



Unleashing Allied Health Professionals' Potential to Deliver High Quality Care

Susan Niam
Chief Allied Health Officer
Ministry of Health, Singapore

Focus on: Allied health professionals

Can we measure quality of care?



Improving the **scope, consistency and availability of routine data** will be important to understanding the contribution that AHPs make to **high-quality care**.

Due to the nature of their work, many AHPs are **well primed to address some of the key challenges** facing the future of health and care, in particular the need to **understand the pattern of service delivery** for patients with long-term conditions and more complex needs.

As a group of professionals who work across care sectors, there is a **real opportunity to create new or build on previous measures that assess quality** in these areas. These could easily be applied to other health or care groups or the system as a whole; **with a focus more on the patient pathway, not on the discrete parts**.

- ☹️ Manpower
- ☹️ Protected time
- ☹️ Competing demand
- ☹️ Rewards and recognition
- ☹️ Time spent with patients



Hello? 995?
 Help!
 My husband
 is not breathing!

Eh, why send a firefighter?
 Where's the ambulance?

I'm a lifesaver too and provide prompt medical
 assistance along with the ambulance crew.

SCDF's Emergency Medical Service Response Framework provides
**faster and enhanced assistance
 for life-threatening
 emergencies**

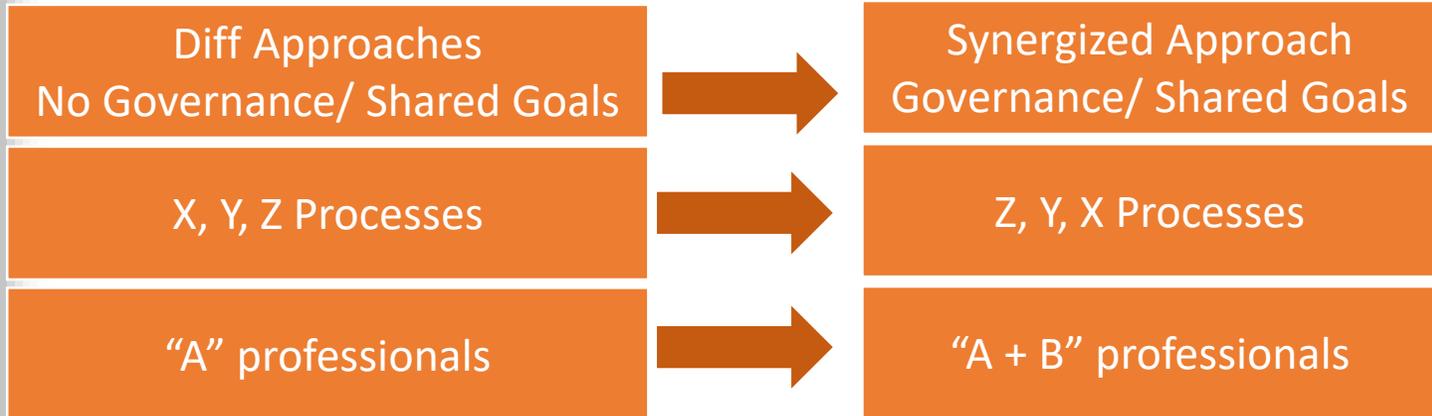
Message brought to you by: Please scan for more information:

Why, What, Who, How?

Hello? 995? Help! My husband is not breathing!
 Eh, why send a firefighter? Where's the ambulance?
 I'm a lifesaver too and provide prompt medical assistance along with the ambulance crew.
 SCDF's Emergency Medical Service Response Framework provides faster and enhanced assistance for life-threatening emergencies.

Message brought to you by: Please scan for more information:

Why, What, Who, How?



Why?

What?

Who?

How?





**Current
State**

**Desired
State**

Why X 5?

