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Introduction

The Community Care sector in Singapore faces challenges in recruiting local support care staff due to lower pay structures and limited career advancement opportunities.

Our Job Redesign (JR) initiative aims to address the widening manpower gap in community care services due to an ageing population by offering a structured career progression pathway and optimising human resources, leading to increased productivity and employee satisfaction.

As part of the Sector Job Redesign imperative, St Luke's ElderCare (SLEC) has been actively redesigning support care roles since 2019 to create higher-value "para-care" positions through multi-skilling and cross-deployment. This strategic initiative lengthens and broadens career pathways, increases salary potential, and improves retention rates. Successful outcomes will be replicated across the sector, incorporating HR policy review, change management, job sizing, skills training, and salary benchmarking, strengthening the sector's ability to attract, develop, and retain local talent.

Methodology

4 Key Data Points

1. Stakeholder interviews
2. On-site interviews
3. Pulse surveys
4. On-site observations

Sample Size

46 Senior Community Care Associates (SCCAs) & Community Care Associates (CCAs), 2 Community Care Executives (CCEs) and 3 Community Care Managers (CCMs)

A total of 51 staff members are involved in the JR implementation.

Time Period

Aug 2022 to 31 Dec 2023

Aim



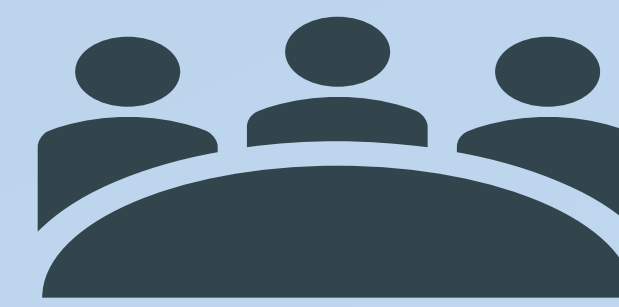
Value-added care roles through multiskilling, cross deployment and increasing productivity

Uplift job size and value



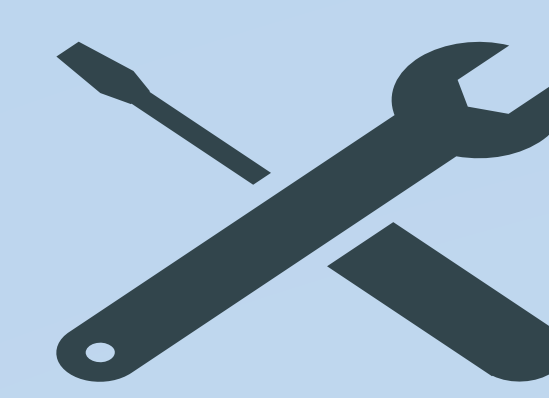
Develop career pathways, salary structures and anchor care as healthcare profession

Create attractive roles, competitive salary ranges and career progression



Attract, develop, and retain local support care

Increase localisation of care workers



Drive sector transformation with successful sector

Upscale recognized sector wide redesigned care roles

Results

- The Job Redesign initiative has shown that licensed healthcare professionals such as nurses and Allied Health Professionals (AHPs) are able to perform at the top of their license with routine tasks and documentation requirements and non-clinical duties decanted to trained CCAs or SCCAs which allows highly experienced healthcare professionals to focus on more complex cases.
- Care Staff were given the opportunity to upskill on the S/CCA competencies and empowered to implement the elders' individual care plans (ICPs).
- Job satisfaction increased when the support care staff felt that they were value-adding to the elders' health and social care needs.
- S/CCAs demonstrated confidence and competence in delivering care to our elders as they were equipped with the underpinning knowledge and skills in the redesigned job roles.
- The uplifted job roles provide employment prospects and structured career growth with defined training roadmaps for continuous skills upgrading. This, in turn, enhances our talent attraction, management and retention.

