

# **Community Care Digitalisation Competency Map (CCDCM) – Info Kit**

**Manpower & Talent Division in partnership with  
IT, Innovation & Digitalisation Division**

**November 2025**

# Community Care Organisations that Participated in the Industry Validation

1. Allkin Singapore
2. Care Corner
3. Catholic Welfare Services
4. City Harvest Community Services Association
5. Filos Community Services
6. Home Nursing Foundation
7. Jamiyah Nursing Home (Darul Syifaa)
8. Kwong Wai Shiu Hospital
9. Methodist Welfare Services
10. NTUC Health Co-operative Ltd
11. PAP Community Foundation - Senior Care Services
12. Ren Ci Hospital
13. SATA CommHealth
14. Singapore Christian Home
15. Sree Narayana Mission (Singapore)
16. St Luke's ElderCare
17. St. Andrew's Nursing Home
18. Sunlove Abode For Intellectually-Infirmed Ltd
19. The Lentor Residence Pte Ltd
20. The Salvation Army Peacehaven Nursing Home
21. THK Nursing Home @ Hougang
22. Thye Hua Kwan (THKMC) Moral Charities
23. Touch Community Services
24. Vanguard Healthcare
25. XiSer CareServe



# Objective of CCDCM

**Develop a holistic one-stop shop  
Community Care Digitalisation  
Competency Map for Community  
Care Organisations in the Sector**



## Map should:

1. Be easy to interpret and use
2. Showcase how it could support all CCOs in their Digitalisation/Digital Transformation
3. Establish baseline digital fluency expected for our sector workforce
4. Provide use case to illustrate how CCOs can adopt this competency map

# Workgroup Members comprising CCOs & AIC SMEs contributed to the development of CCDCM

Workgroup Composition	Representative	Roles
Workgroup Chairpersons	<ul style="list-style-type: none"> <li>Lum Hon Yuen (AIC), Deputy Director, Manpower &amp; Talent Division</li> <li>Alan Foo (AIC), Deputy Director, I2D2/Technology Strategy &amp; Planning</li> </ul>	<ul style="list-style-type: none"> <li>Chair workgroup meetings to drive the Development of the Community Care Digitalisation Skills Framework (CCDSF)</li> <li>Ensure alignment of project with business/sector goals &amp; objectives</li> </ul>
Community Care organizations (CCOs)	<ul style="list-style-type: none"> <li>Anita Ho (Care Corner), Assistant Director/Service Development, (Data &amp; Tech)</li> <li>Winnie Koh (St Luke's ElderCare), Assistant Director/CommCare Academy, (Process &amp; Cybersecurity)</li> <li>Yum Sin Ting (Allkin), Principal HR Partner, (Data &amp; Tech)</li> <li>Kelvin Tham (Ren Ci Hopsital), Assistant Manager, Transformation Office, (Process &amp; Cybersecurity)</li> <li>Kenix Lim (Touch Community Services), Assistant Manager/HR, (Data &amp; Tech)</li> </ul>	<ul style="list-style-type: none"> <li>Plays role of industry stakeholder to review &amp; provide inputs to documents drafted by consultant</li> <li>Comprise of spectrum of CCOs across different settings, potential early adopters of Digitalisation Skills Standards &amp; Training Roadmap</li> </ul>
AIC/I2D2 Subject Matter Experts (SME)	<ul style="list-style-type: none"> <li>Process: Tan Mei Fang (AIC), Assistant Director, I2D2/AIC IT Strategy &amp; Planning</li> <li>Tech: Mark Ong (AIC), Head of IT, I2D2/AIC CIO Office</li> <li>Cybersecurity: Chia Seng Hock (AIC), Lead Analyst, I2D2/CISO Office/Security Monitoring &amp; Incident Mgt</li> <li>Strategy &amp; Plans: Giselle Cheo (AIC), Assistant Director, I2D2/Sector Digitalisation</li> </ul>	<ul style="list-style-type: none"> <li>Plays role of AIC SMEs to review &amp; provide inputs to documents drafted by consultant</li> </ul>
AIC/SRDD Subject Matter Experts (SME)	<ul style="list-style-type: none"> <li>Data: Lim Xin Ying (AIC), Assistant Manager, SRDD/Data Governance &amp; Knowledge Management</li> </ul>	<ul style="list-style-type: none"> <li>Plays role of AIC SME to review &amp; provide inputs to documents drafted by consultant</li> </ul>
Project Managers (AIC/MTD)	<ul style="list-style-type: none"> <li>Angeline Wee (AIC), Assistant Director, Manpower &amp; Talent Division</li> <li>Lee Hui Ling, (AIC), Assistant Manager, Manpower &amp; Talent Division</li> </ul>	<ul style="list-style-type: none"> <li>Lead &amp; manage project to ensure outcomes are achieved</li> </ul>
Consultant (CET Global)	<ul style="list-style-type: none"> <li>Thomas Yeo, Project Director/Lead Consultant</li> <li>Hector Lin, Senior Associate Consultant</li> <li>Ramu, Project Operations Director</li> <li>Ameriana, Project Coordinator</li> </ul>	<ul style="list-style-type: none"> <li>Provide consultancy services</li> </ul>

**Advisors**  
Chief MTD/AIC,  
Derek Tan

**Chief Digital  
Strategy Officer**  
I2D2/AIC,  
Edwin Chew

*Guide Workgroup in the development of the Digitalisation Competency Map and training roadmap for the Community Care Sector*



# What does Success look like if CCO Staff (Non-IT) were to level up on Digitalisation Skills



**Digitalisation:** Process of employing digital technologies and information to transform business operations



**Digital Transformation:** Customer-driven strategic business transformation that requires cross-cutting organizational change as well as implementation of digital technologies

Extract from AIC Community Care Digital Transformation Plan (CCDTP):

- Involve **adopting digital technologies** to
  - enhance service delivery,
  - improve operational efficiency, and
  - foster better patient engagement,thereby ensuring more accessible, effective, and personalized care for the community.

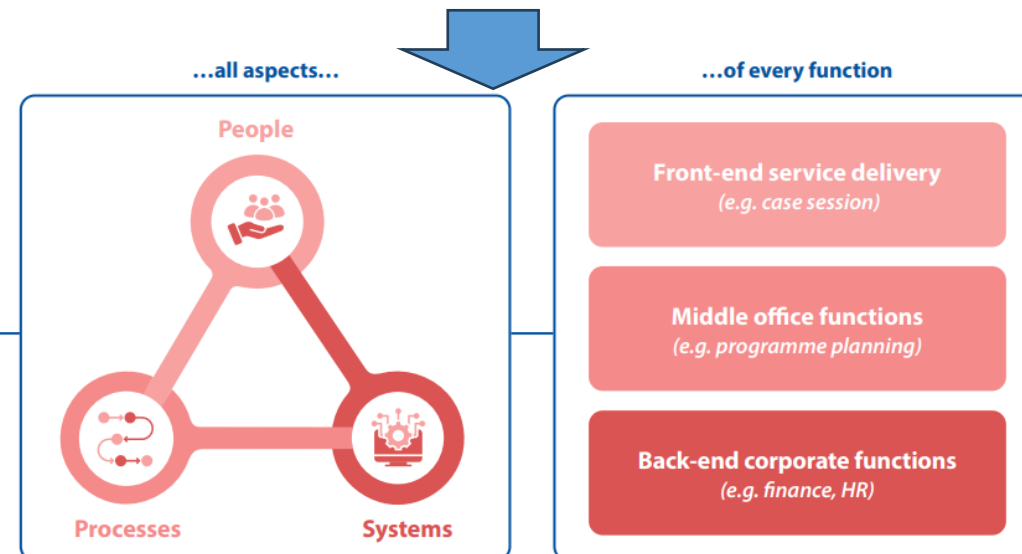
“...decision making in adopting proven technology, building digital capabilities, and leveraging on resources to enhance their organizational effectiveness and delivery of services.”

(Dr Gerard Ee, Chairman, Agency for Integrated Care,

Community Care Digitalisation Transformation Plan, 2022)



**A holistic transformation encompasses:**



## Our Approach towards CCO Staff (Non-IT) Skills Development to Drive Digitalisation/Digital Transformation

### CCO Senior Management Leads the Way



### Supported by Digitalisation Champions



### Digitalisation Users (Front, Middle, Back Office)

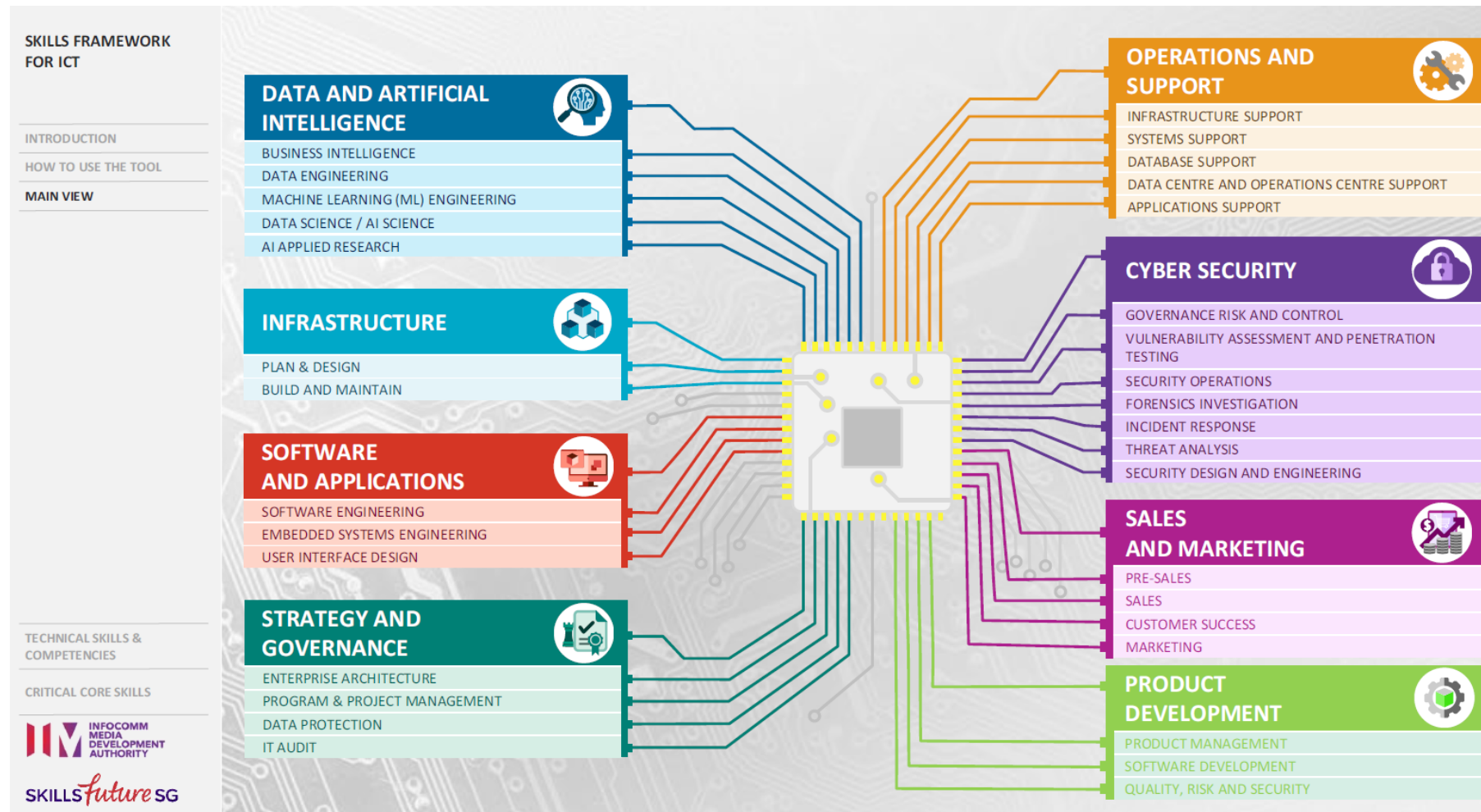
- Shift from over-reliance on increasing workforce to meet demand towards leverageing on digitalisation to do more with less
- Need to conform to MOH/AIC policies (e.g. HIB)
- Formulating a coherent digitalisation strategy that supports strategic shifts (includes innovation) to bring the CCO forward
- Communicate and manage the change so as to create a culture for digital transformation throughout the organisation
- Committed to dedicate resources to lead, drive & implement digitalisation projects/initiatives across the organisation

