

Transforming Community Care through a new healthcare workforce

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BACKGROUND

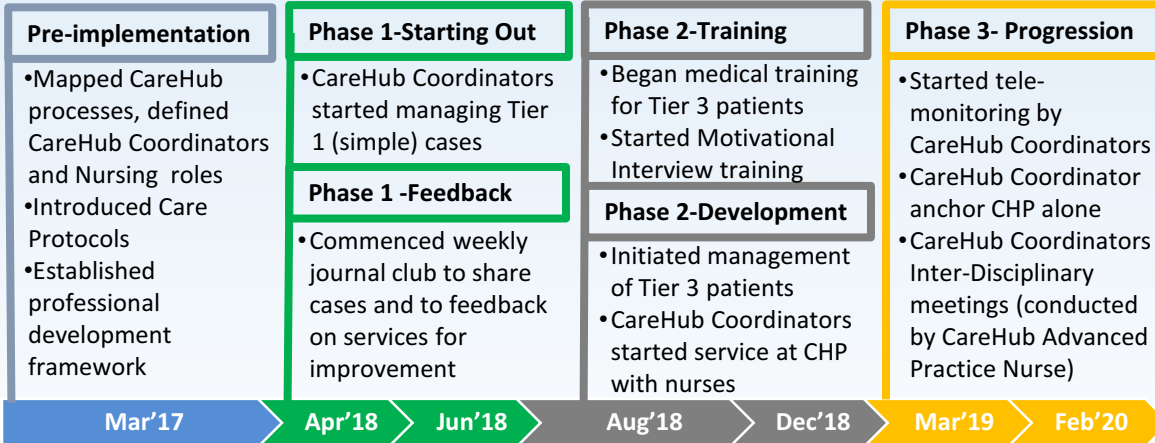
By 2030, 25% of Singapore population is estimated to be above 65 years old. Compounded by age-related chronic medical conditions, more healthcare professionals are required to deliver care. There is a need to innovate and transform care to **overcome healthcare manpower constraints**.

OUTLINE OF ISSUE

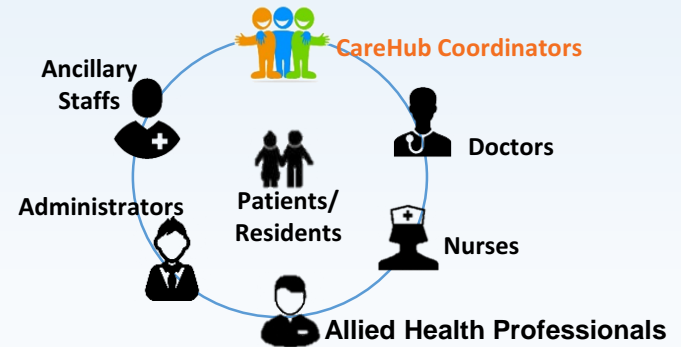
Established in 2017, NUHS CareHub is a one-stop call and care coordinating centre that supports patients with post-discharge needs, and at-risk residents in the community. Due to competing demands for scarce trained healthcare resources between community and acute care, **CareHub has embarked on an initiative to develop a new healthcare workforce for the community. This would enable scaling up of operations in the community.**

