

Project Title

Transforming Centre-Based Services: The OneSLC Approach

Project Lead and Members

Project lead: Mr Jonathan Zhang

Project members: Ms Peggy Gan, Mr Chew Kah Wai, Mr Clarence Chay, Ms Chang Xue Qi

Organisation(s) Involved

All Saints Home, All Saints Silver Lifestyle Club

Healthcare Family Group Involved in this Project

Healthcare Administration, Nursing

Applicable Specialty or Discipline

Day Care Services

Aims

To bring about enhancements in All Saints Home's operations, as well as achieving eventual goal of "Happy Staff, Happy Clients"

Background

See poster appended/ below

Methods

See poster appended/ below

Results

See poster appended/ below

Lessons Learnt

See poster appended/ below

Conclusion

See poster appended/ below

Project Category

Workforce Transformation

Job Redesign, Upskilling

Keywords

Community Care Associates, Active Ageing, Staff Empowerment

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All Saints Home

All Saints Silver Lifestyle Club (SLC)

Tampines | Yishun Central | Yishun Fern Grove

Project Team Members: Jonathan Zhang, Peggy Gan, Clarence Chay, Chew Kah Wai, Chang Xue Qi

Transforming Centre-Based Services: The OneSLC Approach

Services

- Maintenance Day Care
- Dementia Day Care
- Day Rehabilitative Centre (Active Rehabilitation, Maintenance Exercise)
- Centre-Based Nursing

Background/ Problems from before 2022

| Care staff | Clients |
|---|---|
| <ul style="list-style-type: none"> Less skilled, unproductive, and unhappy with mundane tasks Lacked training and development opportunities – there was only one rank to be promoted (from Community Care Associate CCA to Senior Community Care Associate SCCA) All 3 SLCs worked in silos, resulting in work inconsistencies and lacked service/corporate mindsets | <ul style="list-style-type: none"> Low client attendance turnouts, especially after recovering from Covid-19 (lowest was 40% of centre capacity in February 2022) Clients find their daycare experiences overly medicalised/clinical Lack of social referral systems to refer clients with needs beyond daycare/rehab services |

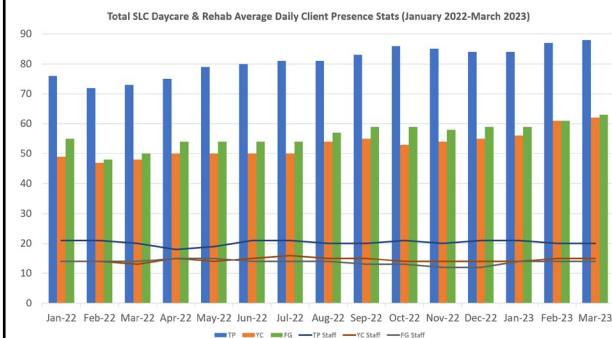
Intervention Plans – from January 2022 to April 2023

| Managerial | Care staff ("Staff First" approach) | Clients |
|--|--|---|
| <ul style="list-style-type: none"> Changing the job title from Staff Nurse to Centre Supervisor, to reflect the switch from nursing/clinical to operational/business-driven mindset A Nurse Manager designated to be the lead advisor on all clinical training/competency matters and care standards governance Increased collaboration and standardisation among all 3 SLCs, eg. staff deployment regardless of locations, setting up taskforces | <ul style="list-style-type: none"> Worked with HR to develop structured training pathways for CCAs through AIC's Job Redesign (JR) and five-track development from CCA to Centre Supervisor Eliminate distinction between CCAs and Therapy Aides (TAs) to encourage cross-learning of clinical and therapy work roles Promising CCAs can take on higher-level roles such as centre admin and MSW assistant roles that directly contribute to SLCs' operations | <ul style="list-style-type: none"> Enhanced physical environment of the SLCs, through empowering care staff to organise own programme initiatives and using technology to enhance quality of activities Plan activities based on clients' interests, while balancing clinical approach Establish a strong referral system by building strong partnerships beyond health/clinical areas, i.e. with grassroots |

Methods and Outcomes

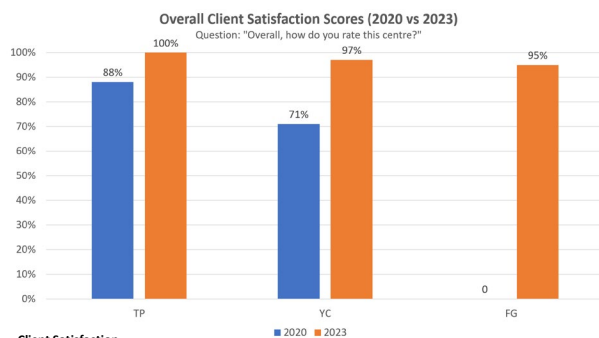
| Care staff | | |
|--|--|--|
| Pre-implementation (Source: Employee Opinion Survey 2021) | Post-implementation (Source: SLC Internal Job Redesign Evaluation Survey, 2023) | Improvement margins |
| 46% agreed they would not hesitate to recommend ASH to their friends seeking employment | 88% said they would recommend the CCA/SCCA role to others (69% agree; 19% strongly agree) | 42% increase in willingness to recommend |
| 59% agreed the job was a "good fit" for their abilities and experience; 30% also agreed but hesitated/faced challenges | >65% practised their tasks at work and expressed confidence in completing them. <23% practised their tasks at work but found it difficult to complete – reduction in hesitation levels | At least >5% increase in self-reported confidence and ability to handle work tasks |
| 55% felt engaged at work | 92% felt engaged and enjoyed their new CCA/SCCA role. "I don't just wipe backside blindly...I now do my job with a clearer sense of purpose." | 37% increase in engagement levels |
| 62% agreed that they would not leave ASH to work elsewhere | 92% said they planned to continue their role as CCA/SCCA. Some reasons include: <ul style="list-style-type: none"> Meaningful/purposeful (n=15) Ageing population (n=5) Learn new skills (n=10) | 30% increase in staff retention rate |

