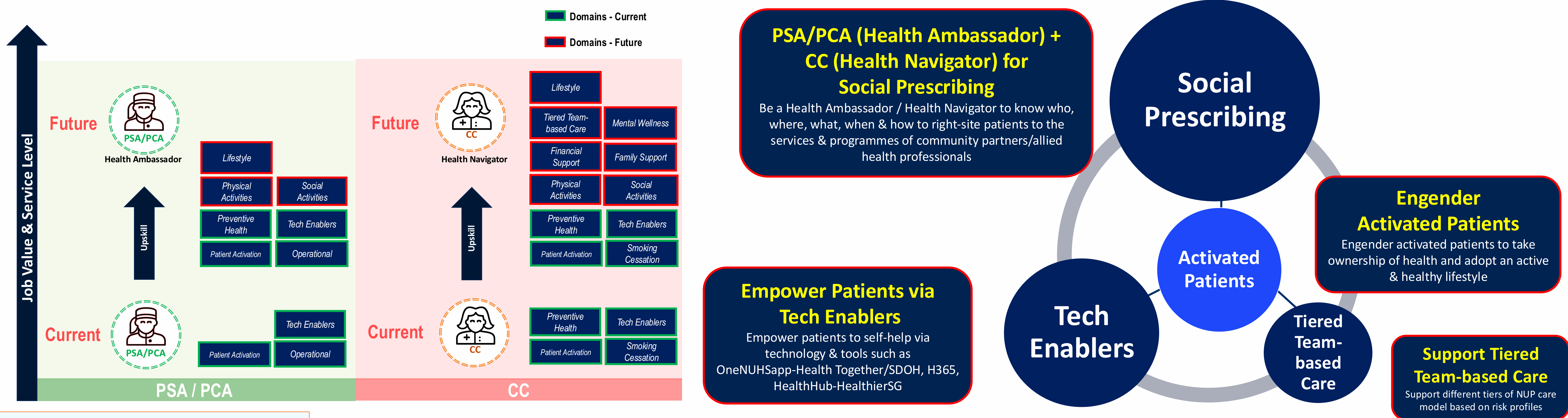


Continuum of Transformation – Staying Ahead & Be Future Ready

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Mission Statement

Uplift and transform the whole of Service & Operations workforce to enhance the job value/service level of staff and build a future-ready workforce, with the aim to **engender activated patients to take ownership of their own health by adopting a healthy lifestyle in their communities, and as truly activated patients, advocate for the well-being of peers alike.**



Background

Service & Ops Transformation is necessary to recognise the new Care Coordination function to Ops as well as to continuously upskill/reskill our staff to enhance their job security and social mobility, and at the same time, stay relevant to meet the rising healthcare demands/challenges, which is towards preventive health and greater integration with the community to co-drive improvements to the health and social outcomes of our residents/patients.

Our Workforce Transformation Journey

Outcome / Impact

FY2021 – Institutionalised a career development & progression framework to build a future-ready workforce

Aim: To allow our CC, with their varied capabilities and interests, to have the option to pursue a pathway that best suits their aspiration and meet the business needs of the organisation.

- ✓ 35 CC transitioned from Nursing to Ops
- ✓ Mapped out clear, structured and future-proofed progression from JG 6 to 14 including vertical/lateral progression within HQ/Clinic level tracks, and enabling staff without degree to advance into an Executive role
- ✓ Established new leadership roles in Lead CC, and CC Executive with two distinct pathways: “Patient Care” and “Administrative”)

FY2022 – Embarked on Ops Transformation journey to scale up and improve productivity of workforce (instead of hiring/training new CC)

Aim: To increase the job value and service level of our people, eventually leading to greater job satisfaction, enhanced job security and social mobility

- ✓ 25 PSA upskilled to become CC to take on more service-oriented roles
- ✓ Appointed 1 Lead CC per clinic to recognise their leadership qualities

FY2023 – Established Service Transformation Plan for CC to take on additional function of Health Navigator (HN) to further enhance the job value/service level of CC to implement Social Prescribing

Aim: To uplift our CC to take on additional function of HN and infuse a sense of purpose/meaning in daily work

- ✓ Equipped CC with the necessary knowledge and skillsets (e.g., communication skills in empathy and conversational starters, technical know-how, intimate knowledge of our social partners’ offerings)
- ✓ Enabled CC to share intimate knowledge and their experiences of the activities/programmes and interactions with the elderly participants at Active Ageing Centres (AAC) as they screen/assess the physical/social needs of the patients, and subsequently nudge/refer them to the community resources
- ✓ Introduced new/enhanced job function for CC to take on additional function of HN, to perform Social Prescribing to right-site residents/patients to community resources
- ✓ 82 CC successfully uplifted and transformed to take on additional function of HN, out of which 1 in 3 is aged 40 & above

Savings of \$3.25mil with a productivity gain of 41% within 2 years

- Savings of 33% in training/certification hours (equivalent to \$130k), against standard hours required to train new CC hires
- Staff cost savings of 25x FTE, translating to \$1.56mil per annum for 25x CC
- Productivity gain of 41% in the no. of patients seen per CC, from Dec 2021 to Dec 2023.

Relieving 1,400 clinical manhours (equivalent to cost avoidance of \$112k per annum) at infancy; expected to increase over time with improved staff competency

- Frees up doctors/nurses/allied health professionals’ capacity to focus on clinical areas requiring their attention

Other qualitative outcomes

- Increased staff confidence and competence to right-site patient to community resources
- Improved staff job satisfaction with higher value and meaningful work in helping elderly to stay healthy in community and prevent isolation
- Enhanced patient experience that are integrated with community offerings, beyond providing healthcare within the polyclinic premises
- Strengthened synergy with community partners by forging direct partnerships with AAC to improve social connections