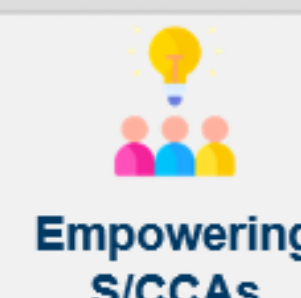


BEST PRACTICES



Job Rotation Initiative

Providing opportunities for S/CCAs to move temporarily to different settings with different client demands gives them **the chance to apply their learnings** and improves skill retention



Empowering S/CCAs

Confident and competent S/CCAs are **empowered to share their knowledge** and promote best practices within their teams



Performance Management

Embedding **ongoing competency assessment** as part of performance management incentivises S/CCAs to apply and demonstrate new skills regularly



Role of Direct Supervisors

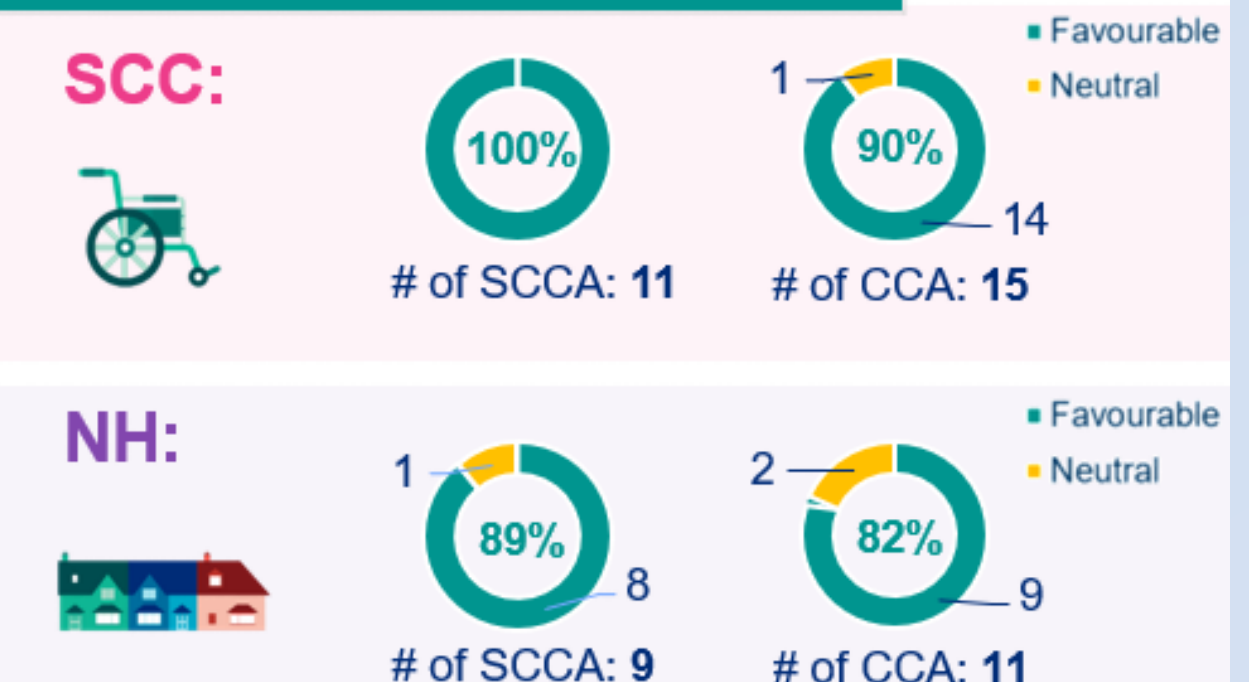
Regular communication between direct supervisors and role holders ensures commitment and alignment to the outcomes of the new roles

ATTRACTIVENESS OF ROLE

Derived from Review Survey (2023)

90% of S/CCAs would recommend the role to others

BREAKDOWN BY SETTING



Conclusions

- The results of the Job Redesign initiative underscore its transformative impact on the healthcare workforce and the quality of care provided to our elders.
- Overall, the Job Redesign initiative has optimised workforce capabilities and elevated the standard of care, positioning SLEC for continued success and readiness in meeting the evolving needs of our elders and the healthcare landscape.