

Community Care Skills Standards Framework (CCSSF) Refresh - Uplift to AAC 2.0 Care Model

Manpower & Talent Division

Aug 2024

Agenda

1. Background of CCSSF Refresh - AAC 2.0
2. Development of Job-centric Skill Standards for Active Ageing Centres (AAC) under Community Care Skills Standards Framework (CCSSF)
3. Proposed Training Roadmap for AACs

1. Background of CCSSF Refresh - AAC 2.0

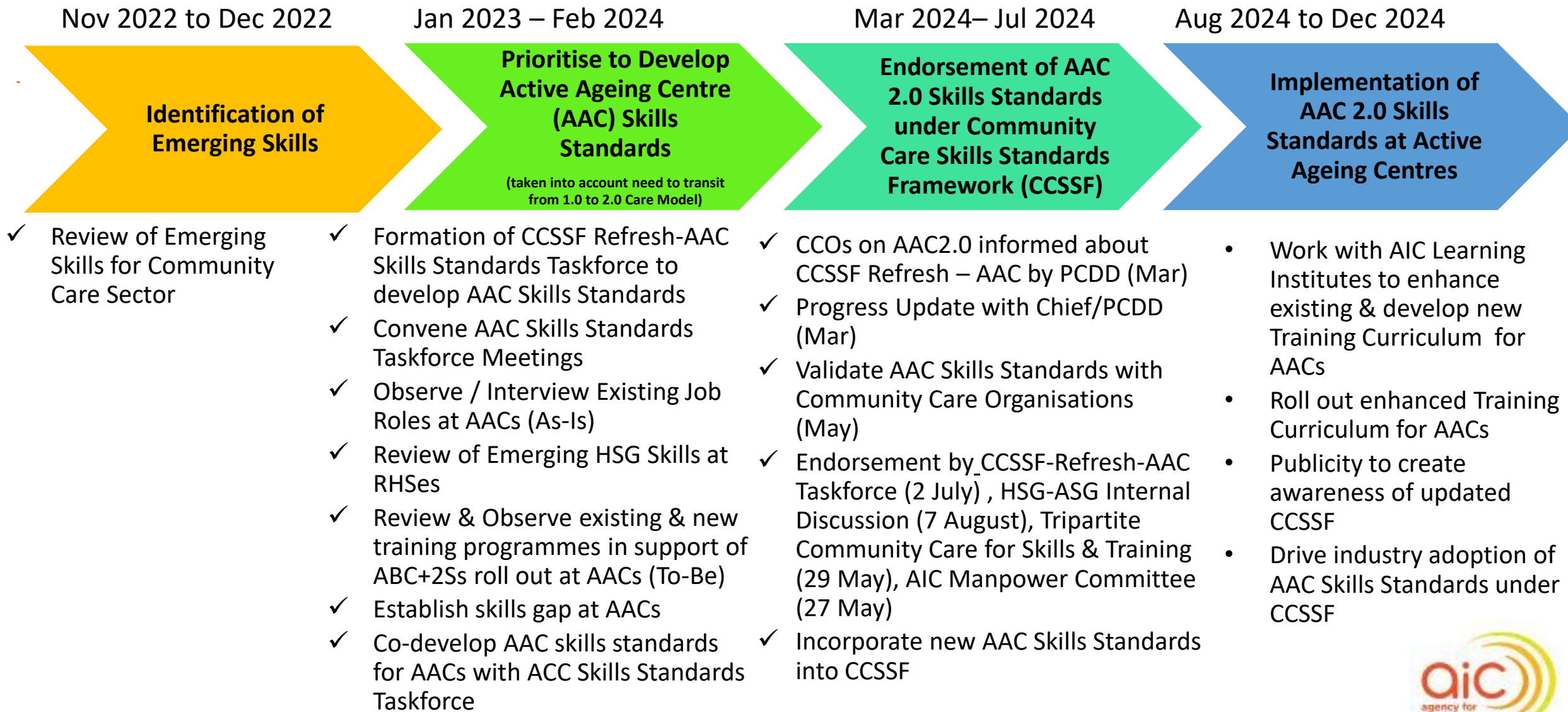


Background of CCSSF Refresh - AAC 2.0

- Community Care Skill Standards Framework (CCSSF) was created in 2019 to provide a competency framework for support care staff in the community care sector.
- In 2022, CCSSF was refreshed to develop new skills or enhance existing skills based on the AAC 1.0 service requirements (ABC+2C) and later the AAC 2.0 service model (ABC+2S + Data Ops).
- This robust staff competency framework which is tagged to AAC job roles will chart the training roadmap for AAC staff

