



**TRAINING ROADMAP FOR**

# REDESIGNED PATIENT SERVICE ASSOCIATE



MINISTRY OF HEALTH  
SINGAPORE

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# FOREWORD

As public healthcare continues to evolve in response to providing better care and managing care complexities, the capabilities and roles of our workforce must advance in tandem. Patient Service Associates (PSAs) play a critical role as the first and most consistent point of contact for patients and caregivers, contributing directly to access to care, service quality, and the overall patient experience across diverse healthcare settings.

Traditionally centred on administrative functions, the PSA role has undergone significant transformation over the years through deliberate job redesign, upskilling and professional development. PSAs in redesigned roles are now trained to perform selected basic clinical tasks such as performing venepuncture, visual acuity assessment, and electrocardiogram, leading to improved efficiency and care delivery within care teams.

This transformation was made possible at the sector level by the Ministry of Health (MOH) Outpatient Support Care Workgroup, established under the guidance of the MOH Jobs, Skills, and Training (JST) Tripartite Advisory Panel. The workgroup provided overarching direction and recommendations for PSA job redesign roles across public healthcare, and worked extensively with SkillsFuture Singapore, Continuing Education and Training Centres, and union partners to develop a harmonised, structured and nationally recognised training programmes. These include Higher Certificate in Healthcare (Operations) and Advanced Certificate in Healthcare (Operations), as well as elective clinical modules at basic, intermediate and advanced levels. Collectively, these efforts culminated in the approved PSA Career Development and Progression Pathway, harmonised PSA designations and job grades across public healthcare institutions.

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# FOREWORD

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The Redesigned PSA Training Roadmap – comprising of the functions, tasks, competencies, and list of supporting training programmes - translates these sector-wide efforts into clear, practical, and accessible learning pathways to guide PSAs in their professional growth journey. Through this roadmap, PSAs are empowered to take on expanded and higher-value responsibilities in a safe and well-supported manner, while gaining greater confidence and capability.

The PSA transformation and roadmap development reflects a collective commitment across public healthcare to invest in PSAs, strengthen their professional identity, and create meaningful career progression opportunities, ensuring a resilient, skilled and future-ready workforce.



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# TRAINING ROADMAP FOR REDESIGNED PATIENT SERVICE ASSOCIATE<sup>1</sup>



<sup>1</sup>The training roadmap serves as a guideline only. Institutions may adapt the Job roles and Key tasks based on their care settings, where applicable.



# JOB ROLE DESCRIPTION AND PRE-REQUISITES

## Job Role Description

Basic Patient Service Role	Intermediate Patient Service Role	Advanced Patient Service Role	Patient Service Executive Role
<p>A basic patient service role is crucial within public healthcare settings by being the first point of contact for patients and their next of kin (NOK). Dependent on the setting, s/his responsibilities may include handling administrative duties, addressing patient inquiries, registering and discharging patients, bed booking, scheduling appointments, bill settlement (payments, bill enquiry), financial counselling and facilitating communication between patients/NOK and healthcare providers to ensure a seamless and efficient patient experience.</p> <p>Additionally, s/he is required to perform supportive clinical tasks and educational initiatives for patients and their NOK. S/He may participate in quality improvement initiatives.</p>	<p>An intermediate patient service role is crucial within public healthcare settings by being the first point of contact for patients and their next of kin (NOK). Dependent on the setting, s/his responsibilities may include handling administrative duties, addressing patient inquiries, registering and discharging patients, bed booking, scheduling appointments, bill settlement (payments, bill enquiry), financial counselling and facilitating communication between patients/NOK and healthcare providers to ensure a seamless and efficient patient experience. S/He is required to take on additional clinical tasks, where necessary within his/her scope of practice.</p> <p>Additionally, s/he is required to perform supportive clinical tasks and educational initiatives for patients and their NOK. S/</p>	<p>An advanced patient service role is crucial within public healthcare settings by being the first point of contact for patients and their next of kin (NOK). S/His responsibilities include handling administrative duties, addressing patient inquiries, registering and discharging patients, bed booking, scheduling appointments, bill settlement (payments, bill enquiry), financial counselling and facilitating communication between patients/NOK and healthcare providers to ensure a seamless and efficient patient experience. S/He is required to take on additional clinical tasks, where necessary within his/her scope of practice.</p> <p>Additionally, s/he is required to perform supportive clinical tasks and educational initiatives for patients and their next of kin (NOK). S/He is also required to</p>	<p>The patient service executive role encompasses various responsibilities across 3 key domains with specific frontline and clinical duties assigned based on individual work areas and operational needs – administrative, clinical patient service and supervisory responsibilities. Additionally, h/she is involved in strategy planning for the department. S/ He works in variety of healthcare settings across public healthcare institutions.</p> <p>S/He oversees multiple work areas on administrative functions including registration, discharge processes, appointment scheduling, and financial matters. Beyond these core duties, s/he performs supportive clinical tasks and lead educational initiatives while leading quality improvement initiatives.</p>



## JOB ROLE DESCRIPTION AND PRE-REQUISITES

### • Job Role Description (continued)

Basic Patient Service Role	Intermediate Patient Service Role	Advanced Patient Service Role	Patient Service Executive Role
<p>S/He is required to possess good communication skills, empathy, attention to detail, and the ability to multitask. S/He should be professional and ethical.</p>	<p>He may participate in quality improvement initiatives.</p> <p>S/He is required to possess good communication skills and the ability to multitask. S/He should be professional and ethical.</p>	<p>participate in quality improvement initiatives and guide junior staff in their duties.</p> <p>S/He is required to possess good communication skills, empathy, attention to detail, and the ability to multitask. S/He should be professional and ethical.</p>	<p>In s/his supervisory capacity, s/he oversees multiple work areas, focusing on resource optimisation and achievement of hospital objectives. S/He is responsible for monitoring performance metrics, setting clear expectations for staff development, and fostering effective inter-departmental collaboration. The role includes oversight of clinical practices, training of junior executives, and management of quality improvement initiatives.</p> <p>S/He should be empathetic and meticulous. S/He should possess excellent communication, interpersonal, and leadership skills.</p>