- Skilled in ability to identify opportunities to reimagine the business processes and be the change agents in digitalisation / innovation
- Ability to identify key stakeholders that needs to be influenced & to secure buy-in
- Empowered/equipped to put together a project team to work on identifying solutions, pilot the concepts
- Implement the digitalisation project & champion the change management process

- Early adopters to participate in ideation, data gathering (pre & post), pilots and testing to provide timely feedback
- Willingness to make the change and encourage each other to adopt the new processes/methods

# With IT Staff/Team playing role as Digitalisation Enablers for Digitalisation Projects/Implementation

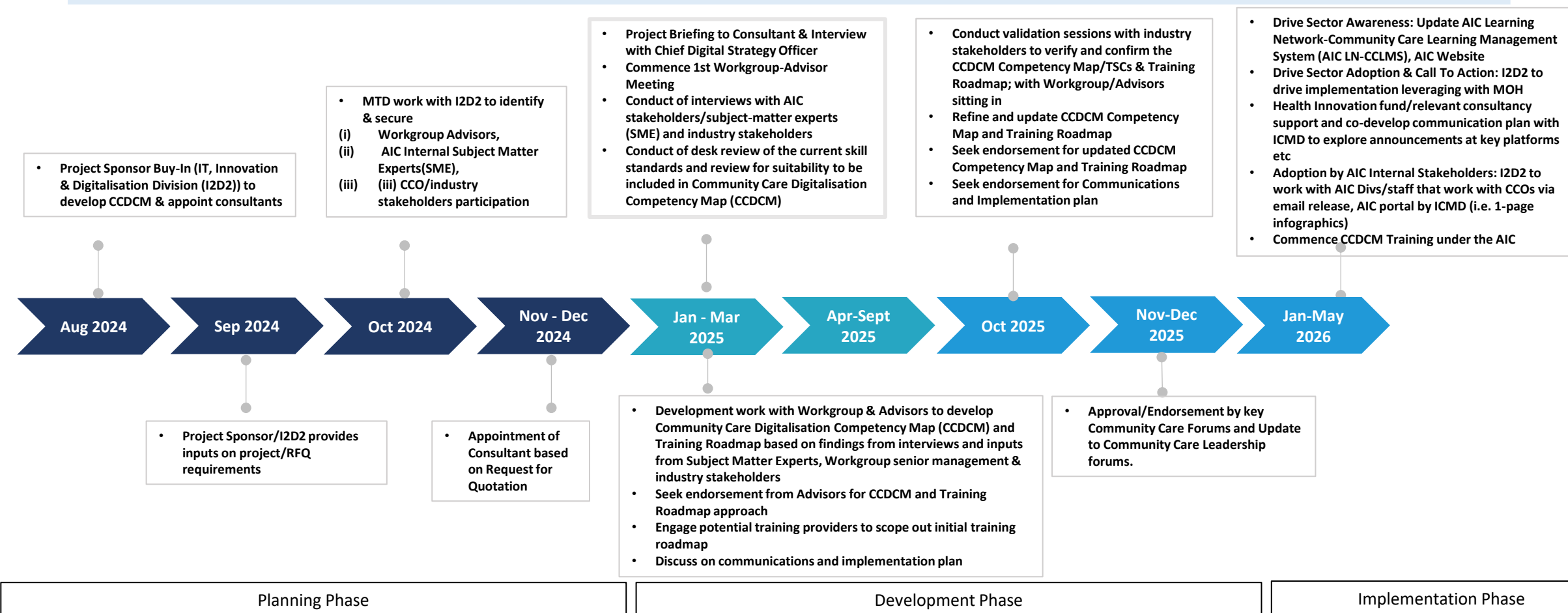
**IT Staff will refer to national ICT Skills Framework to support role as Digitalisation Enablers & will be excluded from CCDCM:**



# Project Milestones met with the support of the Community Care Digitalisation Workgroup

## Objective:

- Develop a holistic one-stop shop Community Care Digitalisation Competency Map to support CCOs in their Digitalisation/Digital Transformation journeys.

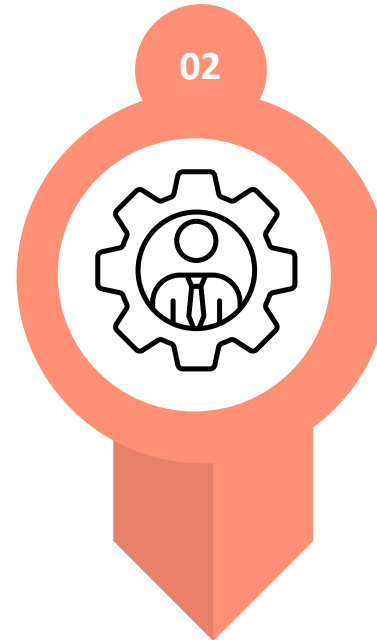




# Components of Community Care Digitalisation Competency Map (CCDCM)



**Role**



**Skill Category**



**Skill**

## Roles

### Senior Management

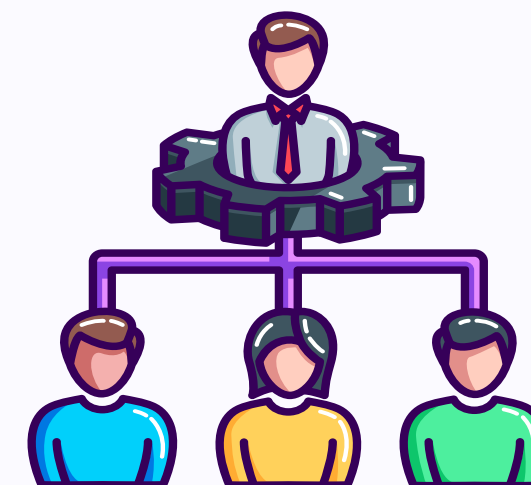
- Chief Executive Officer (CEO/Executive Director (ED))
  - Chief Transformation Officer (CTO)
  - Divisional Head
  - Head of Digital Innovation
- Sets and drives strategic direction to align with sector-wide transformation efforts.
  - Makes high-impact decisions that shape the organisation's digital roadmap
  - Champions compliance with regulatory (e.g. MOH, AIC)
  - Leads cultural change to embed digital thinking across all functions
  - Mobilises and commits resources – people, budget, infrastructure – to enable digital initiative at scale

### Digitalisation Champions

- Project Manager (Digitalisation/Digital Transformation)
  - Line Manager
  - Centre Manager
- Identifies opportunities to improve existing work processes and services through digital solutions or innovation
  - Advocates for digital adoption and drives change efforts within the organisation or service unit
  - Engages and secures support from key stakeholders (e.g. colleagues, supervisors, partners) to enable project success
  - Leads or supports the implementation of digital initiatives and promotes team-wide adoption

### Digitalisation Users (Front/Middle/Back Office)

- Nurse
  - Physiotherapist / Occupational Therapist
  - Nursing Supervisor
  - HR executive
  - Community Care Manager, Executive
  - Senior/Community Care Associate
- Early adopters to participate in ideation, data gathering (pre & post), pilots and testing to provide timely feedback
  - Willingness to make the change and encourage each other to adopt the new processes/method



## THE 6 SKILLS CATEGORIES

### Digitalisation Strategy

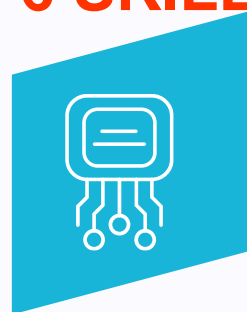
The ability to develop, align, and execute a long-term roadmap that integrates digital technologies with organisational goals to enhance service delivery, operational efficiency, and stakeholder engagement in community care.

### Innovation

The capacity to identify, pilot, and scale novel digital solutions that address challenges in community care, such as remote monitoring, caregiver support, or resource optimization. Encourages a culture of experimentation while balancing risks and compliance with MOH healthcare innovation policies.

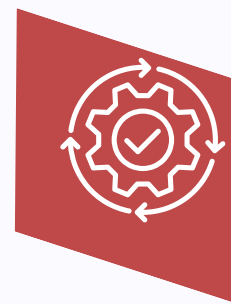
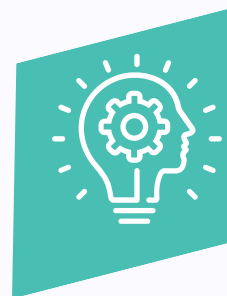
### Change Management

Structured approaches to guide staff, caregivers, and clients through digital transitions, minimizing resistance and maximizing adoption. Addresses cultural, procedural, and psychological barriers unique to community care.



### Project Management

The disciplined planning, execution, and monitoring of digital initiatives within constraints of budget, timeline, and scope. Adapts agile methodologies to suit community care's dynamic environment.



### Business Process Re-engineering

Radical redesign of core workflows using digital tools to eliminate inefficiencies. Focuses on end-to-end automation and integration with enterprise and/or national systems.



### Digital Fluency

The foundational competence to confidently use digital tools, technology and software across work processes and activities, and critically evaluate their relevance to community care tasks to improve work productivity.