IMPLEMENTATION

Implementation Timeline

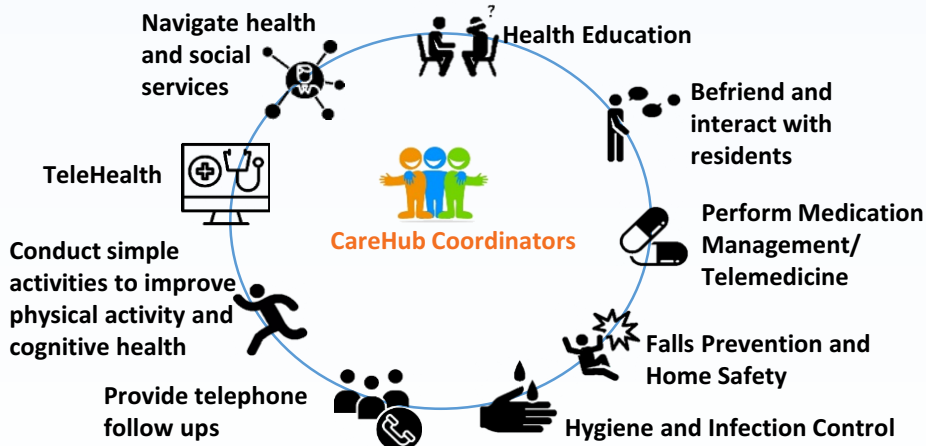


1 CareHub envisaged that this new workforce (CareHub Coordinators) will work in partnership with other healthcare professionals in CareHub's integrated team to deliver care in the community.



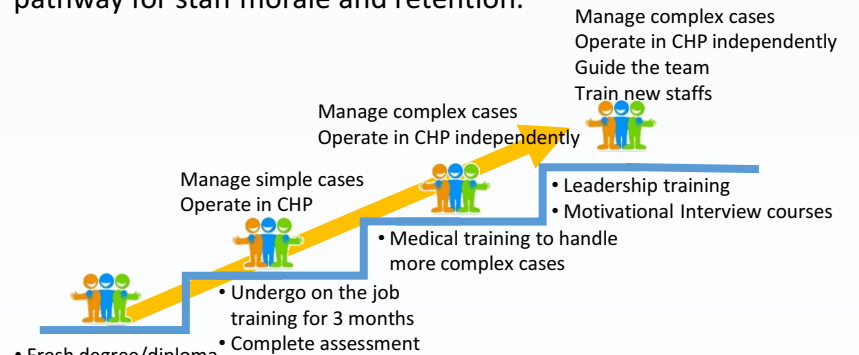
A new healthcare workforce as part of CareHub integrated team (CareHub Coordinators)

2 CareHub Coordinators would be laypersons with non-healthcare backgrounds, but provided with on-job-training to operate in the community. The goal is to prevent "over-medicalising" services and avoid having to deploy highly skilled and comparatively more costly healthcare manpower for basic care needs.



Roles of CareHub Coordinators

3 CareHub developed a training framework and clinical protocols to guide delivery of care and ensure that staff are appropriately trained. In addition, CareHub established a structured career pathway for staff morale and retention.



Training and Career Progression

MEASUREMENT OF IMPROVEMENT

- ✓ **Positive system level outcomes**
 - 36 CareHub Coordinators have been recruited and trained
 - In 2019, supported a total of 56 community events
 - Operated in over 600 CHP sessions in 15 sites across the Western region of Singapore
 - A total of 3185 tier 1 patients served by CareHub Coordinators
- ✓ **Improved clinical outcomes**
 - Reduction in readmission rates and length of hospital stay
- ✓ **Staff Satisfaction**
 - Staff feel better supported and had greater clarity of roles
 - Better staff retention and lower manpower search costs

- ✓ **Productivity Gains**
 - Increase in Patient-to-nursing ratio: **2016 - 21:1 ; 2017 - 40:1 ; 2018 - 120:1 ; 2019- 156:1**
- ✓ **Savings to healthcare system**
 - Task shifting generates savings in terms of manpower and professional development costs
 - Relatively short training time (fresh graduations with 3 months training) – this allows for CareHub Coordinators to be operationally deployable earlier
- ✓ **Enhanced patient care model**
 - CareHub Coordinators provided support and health coaching to empower patient towards self-care

SUMMARY

- Management and clinical support was essential in the development of the CareHub Coordinator workforce.
- CareHub's in-house training have equipped this group of staff, who have no prior healthcare experience, with the skills and confidence to work in partnership with existing healthcare professionals to provide care in the community. Patients can now be matched to an appropriate staff for the right care, hence ensuring cost effectiveness. This also frees up existing healthcare professionals to manage complex patients, meeting the increase in demand for healthcare workforce in the community.
- Through job redesign, staff gain more job satisfaction and an overall patient-level improved clinical outcomes.