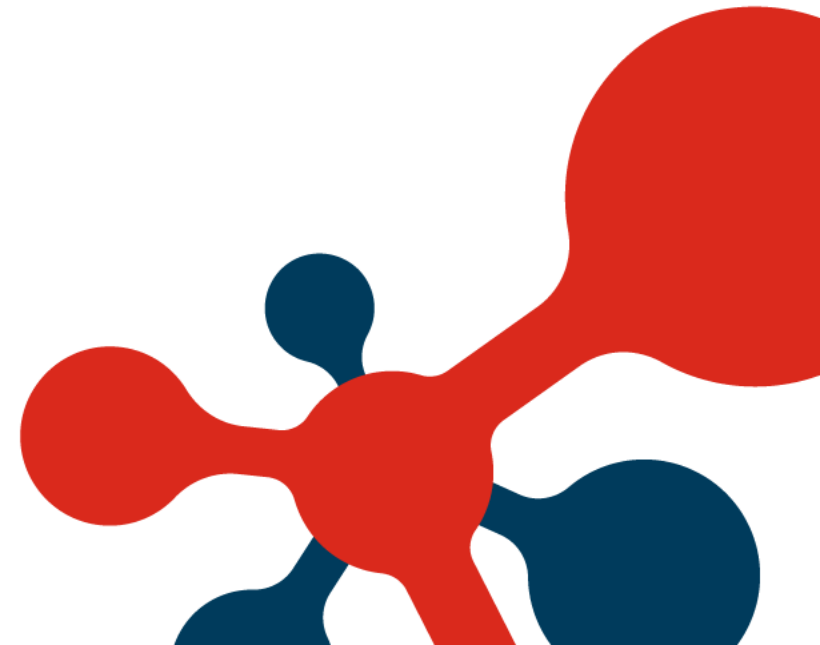


STRENGTHENING CAPABILITIES FOR INTEGRATED CARE IN A “SUPER-AGED” SOCIETY

30th October 2023

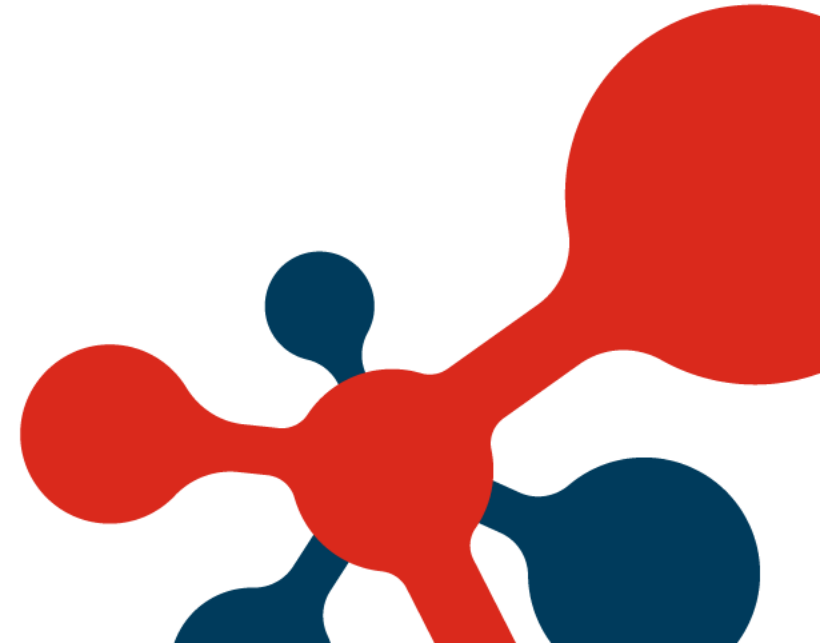


Workforce Transformation in Healthcare: Redesigning the Health Coach Role

PRESENTED BY

Ms Tan Hui Ting

Principal Occupational Therapist
Community Health
Tan Tock Seng Hospital



Our History

2016

- Under MOH funding for “War on Diabetes” & “Regional Health System priority funded programmes”
- Introduced as Community Care Facilitators to provide 1-to-1 coaching at Health Posts, monitor BP & BMI for residents.

2019

- Expanded to conduct mass activities (to plug gaps previously in community to expand access of mass activities to more residents)
- Started introducing structured programmes (that involves elements of group work) that targets pre-frails

**2023
Now**

- Increase focus on structured programmes with more intentional elements on conducting group coaching for peer learning
- Health Talks
- 1-to-1 coaching

Health Coach **focuses only on physical & nutritional domains.** Unable to respond to a dynamic health & social domains.

**Unclear career pathway or progression,
Issues with retention**

A **relatively new role** in the health landscape.

Ambiguity of roles & responsibilities of Health Coach **within the Community Health Team** (a multi-disciplinary team from clinical family groups)

Our Observations & Challenges

Residents do not know what Health Coach does; unfamiliar with the type of programmes / activities conducted

Lack the ability to influence residents. As most of the residents are seniors, they deem Health Coaches as **young & inexperienced.** More willing to listen to their peers or folks of similar age.

