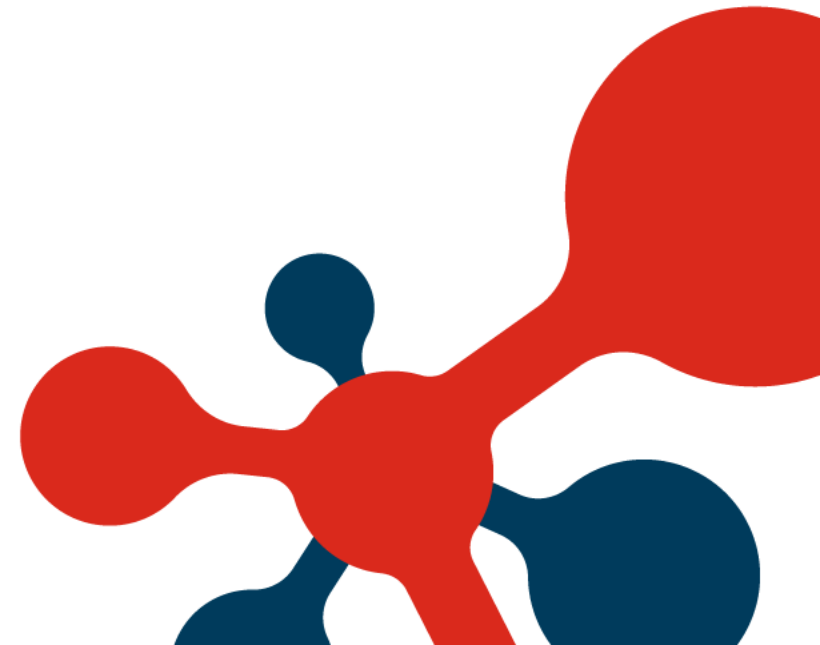


STRENGTHENING CAPABILITIES FOR INTEGRATED CARE IN A “SUPER-AGED” SOCIETY

30th October 2023



“Sustainability” Learning at the Workplace

A Nursing Home’s Perspectives

SKILLSfuture
Employer Awards 2022

 CHARITY
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AWARDS 2022

PRESENTED BY

Mr William Loh

Assistant Director

Learning & Organisational Development

Kwong Wai Shiu Hospital

William_Loh@kwsh.org.sg

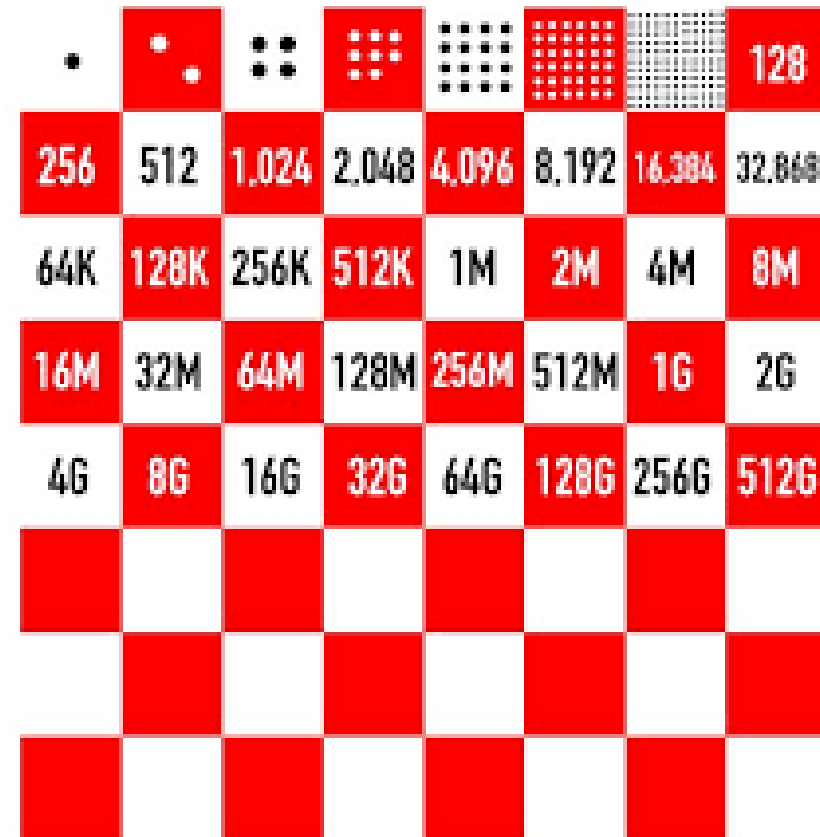


The Story of the Chessboard and Rice



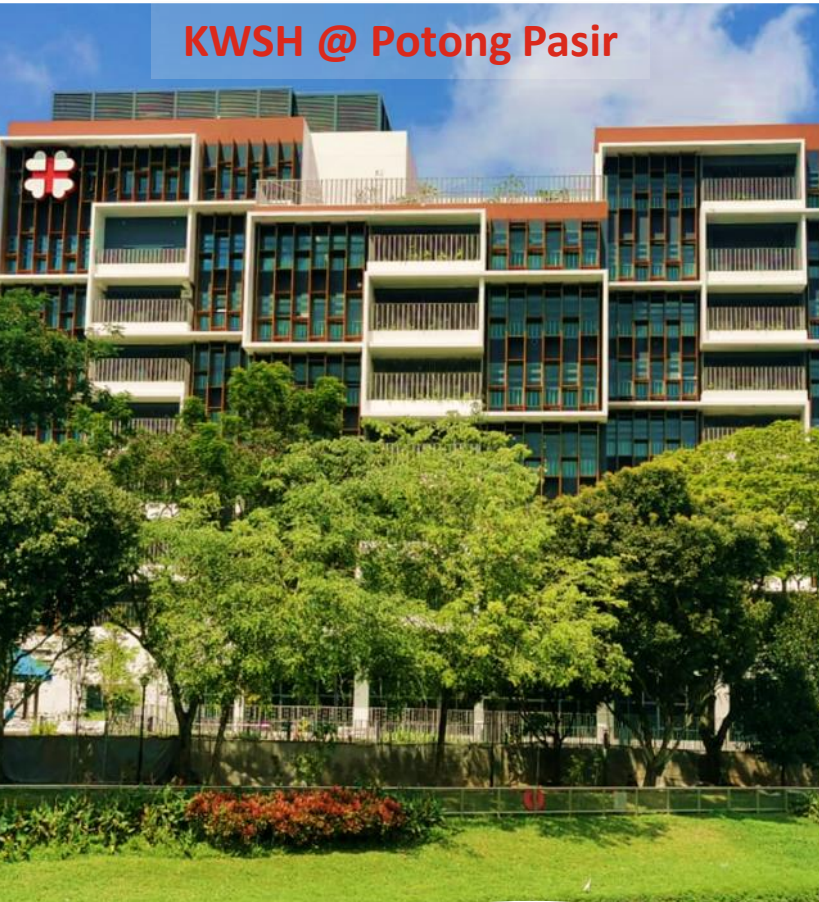
DID YOU KNOW

If we put grains in one, two, four, sixteen order on each square, we will need **Earth sized** quantity of grains just to fill half of the **Chessboard**.



Nursing Homes & Community Care Centres

KWSH @ Potong Pasir



KWSH @ Serangoon



- 750 beds at Serangoon Road main site
- 438 beds at our second nursing home at Potong Pasir
- 4 Active Ageing Centres and 2 Senior Care Centres
- Staffed by over 900 trained and professional employees
- Services include: inpatient services, rehabilitation centres, Traditional Chinese Medicine (TCM) centres, community care centres and home care services
- Healthcare training through the Community Training Institute.

Overview of Kwong Wai Shiu Hospital

Community Training Institute (CTI)

INTEGRATED CARE LEARNING SYMPOSIUM

by **SUSS**
SINGAPORE UNIVERSITY
OF SOCIAL SCIENCES



MONDAY, AUGUST 15, 2022 | THE STRAITS TIMES | This feature is brought to you by **SKILLSfuture** **SG** **JOBS & SKILLS**

Nursing manager contributes in greater ways through skills upgrade

Patients gain from her quest to retrain

By LYN CHAN

When Ms Serene Tan, 38, decided to pursue nursing after her O levels, her family tried hard to dissuade her.