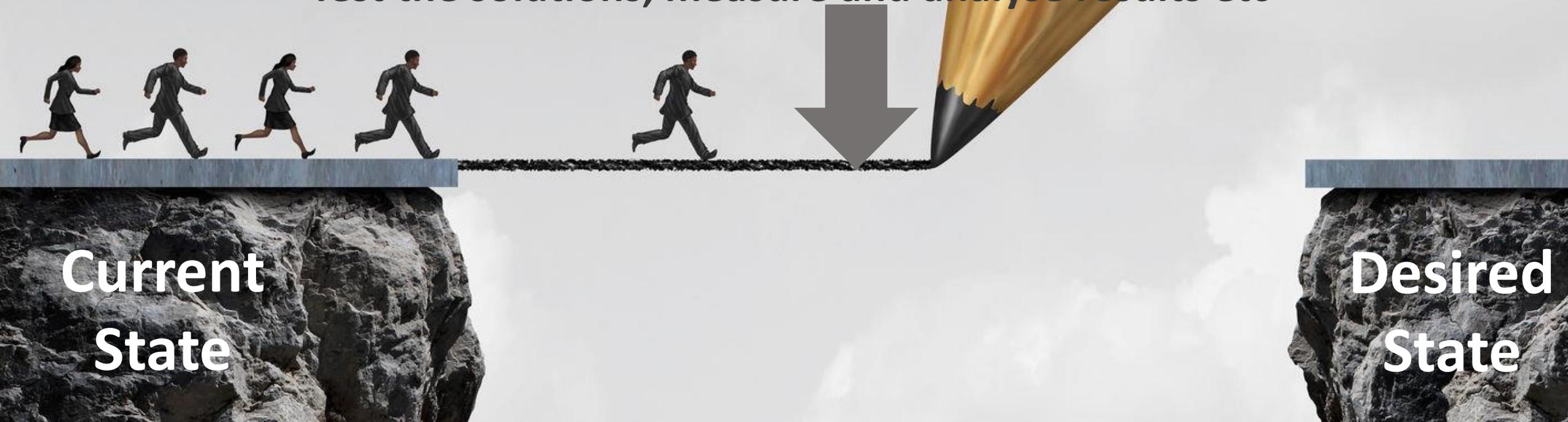
- Define the problem - focus more on the patient pathway, not on the discrete parts.

What?

- Understand the journeys of the HCW/patient/client/Caregiver- Go and See, Utilize data

How?

- Identify possible causal factors e.g. care and process gaps
- Recommend and implement solutions to bridge the gap
- Test the solutions, measure and analyse results etc



Current
State

Desired
State

Understanding the point to point journeys of the HCW/Patients/Clients/Caregiver



Singapore Dysphagia Diet Standardisation Committee

Aim is to implement the
International Dysphagia Diet Standardisation framework nationally



What should to be standardized
nationally and why?



What can a diagnostic radiographer do differently in A & E to improve care?



Social Health Integration –Social Work Practice (SWP) Workgroup, in collaboration with MSF.

Aim is to coordinate and operationalize the recommendations on enhancing SWP to meet the changing needs in social and health care



Why/What joint-up care should be mapped and studied?

**The end-to-end experience of patients
with amputation**

Why?

What?

Who?

How?



Focus on: Allied health professionals

Can we measure quality of care?



Improving the **scope, consistency and availability of routine data** will be important to understanding the contribution that AHPs make to **high-quality care**.

Due to the nature of their work, many AHPs are **well primed to address some of the key challenges** facing the future of health and care, in particular the need to **understand the pattern of service delivery** for patients with long-term conditions and more complex needs.

As a group of professionals who work across care sectors, there is a **real opportunity to create new or build on previous measures that assess quality** in these areas. These could easily be applied to other health or care groups or the system as a whole; **with a focus more on the patient pathway, not on the discrete parts**.

Possible solutions to improve care for clients/patients & the population

- **Interprofessional collaboration**
 - Role, Care and Process redesign
 - Delegation – empowering clients/others
 - Skills sharing – transdisciplinary collaboration
- **Health Data** -tracking of clinical and process outcome
- **IT/tech-** automation,blockchain,AI,telehealth,3D printing
- **Financing**
- **Professional Development/Skills Development**
 - post graduate qualification, harmonized training, EPA
- **Design and Systems thinking**



Design is not just a job – it’s a way of thinking: Minister

Singapore’s young must be nimble problem-solvers in a world disrupted by Covid-19, says Lawrence Wong

Jolene Ang

A group of primary school pupils has come up with a novel solution to tackle the challenge of how to motivate patients at a hospital to attend physiotherapy sessions.

The pupils from Princess Elizabeth Primary, who were part of the school’s applied learning programme in innovation and enterprise, came up with a simple but effective method.

They turned the physiotherapy exercises into tactile games, which were popular with patients.

Yesterday, Education Minister Lawrence Wong cited this example of contributing to the commu-

nity through design thinking.

He was speaking at the Design Education Summit, held virtually yesterday and attended by more than 600 local and international educators and industry experts.

The event, which is in its second edition, was organised by DesignSingapore Council – the country’s national agency that promotes design – and the SUTD-MIT International Design Centre.

