



13 June 2022

## **AGENCY FOR INTEGRATED CARE LAUNCHES PLAN TO ADVANCE DIGITALISATION IN THE COMMUNITY CARE SECTOR**

1. The Agency for Integrated Care (AIC) has introduced a new initiative to boost the adoption of digital solutions among organisations in the Community Care sector. Known as the Community Care Digital Transformation Plan (CCDTP), the structured framework aims to uplift digitalisation levels, enhance productivity and job satisfaction in Community Care Organisations (CCOs), so as to better support seniors and clients in the community.
2. The CCDTP was unveiled by AIC at its annual Community Care Work Plan Seminar today.
3. Funding of \$18 million will be available under the CCDTP for CCOs to tap on to drive their digitalisation efforts. These include introduction of digital technologies, articulation of clear digital roadmaps aligned with their strategic plans, and building digital capabilities to enhance their organisational effectiveness and service delivery. AIC and the Ministry of Health (MOH) will coordinate more support to the Community Care sector to enable more CCOs to advance their digitalisation efforts.
4. The CCDTP offers CCOs a comprehensive suite of digital solutions that are cost effective and supported by reliable vendors. CCOs can also take up consultancy services to guide them in harnessing technology, as well as a range of training programmes for management and staff. Please refer to [Annex A](#) for more details.
5. In addition, AIC has been working closely with the Community Care sector on two other key enabler areas to support its productivity and manpower focus.



## **Digital transformation and productivity**

6. To further increase productivity in the Community Care sector, productivity projects incorporating technology adoption, infrastructure design and process improvements are being conducted in selected nursing homes. This approach combines several solution levers to make productivity improvements more impactful. These projects are being supported by AIC, in collaboration with MOH and MOH Holdings (MOHH).

7. One of the projects includes exploring the benefits of Autonomous Mobile Robots (AMRs) to streamline routine processes, which involve manpower-intensive tasks such as delivering linen, food and medical supplies. The findings from the projects will be used to assess and evaluate the effectiveness of AMRs as well as other digital solutions and equipment, to drive productivity among CCOs.

## **Manpower development**

8. AIC will continue to support CCOs in their efforts to groom and retain talent under the Job Redesign (JR) pilot. The JR is an initiative launched by AIC and MOH to evaluate and redesign support care roles in the Community Care sector. The objective is to create new, higher value-adding support care roles that combine a range of skills and functions for enhanced job satisfaction. Through this, staff can build and advance a meaningful career in the Community Care sector.

9. The first phase of the JR pilot was conducted in four CCOs of different care settings from April 2021 to September 2021, with 43 staff involved in testing the redesigned roles. AIC and MOH will begin the second phase of the pilot in July 2022, with up to an additional eight CCOs onboard. Please refer to [Annex B](#) for more details.



10. AIC will also press on with efforts to equip the Community Care workforce with the right skills to take on the redesigned roles, as AIC’s Learning Institutes scale up training capacity. There has been a twofold increase since 2018, with more than 18,000 training places offered annually.

11. “Digital transformation in the Community Care sector is important as organisations leverage technology to enhance existing processes, and develop new ways to better serve seniors in the community,” shared AIC’s Chief Executive Officer, Mr Tan Kwang Cheak. “AIC will be with our Community Care partners every step of the way, as they advance in their digital journey based on the CCDTP, as well as press on with efforts to attract and retain talent, all for the common goal of helping seniors to live well and age gracefully,” added Mr Tan.

### **Community Care Work Plan Seminar**

12. The Community Care Work Plan Seminar took place in a hybrid mode today, with more than 500 representatives from the Community Care sector and corporate partners in attendance. The annual event organised by AIC, serves as a platform for AIC, MOH and the Community Care sector to share and discuss key learnings, provide updates on achievements in the past year, as well as to align on the key focus areas for the year ahead.

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**About the Agency for Integrated Care**

The Agency for Integrated Care (AIC) aims to create a vibrant care community for people to live well and age gracefully. AIC coordinates and supports efforts in integrating care to achieve the best care outcomes for our clients. We reach out to caregivers and seniors with information on staying active and ageing well, and connect people to services they need. We support stakeholders in their efforts to raise the quality of care, and also work with health and social care partners to provide services for the ageing population. Our work in the community brings care services and information closer to those in need. For more about us, please visit <https://www.aic.sg>



## Annex A

### FACTSHEET

#### Community Care Digital Transformation Plan

##### Overview

The Community Care Digital Transformation Plan (CCDTP) is developed by the Community Care Technology Council<sup>1</sup>, and supported by the Agency for Integrated Care (AIC) and the Ministry of Health (MOH), in partnership with the National Council of Social Service.