They felt that nursing was not suitable for someone so young, asking her if she was ready to "show up patients".

But after being in the profession for 18 years, the nursing manager at Kwong Wai Shiu Hospital (KWSH) feels her career goes far beyond the notion of being an invisible patient care job, it is more about performing mental or unpleasant tasks.

Besides her nursing duties and managing a team of 83 nurses, she also fronts projects and initiatives to improve operational processes and maximise efficiency within the hospital.

"When I come across an area that is problematic or can be refined, I will always discuss with my team, and I drop dive into the root causes and analyse the situation," says the single mother of two.

Before joining KWSH in 2018, Ms Tan had stinted as a nurse educator at Mount Elizabeth Hospitals, nursing lecturer at the Institute of Technical Education, and senior staff nurse at Changi General Hospital.

"If the issue is process related, we'll work out a solution on our own, and we'll raise it," she says, adding that her bosses are always receptive to perspectives from the nursing staff.

For example, she recalls suggesting a way to improve the showering process of patients that reduced the number of nurses needed - from seven to six - leading to better well-being among the caregivers and greater efficiency.

She is also given projects to optimise patient care, such as introducing the use of a gravity walk feed for nasogastric tube patients - a more convenient method of feeding such patients compared to the conventional approach of using a syringe.

But not all solutions can be found internally. Collecting observations and ideas from her colleagues, Ms Tan shares that her responsibilities include consulting and working with external vendors to find solutions that benefit both the patients and the caregivers.

"Times are different now. We can use technology to carry out trials and overcome barriers. Many of us have also been attending courses to upgrade ourselves, learning about the latest evidence-based practices to improve the quality of nursing care."

After four years of preparation, KWSH launched its Community Training Institute - the largest in the local community care sector - in 2018.

"One of my key priorities was to build KWSH into

ly the result of KWSH's firm commitment to training and developing its staff.

With the support of KWSH, Ms Tan has attended a range of courses from leadership training to nursing-related programmes that equip her to nurse her patients more holistically, both physically and mentally.

A course that particularly lit her fire for her focused on community care nursing leadership.

"There's no book that can tell you what a good leader must be like. It boils down to your soft skills and other qualities," says Ms Tan.

"Attending the workshop enlightened me, showing me that there is no correct way to be a leader, and it's up to us to create our own leadership style. I now better understand myself."

The courses, she says, have enabled her to "think more in-depth and embark on a project more systematically with the requisite planning, instead of jumping the gun".

She adds, "The courses, she says, have enabled her to 'think more in-depth and embark on a project more systematically with the requisite planning, instead of jumping the gun'."

Over the years, KWSH has earned the reputation of harnessing an open, transformative approach toward community care and its skills upskilling.

As one of Singapore's oldest charitable healthcare organisations, the integrated healthcare organisation, is primed to take a leading role in the evolution of local community care.

KWSH has two hospitals. The main hospital located in Serangoon has a 750-bed capacity, while its second nursing home in Potong Pasir has a 400-bed capacity.

"The sector is made up of organisations with diverse maturity levels," says Mr William Loh (left), 33, KWSH's assistant director of learning & organisational development.

He adds, "Some are well-organised with proper staffing and structures, some lack the resources to make learning a strategic priority. There is room for all of us to make a difference, and KWSH is well-placed in contributing to the learning, upskilling and innovation."

After four years of preparation, KWSH launched its Community Training Institute - the largest in the local community care sector - in 2018.

"One of my key priorities was to build KWSH into



Attending courses ranging from leadership training to nursing-related programmes has enabled Ms Serene Tan, nursing manager at Kwong Wai Shiu Hospital, to "think more in-depth and embark on a project more systematically with the requisite planning," she says.

PHOTO: THEANIR SUDHA

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PHOTO: THEANIR SUDHA

a beacon of strength and ingenuity in community care's learning and innovation space."

He aims to maximise the potential of staff by "creating a dynamic workplace learning culture that empowers upskilling, reskilling and personal development".

Underlying its formation are effective collaborations with a range of partners, including institutes of higher learning and government agencies.