2. Development of Job-centric Skill Standards for Active Ageing Centres (AAC) under Community Care Skills Standards Framework (CCSSF)

Approach Taken to incorporate AAC 2.0 Skills Standards into CCSSF Refresh



A taskforce was formed to guide CCSSF Refresh-AAC since Jan 2023

CCSSF HSG Skills Standards Taskforce	Representative	Roles
Agency for Integrated Care (AIC)	<ul style="list-style-type: none"> Wong Loong Mun (CIOD) Derek Tan (MTD) 	<ul style="list-style-type: none"> Advisor: Guide whole of AIC HSG skills standards development & Implementation for Community Care Sector
Ministry of Health (MOH)	<ul style="list-style-type: none"> Helen Goh (MOH/CNOO) Charis Chong (MOH/MP&S) Azrin Nazir (MOH/APO) 	<ul style="list-style-type: none"> MOH Representatives: Support national agenda / policy implementation for Healthcare/Community Care sector
Regional Health Systems (RHS): <ul style="list-style-type: none"> National Healthcare Group (NHG) National University Health System (NUHS) Singapore Health Services (SHS) 	<ul style="list-style-type: none"> Prof Lee Kheng Hock (SHS, Education and Community Partnerships) Loh Shu Ching (NHG, Division for Central Health) Dr Catherine Koh (NUHS, Community Nursing) 	<ul style="list-style-type: none"> Drive & implement Healthier SG for respective clusters
Thye Hua Kwan Moral Charities, Seniors' Community Services	<ul style="list-style-type: none"> Dennis Oen Thiam Loo (Operations) 	<ul style="list-style-type: none"> CCO/AAC Representation
Regional Development Division (RDD) , AIC	<ul style="list-style-type: none"> Grace Lin (SHS) 	<ul style="list-style-type: none"> Lead Division for Healthier SG@AIC
Primary and Community Care Development Division (PCDD)/ Active Ageing Centres (AAC), AIC	<ul style="list-style-type: none"> Liao Wei Fen (PCDD/ Care Assmt & Case Mgmt) Marine Chioh Mei Suang, Junita Tan (PCDD/Primary Care Quality & Training) 	<ul style="list-style-type: none"> Implement Healthier SG/Age Well SG at Active Ageing Centres Integration efforts with Primary Care
Community Care Integrator (C2i)/Care Integration and Operations Division (CIOD), AIC	<ul style="list-style-type: none"> Trina Soh 	<ul style="list-style-type: none"> Guide implication on AIC Customer engagement



MINISTRY OF HEALTH
SINGAPORE



AIC & Taskforce understudied Skills Requirements of Active Ageing Centres (AAC) & reviewed Skills Standards Adequacy in CCSSF



- ✓ General outreach to seniors in community
- ✓ Targeted outreach for identified at-risk seniors

- ✓ Standardised screening tool for all seniors
- ✓ Identify seniors who require follow-up services

**Well Seniors
ACTIVE AGEING**

- ✓ Offer drop-in centre services & host/link Active Ageing Programmes (AAPs) & meaningful activities
- ✓ Organise/ connect seniors to AAPs

**Seniors with
No or Limited Social Networks
BEFRIENDING & BUDDYING**

- ✓ Anchoring social support for vulnerable seniors through regular visits and engagement
 - a) Support moderately vulnerable seniors through Buddying
 - b) Support highly vulnerable seniors through Befriending

