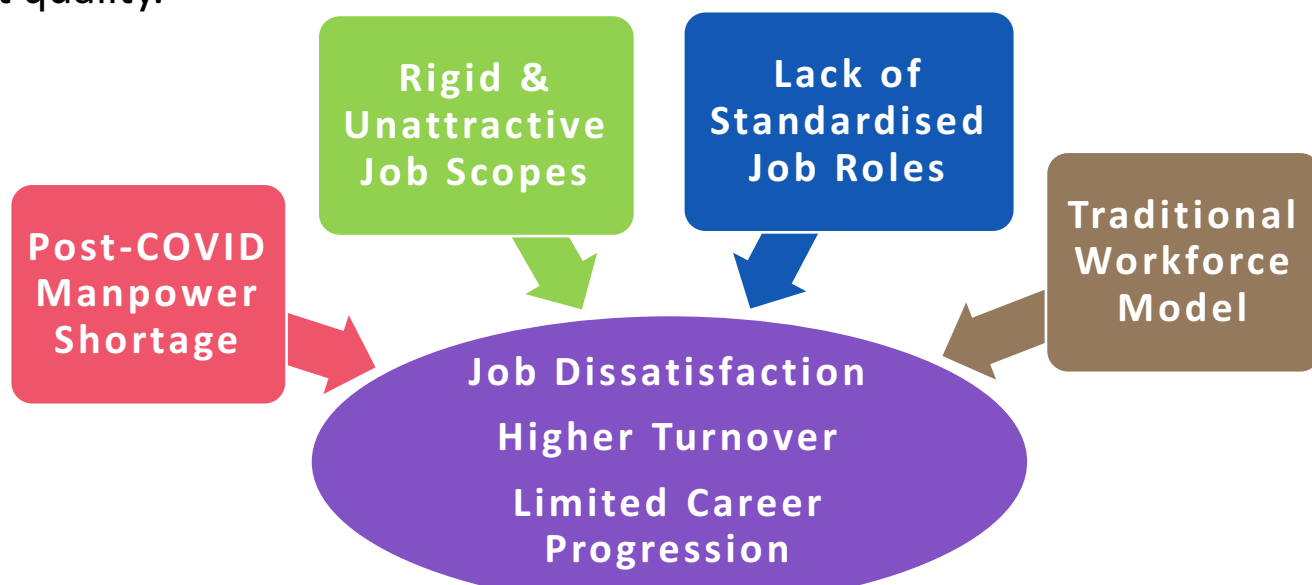


# Job Redesign and Career Development: Broadening Horizons and Advancing Careers

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## PROBLEM & BACKGROUND

Patient Service Associates (PSAs) and Care Support Associates (CSAs) play a pivotal role in healthcare operations by ensuring seamless administrative and patient support functions, which enable nursing team to focus on core clinical tasks. Despite their critical contributions, they face several changes that hinder workforce efficiency and impact patient quality.