# Reference Point for Skills

## National Skills Framework

- ❑ Anchored on SkillsFuture Skills Framework (SFW)
- ❑ Provides nationality recognised standards for skills and training

## National Skills Repository

- ❑ Technical Skills and Competencies (TSCs)
- ❑ Critical Core Skills (CCS)

TSC – 6 Levels	CCS – 3 Levels
Level 6	Advanced
Level 5	
Level 4	Intermediate
Level 3	
Level 2	Basic
Level 1	



Community Care Digitalisation Competency Map (CCDCM); totalling 9 Skills. Endorsed by Industry on 9 Oct 2025

Skills Category	Digitalisation Strategy	Innovation	Change Management	Project Management	Business Process Re-engineering	Digital Fluency
Descriptor	The ability to develop, align, and execute a long-term roadmap that integrates digital technologies with organisational goals to enhance service delivery, operational efficiency, and stakeholder engagement in community care.	The capacity to identify, pilot, and scale novel digital solutions that address challenges in community care, such as remote monitoring, caregiver support, or resource optimization. Encourages a culture of experimentation while balancing risks and compliance with MOH healthcare innovation policies.	Structured approaches to guide staff, caregivers, and clients through digital transitions, minimizing resistance and maximizing adoption. Addresses cultural, procedural, and psychological barriers unique to community care.	The disciplined planning, execution, and monitoring of digital initiatives within constraints of budget, timeline, and scope. Adapts agile methodologies to suit community care's dynamic environment.	Radical redesign of core workflows using digital tools to eliminate inefficiencies. Focuses on end-to-end automation and integration with enterprise and/or national systems.	The foundational competence to confidently use digital tools, technology and software across work processes and activities, and critically evaluate their relevance to community care tasks to improve work productivity.
Senior Management*	<b>Technology Strategy Design*</b> Establish technology-based mission statements and directions for strategic technology adoption that align with the organisation's purpose, values and business activities	<b>Innovation Management*</b> Foster a culture of innovation in the organisation to encourage continuous improvement	<b>Change Management*</b> Establish the organisation's change management strategies and policies to support critical transformation	X	X	<b>Digital Fluency (Basic)</b> Perform work processes and activities using identified digital technology tools, systems and software  OR  <b>Digital Fluency (Intermediate)</b> Identify opportunities and evaluate risks of integrating digital technology tools, systems and software across work processes and activities
Digitalisation Champions	X	<b>Innovation Management</b> Create opportunities to enhance innovation capabilities within the functional area	<b>Change Management</b> Develop change management strategies and programmes by analysing risks, anticipating barriers and developing contingency plans	<b>Project Management</b> Manage projects by implementing appropriate methodologies and tools	<b>Business Process Re-engineering</b> Evaluate business processes and workflows, and develop business process re-engineering plans	
Digitalisation Users (Front/Middle/ Back Office)	X	X	X	X	X	

\*The three TSCs listed are focused on digitalisation. Senior Management should refer to Community Care Leadership Framework (CCLF) for full listing of leadership competencies.  
Review & Update of Community Care Digitalisation Competency Map will be contingent on review of Sector Digitalisation Strategy

# (1) Senior Management: Proposed TSC on Digitalisation Strategy

Digitalisation Strategy			
<b>Technology Strategy Design</b> Establish technology-based mission statements and directions for strategic technology adoption that align with the organisation's purpose, values and business activities	<b>Proficiency Level:</b> 6	<b>Knowledge:</b> K1: Available government support and programmes for adoption of technology in the sector K2: Importance of information security in adopting technology K3: Change management and communication methods for best adoption of new platforms and technologies K4: Key performance indicators to evaluate technology investment K5: Technology strategic planning K6: Types of framework, guidelines and procedures to review and adopt emerging technology K7: Methods of driving process improvement and change management enabled by emerging technologies	<b>Ability:</b> A1: Derive technology-based mission statement; A2: Articulate strategic technology directions A3: Develop technology adoption for the organisation based on existing critical issues and in consultation with key stakeholders A4: Provide guidance in the development of technology adoption plans; including measures on cybersecurity & data protection A5: Review technology strategic plans to incorporate changes and improvements A6: Evaluate strategic plans following implementation A7: Establish framework, guidelines and procedures to review and adopt emerging technology A8: Drive process improvement and change management based on adoption of emerging technologies

TSC Reference Food Services (FSS) sector, Infocomm Technology category

TSC Description: Formulate organisation's strategic directions for technology adoption

## (2) Senior Management: Proposed TSC on Innovation

Innovation			
<b>Innovation Management</b> Foster a culture of innovation in the organisation to encourage continuous improvement	<b>Proficiency Level:</b> 6	<b>Knowledge:</b> K1: Organisation's vision, mission and values K2: Methods to organisational innovativeness and idea creation K3: Methods to establish an innovation culture K4: Methods to evaluate innovation frameworks and systems K5: Impact of external business environment on innovation K6: Industry best practices for innovation	<b>Ability:</b> A1: Build a culture of innovation within the organisation to encourage continuous improvement A2: Develop innovation frameworks that are in line with the organisation's vision, mission and values A3: Influence development of innovation strategies aligned with long-term organisational objectives A4: Transform and lead in innovative practices A5: Inspire organisation and garner support for innovative endeavours A6: Incorporate innovation into leadership and management activities A7: Sustain innovative thinking and practices to support long-term organisational strategies

TSC Reference: Food Services (FSS) sector, Innovation category

TSC Description: Manage organisation's ability to respond to internal and external opportunities by using creativity to introduce new ideas, processes and products

## (3) Senior Management: Proposed TSC on Change Management

Change Management			
<b>Change Management</b> Establish the organisations's change management strategies and policies to support critical transformation	<b>Proficiency Level:</b> 6	<b>Knowledge:</b> K1: Types of change management frameworks K2: Industry best practices in change management K3: Selection of key performance benchmarks and success indicators for change initiatives K4: Components and steps to design effective change implementation plans K5: Strategic resource management and allocations for change initiatives K6: Critical stakeholder engagement K7: Leadership role in change management processes K8: Drivers of implementing and sustaining change in the organisation K9: Factors that support change management K10: Typical barriers to change within organisations K11: Techniques to overcome resistance to change	<b>Ability:</b> A1: Establish the organisation's change management strategies and policies with reference to appropriate frameworks, industry best practices and business requirements A2: Determine key performance benchmarks and change success indicators A3: Maintain business perspectives on how change initiatives are integrated into the business, considering potential impact on business cycles, stakeholders and operations A4: Design strategic implementation plans, covering all business activities, key personnel and resources required to prepare the organisation for change A5: Outline key stakeholder engagement messages to be communicated throughout the change processes to generate shared commitment to and ownership of the change A6: Approve, allocate and set limits for finance usage to support transformation A7: Ensure that the required internal and external resources are acquired, in place, and of sufficient quantity and quality to facilitate the change effectively A8: Guide development of change management strategies in accordance with organisational culture, taking into consideration interests of relevant stakeholders A9: Build an environment ready for change management programmes



# (1) Digitalisation Champions: Proposed TSC on Innovation

Innovation			
<b>Innovation Management</b> Create opportunities to enhance innovation capabilities within the functional area	<b>Proficiency Level:</b> 4	<b>Knowledge:</b> K1: Methods to generate and translate innovative ideas into workable concepts within functional area K2: Techniques of innovative communication K3: Types of facilitation methods to encourage innovation K4: Workflows of business functions K5: Approaches to identify innovation opportunities K6: Techniques to generate innovative ideas K7: Resources required for implementation of innovation ideas	<b>Ability:</b> A1: Review and adapt the role of innovation for the department A2: Develop innovative and growth mind-set in the department A3: Facilitate discussions on innovation creation to add value to operations and product offerings A4: Source shortlisted technologies to support development of new processes, products and services A5: Promote innovation knowledge sharing within the department A6: Evaluate business function workflows and performance to identify opportunities for innovation and improvement A7: Make recommendations on innovation initiatives for implementation A8: Oversee the implementation of innovation initiatives A9: Measure the effectiveness of innovation initiatives

TSC Reference: Food Services (FSS) sector, Innovation category

TSC Description: Manage organisation's ability to respond to internal and external opportunities by using creativity to introduce new ideas, processes and products

## (2) Digitalisation Champions: Proposed TSC on Change Management

Change Management			
<b>Change Management</b> Develop change management strategies and programmes by analysing risks, anticipating barriers and developing contingency plans	<b>Proficiency Level:</b> 4	<b>Knowledge:</b> K1: Concept and theories of change management K2: Tools of change management such as stakeholder mapping, culture mapping and force field analysis K3: Communication strategies to promote change K4: Challenges to successful change implementation K5: Reasons for change resistance and mitigating tactics K6: Success criteria for change management programmes and initiatives	<b>Ability:</b> A1: Communicate the need and rationales for change A2: Develop change management strategies and programmes A3: Implement continuous improvement processes and systems to aid sustainable change implementation A4: Propose enhancements to change management strategies, programmes and implementation plans A5: Develop contingency plans to address resistance to change in the organisation A6: Develop metrics to track the success of change initiatives

TSC Reference: Social Service (SSC) sector, General Management category

TSC Description: Initiate and facilitate organisational changes and business transformation initiatives

## (3) Digitalisation Champions: Proposed TSC on Project Management

Project Management			
<b>Project Management</b> Manage projects by implementing appropriate methodologies and tools	<b>Proficiency Level:</b> 4	<b>Knowledge:</b> K1: Scoping and requirements of projects K2: Steps to align project and business goals K3: Potential project risks K4: Project stakeholder engagement techniques K5: Effective resource allocation	<b>Ability:</b> A1: Scope and drive completion of projects A2: Develop realistic project plans based on assessments of project objectives, scopes and potential interdependencies with other projects A3: Implement appropriate methodologies and tools to achieve desired outcomes effectively A4: Pre-empt risks to success of projects and develop plans to mitigate them A5: Investigate project exigencies, identify and address their root causes A6: Set up timely touchpoints to engage internal and external stakeholders that impact or are impacted by the project processes and outcomes A7: Allocate resources to different parts of the projects based on assessments of project priorities A8: Coordinate the completion of project deliverables within agreed costs, timescales and resources

TSC Reference: Healthcare (HCE) sector, General Management category

TSC Description: Execute projects by managing stakeholder engagement, resources, budgets and resolving problems

## (4) Digitalisation Champions: Proposed TSC on Business Process Re-engineering

Business Process Re-engineering			
<b>Business Process Re-engineering</b> Evaluate business processes and workflows, and develop business process re-engineering plans	<b>Proficiency Level:</b> 4	<b>Knowledge:</b> K1: Business process analysis and assessment tools K2: Business process plan development K3: Business process evaluation and workflow analysis techniques K4: Benchmarking metrics K5: Process enhancement and modification methods K6: Strengths, weaknesses, opportunities and threats (SWOT) analysis methods K7: Performance standard setting methodologies K8: Industry trends	<b>Ability:</b> A1: Evaluate business processes and perform SWOT analyses of workflows in the organisation A2: Evaluate suitability of alternative processes and solutions A3: Drive enhancements and modifications to existing processes, leveraging technology and industry best practices A4: Draft business process re-engineering (BPR) strategies and plans, detailing action steps and impact on various business units and stakeholders A5: Detail performance standards for new processes based on BPR plans and goals A6: Lead implementation and roll-out of BPR strategies according to the plans, utilising allocated resources A7: Monitor new processes to measure performance levels, effectiveness and impact A8: Direct and supervise the processes of collecting industry and organisation-wide data for benchmarking and identification of key, existing and future processes A9: Ideate process enhancements based on opportunity areas, changing business needs and industry trends A10: Identify potential benefits and challenges of rollout plans A11: Analyse and justify selection of appropriate factors for process evaluation A12: Adhere to new internal processes

TSC Reference: Financial Services (FSE) sector, Business Development and Strategy Management category

TSC Description: Analyse business processes and workflows within the organisation and identification of new approaches to completely redesign business activities or optimise performance, quality and speed of services or processes. This includes exploration of automating and streamlining processes, evaluation of associated costs and benefits of redesigning business processes, as well as identification of potential impact, change management activities and resources required.



