

Care Transformation Journey

Leader(s) @ Ren Ci: Kuttiammal D/O Sundarasan (Sponsor), Harvey Yeo

Members @ Ren Ci: Nuryasmin Hannah, Ng Lip Chin, Oh Siew Toh, Mayflor Antonette Molina, Orr Hui Min

Members @ AIC: Abigail Yeo Siew Han, Vanessa Bay Huiqun

Project Synopsis

To meet the evolving needs of the community sector by transforming care through job redesign, technology and workflow improvements.

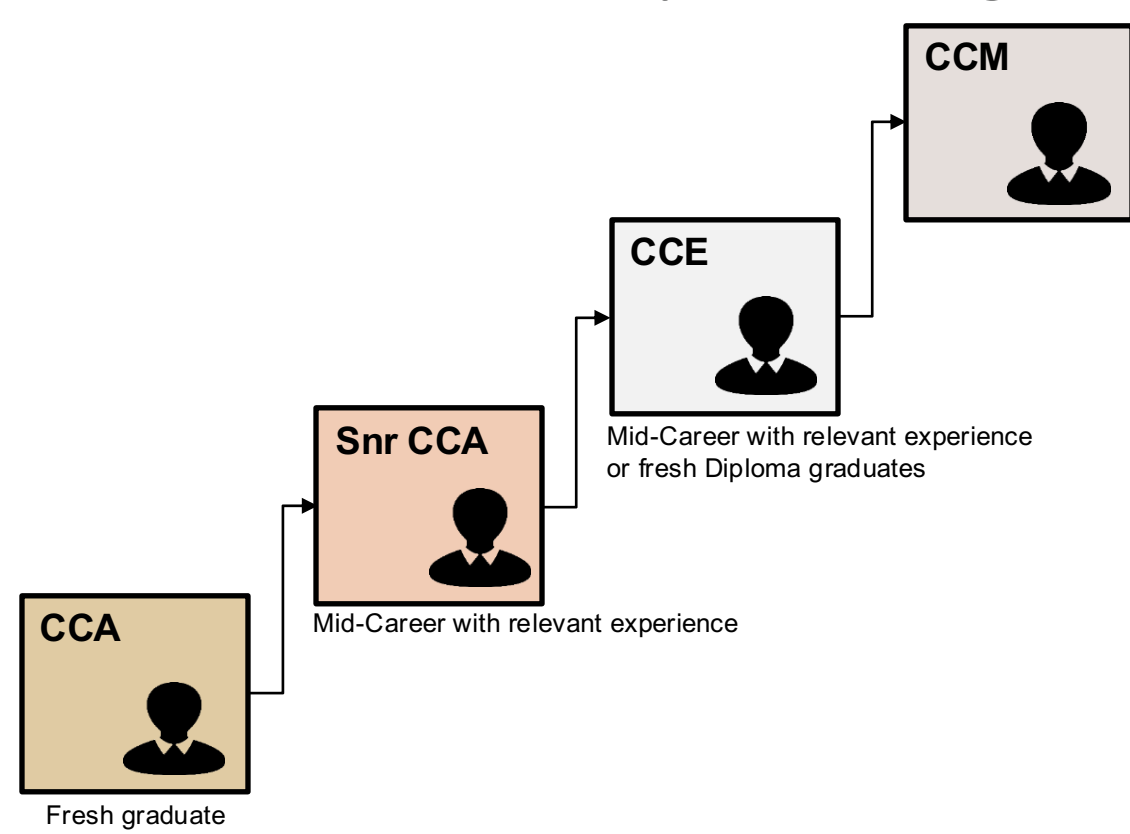
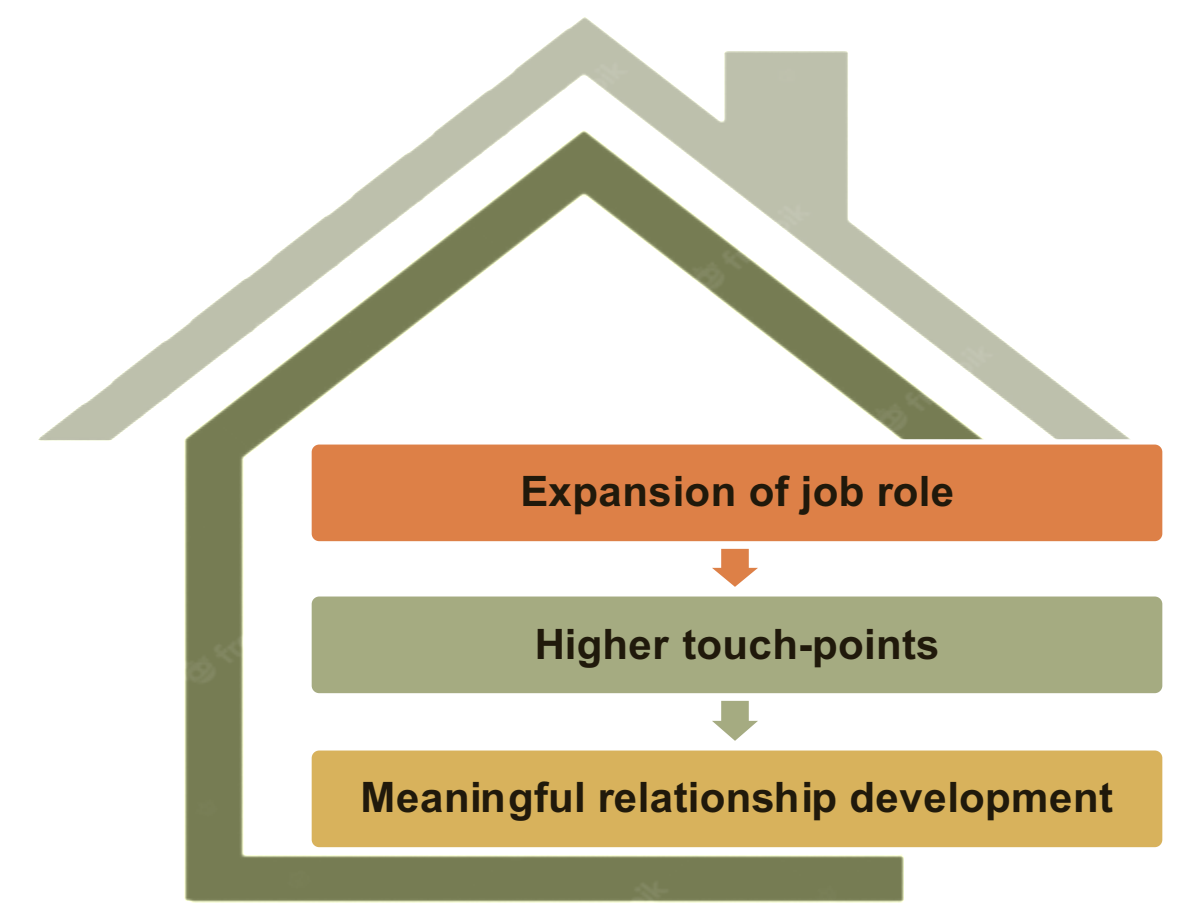
Problem Statement or Motivation

