



Strategic Priority: **SP3- Organizational Sustainability**

Project Name

Leave Balance Optimization

Site

Riyadh

Department

Personnel (Processing & Benefits and Compliance Unit – Human Resources

Project Status

Completed

Project Start Date

01-09-2018

Project End Date

11-30-2018

Problem: Why the project was needed?

On July 03, 2008, KFSH&RC has initiated a new system (Oracle-ERP) and on February 06, 2009, it migrated the employee's leaves from the Mainframe (IBM) to the Oracle (the new system); this migration transferred the wrong number of leaves by mistakenly adding or deducting annual leaves. The number of affected employees by this mistake was almost 5000 employees. Unfortunately, upon calculating a sample, we found 61% has incorrect balances. The discrepancy affected employees experience morally and financially. At the same time, it is a huge undertaking and require collective efforts from HR to achieve zero harm to our employees. Therefore, it is necessary to start this project in two phases to achieve customer satisfactions.

Benefits/Impact: What is the improvement outcome?

(check all that apply)

- Contained or reduced costs
- Improved productivity
- Improved work process
- Improved cycle time
- Increased customer satisfaction
- Other (please explain)

Aims: What will the project achieve?

Decrease the percent of incorrect opening balances for the hospital employees due to the migration process from 60.7% to 48% (i.e. 20 % decrease from the baseline) by 31 December 2018.

Quality Domain: Which of the domains of healthcare quality does this project support?

(Select only one)

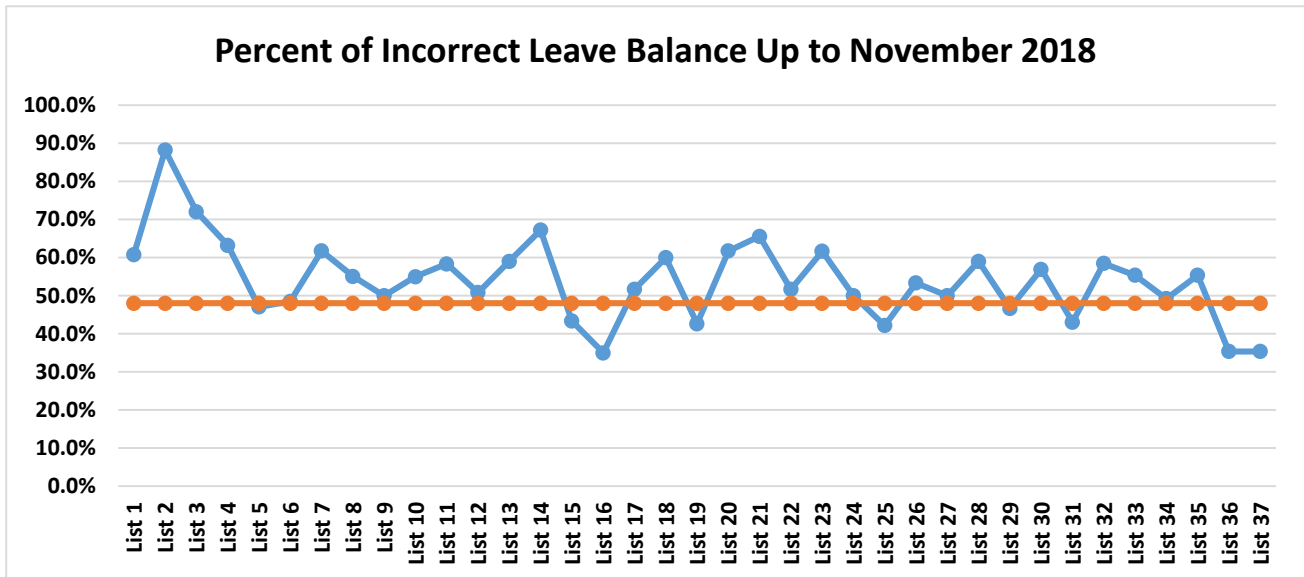
Efficient

Measures: Performance metrics to be evaluated	Targets: Expected outcomes
% Incorrected Leave Balances	48% (20% decrease from baseline: 60.7%)

Interventions: Overview of key steps/work completed

- Extract report from the Oracle system for all active affected employees with effective date: 03/JUL/2008.
- Disseminate the lists to 4-3 to assigned P&B staff equally every week.
- Exclude terminated /resigned/ rehired /converted from Part time to full time employees.
- Establish Overtime to overcome work load of business days.
- Audit the work sheets and update the main sheet to achieve accurate results
- Deliver weekly report to the Head of Personnel stating the progress of the project.
- Provide quality of service for the affected employees by sending updates on the discrepancy and amending the balance in the system accordingly.
- Negotiate the options available for affected employees.
- Pursue a legitimate opinion to support our project purpose from Legal Affairs.

Results: Insert relevant graphs and charts to illustrate improvement pre and post project
(insert relevant graphs, data, charts, etc.)



Project Lead

Name

(person accountable for project)

Abdulrahman Aleid , Manager, Processing & Benefits
 HR

Team Members

Names

(persons involved in project)

Compliance Unit:

Abu El Gasim Mousa
 Iatesam Albokhary

P&B Staff:

Aroub Al Ashrah
 Mohamed Alenazi
 Sarah Albdullah
 Turki Almousa
 Hussain Alshareef
 Haya Alrashed
 Kholoud Sairafi