



Skills Framework for Healthcare

A Guide to Occupations and Skills

An initiative of

SKILLS*future*

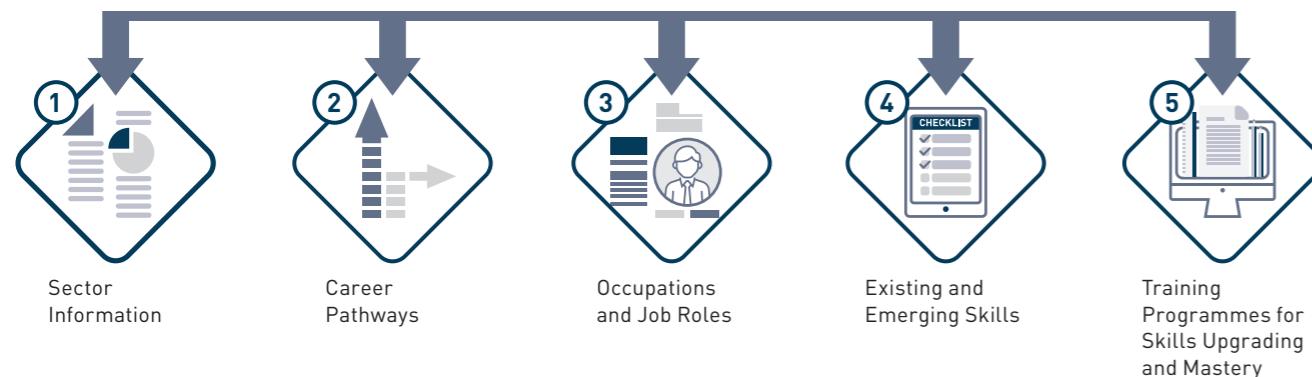
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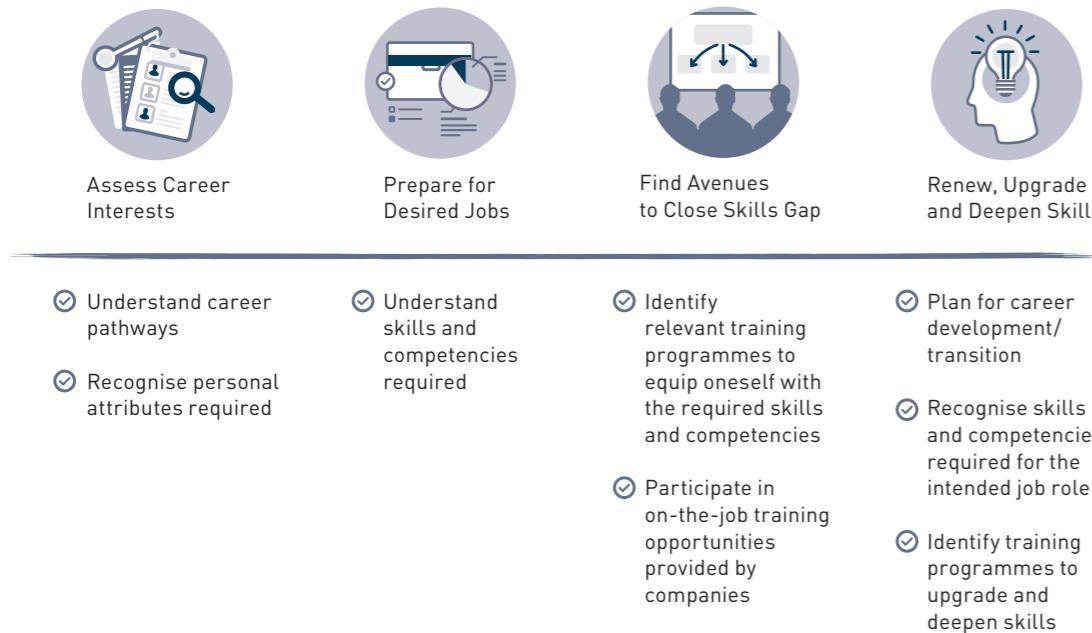
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About the Skills Framework

The Skills Framework is a SkillsFuture initiative developed for the Singapore workforce to promote skills mastery and lifelong learning. Jointly developed by SkillsFuture Singapore, Workforce Singapore and Ministry of Health, together with practitioners, employers, professional associations, education and training providers, and representatives from associations and unions, the Skills Framework for Healthcare provides useful information on:



With the Skills Framework, individuals are equipped to make informed decisions about career choices as well as take responsibility for skills upgrading and career planning.



Singapore's Healthcare Sector

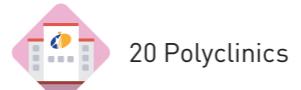
Singapore is widely recognised for having an efficient and effective healthcare system that has achieved good public health outcomes for Singaporeans. The life expectancy of Singaporeans has steadily increased and is now among the highest in the world—from 75.6 years in 1999 to 82.9 years in 2016. Infant mortality rate has also fallen from 3.3 to 2.4 per 1,000 live births over the same period.

This system is underpinned by reliable healthcare services, strong infrastructure, sound policies, and a dedicated and skilled workforce providing value-driven care across the care continuum.



Primary Care

Primary care services are provided in polyclinics and general practitioner clinics. As the first line of care in the community, primary care professionals provide holistic and personalised care for individuals of different age groups. This includes the management of acute and chronic illnesses, and keeping the population healthy through preventive health measures such as screening and vaccinations. Primary care professionals also help coordinate patients' care with other providers and guide patients who require more specialised medical attention in navigating the healthcare system.



Number of Establishments:

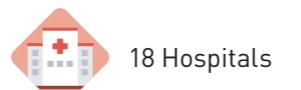


3,200 General Practitioner and Dental Clinics



Acute Care

Acute care services are provided in general hospitals and include multi-disciplinary inpatient, specialist outpatient, and 24-hour emergency services. In addition, there are national specialty centres that provide specialised services such as cancer care, eye care and dental care.



Number of Establishments:



8 Specialty Centres

Singapore's Healthcare Sector



Community Care

Community care services are provided in community hospitals, home care, centre-based care facilities and long-term residential care facilities. These services are provided for individuals who require continued care and treatment usually after discharge from acute hospitals, or for community-dwelling seniors who may be frail and in need of assistance with their activities of daily living, to enable them to age well in the neighbourhoods they are familiar with.

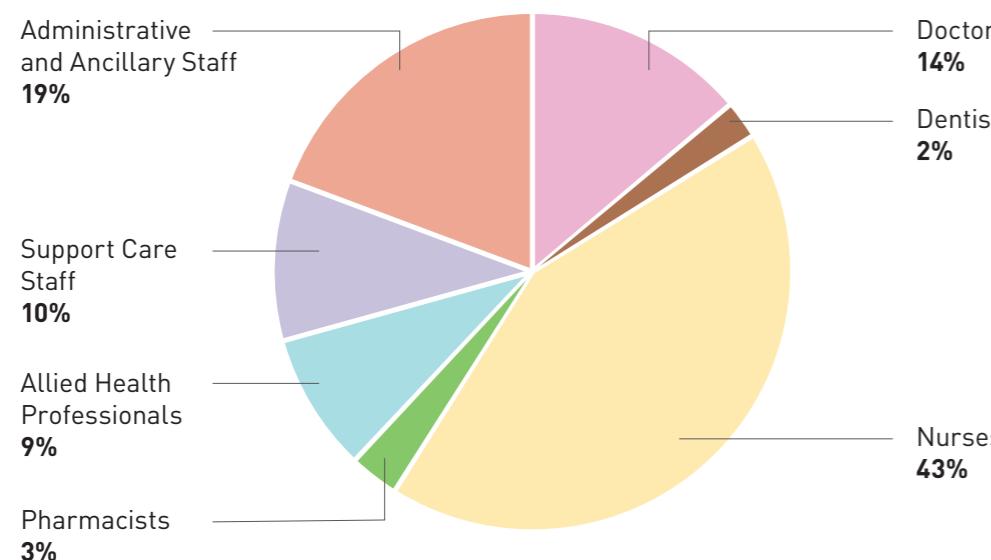
Number of Establishments:

 9 Community Hospitals	 75 Nursing Homes and Hospices
 117 Centre-based Care Facilities ¹	 30 Home Care Providers ²

¹ Centre-based Care Facilities refer to eldercare centres that provide day care, dementia day care, community rehabilitation and/or Integrated Home and Day Care (IHDC). The figure only includes facilities that are receiving subvention from MOH and/or accepting referrals from Agency of Integrated Care (AIC).

² Home Care includes a range of services including medical, nursing, and personal care to help frail or disabled seniors living alone at home. The figure only includes Home Care Providers that are receiving subvention from MOH. A single provider operating multiple branches is only counted once.

Healthcare Workforce of 97,000*



*Data as at end 2017

The Evolving Healthcare Landscape

Demand for healthcare and aged care services is expected to grow as our population ages rapidly. About 3 in 4 Singaporeans aged 65 and above are affected by diabetes, high cholesterol or hypertension. Our healthcare system has to evolve to meet these challenges and ensure that Singaporeans continue to enjoy good healthcare that is affordable and sustainable.



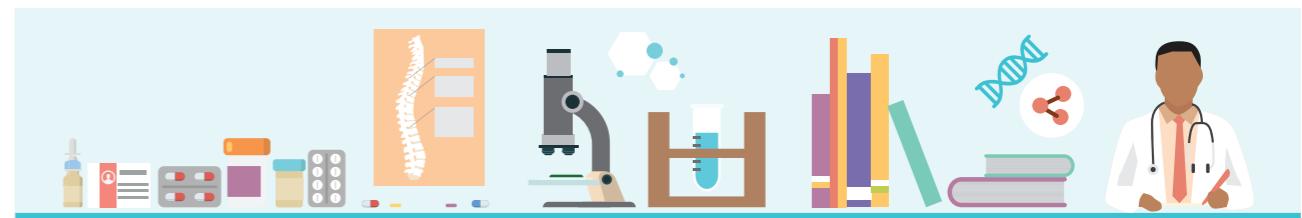
Beyond Healthcare to Health

We are shifting beyond providing healthcare to promoting health so that Singaporeans can continue to enjoy good quality of life for longer. Health promotion, preventive health services as well as early health screening and interventions will be stepped up to promote healthier lifestyles for all Singaporeans. Primary care and preventive health capabilities are being built up to deliver and support the delivery of these services.



Beyond Hospital to Community

We are transforming our healthcare delivery system from one that is built around the hospital to one that is focused on the individual. Community care capabilities will be strengthened to provide Singaporeans with access to convenient, affordable and appropriate care. Seniors will be supported with quality care in the community or at home so that they can age gracefully in the environment they are familiar with.



Beyond Quality to Value

We are shifting the mindset and behaviours of healthcare professionals to focus not just on delivering high quality care outcomes, but also to ensure that those outcomes are commensurate with costs. Health technology assessment capability is being built up to evaluate the clinical and cost-effectiveness of health technologies to help Singaporeans and clinicians make better informed choices on better value treatment options. MOH is also embarking on system-level changes that will result in overall improvement in efficiency and productivity. This includes simplifying healthcare delivery to stakeholders through initiatives such as inter-professional collaboration and IT solutions, without compromising patient safety.

Skills in Demand

The healthcare sector is evolving rapidly in tandem with the needs of our ageing population and advances in medical sciences and technology. To meet these challenges, our healthcare professionals have to continuously upgrade and equip themselves with these skills in demand.



Community Care

Maintain and improve the physical, mental and social well-being of population groups in the community, including in areas such as health promotion, chronic disease management, rehabilitation and palliative care



Gerontology /Geriatrics

Manage healthcare needs of the elderly, and prevent and treat age-related diseases to maintain their mobility, independence and quality of life



Inter-Professional Collaboration

Apply an integrated approach to coordinate and deliver inter-professional interventions to patients



Health Technology Assessment

Evaluate the relative value of new health technologies versus the standard of care based on current clinical and economic evidence to inform policy and clinical decision-making



Data Analytics

Use data to make fact-based decisions for healthcare service planning, patient/client management, and disease monitoring

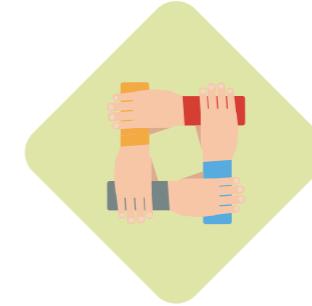
Desired Attributes

The healthcare sector provides diverse opportunities across the primary, community and acute settings for individuals seeking a rewarding and enriching career. If you enjoy working in a fast-paced environment, love caring for people from all walks of life, and possess these desired attributes, you will find a rewarding and satisfying career in healthcare.



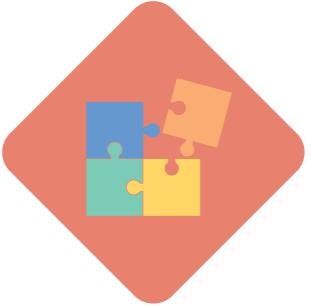
Compassion

Have empathy for patients and a desire to improve their well-being



Teamwork

Able to work with a diverse workforce of various professionals and occupations to achieve a common goal



Adaptability

Adopt a positive attitude to take on challenges in a fast-changing environment



Resilience

Persevere in the face of challenges and difficulties



Analytical

Enjoy analysing issues and able to understand the interconnectedness of different care services, institutions and stakeholders within the context of a larger healthcare system

Take Your Career Further

A skilled workforce is essential to support the healthcare sector in delivering high quality and reliable healthcare services. There is a wide range of initiatives and schemes available to both individuals and employers to promote skills acquisition and upgrading.



FOR INDIVIDUALS

Healthcare Merit Scholarship (HMS) / Healthcare Merit Award (HMA)

The HMS/HMA is awarded to outstanding students who demonstrate academic excellence, strong leadership qualities and community spirit, and are passionate about Singapore's public healthcare sector. It is offered to 'A' level holders or equivalent (e.g. IB Diploma or NUS High School Diploma) and polytechnic graduates, to pursue undergraduate studies in various healthcare disciplines.

Healthcare Graduate Studies Award (HGSA)

The HGSA is offered to final-year undergraduates, recent university graduates who are keen to pursue a Master's degree in selected health science or health-related disciplines. This postgraduate scholarship is awarded to dynamic individuals who are keen to contribute to the public healthcare sector while demonstrating academic excellence, strong leadership qualities and community spirit.

Community Nursing Scholarship (CNS)

The CNS aims to nurture the next generation of community nursing leaders to shape the future of community care. It is offered by MOH in partnership with public healthcare institutions and community care providers to 'O' and 'A' level

graduates, existing nursing students and nurses pursuing degree conversion. They will play a central role in providing care beyond the hospital into the community, to better meet the needs of the population.

Integrated Nursing Scholarship (INS)

The INS is a premier public healthcare scholarship to nurture the next generation of nurse leaders. Students will have the opportunity to pursue a nursing diploma at the polytechnics and then a nursing degree at local or overseas universities. It is offered to outstanding 'O' level graduates who demonstrate leadership potential and have clear passion for a career in nursing.

Healthcare Graduate Studies Award (HGSA) – Nursing

The HGSA-Nursing is offered to final-year undergraduates, recent university graduates or mid-careerists with no prior nursing training who are keen to pursue an overseas Master's degree in nursing. This postgraduate scholarship is awarded to dynamic individuals who are keen to join the public healthcare sector as nurses while demonstrating academic excellence, strong leadership qualities and community spirit.



FOR INDIVIDUALS

SkillsFuture Mid-Career Enhanced Subsidy

Singaporeans aged 40 and above will receive higher subsidies of up to 90% of course fees for over 8,000 SSG-supported courses, and at least 90% of programme cost for Ministry of Education-subsidised full-time and part-time courses.

SkillsFuture Study Awards

This is a monetary award of \$5,000 for adults in their early and mid-career to develop and deepen their skills in future growth clusters.

SkillsFuture Credit

This initiative aims to encourage individuals to take ownership of their skills development and lifelong learning. All Singaporeans aged 25 and above will receive an opening credit of \$500 which will not expire.

SkillsFuture Qualification Award

This award recognises the efforts of Singapore Citizens in attaining WSQ full qualifications, which equip them with comprehensive and robust sets of skills to perform their jobs competently, pursue career progression and explore new job opportunities.

MySkillsFuture

MySkillsFuture is a one-stop online portal that enables Singaporeans to chart their own career and lifelong learning pathways, through access to industry information and tools to search for training programmes to broaden and deepen skills.

Initiatives and Schemes by:

Ministry of Health (MOH) / MOH Holdings Pte Ltd (MOHH)

More information on schemes listed above can be found at www.healthcarescholarships.sg

Initiatives and Schemes by:

SkillsFuture Singapore (SSG)

More information on schemes listed above can be found at www.skillsfuture.sg

Take Your Career Further



FOR INDIVIDUALS

Professional Conversion Programme (PCP)

As part of the Adapt and Grow Initiative, the Professional Conversion Programme (PCP) helps mid-career Singaporeans to reskill and move into new occupations or sectors. The Government provides course fee funding to individuals and salary support to employers. There are five PCPs in the healthcare sector that help mid-career Singaporeans undergo skills conversion to take on healthcare jobs, as follows:

- a. PCP for Registered Nurses (RN)
- b. PCP for Enrolled Nurses (EN)
- c. PCP for Physiotherapists (PT)
- d. PCP for Occupational Therapists (OT)
- e. PCP for Diagnostic Radiographers (DR)

PCPs for Registered Nurses and Enrolled Nurses

The PCPs for Enrolled Nurses (EN) and Registered Nurses (RN) are designed for mid-career individuals keen to join the healthcare industry as nurses. PCP-EN/RN trainees receive full sponsorship for their course fees and a monthly training allowance throughout their training period. Trainees who successfully graduate from the programme will also receive a career transition bonus.

Upon completion of training, individuals will be eligible for registration with the Singapore Nursing Board (SNB) and obtain the license to practise as an Enrolled or Registered Nurse.

PCPs for Physiotherapists, Occupational Therapists and Diagnostic Radiographers

The PCPs for Physiotherapists (PT), Occupational Therapists (OT) and Diagnostic Radiographers (DR) are designed for mid-career individuals keen to join the healthcare industry as allied health professionals (AHPs).

Trainees will be sponsored in course fees and receive a monthly training allowance while undergoing relevant degree programmes with the Singapore Institute of Technology. Trainees who graduate from the programme will also receive a career transition bonus.

Upon completion of training, individuals will be eligible for registration with the Allied Health Professions Council (AHPC) to be licensed to practise in their respective professions.



FOR EMPLOYERS

Enhanced Training Support for SMEs

SMEs can get up to 90% subsidies on course fees when they sponsor employees for SSG supported courses. In addition to higher course fee funding, SMEs can also claim absentee payroll funding of 80% of basic hourly salary at a higher cap of \$7.50 per hour.

National Centre for Excellence in Workplace Learning (NACE)

Led by Nanyang Polytechnic and supported by SSG, NACE draws on the expertise of international institutions - the Swiss Federal Institute for Vocational Education and Training [SFIVET], the German Chamber of Industry & Commerce (IHK Akademie) and the Singaporean-German Chamber of Industry and Commerce (SGC), to equip companies with the capabilities to train and develop their workers. This will be done through training and certifying trainers using best-in-class training practices, and offering customised solutions to develop in-house training systems for companies.

Return to Nursing (RTN)

The RTN facilitates the return of non-practising local nurses to the healthcare workforce and, in particular, take up positions in the community care sector. Candidates must first be employed by a healthcare institution, before undergoing a three-month refresher course comprising classroom-based training and on-the-job training. Candidates are sponsored for training and will draw salaries for the duration of the course. In addition, Registered Nurses and Enrolled Nurses who have successfully completed the course and remain with their community care employer after their first year of service will receive a bonus of \$5,000 and \$3,000 respectively.

Initiatives and Schemes by:

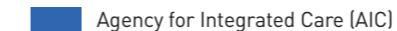


Workforce Singapore (WSG)
More information on schemes listed above can be found at www.wsg.gov.sg

Initiatives and Schemes by:



SkillsFuture Singapore (SSG)
More information on schemes listed above can be found at www.skillsfuture.sg



Agency for Integrated Care (AIC)
More information on schemes listed above can be found at <https://www.aic.sg>

Take Your Career Further



FOR INDIVIDUALS AND EMPLOYERS

SkillsFuture Series

The SkillsFuture Series is a curated list of short, industry-relevant training programmes that focus on emerging skills.

SkillsFuture for Digital Workplace

SkillsFuture for Digital Workplace is structured as a two-day training programme that will equip Singaporeans with basic digital skills required at the workplace and in their daily lives.

SkillsFuture Earn and Learn Programme (ELP)

A work-learn programme designed to give graduates from the Institute of Technical Education and polytechnics a head-start in their career. Suitable candidates will be matched with a job related to their field of study and undergo structured on-the-job training and mentorship in participating companies, allowing them to gain industry experience and attain an industry-recognised certification concurrently.

P-Max

P-Max facilitates PMETs to explore career opportunities with Small and Medium-sized Enterprises (SME), and helps SMEs recruit interested PMETs.

Career Matching Services

Career Matching Services offered by WSG's Careers Connect and e2i Centres help to prepare jobseekers for employment, and connect job-ready jobseekers with hiring employers in growth sectors.

MyCareersFuture.sg

MyCareersFuture.sg is a smarter online job search platform that both jobseekers and employers can tap on during their job or candidate search.

Career Trial

Career Trial helps individuals take on short term work trials to allow them to explore a new job in a different industry before committing to permanent employment, and concurrently allows employers to assess the jobseekers' job fit.

Career Support Programme (CSP)

CSP provides salary support for employers to defray the costs of recruiting mid-career switchers with the requisite abilities and experience, but who might command a higher salary that employers might otherwise be unable to offer.



FOR INDIVIDUALS AND EMPLOYERS

Community Care Manpower Development Award (CCMDA)

The CCMDA caters for fresh entrants, mid-career switchers and in-service staff of community care institutions to pursue advanced training through overseas attachments, formal courses and programmes in a wide range of disciplines, such as nursing, allied health disciplines, social work and administrative functions. Applications for the CCMDA are submitted through employers.

Community Care Traineeship Programme (CCTP)

The CCTP is a place-and-train programme that provides funding support for new local support care staff to undergo structured training for their roles as healthcare assistants and therapy associates in the community care sector. Those who remain with their community care employer will be eligible for a bonus of \$3,000 at the end of their first year of service. Applications for the CCTP are submitted through employers.

Initiatives and Schemes by:

 SkillsFuture Singapore (SSG)

More information on schemes listed above can be found at www.skillsfuture.sg

 Workforce Singapore (WSG)

More information on schemes listed above can be found at www.wsg.gov.sg

Initiatives and Schemes by:

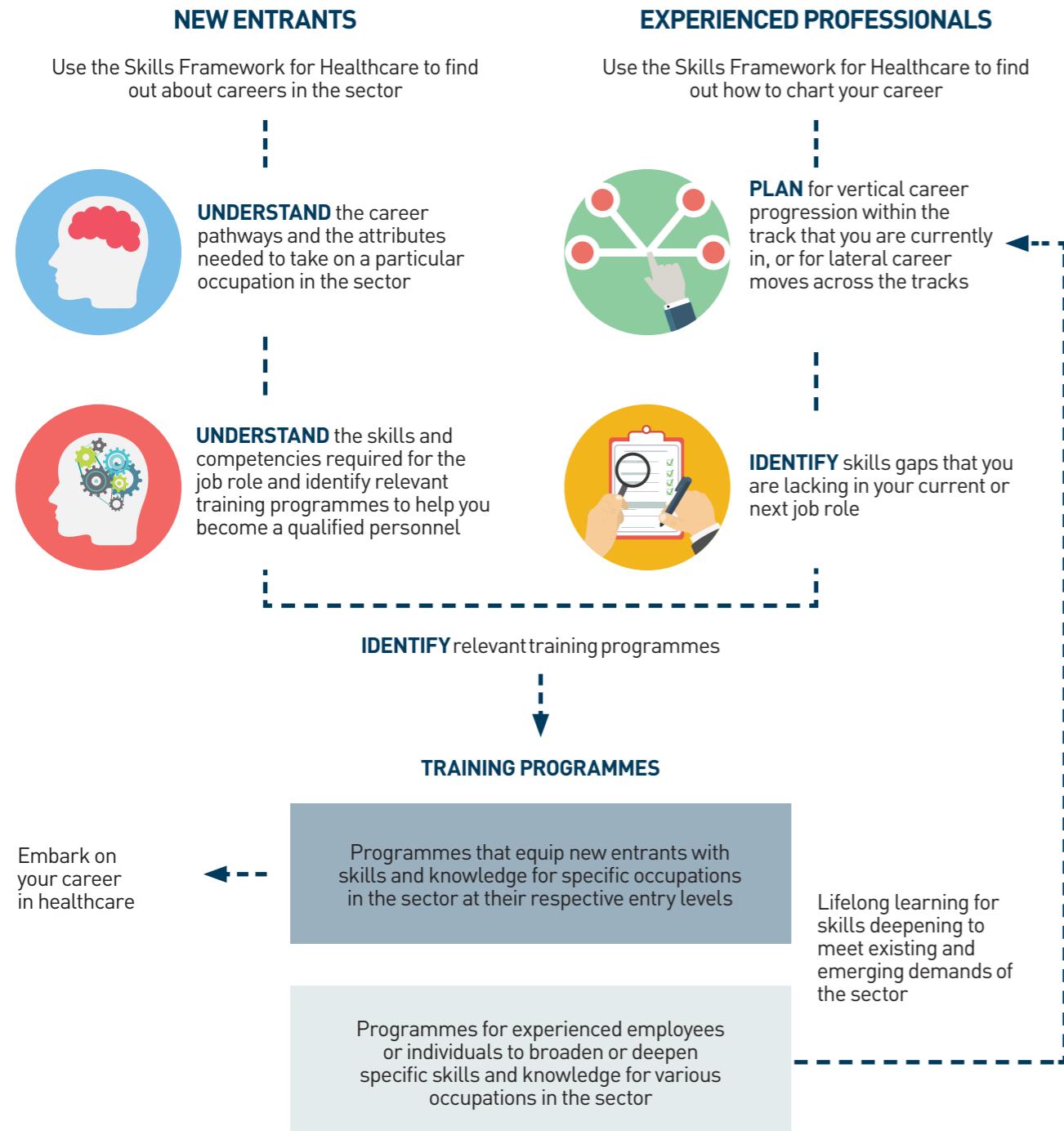
 Agency for Integrated Care (AIC)

More information on schemes listed above can be found at <https://www.aic.sg>

Realise Your Potential - Take the Next Step Forward

Career Tracks

Now that you have some idea of what a career in the healthcare sector can offer, and the available government initiatives and schemes to support your career goals, you are ready to take the next step!



For a list of Training Programmes available for healthcare sector, please visit www.skillsfuture.sg/skills-framework/hc



Career Tracks



SPEECH THERAPY

Speech Therapists assess and manage swallowing, speech, language and other communication disorders in people of all ages, from infants to the elderly.

Speech Therapists work with infants and children with feeding difficulties, as well as children with speech and language disorders, hearing impairment, autism and other learning difficulties. They also help adults with speech, language and/or swallowing difficulties following stroke, brain injury, brain tumours, degenerative neurological diseases (such as Parkinson's Disease and dementia), as well as head and neck cancer. Other communication disorders that Speech Therapists assess and manage include voice and fluency disorders.

Speech Therapists participate in research and oversee clinical and service operations. They also plan and develop strategies and programmes for the training and development of students and speech therapists.



OPERATIONS

Patient Service Associates play an important role in supporting the daily functions of the healthcare organisation under the Operations track.

They assist in administrative duties such as registering patients, performing billing activities, scheduling patient appointments, transporting patients, supporting food services in menu and meal order processing, and assisting patients with discharge procedures.

They can also assist nurses on tasks such as attending to patient calls and support clinical duties when necessary.



PHARMACY SUPPORT

Pharmacy Technicians contribute to optimal and safe medication use.

They work under the supervision of a registered pharmacist, and are responsible for managing drug inventory, processing prescriptions or drug orders, performing prescription interventions, dispensing medication, and managing pharmacy information technology systems.

As the healthcare industry evolves, Pharmacy Technicians are poised to play a larger role in patient care, medication management, and other services including health improvement and disease prevention.



Notes





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For jobs and skills pertaining to Medical Social Work and Psychology, please refer to the Skills Framework for Social Service at www.skillsfuture.sg/skills-framework/social-service

Healthcare Assistant / Basic Care Assistant / Nursing Aide

JOB ROLE DESCRIPTION

A Healthcare Assistant/Basic Care Assistant/ Nursing Aide is responsible for attending to patients' needs in their activities of daily living and performing basic patient care procedures under the direction of trained nurses and according to established policies, procedures and guidelines. S/He attends relevant nursing support care training to ensure that her/his knowledge and skills remain up-to-date to provide patients with quality patient care.