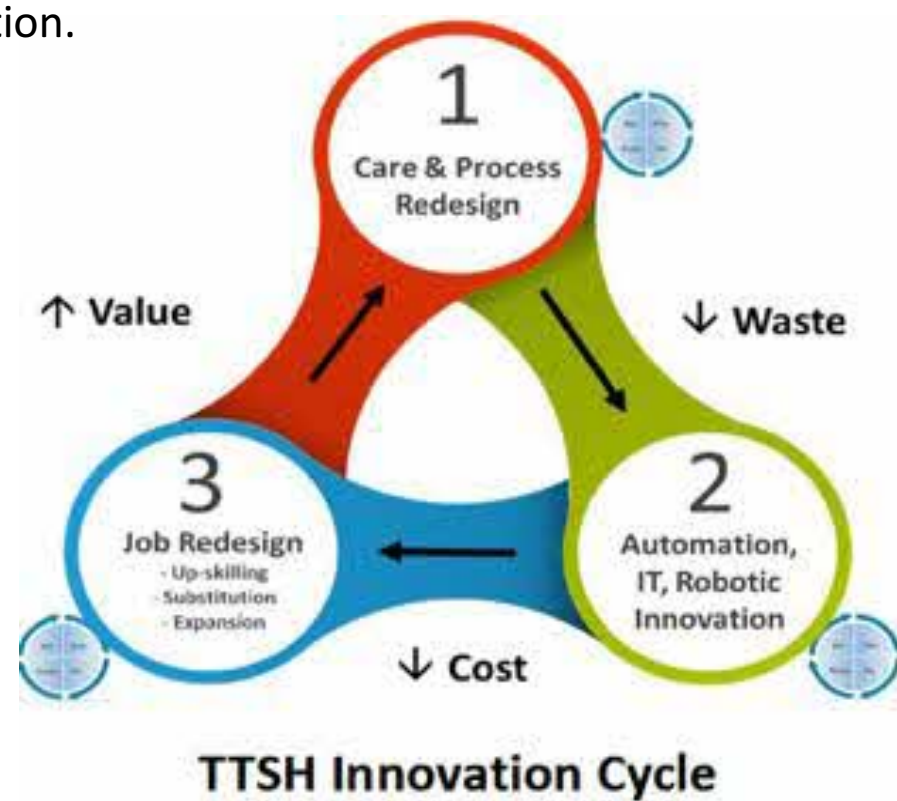


**Objective:** To address these challenges, a structured workforce transformation through Job Redesign and Career Development (JRCD) is essential. This initiative aims to enhance job roles, elevate workforce efficiency, and elevate patient care standards by upskilling PSAs and CSAs, creating clear career pathways, and improving role clarity.

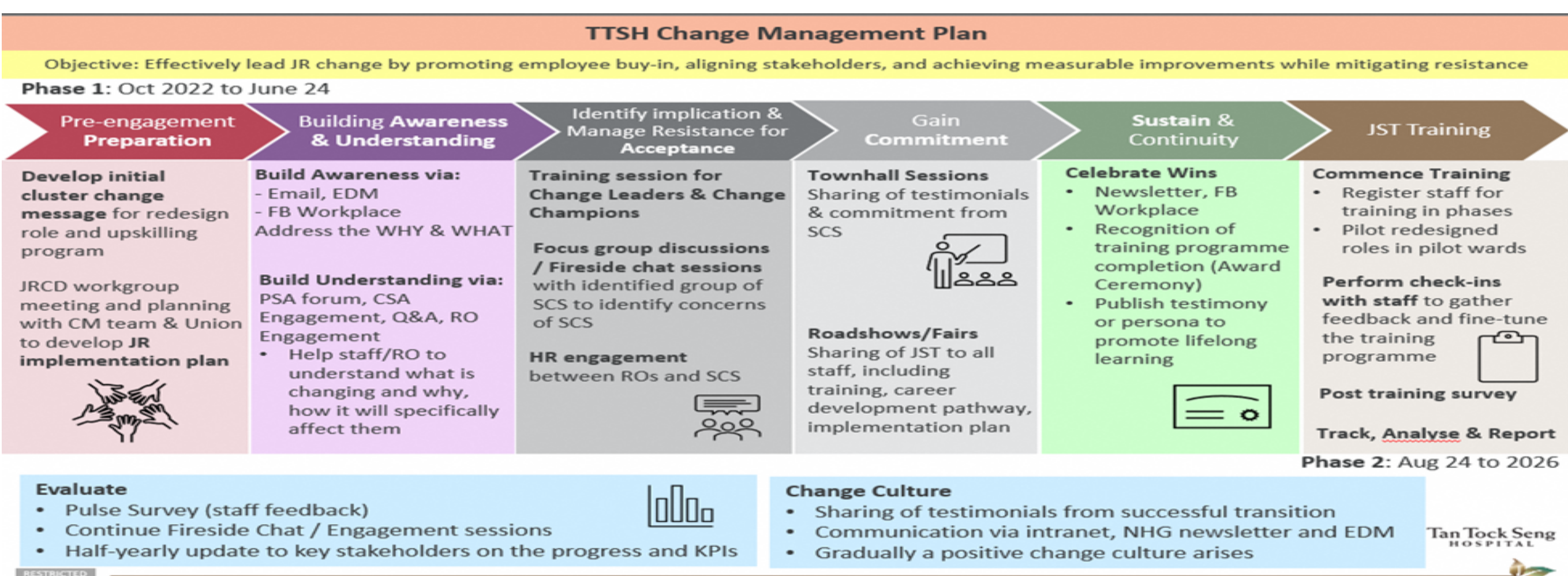
## METHODOLOGY

The workgroup integrates the TTSH Innovation Cycle through three key strategies:

- Enhanced Job Satisfaction:** Engaging nursing officers and staff in meaningful work.
- Skill Empowerment:** Providing opportunities for skill development and competency enhancement.
- Collaborative Relationships:** Fostering shared governance and effective communication.



The **ADKAR Model** was used to effectively manage change by guiding staff through **Awareness, Desire, Knowledge, Ability, and Reinforcement** stages.



## STRATEGIES & INTERVENTIONS

### 1 Expansion of Job Scopes

#### Pilot 1: Upskilling PSAs

- Objectives (Phase 1)**
- Train and assess the capabilities of PSAs for administrative roles.
  - Redistribute administrative tasks from nursing officers to PSAs.
  - Establish a clear administrative hierarchy for operational clarity.
  - Improve efficiency and service quality through optimized task distribution.

**Pilot Design**  
Setting: Inpatient General Wards (GWs)  
Participants: Select one PSA per level as Patient Service Officer (PSO)

- Objectives (Phase 2)**
- Upskill PSAs for higher-level administrative tasks.
  - Evaluate future role enhancement

**Pilot Design**  
Setting: Level 10  
Participants: one PSA Assistant Supervisor (JG 9) as Patient Service Executive

#### Creation of Inpatient PSA Role Stratification Framework

- Enhances workforce capabilities by establishing progressive roles from JG 5 to JG 11 and above.
- Supports upskilling and career advancement.
- Encourages tiered advancement and skill development in service quality and operations.
- Reduces administrative workload for Nursing Officers.
- Allows Nursing Officers to focus on clinical duties and staff mentorship.

### 2 Lengthening Career Progression & Harmonization of Job Titles

JG	CSA		PSA	
	Current Role	JR	Current Role	JR
14				
13				
12				
11				
10				
9				
8				
7				
6				
5				
4				

- Expanded Career Progression Pathway for Redesigned Roles
  - Up to JG 10 for CSA (Current roles cap at JG 8)
  - Up to JG 13 for PSA Blended & Admin-Focused Role (Current role cap at JG 10)
- Ability to Switch between Career Tracks: Nursing or Ops Track

Harmonized job titles across clusters

JG	Current HCA Track	Care Support Track	PSA Track	Current PSA Track
13			Senior Patient Service Executive	Senior Patient Service Executive
12			Patient Service Executive	Patient Service Executive
11				Patient Service Executive
10		Senior Care Support Associate Executive	Senior Patient Service Associate Executive	PSA Supervisor
9		Care Support Associate Executive	Patient Service Associate Executive	PSA Asst. Supervisor
8	Lead HCA			Snr PSA
7	Snr HCA I	Senior Care Support Associate	Senior Patient Service Associate	Snr PSA
6	Snr HCA II			PSA
5	HCA	Care Support Associate	Patient Service Associate	PSA

### 3 Conduct Competency-Based Training

Harmonized Trainings will be accredited by SkillFuture Singapore (SSG), which will be recognised across all Public Healthcare Institutions (PHIs).

National certification issued by CETs NTUC LearningHub and HMI Institute.



- Higher Certificate in Healthcare
- Advanced Certificate in Healthcare
- Statement of Attainment (SOA) [For non-compulsory Elective Skills Modules]

#### Benefits for PSAs and CSAs

- Upskilling and Expanded Roles:** Enhanced clinical and administrative skills enable greater involvement in patient care and support career progression.
- Targeted and Standardised Training:** Access to relevant training modules and standardised skills ensures consistent patient care delivery across healthcare institutions.
- Formal Recognition and Career Mobility:** Certification and recognition of competencies facilitate career advancement and mobility across all PHIs.