**Seniors with Needs
INFORMATION & REFERRAL
TO CARE SERVICES**

- ✓ Refer seniors to appropriate services



- **Social Connector** for lifestyle and social interventions
- **Community / Functional Screening** to promote overall health

AAC Roles
<ul style="list-style-type: none"> • ABC - Active ageing programmes, Befriending/ buddying, information and referral to Care Services
<ul style="list-style-type: none"> • 2Ss – Social Connector to social and lifestyle activities, Community Screening based vitals monitoring

AACs to offer AAPs under AAC 2.0
<ul style="list-style-type: none"> • In 5 domains <ul style="list-style-type: none"> • Social • Physical Health • Cognitive • Learning • Volunteerism • Including communal meals (social) • Evidence-informed



Taskforce recognises that building Staff Competency is a Key Enabler for AACs 2.0



AAC Uplift

Capability Building

AAC Staff Competency

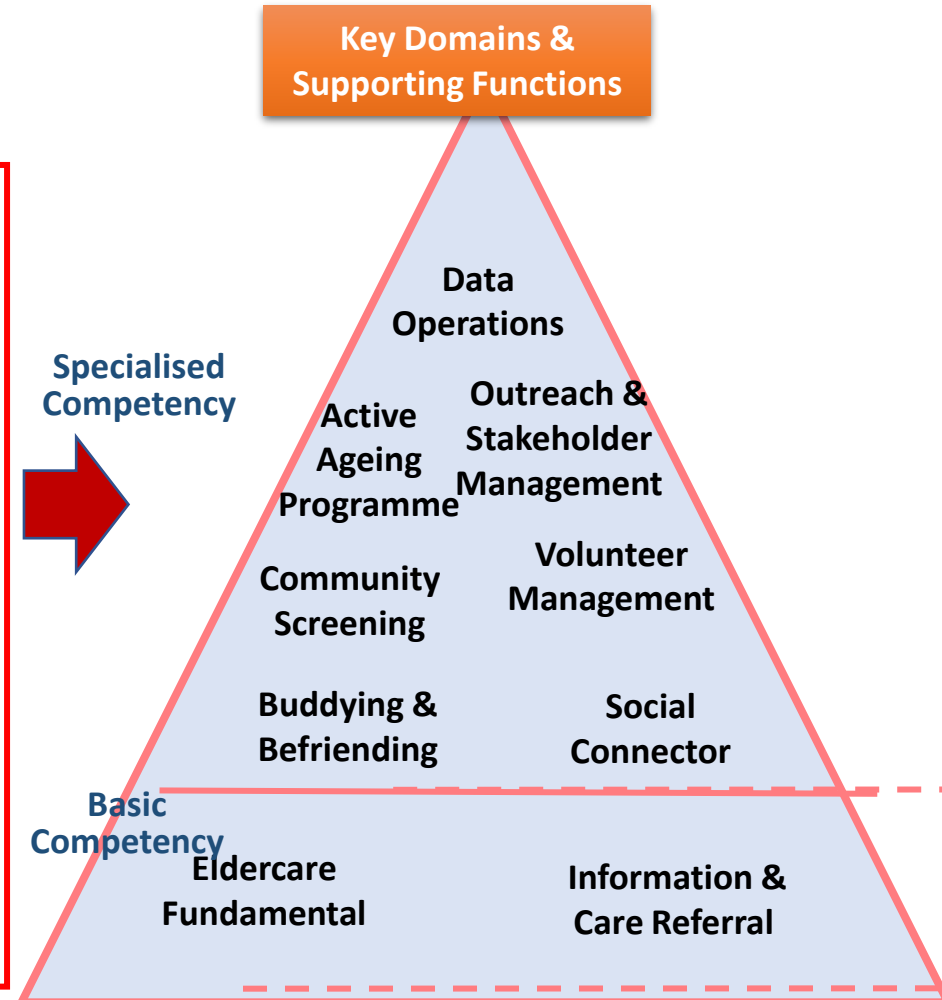
- Refresh Community Care Skills Standards to incorporate AAC
- Map current & identify emerging skills and proficiencies to perform the various roles in the AAC
- Develop training based on competencies needed for AAC
- Structured manpower and career development roadmap.

