



Development of Harmonised Service Scope, Competencies and Career Development Path for SingHealth Wellbeing Coordinators (WBCs)

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Introduction

Who are SingHealth Wellbeing Coordinators (WBCs)?

Previously known as Care Coordinators, Community Coordinators or Community Care Assistants (CCAs), they are deployed across the primary care, community care, hospital, and transitional care settings in SingHealth with diverse backgrounds, no common career progression pathway and training framework. They have varying service scope such as addressing a patient's social determinants of health, providing basic health monitoring for chronic conditions, and conducting health coaching.

Implications

With the evolving healthcare landscape and increased recognition that the health and social wellbeing of the population are intertwined, there is a need to clearly define the roles of SingHealth WBCs in supporting a patient's health journey and develop a cluster framework for their competencies and career development. Institutions had encountered difficulties to retain staff with good performance and had high turnover rates due to the lack of structure and clarity of roles for SingHealth WBCs.

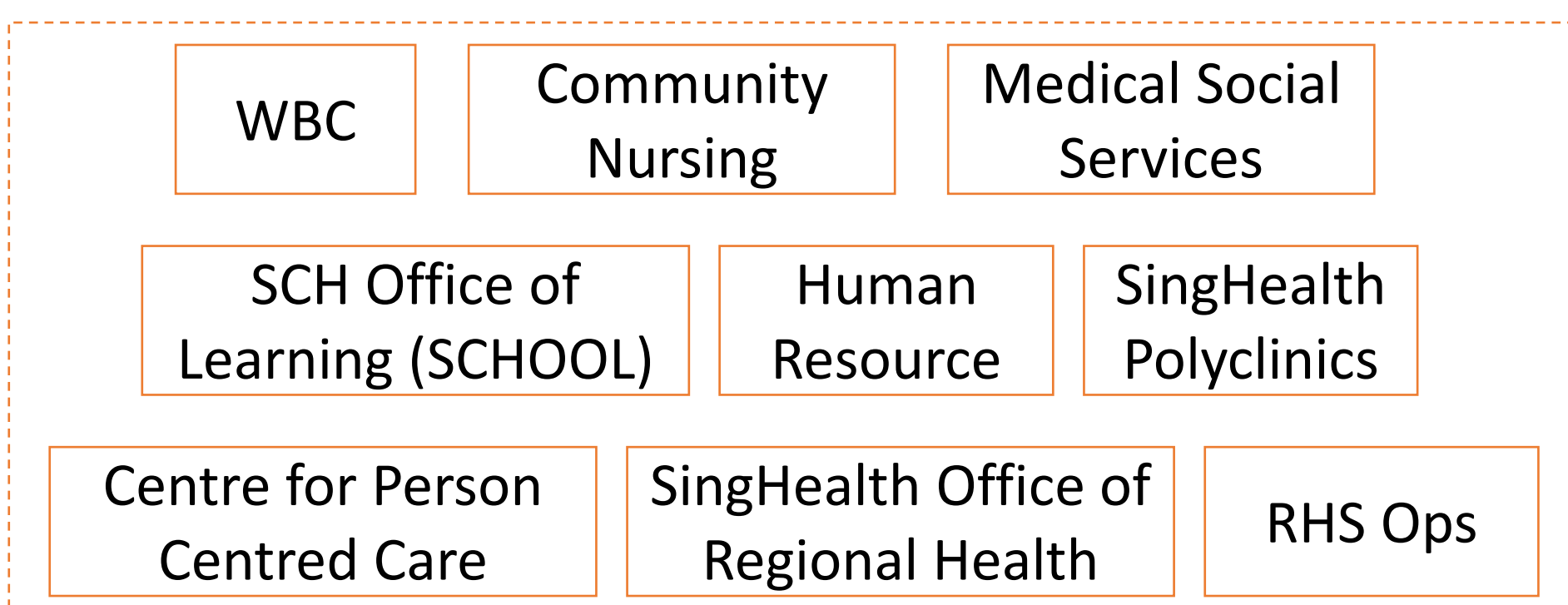
Aim

To develop a harmonised cluster-level service scope, competency and training framework, and Career Development Path (CDP) for SingHealth WBCs.

Methodology

1 Participatory Stakeholder Engagement

Key representatives and leads from relevant staff groups, institutions and functions were identified and brought together.