S/He operates in a wide variety of settings such as acute care, primary care, community hospitals, integrated care and long-term care facilities.

S/He should be caring, energetic, in a good state of well-being and emotionally-resilient, proactive, responsible and accountable.

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS
	Support patient care	<ul style="list-style-type: none"> • Attend to patients' needs in their activities of daily living • Assist in basic physiological monitoring of patients • Perform planned nursing interventions • Support trained nurses in medical emergency or crisis situations
	Support unit function	<ul style="list-style-type: none"> • Assist healthcare professionals in clinical consultations • Transfer patients with stable conditions for clinical appointments, ward transfers or hospital transfers • Comply with quality improvement audits and activities

TECHNICAL SKILLS AND COMPETENCIES			
Change Management	Level 1	Nutrition and Fluids Management in Nursing	Level 2
Effective Communication in Nursing	Level 2	Patient Care Delivery in Nursing	Level 2
Emergency Care Management in Nursing	Level 2	Patient Empowerment on Self-care	Level 2
Emergency Response and Crisis Management	Level 2	Professional, Legal and Ethical Healthcare Practice	Level 2
Infection Prevention and Control in Nursing Practice	Level 2	Quality Improvement and Safe Practices	Level 2
Inter-professional Collaboration	Level 2	Respiratory Care in Nursing	Level 2
Medication Management in Nursing	Level 2	Service Quality Management	Level 1
Mobility and Ambulation Assistance in Nursing	Level 2	Workplace Safety and Health	Level 1
Nursing Care for the Deceased	Level 2		

GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Basic	Teamwork	Basic
Communication	Basic	Managing Diversity	Basic
Interpersonal Skills	Basic		

Senior Healthcare Assistant / Basic Care Assistant / Nursing Aide

JOB ROLE DESCRIPTION

A Senior Healthcare Assistant/Basic Care Assistant/Nursing Aide is responsible for attending to patients' needs in their activities of daily living and providing basic patient care procedures under the direction of trained nurses and according to established policies, procedures and guidelines. S/He attends relevant healthcare training to ensure that her/his knowledge and skills remain up-to-date to provide patients with quality patient care. S/He also coaches healthcare assistants, basic care assistants or nursing aides.

S/He operates in a wide variety of settings such as acute care, primary care, community hospitals, integrated care and long-term care facilities.

S/He should be caring, energetic, in a good state of well-being and emotionally resilient. S/He should also be proactive, responsible and methodical, and possess leadership skills.

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS
	Support patient care	<ul style="list-style-type: none"> • Attend to patients' needs in their activities of daily living • Assist in basic physiological monitoring of patients • Perform basic nursing care interventions • Provide information to patients and/or caregivers on techniques in providing self care • Comply with infection prevention and control practices in performing patient care activities • Support trained nurses in medical emergency or crisis situations
	Support unit function	<ul style="list-style-type: none"> • Support healthcare professionals in clinical consultations • Transfer patients with stable conditions for clinical appointment, ward transfers or hospital transfers • Comply with quality improvement audits and activities • Support in guiding new support care staff

Senior Healthcare Assistant / Basic Care Assistant / Nursing Aide

TECHNICAL SKILLS AND COMPETENCIES			
Change Management	Level 2	Nutrition and Fluids Management in Nursing	Level 2
Effective Communication in Nursing	Level 2	Patient Care Delivery in Nursing	Level 2
Emergency Care Management in Nursing	Level 2	Patient Empowerment on Self-care	Level 2
Emergency Response and Crisis Management	Level 2	Professional, Legal and Ethical Healthcare Practice	Level 2
Infection Prevention and Control in Nursing Practice	Level 2	Quality Improvement and Safe Practices	Level 2
Inter-professional Collaboration	Level 2	Respiratory Care in Nursing	Level 2
Medication Management in Nursing	Level 2	Service Quality Management	Level 1
Mobility and Ambulation Assistance in Nursing	Level 2	Workplace Safety and Health	Level 1
Nursing Care for the Deceased	Level 2		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Basic	Teamwork	Basic
Communication	Basic	Managing Diversity	Basic
Interpersonal Skills	Basic		

Nursing

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Staff Nurse	30
Senior Staff Nurse	32
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Nurse Clinician	36
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Director of Nursing (Clinical)	44
Chief Nurse	46

*Please visit www.skillsfuture.sg/skills-framework/hc for the Skills Map of job roles under the education and management sub-tracks



Mr Syed Faizal Bin Syed Mohsen
Senior Staff Nurse
Singapore General Hospital

I am glad that the Skills Framework provides clear job role descriptions as these will help me understand the breadth and depth of skills needed to become a nurse. The framework also supports my career progression by highlighting the different career pathways in nursing, including clinical, management, and education subtracks.

DETOUR TO DESTINY

When Syed Faizal Bin Syed Mohsen first told his friends and family that he was going to be a nurse, no one believed him. "They probably thought that I did not have the gentle soul of a nurse but I was certain about my path," he says.

Finding this path, however, required a small detour. Faizal was already enrolled in an engineering course when he realised that wires and circuits did not interest him. He then applied for a nursing course at the Institute of Technical Education (ITE).

"I can't quite explain it but I think I was meant to be a nurse. The work is very satisfying and I want to keep doing it," he shares. Of a nurse's many duties, which range from delivering patient-centred care and providing patient education, to participating in quality and safety activities, Faizal finds greatest meaning in being a patient advocate.

"Compared to other healthcare professionals, nurses spend the most time with patients, so we are in the best position to make sure that they get the care and support they need," he shares.

In Faizal's experience, many people are still under the impression that nurses only provide basic care when they actually need to have deep clinical knowledge and clinical reasoning skills in order to make evidence-based assessments of a patient's condition.

He says, "I am glad that the Skills Framework provides clear job role descriptions as these will help me understand the breadth and depth of skills needed to become a nurse. The framework also supports my career progression by highlighting the different career pathways in nursing, including the clinical, management, and education subtracks."

With his sights set on becoming a Nurse Manager, Faizal is actively working towards this goal. He has completed a diploma and advanced diploma, and is currently pursuing a bachelor's degree in nursing. By using the Skills Framework as a signpost on his career journey, he is confident that he will never need to make another detour.

Enrolled Nurse

JOB ROLE DESCRIPTION

An Enrolled Nurse is responsible for providing basic nursing care and patient education under the supervision and direction of a staff nurse, in collaboration with the healthcare teams and according to the established policies, procedures and guidelines. S/He attends relevant nursing training to ensure that her/his skills remain up-to-date to provide patients with quality nursing care. S/He coaches new Enrolled Nurses, students and support care staff.

S/He operates in a wide variety of settings such as acute care, primary care, community hospitals, integrated care and long-term care facilities.

S/He should be meticulous, accountable and a team player.

CRITICAL WORK FUNCTIONS	KEY TASKS		PERFORMANCE EXPECTATIONS
	Provide patient-centred care	Provide patient education	
Critical Work Functions and Key Tasks / Performance Expectations	<ul style="list-style-type: none"> • Perform health assessment of patients' condition • Carry out individualised planned nursing interventions for the patients • Support transitional care plans • Assist in procedures and treatments • Adhere to infection control and prevention practices in patient care activities 	<ul style="list-style-type: none"> • Teach patients, caregivers and family members proper techniques in self-care • Assist in supporting delivery of health promotion activities in the community 	In accordance with: <ul style="list-style-type: none"> • Nurses and Midwives Act (Chapter 209)
Participate in emergency care		<ul style="list-style-type: none"> • Assist in supporting trained staff in medical emergencies or crisis situations • Monitor patients for early signs and/or deterioration of patients' condition using appropriate physiological assessments and observations 	
Participate in quality and patient safety activities		<ul style="list-style-type: none"> • Provide feedback on risk assessment and quality management activities 	
Provide clinical supervision		<ul style="list-style-type: none"> • Support supervision of support care staff and Enrolled Nurse trainees in performing basic nursing care activities 	

Enrolled Nurse

TECHNICAL SKILLS AND COMPETENCIES			
Care Transition in Nursing	Level 3	Nursing Productivity and Innovation	Level 2
Change Management	Level 3	Nursing Research and Statistics	Level 3
Clinical Services Development	Level 3	Nutrition and Fluids Management in Nursing	Level 3
Clinical Teaching and Supervision	Level 3	Patient Care Delivery in Nursing	Level 3
Effective Communication in Nursing	Level 3	Patient Empowerment on Self-care	Level 3
Emergency Care Management in Nursing	Level 3	Professional, Legal and Ethical Healthcare Practice	Level 3
Emergency Response and Crisis Management	Level 3	Programme Delivery	Level 2
Health Education Programme Development and Implementation	Level 3	Quality Improvement and Safe Practices	Level 3
Infection Prevention and Control in Nursing Practice	Level 3	Respiratory Care in Nursing	Level 3
Inter-professional Collaboration	Level 2	Service Quality Management	Level 2
Medication Management in Nursing	Level 3	Workplace Safety and Health	Level 1
Mobility and Ambulation Assistance in Nursing	Level 3	Wound Management in Nursing	Level 3
Nursing Care for the Deceased	Level 3		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Basic	Problem Solving	Basic
Communication	Basic	Lifelong Learning	Basic
Teamwork	Basic		

Senior Enrolled Nurse

JOB ROLE DESCRIPTION			
CRITICAL WORK FUNCTIONS Critical Work Functions and Key Tasks / Performance Expectations	KEY TASKS		PERFORMANCE EXPECTATIONS In accordance with: • Nurses and Midwives Act (Chapter 209)
	Provide patient-centred care	<ul style="list-style-type: none"> • Perform health assessment of patients' condition • Implement individualised planned nursing interventions for patients • Support trained staff in coordinating care of patients with simple health conditions as assigned • Assist in procedures and treatments • Support transitional care within and between teams • Administer non-parenteral medication • Practice infection control and prevention measures in patient care activities 	
	Provide patient education	<ul style="list-style-type: none"> • Provide patient education to patients, caregivers and family members • Support delivery of health promotion activities in the community 	
	Participate in emergency care	<ul style="list-style-type: none"> • Assist in assembling resuscitative equipment during medical emergencies or crisis situations • Identify early signs and/or deterioration of patients' condition using appropriate physiological assessments and observations 	
	Participate in quality and patient safety activities	<ul style="list-style-type: none"> • Support trained nurses in risk assessment and quality management audit activities 	
	Provide clinical supervision	<ul style="list-style-type: none"> • Participate in training for support care staff • Supervise new enrolled nurses and support care staff in performing basic nursing care activities 	

Senior Enrolled Nurse

TECHNICAL SKILLS AND COMPETENCIES			
Care Transition in Nursing	Level 3	Nursing Productivity and Innovation	Level 2
Change Management	Level 3	Nursing Research and Statistics	Level 3
Clinical Services Development	Level 3	Nutrition and Fluids Management in Nursing	Level 3
Clinical Teaching and Supervision	Level 3	Patient Care Delivery in Nursing	Level 3
Effective Communication in Nursing	Level 3	Patient Empowerment on Self-care	Level 3
Emergency Care Management in Nursing	Level 3	Professional, Legal and Ethical Healthcare Practice	Level 3
Emergency Response and Crisis Management	Level 3	Programme Delivery	Level 2
Health Education Programme Development and Implementation	Level 3	Quality Improvement and Safe Practices	Level 3
Infection Prevention and Control in Nursing Practice	Level 3	Respiratory Care in Nursing	Level 3
Inter-professional Collaboration	Level 2	Service Quality Management	Level 2
Medication Management in Nursing	Level 3	Workplace Safety and Health	Level 1
Mobility and Ambulation Assistance in Nursing	Level 3	Wound Management in Nursing	Level 3
Nursing Care for the Deceased	Level 3		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Basic	Problem Solving	Basic
Communication	Basic	Lifelong Learning	Basic
Teamwork	Basic		

Principal Enrolled Nurse

JOB ROLE DESCRIPTION

A Principal Enrolled Nurse is responsible for providing nursing care and patient education for an assigned group of patients in collaboration with healthcare team and according to the established policies, procedures and guidelines. S/He attends relevant nursing training to ensure that her/his skills remain up-to-date to provide patients with quality nursing care. S/He coaches new Enrolled Nurses, students and support care staff. S/He is also able to take cases and evaluate the effectiveness of nursing care provided to assigned groups of patients. S/He operates in a wide variety of settings such as acute care, primary care, community hospitals, integrated care and long-term care facilities. S/He should be meticulous, proactive and accountable. S/He should possess leadership skills.

CRITICAL WORK FUNCTIONS AND KEY TASKS / PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Provide patient-centred care	<ul style="list-style-type: none"> • Perform health assessment of patients' condition • Plan individualised planned nursing interventions for assigned patients • Manage care of patients with simple health conditions as assigned by trained staff • Support trained nurses in evaluation of nursing care plans • Assist in procedures and treatments • Administer non-parenteral and parenteral medication • Support in monitoring compliance of infection prevention and control practices for patient care activities • Facilitate implementation of transitional care plans within and between teams 	In accordance with: <ul style="list-style-type: none"> • Nurses and Midwives Act (Chapter 209)
	Provide patient education	<ul style="list-style-type: none"> • Plan patient education sessions for patients and caregivers • Participate in delivery of health promotion and disease prevention activities in the community 	
	Participate in emergency care	<ul style="list-style-type: none"> • Provide support in medical emergencies or crisis situations • Respond to early signs and/or deterioration of patients' condition with appropriate physiological assessments and observations 	
	Participate in quality and patient safety activities	<ul style="list-style-type: none"> • Participate in risk assessment and quality management audits and activities to improve work processes and service outcomes • Support trained nurses in the implementation of quality improvement projects 	

Principal Enrolled Nurse

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Provide clinical supervision	<ul style="list-style-type: none"> Participate in developing training plans for support care staff and Enrolled Nurses Supervise new Enrolled Nurses, support care staff and student nurse trainees in nursing care activities Support assessment of newly joined Enrolled Nurses, students and support care staff 	<p>In accordance with:</p> <ul style="list-style-type: none"> Nurses and Midwives Act (Chapter 209)

TECHNICAL SKILLS AND COMPETENCIES			
Care Transition in Nursing	Level 3	Nursing Productivity and Innovation	Level 2
Change Management	Level 3	Nursing Research and Statistics	Level 3
Clinical Services Development	Level 3	Nutrition and Fluids Management in Nursing	Level 3
Clinical Teaching and Supervision	Level 3	Patient Care Delivery in Nursing	Level 3
Effective Communication in Nursing	Level 3	Patient Empowerment on Self-care	Level 3
Emergency Care Management in Nursing	Level 3	Professional, Legal and Ethical Healthcare Practice	Level 3
Emergency Response and Crisis Management	Level 3	Programme Delivery	Level 2
Health Education Programme Development and Implementation	Level 3	Quality Improvement and Safe Practices	Level 3
Infection Prevention and Control in Nursing Practice	Level 3	Respiratory Care in Nursing	Level 3
Inter-professional Collaboration	Level 2	Service Quality Management	Level 2
Medication Management in Nursing	Level 3	Workplace Safety and Health	Level 1
Mobility and Ambulation Assistance in Nursing	Level 3	Wound Management in Nursing	Level 3
Nursing Care for the Deceased	Level 3		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Basic	Problem Solving	Basic
Communication	Basic	Lifelong Learning	Basic
Teamwork	Basic		

Staff Nurse

JOB ROLE DESCRIPTION

A Staff Nurse is responsible for providing nursing care and management to patients. S/He is also responsible for providing supervision, guidance and direction to junior nurses and nursing students to ensure that optimal care is provided to meet the desired positive patient outcomes and experiences.

S/He operates in a wide variety of settings such as acute care, primary care, community hospitals, integrated care and long-term care facilities.

S/He should be a good team player, and be knowledgeable, resourceful, systematic and highly-motivated.

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Manage patient-centred care	<ul style="list-style-type: none"> Deliver evidence-based care in collaboration with inter-professional teams Facilitate admission, transfer and discharge of patients Facilitate transition of care coordination within and between teams and across settings Monitor compliance of infection control and practices in the clinical area 	<p>In accordance with:</p> <ul style="list-style-type: none"> Nurses and Midwives Act (Chapter 209)
	Engage patients in management of health conditions	<ul style="list-style-type: none"> Administer self-management plans to empower patients, family members and caregivers to facilitate participation in their own health management Implement individualised health education plans 	
	Provide emergency care	<ul style="list-style-type: none"> Participate in medical emergencies or crisis situations Monitor for early signs and/or deterioration of patients' condition with appropriate physiological assessments and observations 	
	Participate in quality and patient safety activities	<ul style="list-style-type: none"> Implement clinical risk and quality improvement initiatives and activities Monitor individual standard of practice with available benchmark data at department level Report near-misses and errors reporting using organisational accident reporting system 	
	Provide clinical supervision	<ul style="list-style-type: none"> Supervise new Staff Nurses and nursing students in learning activities Provide feedback on clinical performance of nursing students 	

Staff Nurse

TECHNICAL SKILLS AND COMPETENCIES			
Care Transition in Nursing	Level 4	Nursing Care for the Deceased	Level 4
Change Management	Level 4	Nursing Manpower Planning	Level 3
Clinical Governance	Level 4	Nursing Productivity and Innovation	Level 3
Clinical Services Development	Level 3	Nursing Research and Statistics	Level 4
Clinical Teaching and Supervision	Level 3	Nutrition and Fluids Management in Nursing	Level 4
Effective Communication in Nursing	Level 4	Patient Care Delivery in Nursing	Level 4
Emergency Care Management in Nursing	Level 4	Patient Empowerment on Self-care	Level 4
Emergency Response and Crisis Management	Level 3	Professional, Legal and Ethical Healthcare Practice	Level 4
Health Education Programme Development and Implementation	Level 4	Programme Delivery	Level 3
Infection Prevention and Control in Nursing Practice	Level 4	Quality Improvement and Safe Practices	Level 4
Inter-professional Collaboration	Level 3	Respiratory Care in Nursing	Level 4
Learner Assessments	Level 3	Service Quality Management	Level 3
Medication Management in Nursing	Level 4	Workplace Safety and Health	Level 2
Mobility and Ambulation Assistance in Nursing	Level 4	Wound Management in Nursing	Level 4
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Intermediate	Teamwork	Intermediate
Communication	Intermediate	Lifelong Learning	Intermediate
Decision Making	Basic		

Senior Staff Nurse

JOB ROLE DESCRIPTION

A Senior Staff Nurse is responsible for providing nursing care and management to patients. S/He is also responsible for providing supervision, guidance and direction to junior nurses and nursing students to ensure that optimal care is provided to meet the desired positive patient outcomes and experiences.

S/He operates in a wide variety of settings such as acute care, primary care, community hospitals, integrated care and long-term care facilities.

S/He should be a good team player, and be analytical, insightful, systematic and highly-motivated. S/He should possess leadership capabilities.

CRITICAL WORK FUNCTIONS AND KEY TASKS / PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS		PERFORMANCE EXPECTATIONS	
	KEY TASKS			
	Manage patient-centred care	<ul style="list-style-type: none"> Deliver evidence-based care in collaboration with inter-professional teams Manage admission, transfer and discharge of patients Manage transition of care coordination within and between teams and across settings Review existing infection control and prevention practices to identify areas of improvement 		
	Engage patients in management of health conditions	<ul style="list-style-type: none"> Develop self-management plans to empower patients, family members and caregivers to facilitate participation in their own health management Provide supervision to junior nurses in the development of individualised health education plans 		
	Provide emergency care	<ul style="list-style-type: none"> Coordinate emergency activities in medical emergencies or crisis situations Recognise early signs and/or deterioration of patients' condition with appropriate physiological assessments and observations 		
Participate in quality and patient safety activities		<ul style="list-style-type: none"> Participate in clinical risk and quality improvement initiatives and activities Use available benchmarks to evaluate patient safety practices at the department level Monitor near-misses and error report information and initiate improvement strategies and action plans to improve patient safety practices Collaborate with inter-professional teams to implement recommended quality improvement plans and interventions 	In accordance with: • Nurses and Midwives Act (Chapter 209)	
Provide clinical supervision		<ul style="list-style-type: none"> Monitor performance of nurses in patient care activities and/or delegated tasks Coach new staff nurses and nursing students in learning activities Review clinical performance of nursing students and new nurses 		

Senior Staff Nurse

TECHNICAL SKILLS AND COMPETENCIES			
Care Transition in Nursing	Level 4	Nursing Care for the Deceased	Level 4
Change Management	Level 4	Nursing Manpower Planning	Level 3
Clinical Governance	Level 4	Nursing Productivity and Innovation	Level 3
Clinical Services Development	Level 3	Nursing Research and Statistics	Level 4
Clinical Teaching and Supervision	Level 3	Nutrition and Fluids Management in Nursing	Level 4
Effective Communication in Nursing	Level 4	Patient Care Delivery in Nursing	Level 4
Emergency Care Management in Nursing	Level 4	Patient Empowerment on Self-care	Level 4
Emergency Response and Crisis Management	Level 4	Professional, Legal and Ethical Healthcare Practice	Level 4
Health Education Programme Development and Implementation	Level 4	Programme Delivery	Level 3
Infection Prevention and Control in Nursing Practice	Level 4	Quality Improvement and Safe Practices	Level 4
Inter-professional Collaboration	Level 3	Respiratory Care in Nursing	Level 4
Learner Assessments	Level 3	Service Quality Management	Level 3
Medication Management in Nursing	Level 4	Workplace Safety and Health	Level 2
Mobility and Ambulation Assistance in Nursing	Level 4	Wound Management in Nursing	Level 4
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Intermediate	Developing People	Intermediate
Decision Making	Intermediate	Creative Thinking	Intermediate
Teamwork	Intermediate		

Assistant Nurse Clinician

JOB ROLE DESCRIPTION

An Assistant Nurse Clinician is responsible for evaluating care delivered to patients and providing assistance to reinforce the practice standards in accordance with the organisation policies, procedures and guidelines. S/He is also responsible in providing supervision and guidance to junior nurses and nursing students to ensure that optimal care is delivered to meet the desired patient outcomes and experiences.

S/He operates in a wide variety of settings such as acute care, primary care, community hospitals, integrated care and long-term care facilities.

S/He should be clinically competent, a good team player, analytical, resourceful, persuasive and purposeful. S/He should possess leadership capabilities.

CRITICAL WORK FUNCTIONS AND KEY TASKS / PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Manage patient-centred care	<ul style="list-style-type: none"> Deliver evidence-based care to patients with complex clinical conditions in collaboration with inter-professional teams Manage admission, transfer and discharge of complex cases Manage transition of care coordination within and between teams and across settings for complex cases 	In accordance with: • Nurses and Midwives Act [Chapter 209]
	Engage patients in management of health conditions	<ul style="list-style-type: none"> Review self-management plans to empower patients, family members and caregivers to facilitate participation in their own health management Provide oversight on and evaluate the implementation of individualised health education plans 	
	Provide emergency care	<ul style="list-style-type: none"> Lead in medical emergencies or crisis situations Anticipate early signs and/or deterioration of patients' condition using appropriate physiological assessments and observations 	
	Participate in quality and patient safety activities	<ul style="list-style-type: none"> Lead clinical risk and quality improvement initiatives Maintain an environment and climate that is conducive for positive patient outcomes and workplace safety Review current practices to identify areas for quality and/or clinical practice improvement to maintain standard of care Provide support to nurses in collaborating with inter-professional teams to implement recommended quality improvement interventions 	
CRITICAL WORK FUNCTIONS AND KEY TASKS / PERFORMANCE EXPECTATIONS	Provide clinical supervision	<ul style="list-style-type: none"> Maintain an environment conducive for effective learning for students and new nurses Enable staff to assume responsibilities in patient care through delegation, support and coaching Evaluate clinical performance of nurses 	

Assistant Nurse Clinician

TECHNICAL SKILLS AND COMPETENCIES			
Care Transition in Nursing	Level 4	Nursing Care for the Deceased	Level 4
Change Management	Level 4	Nursing Manpower Planning	Level 3
Clinical Governance	Level 4	Nursing Productivity and Innovation	Level 3
Clinical Services Development	Level 3	Nursing Research and Statistics	Level 4
Clinical Teaching and Supervision	Level 3	Nutrition and Fluids Management in Nursing	Level 4
Effective Communication in Nursing	Level 4	Patient Care Delivery in Nursing	Level 4
Emergency Care Management in Nursing	Level 4	Patient Empowerment on Self-care	Level 4
Emergency Response and Crisis Management	Level 4	Professional, Legal and Ethical Healthcare Practice	Level 4
Health Education Programme Development and Implementation	Level 4	Programme Delivery	Level 3
Infection Prevention and Control in Nursing Practice	Level 4	Quality Improvement and Safe Practices	Level 4
Inter-professional Collaboration	Level 3	Respiratory Care in Nursing	Level 4
Learner Assessments	Level 3	Service Quality Management	Level 3
Medication Management in Nursing	Level 4	Workplace Safety and Health	Level 2
Mobility and Ambulation Assistance in Nursing	Level 4	Wound Management in Nursing	Level 4
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Intermediate	Resource Management	Intermediate
Decision Making	Intermediate	Leadership	Intermediate
Developing People	Intermediate		

Nurse Clinician

JOB ROLE DESCRIPTION

A Nurse Clinician has clinical expertise in a specialised field of nursing. Her/His core function is to provide patient care through clinical leadership in nursing practice. S/He is also responsible for evaluating the standards of care and integrating evidence-based knowledge into clinical practice. S/he will perform managerial, educational and research work in the course of her/his professional practice. S/He provides guidance and direction to Assistant Nurse Clinicians and below to ensure delivery of optimal care to meet desired patient outcomes.

S/He operates in a variety of settings such as acute care, primary care, community hospitals, integrated care and long-term care facilities.

S/He is insightful, analytical and inquiring. S/He has interpersonal skills to exert positive influence when leading and coaching a team of nurses towards clinical excellence.

CRITICAL WORK FUNCTIONS Critical Work Functions and Key Tasks / Performance Expectations	KEY TASKS		PERFORMANCE EXPECTATIONS In accordance with: • Nurses and Midwives Act (Chapter 209)
	Provide clinical supervision	<ul style="list-style-type: none"> Monitor outcomes of care plans of patients with complex medical conditions and provide recommendations for clinical management and interventions as indicated Enforce compliance to clinical standards of care and professional code of conduct Manage care of patients with complex clinical conditions Lead nursing clinical rounds Oversee the delivery of patient education and caregiver training Supervise medical emergencies or crisis situations 	
	Lead nursing quality and patient safety	<ul style="list-style-type: none"> Maintain an open and just culture that promotes patient safety and incident reporting Implement continuous quality improvement and patient safety measures or initiatives to improve patient care 	
	Support clinical education	<ul style="list-style-type: none"> Facilitate staff's maintenance of competency Oversee clinical learning of students and staff in collaboration with relevant stakeholders Collaborate with relevant stakeholders to facilitate achievement of clinical learning objectives for students with weaker performance Facilitate clinical faculty development to support clinical learning 	

Nurse Clinician

TECHNICAL SKILLS AND COMPETENCIES			
Care Transition in Nursing	Level 5	Mobility and Ambulation Assistance in Nursing	Level 5
Change Management	Level 5	Nursing Care for the Deceased	Level 5
Clinical Governance	Level 5	Nursing Productivity and Innovation	Level 4
Clinical Services Development	Level 4	Nursing Research and Statistics	Level 5
Clinical Teaching and Supervision	Level 4	Patient Care Delivery in Nursing	Level 5
Effective Communication in Nursing	Level 5	Patient Empowerment on Self-care	Level 5
Emergency Care Management in Nursing	Level 5	Performance Management for Nursing	Level 4
Emergency Response and Crisis Management	Level 4	Professional, Legal and Ethical Healthcare Practice	Level 5
Health Education Programme Development and Implementation	Level 5	Quality Improvement and Safe Practices	Level 5
Infection Prevention and Control in Nursing Practice	Level 5	Respiratory Care in Nursing	Level 5
Inter-professional Collaboration	Level 4	Strategy Management	Level 4
Learning Needs Analysis	Level 4	Workplace Safety and Health	Level 3
Medication Management in Nursing	Level 5	Wound Management in Nursing	Level 5
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Leadership	Intermediate	Transdisciplinary Thinking	Intermediate
Developing People	Advanced	Sense Making	Advanced
Decision Making	Advanced		

Senior Nurse Clinician

JOB ROLE DESCRIPTION

A Senior Nurse Clinician has clinical expertise in a specialised field of nursing. Her/His core function is to provide patient care through clinical leadership in nursing practice. S/He sets, coordinates, conducts and monitors clinical standards and service quality performance indicators for continuous improvement. S/He is also responsible for evaluating the standards of care and integrating evidence-based knowledge into clinical practice. S/He performs managerial, educational and research work in the course of her/his professional practice. S/He communicates and supports the nursing philosophy and provides guidance and direction to a group of Nurse Clinicians and below to ensure delivery of optimal care to meet desired patient outcomes.