# JOB ROLE DESCRIPTION AND PRE-REQUISITES

## Job Role Pre-requisites

Basic Patient Service Role	Intermediate Patient Service Role	Advanced Patient Service Role	Patient Service Executive Role
<p>Should possess with the relevant qualifications and work experience:</p> <ul style="list-style-type: none"> <li>i. GCE N Level and above</li> <li>ii. Preferably with 1-2 years working experience in service industry</li> </ul>	<p>Should possess with the relevant qualifications and work experience:</p> <ul style="list-style-type: none"> <li>i. GCE N Level and above</li> <li>ii. Preferably 3-4 years working experience in service industry</li> </ul>	<p>Should possess with the relevant qualifications and work experience:</p> <ul style="list-style-type: none"> <li>i. GCE N Level and above</li> <li>ii. Preferably 6-7 years working experience in service industry except for Diploma Holders</li> <li>iii. Preferably OJT Certified Instructor or OJT Certified Programme Developer</li> </ul>	<p>Should possess with the relevant qualifications and work experience:</p> <ul style="list-style-type: none"> <li>i. Preferably Diploma or degree in any discipline</li> <li>ii. Preferably 8-10 years working experience except for Diploma Holders and above, with at least 2-3 years of supervisory experience in the healthcare industry with good people management skills</li> <li>iii. Preferably OJT Certified Instructor or OJT Certified Programme Developer</li> </ul>



# CRITICAL WORK FUNCTIONS AND KEY TASKS

Critical Work Functions	Key Tasks			
	Basic Patient Service Role	Intermediate Patient Service Role	Advanced Patient Service Role	Patient Service Executive Role
<b>1 Support Patient Care</b>	1.1 Perform patient registration and timely discharge  1.2 Perform bed management and patient transfer to support care coordination and activities for timely patient treatment and caregivers' visitation  1.3 Perform timely scheduling of patients' appointments  1.4 Perform accurate and timely charging and collection of payments for clinical services provided  1.5 Manage enquiries	Tasks performed by Basic Patient Service Role	Tasks performed by Basic Patient Service Role	Tasks performed by Basic Patient Service Role



# CRITICAL WORK FUNCTIONS AND KEY TASKS

Critical Work Functions	Key Tasks			
	Basic Patient Service Role	Intermediate Patient Service Role	Advanced Patient Service Role	Patient Service Executive Role
<b>2 Provide Clinical Support</b>	2.1 Perform measurement of basic health parameters 2.2 Monitor vital signs 2.3 Perform transferring of patient from chair to bed 2.4 Assist in collection of specimens 2.5 Educate patients and caregivers with clear instructions and guidance when needed 2.6 Perform financial counselling to patients in accordance with department financial counselling criteria 2.7 Prepare patients for physical examination or minor procedures to be performed by doctors	Tasks performed by Basic Patient Service Role	Tasks performed by Basic Patient Service Role	Tasks performed by Basic Patient Service Role



# CRITICAL WORK FUNCTIONS AND KEY TASKS

Critical Work Functions	Key Tasks			
	Basic Patient Service Role	Intermediate Patient Service Role	Advanced Patient Service Role	Patient Service Executive Role
<b>2 Provide Clinical Support (continued)</b>	2.8 Perform basic clinical procedures 2.9 Assist doctors during the treatment and examination of patients. 2.10 Prepare patients' records and documentation pre- and post- consultation and procedures 2.11 Prepare equipment to assist doctors in procedure			
<b>3 Perform Department Operations</b>	3.1 Assist in audit process by adhering to and providing relevant support documents in accordance with hospital policies and standards 3.2 Reconcile daily monetary transactions	Tasks performed by Basic Patient Service Role	Tasks performed by Basic Patient Service Role with the following additions: 3.5 Supervise on par levels check for inventories of non-clinical items 3.6 Support the coordination and execution of emergency response tasks	3.1 Support any change management plans and/or change initiatives 3.2 Assist in audit process by adhering to and providing relevant support documents in accordance with hospital policies and standards



# CRITICAL WORK FUNCTIONS AND KEY TASKS

Critical Work Functions	Key Tasks			
	Basic Patient Service Role	Intermediate Patient Service Role	Advanced Patient Service Role	Patient Service Executive Role
<b>3 Perform Department Operations (continued)</b>	3.3 Check par levels of inventories of non-clinical items  3.4 Perform service recovery			3.3 Assist in managing second tier escalation in patient management  3.4 Oversee daily operations and resource management  3.5 Optimise resource planning and allocation  3.6 Manage departmental budget and assets  3.7 Manage resources and systems related to patient care  3.8 Develop efficient processes related to patient care  3.9 Implement service improvements when required



# CRITICAL WORK FUNCTIONS AND KEY TASKS

Critical Work Functions	Key Tasks			
	Basic Patient Service Role	Intermediate Patient Service Role	Advanced Patient Service Role	Patient Service Executive Role
<b>3 Perform Department Operations (continued)</b>				3.10 Lead service recovery initiatives  3.11 Oversee emergency preparedness and response protocols as designated to junior PSAs  3.12 Coordinate emergency response protocols
<b>4 Perform Risk and Quality Management</b>	4.1 Perform routine environment monitoring  4.2 Participate in quality improvement initiatives  4.3 Participate in downtime procedures	Tasks performed by Basic Patient Service Role	Tasks performed by Basic Patient Service Role with the following additions:  4.4 Support the monitoring of identified Key Performance Indicators (KPIs) in accordance with organisational targets  4.5 Analyse root causes of performance gaps  4.6 Implement solutions to address identified problems	4.1 Perform routine environment monitoring  4.2 Participate in downtime procedures  4.3 Monitor identified Key Performance Indicators (KPIs) in accordance with organisational targets  4.4 Investigate incidents with relevant stakeholders



# CRITICAL WORK FUNCTIONS AND KEY TASKS

Critical Work Functions	Key Tasks			
	Basic Patient Service Role	Intermediate Patient Service Role	Advanced Patient Service Role	Patient Service Executive Role
<b>4</b> Perform Risk and Quality Management (continued)				4.5 Analyse root causes of performance gaps and incidents  4.6 Implement solutions to address identified problems  4.7 Participate in quality improvement initiatives  4.8 Collaborate on quality improvement initiatives and risk mitigation with stakeholders  4.9 Oversee clinical compliance and standards in accordance with institutional requirements and recognised international standards



# CRITICAL WORK FUNCTIONS AND KEY TASKS

Critical Work Functions	Key Tasks			
	Basic Patient Service Role	Intermediate Patient Service Role	Advanced Patient Service Role	Patient Service Executive Role
<b>5 Manage Team</b>	Not applicable	5.1 Manage clinic staff administrative matters 5.2 Conduct on-the-job training for staff	5.1 Supervise juniors in performing patient care tasks 5.2 Guide juniors in performing clinical tasks 5.3 Conduct on-the-job training for staff	5.1 Supervise juniors in performing patient care tasks 5.2 Supervise juniors in performing clinical tasks 5.3 Oversee operational and administrative functions 5.4 Delegate tasks to staff based on their competency level 5.5 Manage staff training 5.6 Conduct on-the-job training for staff 5.7 Oversee staff career development