"We have more than 100 training programmes recognised by the relevant government bodies," he says. About 2,000 KWSH employees and external individuals have benefited from the courses.

Mr Loh believes that KWSH's efforts to elevate community care led to their appointment in 2020 as the first SkillsFuture Queen Bee in the sector.

"SkillsFuture Queen Bees" are industry leaders who pave the way in promoting skills development by guiding and mentoring small to medium-sized enterprises, helping them to identify and acquire the skills needed to grow their businesses.

By the end of next year, KWSH aims to boost the community care sector by providing 270 training places and 33 mentorship projects for community care providers.

"The purpose: To build the sector's capabilities in areas such as healthcare innovation, process improvement, technology adoption and workplace learning, and support the deepening of skills and expansion of jobs."

"Together with our partners, we focus on four key pillars: new products and services, processes, human capital, and automation and digitalisation," says Mr Loh.



SKILLSfuture SG

LEARNING @WORK

SRFAC
SINGAPORE RESUSCITATION AND FIRST AID COUNCIL

Key Trends in Ageing Population



Ageing Population &
Changing Family Structure



Labour Crunch & Global Shortage
of Healthcare Workers



Technology Disruptions



*Straits Times, *Life Features C4*
26 March 2023

Growing Care Needs



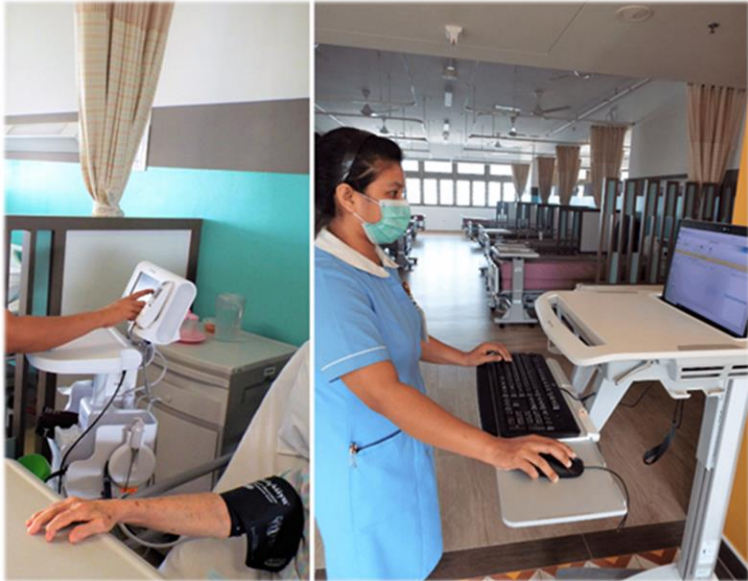
Rising Healthcare Cost

“COVID-19 Has Demonstrated That Automation and Digitalisation Are No Longer A “Good To Have”, But A “Need to Have” To Enable Business Continuity and Transformation. The Nature Of Jobs Will Also Evolve Quickly And It Is Therefore Not A Matter Of If, But When, The Skills We Possess Today Will No Longer Be Relevant.”

By Singapore Minister of Education, Mr Chan Chun Sing during his Speech at the Skills Demand for The Future Economy Forum 2021



Accelerating Resilience, Quality and Innovation through Digitalisation



Since 2017 we have launched 50 units of personal infotainment. Now we have 100 units. Personal ear piece were given for better sound effect.

Social Infotainment for PWD



Robotic Entertainment for PWD – Pilot



- 6 Procure and Integrate the New Technology
- 7 Provide Support for End users
- 8 Track and Communicate Project Progress

“An optimal technology adoption process helped Kwong Wai Shiu Hospital adapt to evolving technologies that elevated efficiency, build robust workflows and reduce overall costs. Through improved patient safety and care and better hospital performance, client satisfaction is enhanced.”

Dr Mok Ying Jang, Chief Executive Officer, Kwong Wai Shiu Hospital



Expanding Collaborations and Partnerships: Elevating Capability Development

Knowledge Sharing Seminars
with SIT and IAL

Smart Workflow
Infrastructure Technology
(SWIFT) Study with Philips
and AIC

Elevating Senior
Learning & Training
Standards with C3A

Technology
Collaboration with
NUS-ISS

Moderator & Panel of Speakers



Audience

ADULT EDUCATION NETWORK **8,000** members

- Brings together CET professionals from diverse disciplines
- Strengthens the community by building new connections and collaborations.
- Supports CET professionals' ongoing development and future skill needs.