S/He operates in a variety of settings such as acute care, primary care, community hospitals, integrated care and long-term care facilities.

S/He is insightful, analytical and investigative. S/He has foresight in directing advancement in clinical care.

CRITICAL WORK FUNCTIONS AND KEY TASKS / PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS In accordance with: • Nurses and Midwives Act (Chapter 209)
	Provide clinical teaching and supervision	<ul style="list-style-type: none"> • Anchor evidence-based care practices • Provide clinical leadership in achieving clinical excellence • Ensure discharges are effected according to organisation policies and procedures • Manage patient, family and public conflicts to resolve lapses in care delivery and work processes 	
	Support clinical education	<ul style="list-style-type: none"> • Supervise management of patients with complex clinical conditions • Expand clinical capabilities in response to new services, practices and procedures in collaboration with inter-professional teams • Oversee development of the clinical faculty 	
	Lead nursing quality and patient safety	<ul style="list-style-type: none"> • Investigate clinical events and recommend solutions based on their root cause analyses • Establish an open and just culture that promotes patient safety and incident reporting 	

Senior Nurse Clinician

TECHNICAL SKILLS AND COMPETENCIES			
Care Transition in Nursing	Level 5	Mobility and Ambulation Assistance in Nursing	Level 5
Change Management	Level 5	Nursing Care for the Deceased	Level 5
Clinical Governance	Level 5	Nursing Productivity and Innovation	Level 4
Clinical Services Development	Level 4	Nursing Research and Statistics	Level 5
Clinical Teaching and Supervision	Level 4	Patient Care Delivery in Nursing	Level 5
Effective Communication in Nursing	Level 5	Patient Empowerment on Self-care	Level 5
Emergency Care Management in Nursing	Level 5	Performance Management for Nursing	Level 4
Emergency Response and Crisis Management	Level 4	Professional, Legal and Ethical Healthcare Practice	Level 5
Health Education Programme Development and Implementation	Level 5	Quality Improvement and Safe Practices	Level 5
Infection Prevention and Control in Nursing Practice	Level 5	Respiratory Care in Nursing	Level 5
Inter-professional Collaboration	Level 4	Strategy Management	Level 4
Learning Needs Analysis	Level 4	Workplace Safety and Health	Level 3
Medication Management in Nursing	Level 5	Wound Management in Nursing	Level 5
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Leadership	Intermediate	Transdisciplinary Thinking	Advanced
Developing People	Advanced	Sense Making	Advanced
Decision Making	Advanced		

Assistant Director of Nursing (Clinical)

JOB ROLE DESCRIPTION

An Assistant Director of Nursing in the Clinical sub-track works with the Deputy Director of Nursing to exercise clinical leadership for safe and competent care delivery through value- and evidence-based practices. S/He works with the team to enforce clinical standards. S/He works with key stakeholders to identify and develop emerging roles and new competencies. S/He works with cluster/regional partners for effective care transition from acute to community nursing models.

S/He operates in a wide variety of settings such as acute care, primary care, community hospitals, integrated and long-term care facilities.

S/He practises evidence-based care and demonstrates clinical leadership. S/He is an effective communicator and a role model in care values and beliefs for nurses. S/He is conversant with acute and long-term models of care, and is responsive to emerging roles and new competencies.

CRITICAL WORK FUNCTIONS AND KEY TASKS / PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Oversee nursing clinical care delivery	<ul style="list-style-type: none"> Oversee nursing practices and care delivery outcomes Establish framework for evidence-based nursing Develop strategies to empower and engage patients and caregivers Promote inter-professional collaboration in care delivery Establish framework for hospital-to-community models of care that include funding, manpower, pilots, outcome measurements and implementation 	In accordance with: <ul style="list-style-type: none"> Nurses and Midwives Act (Chapter 209)
	Advance nursing practices	<ul style="list-style-type: none"> Implement new practices and care models or services in accordance to framework that include considerations for facilities, resourcing, funding, training, processes, outcomes and regulations Measure outcomes of advanced or specialised nursing practices to assess and improve new interventions Establish funding models for new care models or nursing clinical services 	
Critical Work Functions and Key Tasks / Performance Expectations	Drive nursing quality and patient safety	<ul style="list-style-type: none"> Establish an open culture to facilitate quality and patient safety development Establish nursing infection prevention and control policies and procedures Lead multi-disciplinary work groups to improve patient and staff safety Guide nursing clinical audits Adopt new technology and electronic tools and devices to improve quality and patient safety outcomes Establish framework for critical communications Manage adverse events according to organisational frameworks Lead nursing department in achieving local and international accreditations 	

Assistant Director of Nursing (Clinical)

TECHNICAL SKILLS AND COMPETENCIES			
Change Management	Level 6	Medication Management in Nursing	Level 6
Clinical Governance	Level 6	Nursing Productivity and Innovation	Level 5
Clinical Services Development	Level 5	Nursing Research and Statistics	Level 6
Clinical Teaching and Supervision	Level 5	Patient Care Delivery in Nursing	Level 6
Department Financial Management	Level 5	Performance Management for Nursing	Level 5
Effective Communication in Nursing	Level 6	Professional, Legal and Ethical Healthcare Practice	Level 6
Emergency Response and Crisis Management	Level 5	Quality Improvement and Safe Practices	Level 6
Health Education Programme Development and Implementation	Level 6	Respiratory Care in Nursing	Level 6
Infection Prevention and Control in Nursing Practice	Level 6	Service Quality Management	Level 5
Inter-professional Collaboration	Level 5	Strategy Management	Level 5
Learning Needs Analysis	Level 5	Workplace Safety and Health	Level 4
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Leadership	Advanced	Transdisciplinary Thinking	Advanced
Developing People	Advanced	Sense Making	Advanced
Decision Making	Advanced		

Deputy Director of Nursing (Clinical)

JOB ROLE DESCRIPTION

A Deputy Director of Nursing in the Clinical sub-track works with the Chief Nurse to exercise clinical leadership for safe and competent care delivery through value- and evidence-based practices. S/He works with key stakeholders to identify and develop emerging roles and new competencies. S/He has oversight of nursing specialty developments in various nursing groups. S/He works with cluster/regional partners to enable effective care transition from acute to community nursing models.

S/He operates in a wide variety of settings such as acute care, primary care, community hospitals, integrated and long-term care facilities.

S/He practises evidence-based care and demonstrates clinical leadership. S/He is an effective communicator and a role model in care values and beliefs for nurses. S/He is conversant with acute and long-term models of care, and is responsive to emerging roles and new competencies.

CRITICAL WORK FUNCTIONS AND KEY TASKS / PERFORMANCE EXPECTATIONS	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Oversee nursing clinical care delivery	<ul style="list-style-type: none"> Oversee nursing practices and care delivery outcomes Oversee nursing specialty developments Establish framework for evidence-based nursing Develop strategies to empower and engage patients and caregivers Establish framework for hospital-to-community models of care that include funding, manpower, pilots, outcome measurements and implementation 	In accordance with: <ul style="list-style-type: none"> Nurses and Midwives Act (Chapter 209)
	Advance nursing practices	<ul style="list-style-type: none"> Implement new practices and care models or services in accordance to framework that include considerations for facilities, resourcing, funding, training, processes, outcomes and regulations Measure outcomes of advanced or specialised nursing practices to assess and improve new interventions Establish funding models for new care models or nursing clinical services 	
	Drive nursing quality and patient safety	<ul style="list-style-type: none"> Establish an open culture to facilitate quality and patient safety development Establish nursing infection prevention and control policies and procedures Lead multi-disciplinary work groups to improve patient and staff safety Guide nursing clinical audits Adopt new technology and electronic tools and devices to improve quality and patient safety outcomes Manage adverse events according to organisational framework Lead nursing department in achieving local and international accreditations 	

Deputy Director of Nursing (Clinical)

TECHNICAL SKILLS AND COMPETENCIES			
Change Management	Level 6	Medication Management in Nursing	Level 6
Clinical Governance	Level 6	Nursing Productivity and Innovation	Level 5
Clinical Services Development	Level 5	Nursing Research and Statistics	Level 6
Clinical Teaching and Supervision	Level 5	Patient Care Delivery in Nursing	Level 6
Department Financial Management	Level 5	Performance Management for Nursing	Level 5
Effective Communication in Nursing	Level 6	Professional, Legal and Ethical Healthcare Practice	Level 6
Emergency Response and Crisis Management	Level 5	Quality Improvement and Safe Practices	Level 6
Health Education Programme Development and Implementation	Level 6	Respiratory Care in Nursing	Level 6
Infection Prevention and Control in Nursing Practice	Level 6	Service Quality Management	Level 5
Inter-professional Collaboration	Level 5	Strategy Management	Level 5
Learning Needs Analysis	Level 5	Workplace Safety and Health	Level 4
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Leadership	Advanced	Transdisciplinary Thinking	Advanced
Developing People	Advanced	Sense Making	Advanced
Decision Making	Advanced		

Director of Nursing (Clinical)

JOB ROLE DESCRIPTION

A Director of Nursing in the Clinical sub-track works with the Chief Nurse to enable nurses to practice to the full extent of their education and training in an evolving healthcare landscape. S/He constantly scans the environment for new models of care or expansion of the scope of practice for all nursing professional groups. S/He works with relevant authorities on the barriers to practices. S/He has oversight of nursing clinical developments and promotes evidence-based care. S/He oversees systemic and local interventions for value and safe patient care. S/He leads nursing alignment to national priority of "Beyond Hospital to Community".

S/He operates in a wide variety of settings such as acute care, primary care, community hospitals, integrated and long-term care facilities.

S/He practises evidence-based care, demonstrates clinical leadership; is an effective communicator, and a role model of care values and beliefs to nurses aspiring to clinical developments. S/He is conversant with acute and long-term models of care.

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
Oversee nursing clinical care delivery	<ul style="list-style-type: none"> Oversee nursing practices and care delivery outcomes Oversee nursing specialty developments Establish funding models for specific nursing care bundles and/or pathways Establish frameworks for hospital-to-community models of care that include funding, manpower, pilots, outcome measurements and implementation 	In accordance with: • Nurses and Midwives Act (Chapter 209)
Advance nursing practices	<ul style="list-style-type: none"> Develop strategies to advance nursing practices Develop nursing care models or services to address emerging healthcare needs or care transformation 	
Drive nursing quality and patient safety	<ul style="list-style-type: none"> Establish nursing quality and patient safety work plans Benchmark nursing outcome indicator measurements to international standards Adopt new technology and electronic tools and devices for better quality and patient safety outcomes Manage adverse events according to organisational framework Participate in claims and compensations management in adverse events Lead nursing to achieve local and international accreditations 	

Director of Nursing (Clinical)

TECHNICAL SKILLS AND COMPETENCIES			
Change Management	Level 6	Nursing Productivity and Innovation	Level 5
Clinical Governance	Level 6	Nursing Research and Statistics	Level 6
Clinical Services Development	Level 5	Patient Care Delivery in Nursing	Level 6
Clinical Teaching and Supervision	Level 5	Performance Management for Nursing	Level 5
Department Financial Management	Level 5	Professional, Legal and Ethical Healthcare Practice	Level 6
Emergency Response and Crisis Management	Level 5	Quality Improvement and Safe Practices	Level 6
Health Education Programme Development and Implementation	Level 6	Respiratory Care in Nursing	Level 6
Infection Prevention and Control in Nursing Practice	Level 6	Service Quality Management	Level 5
Inter-professional Collaboration	Level 5	Strategy Management	Level 5
Learning Needs Analysis	Level 5	Workplace Safety and Health	Level 4
Medication Management in Nursing	Level 6		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Leadership	Advanced	Transdisciplinary Thinking	Advanced
Developing People	Advanced	Sense Making	Advanced
Decision Making	Advanced		

Chief Nurse

JOB ROLE DESCRIPTION

A Chief Nurse is responsible for the overall strategic direction of nursing within aligned legislation, national and organisational visions, and co-creations with the team and nurses. S/He harnesses the potential of every nurse to perform at highest level to contribute to overall healthcare performance. S/He is responsible for securing annual budget for continuing education and training, and adopting technologies to increase productivity and improve manpower deployment. S/He directs nurse-led initiatives, including RHS-led community nursing teams. S/He leads high performing teams to pursue attainment of her/his vision. S/He takes the lead in mentoring high-potential nurses to be future leaders of the organisation and for succession.

S/He operates in a wide variety of settings such as acute care, primary care, community hospitals, integrated and long-term care facilities.

S/He should be visionary, and have long-range planning and strategic thinking. S/He watches the signals of change, and is able to lead her/his team confidently to move nursing developments to achieve national priorities, including care transformation. S/He is able to engage various age profiles of the workforce and harness their energies for higher organisational performance. S/He is also able to identify the strengths, weaknesses, opportunities and threats (SWOT) of the nursing workforce and align her/his leadership strategies to national healthcare priorities.

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
Set strategic directions for nursing care services	<ul style="list-style-type: none"> • Direct strategies to improve quality outcomes and advance evidence-based care • Identify relevant quality improvement indicators for patient and/or service outcomes and nursing practice • Develop strategic plans for nursing care delivery based on a shared vision across organisation and community • Evaluate nursing practices and client care and/or service excellence with reference to structure, process and outcome frameworks • Build inter-professional collaboration among nurses, doctors and allied health professionals to achieve optimal client care and/or service outcomes, appropriate care delivery and the effective integration of care • Establish a vision for nursing practice and client care and/or service that complies with ethical standards and values • Promote a culture that focuses on patient-centred nursing care • Create an environment that promotes a culture of continuous improvement • Lead development of an effective nursing organisational structure with clear lines of authority and responsibility 	In accordance with: <ul style="list-style-type: none"> • Nurses and Midwives Act (Chapter 209)
Drive compliance activities and operations	<ul style="list-style-type: none"> • Implement systems and processes to ensure compliance with healthcare regulatory standards • Approve infection control policies and practices to ensure fit for purpose and initiate change where appropriate • Drive nursing governance, compliance issues and reporting • Oversee risk management strategies, including identification, monitoring and evaluation of nursing-sensitive quality and safety indicators • Provide leadership in emergency response and crisis management in the nursing division 	

Chief Nurse

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Provide oversight for continuing professional development	<ul style="list-style-type: none"> Evaluate innovative changes to programmes to achieve strategic objectives Provide advice on educational programmes standards, accreditation and funding Provide strategic direction on nursing workforce planning Lead strategically to create a culture of lifelong learning within the organisation Plan nursing manpower capability building to meet service needs Develop nursing leadership in the organisation for succession planning 	In accordance with: <ul style="list-style-type: none"> Nurses and Midwives Act (Chapter 209)
	Drive ground engagement and empowerment	<ul style="list-style-type: none"> Create a conducive working and learning environment to enhance staff morale and support the professional and personal development of nurses Promote participation in nursing staff recognition programmes Endorse awards and scholarships for nurses 	

Therapy Support

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TECHNICAL SKILLS AND COMPETENCIES			
Change Management	Level 6	Nursing Research and Statistics	Level 6
Clinical Governance	Level 6	Patient Care Delivery in Nursing	Level 6
Clinical Services Development	Level 6	Performance Management for Nursing	Level 6
Department Financial Management	Level 6	Professional, Legal and Ethical Healthcare Practice	Level 6
Emergency Response and Crisis Management	Level 6	Programme Evaluation	Level 6
Inter-professional Collaboration	Level 6	Quality Improvement and Safe Practices	Level 6
Learning Needs Analysis	Level 6	Respiratory Care in Nursing	Level 6
Medication Management in Nursing	Level 6	Service Quality Management	Level 6
Nursing Manpower Planning	Level 6	Strategy Management	Level 6
Nursing Productivity and Innovation	Level 6		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Global Mindset	Advanced	Resource Management	Advanced
Leadership	Advanced	Transdisciplinary Thinking	Advanced
Communication	Advanced		

Therapy Assistant

JOB ROLE DESCRIPTION

A Therapy Assistant is responsible for providing support to therapists before, during and after therapy sessions. S/He is responsible for supporting department administration and operations as well as participating in continuing education to further her/his knowledge in the areas of speech therapy, occupation therapy and physiotherapy.

S/He may work in various settings such as public and private institutions, integrated and long-term care facilities as well as in the social service setting. S/He may work as part of a collaborative, interdisciplinary team which may include speech therapists, occupation therapists and physiotherapists, teachers, physicians, audiologists, psychologists and social workers.

S/He should be diligent, flexible and resourceful.

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
	Provide therapy support	<ul style="list-style-type: none"> Assist the therapists in assessing clients' status for suitability to start therapy sessions or continue with therapy sessions Prepare clients, materials and equipment for assessments or therapy Assist therapists in carrying out treatment plans Perform therapy procedures according to protocols as instructed by therapists Assist therapists in recording therapy sessions according to template sets Communicate information of therapy sessions to therapists Educate patients and caregivers on therapeutic interventions as instructed by therapists Conduct basic or routine group therapy
	Support department administration and operations	<ul style="list-style-type: none"> Maintain cleanliness and safety of therapy areas Adhere to infection control procedures Maintain inventories and equipment for the department Perform administrative duties Participate in quality improvement initiatives
	Support specialty therapy areas	<ul style="list-style-type: none"> Assist in fabrication, donning and doffing of orthosis and pressure garments Fabricate orthosis and pressure garments as instructed by therapists Educate clients on the use of therapeutic aids or assistive devices as prescribed by therapists

Therapy Assistant

TECHNICAL SKILLS AND COMPETENCIES			
Audit Management	Level 2	Intervention Implementation in Therapy Support	Level 1
Change Management	Level 1	Inventory Control and Equipment Maintenance in Rehabilitation Care	Level 1
Client Assessment in Therapy Support	Level 1	Management of Stakeholders	Level 1
Client Education in Therapy Support	Level 1	Professional, Legal and Ethical Healthcare Practice	Level 2
Continuous Improvement Management	Level 2	Reflective Practice	Level 1
Emergency Response and Crisis Management	Level 2	Workplace Safety and Health	Level 1
Infection Control	Level 2	Workplace Violence	Level 2
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Basic	Service Orientation	Basic
Teamwork	Basic	Problem Solving	Basic
Interpersonal Skills	Basic		

Senior Therapy Assistant

JOB ROLE DESCRIPTION

A Senior Therapy Assistant is responsible for providing support to therapists before, during and after therapy sessions. S/He is responsible for supporting department administration and operations as well as participating in continuing education to further her/his knowledge in the areas of speech therapy, occupation therapy and physiotherapy. S/He is also responsible for supervising and managing therapy assistants.

S/He may work in various settings such as public and private institutions, integrated and long-term care facilities as well as in the social service setting. S/He may work as part of a collaborative, interdisciplinary team which may include speech therapists, occupation therapists and physiotherapists, teachers, physicians, audiologists, psychologists and social workers.

S/He should be diligent, flexible and resourceful. S/He should also possess collaborative skills and supervisory skills.

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
Provide therapy support		<ul style="list-style-type: none"> Assist the therapists in assessing clients' status for suitability to start therapy sessions or continue with therapy sessions Prepare clients, materials and equipment for assessments or therapy Assist therapists in carrying out treatment plans Conduct routine assessments and outcome measures for clients as prescribed by therapists Perform therapy procedures according to protocols as instructed by the therapists Assist therapists in recording therapy sessions according to template sets Communicate information of therapy sessions to therapists Educate patients and caregivers on therapeutic interventions as instructed by therapists Conduct basic or routine group therapy
Support department administration and operations		<ul style="list-style-type: none"> Maintain cleanliness and safety of therapy areas Adhere to infection control procedures Maintain inventories and equipment for the department Perform administrative duties Participate in quality improvement initiatives Assist in setting up and carrying out trial of new equipment Conduct relevant audits in areas of job scope

Senior Therapy Assistant

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform supervision and team management	<ul style="list-style-type: none"> Coordinate scheduling of leave and coverage of duties Monitor daily workloads of therapy assistants Supervise therapy assistants Provide guidance to therapy assistants Assist therapists in assessing therapy assistants' performance Conduct audits on therapy assistants' technical competencies
	Participate in continuous education	<ul style="list-style-type: none"> Assist in planning continuing education sessions for therapy assistants Provide training to therapy assistants
	Support specialty therapy areas	<ul style="list-style-type: none"> Assist in fabrication, donning and doffing of orthosis and pressure garments Fabricate orthosis and pressure garments as instructed by therapists Educate clients on the use of therapeutic aids or assistive devices as prescribed by therapists
TECHNICAL SKILLS AND COMPETENCIES		
	Audit Management	Level 2
	Change Management	Level 1
	Client Assessment in Therapy Support	Level 2
	Client Education in Therapy Support	Level 2
	Continuous Improvement Management	Level 2
	Emergency Response and Crisis Management	Level 2
	Infection Control	Level 2
	Intervention Implementation in Therapy Support	Level 2
	Inventory Control and Equipment Maintenance in Rehabilitation Care	Level 1
GENERIC SKILLS AND COMPETENCIES (TOP 5)		
	Communication	Intermediate
	Teamwork	Intermediate
	Interpersonal Skills	Intermediate

Therapy Support Associate

JOB ROLE DESCRIPTION

A Therapy Support Associate is responsible for providing support to therapists before, during and after therapy sessions. S/He is responsible for supporting department administration and operations as well as participating in continuing education to further her/his knowledge in the areas of speech therapy, occupation therapy and physiotherapy. S/He is also responsible for supervising and managing therapy assistants and senior therapy assistants.

S/He may work in various settings such as public and private institutions, integrated and long-term care facilities as well as in the social service setting. S/He may work as part of a collaborative, interdisciplinary team which may include speech therapists, occupation therapists and physiotherapists, physicians, audiologists, psychologists and social workers.

S/He should be diligent, flexible and resourceful. S/He should also possess collaborative skills, supervisory skills and leadership skills.

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
Provide therapy support		<ul style="list-style-type: none"> Assist therapists in assessing clients' status for suitability to start therapy sessions or continue with therapy sessions Prepare clients, materials and equipment for assessments or therapy Assist therapists in carrying out treatment plans Conduct routine assessments and outcome measures for clients as prescribed by therapists Perform therapy procedures according to protocols as instructed by therapists Assist therapists in recording therapy sessions according to template sets Communicate information of therapy session to therapists Educate patients and caregivers on therapeutic interventions as instructed by therapists Conduct basic or routine group therapy
Support department administration and operations		<ul style="list-style-type: none"> Maintain cleanliness and safety of therapy areas Adhere to infection control procedures Maintain inventories and equipment for the department Perform administrative duties Participate in quality improvement initiatives Assist in setting up and carrying out trial of new equipment Conduct relevant audits in areas of job scope

Therapy Support Associate

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
Perform supervision and team management		<ul style="list-style-type: none"> Coordinate scheduling of leave and coverage of duties Monitor daily workloads of therapy assistants Supervise therapy assistants Provide guidance to therapy assistants Assist therapists in assessing therapy assistants' performance Conduct audits on therapy assistants' technical competencies

Participate in continuous education		<ul style="list-style-type: none"> Assist in planning continuing education sessions for therapy assistants Provide training to therapy assistants
Support specialty therapy areas		<ul style="list-style-type: none"> Fabricate orthosis and pressure garments as instructed by the therapists Assist therapists in performing basic or routine environmental assessments of clients' home based on templates or according to checklists Educate clients on the use of therapeutic aids or assistive devices as prescribed by therapists

TECHNICAL SKILLS AND COMPETENCIES			
Audit Management	Level 2	Management of Stakeholders	Level 2
Change Management	Level 2	People Management	Level 2
Client Assessment in Therapy Support	Level 2	Performance Management	Level 2
Client Education in Therapy Support	Level 2	Professional, Legal and Ethical Healthcare Practice	Level 2
Continuous Improvement Management	Level 2	Reflective Practice	Level 2
Emergency Response and Crisis Management	Level 2	Strategy Execution	Level 3
Infection Control	Level 2	Workplace Safety and Health	Level 1
Intervention Implementation in Therapy Support	Level 2	Workplace Violence	Level 2
Inventory Control and Equipment Maintenance in Rehabilitation Care	Level 2		

GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Intermediate	Problem Solving	Intermediate
Interpersonal Skills	Intermediate	Service Orientation	Intermediate
Teamwork	Intermediate		

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Ms Valenie Tay
Senior Occupational Therapist
Ren Ci Hospital

“The Skills Framework could be a reference to identify skills that I will need as a mentor. By using the Skills Map to compare my current role to the ones I aspire to hold, the framework can guide me to determine the areas where I need to deepen my skills in order to move into the education sub-track of the profession.”

A LIFE WORTH LIVING

For most people, a typical day starts with getting out of bed, going to the toilet, bathing, dressing, having breakfast, and heading out. But for people recovering from a hip fracture or stroke, or those suffering from dementia, for example, these seemingly simple daily activities can be a daunting challenge. That is when Valenie Tay comes in.

As an occupational therapist, Valenie dedicates her career to helping such clients regain their functional independence to perform daily tasks so that they can maximise their quality of life. She plans individualised treatment plans for each client, taking into consideration not just their physical condition and the daily activities they have to engage in, but also their routine, emotional health, value system, social context as well as home and work environments.

“Occupational therapists need to have sound clinical reasoning skills and good patient engagement skills, both of which require continuous learning,” she says.

The eager learner, who already holds a master’s degree, reveals that mentoring skills are next on her learning agenda as she hopes to continue mentoring other occupational therapists. To help her identify the competencies she needs as a mentor, she could use the career pathways set out in the Skills Framework, and identify relevant courses to deepen her skills in relevant areas. The Skills Framework can also help with her career trajectory.

“The Skills Framework could be a reference to identify skills that I will need as a mentor. By using the Skills Map to compare my current role to the ones I aspire to hold, the framework can guide me to determine the areas where I need to deepen my skills in order to move into the education sub-track of the profession. As I continue to mentor my juniors, the Skills Framework will also be a helpful reference as I guide them in developing the right skills to fulfill their career aspirations,” she adds.

From working with clients to mentoring juniors, it is clear that for Valenie, a life worth living is one that is spent helping others live life to the fullest.

Occupational Therapist

JOB ROLE DESCRIPTION

An Occupational Therapist is responsible for providing client care, performing therapy execution and client education activities to an assigned group of clients. S/He performs continuing education and research to achieve quality client care. S/He is also conscientious in providing therapy recommendations based on evaluation of the client’s condition.

S/He may work in various settings such as but not limited to public and private institutions, acute and community hospitals, rehabilitation centres, voluntary welfare organisations, schools, long-term care facilities and clients’ homes and work environments. S/He may also work as part of collaborative, interdisciplinary teams which may include teachers, doctors, audiologists, psychologists, social workers, physiotherapists and speech therapists.

S/He should have initiative and be sensitive to the needs of her/his clients. S/He should possess communication and problem-solving skills.