SingHealth RHS Care Coordinators (CC) Taskforce

Convened in 2021 for a term of 2 years
Co-led by DD, SORH & DD, RHS Ops

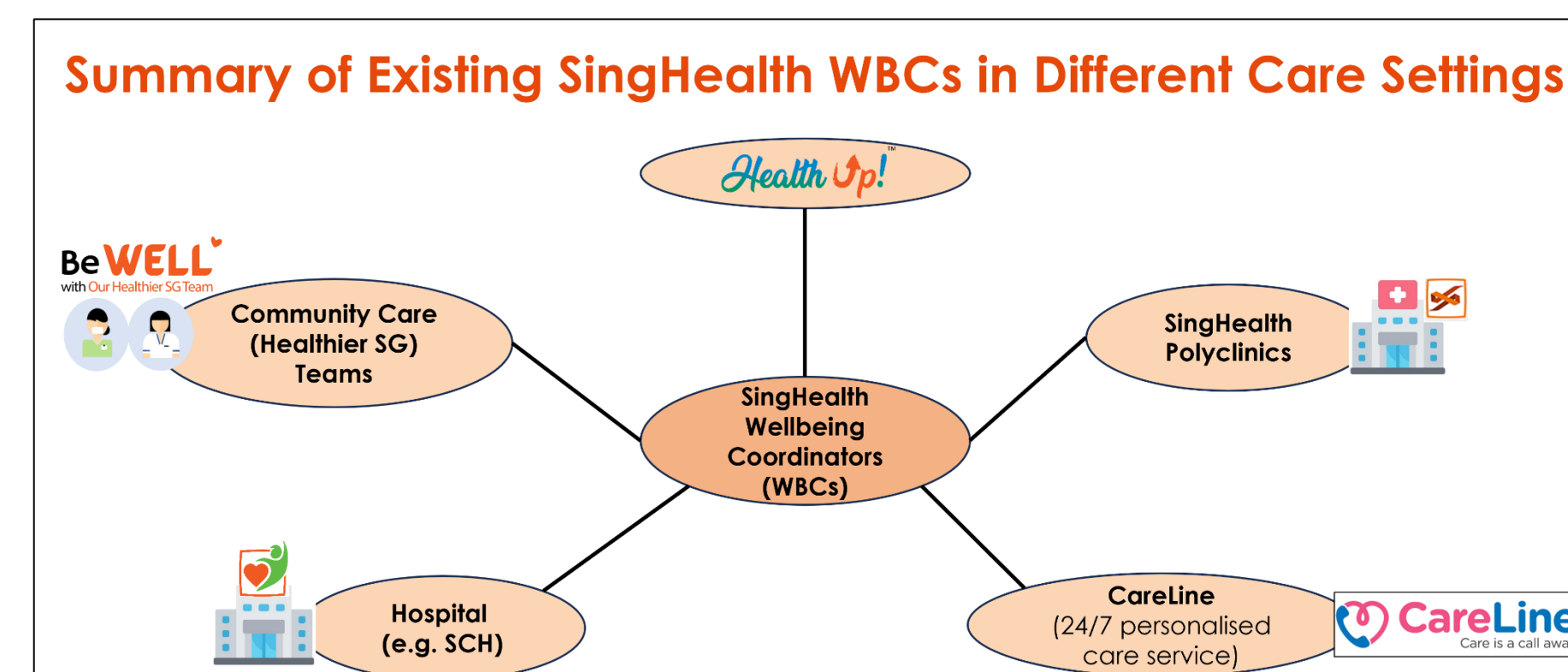
Evolved into and succeeded by

SingHealth RHS Health & Social Integration (HSI) Committee

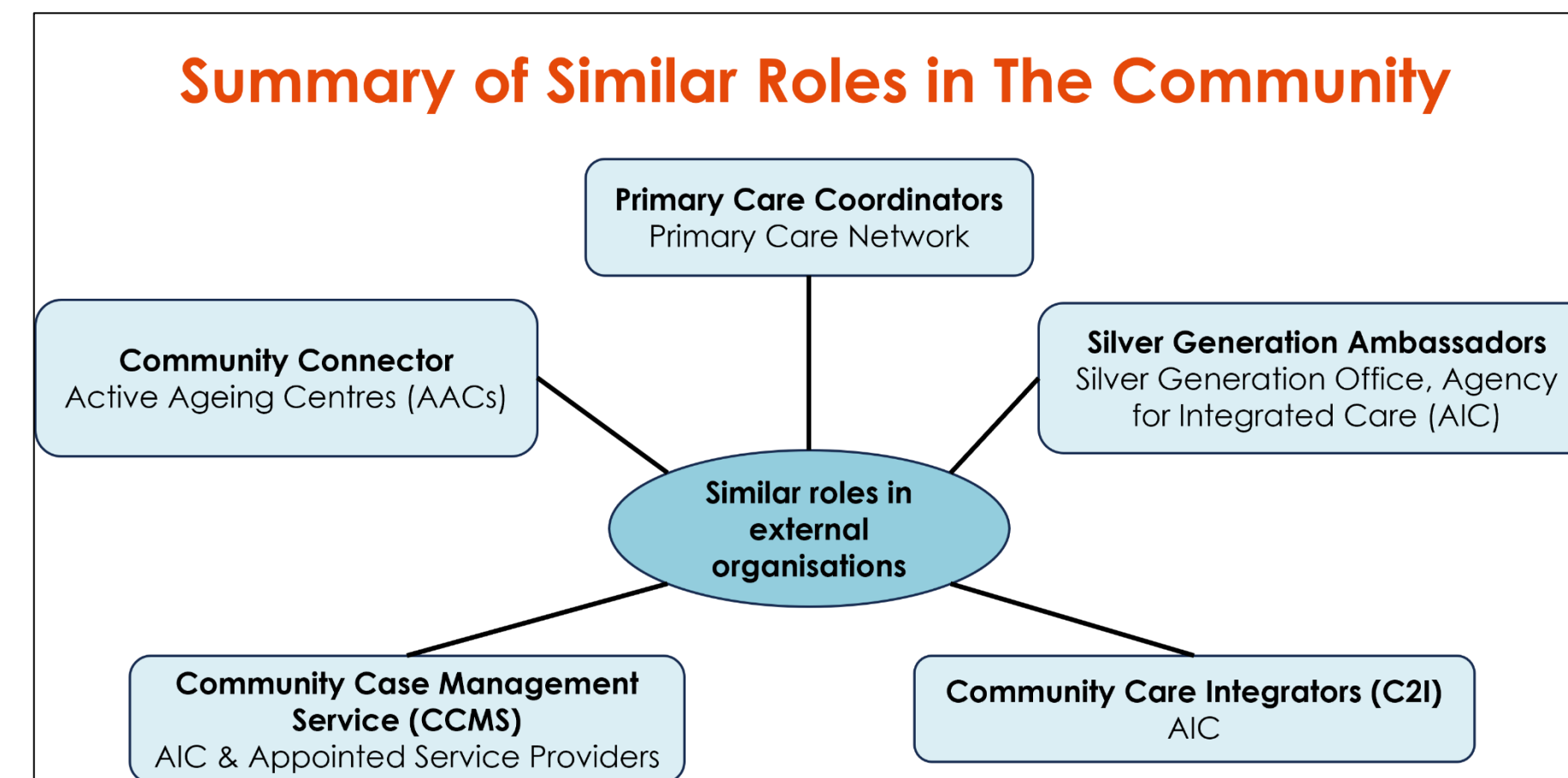
Formed in 2023, for a term of 2 years
Co-led by GD, RHS & DD, HSI, SORH

2 Landscape Scan

A landscape scan of resources with similar roles within SingHealth and in the community was conducted to understand existing gaps and opportunities.



Extract from landscape scan of SingHealth WBC resources



Extract from landscape scan of similar roles in community

3 Envisioning & Development

Workgroups were formed to envision and develop a harmonised cluster-level service scope, competency and training framework, and CDP for SingHealth WBCs.

Scope	Governance		Training		Career Development	
	Governance Workgroup	Training & Competency Workgroup	Training & Competency Workgroup	Career Development & Professional Practice Workgroup	Community of Practice (CoP)	Formation of Professional Body for WBCs
Deliverables	• Clearly defined and aligned across SingHealth sites on the Health and Social scope of WBCs • Core escalation protocols for both health and social scope of WBCs that are endorsed at the appropriate platforms • Governance, supervision and reporting structure for WBCs across SingHealth sites with identified WBCs assuming the WBC Lead's role for Southeast and Northeast	• Harmonised competency checklists to ensure standardised On-the-Job Training and certification for WBCs, endorsed at the appropriate platforms • Existing WBCs across sites to be levelled up to the required competencies • Refine WBC Orientation Programme (OIP) to develop further core programmes for WBCs to be equipped with required skills • Streamline access to required programmes conducted by SCHOOL	• Harmonised CDP and JD for job grades 14 (i.e. Assistant Manager) and above, endorsed at appropriate platforms • Identify and propose measures to attract, hire and retain WBCs • Identify potential WBC-type resources that could progressively come under Central Employment • SingHealth WBCs are involved and engaged with Singapore Community of Practice in Social Prescribing • Form sub-groups or smaller peer support groups for SingHealth WBCs, complementary to Singapore Community of Practice in Social Prescribing (if required) • Develop a plan with phased steps towards forming a professional body for WBCs, pioneered by SingHealth			