# (1) Digitalisation Users (Front/Middle/Back Office): Proposed CCSs on Digital Fluency (Basic)

Digital Fluency		
<b>Digital Fluency (Basic)</b> Perform work processes and activities using identified digital technology tools, systems and software	<b>Knowledge:</b> K1: Digital terminologies K2: Digital etiquettes K3: Types of digital search and information collection tools K4: Types of digital technology tools, systems and software K5: Types of technology-enabled communication channels K6: Organisation's InfoComm Technology troubleshooting and Information Technology (IT) back-up processes K7: Organisation's IT, personal data and privacy policies K8: Types of cyber security risks K9: Organisation's policies to monitor cyber security risks	<b>Ability:</b> A1: Interpret instructions and actions based on digital terminologies A2: Operate identified digital technology tools, systems and software to perform own work processes and activities A3: Present information using identified digital technology tools, systems and software A4: Exchange information with other stakeholders using identified technology-mediated communication channels A5: Perform searches to source information using digital search and information collection tools A6: Assess the credibility of information sourced using digital search and information collection tools A7: Organise digital content to be stored and retrieved in line with organisational requirements A8: Adhere to organisation's personal data and privacy policies A9: Follow organisation's cyber security policies to identify potential risks

Reference: Critical Core Skill (CCS), Staying Relevant category

CCS Description: Leverage digital technology tools, systems, and software across work processes and activities to solve problems, drive efficiency and facilitate information sharing

RESTRICTED, NON-SENSITIVE

## (2) Digitalisation Users (Front/Middle/Back Office): Proposed CCSs on Digital Fluency (Intermediate)

Digital Fluency			
<b>Digital Fluency (Intermediate)</b> Identify opportunities and evaluate risks of integrating digital technology tools, systems and software across work processes and activities	<b>Proficiency Level:</b> Intermediate	<b>Knowledge:</b> K1: Emerging digital technology tools, systems and software K2: Emerging digital communication channels K3: Methods to evaluate suitability of digital technology tools, systems and software K4: Types of visualisation tools and techniques K5: Technology implementation processes K6: Problem solving techniques K7: Decision evaluation and prioritisation frameworks K8: Risk assessment techniques K9: Strategies to manager cyber security risks K10: Types of metrics to measure effectiveness of digital tools, systems and software	<b>Ability:</b> A1: Analyse work processes and activities across own team to identify potential applications of digital technology tools, systems or software which drive efficiency and solve problems A2: Evaluate emerging digital technology tools, systems or software to propose applications which drive efficiency and solve problems in own team A3: Identify applications of different visualisation techniques and tools to analyse and present information A4: Deploy processes to manage technology implementation A5: Review usage of digital technology tools, systems and software to identify any breaches of organisation's digital and IT policies A6: Assess current applications of digital technology tools, systems or software to propose improvement areas

Reference: Critical Core Skill (CCS), Staying Relevant category

CCS Description: Leverage digital technology tools, systems, and software across work processes and activities to solve problems, drive efficiency and facilitate information sharing

RESTRICTED, NON-SENSITIVE

## Use Cases contributed by CCOs represented in the Workgroup (for reference)

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1. St Luke's ElderCare – Digital Transformation Asset & Transport Management System
2. Care Corner – Scribe
3. Allkin – In- House Learning Management System
4. Ren Ci Hospital – Growth, Innovation & Technology (GRIT) Committee

## St Luke's ElderCare: Success with Digital Innovation came with Senior Management Support & Strong Stakeholder Collaboration; earning SLEC an Excellence award at July 2024 Singapore OpenGov Leadership Forum

Quotes from Prof Ho Yew Kee, SLEC Chairman, Dr Alan Wong (SLEC Chief Operation Officer)



CHANNEL ▾

COUNTRY ▾

EVENTS ▾

AWARDS

OGTV

“Our goal is to provide holistic care that addresses not just the physical needs of our elders but also their emotional and social well-being. Technology plays a crucial role in helping us achieve this,” Dr Alan clarifies.

He reiterates the crucial role of stakeholder engagement in successfully implementing these digital solutions, underscoring the need for strong collaboration and support from all parties involved. While the board provided clear guidance and backing, the management team actively involved centre managers and staff. SLEC facilitated a seamless transition to the new systems by engaging everyone and addressing their concerns effectively.

*Dr Alan Wong, Chief Operating Officer, St Luke's ElderCare*

“The success of our digital transformation relies heavily on the support and collaboration of our team. By involving them in the process and addressing their concerns, we were able to ensure a smooth transition and effective implementation of our new systems,” reveals Professor Ho.



Source: [Exclusive! Pioneering Elder Care in Singapore: SLEC's Digital Innovation Journey – OpenGov Asia](#)





## USE CASE SPOTLIGHT

### Digital Transformation Asset & Transport Management System



Centralised  
Record



Automated  
Reporting

## WHO IS INVOLVED

**SENIOR MANAGEMENT**  
CEO, COO & Head of Centre-  
based Services (SCC & Rehab)



**DIGITALISATION  
CHAMPIONS**  
Transport Office  
Manager

**DIGITALISATION  
USERS**  
Transport Captains



**PROJECT  
ENABLER**  
IT & Digitalisation

## TSC REQUIRED

**SENIOR MANAGEMENT**  
1. Innovation Management  
2. Change Management

**DIGITALISATION CHAMPIONS**  
1. Innovation Management  
2. Change Management  
3. Project Management  
4. Business Process Re-engineering

**DIGITALISATION USERS**  
1. Digital Fluency (Basic)  
2. Digital Fluency  
(Intermediate)

## OUTCOMES



**Time  
Savings**

- Allow executive to focus on resource planning
- Increase care engagement time with elders



**Improved  
Efficiency and  
Accuracy**

- CAMS centralises all transport-related records (faults, breakdowns, fuel, schedules) and automates reporting with vendors. This streamlines processes, ensures accuracy, and saves time.



**Better User  
Experience  
and  
Accessibility**


- With features like video guidance and Chinese translations for checklists, CAMS makes it easier for staff to complete tasks correctly and quickly, even if they are less confident in English.






**Enhanced  
Coordination and  
Future Readiness**

- The system ensures all team members operate with the same information, speeding up resolutions and updates. With the upcoming TMS system, transport operations will continue evolving toward greater reliability and result-driven improvements.

# System View



SLEC / SLEC



DashboardBusiness Type ▼Routine Checklist ▼Asset ▼Transport ▼Administrator ▼General ▼TMS ▼

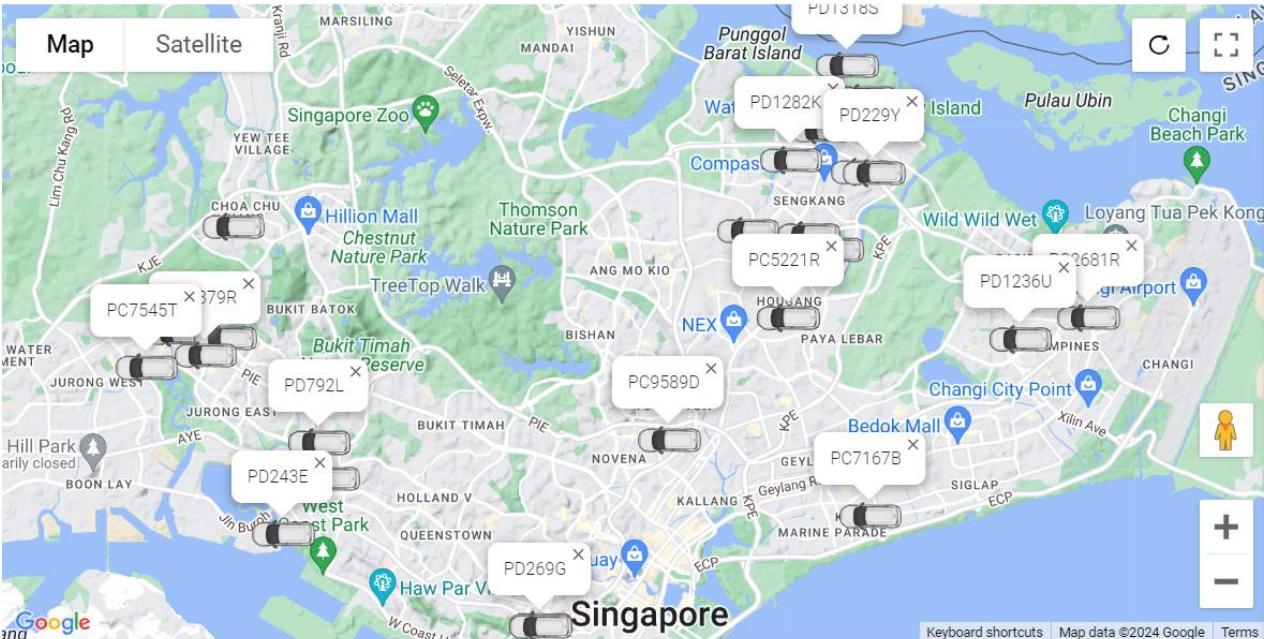
View (Cluster)  
Consolidated

View (Project)  
Grouped

Vehicle  
Grouped

Live Tracking

MapSatellite



Keyboard shortcutsMap data ©2024 GoogleTerms

Date : 2024-05-07Last Refresh : 4 minutes ago

Vehicle : PD1318S

Driver : Low Poh Khim (On Break)