## SKILLS AND COMPETENCIES

● Technical Skills & Competencies (“TSCs”)	Basic Care Support Role	Intermediate Care Support Role	Advanced Patient Service Role	Patient Service Executive Role
1. Audit Management	Level 2	Level 2	Level 2	Level 3
2. Billing Procedure	Level 2	Level 3	Level 4	Level 5
3. Change Management	Level 1	Level 1	Level 1	Level 1
4. Clinical Support for Patient Service Associates	Level 3	Level 4	Level 4	Level 4
5. Clinical Teaching and Supervision	-	-	Level 3	Level 3
6. Conflict Management	-	-	-	Level 3
7. Continuous Improvement Management	Level 2	Level 2	Level 3	Level 3
8. Department Financial Management	-	-	-	Level 3
9. Emergency Response and Crisis Management	-	-	Level 2	Level 2
10. Frontline Services Management	Level 2	Level 2	Level 3	Level 4
11. Excellence in Service	Level 1	Level 2	Level 2	Level 3
12. Infection Prevention and Control in Nursing Practice	Level 2	Level 2	Level 2	Level 2
13. Interprofessional Collaboration	Level 2	Level 2	Level 2	Level 3
14. Inventory Control and Equipment Maintenance	Level 2	Level 2	Level 2	Level 2
15. Mobility and Ambulation Assistance in Nursing	Level 2	Level 2	Level 2	Level 2
16. Patient Education and Engagement	Level 2	Level 3	Level 3	Level 3
17. People Management	-	Level 2	Level 2	Level 3
18. Professional, Legal and Ethical Healthcare Practice	Level 2	Level 2	Level 2	Level 2
19. Programme Delivery	-	Level 2	Level 2	Level 2
20. Service Quality Management	Level 2	Level 3	Level 3	Level 3
21. Workplace Safety and Health	Level 1	Level 1	Level 1	Level 1



## SKILLS AND COMPETENCIES

<b>Critical Core Skills ("CCSs")</b>	<b>Basic Patient Service Role</b>	<b>Intermediate Patient Service Role</b>	<b>Advanced Patient Service Role</b>	<b>Patient Service Executive Role</b>
Refer to Skills Future Singapore's (SSG) website for more information on Critical Core Skills ("CCS") and their reference documents.	Adaptability (Basic)	Adaptability (Basic)	Collaboration (Basic)	Collaboration (Intermediate)
	Collaboration (Basic)	Collaboration (Basic)	Communication (Basic)	Communication (Intermediate)
	Communication (Basic)	Communication (Basic)	Decision Making (Basic)	Decision Making (Intermediate)
	Customer Orientation (Basic)	Customer Orientation (Basic)	Developing People (Basic)	Developing People (Intermediate)
	Digital Fluency (Basic)	Digital Fluency (Basic)	Problem Solving (Intermediate)	Problem Solving (Intermediate)



# PROGRAMS LISTING

Available training programs that are subsidized by SkillsFuture Singapore (SSG) will be listed on SSG's website.

Title of Program	Training Modules	Training Provider
WSQ Higher Certificate in Healthcare (Operations) (Inpatient) / WSQ Higher Certificate in Healthcare (Operations) (Outpatient)	<ol style="list-style-type: none"> <li>1. Clinical Support for Patient Service Associates (L3)</li> <li>2. Infection Prevention and Control in Nursing Practice (L2)</li> <li>3. Mobility and Ambulation Assistance in Nursing (L2)</li> <li>4. Professional, Legal and Ethical Healthcare Practice (L2)</li> <li>5. [Inpatient] Interprofessional Collaboration (L2) or [Outpatient] Frontline Services Management (L2)</li> </ol>	<ul style="list-style-type: none"> <li>• HMI Institute of Health Sciences</li> <li>• NTUC Learning Hub</li> </ul>
WSQ Advanced Certificate in Healthcare (Operations)	<ol style="list-style-type: none"> <li>1. Clinical Teaching and Supervision (L3)</li> <li>2. Continuous Improvement Management (L3)</li> <li>3. Patient Education and Engagement (L3)</li> <li>4. Problem Solving</li> <li>5. Service Quality Management (L3)</li> </ol>	<ul style="list-style-type: none"> <li>• HMI Institute of Health Sciences</li> <li>• NTUC Learning Hub</li> </ul>
WSQ Clinical Support for Patient Service Associates (L4)	Clinical Support for Patient Service Associates (L4)	<ul style="list-style-type: none"> <li>• HMI Institute of Health Sciences</li> <li>• NTUC Learning Hub</li> </ul>

*For the other TSCs not listed in the table above, the MOH Panel for Redesigned Patient Service Associate has assessed that public health institutions ("PHIs") should send patient service associates for own in-house training to equip them with the competencies.*

# TECHNICAL SKILLS AND COMPETENCIES (“TSCs”) REFERENCE DOCUMENTS





# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: **Quality and Patient Safety**      TSC: **Audit Management**

<b>TSC Description</b>	Ensure the quality of services adheres to standards and develop initiatives to enhance quality	
<b>TSC Proficiency Level</b>	Level 2	Level 3
<b>TSC Proficiency Description</b>	Adhere to organisational practices and quality standards when participating in service delivery	Carry out audits to ensure quality of services delivered adheres to organisational and/or professional practices and standards
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Organisational policies, standards and quality standards relating to audits</li> <li>• Programmes and services delivered by the organisation</li> <li>• Role of individuals and contributions to the audit processes</li> <li>• Types of non-conformance and non-compliance</li> <li>• Work documents for audit processes</li> </ul>	<ul style="list-style-type: none"> <li>• Principles of quality systems management and development</li> <li>• Auditing principles and methods</li> <li>• Regulatory requirements relating to audits</li> <li>• Risk assessment methods</li> <li>• Roles, responsibilities and limitations of audit team members</li> <li>• Professional ethics and standards</li> <li>• Ethical principles relating to auditing</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>• Apply organisation's standards to ensure quality in programmes and services</li> <li>• Adhere to organisational policies and standards when participating in audits</li> <li>• Support the audit processes by providing relevant documents to be audited</li> </ul>	<ul style="list-style-type: none"> <li>• Identify audit scopes, according to organisational and/or practice requirements</li> <li>• Identify types of information required for audits</li> <li>• Conduct audits according to organisational and/or practice procedures</li> <li>• Validate findings with auditees, according to organisational and/or practice requirements</li> <li>• Document findings of audits for review</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: Department Management