Healthcare had been battling issues such as ageing population, manpower shortage and rising care expectations. Interest among locals in community care roles remain lukewarm and the hiring crunch is further exacerbated by the lowered foreign ratio quota. There is a burning need for the community care sector to look into care transformation so as to provide sustainable care in the long run.

Project Details

Methodology

We redesigned the service model to better support, attract, and retain an ageing local workforce. The Greenhouse model was referenced and we expanded the roles of Healthcare Assistants and Nursing Assistants to become Resident Care Associates (RCA) with the help of a Job Redesign (JR) Consultancy firm. We also took the opportunity to review salary and career progression. Besides personal care, psychosocial and therapy assistant-like roles were added to a RCA's role. This increases the touch-points and relationship building between RCA and residents and thereby increasing staff's sense of job satisfaction and fulfilment.



Collaboration

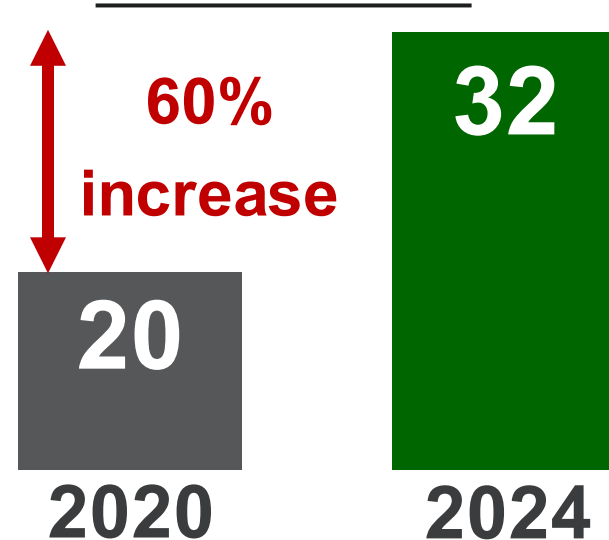
Ren Ci collaborated with sector partners to obtain SHMDP/CCMD funding to bring in overseas visiting experts to train the community staff for care transformation. Through the Community Care Manpower Committee, Ren Ci also called for nationwide professionalisation and recognition of RCA career progression.