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
Conduct client assessment and therapy planning	<ul style="list-style-type: none"> • Review client case notes, take client history and interpret assessment results • Conduct functional assessment to determine required therapy interventions • Conduct assessment of clients’ environment • Select appropriate and specific outcome measures to enable evaluation of therapy progress and outcomes • Formulate client-centred and SMART (Specific, Measurable, Attainable, Relevant, Timely) goals in collaboration with client and relevant stakeholders • Plan therapy interventions based on medical condition(s), indications and contraindications • Document results of case history taking, assessment results, therapy plans, goals and outcome measures • Communicate assessment results, therapy plans, goals and outcome measures to clients and other relevant stakeholders 	In accordance with: <ul style="list-style-type: none"> • Allied Health Professions Act (Chapter 6B)
Perform therapy interventions	<ul style="list-style-type: none"> • Deliver appropriate interventions to facilitate clients’ occupational performance based on findings, goals and treatment plans • Modify therapy plans based on client motivation, safety, as well as therapy outcome measures collected • Deliver community integration training to clients • Formulate discharge or care plans in consultation with relevant stakeholders • Recommend assistive devices and equipment • Propose environmental modifications based on clients’ needs and safety considerations • Coordinate with relevant parties to support clients in achieving their treatment goals • Evaluate therapy progress and outcomes using selected therapy outcome measures at regular intervals • Review continuity of care plans 	

Occupational Therapist

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Provide client education	<ul style="list-style-type: none"> Empower clients and caregivers with methods to enhance health, mobility and function through self-management strategies Train clients in the use of orthoses and assistive devices Develop client and caregiver educational materials Communicate intervention plans, client statuses and discharge criteria to clients and relevant stakeholders 	In accordance with: <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)
	Manage risk and quality	<ul style="list-style-type: none"> Participate in quality improvement projects Respond to incidents in compliance with organisation's incident management guidelines Identify risks pertaining to workplace health and safety Implement preventative measures pertaining to risk management Conduct safety and quality audits 	
	Perform clinical administration and operations	<ul style="list-style-type: none"> Participate in the development of clinical practice guidelines Oversee inventory management processes Participate in the development, promotion or marketing of new clinical services 	
	Participate in continuing education and research activities	<ul style="list-style-type: none"> Evaluate teaching outcomes at personal level Deliver training or in-service to colleagues Participate in research projects to contribute to evidence-based practice guidelines 	
	Provide supervision and team development	<ul style="list-style-type: none"> Mentor support staff and conditionally-registered therapists for professional development purposes Perform peer audits on compliance to clinical standards Plan induction and clinical orientation for new team members Provide clinical supervision for students Provide clinical supervision for support staff and therapists on conditional registration Conduct clinical audits 	

Occupational Therapist

TECHNICAL SKILLS AND COMPETENCIES			
Analysis of Research Data	Level 3	Inventory Management in Rehabilitation Therapy	Level 3
Assistive Devices Prescription in Occupational Therapy	Level 3	Learning Needs Analysis	Level 4
Audit Management	Level 3	Management of Stakeholders	Level 3
Change Management	Level 3	People Management	Level 3
Client Advocacy	Level 3	Performance Management	Level 3
Client Assessment for Occupational Therapy	Level 3	Professional Consultation	Level 3
Client Education in Rehabilitation Therapy	Level 3	Professional, Legal and Ethical Healthcare Practice	Level 3
Clinical Governance	Level 4	Programme Delivery	Level 3
Clinical Incident Management in Rehabilitation Therapy	Level 3	Programme Design	Level 4
Clinical Record Documentation and Management in Rehabilitation Therapy	Level 3	Programme Evaluation	Level 4
Clinical Services Development	Level 3	Project Management	Level 3
Clinical Teaching and Supervision	Level 3	Reflective Practice	Level 3
Continuous Improvement Management	Level 3	Research Proposal Development	Level 3
Data Collection and Management	Level 3	Risk Management	Level 3
Department Financial Management	Level 3	Scientific Writing and Communication	Level 3
Effective Client Communication	Level 3	Service Quality Management	Level 3
Emergency Response and Crisis Management	Level 3	Strategy Development	Level 3
Environmental Assessment and Modification for Occupational Therapy	Level 3	Strategy Execution	Level 3
Goal Setting in Rehabilitation Therapy	Level 3	Therapy Discharge Planning	Level 3
Group Therapy Planning and Implementation	Level 3	Therapy Intervention Evaluation	Level 3
Health Promotion	Level 3	Therapy Intervention Implementation	Level 3
Individual and Cultural Diversity	Level 3	Workforce Planning	Level 4
Infection Control	Level 3	Workplace Safety and Health	Level 2
Inter-professional Collaboration	Level 3	Workplace Violence	Level 3
Intervention Planning in Occupational Therapy	Level 3		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Intermediate	Teamwork	Basic
Decision Making	Basic	Interpersonal Skills	Intermediate
Problem Solving	Basic		

Senior Occupational Therapist

JOB ROLE DESCRIPTION

A Senior Occupational Therapist is responsible for providing client care, treatment and client education in collaboration with various healthcare teams. S/He performs detailed assessments and interventions for clients and may train new or junior occupational therapists in these activities. S/He has advanced expertise and knowledge in her/his specialty area. S/He is expected to monitor the caseloads of team members and provide supervision as needed.

S/He may work in various settings such as but not limited to public and private institutions, acute and community hospitals, rehabilitation centres, voluntary welfare organisations, schools, long-term care facilities and clients' homes and work environments. S/He may also work as part of collaborative, interdisciplinary teams which may include teachers, doctors, audiologists, psychologists, social workers, physiotherapists and speech therapists.

S/He should have initiative and be sensitive to the needs of her/his clients. S/He should possess management, leadership and problem-solving skills.

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Conduct client assessment and therapy planning	<ul style="list-style-type: none"> Conduct functional assessment to determine required therapy interventions Conduct assessment of clients' environment Plan interventions for cases, based on medical condition(s), indications and contraindications Review client case notes, take client history and interpret assessment results Formulate client-centred and SMART (Specific, Measurable, Attainable, Relevant, Timely) goals in collaboration with clients and relevant stakeholders Select appropriate and specific outcome measures to enable evaluation of therapy progress and outcomes Document results of case history taking, assessment results, therapy plans, goals and outcome measures Communicate assessment results, therapy plans, goals and outcome measures to clients and other relevant stakeholders 	In accordance with: <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)
	Perform therapy interventions	<ul style="list-style-type: none"> Deliver appropriate interventions to facilitate clients' occupational performance based on findings, goals and treatment plans Recommend assistive devices and equipment Review continuity of care plans Evaluate therapy progress and outcomes using selected therapy outcome measures at regular intervals Modify therapy plans Propose environmental modifications based on clients' needs and safety considerations Deliver community integration training to clients Coordinate with relevant parties to support clients in achieving their treatment goals Formulate discharge or care plans in consultation with relevant stakeholders 	

Senior Occupational Therapist

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS	In accordance with: • Allied Health Professions Act (Chapter 6B)	PERFORMANCE EXPECTATIONS
				Critical Work Functions and Key Tasks / Performance Expectations
Provide client education	<ul style="list-style-type: none"> Empower clients and caregivers with methods to enhance health, mobility and functions through self-management strategies Communicate intervention plans, client statuses and discharge criteria to clients and relevant stakeholders Develop client and caregiver educational materials Train clients in use of orthoses and assistive devices Guide clients and caregivers in managing psychodynamic issues 			
Manage risk and quality	<ul style="list-style-type: none"> Co-lead quality improvement projects Guide junior staff in responding to incidents in compliance with organisational incident management guidelines Identify risks pertaining to workplace health and safety Implement preventative measures pertaining to risk management Conduct safety and quality audits 			
Perform clinical administration and operations	<ul style="list-style-type: none"> Participate in the development of clinical practice guidelines Oversee inventory management processes Monitor teams' clinical and non-clinical key performance indicators Assist in the development, promotion or marketing of new clinical services Participate in the recruitment process of therapy assistants Coordinate rosters of therapy teams to enhance manpower usage Develop work plans for teams to meet the department's key performance indicators Manage feedback from stakeholders Provide inputs for budgeting 			

Senior Occupational Therapist

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
Participate in continuing education and research activities		<ul style="list-style-type: none"> Provide feedback on educational activities Evaluate learners' performance based on learning outcomes Plan continuing education programmes for support staff and therapists Coordinate clinical attachment programmes for therapy students Develop education activities to meet the learning needs of staff Deliver training or in-service to colleagues Participate in research projects to contribute to evidence-based practice 	<p>In accordance with:</p> <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)
	Provide supervision and team development	<ul style="list-style-type: none"> Mentor support staff and therapists for professional development purposes Perform peer audits on compliance to clinical standards Teach techniques in the assessment and management of basic and complex cases Review clinical competency standards of staff Plan induction and clinical orientation for new team members Provide clinical supervision for students Provide clinical supervision for support staff and therapists Monitor performance and development of direct reports Conduct clinical audits 	

Senior Occupational Therapist

TECHNICAL SKILLS AND COMPETENCIES			
Analysis of Research Data	Level 4	Inventory Management in Rehabilitation Therapy	Level 4
Assistive Devices Prescription in Occupational Therapy	Level 4	Learning Needs Analysis	Level 4
Audit Management	Level 4	Management of Stakeholders	Level 4
Change Management	Level 4	People Management	Level 4
Client Advocacy	Level 4	Performance Management	Level 4
Client Assessment for Occupational Therapy	Level 4	Professional Consultation	Level 4
Client Education in Rehabilitation Therapy	Level 4	Professional, Legal and Ethical Healthcare Practice	Level 4
Clinical Governance	Level 4	Programme Delivery	Level 4
Clinical Incident Management in Rehabilitation Therapy	Level 4	Programme Design	Level 4
Clinical Record Documentation and Management in Rehabilitation Therapy	Level 4	Programme Evaluation	Level 4
Clinical Services Development	Level 4	Project Management	Level 4
Clinical Teaching and Supervision	Level 4	Reflective Practice	Level 4
Continuous Improvement Management	Level 4	Research Proposal Development	Level 4
Data Collection and Management	Level 4	Research Translation	Level 4
Department Financial Management	Level 4	Risk Management	Level 4
Effective Client Communication	Level 4	Scientific Writing and Communication	Level 4
Emergency Response and Crisis Management	Level 4	Service Quality Management	Level 4
Environmental Assessment and Modification for Occupational Therapy	Level 4	Strategy Development	Level 4
Goal Setting in Rehabilitation Therapy	Level 4	Strategy Execution	Level 4
Group Therapy Planning and Implementation	Level 4	Therapy Discharge Planning	Level 4
Health Promotion	Level 4	Therapy Intervention Evaluation	Level 4
Individual and Cultural Diversity	Level 4	Therapy Intervention Implementation	Level 4
Infection Control	Level 4	Workforce Planning	Level 4
Inter-professional Collaboration	Level 4	Workplace Safety and Health	Level 3
Intervention Planning in Occupational Therapy	Level 4	Workplace Violence	Level 4
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Intermediate	Leadership	Intermediate
Decision Making	Intermediate	Teamwork	Intermediate
Problem Solving	Intermediate		

Principal Occupational Therapist (Clinical)

JOB ROLE DESCRIPTION

A Principal Occupational Therapist (Clinical) manages clients in her/his specialty and guides staff to be competent in their designated clinical specialty areas. S/He guides occupational therapists and senior occupational therapists on complex cases. S/He provides in-depth caregiver training, and coaches caregivers on assisting clients' in gaining independence. S/He is responsible for leading the development of new clinical services. S/He also plays a consultant role to occupational therapists in managing complex cases.

S/He may work in various settings such as but not limited to public and private institutions, acute and community hospitals, rehabilitation centres, voluntary welfare organisations, schools, long-term care facilities and clients' homes and work environments. S/He may also work as part of collaborative, interdisciplinary teams which may include teachers, doctors, audiologists, psychologists, social workers, physiotherapists and speech therapists.

S/He should be insightful, decisive and confident. S/He should possess effective interpersonal, communication and team building skills.

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Conduct client assessment and therapy planning	<ul style="list-style-type: none"> Conduct functional assessment for cases requiring in-depth understanding of area of specialty Conduct assessment of clients' environment Plan interventions, based on medical conditions, indications and contraindications Review client case notes, take client history and interpret assessment results Formulate client-centred and SMART (Specific, Measurable, Attainable, Relevant, Timely) goals in collaboration with clients and relevant stakeholders, within a complex psychosocial environment Select appropriate and specific outcome measures to enable evaluation of therapy progress and outcomes in areas of specialty Document results of case history taking, assessment results, therapy plans, goals and outcome measures Communicate the assessment results, therapy plans, goals and outcome measures to clients and other relevant stakeholders Provide consultation as a specialist or expert in complex cases or situations Lead the implementation of new and/or updated assessment techniques based on current evidence 	<p>In accordance with:</p> <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)
	Perform therapy interventions	<ul style="list-style-type: none"> Deliver appropriate interventions to facilitate clients' occupational performance based on findings, goals and treatment plans Provide consultation for intervention delivery as a specialist or expert in complex cases or complex situations Recommend assistive devices and equipment Evaluate therapy progress and outcomes using selected therapy outcome measures at regular intervals 	

Principal Occupational Therapist (Clinical)

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
Perform therapy interventions	<ul style="list-style-type: none"> Modify therapy plans Review continuity of care plans Deliver community integration training to clients Coordinate with relevant parties to support clients in achieving their treatment goals Formulate discharge or care plans in consultation with relevant stakeholders Communicate information for continuity of care and safety of clients Propose environmental modifications based on clients' needs and safety considerations Adopt new interventions, techniques and technologies based on research findings 	
Provide client education	<ul style="list-style-type: none"> Oversee the development and update of client and caregiver educational materials Empower clients and caregivers with methods to enhance health, mobility and functions through self-management strategies Train clients in the use of orthoses and assistive devices Communicate the intervention plans, client statuses and discharge criteria to clients and relevant stakeholders Guide clients and caregivers in managing complex psychodynamic issues 	
Manage specialty areas of clinical services	<ul style="list-style-type: none"> Develop clinical practice guidelines Monitor compliance to clinical protocols Provide clinical expertise for research Lead the development of new clinical services 	
Manage clinical supervision	<ul style="list-style-type: none"> Mentor therapists for professional development Implement clinical audit strategies Develop staff to be competent in clinical specialty areas Provide mentorship to multi-disciplinary teams Set clinical competency standards for the profession Oversee induction and clinical orientation for new team members Provide clinical supervision for senior therapists 	

Principal Occupational Therapist (Clinical)

TECHNICAL SKILLS AND COMPETENCIES			
Assistive Devices Prescription in Occupational Therapy	Level 5	Inter-professional Collaboration	Level 5
Audit Management	Level 5	Intervention Planning in Occupational Therapy	Level 5
Change Management	Level 5	Learning Needs Analysis	Level 5
Client Advocacy	Level 5	Management of Stakeholders	Level 5
Client Assessment for Occupational Therapy	Level 5	People Management	Level 5
Client Education in Rehabilitation Therapy	Level 5	Professional Consultation	Level 5
Clinical Governance	Level 5	Professional, Legal and Ethical Healthcare Practice	Level 5
Clinical Incident Management in Rehabilitation Therapy	Level 5	Programme Delivery	Level 5
Clinical Record Documentation and Management in Rehabilitation Therapy	Level 5	Project Management	Level 5
Clinical Services Development	Level 5	Reflective Practice	Level 5
Clinical Teaching and Supervision	Level 5	Risk Management	Level 5
Continuous Improvement Management	Level 5	Service Quality Management	Level 5
Effective Client Communication	Level 5	Strategy Development	Level 5
Emergency Response and Crisis Management	Level 5	Strategy Execution	Level 5
Environmental Assessment and Modification for Occupational Therapy	Level 5	Therapy Discharge Planning	Level 5
Goal Setting in Rehabilitation Therapy	Level 4	Therapy Intervention Evaluation	Level 5
Group Therapy Planning and Implementation	Level 4	Therapy Intervention Implementation	Level 5
Health Promotion	Level 5	Workplace Safety and Health	Level 4
Individual and Cultural Diversity	Level 5	Workplace Violence	Level 5
Infection Control	Level 5		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Sense Making	Intermediate	Leadership	Intermediate
Decision Making	Advanced	Developing People	Intermediate
Communication	Advanced		

Senior Principal Occupational Therapist (Clinical)

JOB ROLE DESCRIPTION

A Senior Principal Occupational Therapist (Clinical) ensures that occupational therapists are competent in their respective specialty areas and that they adhere to clinical practice frameworks. S/He sets clinical standards for occupational therapists and can manage clients with multiple complexities in their areas of specialty. S/He uses her/his expert knowledge to guide occupational therapists in complex cases.

S/He may work in various settings such as but not limited to public and private institutions, acute and community hospitals, rehabilitation centres, voluntary welfare organisations, schools, integrated and long-term care facilities and clients' homes and work environments. S/He may also work as part of collaborative, interdisciplinary teams which may include teachers, nurses, doctors, audiologists, psychologists, social workers, physiotherapists and speech therapists.

S/He should be visionary, decisive and confident. S/He should possess effective leadership, interpersonal, communication and team-building skills.

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
Conduct client assessment and therapy planning	<ul style="list-style-type: none"> Conduct functional assessment with in-depth understanding of area of specialty Conduct assessment of clients' environment Plan interventions based on medical condition(s), indications and contraindications Review client case notes, take client history and interpret assessment results Formulate client-centred and SMART (Specific, Measurable, Attainable, Relevant, Timely) goals in collaboration with clients and relevant stakeholders within a complex psychosocial environment Select appropriate and specific outcome measures to enable evaluation of therapy progress and outcomes in areas of specialty Document results of case history taking, assessment results, therapy plans, goals and outcome measures Communicate the assessment results, therapy plans, goals and outcome measures to clients and other relevant stakeholders Assess gaps in clinical practice Provide specialised clinical interventions Collaborate with multidisciplinary teams in creating new clinical pathways or protocols for diagnostic groups Lead the implementation of new and/or updated assessment techniques based on current evidence 	In accordance with: <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)
Critical Work Functions and Key Tasks / Performance Expectations		

Senior Principal Occupational Therapist (Clinical)

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS	Critical Work Functions and Key Tasks / Performance Expectations
Perform therapy interventions	<ul style="list-style-type: none"> Deliver appropriate interventions to facilitate clients' occupational performance based on findings, goals and treatment plans Perform specialised clinical interventions Provide consultation for intervention delivery as a specialist or expert in complex cases or situations Recommend assistive devices and equipment Evaluate therapy progress and outcomes using selected therapy outcome measures at regular intervals Modify therapy plans based on clients' needs and safety considerations Review continuity of care plans Deliver community integration training to clients Coordinate with relevant parties to support clients in achieving their treatment goals Formulate discharge or care plans in consultation with relevant stakeholders Communicate information for continuity of care and safety of clients Propose environmental modifications based on clients' needs and safety considerations 	<p>In accordance with:</p> <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B) 	
Provide client education	<ul style="list-style-type: none"> Oversee the development and update of client and caregiver educational materials Empower clients and caregivers on methods to enhance health, mobility and functions through self-management strategies Develop frameworks for client and caregiver education and educational methods Train clients in the use of orthoses and assistive devices Communicate the intervention plans, client statuses and discharge criteria to clients and relevant stakeholders Guide clients and caregivers in managing complex psychodynamic issues 		

Senior Principal Occupational Therapist (Clinical)

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
Manage specialty areas of clinical services	<ul style="list-style-type: none"> Lead development of clinical practice guidelines Monitor compliance to clinical protocols Drive evidence-based practices that align with emerging trends and population health in specialty areas of clinical services Formulate and implement clinical audit strategies Review audit findings at an overall setting or institutional level Oversee the implementation of new clinical processes and systems Provide clinical expertise for research Set clinical standards for the profession Lead the development of new clinical services 	<p>In accordance with:</p> <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)
Manage clinical supervision	<ul style="list-style-type: none"> Mentor principal therapists to facilitate their professional development Audit compliance to clinical standards Develop staff to be competent in clinical specialty areas Provide mentorship to multi-disciplinary teams Set clinical competency standards for the profession Provide clinical supervision for principal therapists 	

Senior Principal Occupational Therapist (Clinical)

TECHNICAL SKILLS AND COMPETENCIES			
Assistive Devices Prescription in Occupational Therapy	Level 5	Inter-professional Collaboration	Level 6
Audit Management	Level 5	Intervention Planning in Occupational Therapy	Level 6
Change Management	Level 6	Learning Needs Analysis	Level 6
Client Advocacy	Level 6	Management of Stakeholders	Level 6
Client Assessment for Occupational Therapy	Level 6	People Management	Level 6
Client Education in Rehabilitation Therapy	Level 5	Professional Consultation	Level 6
Clinical Governance	Level 6	Professional, Legal and Ethical Healthcare Practice	Level 6
Clinical Incident Management in Rehabilitation Therapy	Level 6	Programme Delivery	Level 5
Clinical Record Documentation and Management in Rehabilitation Therapy	Level 5	Project Management	Level 6
Clinical Services Development	Level 6	Reflective Practice	Level 6
Clinical Teaching and Supervision	Level 5	Risk Management	Level 6
Continuous Improvement Management	Level 6	Service Quality Management	Level 6
Effective Client Communication	Level 5	Strategy Development	Level 6
Emergency Response and Crisis Management	Level 6	Strategy Execution	Level 6
Environmental Assessment and Modification for Occupational Therapy	Level 6	Therapy Discharge Planning	Level 5
Goal Setting in Rehabilitation Therapy	Level 4	Therapy Intervention Evaluation	Level 6
Group Therapy Planning and Implementation	Level 5	Therapy Intervention Implementation	Level 6
Health Promotion	Level 6	Workplace Safety and Health	Level 4
Individual and Cultural Diversity	Level 5	Workplace Violence	Level 5
Infection Control	Level 5		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Leadership	Advanced	Developing People	Advanced
Sense Making	Advanced	Communication	Advanced
Decision Making	Advanced		

Physiotherapy

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*Please visit www.skillsfuture.sg/skills-framework/hc for the Skills Map of job roles under the education, management and research sub-tracks

A Physiotherapy



Ms Jo-Ann Nair
Physiotherapist
National Healthcare Group Polyclinics

“There is still so much that I want and need to learn. I can use the Skills Map for Physiotherapists in the Skills Framework to shortlist the patient-related skills that I need to deepen or acquire in order to give my clients the best care.

PUTTING PASSION FIRST

Jo-Ann Nair is passionate about her work as a physiotherapist. She knows this for a fact because she once gave it up to pursue another career option but, after a few years, she found herself back in physiotherapy doing what she loves most — helping people regain the functional independence to live life to the fullest.

Jo-Ann had been practising physiotherapy for a few years before she buckled under parental pressure to quit her job. Her father did not object to her career choice but was adamant about her having a local degree. At that time, physiotherapy was not yet available as a local degree programme. In order to fulfil her father's wish, Jo-Ann returned to school to study accountancy and spent a few years working as an external auditor.

“In my head, I knew that accountancy offered good career prospects but my heart was just not in it. I struggled with the decision to return to physiotherapy because it felt like a waste of my accountancy degree but I was really not happy working as an auditor. It was a fight between reason and passion, and passion won. I returned to physiotherapy and I have never been happier,” she shares.

As a primary care physiotherapist now, Jo-Ann helps clients suffering from muscle, nerve, and joint pains to regain their functional abilities. She also teaches her clients therapeutic exercises to not only resolve their symptoms but also to prevent recurrences of their condition. For elderly clients, she focuses on muscle strengthening and fall prevention. Jo-Ann feels that the sense of satisfaction from seeing her clients make progress and achieve their therapy goals, is something money cannot buy.

Now eager to accelerate her professional growth and further her clinical skills development to better care for her clients, Jo-Ann feels she can turn to the Skills Framework as it is comprehensive and includes detailed descriptions of the skills needed for each role. The framework also features information on career pathways and training programmes.

“There is still so much that I want and need to learn. I can use the Skills Map for Physiotherapists in the Skills Framework to shortlist the patient-related skills that I need to deepen or acquire in order to give my clients the best care, such as therapeutic equipment prescription in physiotherapy and therapy intervention evaluation in therapeutic planning. I can then prioritise my learning and development needs based on the areas that would benefit my clients the most,” she says.

With passion driving her forward, Jo-Ann is set to continue enjoying an enriching and rewarding career.

Physiotherapist

JOB ROLE DESCRIPTION

A Physiotherapist is responsible for helping clients restore mobility, function and independence through detailed assessments of problems, individualised treatments and manual therapy. S/He works in a multidisciplinary team to ensure a high standard of clinical practice and professional conduct in all areas of client care. S/He organises and distributes the caseloads, supervises students, and coaches junior/support care staff.

S/He may work in various settings such as but not limited to public and private institutions, sports teams, acute hospitals, community hospitals, rehabilitation centres, voluntary welfare organisations, schools, integrated and long-term care facilities and clients' homes and work environments. S/He may also work as part of a collaborative, interdisciplinary team which may include teachers, nurses, doctors, audiologists, psychologists, social workers, occupational therapists and speech therapists.

S/He should have initiative and be sensitive to the needs of her/his clients. S/He should possess communication skills and problem-solving skills.

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
Critical Work Functions and Key Tasks / Performance Expectations	<ul style="list-style-type: none">Conduct physical, psycho-social, discipline specific and impairment-based assessments to determine required therapeutic interventionsEvaluate history and physical examination findings using clinical reasoning to develop an appropriate client-centric intervention plansFormulate client-centred and SMART (Specific, Measurable, Attainable, Relevant, Timely) goals in collaboration with clients and relevant stakeholdersSelect appropriate and specific outcome measures to enable evaluation of therapy progress and outcomesDocument results of case history taking, assessment results, therapy plans, interventions, goals and outcome measuresPlan therapy interventions based on medical condition(s), indications and contraindicationsCommunicate the assessment results, therapy plans, goals and outcome measures to clients and other relevant stakeholdersPrescribe assistive devices and equipment according to clients' needs	In accordance with: <ul style="list-style-type: none">Allied Health Professions Act (Chapter 6B)

Physiotherapist

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Perform therapy interventions and client education	<ul style="list-style-type: none"> • Perform appropriate interventions based on findings, goals and treatment plans • Evaluate therapy progress and outcomes using selected therapy outcome measures at regular intervals • Modify therapy plans based on client performance, motivation, safety as well as therapy outcome measures collected • Communicate the intervention plans, outcome measures, progress and discharge criteria to clients and relevant stakeholders • Empower clients and caregivers on methods to enhance health, mobility and function • Provide clients and caregivers with education and training in self-management • Formulate discharge and continuity of care plans based on client performance in consultation with relevant stakeholders • Facilitate community integration through collaboration with community partners as required 	In accordance with: <ul style="list-style-type: none"> • Allied Health Professions Act (Chapter 6B)
	Manage risk and quality	<ul style="list-style-type: none"> • Report client incidents to supervisors • Conduct service and clinical audits • Identify safety risks and issues • Identify preventive and corrective care measures • Perform measures to ensure workplace safety and health 	
	Perform clinical administration and operations	<ul style="list-style-type: none"> • Maintain inventories of all equipment and resource materials required for therapy services • Assist in the implementation and promotion of new clinical services in therapy • Manage individual case loads • Monitor individual performance indicators 	
	Participate in continuing education and research activities	<ul style="list-style-type: none"> • Participate in research and/or quality improvement initiatives • Evaluate teaching outcomes at an individual level • Participate in continuous professional development • Deliver training • Participate in research projects to contribute to evidence-based practice guidelines 	

Physiotherapist

TECHNICAL SKILLS AND COMPETENCIES			
Analysis of Research Data	Level 3	Inter-professional Collaboration	Level 3
Audit Management	Level 3	Inventory Management in Rehabilitation Therapy	Level 3
Case History Taking in Physiotherapy	Level 3	Learning Needs Analysis	Level 4
Change Management	Level 3	Management of Stakeholders	Level 3
Client Advocacy	Level 3	Professional Consultation	Level 3
Client Assessment for Physiotherapy	Level 3	Professional, Legal and Ethical Healthcare Practice	Level 3
Client Education in Rehabilitation Therapy	Level 3	Programme Delivery	Level 4
Clinical Governance	Level 4	Programme Design	Level 4
Clinical Incident Management in Rehabilitation Therapy	Level 3	Programme Evaluation	Level 4
Clinical Record Documentation and Management in Rehabilitation Therapy	Level 3	Project Management	Level 3
Clinical Services Development	Level 3	Reflective Practice	Level 3
Clinical Teaching and Supervision	Level 3	Research Proposal Development	Level 3
Continuous Improvement Management	Level 3	Risk Management	Level 3
Data Collection and Management	Level 3	Scientific Writing and Communication	Level 3
Development on Intervention Plan for Physiotherapy	Level 3	Service Quality Management	Level 3
Effective Client Communication	Level 3	Strategy Development	Level 3
Emergency Response and Crisis Management	Level 3	Strategy Execution	Level 3
Environmental Assessment and Modification for Physiotherapy	Level 3	Therapeutic Equipment Prescription in Physiotherapy	Level 3
Goal Setting in Rehabilitation Therapy	Level 3	Therapy Discharge Planning	Level 3
Group Therapy Planning and Implementation	Level 3	Therapy Intervention Evaluation	Level 3
Health Promotion	Level 3	Therapy Intervention Implementation	Level 3
Individual and Cultural Diversity	Level 3	Workplace Safety and Health	Level 2
Infection Control	Level 3	Workplace Violence	Level 3
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Intermediate	Decision Making	Basic
Interpersonal Skills	Basic	Teamwork	Basic
Problem Solving	Basic		

Senior Physiotherapist

JOB ROLE DESCRIPTION

A Senior Physiotherapist is an advanced practitioner who helps clients restore mobility, function and independence through a detailed assessment of problems and individualised treatments. S/He works in a multidisciplinary team to ensure a high standard of clinical practice and professional conduct in all areas of client care. S/He has advanced expertise and knowledge in her/his specialty area. S/He monitors the caseloads and performance of junior therapists and provides supervision as needed.

S/He may work in various settings such as but not limited to public and private institutions, sports teams, acute hospitals, community hospitals, rehabilitation centres, voluntary welfare organisations, schools, integrated and long-term care facilities and clients' homes and work environments. S/He may also work as part of a collaborative, interdisciplinary team which may include teachers, nurses, doctors, audiologists, psychologists, social workers, occupational therapists and speech therapists.

S/He should have initiative and be sensitive to the needs of her/his clients. S/He should possess management skills, leadership skills and problem-solving skills.