TSC: Billing Procedure

TSC Description	Perform and manage billing procedures and finance-related activities			
TSC Proficiency Level	Level 2	Level 3	Level 4	Level 5
TSC Proficiency Description	Explain to patients financial obligations and various payment options including subsidies available	Manage payment and billing exceptions including errors and amendments	Facilitate billing and financial counselling activities	Manage escalated exceptions and downgrading processes
Knowledge	<ul style="list-style-type: none"> <li>• Various government medical subsidies and benefits, financial assistance schemes and options</li> <li>• Central Provident Fund regulations on Medisave, Medishield and other financial assistance schemes</li> <li>• Options available to patients with financial issues</li> </ul>	<ul style="list-style-type: none"> <li>• Types of billing errors</li> <li>• Types of billing amendments</li> <li>• Basic accounting principles</li> <li>• Types of gross misconducts and negligence related to financial obligations</li> <li>• Types of end-of-day financial reports</li> <li>• Methods of patient needs' analysis</li> <li>• Payment barriers for patients</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational policies and procedures on cash float management</li> <li>• Methods to resolve various types of discrepancies in cash floats</li> <li>• Organisational procedures and guidelines on handovers</li> <li>• Basic financial auditing</li> </ul>	<ul style="list-style-type: none"> <li>• Organisational procedures and guidelines to manage downgrading</li> <li>• Factors to take into consideration when managing downgrading</li> <li>• Downgrading eligibility</li> <li>• Organisational procedures to manage payment exceptions</li> </ul>
Abilities	<ul style="list-style-type: none"> <li>• Advise patients on various financial options, obligations and support available</li> </ul>	<ul style="list-style-type: none"> <li>• Review and endorse payment exceptions including refunds and amendments according to organisational procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Close counter transactions in accordance with organisational policies</li> <li>• Reconcile cash with computer-generated reports</li> </ul>	<ul style="list-style-type: none"> <li>• Identify circumstances where patients are eligible for downgrading</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: Department Management

TSC: Billing Procedure

TSC Proficiency Level	Level 2	Level 3	Level 4	Level 5
<b>Abilities (continued)</b>	<ul style="list-style-type: none"> <li>Identify situations where patients' financial coverage is insufficient and report accordingly</li> <li>Provide suggestions and options to patients dealing with insufficient financial coverage</li> <li>Handle cash floats according to organisational procedures</li> <li>Follow escalation process to alert relevant persons when bill amendments and refunds are required</li> <li>Close counter transactions in accordance with organisational policies</li> </ul>	<ul style="list-style-type: none"> <li>Follow up with bill amendments in accordance with organisational procedures</li> <li>Conduct basic investigation of the root causes of computer-generated bills for errors</li> <li>Resolve errors in financial payment reconciliations</li> <li>Advise staff on corrective actions</li> <li>Report issues of gross misconduct and/or negligence to supervisors</li> </ul>	<ul style="list-style-type: none"> <li>Resolve discrepancies in cash floats</li> <li>File and sort documents during handovers and check for completeness</li> <li>Oversee accurate submission of end-of-day financial reports</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with medical social workers to help patients experiencing financial difficulties with their medical expenses</li> <li>Resolve escalated payment exceptions and bill amendments</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: **General Management**

**TSC: Change Management**

<b>TSC Description</b>	Initiate and facilitate organisational changes and business transformation initiatives
<b>TSC Proficiency Level</b>	Level 1
<b>TSC Proficiency Description</b>	Execute change in accordance with new policies and Standard Operating Procedures (SOPs)
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Importance of change for organisations</li> <li>• Impact of change on individual job roles and responsibilities</li> <li>• New change initiatives within the organisation</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>• Obtain clarity on changes to job roles and responsibilities</li> <li>• Maintain optimism regarding organisational changes</li> <li>• Identify and perform new work requirements to support change initiatives</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● **TSC Category: Patient Care**

**TSC: Clinical Support for Patient Service Associates**

<b>TSC Description</b>	Assist with clinical duties or perform simple clinical procedures during consultation as instructed by registered practitioners and according to organisational guidelines and procedures	
<b>TSC Proficiency Level</b>	Level 3	Level 4
<b>TSC Proficiency Description</b>	Support healthcare professionals in performing clinical tests and procedures	Perform basic clinical procedures under supervision
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Basic medical terminologies</li> <li>• Basic human anatomy and physiology terminologies</li> <li>• Physiology of body temperature</li> <li>• Types of clinical laboratory services</li> <li>• Organisational procedures relating to collection of specimens for laboratory testing</li> <li>• Organisational procedures in measuring and reporting of vital signs and patients management on vital signs taking, measuring and reports</li> <li>• Preparation process of the patients before the measurement of vital signs and performance of basic procedures</li> <li>• Organisational procedures for preparing patients for physical examination and minor procedures</li> <li>• Ranges of normal and abnormal vital signs</li> <li>• Types of equipment needed for clinical tests and procedures</li> <li>• Purpose, maintenance and storage of various equipment</li> <li>• Guidelines and procedures to observe during chaperoning</li> <li>• Healthcare ethics applicable for healthcare assistants</li> </ul>	<ul style="list-style-type: none"> <li>• Types of eye drops</li> <li>• Types of abnormal eye conditions</li> <li>• Purpose of eye drops</li> <li>• Methods of application of eye drops</li> <li>• Importance of dating the first opening of medication</li> <li>• Anatomy and physiology of the sensory organs and their age related changes</li> <li>• Types of gloves</li> <li>• Organisational procedures for communication with patients and other healthcare professionals</li> <li>• Organisational guidelines for maintaining patient confidentiality</li> <li>• Hospital and organisational protocol for venepuncture, uroflowmetry and electrocardiogram (ECG)</li> <li>• Principles and techniques in venepuncture, uroflowmetry and ECG</li> <li>• Potential complications of clinical procedures including venepuncture, uroflowmetry and ECG</li> <li>• 'Six rights' of medication</li> <li>• Medication labelling concept</li> <li>• Physical appearance of drugs</li> <li>• Medication checking procedures</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: Patient Care

TSC: Clinical Support for Patient Service Associates

TSC Proficiency Level	Level 3	Level 4
<p><b>Abilities</b></p>	<ul style="list-style-type: none"> <li>• Check that laboratory forms and specimen containers are labelled correctly</li> <li>• Assist healthcare personnel with collection of specimen</li> <li>• Communicate with patients on the procedural requirements</li> <li>• Take vital signs measurements for patients</li> <li>• Report abnormal vital signs</li> <li>• Assist patients to prepare for physical examinations or minor procedures</li> </ul>	<ul style="list-style-type: none"> <li>• Check with appropriate personnel on the prescribed eye drops for the patients</li> <li>• Assist patients to the appropriate position for the application of eye drops in accordance with organisational procedures</li> <li>• Apply eye drops safely according to organisational procedures</li> <li>• Report abnormalities in the eye conditions to healthcare professionals or supervisor</li> <li>• Prepare patients for clinical procedures</li> <li>• Check that all equipment and materials used are intact and within their expiry dates</li> <li>• Dispose of waste materials in accordance with organisational procedures</li> <li>• Clean and store all reusable equipment in accordance with organisational procedures</li> <li>• Obtain consent from patients regarding the procedures</li> <li>• Perform clinical procedures including venepuncture, ECG and uroflowmetry according to protocol and guidelines</li> <li>• Perform necessary documentation for procedures administered</li> <li>• Highlight complicated cases and outliers according to guidelines</li> <li>• Check prescription labels against medication log and medication orders to ensure consistency</li> <li>• Verify prescription against patients' identities</li> <li>• Check that patients receive sufficient supply of medication</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: People Development