Healthcare Innovation Webinar: SHARING OF INNOVATIVE BEST PRACTICES IN A PANDEMIC WORLD
26 February 2021 | 3pm - 5pm
Online via Zoom Platform

GUEST SPEAKERS

- Dr. Chee Cheong**, CEO, Khoo Teo Joo Hospital: Accelerate Digitalisation and Automation in our Hospital - Singapore's Largest Nursing Home's Experience
- Dr. Khalid Ali**, Director, Emory Medical Center: Emory Medical Center's Progress on Managing the COVID-19 Crisis in Europe
- Dr. Camellia Lim**, Director, Singapore Institute of Technology: Prevention and Control of COVID-19 Within Educating Post-Registration Nursing Undergraduates Using an E-Learning Innovation Model
- Mr. Hans-Joerg Dreissner**, CEO, Swiss Hospital: Tackling the Challenges of the COVID-19 Pandemic with the Latest Innovations

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"Skills development is important to help maximise our potential and lead us to success."

Jessy Chang
Director of Nursing
Kwong Wai Shiu Hospital

EnterpriseJobSkills.gov.sg SKILLSfuture SG

Kwong Wai Shiu Hospital
Digitalise Your Organisation with This
Mentorship Support Grant

Enabling Learning & Sharing via Cross-Functional Projects and Workshops

**INTEGRATED CARE
LEARNING SYMPOSIUM**

by **SUSS**
SINGAPORE UNIVERSITY
OF SOCIAL SCIENCES



Learning, Knowledge Sharing, Teams, Mindset & Culture



LEAN Champions



Organisational Structure; Management Practices; Levels of Openness; Trust; Commitment; & Cooperativeness



Building Learning Agility through Workplace Learning

Lean Thinking Approach Maximises Staff Efficiency at Kwong Wai Shiu Hospital



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4. Recovering Well: The Art and Science of Physiotherapy



The project has yielded tangible benefits in reducing rework and incidents of delayed treatment. We will continue to embrace the critical thinking mindset and carry on with the Incident-based Sharing session (IBSS) to learn and share together on significant and impactful incidents with all our nurses

Ms Sim Puay Cheng,
Assistant Director, Nursing Admin
Kwong Wai Shiu Hospital

Centre for Workplace Learning & Performance **IWL**
Home > Stories > All
Kwong Wai Shiu Hospital
Nurturing Critical Thinking Nurses
2 min read |



Kwong Wai Shiu Hospital

Nurturing Critical Thinking Nurses

At a Glance

Kwong Wai Shiu Hospital (KWSH), a charitable organisation, seeks to provide quality care and services to elderly clients. By initiating and facilitating workplace learning interventions with CWLP, **KWSH's** Staff Nurses are nurtured and empowered with critical 'Thinking Nurse' capabilities to respond any circumstances with agility and accuracy as well as to provide timely patient care intervention.