Subsequently, MOH and AIC led nationwide JR by engaging Consultancy firms, Mercer and Empact. Ren Ci @ Ang Mo Kio (AMKNH) participated in this JR pilot and shared our past JR learnings with the team. The eventual consensus on the revised role name was **Community Care Associate (CCA)**.

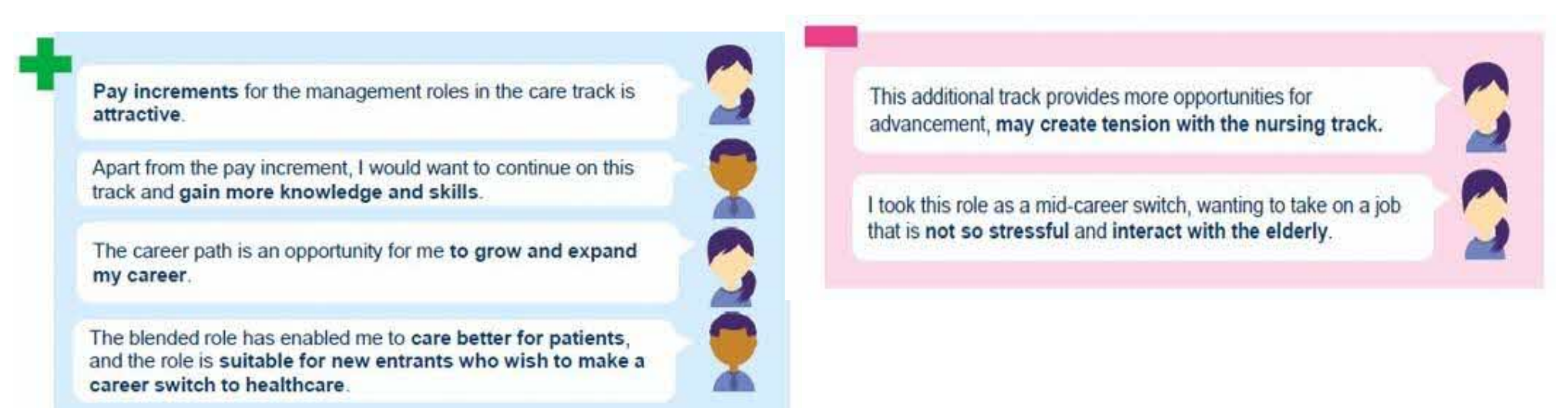
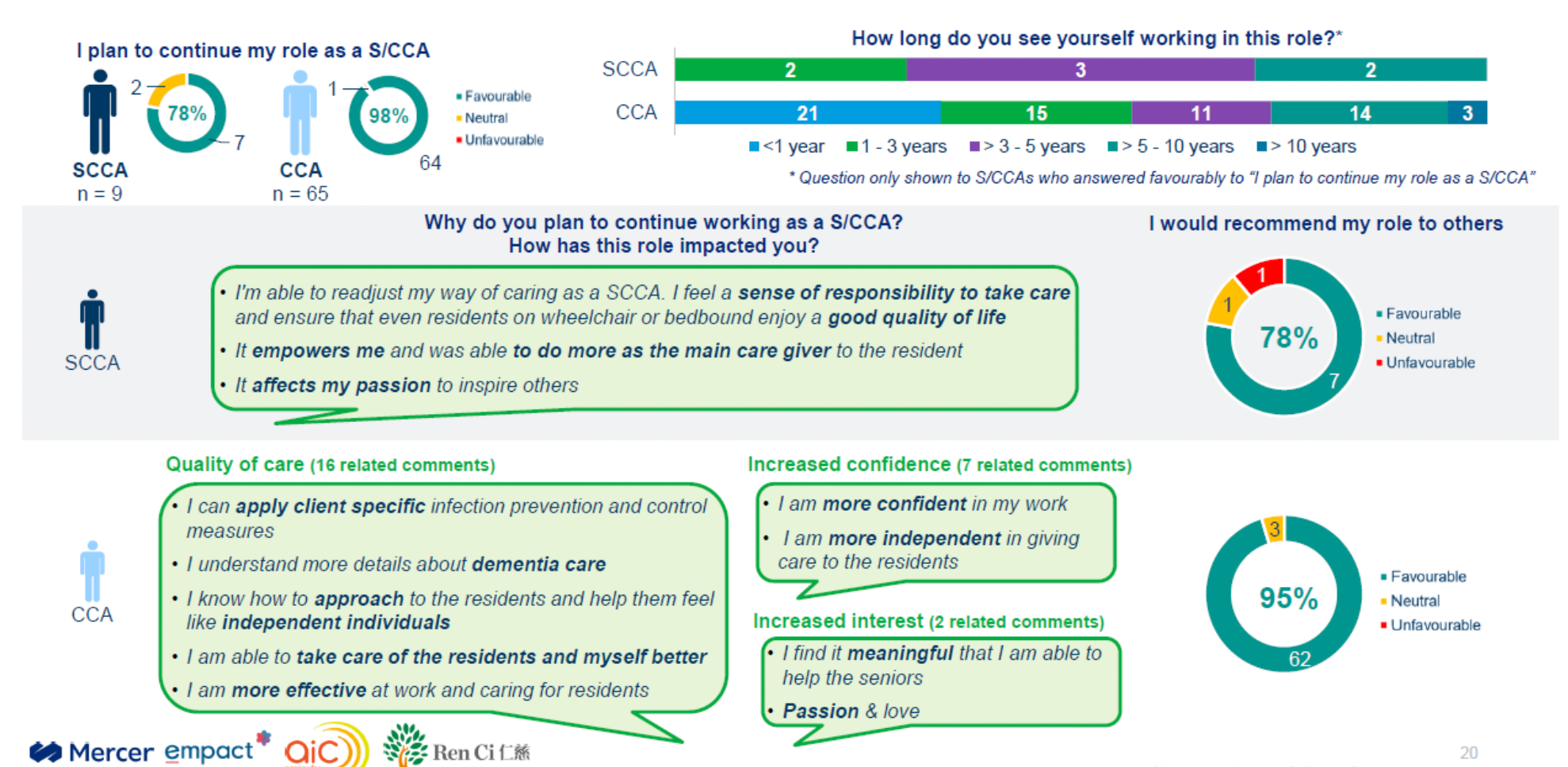
Project Outcomes or Findings