TSC: Clinical Teaching and Supervision

<b>TSC Description</b>	Provide clinical teaching and supervision to develop capabilities and competencies of students and professionals
<b>TSC Proficiency Level</b>	Level 3
<b>TSC Proficiency Description</b>	Support supervision of students and junior staff in developing their clinical skills, knowledge and competencies
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Assessment methods to determine students' or support care staff's competencies in performing delegated tasks</li> <li>• Curriculum requirements and learning outcomes defined by training institutions</li> <li>• Organisation's code of practice for support care staff</li> <li>• Guidelines and procedures on clinical teaching and/or on-the-job training</li> <li>• Clinical practice standards</li> <li>• Definition of clinical supervision</li> <li>• Stages in clinical supervision</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>• Give feedback to support learning</li> <li>• Assess, facilitate and teach students and support care staff in clinical areas</li> <li>• Recognise professional limitations and seek supervisors' feedback</li> <li>• Apply clinical teaching methods to facilitate learning</li> <li>• Seek support or flag up learners' issues to their supervisors</li> <li>• Recognise professional limitations and seek external guidance in domains or fields outside of professional practice or capacity</li> </ul>



## TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: Stakeholder Engagement and Partnerships TSC: Conflict Management

<b>TSC Description</b>	Build consensus, maintain the best interests of the organisation and utilise knowledge of conflict management techniques to diffuse tensions and achieve resolutions effectively
<b>TSC Proficiency Level</b>	Level 3
<b>TSC Proficiency Description</b>	Facilitate conflict situations through appropriate balance of logic and emotions and oversee behaviours within teams to minimise conflict occurrences
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Signs, stages and causes of conflicts</li> <li>• Conflict resolution techniques</li> <li>• Legal and ethical considerations relating to conflict management</li> <li>• Organisational policies and procedures which provide clarifications or assistance in relation to the management of conflicts</li> <li>• Facilitation, communication and negotiation methods for managing conflicts</li> <li>• Individual roles and accountabilities for managing conflicts</li> <li>• Team leader roles and accountabilities for managing conflicts</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>• Identify roles and responsibilities of team members to minimise sources of conflicts that may affect team performance</li> <li>• Work with affected team members to resolve conflicts</li> <li>• Monitor and review agreed actions to resolve conflicts</li> <li>• Research sources of internal and external assistance to resolve the conflicts</li> <li>• Write reports, including comprehensive details of the conflicts, the parties involved, discussions with all parties and the resolution</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: **Quality and Patient Safety**

**TSC: Continuous Improvement Management**

<b>TSC Description</b>	Apply continuous improvement processes to optimise operating cost, task efficiency and effectiveness in production, services and processes	
<b>TSC Proficiency Level</b>	Level 2	Level 3
<b>TSC Proficiency Description</b>	Apply continuous process improvement to workplace activities as well as follow-through the improvement activities	Implement processes to monitor the progress of improvement activities against action plans
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Principles of effective workplace organisation</li> <li>• Purpose and benefits of continuous improvement concepts</li> <li>• Application of continuous improvement techniques</li> <li>• Types of performance indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Purpose and benefits of continuous improvement concepts</li> <li>• Action planning tools and techniques</li> <li>• Concepts and methods of continuous process improvement</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>• Identify areas for continuous improvement within own work area</li> <li>• Apply continuous improvement techniques</li> <li>• Assist in collecting, collating and compiling data to measure the outcomes of the improvements</li> </ul>	<ul style="list-style-type: none"> <li>• Recommend continuous improvement initiatives</li> <li>• Identify improvement goals to be achieved</li> <li>• Carry out improvement activities in accordance with action plans</li> <li>• Apply appropriate continuous process improvement techniques</li> <li>• Monitor the progress of improvement activities and take appropriate corrective actions</li> <li>• Report and record the outcomes of improvement activities in accordance with organisational procedures</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: Department Management

TSC: Department Financial Management

<b>TSC Description</b>	Manage organisation's short and long-term financial needs
<b>TSC Proficiency Level</b>	Level 3
<b>TSC Proficiency Description</b>	Maintain the day-to-day financial operations
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Billing procedures</li> <li>• Compliance of financial records with corporate requirements and local statutory requirements</li> <li>• Financial operations standards and procedures</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>• Comply with day-to-day financial operating procedures</li> <li>• Understand implications of noncompliance to financial operating process and procedures</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: Enterprise Risk Management

TSC: Emergency Response and Crisis Management

<b>TSC Description</b>	Support, implement and develop emergency response and crisis management plans and policies
<b>TSC Proficiency Level</b>	Level 2
<b>TSC Proficiency Description</b>	Participate in emergency response and/or crisis management plans
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Emergency response and crisis management plans relevant to the organisation</li> <li>• Emergency scenarios relevant to the industry</li> <li>• Resources required for responding to emergency scenarios</li> <li>• Organisation's emergency response and crisis management plans and procedures</li> <li>• Individual's role and responsibilities in designated groups or stations in emergency response and/or crisis management plans</li> <li>• De-escalation processes for emergency and crisis situations</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>• Respond to emergency or crisis situations in accordance with the emergency response and/or crisis management plans</li> <li>• Alert supervisors of potential escalation of emergency and/or crisis situations</li> <li>• Assist in the conduct of emergency or crisis response drills in accordance with the emergency response and/or crisis management plans</li> <li>• Participate in the organisation's emergency and/or crisis control exercises</li> <li>• Document incidents according to organisational procedures</li> <li>• Report incidents according to organisational procedures</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: Department Management