Centre Competency

- Map current & identify emerging skills and competencies needed to deliver services.
- Develop and curate training programmes.
- AAC Branding

Capacity Building

- Critical enablers that will increase the ability of the AACs to do more and take on more
 - IT
 - Manpower
 - Space/ facility
 - Systems/ linkages



AAC 2.0 Roles & Tasks – Factored into the CCSSF Refresh

Domain

Roles / Tasks

Knowledge & Skills Needed

Eldercare Fundamental

- Understand eldercare and community care landscape
- Understand roles and services of AAC
- Understand AAC roles in the community and wider healthcare

- Understanding in Eldercare landscape and AAC services

Active Ageing

- Identify Robust and Frail seniors (thru CFS) and implement intervention plans for them.
- Plan and execute AAPs in accordance with the AAG in the five domains for both Robust and Frail seniors.
- Encourage seniors' participation in group / individual activities in a manner that is respectful of their dignity, considering each senior's condition, preference and comfort level.
- Administer AAP including safety and well-being of seniors

- Facilitation Skills
- Basic Gerontology Knowledge (e.g. Functional Status)
- Communication Skills
- Programme Planning Skills
- Assessment by Critical Frailty Scale

Befriending / Buddying

- Identify seniors by risk factors and implement appropriate intervention
- Oversee the implementation of B&B programme including assignment of befrienders and service quality
- Run individualised activities with B&B seniors with the objective of encouraging them to join activities at the AAC
- Through befrienders' engagement, to assess the health and social status of seniors including their living environment and raise red flags promptly

- Interpersonal Communication
- Basic Gerontology Knowledge (e.g. Mental Health, Functional Status)
- Observation Skills
- Facilitation Skills

AAC 2.0 Roles & Tasks – Factored into the CCSSF Refresh

Domain

Information and Care Referral

- Assess, including conducting Community Screener, seniors' health, social and financial needs so as to provide appropriate care and referral of follow-ups with other agencies
- Escalate cases which required specialised attention to appropriate stakeholders

Roles / Tasks

Knowledge & Skills Needed

- Accredited as CS assessor
- Basic sensing skills
- Understanding of health, social & financial programme / schemes / intervention

Social Connector

- Encourage and connect seniors to social activities in the community including participating in AAC activities
- Build social networks with partners in the community
- Support ground-up activities and interest groups that will meet the interests of seniors
- Interpret prescribed health plans including providing appropriate information to seniors such as activities that suit their needs

- Communication Skills
- Understanding Health Plan
- Navigating Community Assets and Apps such as H365 and Health Hub

Community Screening

- Assist seniors with self-monitoring and self-recording of vital signs
- Encourage seniors to seek medical attention when vital signs exceed the prescribed/standard threshold
- Work with other agencies / partners to facilitate health-related screenings for seniors at the AAC

- Usage of BP machine and understanding vital signs and thresholds for escalation and protocols

AAC 2.0 Roles & Tasks – Factored into the CCSSF Refresh

Domain

Roles / Tasks

Knowledge & Skills Needed

Data Operations

- Manage and safeguard data in accordance with established policies
- Understand and interpret data at the aggregated and individual level
- Translate data for targeted interventions

- Knowledge in PDPA and data protection
- Knowledge in basic data analysis
- Knowledge of SGO's PHV data

Volunteer Management

- Conduct general and targeted outreach to recruit volunteers
- Train volunteers to perform the roles
- Manage and engage volunteers
- Encourage senior volunteerism and encourage seniors to volunteer at the AAC

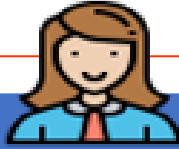
- Volunteer Management Skills
- Client Service Skills
- Interpersonal and Stakeholder Management skills
- Communication Skills

Community Outreach / Publicity

- Market the services to the seniors within the community and promote take up rate of the service for the benefit of the seniors in the community
- Attract men and minority to participate in AAC programme