Image: Celebrating the success of our first cohort of students who have completed the Higher Certificate in Healthcare at HMI Institute

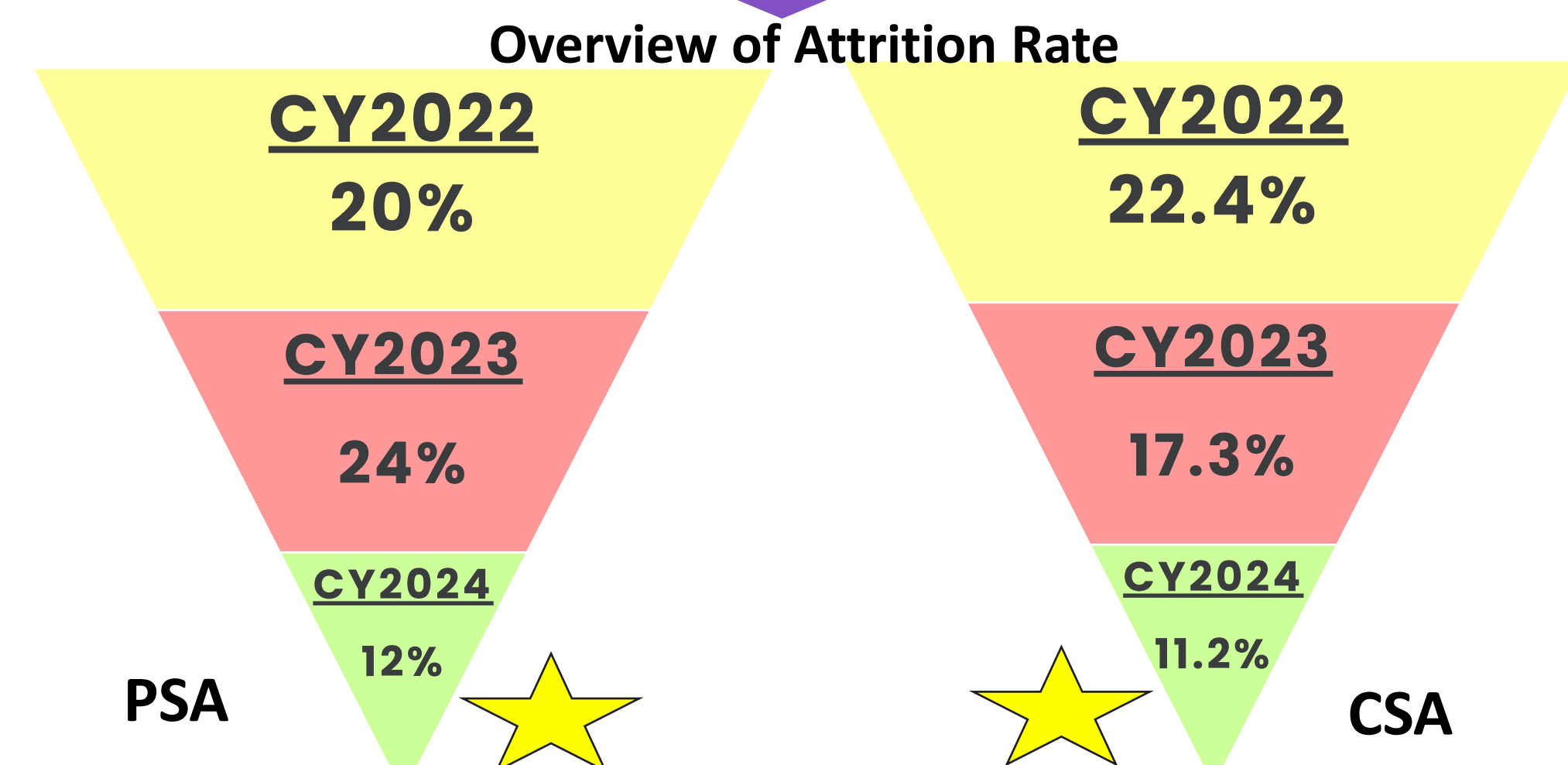
## PROJECT OUTCOMES

### Improving Patient Care through Collaborative Teamwork

Effectiveness & Impact of the Blended Role Pilot

- Teamwork Improvement**
  - Pre-pilot: 56% of nurses rated teamwork with PSAs as "Very Good", while 47% rated teamwork with CSAs similarly.
  - Post pilot: Teamwork ratings improved to 72% (PSAs) and 69% (CSAs) rating "Very Good", indicating enhanced collaboration.
- Role Readiness & Confidence**