- Ren Ci expanded roles of Healthcare Assistants and Nursing Assistants to become CCAs.
- As at Feb 2024, AMKNH has 184 CCAs and 21 SCCAs (Senior Community Care Associates) trained to perform the expanded roles.
- Training for Ren Ci staff was conducted through **our in-house training centre – Ren Ci Learning Academy**.
- SCCAs/CCAs were equipped with skills to **support basic nursing care** (e.g. subcutaneous injection) and **rehabilitative activities**.
- New technologies were adopted with improvements to work processes to better support staff, e.g. use of mobile hoist to support no-lifting policy for ageing workforce, enhanced electronic template to simplify and support direct clinical documentation by CCA.
- There was an **increase in uptake** of the piloted CCA role within AMKNH **amongst locals** (e.g. mid-career switches and fresh ITE graduates).
- The JR provided opportunity as well to professionalise the image of CCAs as they now don similar uniforms as the nurses, as part of ground-up staff initiative at Ren Ci. This empowers staff with a renewed sense of job identity too.
- Survey result was positive; **95% of CCAs would recommend the new role to others**.

Local staff



Incumbents have a positive outlook of the future



Conclusion

- With the expanded role for CCAs, nurses and therapists were also able to spend more time on complex cases and practice at the top of their license.
- The project has been scaled up to all Ren Ci Nursing Homes. As at end 2023, we have successfully completed CCA JR at Ren Ci @ Bukit Batok and will continue to train new CCAs as our operations at Ren Ci @ Woodlands ramps up.
- AIC is scaling this project at the sector-wide level, and Ren Ci being the first and only CCO to have transformed the role of the entire direct care staff cohort organisation-wide, is sharing its experience and learnings with AIC and other CCOs as they embark on their own JR conversion.
- JR will also be done for the higher tier roles of Community Care Executive (CCE) and Community Care Manager (CCM).