:

- Group Project Report
- Individual Reflections

Thank you