  - Pre-pilot: 40% of CSAs/PSAs felt anxious about balancing admin and clinical tasks.
  - Post-pilot: 85% reported feeling more confident, with structured OJT.
- Perceived Proficiency in Skills**
  - Pre-pilot: Only 30% rated their clinical proficiency as "High".
  - Post-pilot: This increased to 68%, with marked improvements in patient handling and administrative efficiency.

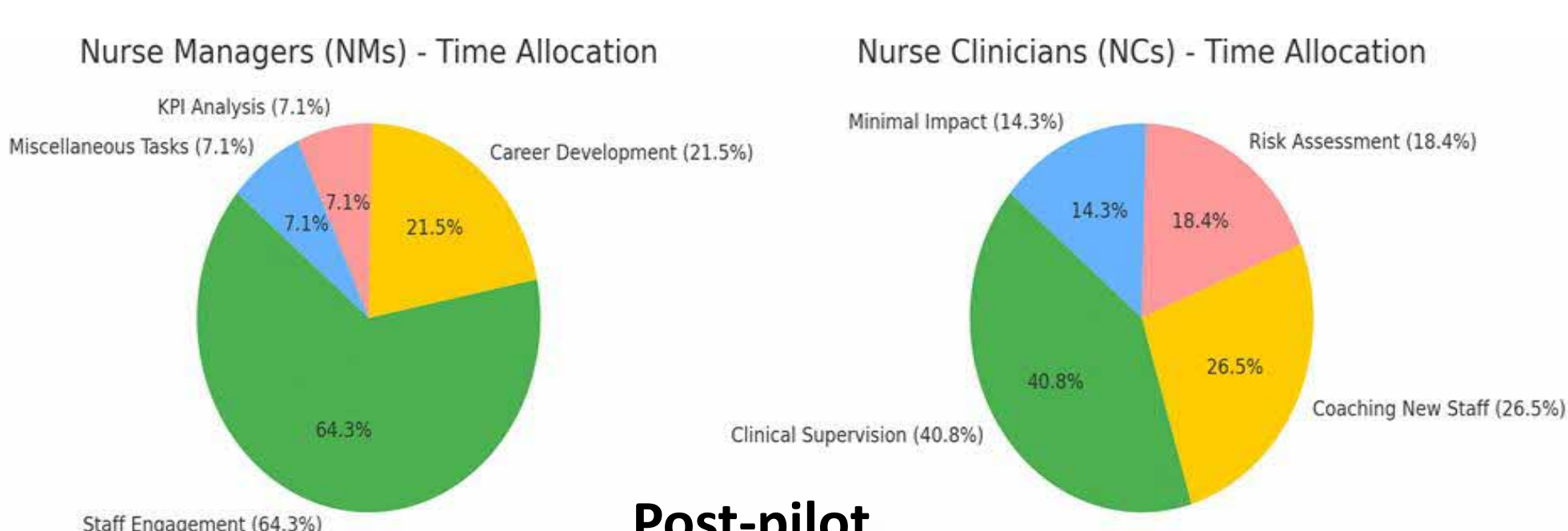
### Improve Retention



### Operational Efficiency

Pre-Pilot: Excessive time spent on administrative tasks

- NMs spent 3-7 hours on roster adjustments and operational issues
- NCs reported up to 3 hours daily on managing absenteeism and training records