The CCDTP is an initiative that seeks to uplift and accelerate digitalisation efforts for Community Care Organisations (CCOs) to provide even better care and support for seniors in the community. The CCDTP also strives to help CCOs drive productivity, as well as enhance job satisfaction by leveraging technology to deliver timely, affordable and quality care to seniors.

With the CCDTP, CCOs can look forward to the following support:

- a) **Funding support:** CCOs can apply for support to defray the costs of digitalisation, covering up to 85 per cent of the implementation cost;
- b) **Technology directory roadmap and listing of green-lane solutions:** The roadmap provides matching of applicable technological solutions across three levels of progression, to cater to each category and care setting of CCOs. To make it seamless for CCOs to source and adopt technology, AIC will also progressively curate more green-lane solutions, which are assessed to be market-proven, cost effective, and supported by reliable vendors;
- c) **Consultancy services:** CCOs requiring advice and project management services can tap on these services;
- d) **Skills, training courses and programmes:** A spectrum of courses and programmes supported by AIC's Learning Institutes (LIs) and SkillsFuture Singapore (SSG) under the SkillsFuture Series, will be available to the management and staff of CCOs.

<sup>1</sup> Community Care Technology Council comprises MOH, AIC, AWWA Ltd, AMKFSC Community Services Ltd, NTUC Health, Ren Ci Hospital, SATA CommHealth, Sree Narayana Mission, St Andrew's Community Hospital, St Andrew's Nursing Home, St Luke's Eldercare Ltd and TOUCH Community Services Ltd, Integrated Health Information System (IHIS) and Infocomm Media Development Authority.

## Annex B

### FACTSHEET

#### **Redesigning jobs in Community Care**

##### **Overview**

The Job Redesign (JR) initiative for the Community Care sector seeks to evaluate and redesign support care roles, which are critical to the smooth delivery of care and services within the field. The aim is to create new, higher value-adding job roles that combine different support care skills and functions, to encourage cross-deployment and multi-skilling of staff. Care support staff will then have more options to build and advance their careers in the Community Care sector.

##### **Implementation of pilot**

The Ministry of Health (MOH) and the Agency for Integrated Care (AIC), began a pilot with four Community Care Organisations (CCOs) from April 2021 to September 2021.

The four Community Care providers are:

- St Luke's ElderCare;
- Ren Ci Hospital;
- NTUC Health;
- St Andrew's Community Hospital.

The four providers were selected to represent the four different care settings in the Community Care sector:

- Senior care centres;
- Nursing homes;
- Integrated care facilities (co-location of a nursing home and senior care centre);
- Community hospitals.

The redesigned roles that were tested in the pilot were:

- Community Care Associate (CCA)
- Senior Community Care Associate (SCCA)

These roles were created by combining the skillsets of Healthcare Assistants, Nursing Aides and Therapy Assistants, all of which are current roles in the Community Care sector.



## **Findings from JR pilot**

As the pilot proved that the redesigned roles were largely successful across the different care settings, MOH and AIC will conduct a second phase from July 2022 to November 2023, with up to eight new CCOs onboard.

Human resources consulting firm, Mercer, which was appointed by AIC and MOH to oversee and provide expertise during the first phase of the JR pilot, will continue to provide support to all CCOs involved.

## **Implementation of JR**

Mercer, with AIC's support, will develop a JR Toolkit, which will provide the methodology, implementation guide, resources available, as well as case studies of how JR can be carried out, and how the redesigned roles can be adapted in different care settings.

The JR Toolkit will be used to facilitate adoption of the JR framework across the Community Care sector, with the eventual goal of successfully transforming and adding value to support care jobs in the industry. This will include the establishment of a career pathway for support care roles, which will enable Community Care Associates and Senior Community Care Associates to advance their careers in the Community Care sector.

The JR initiative is expected to be progressively rolled out across the Community Care sector by 2024.