TSC: Frontline Services Management

<b>TSC Description</b>	Manage patient reception for medical appointment scheduling, registration, and/or patients' admission and discharge procedures		
<b>TSC Proficiency Level</b>	Level 2	Level 3	Level 5
<b>TSC Proficiency Description</b>	Explain to patients financial obligations and various payment options including subsidies available	Manage payment and billing exceptions including errors and amendments	Manage escalated exceptions and downgrading processes
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>Organisational procedures for patient registration and patient management systems</li> <li>Methods of patient needs' analysis</li> <li>Basic knowledge of patient presenting condition</li> </ul>	<ul style="list-style-type: none"> <li>Organisational systems and processes relating to slot management</li> <li>Clinic facility management systems</li> <li>Capacity management techniques</li> <li>Access to doctors' schedule and availability</li> <li>Basic knowledge of health check appointments and diagnostic tests</li> <li>Organisational processes relating to the management of patients in challenging situations</li> <li>Types of scheduling errors</li> <li>Methods of assessing and managing junior staff</li> </ul>	<ul style="list-style-type: none"> <li>Organisational processes and their interdependencies</li> <li>Strategies, tools and techniques in workflow improvement</li> <li>Techniques to evaluate implementation success</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>Assist patients that require additional attention immediately</li> <li>Escalate urgent conditions for medical triage</li> <li>Explain basic clinic procedures to new patients</li> </ul>	<ul style="list-style-type: none"> <li>Plan the duration and purpose of time slots for clinics</li> <li>Reconcile time slots with doctors' schedule and clinic resources available during slots planning</li> </ul>	<ul style="list-style-type: none"> <li>Identify key operational processes that require improvement</li> <li>Review frontline services workflows</li> <li>Oversee the implementation of workflow improvement activities and initiatives</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: Department Management

TSC: Frontline Services Management

TSC Proficiency Level	Level 2	Level 3	Level 5
<b>Abilities (continued)</b>	<ul style="list-style-type: none"> <li>• Arrange facilities and equipment needed for patients' appointments and consultations including bed booking</li> <li>• Act as a case coordinator for complicating and conflicting appointments</li> <li>• Encourage patients to participate in health check appointments</li> </ul>	<ul style="list-style-type: none"> <li>• Identify scheduling problems when appointments fall through</li> <li>• Resolve scheduling errors according to organisational guidelines and procedures</li> <li>• Resolve discrepancies between scheduled appointments against the availability of facilities and other relevant resources needed for medical appointments</li> <li>• Evaluate junior staff's performance in accordance with clinics' key performance indicators to ensure they are adhered to</li> </ul>	<ul style="list-style-type: none"> <li>• Assess new or recommended improvements to workflows</li> <li>• Manage the systems and processes to ensure that standards are maintained</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: **Quality and Patient Safety**

**TSC: Excellence in Service**

<b>TSC Description</b>	Create strategies to foster positive customer and/or patient experiences and deliver service excellence throughout the engagement lifecycle		
<b>TSC Proficiency Level</b>	Level 1	Level 2	Level 3
<b>TSC Proficiency Description</b>	Provide customer and/or patient service according to guidelines	Support service excellence by going-the-extra-mile and providing customers and/or patients with a positive experience, escalating feedback on areas for improvement	Maintain customer and/or patient relationships by building their confidence in the organisation and fostering a sense of loyalty, escalating challenges in establishing rapport
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>Principles of effective communication</li> <li>Non-verbal communication skills</li> <li>Methods to project a professional image and persona</li> <li>Impact and methods to project a professional image and persona</li> <li>Customer and/or patient needs and expectations</li> <li>Organisational requirements and procedures for customer and/or patient handling and service delivery</li> <li>Types of customers and/or patients within the department</li> <li>Basic customer and/or patient service skills</li> <li>Escalation processes</li> </ul>	<ul style="list-style-type: none"> <li>Qualities and characteristics of positive customer and/or patient interactions and experiences</li> <li>Importance of going-the-extra-mile for the customers and/or patients and the organisation</li> <li>Methods to exceed customer and/or patient expectations</li> <li>Methods to escalate areas of improvement to enhance customer and/or patient experience</li> <li>Types of triggers in the service environment</li> <li>Types of service challenges</li> </ul>	<ul style="list-style-type: none"> <li>Organisation's product or service offerings</li> <li>Methods to establish customer and/or patient rapport</li> <li>Types of service opportunities and challenges within the healthcare industry</li> <li>Methods to respond to service opportunities and overcome service challenges</li> <li>Types of support services within the organisation</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: **Quality and Patient Safety**

**TSC: Excellence in Service**

TSC Proficiency Level	Level 1	Level 2	Level 3
<b>Abilities</b>	<ul style="list-style-type: none"> <li>• Project a professional image and persona in order to maintain the organisation's reputation and provide a smooth customer and/or patient experience</li> <li>• Demonstrate effective communication skills when interacting with customers and/or patients</li> <li>• Follow organisational processes and procedures to provide prompt and quality customer and/or patient services</li> <li>• Carry out collection of customer and/or patient feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Articulate identified customer and/or patient needs and expectations</li> <li>• Attend to customer and/or patient needs through observations</li> <li>• Interact positively with customers and/or patients and adopt a solution focused approach</li> <li>• Go the extra mile, within reason, when delivering service to exceed customer and/or patient expectations</li> <li>• Create a positive customer and/or patient experience by offering customised and personalised services</li> <li>• Identify triggers in the service environment that may lead to potential service challenges</li> <li>• Apply service recovery procedures to respond to service challenges</li> <li>• Identify areas of improvement as per customer and/or patient feedback</li> <li>• Identify challenges that require escalation</li> <li>• Escalate feedback on areas of improvement to enhance the customer and/or patient experience</li> </ul>	<ul style="list-style-type: none"> <li>• Identify organisation customer and/or patient profiles</li> <li>• Identify organisation's products or services offered</li> <li>• Provide post-discharge follow-up as required</li> <li>• Follow through feedback and/or escalated complaints</li> <li>• Refer customers and/or patients for appropriate support</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: **Quality and Patient Safety**

**TSC: Excellence in Service**

TSC Proficiency Level	Level 1	Level 2	Level 3
<b>Abilities (continued)</b>		<ul style="list-style-type: none"> <li>• Escalate difficult situations to supervisors</li> <li>• Identify the customers profiles and their positions within the healthcare sector</li> <li>• Establish customer and/or patient rapport to build customer and/or patient loyalty</li> <li>• Respond to service opportunities and escalated service challenges to reinforce customers' confidence in the organisation</li> </ul>	



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: Quality and Patient Safety