- Client Service
- Marketing and Publicity
- Communication with Seniors

Dialogue with Taskforce, Subject Matter Experts led to Development of Skill Standards for 3 Key AAC Job Roles & Auxiliary Job Role



1. Centre
Manager (CM)



2. Programme
Executive (PE)



3. Volunteer
Executive (VE)



4. Volunteer

AAC skill standards were developed with the following considerations in mind:

AAC 2.0 service model (ABC+2S)

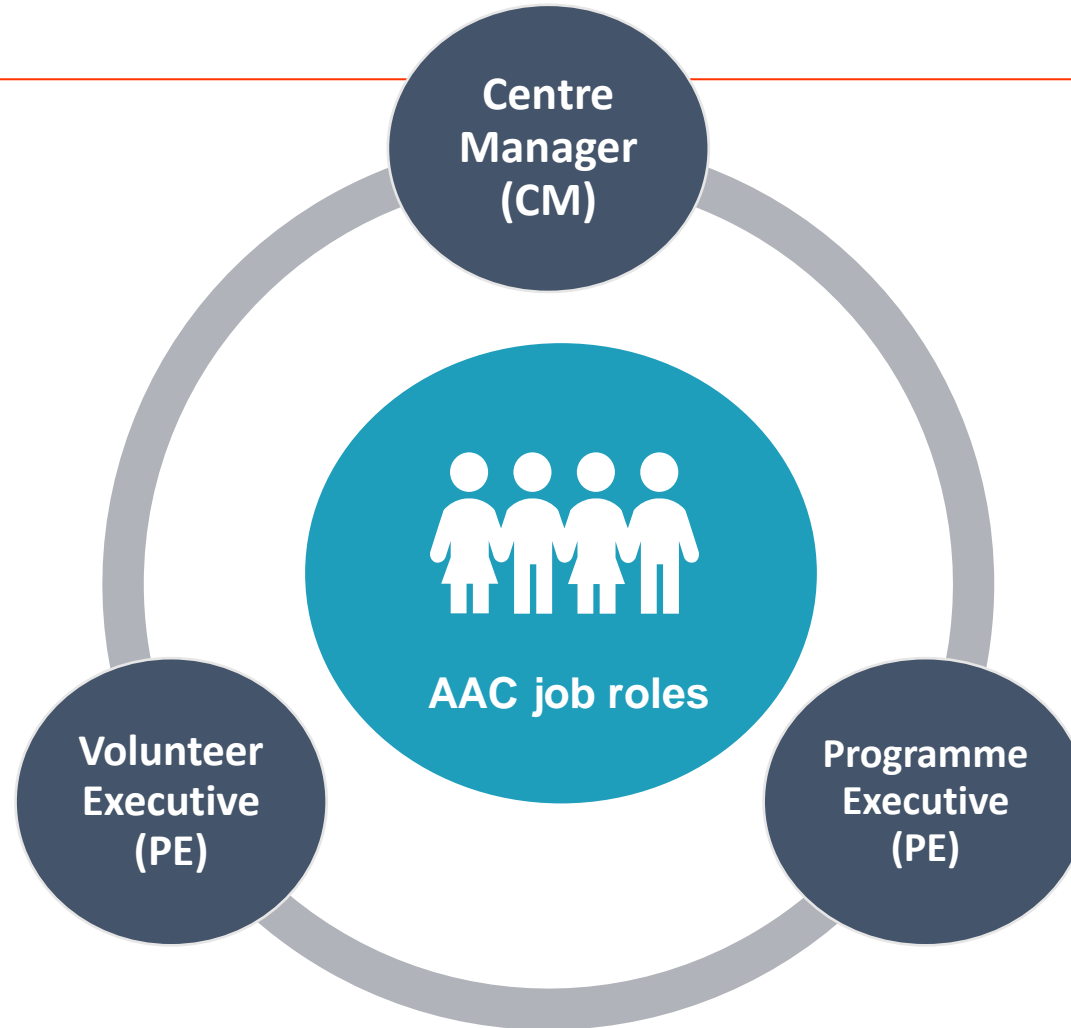
AAC job role / scope of work

Level of job role

Minimum, must-have skills to carry out job role function

- Adopt existing skill standards as far as possible
- Reference and compared skills from existing, relevant national frameworks (e.g. various SkillsFuture Skills Frameworks, AIC Mental Health Competency Framework, AIC Dementia Care Competency Framework, AIC Digitalisation Skills Framework)
- Adopted Proficiency Level from existing national Skills Frameworks