Its focus this year was on the importance of design as a strategic tool to help Singapore recover from the social and economic effects of the Covid-19 pandemic.

Design thinking is an approach to creative problem-solving that applies to businesses across sectors.

The focus is on building empathy in reframing and resolving problems.

Mr Wong said that in a world disrupted by Covid-19, there is a need to prepare Singapore’s young to be “adaptable, nimble and innovative problem-solvers”.

“And in this respect, design as a discipline and way of thinking has much to offer. Design is not just a job – it’s a way of thinking. And today, we see the fingerprints of design in every sector, from banking to manufacturing and IT.”

In the corporate world, design has transformed businesses, helping to solve “the company’s most frustrating problems, with a lens that puts the user at the centre”, he added.

He cited DBS’ user experience and design team as an example.

The team researches consumer banking journeys and looks for ways to improve.

Education Minister Lawrence Wong cited DBS’ user experience and design team as an example. The bank noted a surge in logins near the end of every month, and the design team attributed this to the number of people who were logging in to check that their salaries had been deposited. In response, the team added a new “peek balance” function to the bank’s app, where users can check their account balances without having to input their login details.

The bank noted a surge in logins near the end of every month, and the design team attributed this to the number of people who were checking that their salaries had been deposited.

In response, the team added a new “peek balance” function to the bank’s app, where users can check their account balances without having to input their login details.

The new function was used six million times a month in 2019, said Mr Wong.

“So you can imagine the convenience it has brought to consumers and the time saved collectively.”

In the span of five years, this user experience and design team in DBS has grown from two people to 60, which is indicative of the value that design as a function brings to the business, he noted.

Mr Mark Wee, executive director of DesignSingapore Council, pointed out that “given the difficulties the pandemic has imposed on businesses and society at large, this summit serves as an important reminder of the efficacy of design – from providing solutions to offering new and exciting opportunities”.

“Having a design mindset and its associated skills is imperative to adapting to a volatile, uncertain, complex and ambiguous world.”

jolenezl@sph.com.sg

Pri School children motivate patients to attend PT sessions by turning ex into tactile games

Two officers who tap diverse range of experiences, expertise

Linette Lai
Political Correspondent

When Our Tampines Hub (OTH) opened its doors in 2016, its new Public Service Centre promised to be a one-stop shop for people to get government-linked transactions done, ranging from renewing their season parking permits to booking a badminton court.

But OTH senior director Suhaimi Rafdi soon realised that residents were grumbling about having to queue twice for services managed

by different agencies.

To solve the problem, officers were trained to undertake roles that previously fell outside of their job scope. Now, the centre offers 300 services across 15 government agencies, up from 80 services across six agencies.

Mr Suhaimi, who was Cathay's chief executive for nearly 20 years before taking up his current role, credits this improvement to his private sector experience.

"In the private sector, cost was a big issue for us and multitasking was necessary," he said, recounting that staff were trained for vari-

ous roles. "Here, we are not cost saving, but we want to use manpower more efficiently."

The 53-year-old's jump from the private to the public sector is one that the Government hopes more people will make as it steps up efforts to build a more diverse service.

In an interview last Thursday, Minister-in-charge of the Public Service Chan Chun Sing spoke at length on the importance of diversity in the public sector and how this diversity can be harnessed to come up with solutions.

Being able to tap a range of exper-



Public sector officer Ng Kaijie (left) is on a two-year attachment at Carousell, whereas Our Tampines Hub senior director Suhaimi Rafdi used to work in the private sector.

tise means that the public sector can be more agile in the way it organises itself, which makes an organisation more resilient, Mr Chan said.

It also helps mobilise various groups to work together, he added, noting that Mr Suhaimi's commercial expertise meshed well with the OTH team's habit of viewing things from the social perspective.

The public sector is also looking

to send more officers on attachments to a variety of external organisations, including established local companies, start-ups and digital giants.

There are no hard targets, Mr Chan said. "We have to look at the opportunity and make sure it is the right fit," he added.

One officer who has moved to the private sector is 33-year-old Ng Kaijie, who is currently strategy director at online marketplace Carousell. He joined the start-up in October 2019 and is now into the second half of his two-year attachment.

Mr Ng, who has done policy work at the education, transport and manpower ministries, said one big difference is the start-up's strong bias towards taking action.

"They really believe in the idea that it's okay to fail, as long as you fail fast and fail forward," Mr Ng said.

In contrast, one common public

sector consideration was to ensure that any solution did not destabilise policies already in place, he added.

"It's quite refreshing and energising because it's a very different way of working."