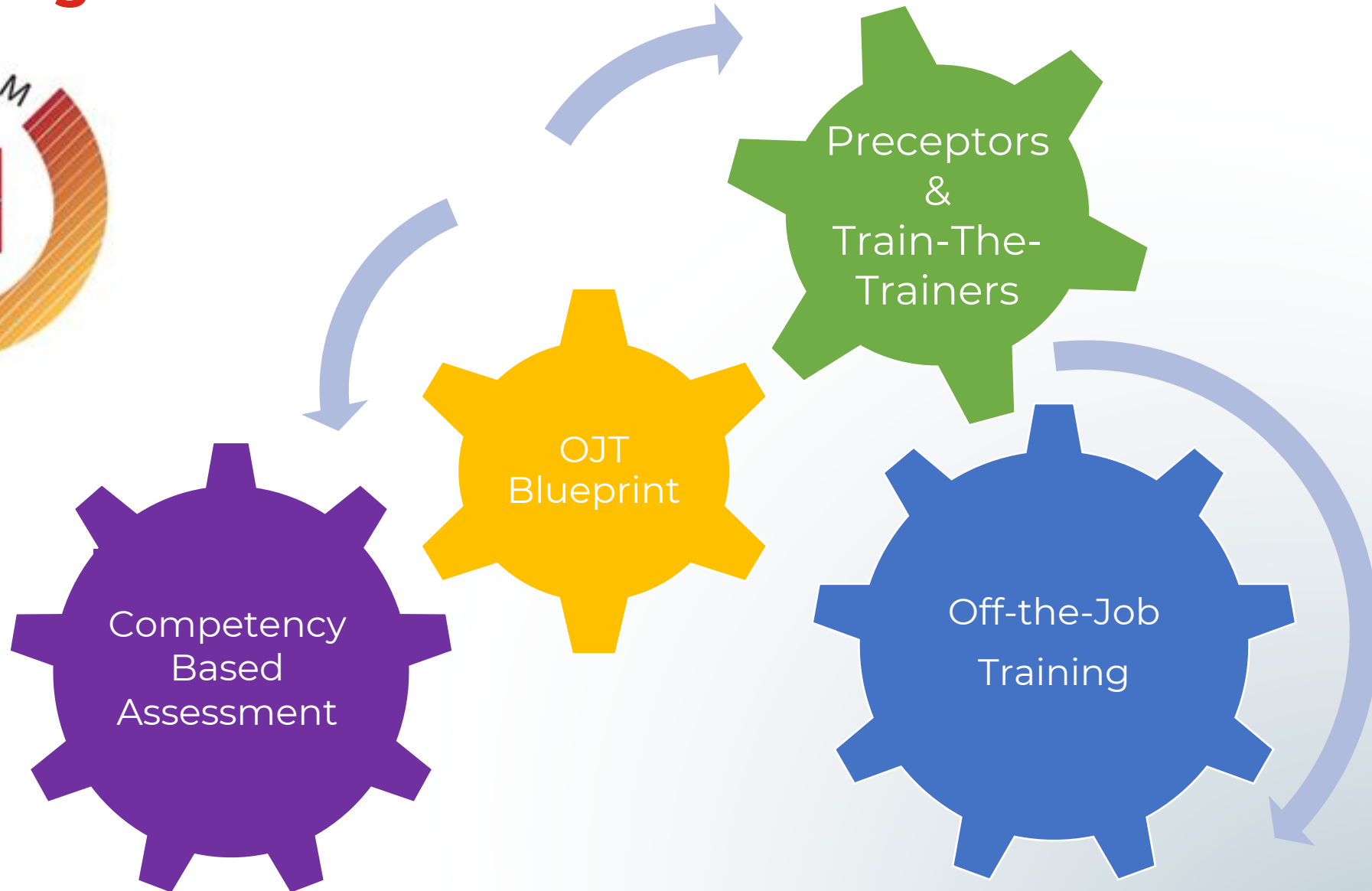
Read on to find out how **KWSH** manage to empower its nurses to think critically.



It's great that we have been very active in this project. As nurses know, seconds can often mean the difference to our residents. With increasing responsibility, it is imperative for nurses to be able to make quick and accurate decisions in response to any circumstances.

Ms Ang Ah Chee,
Senior Nurse Manager
Kwong Wai Shiu Hospital

Ecosystem in Enabling Our Instructional & Coaching Plan



Future Challenges to Learning & Instructing



- ❑ Technical skills are important, but integrative skills will be even more so
- ❑ Professionals must be able to leverage on skills and expertise from different domains to deliver solutions to address multi-disciplinary issues
- ❑ Interpersonal skills such as connecting well with stakeholders or providing service with warmth and empathy will increase in value as appreciation grows for the human touch in a world replete with automation and AI
- ❑ Learning & Instructing must be supported by data and research on the most effective ways to acquire and impart skills

Extracted from Straits Time article: "Salary premiums could be at risk as use of ChatGPT, other AI tools grows" on 6 April 2023

Harnessing Generative Artificial Intelligence in Training & Learning





Kwong Wai Shiu Hospital is one of the oldest charitable

THANK YOU!