3 Common and Standard AAC Job Roles



Functional Skills - Skills required for job tasks

S/N	Function	Skill Category/Domain	Skill Standard	Skill type
1	Programme Mgt	Social Activities <i>Psychosocial</i>	Manage the development of programmes	Imported from Training and Adult Education (TAE) Skills Framework (SFw)
2		Health Promotion <i>Care Coordination</i>	Implement health promotion activities to clients and general public	Imported from Healthcare (HC) SFw
3	Volunteer Management	Volunteer Development <i>Volunteer and Community Partnerships</i>	Develop mechanisms to evaluate the effectiveness of volunteer programmes	Imported from Social Service (SS) SFw
4			Develop volunteer programmes for the organisation	Imported from SS SFw
5			Develop strategies to engage and retain volunteers	Imported from SS SFw
6		Volunteer Management <i>Volunteer and Community Partnerships</i>	Develop the volunteer recruitment strategy for the organisation	Imported from SS SFw
7	Leadership	Teamwork <i>Inter and intrapersonal Skills</i>	Improve team effectiveness	Existing CCSSF
8		Supervision <i>Inter and intrapersonal Skills</i>	Supervise team	Existing CCSSF
9		Resilience and Self-care <i>Inter and intrapersonal Skills</i>	Manage workplace challenges with resilience	Existing CCSSF
10		Conflict Management <i>Inter and intrapersonal Skills</i>	Manage and diffuse conflicts between groups or individuals	Imported from HC SFw
11		Change Management <i>Inter and intrapersonal Skills</i>	Drive execution of change control procedures and assess change performance against key performance benchmarks	Imported from TAE SFw
12		Coaching and Training <i>Inter and intrapersonal Skills</i>	Prepare and conduct coaching	Existing CCSSF

1 Proposed Functional Skills and CCS: Centre Manager (CM)

Functional Skills - Skills required for job tasks				
S/N	Function	Skill Category/Domain	Skill Standard	Skill type
13	Centre Operations Mgt	Stakeholder Management <i>Inter and intrapersonal Skills</i>	Develop plans to build positive and trustworthy relationships with stakeholders to attain joint objectives	Imported from HC/SS SFw
14		Community Partnerships <i>Volunteer and Community Partnerships</i>	Co-lead collaborative projects with community stakeholders	Developed Skill Standard
15		Finance & Budgeting <i>Administration and Operations</i>	Prepare business unit's operational budgets	Imported from TAE SFw
			Manage budgeting and forecasting for annual financial and business planning within the business unit	Imported TAE SFw
16		Supervision <i>Inter and intrapersonal Skills</i>	Implement and monitor strategies for unit or department performance management and review outcomes for gap analysis	Developed Skill Standard
17				
18		Continuous Improvement Management <i>Inter and intrapersonal Skills</i>	Implement processes to monitor the progress of improvement activities against action plans	Imported from HC SFw
19		Emergency Response: First Aid. CPR. AED, BCLS <i>Administration and Operations</i>	Perform Basic First Aid, Cardiopulmonary Resuscitation (CPR) and Use Automated External Defibrillator (AED)	Existing CCSSF
20		Workplace Safety (Accidents and Emergencies) <i>Administration and Operations</i>	Comply with Workplace Safety and Health (WSH) procedures	Existing CCSSF
21			Identify and mitigate workplace hazards and risks	Existing CCSSF