His public sector expertise means that he is now often the one getting his team to step back and look at the bigger picture, while still preserving that "hacky, experimental spirit".

Mr Ng hopes to bring Carousell's "relentlessly resourceful" approach to problem solving back to the public service after his current stint is over.

"It's about identifying a place where we are prepared to be experimental," he added.

"And I'll be able to say I've worked in a start-up before and sometimes their perspective is different."

linettel@sph.com.sg

Need to queue twice for services managed by different agencies in one centre

Boosting rehab care services in the community

In October last year, the degeneration in her spine became so bad that retiree Christine Grace could not get out of bed, let alone walk.

But after about five weeks of physiotherapy at Ang Mo Kio Polyclinic, the 79-year-old's condition improved dramatically, and she is now able to get around without help.

"I'm very happy, very cheerful, and I just go about my daily business. Without the physiotherapy, I would be living in pain," she said.

Patients like Ms Grace will soon have access to an expanded scope of rehabilitation services in polyclinics and community-based facilities such as senior care centres and day rehabilitation centres under a new framework.

Announcing the National One-Rehab framework at the debate on the Ministry of Health's (MOH) budget yesterday, Senior Minister of State for Health Janil Puthuchery said the framework will "ensure that our population has timely access to the right level of rehabilitation care".

MOH said that the framework – developed with practitioners in public hospitals, polyclinics and the community care sector – will be progressively tried out from the second half of the year.

Its three aims are first, to assist therapists and patients in tracking their progress towards defined outcomes and rehabilitation goals.

"(It) will enable therapists across different settings to have access to patients' care progress informa-



Mr Gilbert Menezes, who strained his shoulder earlier this year, working with senior physiotherapist Pradha Rajoo at Yishun Polyclinic. People like him will have access to an expanded scope of rehabilitation services in polyclinics and community-based facilities under the new National One-Rehab framework. ST PHOTO: ALPHONSUS CHERN

tion, which enables them to work together to support patients as they transit across care settings," said MOH in a statement.

Second, it aims to make the process of rehabilitation clearer by providing standardised criteria for rehabilitation, thus helping therapists and service providers to better plan and facilitate care for patients, said the ministry.

Third, it aims to improve pa-

tients' access to an expanded scope of community rehabilitation services.

The ministry said this will reduce the need for an appointment at acute hospitals, allowing the hospitals to focus their capacities on attending to patients with more complex rehabilitation care needs.

Dr Janil said: "Under this framework, patients will have improved access to community-based reha-

bilitation and benefit from expanded capacity and capabilities."

It is not just seniors who benefit from such rehabilitative care services. Mr Gilbert Menezes, 49, could barely move his arm after straining an old shoulder injury in January.

But after just one month of physiotherapy at Yishun Polyclinic, he said, the pain fell by almost 90 per cent, allowing him to resume doing

the things he loves such as carrying his eight-year-old daughter.

"Physiotherapy is for anybody who cannot do what they want to do," said the IT manager. "Seek help and, with physiotherapy, things can get better."

Ms Tan Bee Yee, director of allied health at SingHealth Community Hospitals and former head of physiotherapy at Singapore General Hospital, said the new framework will

help improve care for patients.

She added: "If we are all operating in silos, it's very hard to tell (how we can improve). This National One-Rehab (framework) aims to bring everyone together, have a common language in tracking patient outcomes, so we are able to learn from one another. We can then translate that into how we provide rehabilitation for our patients."

Timothy Goh

The National One-Rehab Framework aims to bring everyone together, have a common language in tracking patient outcome..

Tan Bee Yee, Director of Allied Health, SingHealth Community Hospitals

To Unleash AHP's potential..

- Population health practitioner
 - Systems and Design thinking: See connections, links, or relationships between issues/ journeys and analyse them from a broader, holistic perspective
- Joint up experience of care
 - Analyze the gaps holistically with the stakeholders
 - Collectively achieve synergies
- Leadership Shifts
 - Be influential professionals/leaders