Example of workgroups formed by SingHealth RHS HSI Committee



Key representatives and leads envisioning and discussing at taskforce/committee meetings

Results

RHS CC Taskforce had developed and obtained SingHealth senior management endorsement for the harmonised SingHealth WBC CDP up to Job Grade 13 under Ancillary track, Job Descriptions and broad service scope as health and social care integrators, and a unified competency and training framework in 2023. RHS Ops also worked with CGH, SGH and SKH to complete the re-designation of 69 Care/Community Coordinators/CCAs to WBCs under the harmonised CDP in January 2024. A cluster 5-day orientation course conducted by SCHOOL was rolled out in May 2023 with a second run conducted in April 2024. To better support Healthier SG and other population health initiatives, the number of SingHealth WBCs will progressively increase from current 69 to 127 at steady state.

SingHealth Harmonised Career Development Path (CDP) for Wellbeing Coordinators (WBCs)

Harmonised Job Title and corresponding Job Grade (JG)	Harmonised Minimum Qualifications and Experience*
Senior WBC	JG 13 Degree** + 4 years' experience and Demonstrated competency, OR Diploma** + 6 years' experience and Demonstrated competency
WBC I	JG 12 Degree** + 2 years' experience and Demonstrated competency, OR Diploma** + 4 years' experience and Demonstrated competency
WBC II	JG 11 Diploma** + 4 years' experience and Demonstrated competency
Senior Associate WBC I	JG 10 Diploma** + 4 years' experience and Demonstrated competency, OR GCE N/O/A / NITEC / Higher NITEC / Equivalent + 3 years' experience and Demonstrated competency
Senior Associate WBC II	JG 9 Diploma** + 4 years' experience and Demonstrated competency, OR GCE N/O/A / NITEC / Higher NITEC / Equivalent + 3 years' experience and Demonstrated competency
Associate WBC I	JG 8 Diploma** + 2 years' experience and Demonstrated competency, OR GCE N/O/A / NITEC / Higher NITEC / Equivalent + 4 years' experience and Demonstrated competency
Associate WBC II	JG 7 Diploma** + 2 years' experience and Demonstrated competency, OR GCE N/O/A / NITEC / Higher NITEC / Equivalent + 4 years' experience

KEY RESULT AREA (KRA)	KEY ACCOUNTABILITIES	What the incumbent is expected to do?	What is the expected result?
Case Coordination & Case Management	Perform the following duties proactively as and when required: • Coordinate health and social care by liaising with various stakeholders within the integrated community care team as required. • Follow up on residents' care to ensure care is coordinated and delivered. • Engage residents to identify their activation level (e.g. using PAAB and CPA, and through conversations). • Drive conversations to encourage and nudge residents towards healthy lifestyle changes. • Contact residents to develop holistic care plans accounting for residents' goals, priorities and motivation. • Monitor residents' wellbeing and changing care needs through regular check-ins (in-person consultations, phone calls etc.), and identify additional care to be implemented.	• Coordinate health and social care by liaising with various stakeholders within the integrated community care team as required. • Follow up on residents' care to ensure care is coordinated and delivered. • Engage residents to identify their activation level (e.g. using PAAB and CPA, and through conversations). • Drive conversations to encourage and nudge residents towards healthy lifestyle changes. • Contact residents to develop holistic care plans accounting for residents' goals, priorities and motivation. • Monitor residents' wellbeing and changing care needs through regular check-ins (in-person consultations, phone calls etc.), and identify additional care to be implemented.	• Visible greater sign-ups to programmes and adherence to care plans among patients, and are able to effectively manage patients with health-social needs. Patients receive timely, well-coordinated
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Left to right: Extracts of Harmonised cluster CDP, JD, Competency & Training Framework, WBC Orientation Course and engagement sessions

Conclusion

Continual engagements with the right stakeholders are crucial in developing the harmonised CDP and frameworks for WBCs. There are still many areas to work on and the RHS HSI Committee will continue the good work of the RHS CC Taskforce, to establish the required governance for the health and social service scope of WBCs, harmonise the training to be provided for WBCs' core competencies and develop the CDP for WBCs beyond Job Grade 13. There are also ongoing plans to reach out to other institutions with Care Coordinators/staff of similar work nature (e.g. CGH Careline and SHP Health Pals) to adopt the cluster harmonised CDP and framework.