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Conduct client assessment and therapy planning	<ul style="list-style-type: none"> Conduct physical, psycho-social, discipline-specific, and impairment-based assessments to determine required therapeutic interventions Evaluate history and physical examination findings using clinical reasoning to develop an appropriate patient client-centric intervention plans Formulate client-centred and SMART (Specific, Measurable, Attainable, Relevant, Timely) goals in collaboration with clients and relevant stakeholders Select appropriate and specific outcome measures to enable the evaluation of therapy progress and outcomes Document results of case history taking, assessment results, therapy plans, interventions, goals and outcome measures Provide therapy recommendations Communicate assessment results, therapy plans, goals and outcome measures to clients and other relevant stakeholders Prescribe assistive devices and equipment according to clients' needs 	<p>In accordance with:</p> <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)

Senior Physiotherapist

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS	PERFORMANCE EXPECTATIONS
Perform therapy interventions and client education	<ul style="list-style-type: none"> Perform appropriate interventions based on findings, goals and treatment plans Evaluate therapy progress and outcomes using selected therapy outcome measures at regular intervals Modify therapy plans based on client's performance, motivation, safety as well as therapy outcome measures collected Communicate the intervention plans, outcome measures, progress and discharge criteria to clients and relevant stakeholders Empower clients and caregivers with methods to enhance health, mobility and function Provide clients and caregivers with education and training in self-management Assist to develop and implement client and caregiver educational materials and training programmes Formulate discharge and continuity of care plans based on client's performance in consultation with relevant stakeholders Facilitate community integration through collaboration with community partners as required 	<p>Critical Work Functions and Key Tasks / Performance Expectations</p> <ul style="list-style-type: none"> Mentor therapists and support staff for professional development Plan induction and clinical orientation for new team members Assist to conduct staff appraisals and staff development plans Manage minor staff conflicts or disciplinary issues involving junior staff 	<p>In accordance with:</p> <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)

Senior Physiotherapist

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Manage risk and quality	<ul style="list-style-type: none"> Report client incidents to supervisors Review documented client incident report Conduct service and clinical audits Review audit findings at team level Identify safety risks and issues Recommend preventive and corrective care measures Perform measures to ensure workplace safety and health Formulate preventive measures for clinical adverse events 	In accordance with: <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)
	Perform clinical administration and operations	<ul style="list-style-type: none"> Oversee inventory management and equipment maintenance required for therapy services Participate in the development and promotion of new clinical services in therapy Monitor team-based key performance indicators Manage client feedback Plan manpower allocation for the therapy team Provide recommendations for budgets Review unit and task work processes on policy and procedures Oversee the maintenance of clients' records 	
	Participate in continuing education and research activities	<ul style="list-style-type: none"> Assist in leading research and/or quality improvement initiatives Provide feedback on educational activities Participate in continuous professional development activities Develop education activities to meet the learning needs of staff and students Deliver training Plan continuing education programmes for support staff and therapists Participate in research projects to contribute to evidence-based practice guidelines 	

Senior Physiotherapist

TECHNICAL SKILLS AND COMPETENCIES			
Analysis of Research Data	Level 4	Learning Needs Analysis	Level 4
Audit Management	Level 4	Management of Stakeholders	Level 4
Case History Taking in Physiotherapy	Level 4	People Management	Level 4
Change Management	Level 4	Performance Management	Level 4
Client Advocacy	Level 4	Professional Consultation	Level 4
Client Assessment for Physiotherapy	Level 4	Professional, Legal and Ethical Healthcare Practice	Level 4
Client Education in Rehabilitation Therapy	Level 4	Programme Delivery	Level 4
Clinical Governance	Level 4	Programme Design	Level 4
Clinical Incident Management in Rehabilitation Therapy	Level 4	Programme Evaluation	Level 4
Clinical Record Documentation and Management in Rehabilitation Therapy	Level 4	Project Management	Level 4
Clinical Services Development	Level 4	Reflective Practice	Level 4
Clinical Teaching and Supervision	Level 4	Research Proposal Development	Level 4
Continuous Improvement Management	Level 4	Research Translation	Level 4
Data Collection and Management	Level 4	Risk Management	Level 4
Department Financial Management	Level 4	Scientific Writing and Communication	Level 4
Development on Intervention Plan for Physiotherapy	Level 4	Service Quality Management	Level 4
Effective Client Communication	Level 4	Strategy Development	Level 4
Emergency Response and Crisis Management	Level 4	Strategy Execution	Level 4
Environmental Assessment and Modification for Physiotherapy	Level 4	Therapeutic Equipment Prescription in Physiotherapy	Level 4
Goal Setting in Rehabilitation Therapy	Level 4	Therapy Discharge Planning	Level 4
Group Therapy Planning and Implementation	Level 4	Therapy Intervention Evaluation	Level 4
Health Promotion	Level 4	Therapy Intervention Implementation	Level 4
Individual and Cultural Diversity	Level 4	Workforce Planning	Level 4
Infection Control	Level 4	Workplace Safety and Health	Level 3
Inter-professional Collaboration	Level 4	Workplace Violence	Level 4
Inventory Management in Rehabilitation Therapy	Level 4		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Intermediate	Problem Solving	Intermediate
Interpersonal Skills	Intermediate	Teamwork	Intermediate
Decision Making	Intermediate		

Principal Physiotherapist (Clinical)

JOB ROLE DESCRIPTION

A Principal Physiotherapist (Clinical) is responsible for managing clients in her/his areas of specialty from administering treatments to empowering clients in self-management. S/He is also responsible for providing training to staff in specialty areas of clinical services. S/He guides physiotherapists and senior physiotherapists on complex cases. S/He mentors Senior Physiotherapists in clinical and professional development.

S/He may work in various settings such as but not limited to public and private institutions, sports teams, acute hospitals, community hospitals, rehabilitation centres, voluntary welfare organisations, schools, integrated and long-term care facilities and clients' homes and work environments. S/He may also work as part of a collaborative, interdisciplinary team which may include teachers, nurses, doctors, audiologists, psychologists, social workers, occupational therapists and speech therapists.

S/He should be insightful, decisive and confident. S/He should possess effective interpersonal, communication and team-building skills.

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
		<ul style="list-style-type: none"> Conduct client assessment and therapy planning Conduct functional assessments with in-depth understanding of areas of specialty Evaluate history and physical examination findings using clinical reasoning to develop an appropriate client-centric intervention plan Formulate client-centred and SMART (Specific, Measurable, Attainable, Relevant, Timely) goals in collaboration with clients and relevant stakeholders Select appropriate and specific outcome measures to enable evaluation of therapy progress and outcomes in areas of specialty Document results of case history taking, assessment results, therapy plans, interventions, goals and outcome measures Provide specialised clinical assessments Communicate the assessment results, therapy plans, goals and outcome measures to clients and other relevant stakeholders Prescribe assistive devices and equipment according to clients' needs Provide consultation for intervention delivery as a specialist or expert in complex cases or complex situations Assess gaps in clinical practice Lead the implementation of new assessment techniques based on current evidence Collaborate with a multidisciplinary team in creating new clinical pathways or protocols for diagnostic groups 	<p>In accordance with:</p> <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)

Principal Physiotherapist (Clinical)

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
Perform therapy interventions and client education	<ul style="list-style-type: none"> Perform specialised clinical interventions Modify therapy plans based on clients' needs, client performance, motivation, safety as well as therapy outcome measures Communicate information for continuity of care and safety for clients Empower clients and caregivers with methods to enhance health, mobility and function Provide clients and caregivers with education and training in self-management Train clients and caregivers on methods and techniques to enhance therapy care Develop and implement client and caregiver education materials and training programmes Formulate discharge and continuity of care plans based on client performance in consultation with relevant stakeholders Adopt new interventions, techniques and technologies based on research findings Drive value-based care Facilitate community integration through collaboration with community partners as required Drive transitional care initiatives across institutions & settings 	<p>In accordance with:</p> <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)
Manage specialty areas of clinical services	<ul style="list-style-type: none"> Participate in the development of clinical practice guidelines Update clinical protocols according to clinical practice guidelines Drive evidence-based practices that align with emerging trends and population health in specialty areas of clinical services Implement clinical audit strategies Review audit findings at a unit or department level Implement new clinical processes and systems Set up work improvement teams and projects to improve service quality Provide clinical expertise and guidance for research 	
Manage clinical supervision	<ul style="list-style-type: none"> Review clinical assessments, intervention planning and outcomes with the therapy team Mentor therapists on their professional development Develop staff to be competent in clinical specialty areas 	

Principal Physiotherapist (Clinical)

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Manage clinical supervision	<ul style="list-style-type: none"> • Set clinical competency standards for the profession • Provide mentorship to a multi-disciplinary team • Oversee the clinical orientation of new team members in the department 	<p>In accordance with:</p> <ul style="list-style-type: none"> • Allied Health Professions Act (Chapter 6B)

Senior Principal Physiotherapist (Clinical)

TECHNICAL SKILLS AND COMPETENCIES			
Audit Management	Level 5	Individual and Cultural Diversity	Level 5
Case History Taking in Physiotherapy	Level 4	Infection Control	Level 5
Change Management	Level 5	Inter-professional Collaboration	Level 5
Client Advocacy	Level 5	Management of Stakeholders	Level 5
Client Assessment for Physiotherapy	Level 5	People Management	Level 5
Client Education in Rehabilitation Therapy	Level 5	Professional Consultation	Level 5
Clinical Governance	Level 5	Professional, Legal and Ethical Healthcare Practice	Level 5
Clinical Incident Management in Rehabilitation Therapy	Level 5	Programme Delivery	Level 5
Clinical Record Documentation and Management in Rehabilitation Therapy	Level 5	Project Management	Level 5
Clinical Services Development	Level 5	Reflective Practice	Level 5
Clinical Teaching and Supervision	Level 5	Service Quality Management	Level 5
Continuous Improvement Management	Level 5	Strategy Development	Level 5
Development on Intervention Plan for Physiotherapy	Level 5	Therapeutic Equipment Prescription in Physiotherapy	Level 5
Effective Client Communication	Level 5	Therapy Discharge Planning	Level 5
Environmental Assessment and Modification for Physiotherapy	Level 5	Therapy Intervention Evaluation	Level 5
Goal Setting in Rehabilitation Therapy	Level 4	Therapy Intervention Implementation	Level 5
Group Therapy Planning and Implementation	Level 5	Workplace Violence	Level 5
Health Promotion	Level 5		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Advanced	Decision Making	Advanced
Interpersonal Skills	Advanced	Teamwork	Advanced
Problem Solving	Advanced		

JOB ROLE DESCRIPTION

A Senior Principal Physiotherapist (Clinical) is responsible for managing clients in her/his areas of specialty from administering treatments to empowering clients in self-management. S/He is responsible for steering clinical standards for the physiotherapy profession. S/He leads the development of new clinical services and implements work redesign. S/He participates in clinical policy-making and management of clinical resources.

S/He may work in various settings such as but not limited to public and private institutions, sports teams, acute hospitals, community hospitals, rehabilitation centres, voluntary welfare organisations, schools, integrated and long-term care facilities and clients' homes and work environments. S/He may also work as part of a collaborative, interdisciplinary team which may include teachers, nurses, doctors, audiologists, psychologists, social workers, occupational therapists and speech therapists.

S/He should be visionary, decisive and confident. S/He should possess effective leadership, interpersonal, communication and team-building skills.

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
		<p>In accordance with:</p> <ul style="list-style-type: none"> • Allied Health Professions Act (Chapter 6B)
Conduct client assessment and therapy planning	<ul style="list-style-type: none"> • Conduct functional assessments with in-depth understanding of areas of specialty • Formulate client-centred and SMART (Specific, Measurable, Attainable, Relevant, Timely) goals in collaboration with clients and relevant stakeholders for complex cases • Select appropriate and specific outcome measures to enable evaluation of therapy progress and outcomes • Document results of case history taking, assessment results, therapy plans, interventions, goals and outcome measures • Evaluate history and physical examination findings using clinical reasoning to develop an appropriate client-centric intervention plans • Communicate the assessment results, therapy plans, goals and outcome measures to clients and other relevant stakeholders • Prescribe assistive devices and equipment according to clients' needs • Provide consultation as a specialist or expert for complex cases • Assess gaps in clinical practice • Implement new assessment techniques based on current evidence • Interpret results of advanced diagnostic procedures • Collaborate with a multidisciplinary team in creating new clinical pathways or protocols for diagnostic groups 	<p>In accordance with:</p> <ul style="list-style-type: none"> • Allied Health Professions Act (Chapter 6B)
Perform therapy intervention and client education	<ul style="list-style-type: none"> • Perform specialised clinical interventions • Modify therapy plans based on client performance, motivation, safety as well as therapy outcome measures collected 	

Senior Principal Physiotherapist (Clinical)

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Perform therapy intervention and client education	<ul style="list-style-type: none"> • Communicate information for continuity of care and safety for clients • Empower clients and caregivers on methods to enhance health, mobility and function • Provide clients and caregivers with education and training in self-management • Train clients and caregivers on methods and techniques to enhance therapy care • Lead teams to develop client and caregiver educational materials and training programmes using innovative strategies • Formulate discharge and continuity of care plans based on client performance in consultation with relevant stakeholders • Adopt new interventions, techniques and technologies based on research findings • Drive value-based care • Facilitate community integration through collaboration with community partners as required • Drive transitional care initiatives across institutions and settings 	In accordance with: <ul style="list-style-type: none"> • Allied Health Professions Act (Chapter 6B)
	Manage specialty areas of clinical services	<ul style="list-style-type: none"> • Lead development of clinical practice guidelines based on evidence • Update clinical protocols according to clinical practice guidelines • Drive evidence-based practices that align with emerging trends and population health in speciality areas of clinical services • Formulate and implement clinical audit strategies • Review audit findings at overall setting/institution level • Oversee implementation of new clinical processes and systems • Drive work improvement teams and projects to improve service quality • Provide clinical expertise and guidance for research • Set clinical standards for the profession 	
	Manage clinical supervision	<ul style="list-style-type: none"> • Review clinical assessments, intervention planning and outcomes with the therapy team • Mentor principal therapists to facilitate professional development • Develop staff to be competent in clinical specialty areas including advanced skills 	

Senior Principal Physiotherapist (Clinical)

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
Critical Work Functions and Key Tasks / Performance Expectations	Manage clinical supervision	<ul style="list-style-type: none"> • Provide mentorship to a the multi-disciplinary teams • Set clinical competency standards for the profession • Oversee clinical orientation of new team members in the department
TECHNICAL SKILLS AND COMPETENCIES		
Audit Management	Level 5	Individual and Cultural Diversity
Case History Taking in Physiotherapy	Level 4	Infection Control
Change Management	Level 6	Inter-professional Collaboration
Client Advocacy	Level 6	Management of Stakeholders
Client Assessment for Physiotherapy	Level 6	People Management
Client Education in Rehabilitation Therapy	Level 5	Professional Consultation
Clinical Governance	Level 6	Professional, Legal and Ethical Healthcare Practice
Clinical Incident Management in Rehabilitation Therapy	Level 6	Programme Delivery
Clinical Record Documentation and Management in Rehabilitation Therapy	Level 5	Project Management
Clinical Services Development	Level 6	Reflective Practice
Clinical Teaching and Supervision	Level 5	Service Quality Management
Continuous Improvement Management	Level 6	Strategy Development
Development on Intervention Plan for Physiotherapy	Level 6	Therapeutic Equipment Prescription in Physiotherapy
Effective Client Communication	Level 5	Therapy Discharge Planning
Environmental Assessment and Modification for Physiotherapy	Level 6	Therapy Intervention Evaluation
Goal Setting in Rehabilitation Therapy	Level 4	Therapy Intervention Implementation
Group Therapy Planning and Implementation	Level 5	Workplace Violence
Health Promotion	Level 6	
GENERIC SKILLS AND COMPETENCIES (TOP 5)		
Communication	Advanced	Problem Solving
Leadership	Advanced	Developing People
Decision Making	Advanced	

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*Please visit www.skillsfuture.sg/skills-framework/hc for the Skills Map of job roles under the education, management and research sub-tracks



Ms Nicole Neubronner
Speech Therapist
Tan Tock Seng Hospital

“*As speech therapy is a relatively young profession in Singapore, the Skills Framework provides a much-needed common language, ensuring that current and aspiring speech therapists share a common view of the road ahead.*

”

A WELL-RESEARCHED LEAP

When Nicole Neubronner was 18, she stood at a major juncture in life: choosing her university major. Given her penchant for helping others and her love for the English language and biology, she was keen on speech therapy but, before taking the leap, she wanted to be sure.

Without resources like the Skills Framework to guide her at that time, Nicole decided to volunteer at a local hospital to immerse herself in the environment and observe speech therapists at work. Having thoroughly enjoyed the experience, she knew that her future was in speech therapy.

“It is important to enter any profession with your eyes wide open,” she says, adding that many people do not realise that speech therapists work with clients of all ages and on a variety of conditions including speech, language, fluency, swallowing and voice disorders.

As a speech therapist now, a typical day for Nicole involves assessing clients’ conditions, planning therapy interventions, and working with clients to achieve their therapy goals. Educating clients and their caregivers is another important aspect of the job, which is why she cites patience and empathy as necessary attributes.

Her advice for aspiring speech therapists is to include the Skills Framework in their career research because it carries sector information that provides a good overview of the profession and its employment landscape, as well as job role descriptions that outline the skills requirements, work context, and expected profile of a speech therapist. She believes that this knowledge, combined with on-the-ground experience, can help aspiring speech therapists make more informed career decisions.

As for herself, Nicole uses the Skills Framework to ensure that she is developing the right skills for the future. “In order to do my best for my patients, I need to keep upgrading myself. I am glad that I now have the Skills Framework to guide me in identifying my training needs. Furthermore, as speech therapy is a relatively young profession in Singapore, the Skills Framework provides a much-needed common language, ensuring that current and aspiring speech therapists share a common view of the road ahead.”

Speech Therapist

JOB ROLE DESCRIPTION

A Speech Therapist is responsible for assessing clients, planning therapy interventions for clients, implementing clients’ therapy plans and educating clients and their caregivers. S/He is also involved in managing risk and service quality and performs department administration and operations tasks. S/He participates in continuing education and research.

S/He may work in various settings such as public and private institutions, integrated and long-term care facilities as well as in the community setting. S/He may work as part of collaborative and interdisciplinary teams.

S/He should be collaborative and possess problem-solving skills.

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
Conduct client assessment and therapy planning	<ul style="list-style-type: none"> Conduct functional assessments to determine required therapy interventions for basic cases Formulate client-centred and SMART (Specific, Measurable, Attainable, Relevant, Timely) goals in collaboration with clients and relevant stakeholders Select appropriate and specific outcome measures to enable evaluation of therapy progress and outcomes Provide therapy recommendations based on evaluation of clients’ needs Communicate the assessment results, therapy plans, goals and outcome measures to clients and other relevant stakeholders 	In accordance with: <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)
Deliver interventions	<ul style="list-style-type: none"> Provide interventions for routine cases Evaluate therapy progress and outcomes using selected therapy outcome measures at regular intervals Modify therapy plans based on client performance and motivation as well as therapy outcome measures collected Formulate discharge plans based on client performance in consultation with relevant stakeholders Improve intervention by adoption of new techniques and technologies Communicate intervention plans, outcome measures, progress and discharge criteria to clients and relevant stakeholders Empower client and caregiver on methods to enhance health, mobility and functions through self-management strategies Prescribe assistive devices and equipment according to clients’ needs 	
Perform clinical administration and operations	<ul style="list-style-type: none"> Educate public and other healthcare professionals on available clinical services Monitor individual clinical and non-clinical key performance indicators 	

Speech Therapist

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Manage risk and quality	<ul style="list-style-type: none"> Participate in quality improvement projects Conduct clinical audits Report client incidents to supervisors Identify risks of clients, environments, situations and equipment before, during and after clients' contact Recommend preventive and corrective measures for incidents Adhere to workplace health and safety standards 	In accordance with: <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)
	Participate in continuing education and research activities	<ul style="list-style-type: none"> Provide clinical education for students and/or staff Assess clinical competency of students and staff Participate in continuous professional development Conduct continuous professional development activities Participate in research projects 	

Speech Therapist

TECHNICAL SKILLS AND COMPETENCIES			
Analysis of Research Data	Level 3	Management of Stakeholders	Level 3
Audit Management	Level 3	People Management	Level 3
Change Management	Level 3	Performance Management	Level 3
Client Advocacy	Level 3	Professional Consultation	Level 3
Client Assessment for Speech Therapy	Level 3	Professional, Legal and Ethical Healthcare Practice	Level 3
Client Education in Rehabilitation Therapy	Level 3	Programme Delivery	Level 4
Clinical Governance	Level 4	Programme Design	Level 4
Clinical Record Documentation and Management in Rehabilitation Therapy	Level 3	Programme Evaluation	Level 4
Clinical Services Development	Level 3	Project Management	Level 3
Clinical Teaching and Supervision	Level 3	Reflective Practice	Level 3
Continuous Improvement Management	Level 3	Research Proposal Development	Level 3
Data Collection and Management	Level 3	Scientific Writing and Communication	Level 3
Department Financial Management	Level 3	Service Quality Management	Level 3
Effective Client Communication	Level 3	Strategy Development	Level 3
Group Therapy Planning and Implementation	Level 3	Strategy Execution	Level 3
Health Promotion	Level 3	Therapeutic Equipment Prescription in Speech Therapy	Level 3
Individual and Cultural Diversity	Level 3	Therapy Discharge Planning	Level 3
Infection Control	Level 3	Therapy Intervention Evaluation	Level 3
Inter-professional Collaboration	Level 3	Therapy Intervention Implementation	Level 3
Intervention Planning in Speech Therapy	Level 3	Workforce Planning	Level 4
Inventory Management in Rehabilitation Therapy	Level 3	Workplace Safety and Health	Level 3
Learning Needs Analysis	Level 4	Workplace Violence	Level 3
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Intermediate	Interpersonal Skills	Basic
Problem Solving	Basic	Teamwork	Basic
Decision Making	Basic		

Senior Speech Therapist

JOB ROLE DESCRIPTION

A Senior Speech Therapist is responsible for assessing clients, planning therapy interventions for clients, implementing clients' therapy plans and educating clients and their caregivers. S/He is also involved in managing risk and quality and performs department administration and operations tasks. S/He facilitates continuing education and participates in research. S/He also performs clinical supervisions of students and other Speech Therapists.

S/He may work in various settings such as public and private institutions, integrated and long-term care facilities as well as in the community setting. S/He may work as part of collaborative and interdisciplinary teams.

S/He should be a transdisciplinary thinker who also possesses team management and leadership skills.

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Conduct client assessment and therapy planning	<ul style="list-style-type: none"> Conduct functional assessments to determine required therapy interventions for basic cases Formulate client-centred and SMART (Specific, Measurable, Attainable, Relevant, Timely) goals in collaboration with clients and relevant stakeholders Select appropriate and specific outcome measures to enable the evaluation of therapy progress and outcomes Provide therapy recommendations based on an evaluation of clients' needs Communicate assessment results, therapy plans, goals and outcome measures to clients and other relevant stakeholders 	In accordance with: <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)
	Deliver interventions	<ul style="list-style-type: none"> Provide interventions for routine cases Evaluate therapy progress and outcomes using selected therapy outcome measures at regular intervals Modify therapy plans based on client's performance and motivation as well as therapy outcome measures collected Formulate discharge plans based on client's performance in consultation with relevant stakeholders Improve intervention by adoption of new techniques and technologies Communicate intervention plans, outcome measures, progress and discharge criteria to clients and relevant stakeholders Empower clients and caregivers with methods to enhance health, mobility and functions through self-management strategies Review continuity of care plans Prescribe assistive devices and equipment according to clients' needs 	

Senior Speech Therapist

	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Manage specialty areas of clinical services	<ul style="list-style-type: none"> Develop clinical practice guidelines Monitor compliance to clinical protocols and Standard Operating Procedures (SOPs) Provide clinical expertise and consultation for research and education Participate in the development of new clinical services 	In accordance with: <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)
	Perform clinical administration and operations	<ul style="list-style-type: none"> Educate public and other healthcare professionals on available clinical services Monitor utilisation of equipment and resource materials Recommend procurement of equipment and resource material Monitor individual clinical and non-clinical key performance indicators Coordinate roster of therapy teams to enhance manpower usage Manage potential complaints from stakeholders Manage feedback from stakeholders Provide inputs for budgeting Monitor performance and development of direct reports Conduct performance reviews 	
	Manage quality and risk	<ul style="list-style-type: none"> Lead quality improvement projects Conduct clinical audits Conduct root cause analysis of incidents Identify risks of clients, environments, situations and equipment before, during and after clients' contact Recommend preventive and corrective measures for incidents Implement measures to enhance workplace health and safety 	
	Participate in continuing education activities	<ul style="list-style-type: none"> Provide clinical education for students and/or staff Assess clinical competency of students and staff Plan continuing education programmes for therapists and therapy assistants Participate in continuous professional development Conduct continuous professional development activities Plan clinical attachment programmes for departments 	
	Participate in research activities	<ul style="list-style-type: none"> Participate in research projects Collect data for research 	

Senior Speech Therapist

TECHNICAL SKILLS AND COMPETENCIES			
Analysis of Research Data	Level 4	People Management	Level 4
Audit Management	Level 4	Performance Management	Level 4
Change Management	Level 4	Professional Consultation	Level 4
Client Advocacy	Level 4	Professional, Legal and Ethical Healthcare Practice	Level 4
Client Assessment for Speech Therapy	Level 4	Programme Delivery	Level 4
Client Education in Rehabilitation Therapy	Level 4	Programme Design	Level 4
Clinical Governance	Level 4	Programme Evaluation	Level 4
Clinical Record Documentation and Management in Rehabilitation Therapy	Level 4	Project Management	Level 4
Clinical Services Development	Level 4	Reflective Practice	Level 4
Clinical Teaching and Supervision	Level 4	Research Proposal Development	Level 4
Continuous Improvement Management	Level 4	Research Translation	Level 4
Data Collection and Management	Level 4	Scientific Writing and Communication	Level 4
Department Financial Management	Level 4	Service Quality Management	Level 4
Effective Client Communication	Level 4	Strategy Development	Level 4
Group Therapy Planning and Implementation	Level 4	Strategy Execution	Level 4
Health Promotion	Level 4	Therapeutic Equipment Prescription in Speech Therapy	Level 4
Individual and Cultural Diversity	Level 4	Therapy Discharge Planning	Level 4
Infection Control	Level 4	Therapy Intervention Evaluation	Level 4
Inter-professional Collaboration	Level 4	Therapy Intervention Implementation	Level 4
Intervention Planning in Speech Therapy	Level 4	Workforce Planning	Level 4
Inventory Management in Rehabilitation Therapy	Level 4	Workplace Safety and Health	Level 3
Learning Needs Analysis	Level 4	Workplace Violence	Level 4
Management of Stakeholders	Level 4		

GENERIC SKILLS AND COMPETENCIES (TOP 5)

Communication	Intermediate	Interpersonal Skills	Intermediate
Problem Solving	Intermediate	Teamwork	Intermediate
Decision Making	Intermediate		

Principal Speech Therapist (Clinical)

JOB ROLE DESCRIPTION

A Principal Speech Therapist (Clinical) is responsible for managing specialty areas of clinical services and continuity of care of clients. S/He also provides clinical supervision and mentors staff under her/his care. S/He will be responsible for assessing and treating clients with swallowing and/or communication disorders, with a range of complexities. S/He will also lead inter-department initiatives, evaluate and implement programmes as well as plan and develop new clinical services.

S/He may work in various settings such as public and private institutions, integrated and long-term care facilities as well as in the community setting. S/He may work as part of collaborative and interdisciplinary teams.

S/He should be creative, assertive, collaborative, observant and systematic. S/He should also possess leadership skills.