TSC: Infection Prevention and Control in Nursing Practice

<b>TSC Description</b>	Prevent the spread of infectious agents through infection control practices and regular audits to ensure preventive measures are in place
<b>TSC Proficiency Level</b>	Level 2
<b>TSC Proficiency Description</b>	Adhere to organisation's infection control and prevention processes
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Basic medical terminologies</li> <li>• Organisation's specific infection prevention and control procedures</li> <li>• Standard and Transmission Based Precaution</li> <li>• Infectious Disease Isolation policy</li> <li>• General waste management</li> <li>• Biohazard waste management</li> <li>• Guidelines on disinfection and sterilisation procedures</li> <li>• Five moments of hand hygiene and surgical hand wash procedures</li> <li>• Patients' values and needs</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>• Select and use appropriate Personal Protective Equipment (PPE)</li> <li>• Practice standard and transmission based precautions in accordance with patient's conditions</li> <li>• Practice strict hand hygiene in accordance with five moments of patient's contact</li> <li>• Reinforce appropriate infection control practices to patients and caregivers</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● **TSC Category: Stakeholder Engagement and Partnerships**    **TSC: Inter-professional Collaboration**

<b>TSC Description</b>	Apply an integrated approach to coordinate and deliver inter-professional interventions to clients	
<b>TSC Proficiency Level</b>	Level 2	Level 3
<b>TSC Proficiency Description</b>	Support the implementation of inter-professional interventions to provide holistic care to clients processes	Execute inter-professional interventions to provide holistic care to clients
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Roles and functions of other healthcare professionals</li> <li>• Techniques of effective communication</li> <li>• Teamwork and cooperative work practices</li> <li>• Strategies to liaise and develop professional relationships</li> <li>• Principles and applications of professional and ethical conduct</li> <li>• Types of transdisciplinary teams</li> </ul>	<ul style="list-style-type: none"> <li>• Principles of effective information exchange within the professional team</li> <li>• Various styles and methods of communication</li> <li>• Conflict resolution techniques</li> <li>• Healthcare sector referral processes</li> <li>• Current and relevant research, information and ideas for collaborative practices</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>• Recognise own responsibility to contribute to effective team functioning</li> <li>• Identify own strengths, limitations and values in functioning as a team member</li> <li>• Understand contributions of other professionals in patient care activities</li> <li>• Liaise with other professionals in the healthcare sector</li> <li>• Contribute to the goals, objectives and activities of the inter-professional team or networks</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain effective communication channels to facilitate information exchange within the care team</li> <li>• Practice collaborative decision-making as part of healthcare team</li> <li>• Collaborate with inter-professional team members to achieve team goals</li> <li>• Adopt appropriate communication styles to meet the needs of the clients, families and team</li> <li>• Share constructive feedback to meet the needs of the clients, families and team</li> <li>• Apply conflict resolution techniques to address disagreements within the team</li> <li>• Make referrals to other services as appropriate</li> <li>• Access current and relevant research, information and ideas for collaborative practices</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: Department Management

TSC: Inventory Control and Equipment Maintenance

<b>TSC Description</b>	Perform inventory control and maintain equipment
<b>TSC Proficiency Level</b>	Level 2
<b>TSC Proficiency Description</b>	Maintain inventory control and equipment maintenance
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Manufacturers' Instructions for storing and maintain equipment</li> <li>• Organisational protocols for notifying supervisor of equipment and resource material unavailability</li> <li>• Procedures for checking availability and maintenance of equipment, and resource materials</li> <li>• Procedures for storing materials</li> <li>• Types of inventory and items included in department inventory</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>• Conduct checks on equipment and resource materials to ensure that they are up-to-date</li> <li>• Conduct checks to ensure the availability and maintain the supply of equipment and resources</li> <li>• Ensure teams adhere to procedures in carrying out storage and maintenance of equipment and resource materials</li> <li>• Support teams in storage and maintenance of equipment and resources</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: Patient Care

TSC: Mobility and Ambulation Assistance in Nursing

<b>TSC Description</b>	Provide mobility and ambulation assistance to patients
<b>TSC Proficiency Level</b>	Level 2
<b>TSC Proficiency Description</b>	Assist in ambulation, mobilisation, positioning and transfer of stable patients
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Environmental factors in relation to prevention of falls</li> <li>• Organisational workplace safety and health procedures</li> <li>• Fall prevention strategies and approaches</li> <li>• Basic structure and functions of the musculoskeletal system</li> <li>• Factors affecting mobility and ambulation</li> <li>• Organisational procedures for safe lifting, transferring and positioning of patients</li> <li>• Techniques in safe lifting, transferring and positioning of patients</li> <li>• Types, functions and uses of mobility aids, support and devices</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>• Assess patients for level of assistance required on mobility and ambulation prevention strategies</li> <li>• Assess environments for any obstructions</li> <li>• Support the patients' use of adaptive devices for safe mobility and ambulation as</li> <li>• Apply precautionary measures to prevent fall incidences</li> <li>• Check equipment and items required are functioning before patient transfers</li> <li>• Perform safe lifting, transferring and positioning of stable patients in accordance with organisational policies</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● **TSC Category: Patient and/or Client Education and Health Promotion**      **TSC: Patient Education and Engagement**

<b>TSC Description</b>	Provide patients with the necessary information pre- and post-consultations with doctors and promote awareness on health and wellness	
<b>TSC Proficiency Level</b>	Level 2	Level 3
<b>TSC Proficiency Description</b>	Provide patients with the necessary information pre- and post-consultations or procedures	Analyse patients' general health and wellness conditions in order to provide targeted suggestions on the necessary prevention measures and healthcare promotion activities
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Procedures to access patient information and patient records</li> <li>• Types of patients with specific needs</li> <li>• Patient confidentiality</li> <li>• Types of pre-procedures and post-procedures follow-up according to organisational guidelines</li> <li>• Checklist of problems that may impact patients' undertaking of a procedure</li> <li>• Basic medical terminologies</li> <li>• Up-to-date knowledge on healthcare services</li> </ul>	<ul style="list-style-type: none"> <li>• Access to information on the effectiveness of screening tests and their limitations</li> <li>• Screening tests and their criteria according to prescribed guidelines and written information</li> <li>• Complementary and alternative options based on the recommendations and advice provided by doctors</li> <li>• Influences in behaviour patterns that lead to poor health, diseases, disabilities and early death</li> <li>• Organisation's health promotion activities</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>• Identify any problems that may impact on the undertaking of a procedure or consultation according to prescribed checklists and guidelines</li> <li>• Provide pre-procedures, and post-procedures follow-up as required</li> <li>• Address any pre-procedure and post-procedure queries from the patients within scope of work</li> <li>• Identify complex queries and questions for escalation</li> <li>• Reiterate post-procedure instructions to patients</li> <li>• Recommend and refer to seniors on general wellness</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct health surveys on patients' lifestyles and habits</li> <li>• Identify additional needs required by patients</li> <li>• Assess patients' readiness to adopt recommendations or advice provided</li> <li>• Provide options available to patients based on the recommendations and advice provided by doctors</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: **People Development**