Last Tracked : 10:06 AM

Depart From Centre 08:40Completed

Low Liang Phong 08:50Completed

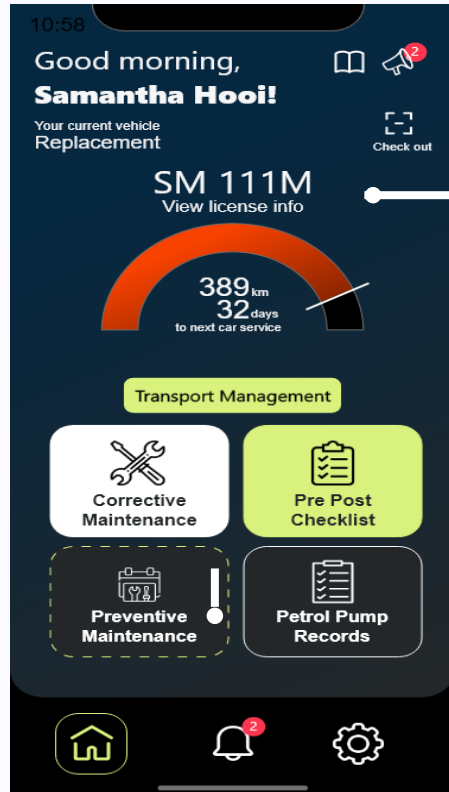
Atmee Binte Saini 09:10Cancelled

Teo Ee Hian 09:20Cancelled

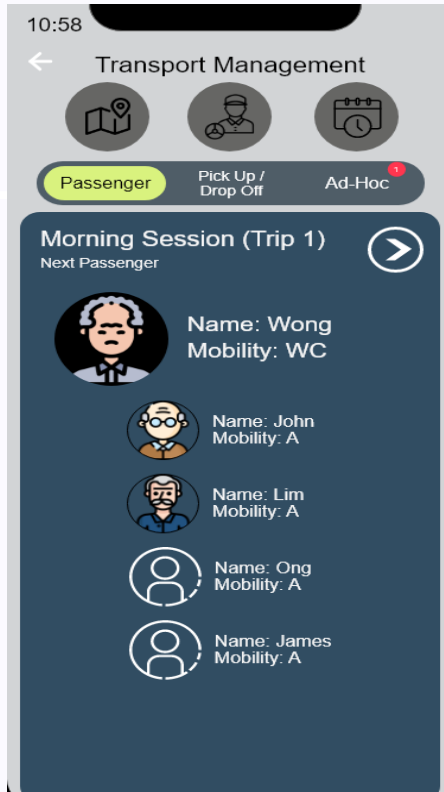
Arrive To Centre 09:50Completed

Depart From Centre 14:50Pending

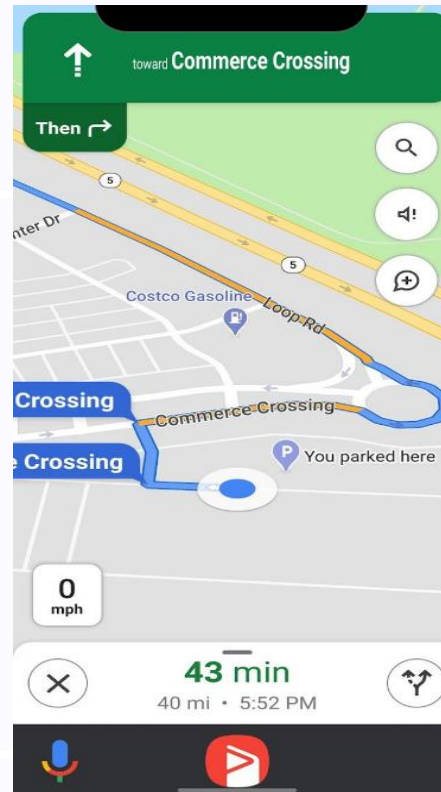
# CAMS/ Transport Management System Mobile Application (For Transport Captain (TC)) Daycare Morning / Rehab (Go)



- Homepage of CAMS Mobile App
- Click "Transport Management" button in middle

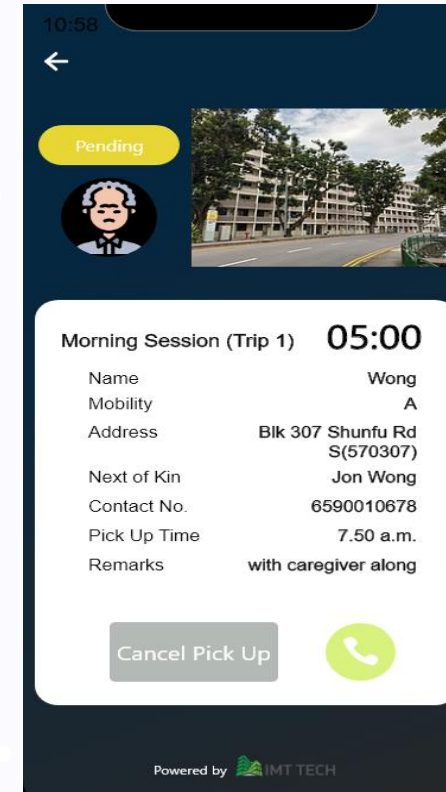


- Homepage of TMS
- List of passenger by trip and session
- Click the passenger's name to see his/her ticket

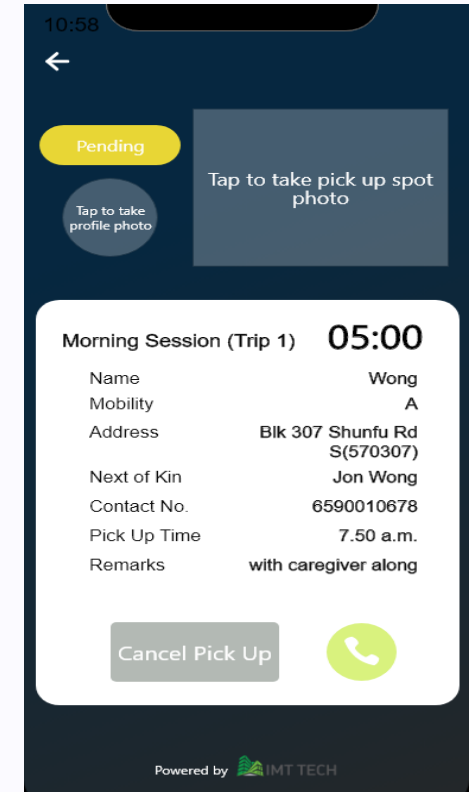


- Click ">" icon in previous page to open navigation tool to the pick-up location of next passenger

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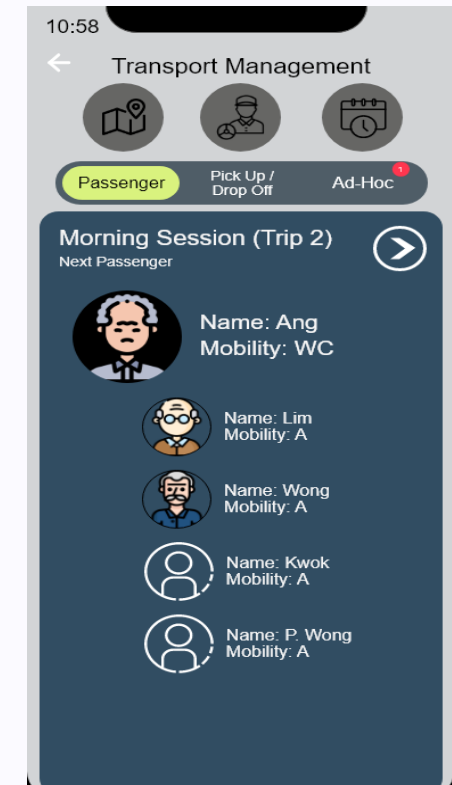
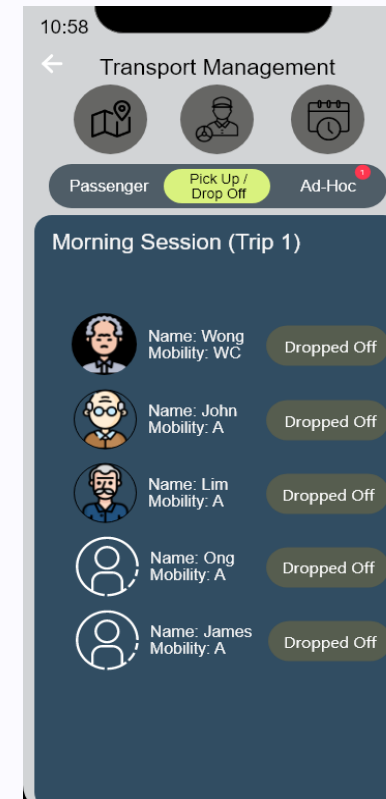
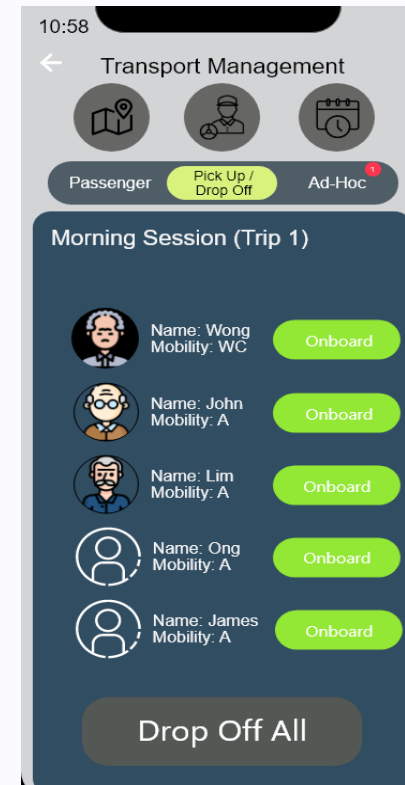
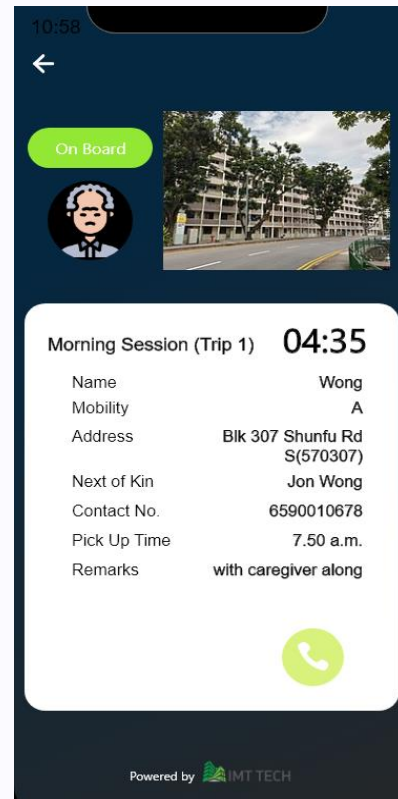
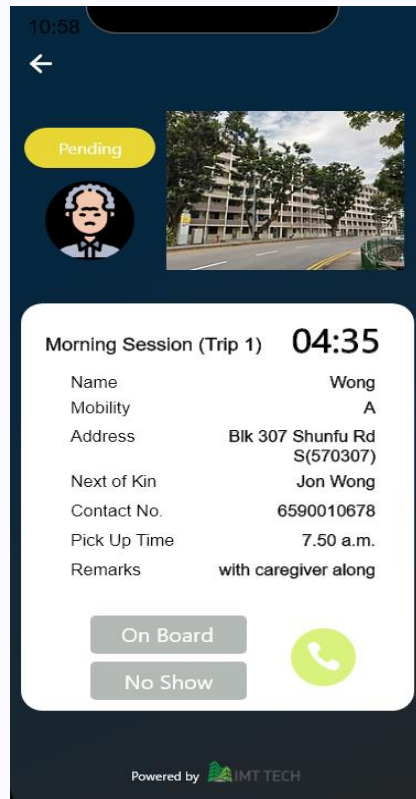
- Each ticket should come with a default profile photo and pick up spot
- A phone icon is available for TC to press and launch another app to call the passenger/NOK



- If not, TC needs to help to capture the photos and upload via this app



# CAMS/ Transport Management System Mobile Application (For Transport Captain (TC)) Daycare Morning / Rehab (Go)



- Once TC arrives the pick up spot, a push notification will be prompted to Passenger/NOK
- Countdown timer starts
- Click "On Board" after passenger is seated in vehicle