How do we increase relevance & ensure sustainability of the roles?

How do we rebrand ourselves adequately?

How do we bring about more possibilities?

Our Journey

Diagnosis

- Focus group interviews with Health Coaches (HCs)
- Observation of HCs at work
- Review existing HCs and complementary roles' JD and relevant documents

Nov to
Dec 2022

Our Journey

Diagnosis

- Focus group
Interviews with Health Coaches (HCs)
- Observation of HCs at work
- Review existing HCs and complementary roles' JD and relevant documents

Co-Creation

- Presentation of findings from diagnosis
- Co-develop HCs' desired persona, attributes, roles and responsibilities
- Discussion on potential expanded HC's scope

Nov to
Dec 2022

Feb to
Apr 2023

Our Journey

Diagnosis

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Nov to
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Co-Creation

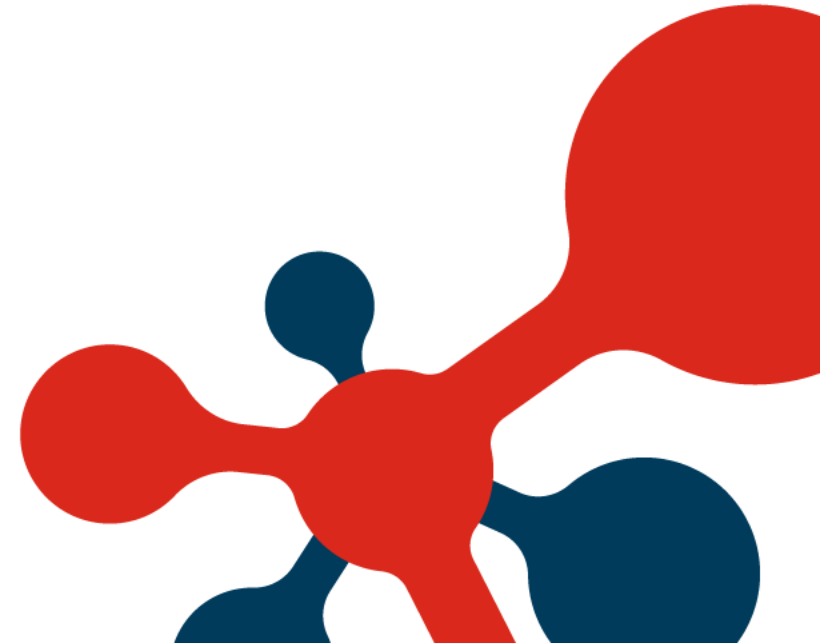
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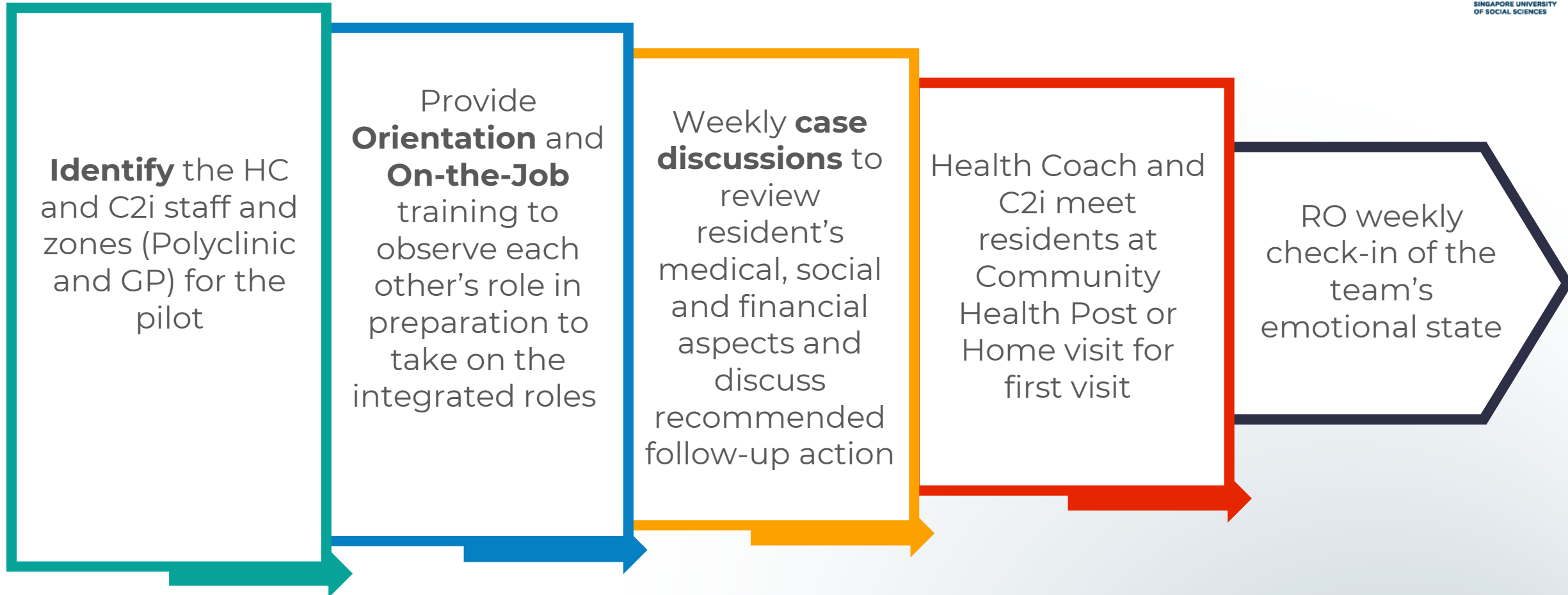
Pilot