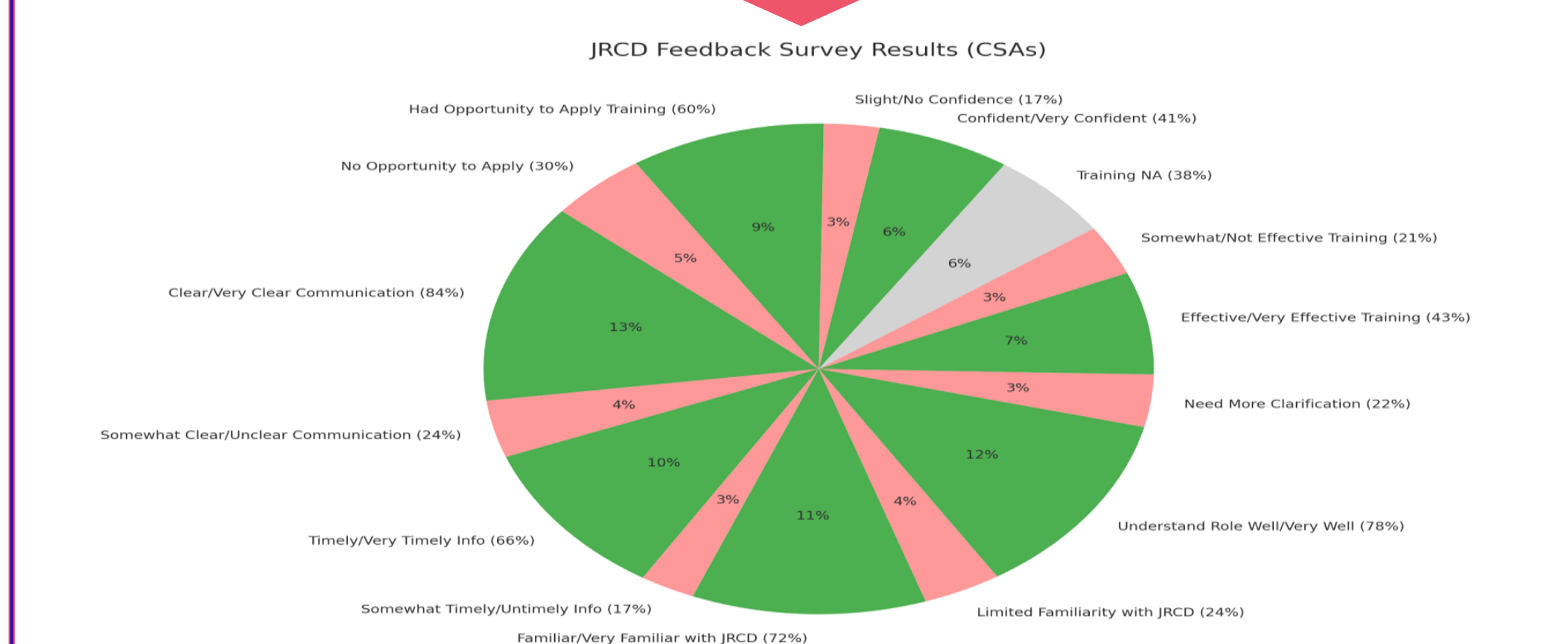
#### Post-pilot

- Nurse Managers (NMs) saved 2-3 hours daily.
  - 64.3% spent on staff engagement
  - 21.5% on career development
  - 7.1% on KPI analysis & miscellaneous tasks
- Nurse Clinicians (NCs) focused 40.8% on clinical supervision, 26.5% on coaching, and 18.4% on risk assessment.

## SUMMARY

The Job Redesign & Career Development (JRCD) initiative at Tan Tock Seng Hospital is a strategic workforce transformation project aimed at enhancing patient care, staff retention, and career progression for Patient Service Associates (PSAs) and Care Support Associates (CSAs). Using the ADKAR Change Model, the initiative follows a structured approach: building awareness, fostering desire, providing knowledge, enabling ability, and reinforcing change. Key strategies include rebalancing job scopes, offering competency-based training, and standardising workforce models. This initiative enhances role flexibility, job satisfaction, and career growth, addressing manpower constraints and evolving healthcare demands effectively.

### Enhanced Workforce Capability



- PSAs & CSAs acquired new competencies to take on expanded responsibilities.
- 96.5% of inpatient PSAs & 89.9% of CSAs have transitioned to redesigned roles.
- JRCD Feedback Survey (118 CSAs):
  - 84% reported strong communication clarity
  - 72% familiar with JRCD initiative
  - 41% felt confident in applying new competencies in practice, while 17% felt little or no confidence.