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
Conduct client assessment and therapy planning	<ul style="list-style-type: none"> Conduct functional assessments for cases requiring in-depth understanding of area of specialty in complex situations Formulate client-centred and SMART (Specific, Measurable, Attainable, Relevant, Timely) goals in collaboration with clients and relevant stakeholders, within a complex psychosocial environment Select appropriate and specific outcome measures to enable the evaluation of therapy progress and outcomes, for complex cases Provide therapy recommendations, for complex cases, based on an evaluation of client's needs Communicate assessment results, therapy plans, goals and outcome measures, of complex cases, to clients and other relevant stakeholders Provide consultation as a specialist or expert in complex cases Assess gaps in clinical assessment practice and protocols Implement new assessment techniques based on current evidence Collaborate with multi-disciplinary teams in creating new clinical pathways or protocols 	In accordance with: <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)
Deliver interventions	<ul style="list-style-type: none"> Provide interventions for complex cases Implement new therapy interventions and techniques Evaluate therapy progress and outcomes using selected therapy outcome measures at regular intervals Modify treatments based on the clients' needs and safety considerations Contribute to discharge planning of clients as part of multi-disciplinary teams Deliver innovative new interventions based on research findings in partnership with research department Communicate information for the continuity of care and safety of clients with complex conditions 	

Principal Speech Therapist (Clinical)

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
Critical Work Functions and Key Tasks / Performance Expectations	Manage continuity of care	<ul style="list-style-type: none"> Coordinate with relevant parties to support clients in achieving treatment goals Train clients and caregivers on methods and techniques to manage continuity of care in complex or escalated cases Review client and caregiver educational materials Develop systems of communication which facilitate continuity of care beyond the clinical setting Review continuity of care plans Prescribe assistive devices and equipment according to clients' needs 	<p>In accordance with:</p> <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)
	Provide clinical education	<ul style="list-style-type: none"> Provide clinical education in advanced techniques for complex cases Assess clinical competencies of therapists and/or staff Define clinical competency standards for profession 	
	Manage specialty areas of clinical services	<ul style="list-style-type: none"> Lead development of clinical practice guidelines Monitor compliance to clinical protocols and Standard Operating Procedures (SOPs) Provide clinical expertise and consultation for research and education Lead the development of new clinical services Develop strategies to optimise the utilisation of new clinical services 	

Principal Speech Therapist (Clinical)

TECHNICAL SKILLS AND COMPETENCIES			
Audit Management	Level 5	Learning Needs Analysis	Level 5
Change Management	Level 5	Management of Stakeholders	Level 5
Client Advocacy	Level 5	Professional Consultation	Level 5
Client Assessment for Speech Therapy	Level 5	Professional, Legal and Ethical Healthcare Practice	Level 5
Client Education in Rehabilitation Therapy	Level 5	Programme Delivery	Level 5
Clinical Governance	Level 5	Programme Design	Level 5
Clinical Record Documentation and Management in Rehabilitation Therapy	Level 5	Programme Evaluation	Level 5
Clinical Services Development	Level 5	Project Management	Level 5
Clinical Teaching and Supervision	Level 5	Reflective Practice	Level 5
Continuous Improvement Management	Level 5	Research Translation	Level 5
Effective Client Communication	Level 5	Strategy Development	Level 5
Group Therapy Planning and Implementation	Level 5	Therapeutic Equipment Prescription in Speech Therapy	Level 5
Health Promotion	Level 5	Therapy Discharge Planning	Level 5
Individual and Cultural Diversity	Level 5	Therapy Intervention Evaluation	Level 5
Infection Control	Level 5	Therapy Intervention Implementation	Level 5
Inter-professional Collaboration	Level 5	Workplace Safety and Health	Level 4
Intervention Planning in Speech Therapy	Level 5	Workplace Violence	Level 5
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Advanced	Interpersonal Skills	Advanced
Decision Making	Intermediate	Leadership	Intermediate
Problem Solving	Intermediate		

Senior Principal Speech Therapist (Clinical)

JOB ROLE DESCRIPTION

A Senior Principal Speech Therapist (Clinical) is responsible for managing specialty areas of clinical services and continuity of care of clients. S/He also provides clinical supervision and mentors staff under her/his care. In her/his area of specialty, s/he develops guidelines, provides guidance and training to other speech therapists. S/He will be responsible for assessing and treating clients with swallowing and/or communication disorders, with a range of complexities. S/He also provides clinical guidance for complex cases. S/He drives or develops clinical practice guidelines in his/her specialty area. S/He sets and monitors clinical standards for speech therapists in the organisation.

S/He may work in various settings such as public and private institutions, integrated and long-term care facilities as well as in the community setting. S/He may work as part of collaborative and interdisciplinary teams.

S/He should be visionary, dynamic, innovative, resourceful and systematic. S/He should possess leadership skills.

Critical Work Functions and Key Tasks / Performance Expectations	CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS
	Conduct client assessment and therapy planning	<ul style="list-style-type: none"> Conduct functional assessment for cases requiring in-depth understanding of area of specialty in complex situations Formulate client-centred and SMART (Specific, Measurable, Attainable, Relevant, Timely) goals in collaboration with clients and relevant stakeholders, within a complex psychosocial environment Select appropriate and specific outcome measures to enable evaluation of therapy progress and outcomes, for complex cases Provide therapy recommendations, for complex cases, based on evaluation of clients' needs Communicate assessment results, therapy plans, goals and outcome measures, of complex cases, to clients and other relevant stakeholders Provide consultation as a specialist or expert in complex cases Assess gaps in clinical assessment practice and protocols Implement new assessment techniques based on current evidence Collaborate with multi-disciplinary teams in creating new clinical pathways or protocols for diagnostic groups 	<p>In accordance with:</p> <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)

Senior Principal Speech Therapist (Clinical)

CRITICAL WORK FUNCTIONS	KEY TASKS	PERFORMANCE EXPECTATIONS	PERFORMANCE EXPECTATIONS
Deliver interventions	<ul style="list-style-type: none"> Provide interventions for complex cases Implement new therapy interventions and techniques Evaluate therapy progress and outcomes using selected therapy outcome measures at regular intervals Modify treatments based on the clients' needs and safety considerations Contribute to discharge planning of clients as part of a multi-disciplinary team Deliver innovative new interventions based on research findings in partnership with research department Communicate information for continuity of care and safety for clients with complex conditions 	<p>In accordance with:</p> <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B) 	<p>In accordance with:</p> <ul style="list-style-type: none"> Allied Health Professions Act (Chapter 6B)

Senior Principal Speech Therapist (Clinical)

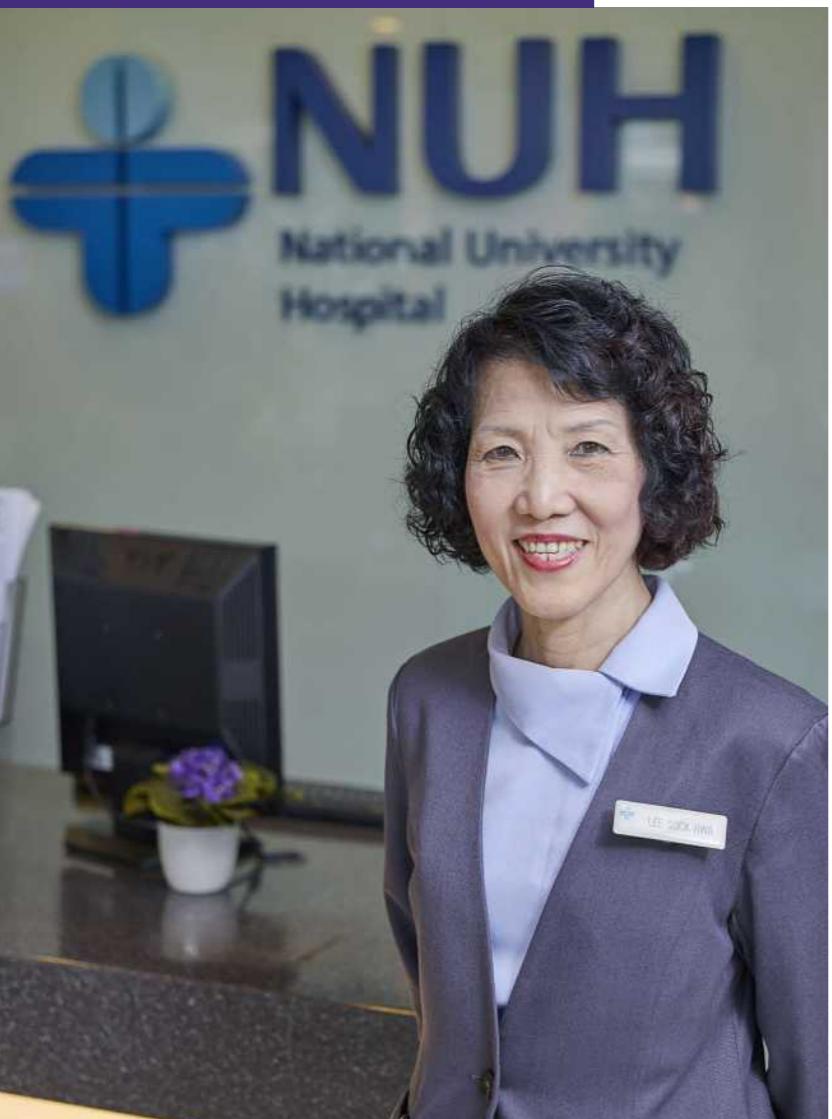
TECHNICAL SKILLS AND COMPETENCIES			
Audit Management	Level 5	Learning Needs Analysis	Level 6
Change Management	Level 6	Management of Stakeholders	Level 6
Client Advocacy	Level 6	Professional Consultation	Level 6
Client Assessment for Speech Therapy	Level 6	Professional, Legal and Ethical Healthcare Practice	Level 6
Client Education in Rehabilitation Therapy	Level 5	Programme Delivery	Level 5
Clinical Governance	Level 6	Programme Design	Level 5
Clinical Record Documentation and Management in Rehabilitation Therapy	Level 5	Programme Evaluation	Level 6
Clinical Services Development	Level 6	Project Management	Level 6
Clinical Teaching and Supervision	Level 5	Reflective Practice	Level 6
Continuous Improvement Management	Level 6	Research Translation	Level 6
Effective Client Communication	Level 5	Strategy Development	Level 6
Group Therapy Planning and Implementation	Level 5	Therapeutic Equipment Prescription in Speech Therapy	Level 5
Health Promotion	Level 6	Therapy Discharge Planning	Level 5
Individual and Cultural Diversity	Level 5	Therapy Intervention Evaluation	Level 6
Infection Control	Level 5	Therapy Intervention Implementation	Level 6
Inter-professional Collaboration	Level 6	Workplace Safety and Health	Level 4
Intervention Planning in Speech Therapy	Level 6	Workplace Violence	Level 5
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Advanced	Leadership	Intermediate
Problem Solving	Advanced	Interpersonal Skills	Advanced
Decision Making	Advanced		

Operations

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Operations



Mdm Lee Sock Hwa
Patient Service Senior Associate
National University Hospital

“*The Skills Framework allows me to be aware of the evolving healthcare landscape. It broadly defines the skills in demand in the industry, then specifically states the skills required and competency levels for every role. This provides a good benchmark to assess myself.*

A GOLDEN COMEBACK

Lee Sock Hwa was in her prime when she gave up her career to be a full-time homemaker. She dedicated the next 15 years of her life to raising her children and caring for her family. At the age of 50, she made a comeback and joined the National University Hospital (NUH) as a Patient Service Associate. That was more than 20 years ago.

“At that time, I only knew how to use a typewriter, not a computer!” she reveals. In addition to her lack of IT skills, Sock Hwa’s Chinese education background meant that she was less comfortable with the English language. Both posed a challenge that she overcame by learning on the job. Today, she is able to communicate proficiently in English and uses IT systems to perform daily administrative tasks.

Now in her 70s, Sock Hwa continues to man the information counter at NUH. “My children tell me to quit and enjoy life, but I am enjoying life by doing what I love,” she says. She adds that she has no plans to retire for as long as she remains fit to work. To her, this means having the physical stamina and relevant skillsets to do her job well.

“The Skills Framework allows me to be aware of the evolving healthcare landscape. It broadly defines the skills in demand in the industry, then specifically states the skills required and competency levels for every role. This provides a good benchmark to assess myself, and helps me better understand the expectations that my colleagues and supervisor have of me,” she says.

At her age, Sock Hwa admits that learning takes more time and effort but she does not let that stop her. With her eagerness to acquire new skills to remain relevant, she is a fine example of a lifelong learner. In addition to service training courses, Sock Hwa reveals that she is keen on improving her IT knowledge and picking up the Malay language to better provide frontline services.

She is grateful for supportive colleagues who are willing to help her as she navigates each learning curve. In return, Sock Hwa generously shares her rich experience and well-honed people skills with them as she believes that everyone has something to learn, and everyone has something to teach.

Patient Service Associate

JOB ROLE DESCRIPTION

A Patient Service Associate is responsible for providing frontline services in areas such as scheduling of appointments, payment collection, liaising with patients and caregivers, and providing financial counselling. S/He may provide support to clinicians by preparing patients and consultation rooms. S/He is required to perform department operations such as administration of clinic’s appointment resources and slots management. S/He assists in on-the-job training for new staff and participates in quality improvement projects and initiatives.

S/He may work in various locations such as private and public hospitals, community and primary care settings. S/He may assist to manage different counters including reception counters for patient registration, billing and payments as well as patient care.

S/He should be organised and responsive. S/He should possess effective communication and interpersonal skills.

CRITICAL WORK FUNCTIONS	KEY TASKS
Provide frontline services	<ul style="list-style-type: none"> • Liaise with patients and other stakeholders to provide services to patients • Schedule appointments for patients • Perform patient registration and discharge • Perform payment collection procedures • Provide financial counselling to patients • Manage patients’ feedback and enquiries • Perform service recovery • Promote use of automated or self-help services • Identify situations where patients require additional attention
Provide clinical support	<ul style="list-style-type: none"> • Prepare consultation rooms • Provide patient and caregiver education where necessary • Perform measurement of basic health parameters • Prepare patients for physical examination or minor procedures to be performed by doctors • Provide post-consultation instructions where necessary • Perform basic clinical procedures • Assist doctors during the treatment and examination of patients • Prepare patients’ records and documentation pre- and post-consultation and procedures
Perform department operations	<ul style="list-style-type: none"> • Perform bed bookings • Assist in reporting or analysing of department’s or clinic’s statistics and data • Monitor inventories of non-clinical items • Reconcile daily monetary transactions • Conduct training for staff
Perform risk and quality management	<ul style="list-style-type: none"> • Participate in quality improvement initiatives and projects • Participate in the execution of designated emergency response tasks

Patient Service Associate

TECHNICAL SKILLS AND COMPETENCIES			
Billing Procedures	Level 2	Frontline Services Management	Level 1
Change Management	Level 1	Infection Control	Level 2
Clinical Support for Patient Service Associates	Level 2	Management of Stakeholders	Level 1
Continuous Improvement Management	Level 2	Patient Education and Engagement	Level 2
Data and Statistical Analytics	Level 1	Professional, Legal and Ethical Healthcare Practice	Level 2
Emergency Response and Crisis Management	Level 2	Programme Delivery	Level 2
Excellence in Service	Level 1	Workplace Safety and Health	Level 1

GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Basic	Teamwork	Basic
Communication	Basic	Problem Solving	Basic
Interpersonal Skills	Basic		

Patient Service Senior Associate

JOB ROLE DESCRIPTION

A Patient Service Senior Associate is responsible for providing frontline services in areas such as scheduling of appointments, payment collection, liaising with patients and caregivers and providing financial counselling. S/He provides support to clinicians by preparing patients and consultation rooms. S/He is required to perform department operations such as administration of clinic's appointment resources and slots management. S/He assists in on-the-job training for junior staff and participates in quality improvement projects and initiatives.

S/He may work in various locations such as private and public hospitals, community and primary care settings. S/He may assist to manage different counters including reception counters for patient registration, billing and payments as well as patient care

S/He should be organised and responsive. S/He should possess interpersonal, communication and supervisory skills.

CRITICAL WORK FUNCTIONS	KEY TASKS
Provide frontline services	<ul style="list-style-type: none"> • Liaise with patients and other stakeholders to provide services to patients • Schedule appointments for patients • Perform patient registration and discharge • Perform payment collection procedures • Provide financial counselling to patients • Manage patients' feedback and enquiries • Perform service recovery • Promote use of automated or self-help services • Identify situations where patients require additional attention
Provide clinical support	<ul style="list-style-type: none"> • Prepare consultation rooms • Provide patient and caregiver education when necessary • Perform measurement of basic health parameters • Prepare patients for physical examination or minor procedures to be performed by doctors • Provide post-consultation instructions where necessary • Perform basic clinical procedures • Assist doctors during the treatment and examination of patients • Prepare patients' records and documentation pre- and post-consultation and procedures

Patient Service Senior Associate

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
Perform department operations		<ul style="list-style-type: none"> • Perform bed bookings • Administer clinic's appointment resources and slots management • Assist frontline in managing second tier escalation in patient management • Conduct audits that are relevant to patient service associates' scope of work • Assist in reporting or analysing of department's or clinic's statistics and data • Monitor inventories of non-clinical items • Reconcile daily monetary transactions • Conduct training for staff
Perform risk and quality management		<ul style="list-style-type: none"> • Lead quality improvement projects and initiatives • Participate in the execution of designated emergency response tasks

TECHNICAL SKILLS AND COMPETENCIES			
Audit Management	Level 2	Frontline Services Management	Level 2
Billing Procedures	Level 3	Infection Control	Level 2
Change Management	Level 1	Management of Stakeholders	Level 1
Clinical Support for Patient Service Associates	Level 2, Level 3	Patient Education and Engagement	Level 3
Continuous Improvement Management	Level 2	People Management	Level 2
Data and Statistical Analytics	Level 1	Professional, Legal and Ethical Healthcare Practice	Level 2
Emergency Response and Crisis Management	Level 2	Programme Delivery	Level 3
Excellence in Service	Level 2	Workplace Safety and Health	Level 1
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Service Orientation	Intermediate	Teamwork	Intermediate
Communication	Basic	Problem Solving	Basic
Interpersonal Skills	Basic		

Patient Service Assistant Supervisor

Critical Work Functions and Key Tasks	JOB ROLE DESCRIPTION
	<p>A Patient Service Assistant Supervisor is responsible for supporting the frontline services provided. S/He assists supervisors in the management of department operations and the team involved in providing frontline services. S/He is required to assist in managing complaints. S/He assist supervisors in the performance of risk and quality management. S/He may work in various locations such as private and public hospitals, community and primary care settings. S/He may assist to manage different counters including reception for patient registration, billing and payment as well as patient care.</p> <p>S/He should be proactive and meticulous. S/He should possess interpersonal, leadership and problem-solving skills.</p>
Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS
Provide frontline services	<ul style="list-style-type: none"> • Liaise with patients and other stakeholders to provide services to patients • Perform payment collection procedures • Provide financial counselling to patients • Manage patients' feedback and enquiries • Perform service recovery • Promote use of automated or self-help services
Provide clinical support	<ul style="list-style-type: none"> • Prepare consultation rooms • Provide patient and caregiver education when necessary • Perform measurement of basic health parameters • Prepare patients for physical examination or minor procedures to be performed by doctors • Provide post-consultation instructions where necessary • Perform basic clinical procedures • Assist doctors during the treatment and examination of patients • Prepare patients' records and documentation pre- and post-consultation and procedures
Perform department operations	<ul style="list-style-type: none"> • Oversee the operations of service counters • Manage the deployment of staff • Administer clinic's appointment resources and slots management • Assist frontline in managing second-tier escalation in patient management • Report second-tier escalation in patient management to supervisors when necessary • Conduct audits that are relevant to patient service associates' scope of work • Assist in reporting or analysing department's or clinic's statistics and data • Reconcile daily monetary transactions

Patient Service Assistant Supervisor

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform risk and quality management	<ul style="list-style-type: none"> • Lead quality improvement projects and initiatives • Supervise downtime procedures • Participate in the execution of designated emergency response tasks
	Manage team	<ul style="list-style-type: none"> • Evaluate patient service associates' training needs • Conduct training for staff • Assist in developing on-the-job training and/or in-service curriculum, required documentation and training manuals • Assist in staff dispute management • Perform daily roll calls • Conduct competency assessment of trainees and staff audits • Supervise junior staff's professional development • Supervise the frontline staff in meeting the clinic's daily key performance indicators

TECHNICAL SKILLS AND COMPETENCIES			
Audit Management	Level 2	Frontline Services Management	Level 3
Billing Procedures	Level 4	Infection Control	Level 2
Business Continuity Planning	Level 3	Management of Stakeholders	Level 1
Change Management	Level 2	Patient Education and Engagement	Level 4
Clinical Support for Patient Service Associates	Level 3, Level 4	People Management	Level 3
Conflict Management	Level 2	Professional, Legal and Ethical Healthcare Practice	Level 2
Continuous Improvement Management	Level 3	Programme Delivery	Level 4
Data and Statistical Analytics	Level 2	Staff Training Facilitation	Level 4
Emergency Response and Crisis Management	Level 2	Workplace Safety and Health	Level 1
Excellence in Service	Level 3		

GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Problem Solving	Intermediate	Teamwork	Intermediate
Service Orientation	Advanced	Developing People	Basic
Leadership	Basic		

Patient Service Supervisor

JOB ROLE DESCRIPTION	
	A Patient Service Supervisor is responsible for managing frontline services provided by the staff. S/He is responsible for assisting managers to oversee department operations and the team. S/He assists managers to oversee the risk and quality management of the department and management of the team.
	S/He may work in various locations such as private and public hospitals, community and primary care settings. S/He may supervise and manage different counters including reception for patient registration, billing and payment as well as patient care.
	S/He should be proactive and meticulous. S/He should possess interpersonal, leadership and problem-solving skills

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
	Provide frontline services	<ul style="list-style-type: none"> • Liaise with patients and other stakeholders to provide services to patients • Perform payment collection procedures • Manage patients' feedback and enquiries • Perform service recovery
	Perform department operations	<ul style="list-style-type: none"> • Oversee the operations of service counters • Manage the deployment of staff • Administer clinic's appointment resources and slots management • Assist frontline in managing second-tier escalation in patient management • Report second-tier escalation in patient management to managers when necessary • Conduct audits that are relevant to patient service associates' scope of work • Assist in reporting or analysing department's or clinic's statistics and data
	Perform risk and quality management	<ul style="list-style-type: none"> • Lead quality improvement projects and initiatives • Implement service quality policies and procedures • Monitor compliance of work policies, procedures and internal controls • Supervise downtime procedures • Assist in evaluating department risks • Oversee the execution of designated emergency response tasks

Patient Service Supervisor

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage team	<ul style="list-style-type: none"> Evaluate patient service associates' training needs Plan programmes for new and existing patient service associates Conduct training for staff Assist in developing on-the-job training and/or in-service curriculum, required documentation and training manuals Assist in staff dispute management Perform daily roll calls Conduct competency assessment of trainees and staff audits Conduct appraisal of staff Supervise junior staff's professional development Supervise the frontline staff in meeting clinic's daily key performance indicators

TECHNICAL SKILLS AND COMPETENCIES			
Audit Management	Level 2	Frontline Services Management	Level 3
Billing Procedures	Level 5	Infection Control	Level 2
Business Continuity Planning	Level 3	Management of Stakeholders	Level 1
Change Management	Level 2	People Management	Level 3
Conflict Management	Level 2	Professional, Legal and Ethical Healthcare Practice	Level 2
Continuous Improvement Management	Level 3	Programme Delivery	Level 4
Data and Statistical Analytics	Level 2	Staff Training Facilitation	Level 4
Emergency Response and Crisis Management	Level 2	Workplace Safety and Health	Level 1
Excellence in Service	Level 4		

GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Leadership	Intermediate	Creative Thinking	Intermediate
Resource Management	Intermediate	Digital Literacy	Intermediate
Decision Making	Intermediate		

Patient Service Executive

JOB ROLE DESCRIPTION

A Patient Service Executive is responsible for overseeing frontline services and department operations. S/He leads the risk and quality management of the department within her/his scope of work and leads the management of the team. S/He may work in various locations such as private and public hospitals, community and primary care settings. S/He may supervise and manage different counters including reception for patient registration, billing and payment as well as patient care. S/He should be independent and meticulous. S/He should possess interpersonal, leadership and problem-solving skills.

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
	Provide frontline services	<ul style="list-style-type: none"> Liaise with patients and other stakeholders to provide services to patients Oversee payment collection procedures Manage patients' feedback and enquiries Perform service recovery
	Perform department operations	<ul style="list-style-type: none"> Oversee the operations of service counters Manage the deployment of staff Administer clinic's appointment resources and slots management Conduct audits that are relevant to patient service associates' scope of work Assist in reporting or analysing department's or clinic's statistics and data
	Perform risk and quality management	<ul style="list-style-type: none"> Lead quality improvement projects and initiatives Implement service quality policies and procedures Develop work policies, procedures and internal controls Supervise downtime procedures Evaluate department risks Oversee the execution of designated emergency response tasks

Patient Service Executive

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage team	<ul style="list-style-type: none"> Evaluate patient service associates' training needs Plan programmes for new and existing patient service associates Conduct training for staff Assist in developing on-the-job training and/or in-service curriculum, required documentation and training manuals Assist in staff dispute management Conduct competency assessments of trainees and staff audits Conduct appraisal of staff Supervise junior staff's professional development Supervise the frontline staff in meeting the clinic's daily key performance indicators

TECHNICAL SKILLS AND COMPETENCIES			
Audit Management	Level 3	Frontline Services Management	Level 4
Billing Procedures	Level 5	Infection Control	Level 2
Business Continuity Planning	Level 3	Management of Stakeholders	Level 2
Change Management	Level 3	People Management	Level 4, Level 5
Conflict Management	Level 3	Professional, Legal and Ethical Healthcare Practice	Level 2
Continuous Improvement Management	Level 4	Programme Delivery	Level 5
Data and Statistical Analytics	Level 3	Staff Training Facilitation	Level 5
Emergency Response and Crisis Management	Level 3	Workplace Safety and Health	Level 1
Excellence in Service	Level 5		

GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Decision Making	Intermediate	Leadership	Intermediate
Resource Management	Advanced	Digital Literacy	Advanced
Sense Making	Basic		

Pharmacy Support

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Ms Michelle Pak
Pharmacy Technician
National Heart Centre

As someone who joined healthcare without any industry background or experience, I rely on the Skills Framework to navigate my career by identifying the skills needed for career progression. I find it very useful that the framework provides detailed skill descriptions and links these to available training programmes in the market.

MAKING THE SWITCH

As a young woman, a career in healthcare was never on the cards for Michelle Pak. Even though she enjoyed biology and life sciences in school, life led her to a job in another industry. She worked diligently but the lack of interest in her job caused her to grow weary. Then, when she was in her late 30s, Michelle chanced upon a job advertisement for a Pharmacy Assistant. The entry-level position caught her eye as it did not require any prior experience or related educational qualifications. With her interest in biology and life sciences rekindled, Michelle took the chance to make a mid-career switch.

"The change was challenging but worth it. There is greater meaning in my work now," says Michelle.

With a conducive work environment and a team of supportive colleagues and supervisors, Michelle was able to settle into her new role as a Pharmacy Assistant quickly. She attended relevant training classes and did plenty of reading on her own. After two years, she earned the opportunity to take a one-year, part-time certification course to become a Pharmacy Technician.

Having worked her way from the ground up, Michelle is keen to continue developing herself as a healthcare professional and aspires to take on a supervisory role one day.

"As someone who joined healthcare without any industry background or experience, I rely on the Skills Framework to navigate my career by identifying the skills needed for career progression. I find it very useful that the framework provides detailed skill descriptions and links these to available training programmes in the market," she says.

Michelle adds that, through the framework, she has identified skills like Pharmacy Information Technology Management and Automated Distribution Management as essential to her career progression. She looks forward to deepening her skills in these areas and eventually achieving her aspirational career goals.

It is said that life does not get better by chance, but by change. In Michelle's case, she saw the chance and chose to make the change. For her courage, she has been rewarded with a deeply fulfilling career.

Pharmacy Technician

JOB ROLE DESCRIPTION

A Pharmacy Technician is responsible for the processing and dispensing of prescriptions. S/He is required to perform drug supply and distribution and may be required to assist with drug compounding. S/He supports staff management and development. S/He participates in quality assurance and improvement projects and activities.

S/He works in varied settings such as hospitals, outpatient clinics, polyclinics and retail pharmacies.

S/He is required to be professional, ethical and meticulous. S/He should possess communication skills.