- Prototype pilot in merging 2 functional roles: Health Coaching (Health domain) & Community Care Integrator (Social domain)

May to
Jun 2023



What was done...



Our Journey

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Nov to
Dec 2022

Co-Creation

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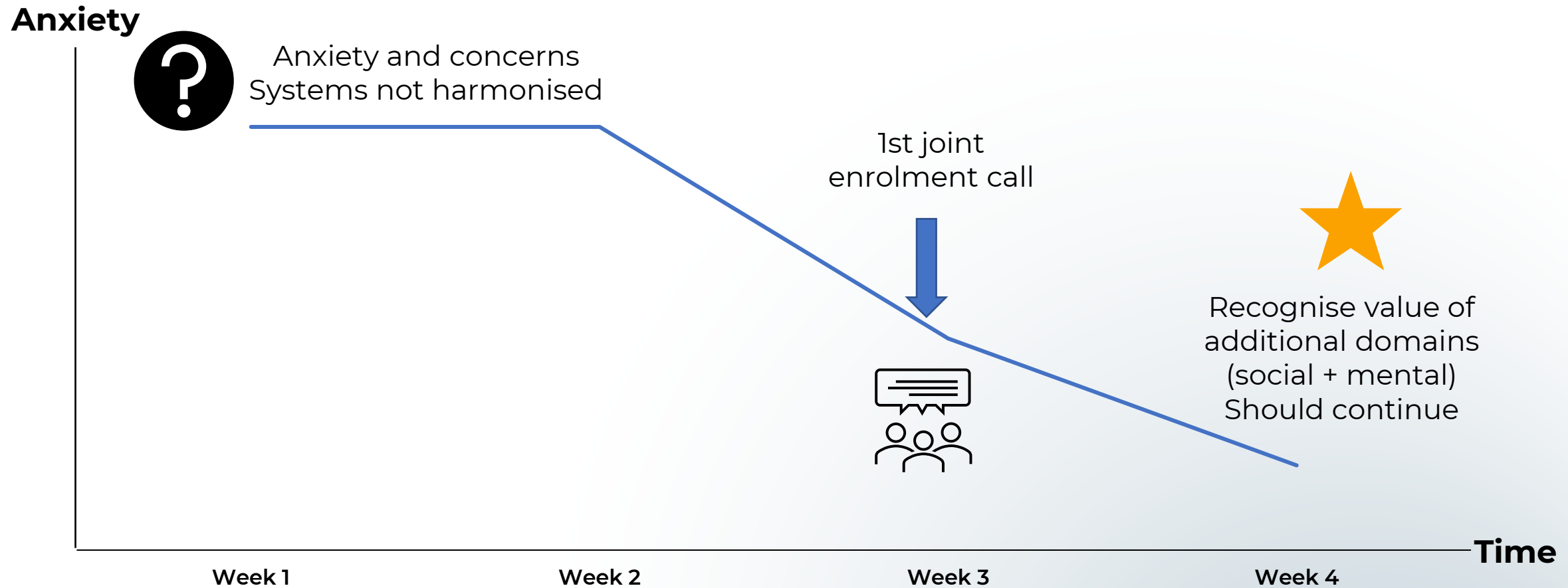
May to
Jun 2023

Evaluation

- Interviews with Health Coaches (HCs)
- Observation of HCs at work

Jul 2023

Our Observations & Takeaways



Our Next Step Towards the Future

- Proposed **new career progression framework** (expanded job grade from “Associate Levels” to “Executive Levels”)
- Communication plans (to share internally and externally)
- Expand recruitment channels: Work with schools and other industry partners to recruit and attract talent

A scenic landscape featuring a two-lane asphalt road with yellow dashed center lines and white edge lines. The road stretches from the bottom left towards the center, where it meets a bright, glowing sun. The sun is positioned directly in the center of the road, creating a strong lens flare effect that illuminates the entire scene. The sky is filled with soft, golden light and scattered clouds. On either side of the road, there are green fields and rolling hills in the distance. The overall atmosphere is peaceful and hopeful.

Life is a journey,
not a destination

~ Ralph Waldo Emerson

THANK YOU!