- Status will be updated to "On Board" and TC can proceed to pick the next passenger

- Once a passenger is being picked up, the name will be moved from "Passenger" tab to "Pick Up / Drop Off" tab
- Click "Drop Off All" after drop the passengers to center

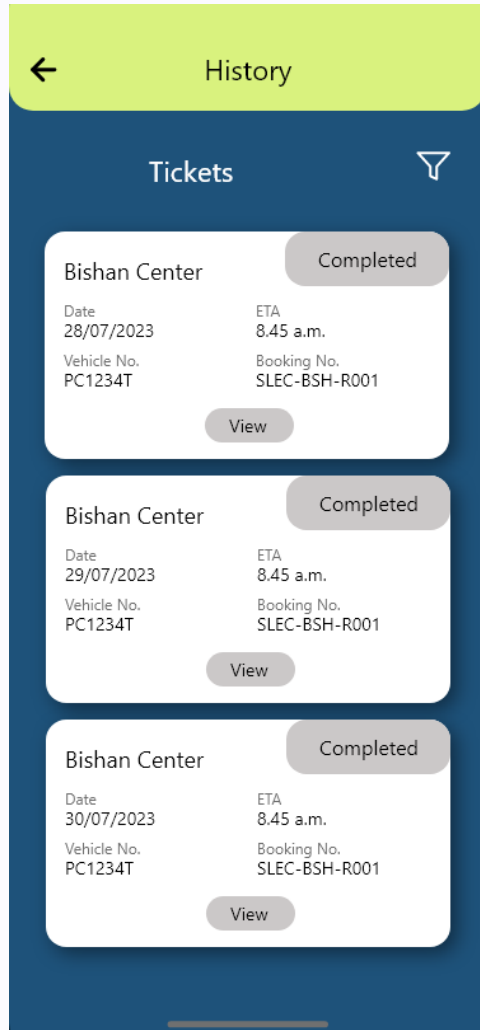
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- Status will be updated to "Dropped Off"

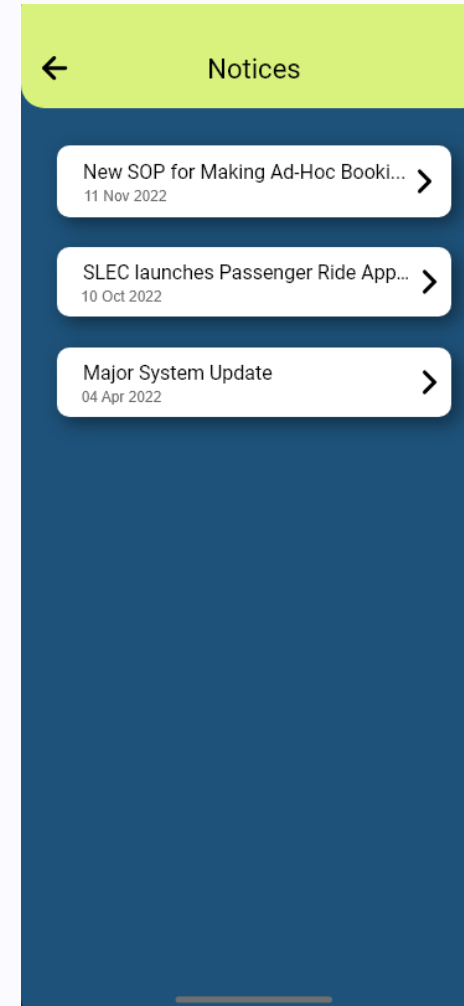
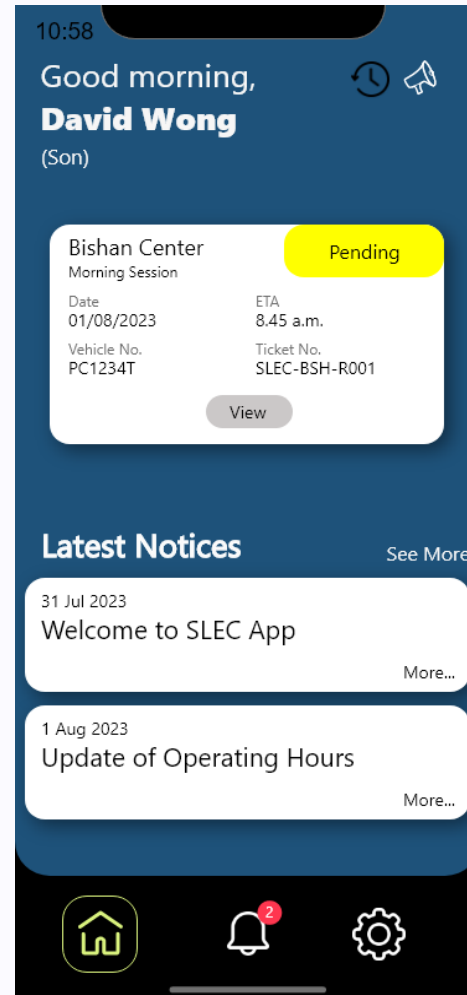
- TC can proceed to pick next passenger of next trip

# CAMS Transport Management System mobile Application (For Passenger / NOK)

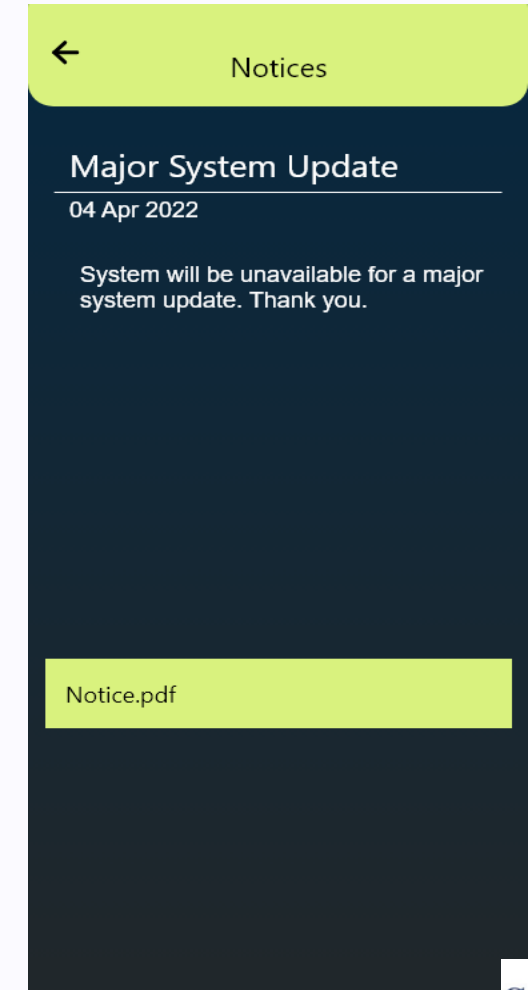
## General Function



- View past records of trips



- View announcements posted by Centre





## Care Corner's use of Scribe AI Tool featured on Channel News Asia, Jan 2025



BIG READ

### Tech is easing the workload of burnt out social workers, but the challenges of emotional labour remain



Ms Sheron Chng (pictured), assistant head of Care Corner Family Centre (Tampines), makes use of a programme called Scribe to transcribe her sessions with clients. (Photo: CNA/Ooi Boon Keong)

After an hour-long meeting with an elderly client, Ms Sheron Chng had to write a lengthy “case note” documenting the entire interaction and her observations about the woman’s struggles and problems – standard protocol for social workers like her.

Except this time, Ms Chng, 34, had recorded their conversation using Scribe, an artificial intelligence (AI) tool on her cell phone.

Even though they had spoken in a mix of English, Mandarin and Singlish, it generated a summary of the multilingual transcript almost perfectly – and that served as her first draft.

The final version of her case notes took her only half an hour to complete, compared to about 60 minutes previously, when she had to transcribe everything manually.

The amount of time saved might not appear significant, but with anywhere from 20 to 50 clients under a social worker’s care at any given time, the hours quickly add up.

Ms Chng was among a group of senior social workers at charity organisation Care Corner who was trying out Scribe for three weeks, and the feedback was unanimously positive.

This led Care Corner to decide to roll out the tool for organisation-wide use later this month – a prime example of how technology adoption is slowly but surely permeating Singapore’s social service sector.

These new tech tools not only ultimately benefit the people in need but also help alleviate the well-documented workload challenges that social workers face.



## USE CASE SPOTLIGHT

### AI TOOL : SCRIBE



Multilingual  
transcription



Auto-generates  
structured reports

## WHO IS INVOLVED

### SENIOR MANAGEMENT



### DIGITALISATION CHAMPIONS



- Design Thinking Lead
- Product Lead

### DIGITALISATION USERS



- Social worker  
representatives

## TSC REQUIRED

### SENIOR MANAGEMENT

- All domains are essential

### DIGITALISATION CHAMPIONS & USERS

- All domains are essential

## OUTCOMES



### Time Savings

- Reduced time  
spent on  
documentation
- More focus on  
client care



### Structured Summaries

- Summaries are  
aligned with how  
case workers  
typically write  
reports.



### Secure Infrastructure

- All processing is  
done within  
secure  
infrastructure to  
protect client  
confidentiality



### User Feedback

- Helpful in easing  
Case workers'  
admin load
- Need to manage  
client comfort  
when using  
recording  
features.

## Care Corner's Initiative - SCRIBE



## USE CASE SPOTLIGHT

**In- House Learning Management System**  
via Microsoft Power Apps



Automated Notification



Course Catalogue

## WHO IS INVOLVED

### SENIOR MANAGEMENT

- Deputy Director (L&D)
- Senior Assistant Director (Digital Transformation & Cyber Security)

### DIGITALISATION CHAMPIONS

- HR Executives (L&D)
- HR Associate (L&D)



### DIGITALISATION USERS

- All staff



## TSC REQUIRED

### SENIOR MANAGEMENT

1. Innovation
2. Change Management

### DIGITALISATION CHAMPIONS

1. All domains were essential

### DIGITALISATION USERS

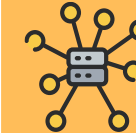
1. Digital Fluency (Basic)