Clients



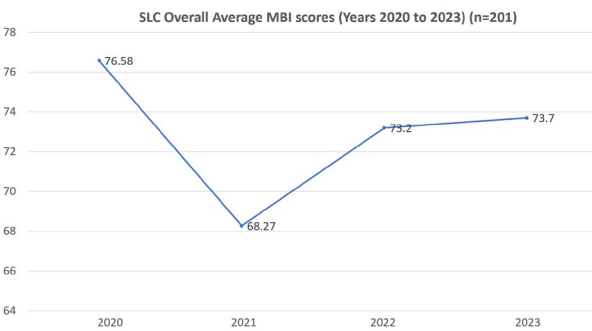
Client attendance turnout

Pre-implementation: Low client attendance, 40% of centre capacity
 Post-implementation: Rose consistently since Jan 2022 to 90% of centre capacity



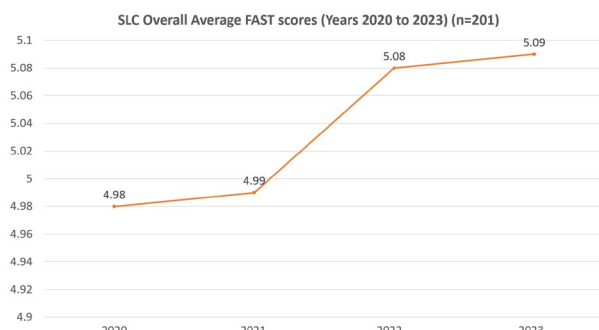
Client Satisfaction

Pre-implementation (2020 AIC Client Satisfaction Survey): Clients felt their daycare experiences were overly medicalised
 Post-implementation (Feedback Forms, 2023): Clients are more satisfied while their nursing/clinical needs continued to be cared for.



Average MBI scores (MBI: Modified Barthel Index, measures mobility level)

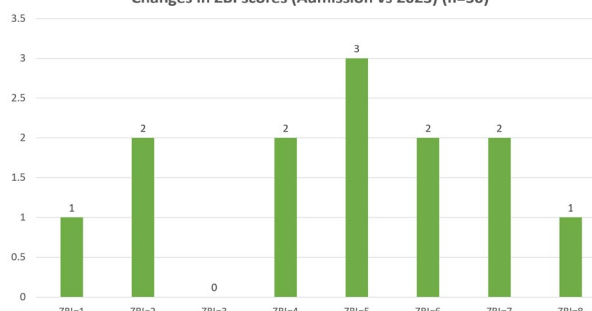
Pre-implementation: 76 points in 2020
 Post-implementation: Despite increasing frailty among elderly, average MBI scores fell and maintained at 73 points between 2022-2023



Average FAST scores (FAST: Functional Assessment Staging Tool, measures severity of dementia)

Pre-implementation: Fluctuate between 4.98 and 5
 Post-implementation: Although there was slight increase between 2022 to 2023, this rate of increase was less drastic compared to 2021-2022, amidst higher admission of DDC clients

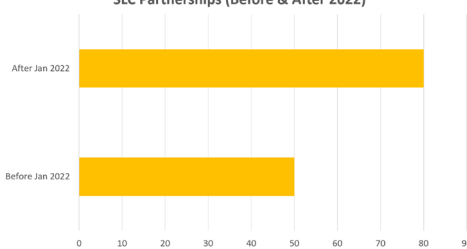
Changes in ZBI scores (Admission vs 2023) (n=30)



ZBI scores (n=30) (ZBI-4: Zarit Burden Interviews, measures caregiver burden)

Pre-implementation: 70% scored >8
 Post-implementation: 52% caregivers interviewed reported lesser caregiver burden (ZBI change scores 4 & above)

SLC Partnerships (Before & After 2022)



Lack of referral systems for clients with needs beyond daycare/ rehab services

Pre-implementation: Around 50 sessions/year, only attended weekly Multi-Disciplinary Meetings (MDMs)/ clinically related networking sessions
 Post-implementation: Around 80 sessions/year, extended beyond health/clinical-related partnerships to build relationships with local grassroots by co-organising activities for SLC clients e.g. haircut, balloon sculpturing

Scale-Up – 2 applications

- New Active Ageing Centre (AAC) model, since this is the future national direction moving forward. Under the MOH 2023 Action Plan for Successful Ageing, daycare centres offering MDC/DDC and Community Rehabilitation services will come onboard as AACs and our transformed workforce will be poised to deliver the ABC+2Cs service pillars
- Future SLCs, as we are looking to expand our current economies of scale of 3 SLCs by opening more centres. We will study all MOH's Requests for Proposals (RFPs) carefully when available to explore how we can be a value-adding entity in the broader community care sector

Conclusion

"The OneSLC approach" highlighted how a series of intentional staff restructuring efforts and client-centred approaches can bring about enhancements in SCCs' operations, as well as achieving our eventual goal of "Happy Staff, Happy Clients". We believe a staff-first approach would put us in a good stead to deliver better care for our clients, as they are the "eyes and ears" on the ground – where their first-hand interactions with clients are vital in enhancing SLCs' care delivery and that they have the potential to become forerunners in redesigning client care experiences.