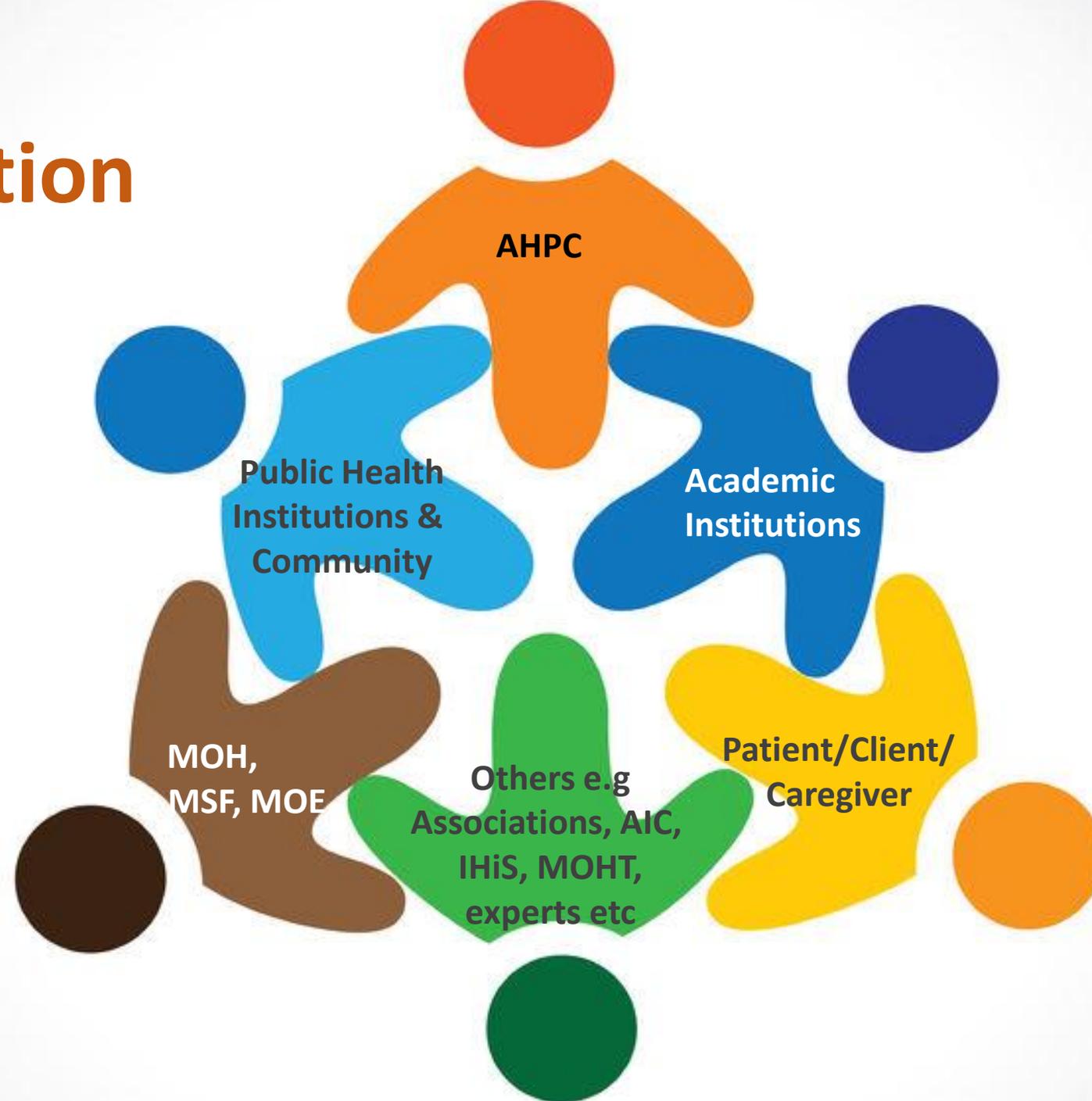


Public Healthcare
Leadership Research

Priority Leadership Shifts



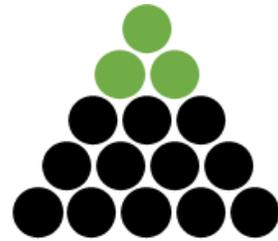
Collaboration



Engagement and contribution at all levels is needed for us to truly transform



Change from Individuals



Change from Top Leaders



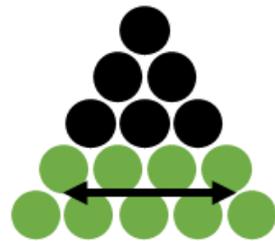
Supervisors-Mentors



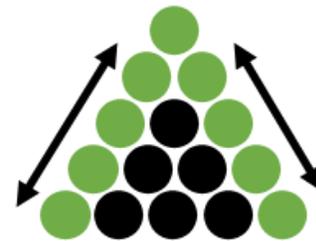
Change from Workgroups



Change from Departments/Units



Change from cross-units initiatives



Change from Strategy Deployment



Truly Transformed Organizations

Source: Van Harrison