Critical Core Skills (CCS) - Transferable skills across industries							
S/N	CCS Category	CCS	Proficiency Level	S/N	CCS Category	CCS	Proficiency Level
1.	Interacting with Others	Communication	Intermediate	4.	Staying Relevant	Digital Fluency	Basic
2.	Interacting with Others	Customer Orientation	Intermediate	5.	Staying Relevant	Self Management	Intermediate
3.	Interacting with Others	Collaboration	Intermediate	6.	Thinking Critically	Problem Solving	Intermediate


Proposed Functional Skills and CCS: Programme Executive (PE)

Functional Skills - Skills required for job tasks				
S/N	Function	Skill Category/Domain	Skill Standard	Skill type
1	Programme Mgt	Group Activity Intervention <i>Therapy</i>	Encourage Participation in Structured Group Activities	Existing CCSSF
2		Client Health Status <i>Clinical</i>	Monitor vital signs, height, weight and BMI	Existing CCSSF
3		Care of Persons with Dementia and Persons with Mental Health Issues <i>Psychosocial</i>	Process to Identify and Report Signs of Dementia and Other Mental Health Issues	Existing CCSSF
4		Programme Implementation and Evaluation <i>Care Coordination</i>	Conduct Programme Evaluation	Existing CCSSF
5			Implement programmes and activities with external partners	Existing CCSSF
6		Social Activities <i>Psychosocial</i>	Identify, Plan and Conduct Activities	Existing CCSSF
7		Services Coordination <i>Care Coordination</i>	Provide coordinated services for clients	Existing CCSSF
8		Stakeholder Management <i>Inter and Intrapersonal Skills</i>	Nurture positive internal and external relations with stakeholders	Imported from HC/SS SFw
9		Community Partnerships <i>Volunteer and Community Partnerships</i>	Engage community stakeholders to develop collaborative projects	Imported from Early Childhood SFw
10		Stock Checking and Inventory <i>Administration and Operations</i>	Perform Stock Control and Housekeeping	Existing CCSSF
11			Manage Inventory	Existing CCSSF
12		Supervision <i>Inter and Intrapersonal Skills</i>	Monitor Key Performance Indicators (KPIs) of departments	Developed Skill Standard
13	Customer Service	Client Empowerment <i>Psychosocial</i>	Engage Clients with Person Centred Care (PCC) Approach	Enhanced Skill Standard
14		Relationships & Emotional Support <i>Psychosocial</i>	Build rapport with clients and their family members	Existing CCSSF
15		Conflict Management <i>Inter and Intrapersonal Skills</i>	Address questions, understand what drives the behaviours of others in a conflict situation and assess own behaviours to minimise conflict occurrences	Imported from HC SFw

Functional Skills - Skills required for job tasks				
S/N	Function	Skill Category/Domain	Skill Standard	Skill type
16	Centre Operations Mgt	Emergency Response: First Aid. CPR. AED,BCLS <i>Administration and Operations</i>	Perform Basic First Aid, Cardiopulmonary Resuscitation (CPR) and Use Automated External Defibrillator (AED)	Existing CCSSF
17		Workplace Safety (Accidents and Emergencies) <i>Administration and Operations</i>	Comply with Workplace Safety and Health (WSH) procedures	Existing CCSSF
18	Volunteer Mgt	Volunteer Management <i>Volunteer and Community Partnerships</i>	Partner volunteers in service delivery	Existing CCSSF
19			Provide administrative and logistical support for volunteer recruitment	Imported from SS SFw

Critical Core Skills (CCS) - Transferable skills across industries							
S/N	CCS Category	CCS	Proficiency Level	S/N	CCS Category	CCS	Proficiency Level
1.	Interacting with Others	Communication	Intermediate	4.	Staying Relevant	Digital Fluency	Basic
2.	Interacting with Others	Customer Orientation	Basic	5.	Staying Relevant	Self Management	Basic
3.	Interacting with Others	Collaboration	Basic	6.	Thinking Critically	Problem Solving	Basic