CRITICAL WORK FUNCTIONS	KEY TASKS
Dispense medication	<ul style="list-style-type: none"> • Process prescriptions or medication orders • Dispense medication • Provide patient counselling and education • Assist pharmacists in the sale of pharmacy-only medications • Perform physical medication reconciliation • Report dispensing errors and near misses to pharmacists
Perform drug supply and distribution	<ul style="list-style-type: none"> • Perform repackaging of drugs and bar-coding of products • Perform cycle counts and stock take • Assist pharmacists in product recalls • Assist in inventory management of pharmaceutical and non-pharmaceutical products • Distribute drugs to relevant departments • Maintain proper functioning of pharmacy equipment and automation system processes • Ensure proper storage and handling of drug stock
Perform drug compounding	<ul style="list-style-type: none"> • Process sterile and non-sterile product orders • Prepare sterile and non-sterile products under pharmacists' supervision • Check all prepared products to ensure that products compounded adhere to quality control and labelling requirements • Manage the inventories required for compounding • Maintain records related to compounding activities • Maintain the proper functioning of facilities • Highlight equipment failures and unusual activities to pharmacists/supervisors
Support staff management and development	<ul style="list-style-type: none"> • Participate in continuing education activities • Participate in orientation and training activities for staff in the department

Pharmacy Technician

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
Perform quality assurance and improvements		<ul style="list-style-type: none"> Participate in quality improvement projects and activities Assist in the implementation of quality assurance and quality improvement projects and activities Suggest improvements to workflows and processes Comply to medication safety procedures
Support pharmacy operations		<ul style="list-style-type: none"> Perform billing procedures Suggest improvements to workflows and procedures in areas of pharmacy operations

TECHNICAL SKILLS AND COMPETENCIES		
Ambulatory Care Service Support	Level 2	Medication Reconciliation in Pharmacy Support
Audit Management	Level 2	Medication Safety
Automated Distribution Management	Level 2	Non-sterile Compounding
Billing Procedures	Level 1	Patient Education on Use of Prescribed Drugs
Change Management	Level 1	People Management
Continuous Improvement Management	Level 2, Level 3	Performance Management
Document Management for Pharmacy Support	Level 2	Pharmaceutical Equipment Maintenance
Drug Distribution and Inventory Management	Level 1	Pharmacy-only (P) Medication Sales
Excellence in Service	Level 1	Professional, Legal and Ethical Healthcare Practice
Infection Control	Level 2	Programme Delivery
Management of Stakeholders	Level 1	Sterile Manufacturing of Pharmaceutical Products
Medication Dispensing	Level 1, Level 2	Workplace Safety and Health
GENERIC SKILLS AND COMPETENCIES (TOP 5)		
Communication	Basic	Interpersonal Skills
Teamwork	Basic	Problem Solving
Service Orientation	Basic	

Senior Pharmacy Technician

JOB ROLE DESCRIPTION	
A Senior Pharmacy Technician is responsible for the processing and dispensing of medication. S/He is required to supervise the drug supply and distribution and compounding processes. S/He supports staff management and development. S/He participates in quality assurance and improvement projects and activities. S/He supports the management of pharmacy operations.	
S/He works in varied settings such as hospitals, outpatient clinics, polyclinics and retail pharmacies. S/He is required to be professional, ethical and meticulous. S/He should possess communication and leadership skills.	

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
	Dispense medication	<ul style="list-style-type: none"> Process prescriptions or medication orders Dispense medication Provide patient counselling and education Assist pharmacists in the sale of pharmacy-only medications Perform medication reconciliation Assist pharmacists in provision of basic clinical services in pharmacist-led clinics Report dispensing errors and near misses to pharmacists
	Perform drug supply and distribution	<ul style="list-style-type: none"> Supervise repackaging of drugs and bar-coding of products Manage cycle counts and stock take Participate in procurement activities Assist pharmacists in product recalls Manage inventories of pharmaceutical and non-pharmaceutical products Distribute drugs to relevant departments Provide oversight of pharmacy equipment and automation system processes Ensure proper storage and handling of drug stock
	Perform drug compounding	<ul style="list-style-type: none"> Process sterile and non-sterile product orders Prepare sterile and non-sterile products under pharmacists' supervision Check all prepared products to ensure that products compounded adhere to quality control and labelling requirements Manage the inventories required for compounding Maintain records related to compounding activities Maintain proper functioning of facilities Procure inventories required for compounding Highlight equipment failures and unusual activities to pharmacists/supervisors
	Support staff management and development	<ul style="list-style-type: none"> Participate in continuing education activities Coordinate orientation and training activities for staff in the department Provide coaching and on-the-job training Assist in development of training materials

Senior Pharmacy Technician

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform quality assurance and improvements	<ul style="list-style-type: none"> Participate in quality improvement projects and activities Assist in the implementation of quality assurance and quality improvement projects and activities Suggest improvements to workflows and processes Comply to medication safety procedures Perform regular quality assurance audits Manage customer feedback and complaints
	Support pharmacy operations	<ul style="list-style-type: none"> Perform billing procedures Assist pharmacists to plan and coordinate manpower schedules Suggest improvements to workflows and procedures in areas of pharmacy operations

TECHNICAL SKILLS AND COMPETENCIES			
Ambulatory Care Service Support	Level 3	Medication Reconciliation in Pharmacy Support	Level 3
Audit Management	Level 3	Medication Safety	Level 1, Level 2
Automated Distribution Management	Level 3	Non-sterile Compounding	Level 2
Billing Procedures	Level 2	Patient Education on Use of Prescribed Drugs	Level 2
Change Management	Level 2	People Management	Level 2
Continuous Improvement Management	Level 3	Performance Management	Level 2
Document Management for Pharmacy Support	Level 2	Pharmaceutical Equipment Maintenance	Level 2
Drug Distribution and Inventory Management	Level 2	Pharmacy-only (P) Medication Sales	Level 3
Excellence in Service	Level 2	Professional, Legal and Ethical Healthcare Practice	Level 3
Infection Control	Level 2	Programme Delivery	Level 3
Inventory Procurement for Pharmacy Support	Level 2	Staff Training Management	Level 3
Management of Stakeholders	Level 2	Sterile Manufacturing of Pharmaceutical Products	Level 2
Medication Dispensing	Level 3	Workplace Safety and Health	Level 1

GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Intermediate	Decision Making	Intermediate
Teamwork	Intermediate	Service Orientation	Intermediate
Interpersonal Skills	Intermediate		

Pharmacy Technician Executive (Patient Care Service)

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage dispensary services	<ul style="list-style-type: none"> Process prescriptions or medication orders Oversee processing of prescriptions or medication orders Dispense medication Resolve prescription issues Supervise dispensing workflows Supervise issuance of stocks to relevant departments Investigate dispensing errors
	Perform medication management and patient education	<ul style="list-style-type: none"> Perform medication reconciliation Assist pharmacists in provision of basic clinical services in pharmacist-led clinics Provide specialised patient counselling and education Assist pharmacists in the sale of pharmacy-only medications
	Manage training and education	<ul style="list-style-type: none"> Develop training plans for pharmacy technicians and support staff Develop training curriculum and training materials for pharmacy technicians and support staff Conduct training for staff Mentor trainees and attachment students Assist pharmacists in developing assessment questions and criteria Conduct competency assessments of staff
	Manage pharmacy operations	<ul style="list-style-type: none"> Plan manpower schedules and duty rosters Implement corrective actions in relation to customer feedback and complaints in consultation with pharmacists Monitor patient queues and pharmacy waiting time Review pharmacy services and processes Conduct internal audits and on-site inspection Manage pharmacy documents according to legal requirements Oversee billing procedures Manage pharmacy equipment Perform staff appraisals

Pharmacy Technician Executive (Patient Care Service)

TECHNICAL SKILLS AND COMPETENCIES			
Ambulatory Care Service Support	Level 4	Medication Reconciliation in Pharmacy Support	Level 3
Audit Management	Level 3, Level 4	Medication Safety	Level 3, Level 4
Billing Procedures	Level 3	Patient Education on Use of Prescribed Drugs	Level 3
Change Management	Level 3	People Management	Level 3
Continuous Improvement Management	Level 4, Level 5	Performance Management	Level 3
Document Management for Pharmacy Support	Level 3	Pharmaceutical Equipment Maintenance	Level 3
Excellence in Service	Level 3	Pharmacy-only (P) Medication Sales	Level 3
Infection Control	Level 2	Professional, Legal and Ethical Healthcare Practice	Level 4
Learning and Development	Level 3	Programme Delivery	Level 4
Management of Stakeholders	Level 3	Staff Training Management	Level 3, Level 4
Medication Dispensing	Level 3	Workplace Safety and Health	Level 2
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Advanced	Problem Solving	Intermediate
Interpersonal Skills	Advanced	Teamwork	Advanced
Service Orientation	Advanced		

Senior Pharmacy Technician Executive (Patient Care Service)

JOB ROLE DESCRIPTION

A Senior Pharmacy Technician Executive in the Patient Care Services sub-track is responsible for co-managing dispensing errors, performing medication management and providing patient education. S/He reviews day-to-day operations of department-based functions to maximise service provision. S/He is required to develop and review training curriculum, plans and materials.

S/He works in various settings such as hospitals, outpatient clinics, polyclinics and retail pharmacies.

S/He should be proactive and conscientious. S/He should possess effective interpersonal, leadership and problem-solving skills.

CRITICAL WORK FUNCTIONS	KEY TASKS
Manage dispensary services	<ul style="list-style-type: none"> • Process prescriptions or medication orders • Oversee processing of prescriptions or medication orders • Dispense medication • Resolve prescription issues • Supervise dispensing workflows • Supervise issuance of stocks to relevant departments • Investigate dispensing errors • Plan corrective and preventive actions for matters related to dispensing errors and near misses
Perform medication management and patient education	<ul style="list-style-type: none"> • Perform medication reconciliation • Assist pharmacists in provision of basic clinical services in pharmacist-led clinics • Provide specialised patient counselling and education • Assist pharmacists in the sale of pharmacy-only medications
Manage training and education	<ul style="list-style-type: none"> • Develop training plans for pharmacy technicians and support staff • Review training plans developed • Develop training curriculum and training material for pharmacy technicians and support staff • Conduct training for staff • Mentor junior staff • Assist pharmacists in developing assessment questions and criteria • Assist pharmacists in identifying assessment tools • Conduct competency assessments of staff

Senior Pharmacy Technician Executive (Patient Care Service)

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
Manage pharmacy operations		<ul style="list-style-type: none"> • Plan manpower schedules and duty rosters • Implement corrective actions in relation to customer feedback and complaints in consultation with pharmacists • Monitor patient queues and pharmacy waiting time • Review pharmacy services and processes • Conduct internal audits and on-site inspection • Manage pharmacy documents according to legal requirements • Oversee billing procedures • Manage pharmacy equipment • Perform staff appraisals • Collaborate with other departments in the set-up or delivery of pharmacy services

TECHNICAL SKILLS AND COMPETENCIES			
Ambulatory Care Service Support	Level 4	Medication Safety	Level 3, Level 4
Audit Management	Level 4, Level 5	Patient Education on Use of Prescribed Drugs	Level 4
Billing Procedures	Level 3	People Management	Level 4
Change Management	Level 3	Performance Management	Level 4
Continuous Improvement Management	Level 5	Pharmaceutical Equipment Maintenance	Level 3
Document Management for Pharmacy Support	Level 4	Pharmacy-only (P) Medication Sales	Level 3
Excellence in Service	Level 4	Professional, Legal and Ethical Healthcare Practice	Level 4
Infection Control	Level 2	Programme Delivery	Level 4
Learning and Development	Level 3, Level 4	Staff Training Management	Level 4
Management of Stakeholders	Level 4	Workforce Planning	Level 4
Medication Dispensing	Level 4	Workplace Safety and Health	Level 3
Medication Reconciliation in Pharmacy Support	Level 3		

GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Communication	Advanced	Service Orientation	Advanced
Interpersonal Skills	Advanced	Problem Solving	Advanced
Decision Making	Advanced		

Pharmacy Technician Executive (Pharmacy IT and Supply Chain)

JOB ROLE DESCRIPTION

A Pharmacy Technician Executive in the Pharmacy IT and Supply Chain sub-track is responsible for managing procurement, automated distribution processes and clinical drug trial supply. S/He is required to perform store management and distribution and assist with the management of pharmacy information technology (IT)-related matters. S/He is required to manage the department's inventories.

S/He works in various settings such as hospitals, outpatient clinics, polyclinics and retail pharmacies.

S/He should be proactive and conscientious. S/He should possess effective interpersonal, leadership and problem-solving skills.

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
Manage procurement		<ul style="list-style-type: none"> • Manage drug inventory systems • Coordinate procurement • Recommend purchases and contracts for approval • Assess vendor performance
Manage automated distribution		<ul style="list-style-type: none"> • Oversee repackaging processes for automated distribution • Oversee the processes of automation systems • Execute process improvements or enhancements to automated repackaging processes • Manage pharmacy automation systems and software • Monitor product quality of outsourced repackaging vendors
Manage clinical drug trial supply		<ul style="list-style-type: none"> • Maintain information and records related to clinical trials required by study protocols • Perform clinical investigational drugs (CID) distribution activities in accordance to set protocols and procedures
Perform store management and distribution		<ul style="list-style-type: none"> • Oversee drug distribution activities • Assist pharmacists in maintaining the drug master lists • Assist pharmacists in reviewing drug distribution lists and par levels • Implement appropriate measures to meet store key performance indicators

Pharmacy Technician Executive (Pharmacy IT and Supply Chain)

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage pharmacy information technology	<ul style="list-style-type: none"> Assist pharmacists with troubleshooting of hardware and software systems Maintain master lists within information technology systems Report security anomalies of information technology systems Generate reports required for project or drug analyses Conduct interface checks between systems Assist pharmacists to manage department information technology workflows Conduct user acceptance testing for new automation projects or enhancements
	Manage inventory	<ul style="list-style-type: none"> Execute drug recalls Monitor dispensary stock movements Project dispensary stock quantities required to avoid out-of-stock situations Supervise cycle counts and annual stock take Execute post-stock-take procedures Oversee storage conditions, expiry checks, audits and reporting of defects in drug products within institutions Reconcile inventory or drug discrepancies

TECHNICAL SKILLS AND COMPETENCIES			
Audit Management	Level 3, Level 4	Management of Stakeholders	Level 3
Automated Distribution Management	Level 4	Medication Safety	Level 3, Level 4
Change Management	Level 3	Performance Management	Level 3
Clinical Investigational Drug Management	Level 3	Pharmacy Information Technology Management	Level 3
Data Analytics	Level 2	Professional, Legal and Ethical Healthcare Practice	Level 4
Drug Distribution and Inventory Management	Level 3	Vendor Management	Level 3
Inventory Procurement for Pharmacy Support	Level 3	Workplace Safety and Health	Level 2
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Computational Thinking	Basic	Creative Thinking	Intermediate
Digital Literacy	Intermediate	Decision Making	Intermediate
Problem Solving	Intermediate		

Senior Pharmacy Technician Executive (Pharmacy IT and Supply Chain)

JOB ROLE DESCRIPTION

A Senior Pharmacy Technician Executive in the Pharmacy IT and Supply Chain sub-track is responsible for managing procurement, overseeing the automated distribution processes and clinical drug trial supply. S/He is required to perform store management and distribution and manage pharmacy information technology (IT)-related matters. S/He oversees the management of the department's inventories.

S/He works in various settings such as hospitals, outpatient clinics, polyclinics and retail pharmacies.

S/He should be independent and forward thinking. S/He should possess effective interpersonal, leadership and problem-solving skills.

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage procurement	<ul style="list-style-type: none"> Manage drug inventory systems Negotiate drug purchase prices Coordinate procurement Recommend purchases and contracts for approval Assess vendor performance
	Manage automated distribution	<ul style="list-style-type: none"> Oversee repackaging processes for automated distribution Review standard operating procedures and internal controls for the automated repackaging processes Oversee the processes of automation systems Execute process improvements or enhancements to automated repackaging processes Manage pharmacy automation systems and software Monitor key performance indicators for monitoring automation systems and software Monitor product quality of outsourced repackaging vendors
	Manage clinical drug trial supply	<ul style="list-style-type: none"> Manage the clinical investigational drugs (CID) inventories and facilities Maintain information and records related to clinical trials required by study protocols Coordinate internal audit processes of clinical investigational drugs (CID) Perform clinical investigational drugs (CID) distribution activities in accordance to set protocols and procedures
	Perform store management and distribution	<ul style="list-style-type: none"> Oversee drug distribution activities Assist pharmacists in maintaining the drug master lists Assist pharmacists in reviewing drug distribution lists and par levels Review store or warehouse key performance indicators
	Manage pharmacy information technology	<ul style="list-style-type: none"> Assist pharmacists with troubleshooting of hardware and software systems Maintain master lists within information technology systems

Senior Pharmacy Technician Executive (Pharmacy IT and Supply Chain)

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage pharmacy information technology	<ul style="list-style-type: none"> Report security anomalies of information technology systems Generate reports required for project or drug analyses Perform data analyses Review inputs for new system enhancements and equipment Conduct interface checks between systems Assist pharmacists to manage department information technology workflows Conduct user acceptance testing for new automation projects or enhancements
	Manage inventory	<ul style="list-style-type: none"> Execute drug recalls Monitor dispensary stock movements Project dispensary stock quantities required to avoid out-of-stock situations Supervise cycle counts and annual stock-take Execute post stock-take procedures Oversee storage conditions, expiry checks, audits and reporting of defects in drug products within institutions Reconcile inventory or drug discrepancies Assist pharmacists in-charge to communicate to stakeholders during critical stock situations

TECHNICAL SKILLS AND COMPETENCIES			
Audit Management	Level 4, Level 5	Medication Safety	Level 3, Level 4
Automated Distribution Management	Level 4	Performance Management	Level 4
Change Management	Level 3	Pharmaceutical Equipment Maintenance	Level 3
Clinical Investigational Drug Management	Level 4	Pharmacy Information Technology Management	Level 3, Level 4
Data Analytics	Level 2	Professional, Legal and Ethical Healthcare Practice	Level 4
Drug Distribution and Inventory Management	Level 4	Vendor Management	Level 4
Inventory Procurement for Pharmacy Support	Level 4	Workplace Safety and Health	Level 3
Management of Stakeholders	Level 4		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Computational Thinking	Intermediate	Communication	Advanced
Problem Solving	Intermediate	Decision Making	Advanced
Digital Literacy	Advanced		

Pharmacy Technician Executive (Drug Compounding and Quality Management)

JOB ROLE DESCRIPTION

A Pharmacy Technician Executive in the Drug Compounding and Quality Management sub-track is responsible for assisting the pharmacists in performing sterile and non-sterile manufacturing based on product orders and managing quality assurance, improvement projects and initiatives of the department. S/He is required to maintain medication safety practices of the department.

S/He works in various settings such as hospitals, outpatient clinics, polyclinics and retail pharmacies.

S/He should be proactive and conscientious. S/He should possess effective interpersonal, leadership and problem-solving skills.

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
	Perform sterile and non-sterile manufacturing	<ul style="list-style-type: none"> Process sterile and non-sterile product orders Prepare sterile and non-sterile products Check all prepared products to ensure that products compounded adhere to quality control and labelling requirements Manage laboratory inventories Maintain records related to compounding and laboratory activities Maintain compounding manufacturing facilities Highlight equipment failures and unusual activities to pharmacists/supervisors
	Manage quality assurance and improvements	<ul style="list-style-type: none"> Perform regular internal audits of operations Implement post-audit corrective and preventive actions as well as quality initiatives and improvements Participate in quality improvement projects such as automation and research Optimise work processes and resources
	Manage medication safety	<ul style="list-style-type: none"> Promote a medication safety culture Assist pharmacists in the identification of gaps leading to medication safety problems Develop strategies, tools and methods to report and improve medication and patient safety Review strategies, tools and methods to report and improve medication and patient safety Collate data pertaining to safe medication-use practices Perform analyses on collated data Assist in the implementation of medication safety initiatives Communicate safe medication practices to team Perform audits pertaining to medication and patient safety

Pharmacy Technician Executive (Drug Compounding and Quality Management)

TECHNICAL SKILLS AND COMPETENCIES			
Audit Management	Level 3, Level 4	Medication Safety	Level 3, Level 4
Change Management	Level 3	Non-Sterile Compounding	Level 3
Continuous Improvement Management	Level 4, Level 5	Pharmaceutical Equipment Maintenance	Level 3
Data Analytics	Level 2	Professional, Legal and Ethical Healthcare Practice	Level 4
Infection Control	Level 2	Sterile Manufacturing of Pharmaceutical Products	Level 3
Management of Stakeholders	Level 3	Workplace Safety and Health	Level 2
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Problem Solving	Intermediate	Leadership	Intermediate
Communication	Advanced	Interpersonal Skills	Advanced
Teamwork	Advanced		

Senior Pharmacy Technician Executive (Drug Compounding and Quality Management)

JOB ROLE DESCRIPTION

A Senior Pharmacy Technician Executive in the Drug Compounding and Quality Management sub-track is responsible for assisting the pharmacists in performing sterile and non-sterile manufacturing based on product orders and overseeing the management of quality assurance, improvement projects and initiatives. S/He is required to review the medication safety practices of the department.

S/He works in various settings such as hospitals, outpatient clinics, polyclinics and retail pharmacies.

S/He should be independent and forward thinking. S/He should possess effective interpersonal, leadership and problem-solving skills.

CRITICAL WORK FUNCTIONS	KEY TASKS
Perform sterile and non-sterile manufacturing	<ul style="list-style-type: none"> • Process sterile and non-sterile product orders • Prepare sterile and non-sterile products • Check all prepared products to ensure that products compounded adhere to quality control and labelling requirements • Manage laboratory inventories • Maintain records related to compounding and laboratory activities • Supervise compounding processes • Maintain compounding manufacturing facilities • Coordinate certification of laboratory equipment • Manage manpower resources related to compounding • Highlight equipment failures and unusual activities to pharmacists/supervisors
Manage quality assurance and improvements	<ul style="list-style-type: none"> • Perform regular internal audits of operations • Implement post-audit corrective and preventive actions as well as quality initiatives and improvements • Participate in quality improvement projects such as automation and research • Lead in quality improvement projects such as automation and research • Optimise work processes and resources

Senior Pharmacy Technician Executive (Drug Compounding and Quality Management)

Notes

Critical Work Functions and Key Tasks	CRITICAL WORK FUNCTIONS	KEY TASKS
	Manage medication safety	<ul style="list-style-type: none"> Promote a medication safety culture Assist pharmacists in the identification of gaps leading to medication safety problems Develop strategies, tools and methods to report and improve medication and patient safety Review strategies, tools and methods to report and improve medication and patient safety Monitor key performance indicators relating to medication and patient safety Analyse incident reports Collate data pertaining to safe medication-use practices Perform analyses on collated data Assist in the implementation of medication safety initiatives Communicate safe medication practices to team Perform audits pertaining to medication and patient safety

TECHNICAL SKILLS AND COMPETENCIES			
Audit Management	Level 4, Level 5	Non-Sterile Compounding	Level 3
Change Management	Level 3	People Management	Level 4
Continuous Improvement Management	Level 5	Pharmaceutical Equipment Maintenance	Level 3
Data Analytics	Level 2	Professional, Legal and Ethical Healthcare Practice	Level 4
Infection Control	Level 2	Sterile Manufacturing of Pharmaceutical Products	Level 3
Management of Stakeholders	Level 4	Workplace Safety and Health	Level 3
Medication Safety	Level 3, Level 4		
GENERIC SKILLS AND COMPETENCIES (TOP 5)			
Problem Solving	Advanced	Communication	Advanced
Resource Management	Advanced	Leadership	Intermediate
Interpersonal Skills	Advanced		

Medical Social Work



Mr Alvin Tan
Medical Social Worker
KK Women's and Children's Hospital

When you are deciding on your career, it helps to understand the industry, the roles that are available, and the skills that are needed to succeed. All these are available in the Skills Framework, which makes it an excellent career research tool

A LIFE-CHANGING DISCOVERY

As a people person, Alvin always knew he wanted a career that involves helping others but it took him a few years to find his calling in medical social work.

Like many people, he was once under the impression that medical social workers simply provided information on the availability of financial aids to those in need. When he discovered that this was not the case, and learnt that medical social workers adopt a holistic approach to helping people, Alvin was inspired to join the profession.

Today, he hopes to help correct the misconception surrounding medical social work. He shares that his job requires him to consider every patient's circumstances in relation to their clinical needs, family setup, home environment, and available community support. He then uses a needs-based analysis to identify the appropriate services to help them. In addition, he provides counselling to patients and their families to ensure that they receive optimal care and support.

While medical social workers can operate in a variety of settings, from hospitals to voluntary welfare organisations, Alvin has chosen to work with children. Even though it can be challenging to get children to open up to him, he finds it deeply rewarding to be able to make a difference to young lives. He believes that every day is an enriching experience because he has found the right career and hopes that others will be just as fortunate.

That is why Alvin recommends the Skills Framework as an invaluable resource, especially for students in the career exploration stage. "When you are deciding on your career, it helps to understand the industry, the roles that are available, and the skills that are needed to succeed. All these are available in the Skills Framework, which makes it an excellent career research tool," he says.

Using the Skills Framework as a guide, students can better plan their school coursework to gain exposure to a variety of modules based on their own interest areas. And by doing so, they might make a life-changing discovery, just like Alvin did.

Psychology

BREAKING THE STIGMA

"I am not a mind reader," says Dr Karen Pooh with a laugh. "People think psychologists can read their minds but we actually rely on communication and engagement skills to encourage patients to open up to us."

Dr Pooh may not be able to read minds, but she spends her days caring and treating patients, many of whom suffer from mood and anxiety disorders. Helping them often requires some creative care. For example, as part of her practice, Dr Pooh often uses creative behavioural experiments to help patients test their misconceptions. These are often unfounded worries that cause fear or hold them back from living a meaningful life.

In one case, for a patient who suffered from anxiety in public places, Dr Pooh suggested that the patient pour water on her shorts to make it seem like she had wet herself in public. The patient's task was to observe how others responded to her. The patient was surprised to discover that no one judged her for having wet shorts and, in the process, realised that her worst fear of embarrassing herself in public was irrational.

According to Dr Pooh, many patients only seek treatment when their conditions have escalated to the point where it affects their daily lives. She believes this is because of the negative perception that the general public has about people who seek help from psychologists. She hopes to help these patients and give them hope that recovery is possible if treatment is sought.

"I want to take on a management role so that I can influence systems and policies to make a more far-reaching impact in breaking the mental health stigma. The Skills Framework is a useful reference for me because career pathways are clearly defined and each role has an accompanying skills map that sets out the expected skills and competencies. By using it as a guide, I can confidently and accurately identify my learning and development needs to achieve my career goals," she says.

For psychologists like Dr Pooh, the Skills Framework is a valuable addition to their arsenal as they work hard to break the mental health stigma that plagues society.