## OUTCOMES



**Operational efficiency & Time Savings**

- Reduced administrative workload & shortened processing times



**Centralised Data Access**

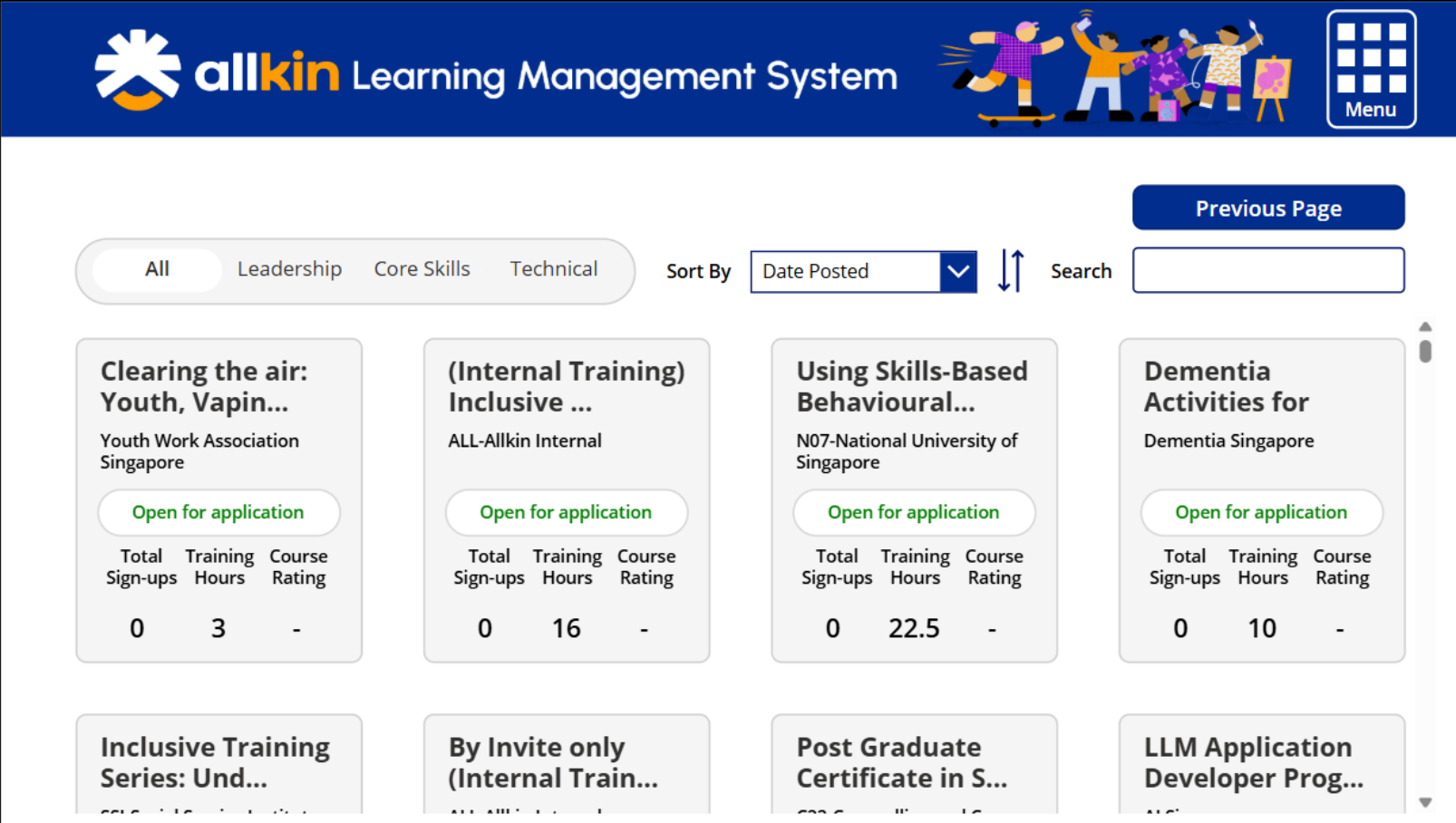
- Enhanced transparency and accountability.
- Easy access to staff training records and consolidated data of staff trainings.



**Staff Empowerment**

- Employees take greater ownership of their learning & development journey

# Allkin's LMS Course Catalogue

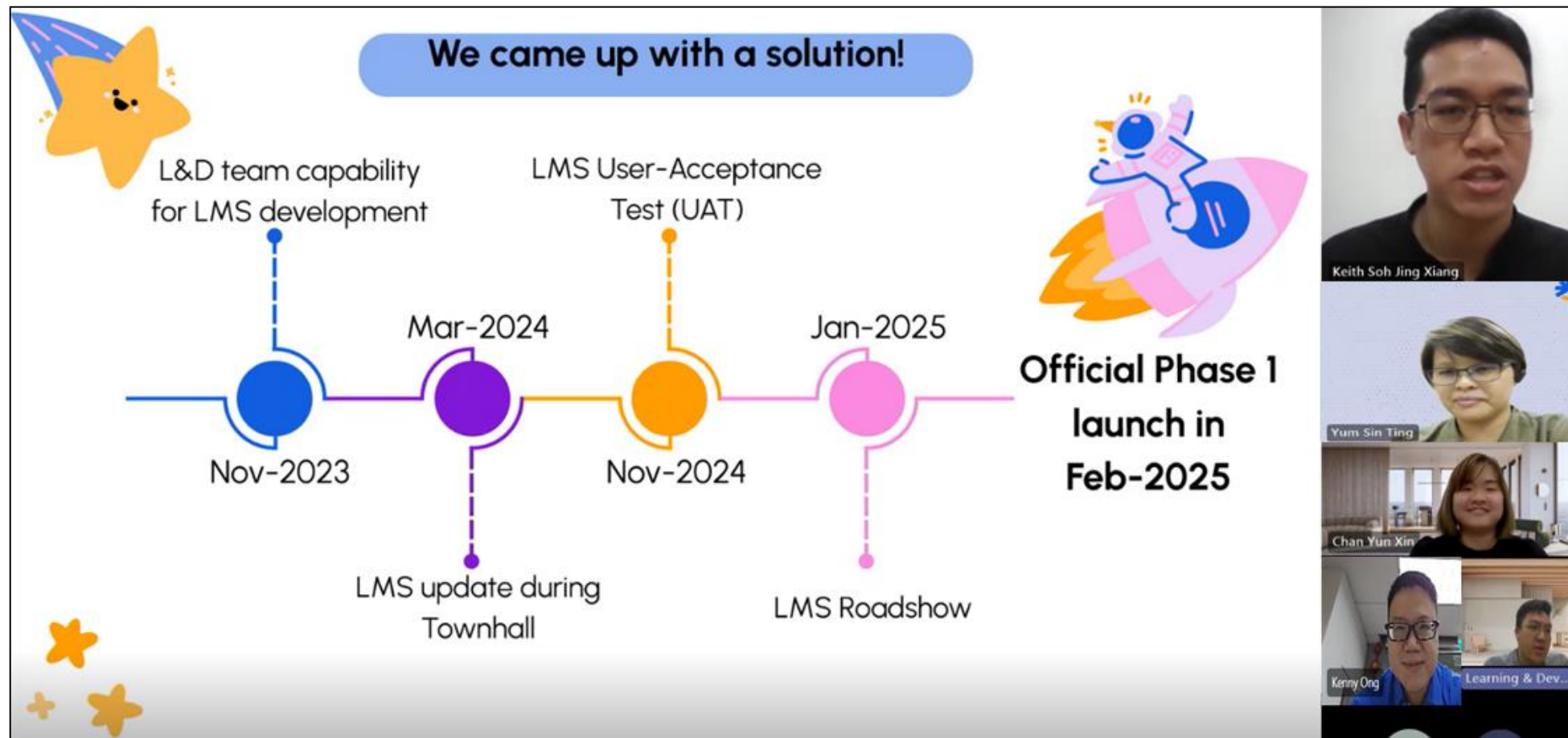


The screenshot displays the Allkin Learning Management System (LMS) Course Catalogue. The header features the Allkin logo, the text "allkin Learning Management System", an illustration of four people, and a "Menu" button. Below the header, there are filters for "All", "Leadership", "Core Skills", and "Technical". The "Sort By" dropdown is set to "Date Posted". A search bar is also present. The main content area shows a grid of course cards. Each card includes the course title, provider, a status button, and a table of statistics.

Course Title	Provider	Status	Total Sign-ups	Training Hours	Course Rating
Clearing the air: Youth, Vapin...	Youth Work Association Singapore	Open for application	0	3	-
(Internal Training) Inclusive ...	ALL-Allkin Internal	Open for application	0	16	-
Using Skills-Based Behavioural...	N07-National University of Singapore	Open for application	0	22.5	-
Dementia Activities for	Dementia Singapore	Open for application	0	10	-
Inclusive Training Series: Und...					
By Invite only (Internal Train...					
Post Graduate Certificate in S...					
LLM Application Developer Prog...					



## Allkin's Virtual Roadshow on LMS





## USE CASE SPOTLIGHT

### Growth, Innovation & Technology (GRIT) Committee



Enhance patient care & communication



Automate admin & workflows

## WHO IS INVOLVED

### SENIOR MANAGEMENT

Chief Executive Officer



### DIGITALISATION CHAMPIONS

- Department Heads
- Focus area leads (AI, RPA)



### DIGITALISATION USERS

- Frontline and administrative staff

## OUTCOMES



### Efficiency Boost

- Significant time savings from automating repetitive tasks



### Upskilled Staff

- Staff gained confidence in using AI and RPA tools
- Champions emerging as internal experts



### Sustainable Transformation

- This initiative secured alternative funding sources
- Built a foundation for future digital projects