3 Proposed Functional Skills and CCS: Volunteer Executive (VE)

Functional Skills - Skills required for job tasks				
S/N	Function	Skill Category/ Domain	Skill Standard	Skill type
1	Volunteer Management	Community Partnerships <i>Volunteer and Community Partnerships</i>	Foster collaborations with community stakeholders	Developed Skill Standard
2		Volunteer Management <i>Volunteer and Community Partnerships</i>	Partner volunteers in service delivery	Existing CCSSF
3			Implement volunteer recruitment strategy for the organisation	Imported from SS SFw
4		Volunteer Development <i>Volunteer and Community Partnerships</i>	Evaluate the effectiveness of volunteer programmes to determine if they meet their stated objectives	Imported from SS SFw
5			Implement volunteer programmes for the organisation	Imported from SS SFw
6			Implement strategies to engage and retain volunteers	Imported from SS SFw
7		Stakeholder Management <i>Inter and Intrapersonal Skills</i>	Nurture positive internal and external relations with stakeholders	Imported from HC/SS SFw
8		Supervision <i>Inter and Intrapersonal Skills</i>	Monitor Key Performance Indicators (KPIs) of departments	Developed Skill Standard
9		Conflict Management <i>Inter and Intrapersonal Skills</i>	Address questions, understand what drives the behaviours of others in a conflict situation and assess own behaviours to minimise conflict occurrences	Developed Skill Standard
10	Centre Operations Mgt	Emergency Response: First Aid. CPR. AED, BCLS <i>Administration and Operations</i>	Perform Basic First Aid, Cardiopulmonary Resuscitation (CPR) and Use Automated External Defibrillator (AED)	Existing CCSSF
11		Workplace Safety (Accidents and Emergencies) <i>Administration and Operations</i>	Comply with Workplace Safety and Health (WSH) procedures	Existing CCSSF

3 Proposed Functional Skills and CCS:
Volunteer Executive (VE)

Critical Core Skills (CCS) - Transferable skills across industries							
S/N	CCS Category	CCS	Proficiency Level	S/N	CCS Category	CCS	Proficiency Level
1.	Interacting with Others	Communication	Intermediate	4.	Staying Relevant	Digital Fluency	Basic
2.	Interacting with Others	Customer Orientation	Basic	5.	Staying Relevant	Self Management	Basic
3.	Interacting with Others	Collaboration	Basic	6.	Thinking Critically	Problem Solving	Basic

Volunteers in AAC

- AACs can tap on volunteers to supplement their manpower needs in terms of outreach, befriending, conducting activities and other centre operations during weekdays and weekends.

- Volunteers can assist with outreach and conducting active ageing activities which increases the centre's ability to serve more seniors.
- Positive experiences by seniors and volunteers can lead to peer-to-peer exposure which leads to more awareness of the AAC and its services.



- Tapping on volunteer's specialised skills such as graphics design, accounting, and musical skills enables centres to reduce the cost of projects and improve their impact.

- Volunteers can assist to befriend socially isolated seniors and assist them by providing emotional support and helping them form connections to the community.

Supporting AAC 2.0: Volunteers

Volunteer (Conduct Active Ageing Programmes)		
S/n	Skill Standard (Functional skill)	Skill Type
1	Encourage Participation in Structured Group Activities <i>Group Activities Intervention, Therapy</i>	Existing CCSSF
2	Identify, Plan and Conduct Activities <i>Social Activities, Psychosocial</i>	Existing CCSF
3	Build rapport with clients and their family members <i>Relationships & Emotional Support, Psychosocial</i>	Existing CCSSF
	Critical Core Skills	Level
4	Communication (Basic)	Basic
5	Collaboration (Basic)	Basic

Summary of AAC CCSSF Job Role + Ancillary Role Skills

	Clinical Care	Personal Care	Therapy	Psychosocial	Care Coordination	Admin & Ops	Inter and Intrapersonal Skills	V & CP	Total sum
Total No. of AAC skills	1	0	1	5	5	7	12	13	44
CM	0	0	0	1	1	5	9	5	21
PE	1	0	1	4	3	4	3	3	19
VE	0	0	0	0	0	2	3	6	11
Volunteers	0	0	1	2	0	0	0	0	3

Roles may share some skills and hence the summation of their skills will be more than 44.