Dr Karen Pooh
Psychologist
Ng Teng Fong General Hospital

I want to take on a management role so that I can influence systems and policies to make a more far-reaching impact in breaking the mental health stigma. The Skills Framework is a useful reference for me because career pathways are clearly defined

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Department Management	Billing Procedures	Perform and manage billing procedures and finance-related activities	●	●	●	●	●	
	Department Financial Management	Manage organisation's short and long-term financial needs		●	●	●	●	●
	Frontline Services Management	Manage patient reception for medical appointment scheduling, registration, and/or patients' admission and discharge procedures	●	●	●	●		
	Inventory Control and Equipment Maintenance in Rehabilitation Care	Perform inventory control and maintain equipment for the therapy department	●	●				
	Inventory Management in Rehabilitation Therapy	Manage inventory control for the department		●	●	●		
	Inventory Procurement for Pharmacy Support	Support, plan, execute and review the procurement of drugs		●	●	●		
	Performance Management	Implement, develop and review department performance systems to meet business plans and objectives by establishing performance indicators, tracking progress and addressing gaps	●	●	●	●	●	●
	Pharmaceutical Equipment Maintenance	Manage pharmacy equipment including the maintenance and procurement of equipment	●	●	●			
	Pharmacy Information Technology Management	Maintain and enhance pharmacy information technology systems and workflows to ensure optimum performance		●	●			
Drug Compounding and Management	Automated Distribution Management	Maintain, oversee and review automated processes and systems within a department		●	●	●		
	Clinical Investigational Drug Management	Manage preparation, receipt, dispatch and storage of Clinical Investigational Drug (CID)			●	●		
	Drug Distribution and Inventory Management	Manage the inventory and the distribution of pharmaceutical products to ensure the quality and integrity of product supply	●	●	●	●		
	Medication Dispensing	Process prescriptions and medication orders and dispense medication accurately. Resolve medication incidents including dispensing errors and near misses	●	●	●	●		
	Medication Safety	Comply and promote medication safety practices and manage medication errors	●	●	●	●		
	Non-sterile Compounding	Prepare and perform small scale compounding of extemporaneous pharmaceutical products		●	●			
	Sterile Manufacturing of Pharmaceutical Products	Process orders and prescriptions, assist in compounding of sterile products and review quality of finished products	●	●				

Overview of Technical Skills and Competencies

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Education for Healthcare Professions	Curriculum Design	Plan and design curricula that fulfil desired outcomes to build workforce capability				●	●	
	Learner Assessments	Evaluate learners' knowledge to develop self-regulated learners		●	●	●	●	
	Learning Needs Analysis	Identify the learning needs of the learners' workplace, department or division in accordance to the Learning Needs Analysis framework		●	●	●	●	
	Programme Delivery	Deliver learning experiences according to the profile and learning needs of the students, staff or professionals, including the provision of mentorship or coaching	●	●	●	●	●	
	Programme Design	Plan, design and develop learning experiences that fulfil required skills and competency outcomes		●	●	●	●	
	Programme Evaluation	Evaluate the effectiveness and efficiency of programmes, and contribute to continuous programme improvement		●	●	●	●	
	Staff Training Facilitation	Identify training needs and coordinate staff training according to customised training roadmaps to improve employees' skills and capabilities		●	●			
	Staff Training Management	Identify training, coordinate or manage staff training according to customised training roadmaps to improve employees' skills and capabilities	●	●				
	Business Continuity Planning	Develop and implement business continuity plans for organisational preparedness of disruptive events	●	●	●	●	●	
	Clinical Governance	Establish clinical frameworks for professional practice to ensure alignment with regulatory frameworks and organisational objectives		●	●	●	●	
Enterprise Risk Management	Emergency Response and Crisis Management	Support, implement and develop emergency response and crisis management plans and policies	●	●	●	●	●	
	Risk Management	Oversee the implementation of policies, frameworks and procedures in the department and oversee compliance to them in order to ensure the integrity of operations and manage risks	●	●	●	●	●	
	Workplace Violence	Anticipate, respond to and report physical, verbal and emotional abuse in the workplace	●	●	●	●	●	
Ethics and Professionalism	Individual and Cultural Diversity	Demonstrate awareness and sensitivity in working professionally with diverse individuals, groups and communities who represent various cultural and personal backgrounds and characteristics		●	●	●	●	
	Professional, Legal and Ethical Healthcare Practice	Apply legal and ethical principles and professional code of conduct to uphold the integrity and reputation of the organisation and the profession	●	●	●	●	●	
	Reflective Practice	Conduct regular self-assessment of own competence in order to continuously develop as a professional	●	●	●	●	●	

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TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Evidence-based Practice	Analysis of Research Data	Analyse research data, interpret results generated and link them to the research question or related findings in scientific literature			●	●	●	●
	Data Analytics	Implement data analytics within the organisation to generate business insights and intelligence through the use of statistical and computational techniques and tools, algorithms, predictive data modelling and data visualisation		●	●	●	●	
	Data and Statistical Analytics	Interpret and analyse data using statistical techniques to uncover trends and patterns to locate and define new process improvement opportunities	●	●	●	●	●	●
	Data Collection and Management	Employ sound research methodologies to collect and manage data		●	●	●	●	●
	Nursing Research and Statistics	Collect and analyse research data and appraise published research to derive new insights and support decision-making		●	●	●	●	
	Research Proposal Development	Develop research questions, proposals and study protocols		●	●	●	●	
	Research Translation	Translate research findings into practice			●	●	●	
	Scientific Writing and Communication	Develop written and other communications according to established standards in the scientific community to communicate research findings accurately and efficiently to the intended audience			●	●	●	●
General Management	Change Management	Initiate and facilitate organisational changes and business transformation initiatives	●	●	●	●	●	
	Project Management	Execute projects by managing stakeholder engagement, resources, budgets and resolving problems		●	●	●	●	
	Strategy Development	Analyse and interpret the environment and develop department and organisation strategies and policies, in consultation with relevant stakeholders		●	●	●	●	
	Strategy Execution	Develop and implement plans to achieve organisational and departmental strategies and goals		●	●	●	●	
	Strategy Management	Develop and implement plans to achieve organisational and departmental strategies			●	●	●	
	Vendor Management	Manage vendor relationships by ensuring performance is as per contracts and operations within standards established by the organisation such as adherence to safety, security, and compliance standards		●	●	●		
	Ambulatory Care Service Support	Provide support to team in the provision of ambulatory care services in pharmacist-led services		●	●	●		
Patient Care	Assistive Devices Prescription in Occupational Therapy	Prescribe the appropriate therapeutic aids, devices, and equipment as required by clients		●	●	●		

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Patient Care	Patient Care	Care Transition in Nursing	Provide continuity of care to patients across different settings to ensure smooth transition within teams and across settings			●	●	●
	Case History Taking in Physiotherapy	Establish patients' case history		●	●			
	Client Assessment for Occupational Therapy	Select, apply and interpret assessment methods and tools appropriate to individuals and/or groups		●	●	●	●	●
	Client Assessment for Physiotherapy	Select and apply assessment methods and tools appropriate for clients and interpret findings		●	●	●	●	●
	Client Assessment for Speech Therapy	Select and apply assessment methods and tools appropriate for clients and interpret findings		●	●	●	●	●
	Client Assessment in Therapy Support	Provide support to therapists in performing client assessments	●	●				
	Clinical Support for Patient Service Associates	Assist with clinical duties or perform simple clinical procedures during consultation as instructed by registered practitioners and according to organisational guidelines and procedures		●	●	●		
	Development on Intervention Plan for Physiotherapy	Develop targeted intervention plans according to client conditions and needs		●	●	●	●	●
	Effective Client Communication	Demonstrate effective communicative skills when communicating with clients and caregivers		●	●	●		
	Effective Communication in Nursing	Demonstrate efficient communication to promote patients' physical and mental well-being to achieve health-related goals		●	●	●	●	●
General Management	Emergency Care Management in Nursing	Manage patients requiring emergency care		●	●	●	●	●
	Environmental Assessment and Modification for Occupational Therapy	Provide recommendations on environmental modifications to remove environmental barriers and support clients' participation in their homes, schools and/or workplaces		●	●	●	●	●
	Environmental Assessment and Modification for Physiotherapy	Assess and recommend appropriate environmental modifications based on client needs in their homes, schools and/or workplaces		●	●	●	●	●
	Goal Setting in Rehabilitation Therapy	Set appropriate treatment goals		●	●			
	Group Therapy Planning and Implementation	Plan and provide group therapy interventions		●	●	●		
Evidence-based Practice	Intervention Implementation in Therapy Support	Provide support to therapists in performing interventions	●	●				

Overview of Technical Skills and Competencies

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Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Patient Care	Intervention Planning in Occupational Therapy	Develop targeted intervention plans according to client conditions and clinical practice guidelines			●	●	●	●
	Intervention Planning in Speech Therapy	Plan interventions with appropriate treatment goals for clients			●	●	●	●
	Medication Management in Nursing	Perform safe handling and administration of medication		●	●	●	●	●
	Medication Reconciliation in Pharmacy Support	Create the most accurate list possible of all medications consumed by a patient to ensure accurate and complete medication information transfer during transitions of care	●	●	●			
	Mobility and Ambulation Assistance in Nursing	Provide mobility and ambulation assistance to patients		●	●	●	●	
	Nutrition and Fluids Management in Nursing	Support patients in maintaining optimal nutrients and fluids to meet the body's requirements		●	●	●		
	Nursing Care for the Deceased	Provide care to deceased patient and support for the bereaved family		●	●	●	●	
	Patient Care Delivery in Nursing	Provide comprehensive, evidence-based nursing care according to plan of care to achieve optimal patient outcomes		●	●	●	●	●
	Pharmacy-only (P) Medication Sales	Assist pharmacist in the sales of Pharmacy-only (P) medications			●			
	Respiratory Care in Nursing	Care of patients with respiratory disorders		●	●	●	●	●
	Therapeutic Equipment Prescription in Physiotherapy	Prescribe the appropriate therapeutic aids, devices, and equipment as required by clients		●	●	●		
	Therapeutic Equipment Prescription in Speech Therapy	Prescribe the appropriate therapeutic aids, devices, and equipment as required by clients		●	●	●		
	Therapy Discharge Planning	Assess clients' readiness for discharge, and identify appropriate follow-up on the care to be provided to patients and/or clients		●	●	●		
	Therapy Intervention Evaluation	Evaluate the effectiveness of therapy interventions through the monitoring of progress and outcomes of client recovery, values and goals as well as clinical indicators		●	●	●	●	
	Therapy Intervention Implementation	Provide the appropriate interventions based on clients' needs and conditions		●	●	●	●	
	Wound Management in Nursing	Provide wound care management in patient care delivery		●	●	●		

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Patient and/or Client Education and Health Promotion	Client Education in Rehabilitation Therapy	Communicate with clients and caregivers to deliver and facilitate the continuity of care				●	●	●
	Client Education in Therapy Support	Provide support to therapists in delivering and facilitating continuity of care with clients and caregivers	●	●				
	Health Education Programme Development and Implementation	Plan, conduct and evaluate health education programmes to promote health and prevent illnesses			●	●	●	●
	Health Promotion	Raise awareness to maintain and optimise health and well-being of clients		●	●	●	●	●
	Patient Education and Engagement	Provide patients with the necessary information pre- and post-consultations with doctors and promote awareness of health and wellness	●	●	●	●		
	Patient Education on Use of Prescribed Drugs	Provide patient counselling and patient education in accordance with institutions' protocols	●	●	●	●		
	Patient Empowerment on Self-care	Empower patients and family members in self-care management through health coaching	●	●	●	●		
	Clinical Teaching and Supervision	Provide clinical teaching and supervision to develop capabilities and competencies of students and professionals		●	●	●		
	Learning and Development	Manage employees' learning and development activities to maximise employees' potential and capabilities to contribute to the organisation	●	●	●	●	●	●
	Nursing Manpower Planning	Manage planning of manpower resources at the department/unit level	●	●	●	●	●	●
People Development	People Management	Manage the recruitment, performance and development of staff	●	●	●	●	●	●
	Performance Management for Nursing	Manage performance and development of nursing staff					●	●
	Workforce Planning	Develop and implement manpower plans to support strategic and operational needs			●	●	●	●
	Audit Management	Ensure the quality of services adheres to standards and develop initiatives to enhance quality	●	●	●	●	●	●
	Clinical Incident Management in Rehabilitation Therapy	Manage clinical incidents and severe adverse events	●	●	●	●	●	●
	Clinical Records Documentation and Management in Rehabilitation Therapy	Appropriate documenting and managing of client information to support clinical services	●	●	●	●		

Overview of Technical Skills and Competencies

General Descriptors for Technical Skills and Competencies (TSCs)

Technical Skills and Competencies (TSCs)

TSC Category	TSC Title	TSC Description	Proficiency Levels					
			1	2	3	4	5	6
Quality and Patient Safety	Clinical Services Development	Drive and maintain clinical excellence through development of services			●	●	●	●
	Continuous Improvement Management	Apply continuous improvement processes to optimise operating cost, task efficiency and effectiveness in production, services and processes	●	●	●	●	●	●
	Document Management for Pharmacy Support	Establish and implement documentation policies to facilitate referencing of information and comply with regulatory requirements	●	●	●			
	Excellence in Service	Create strategies to foster positive client and/or patient experiences and deliver service excellence throughout the engagement lifecycle	●	●	●	●	●	
	Infection Control	Prevent the spread of infectious agents through compliance to good infection control practices and regular audits	●	●	●	●	●	
	Infection Prevention and Control in Nursing Practice	Prevent the spread of infectious agents through infection control practices and regular audits to ensure preventive measures are in place	●	●	●	●	●	●
	Nursing Productivity and Innovation	Adopt technology and innovative practices to drive quality and productivity	●	●	●	●	●	●
	Quality Improvement and Safe Practices	Drive continuous improvement, risk management and implementation of safety design principles to achieve quality and patient safety outcomes	●	●	●	●	●	●
	Service Quality Management	Manage, develop and review the quality with which services are provided to clients	●	●	●	●	●	●
	Workplace Safety and Health	Establish a workplace safety and health system as well as maintain and comply with Workplace Safety and Health (WSH) policies and procedures	●	●	●	●		
Stakeholder Engagement and Partnerships	Client Advocacy	Advocate for rights of client groups and services			●	●	●	●
	Conflict Management	Build consensus, maintain the best interests of the organisation and utilise knowledge of conflict management techniques to diffuse tensions and achieve resolutions effectively	●	●	●	●	●	●
	Inter-professional Collaboration	Apply an integrated approach to coordinate and deliver inter-professional interventions to clients	●	●	●	●	●	●
	Management of Stakeholders	Plan and implement strategies to build and manage constructive and positive relationships with stakeholders	●	●	●	●	●	●
	Professional Consultation	Provide guidance or professional assistance in response to requests from the clients, other professionals, external organisations and the general public	●	●	●	●	●	●

General Descriptors for Technical Skills and Competencies (TSCs)

Level	Responsibility (Degree of supervision and accountability)	Autonomy (Degree of decision making)	Complexity (Degree of difficulty of situations and tasks)	Knowledge and Abilities (Required to support work as described under Responsibility, Autonomy and Complexity)
6	Accountable for significant area of work, strategy or overall direction	Empowered to chart direction and practices within and outside of work (including professional field/ community), to achieve/exceed work results	Complex	<ul style="list-style-type: none"> Synthesise knowledge issues in a field of work and the interface between different fields, and create new forms of knowledge Employ advanced skills, to solve critical problems and formulate new structures, and/or to redefine existing knowledge or professional practice Demonstrate exemplary ability to innovate, and formulate ideas and structures
5	Accountable for achieving assigned objectives, decisions made by self and others	Provide leadership to achieve desired work results; Manage resources, set milestones and drive work	Complex	<ul style="list-style-type: none"> Evaluate factual and advanced conceptual knowledge within a field of work, involving critical understanding of theories and principles Select and apply an advanced range of cognitive and technical skills, demonstrating mastery and innovation, to devise solutions to solve complex and unpredictable problems in a specialised field of work Manage and drive complex work activities
4	Work under broad direction Hold accountability for performance of self and others	Exercise judgement; Adapt and influence to achieve work performance	Less routine	<ul style="list-style-type: none"> Evaluate and develop factual and conceptual knowledge within a field of work Select and apply a range of cognitive and technical skills to solve non-routine/abstract problems Manage work activities which may be unpredictable Facilitate the implementation of innovation
3	Work under broad direction May hold some accountability for performance of others, in addition to self	Use discretion in identifying and responding to issues, work with others and contribute to work performance	Less routine	<ul style="list-style-type: none"> Apply relevant procedural and conceptual knowledge and skills to perform differentiated work activities and manage changes Able to collaborate with others to identify value-adding opportunities
2	Work with some supervision Accountable for a broader set of tasks assigned	Use limited discretion in resolving issues or enquiries. Work without frequently looking to others for guidance	Routine	<ul style="list-style-type: none"> Understand and apply factual and procedural knowledge in a field of work Apply basic cognitive and technical skills to carry out defined tasks and to solve routine problems using simple procedures and tools Present ideas and improve work
1	Work under direct supervision Accountable for tasks assigned	Minimal discretion required. Expected to seek guidance	Routine	<ul style="list-style-type: none"> Recall factual and procedural knowledge Apply basic skills to carry out defined tasks Identify opportunities for minor adjustments to work tasks

Overview of Generic Skills and Competencies

Overview of Generic Skills and Competencies

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Communication	Convey and exchange thoughts, ideas and information effectively through various mediums and approaches.	Communicate information with others to respond to general inquiries and to obtain specific information.	Articulate and discuss ideas and persuade others to achieve common outcomes.	Negotiate with others to address issues and achieve mutual consensus.
Computational Thinking	Develop and use computational models, tools and techniques to interpret and understand data, solve problems and guide decision-making.	Use computational models, tools and techniques to identify patterns in a problem and develop a solution.	Modify existing computational models, tools and techniques to develop different solutions.	Develop and create computational models, tools and techniques to implement new solutions and apply to other problems.
Creative Thinking	Adopt a fresh perspective to combine ideas or information in new ways and make connections between seemingly unrelated fields to create new ideas and applications.	Connect ideas or information from related fields or applications to address an immediate issue.	Connect or combine ideas or information from unrelated fields or applications to generate multiple ideas to bring about a specific outcome.	Communicate information with others to respond to general inquiries and to obtain specific information.
Decision Making	Choose a course of action from various alternatives using a reasoned process to achieve intended goals.	Make decisions of simple or routine nature to achieve intended goals using given information and guidelines.	Make decisions in a complex setting to achieve intended goals using a structured process and multiple sources of available information.	Make decisions in a volatile and ambiguous setting using a structured process and limited sources of available information to achieve intended goals.
Developing People	Help others to learn and develop their capabilities to enhance their performance and achieve personal or professional goals.	Use demonstration and explanation to teach a familiar task to inexperienced co-workers.	Provide coaching to others to develop their skills and knowledge on their jobs to enhance performance.	Provide mentorship to help others in their professional and personal development to improve performance and further their careers.
Digital Literacy	Use ICT tools, equipment and software to create, evaluate and share information digitally with others.	Perform basic functions using software programmes pertaining to computer operating systems and file management, and search online information.	Use available software features to create and edit documents, customise templates and reports and evaluate online information.	Use available software features to enhance documents, analyse and manipulate data, and use ICT to organise, share and communicate information clearly and coherently.
Global Mindset	Awareness of diversity across global cultures and markets. Seek opportunities to adopt successful practices and ideas.	Demonstrate understanding of global challenges and opportunities and how to transfer best practices across cultures. Respect cultural differences and needs of a diverse workforce.	Develop global networks and manage virtual relationships while balancing both local and global perspectives. Adopt a local and global perspective when making decisions.	Build the organisation's capabilities to compete in a global environment. Manage tension between corporate requirements, global and cultural differences.

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Interpersonal Skills	Manage relationships efficiently and communicate with others effectively to achieve mutual consensus and outcomes.	Recognise own internal feelings and emotional states to manage interpersonal relationships in social situations.	Detect and decipher emotions of others to manage interpersonal relationships in social situations.	Influence, guide and handle others' emotions to build instrumental relationships and manage conflicts and disagreements.
Leadership	Lead others to achieve objectives in the most effective way. Provide an inclusive workplace that cultivates workplace relationships and teamwork, and foster the development of others.	Demonstrate professionalism to set a good example at peer level. Support others through own initiative and enthuse others through own positive and energetic approach.	Lead by example at team level. Encourage and guide others to adopt a point of view, make changes or take action. Provide a team environment that facilitates relationships building, teamwork and the development of others.	Lead by example at organisational level. Inspire, motivate and guide others to adopt a point of view, make changes or take action. Cultivate an open, cooperative and collaborative learning culture for the organisation.
Lifelong Learning	Seek out opportunities to enhance one's knowledge and skills. Access and acquire new knowledge and skills actively for continual learning.	Organise and manage own learning by setting learning targets. Identify learning approaches to achieve work or career goals.	Engage in collaborative learning by discussing one's learning with others and soliciting feedback to continually improve oneself.	Conduct self-reflective practices to review one's learning to facilitate continual growth in one's career or profession.
Managing Diversity	Work well with people from different ethnic, social, cultural and educational backgrounds and understand the concerns and interests of diverse work groups.	Demonstrate sensitivity to the cultural characteristics, values, beliefs, and behaviors of another ethnic or cultural group.	Build relationships with different ethnic or cultural groups by engaging in cross-cultural cooperative projects.	Manage conflicts arising from different ethnic or cultural groups and work effectively in cross-cultural settings.
Problem Solving	Generate feasible and efficient solutions to solve problems and capitalise on new opportunities.	Identify easily perceivable problems and follow given guidelines and procedures to solve the problems.	Identify less perceivable problems and use problem solving tools and techniques to solve the problems.	Anticipate potential problems beyond the current scope and apply higher order problem solving tools and techniques to turn problems into opportunities.
Resource Management	Efficient and effective deployment and allocation of resources when and where they are needed. Include planning, allocating and scheduling of resources to tasks, which typically include manpower, machines, money and materials.	Use resources to ensure optimum and efficient use of resources.	Deepen insights into the planning, allocation and deployment of resources to anticipate needs. Plan the allocation and deployment of resources efficiently and effectively.	Establish strategies for the allocation and deployment of resources efficiently and effectively.

Overview of Generic Skills and Competencies

Supporting Organisations and Acknowledgement

Generic Skills and Competencies (GSCs)

GSC	GSC Description	Proficiency Levels		
		Basic	Intermediate	Advanced
Sense Making	Organise and analyse data and information accurately to identify relationships and detect patterns and trends to gain insights for decision-making.	Identify relationships and linkages within different components of data.	Interpret data to uncover patterns and trends between various sources of data.	Analyse data relationships, patterns and trends to gain important insights and make informed decisions.
Service Orientation	Commit to exceeding both internal and external customers' needs. Proactively identify customer needs and sustain a culture of service excellence within the organisation.	Exceed customer needs and expectations and handle service challenges with a positive mindset. Demonstrate an understanding of the organisation's service vision, mission and values.	Anticipate customer needs and expectations and elicit feedback from customers to improve service. Build relationships with customers to create and sustain customer loyalty.	Model, lead, train and motivate staff with a focus on sustaining a culture that encourages commitment to service excellence and high performance.
Teamwork	Work collaboratively and effectively with others to contribute to group efforts to achieve identified objectives.	Contribute to a positive and cooperative working environment by fulfilling own responsibilities and providing support to coworkers to achieve team goals.	Facilitate work team activities, provide assistance and support needed by team members and promote ownership and commitment among team members to work goals to improve team performance.	Establish teams, design and assess tasks to continually improve team effectiveness and cultivate a sense of organisational ownership and a cooperative working environment.
Transdisciplinary Thinking	Understanding of concepts across multiple disciplines, with the capacity to synthesise the knowledge and insights to guide decisions and foster cooperation.	Research and adapt concepts from outside one's field of expertise to supplement one's core knowledge and proficiency.	Co-relate material from diverse knowledge bases to guide decisions and policy making. Participate in reflective and trans-disciplinary communities within and outside the organisation.	Synthesise knowledge and insights across disciplinary boundaries to aid strategic decisions and foster cooperation within and outside of the organisation.
Virtual Collaboration	Use online collaborative communication tools to work as teams to accomplish tasks or projects.	Participate and contribute in a virtual team. Set up appropriate online collaborative tools and supporting equipment.	Use interactive collaborative tools to foster cohesion and commitment among virtual team members to achieve goals. Keep up-to-date with innovative online collaborative tools and applications to enhance one's proficiency in engaging in virtual collaboration.	Leverage on diverse team talent, latest online collaborative technologies and virtual platforms to produce collaborative behaviour and achieve technological savviness in virtual collaboration.

We would like to thank the following organisations and partners for their support and contributions in the development and validation of the Skills Framework for Healthcare:

Active Global Respite Care Pte Ltd
 Alexandra Health Pte Ltd
 All Saints Home
 Alzheimer's Disease Association
 Ang Mo Kio Thye Hua Kwan Community Hospital
 Apex Day Rehab Centre for Elderly
 Asian Women's Welfare Association
 Aspiration Wan Qing Lodge
 Assisi Hospice
 Association for Persons with Special Needs
 AWWA
 Balance Core Physiotherapy Centre
 Bright Hill Evergreen Home
 Bright Vision Hospital
 Care for the Elderly Foundation (Singapore)
 Cerebral Palsy Alliance Singapore
 Changi General Hospital
 Dover Park Hospice
 Farrer Park Hospital
 Gleneagles Hospital
 Gleneagles Hospital Pharmacy
 Grace Lodge
 Grace Orchard School
 Guardian Pharmacy
 Handicaps Welfare Association
 Health Management International Institute of Health Sciences
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 Hollandse School Limited
 Home Nursing Foundation
 Institute of Mental Health
 Jamiyah Nursing Home (Darul Syifa)

Jurong Community Hospital
 Khoo Teck Puat Hospital
 Kidz Pediatric OT Consultants

KK Women's And Children's Hospital
 Kwong Wai Shiu Hospital
 Lee Ah Mooi Old Age Home
 Ling Kwang Home for Senior Citizens
 Lions Home for the Elders
 Man Fut Tong Nursing Home
 Marine Parade Aspiration Elderly Lodge
 Methodist Welfare Services Bethany Nursing Home - Choa Chu Kang
 Methodist Welfare Services Home Care
 Methodist Welfare Services Home Hospice
 Metta Day Rehabilitation Centre for the Elderly
 Metta Home Nursing
 Metta Hospice Care
 Mindchamps Allied Care
 Moral Home for the Aged Sick Limited
 Mount Elizabeth Hospital
 Mount Elizabeth Novena Hospital
 Mount Alvernia Hospital
 Nanyang Polytechnic
 National Cancer Centre Singapore
 National Dental Centre Singapore
 National Healthcare Group Diagnostics
 National Healthcare Group Headquarters
 National Healthcare Group Pharmacy
 National Healthcare Group Polyclinic
 National Heart Centre Singapore
 National Kidney Foundation
 National Neuroscience Institute
 National Skin Centre
 National University Health System Headquaters
 National University Hospital
 Ng Teng Fong General Hospital
 Ngee Ann Polytechnic
 NTUC Health Nursing Home

Supporting Organisations and Acknowledgement

Wage Information

Pacific Eldercare and Nursing

Pacific Healthcare Nursing Home Pte Ltd

PAP Community Foundation Sparkle Care

Parkway East Hospital

Parkway Pantai

Peacehaven Nursing Home

Pharmaceutical Society of Singapore

Presbyterian Community Services

Raffles Hospital

Rainbow Centre

Ren Ci Hospital

Republic Polytechnic

SASCO Senior Citizen Home

Sathya Sai Social Service

Sengkang General Hospital

Singapore Association for Mental Health

Singapore Cancer Society

Singapore Christian Home

Singapore General Hospital

Singapore National Eye Centre

Singapore Physiotherapy Association

Singapore Polytechnic

SingHealth Community Hospital

SingHealth Headquarters

SingHealth Polyclinics

Society for the Aged Sick

Society for the Physically Disabled

Speech Linx

Sree Narayana Mission (Singapore)

St Andrew's Community Hospital

St Hilda's Community Services Centre

St Joseph's Home

St Luke's Eldercare

St Luke's Hospital

Sunlove Abode for Intellectually-Infirmed Ltd

Sunnyville Nursing Home

Sunshine Welfare Action Mission

Tan Tock Seng Hospital

Temasek Polytechnic

The Lenton Residence Pte Ltd

The Sole Clinic

Thomson Medical Pte Ltd

Thomson Medical Pte Ltd (Clinics)

Thong Teck Home for Senior Citizens

Thye Hua Kwan Community Hospital

Thye Hua Kwan Nursing Home Ltd

Touch Community Services Limited

Tsao Foundation

Villa Francis Home for the Aged

Watsons

Woodlands Health Campus

Xi Ser Care Service

Yishun Community Hospital

Yong-En Care Centre

Job Roles	Indicative Salary Range*, SGD
Senior Pharmacy Technician Executive / Pharmacy Technician Executive	4,290 – 4,790
Senior Pharmacy Technician	3,390 – 4,130
Pharmacy Technician	2,190 – 2,790
Patient Service Executive / Patient Service Supervisor / Patient Service Assistant Supervisor	3,170 – 3,880
Patient Service Senior Associate	2,310 – 2,890
Patient Service Associate	1,820 – 2,220
Senior Principal Physiotherapist / Senior Principal Occupational Therapist / Senior Principal Speech Therapist (Clinical / Education / Management / Research)	8,340 – 10,720
Principal Physiotherapist / Principal Occupational Therapist / Principal Speech Therapist (Clinical / Education / Management / Research)	6,240 – 7,970
Senior Physiotherapist / Senior Occupational Therapist / Senior Speech Therapist	4,440 – 5,420
Physiotherapist / Occupational Therapist / Speech Therapist	3,330 – 4,010
Chief Nurse / Director of Nursing / Deputy Director of Nursing / Assistant Director of Nursing (Clinical / Management / Education)	9,970 – 12,640
Senior Nurse Clinician / Senior Nurse Educator / Senior Nurse Manager	8,820 – 10,650
Nurse Clinician / Nurse Educator / Nurse Manager	6,370 – 8,360
Assistant Nurse Clinician	5,520 – 6,840
Senior Staff Nurse	4,170 – 5,200
Staff Nurse	2,940 – 3,640
Principal Enrolled Nurse	4,020 – 4,650
Senior Enrolled Nurse	2,800 – 3,820
Enrolled Nurse	2,110 – 2,460
Senior Healthcare Assistant / Senior Basic Care Assistant / Senior Nursing Aide	1,950 – 2,570
Healthcare Assistant / Basic Care Assistant / Nursing Aide	1,470 – 1,890
Therapy Support Associate	2,240 – 3,240
Senior Therapy Assistant	2,020 – 2,790
Therapy Assistant	1,600 – 1,920

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- Individuals who have agreed to share their personal career stories
- The Unions who have provided their views and support on behalf of their members
- The Industry Associations and Professional Bodies for sharing their business and members' perspectives
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- Education and Training Providers for the inputs on the skills and competencies development
- Organisations for their contributions in the development and validation of the Skills Framework for Healthcare

Source: Wage Survey conducted by Ernst & Young Advisory Pte Ltd commissioned by SkillsFuture Singapore.

* The above data reflects the indicative monthly gross salary and includes overtime pay and allowances. Actual salaries may differ due to market conditions and company/organisation policies.

Notes

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SKILLS FRAMEWORK FOR HEALTHCARE

Career Pathways



* Please refer to the Singapore Nursing Board website at www.healthprofessionals.gov.sg/snbc and the Allied Health Professions Council website at www.healthprofessionals.gov.sg/ahpc for professional registration requirements.

^ For information on the Pharmacist registration and entry to practice competency standards, please refer to the Singapore Pharmacy Council website at www.healthprofessionals.gov.sg/spc

The Career Map serves as a reference to reflect the available job roles and possible career pathways in the Healthcare Sector, which may vary depending on each organisation's structure and business context. The career progression pathways would depend on individual performance, capability, experience, aspiration, as well as organisation needs.

SKILLS FRAMEWORK FOR HEALTHCARE

Career Pathways



Scan this QR code to find out more about
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