## TSC REQUIRED

### SENIOR MANAGEMENT

1. Digitalisation Strategy

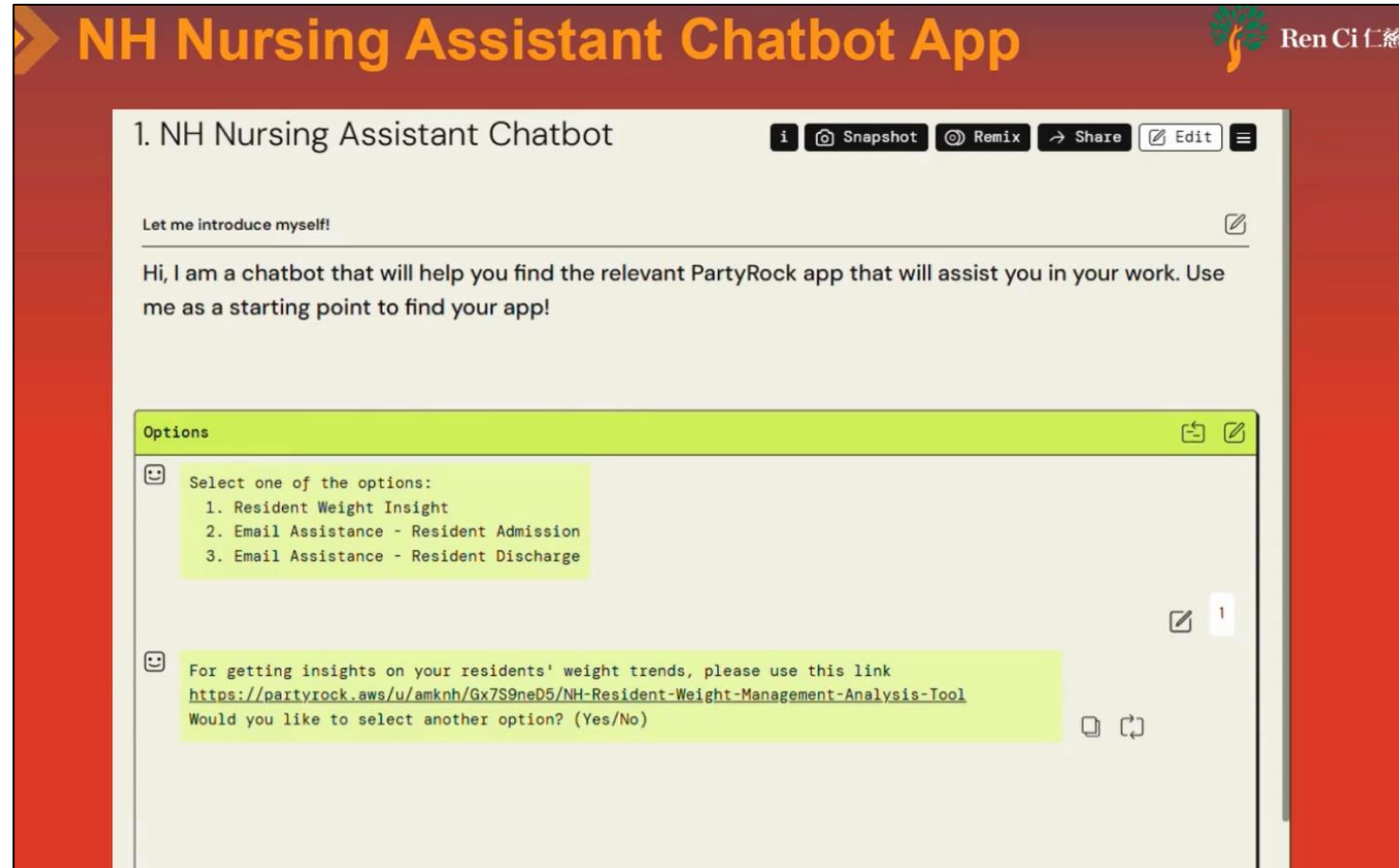
### DIGITALISATION CHAMPIONS

1. Innovation
2. Change Management
3. Business Process Re-engineering

### DIGITALISATION USERS

1. Digital Fluency (Intermediate)

# Ren Ci Hospital's GRIT Committee - Gen-AI Nursing Assistant Chatbot App



# Ren Ci Hospital's GRIT Committee - Power Automate Workshop for upskilling of RPA (Robotic Process Automation) champions



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# How Community Care Digitalisation Competency Map (CCDCM) may look like for CCOs Starting Out

Skills Category	Digitalisation Strategy	Innovation	Change Management	Project Management	Business Process Re-engineering	Digital Fluency
Senior Management	PARTIAL	X	PARTIAL			
Digitalisation Champions		X	X	PARTIAL	PARTIAL	
Digitalisation Users (Front/Middle/Back Office)						Partial

## Legend

Symbol/Term	Meaning
X	The skill (TSC) is not possessed by this target group
PARTIAL	The skill (TSC) is partially possessed or partially relevant to this target group
BLANK	The skill (TSC) is not applicable / not required for this target group

## How Community Care Digitalisation Competency Map (CCDCM) for Progressive CCOs may look like

Skills Category	Digitalisation Strategy	Innovation	Change Management	Project Management	Business Process Re-engineering	Digital Fluency
Senior Management	✓	✓	✓			
Digitalisation Champions		✓	✓	✓	✓	
Digitalisation Users (Front/Middle/Back Office)						✓



# How to Interpret the CCDCM: The S.K.I.L.L.S. Approach



## Scan

Scan skill categories.



## Know

Know competency definitions.



## Identify

Identify relevant skills.



## Locate

Locate training resources.



## Link

Link to development plans.



## Select

Select team members.

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# Community Care Digitalisation Competency Map (CCDCM); totalling 9 skills

Skills Category	Digitalisation Strategy	Innovation	Change Management	Project Management	Business Process Re-engineering	Digital Fluency
	The ability to develop, align, and execute a long-term roadmap that integrates digital technologies with organisational goals to enhance service delivery, operational efficiency, and stakeholder engagement in community care.	The capacity to identify, pilot, and scale novel digital solutions that address challenges in community care, such as remote monitoring, caregiver support, or resource optimization. Encourages a culture of experimentation while balancing risks and compliance with MOH healthcare innovation	Structured approaches to guide staff, caregivers, and clients through digital transitions, minimizing resistance and maximizing adoption. Addresses cultural, procedural, and psychological barriers unique to community care.	The disciplined planning, execution, and monitoring of digital initiatives within constraints of budget, timeline, and scope. Adapts agile methodologies to suit community care's dynamic environment.	Radical redesign of core workflows using digital tools to eliminate inefficiencies. Focuses on end-to-end automation and integration with enterprise and/or national systems.	The foundational competence to confidently use digital tools, technology and software across work processes and activities, and critically evaluate their relevance to community care tasks to improve work productivity.

Senior Management

- Chief Executive Officer (CEO/Executive Director (ED)
- Chief Transformation Officer (CTO)
- Divisional Head
- Head of Digital Innovation

- Sets and drives strategic direction to align with sector-wide transformation efforts.
- Makes high-impact decisions that shape the organisation's digital roadmap
- Champions compliance with regulatory (e.g. MOH, AIC)
- Leads cultural change to embed digital thinking across all functions
- Mobilises and commits resources – people, budget, infrastructure – to enable digital initiative at scale

Digitalisation Champions

- Project Manager (Digitalisation/Digital Transformation)
- Line Manager
- Centre Manager

- Identifies opportunities to improve existing work processes and services through digital solutions or innovation
- Advocates for digital adoption and drives change efforts within the organisation or service unit
- Engages and secures support from key stakeholders (e.g. colleagues, supervisors, partners) to enable project success
- Leads or supports the implementation of digital initiatives and promotes team-wide adoption

Digitalisation Users (Front/Middle/Back Office)

- Nurse
- Physiotherapist / Occupational Therapist
- Nursing Supervisor
- HR executive
- Community Care Manager, Executive Senior/Community Care Associate

- Early adopters to participate in ideation, data gathering (pre & post), pilots and testing to provide timely feedback
- Willingness to make the change and encourage each other to adopt the new processes/method

STEP 1: SCAN SKILL CATEGORIES

Review the 6 skills categories to identify the skill categories relevant to your team's digital transformation initiatives.

## STEP 2: KNOW COMPETENCY DEFINITIONS

### Proficiency Levels



Understand the different levels of expertise required for each competency.

### Expected Outcomes



Know what successful application of each skill looks like in practice.

### Skill Relationships



Recognize how different competencies connect and build upon each other.

Skills Category	Digitalisation Strategy	Innovation	Change Management	Project Management	Business Process Re-engineering	Digital Fluency
<b>Descriptor</b>	The ability to develop, align, and execute a long-term roadmap that integrates digital technologies with organisational goals to enhance service delivery, operational efficiency, and stakeholder engagement in community care.	The capacity to identify, pilot, and scale novel digital solutions that address challenges in community care, such as remote monitoring, caregiver support, or resource optimization. Encourages a culture of experimentation while balancing risks and compliance with MOH healthcare innovation policies.	Structured approaches to guide staff, caregivers, and clients through digital transitions, minimizing resistance and maximizing adoption. Addresses cultural, procedural, and psychological barriers unique to community care.	The disciplined planning, execution, and monitoring of digital initiatives within constraints of budget, timeline, and scope. Adapts agile methodologies to suit community care's dynamic environment.	Radical redesign of core workflows using digital tools to eliminate inefficiencies. Focuses on end-to-end automation and integration with enterprise and/or national systems.	The foundational competence to confidently use digital tools, technology and software across work processes and activities, and critically evaluate their relevance to community care tasks to improve work productivity.
<b>Senior Management*</b>	<b>Technology Strategy Design*</b> Establish technology-based mission statements and directions for strategic technology adoption that align with the organisation's purpose, values and business activities	<b>Innovation Management*</b> Foster a culture of innovation in the organisation to encourage continuous improvement	<b>Change Management*</b> Establish the organisation's change management strategies and policies to support critical transformation	X	X	X
<b>Digitalisation Champions</b>	X	<b>Innovation Management</b> Create opportunities to enhance innovation capabilities within the functional area	<b>Change Management</b> Develop change management strategies and programmes by analysing risks, anticipating barriers and developing contingency plans	<b>Project Management</b> Manage projects by implementing appropriate methodologies and tools	<b>Business Process Re-engineering</b> Evaluate business processes and workflows, and develop business process re-engineering plans	X
<b>Digitalisation Users (Front/Middle/ Back Office)</b>	X	X	X	X	X	<b>Digital Fluency (Basic)</b> Perform work processes and activities using identified digital technology tools, systems and software  OR <b>Digital Fluency (Intermediate)</b> Identify opportunities and evaluate risks of integrating digital technology tools, systems and software across work processes and activities

## STEP 3: IDENTIFY RELEVANT SKILLS

Prioritize skills based on:



## STEP 4: LOCATE TRAINING RESOURCES



(1) Workplace Learning

**QiC Learning Network**

(2) Courses recommended  
under CCDCM Training  
Roadmap, AIC Learning  
Network



(3) External Training Providers

## STEP 5: LINK TO DEVELOPMENT PLANS



### Individual Development

- Align with career progression goals
- Address personal skill gaps
- Build on existing strengths



### Team Development

- Ensure balanced capability distribution
- Create skill redundancy for critical areas
- Support cross-functional collaboration

## STEP 6: SELECT TEAM MEMBERS





# Initial Digitalisation Consultancy Support for CCOs




## Mentorship Support Grant (MSG) by SkillsFuture Singapore

- This grant by SkillsFuture Singapore (SSG) supports the digitalisation transformation strategy and roadmap
- SSG partners Lithan Hall Academy to offer support to enterprises
- Project value capped at \$30,000, covers up to **90%** for SME & **70%** for non-SME
- A company with a UEN can apply for up to 3 different project areas (domain) for this grant.




## Enterprise Transformation Programme (ETP) by SkillsFuture Singapore

- A comprehensive workforce development initiative empowering healthcare and community care organizations to elevate care standards through strategic transformation.
- SSG partners HMI to offer support to enterprises
- Project value capped at \$30,000, covers up to **90%** for SME & **70%** for non-SME
- A company with a UEN can apply for up to 3 different project areas (domain) for this grant.



## Productivity Solutions Grant for Job Redesign (PSG-JR) by Workforce Singapore

- PSG-JR enables small and medium businesses to transform through organisation capability improvements, process redesign, technology adoption and many others.
- Workforce Singapore partners with SNEF to offer support to enterprises
- Covers up to **50%** of implementation costs, capped at **\$30,000**.



## Tech-and-GO! Consultancy Subsidy by National Council of Social Service

- NCSS provides hands-on consultancy and coaching to empower social service agencies in finding solutions, managing projects, and boosting staff skills for lasting impact
- Support includes pre-scoped consultancy
- **Cost range:** \$35,000 to \$115,000 (varies based on scope).
- **NCSS funding:** 80% of costs per project.
- **SSA contribution:** Approx. \$7,000 to \$23,000.
- **Detailed pricing:** Provided after clinic to assess for suitable consultancy category.



## Company Training Committee (CTC) Grant by NTUC

- The new NTUC CTC Grant is managed by NTUC's e2i (Employment and Employability Institute) to support applicants that have formed CTCs to implement transformation plans that will lead to better worker and business outcomes.
- The NTUC CTC Grant provides funding support of up to 70 per cent of the qualifying cost for each project.

# Thank you.

The Heart of Care

For Your Attention

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