**TSC: People Management**

<b>TSC Description</b>	Manage the recruitment, performance and development of staff	
<b>TSC Proficiency Level</b>	Level 2	Level 3
<b>TSC Proficiency Description</b>	Support the management of the team's and department's day-to-day operations	Provide guidance to junior team members
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Workload scheduling requirements</li> <li>• Processes to roster staff and arrange for leave coverage</li> <li>• Effective feedback techniques</li> <li>• Factors affecting roster planning and implementation</li> <li>• Onboarding processes</li> </ul>	<ul style="list-style-type: none"> <li>• Staff performance appraisal procedures</li> <li>• Departmental goals and standards</li> <li>• Coaching techniques</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>• Assist in the rostering and arrangement of leave cover for staff</li> <li>• Provide feedback to supervisors on staffs' performance, where applicable</li> <li>• Induct and orientate new staff to daily work processes</li> </ul>	<ul style="list-style-type: none"> <li>• Optimise staff and team performance</li> <li>• Manage resources for day-to-day operations of the team's clinical work</li> <li>• Participate in development of work plans and identify key performance targets for direct reports</li> <li>• Keep staff focused on activities that achieve departmental goals</li> <li>• Coach new or junior team members in conduct of duties</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

• **TSC Category: Ethics and Professionalism**

**TSC: Professional, Legal and Ethical Healthcare Practice**

<b>TSC Description</b>	Apply legal and ethical principles and professional code of conduct to uphold the integrity and reputation of the organisation and the profession
<b>TSC Proficiency Level</b>	Level 2
<b>TSC Proficiency Description</b>	Apply organisational code of conduct in the delivery of services to clients and patients
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Organisation's code of conduct</li> <li>• Concept of accountability</li> <li>• Disciplinary measures for contravening the code of conduct</li> <li>• Principles and practices of confidentiality and rights and interests of clients, caregivers and stakeholders</li> <li>• Personal Data Protection Act</li> <li>• Organisational policies and procedures relating to legal and ethical practices</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>• Adhere to the organisation's code of conduct in daily work</li> <li>• Accept responsibility for own behaviour</li> <li>• Recognise and report issues and misconducts</li> <li>• Adhere to the Personal Data Protection Act strictly</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● **TSC Category: Education for Healthcare Professions**      **TSC: Programme Delivery**

<b>TSC Description</b>	Deliver learning experiences according to the profile and learning needs of the students, staff or professionals, including the provision of mentorship or coaching.
<b>TSC Proficiency Level</b>	Level 2
<b>TSC Proficiency Description</b>	Deliver on-the-job training (OJT) for staff according to materials and guidelines developed
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• On-the-job blueprints for key work processes</li> <li>• Job functions of teams</li> <li>• Tools and equipment needed to perform job functions</li> <li>• Training delivery approaches and methodologies to suit different contexts and learners</li> <li>• Strategies for managing disruptive or negative learners' behaviours</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>• Identify key work processes or job functions for OJT</li> <li>• Deliver training as outlined in OJT blueprints in a conducive manner</li> <li>• Highlight to supervisors gaps in the delivery and receptiveness of training programmes</li> <li>• Assess learners' learning progress in teams to ensure alignment with respective key work processes and job functions</li> <li>• Communicate the main components of the OJT systems to staff and relevant stakeholders</li> <li>• Gather feedback on the training provided</li> <li>• Identify disruptive learner behaviours</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: **Quality and Patient Safety**    TSC: **People Management**

<b>TSC Description</b>	Service Quality Management	
<b>TSC Proficiency Level</b>	Level 2	Level 3
<b>TSC Proficiency Description</b>	Maintain organisational service quality standards and policies	Implement service delivery standards in the unit or department and manage service quality
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Processes to provide a quality service within legislation, policies and procedures</li> <li>• Procedures to monitor quality standards in clinical practice and service delivery</li> <li>• The Plan, Do, Check, Act (PDCA) cycle of quality improvement</li> <li>• Dimensions of service quality</li> <li>• Audit tools, preparations, processes and follow-up plans in service improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Service recovery processes</li> <li>• Methods to manage difficult customers</li> <li>• Quality of care standards</li> <li>• Key performance indicators for service quality</li> <li>• Evaluation metrics on the effectiveness, efficiency and quality of relevant clinical services</li> <li>• Organisation service quality initiatives</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>• Maintain quality standards in practice and delivery of services</li> <li>• Escalate quality issues in care and service delivery</li> <li>• Participate in audit preparations, processes and follow-up plans</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain and monitor quality of care standards in service delivery</li> <li>• Communicate service quality standards and protocols/ guidelines to relevant stakeholders</li> <li>• Guide staff on compliance to service quality standards and procedures</li> </ul>



# TECHNICAL SKILLS AND COMPETENCIES REFERENCE DOCUMENTS

● TSC Category: **Quality and Patient Safety**      **TSC: Workplace Safety and Health**

<b>TSC Description</b>	Establish a workplace safety and health system as well as maintain and comply with Workplace Safety and Health (WSH) policies and procedures
<b>TSC Proficiency Level</b>	Level 1
<b>TSC Proficiency Description</b>	Comply with Workplace Safety and Health (WSH) policies and procedures by following safe work practices, workplace emergency response procedures and risk control and participating in WSH management activities
<b>Knowledge</b>	<ul style="list-style-type: none"> <li>• Worker's responsibilities stipulated under the WSH Act</li> <li>• Risks associated with assigned tasks</li> <li>• Workplace procedures for reporting WSH issues and contributing and participating in WSH</li> <li>• Organisational procedures for risk control and dealing with emergencies</li> <li>• Types of personal protective equipment and safety devices</li> <li>• Types and importance of safety signs</li> <li>• Procedures for proper use of personal protective equipment, safety devices, anti-viral, and disinfectants</li> </ul>
<b>Abilities</b>	<ul style="list-style-type: none"> <li>• Practise personal hygiene at workplace and report WSH issues to appropriate persons in accordance with the organisational procedures and WSH Act</li> <li>• Follow safety signs, instructions and workplace risk control measures in accordance with the organisational procedures</li> <li>• Identify and report potential hazards and risks associated with the work areas and unsafe working conditions and work practices in accordance with the organisational procedures</li> <li>• Adhere to PPE requirement and safety devices required</li> <li>• Follow the instructions given by authorised personnel and infectious disease outbreak control in the event of emergency at the workplace in accordance with the guidelines provided by the relevant regulatory bodies</li> <li>• Participate in resolving hazards and risks identified in the work areas in accordance with the organisational procedures</li> <li>• Seek assistance and guidance from co-workers and supervisors in dealing with workplace emergencies</li> <li>• Participate in WSH training and provide feedback on information needed to handle workplace emergencies</li> </ul>

# ACKNOWLEDGEMENT

## Chair, MOH Panel for Redesigned Patient Service Associate

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