

Project Title

Project ESCAPE - Empowering Senior Care Aides through Prospects and Education

Project Lead and Members

Project members: Cheng Siok Khoong, Alvina Tan, Crystal Wang, Lim Lay Beng, Tang Yip Chong, Goh Yan Xuan, Niki Goh

Organisation(s) Involved

Bright Hill Evergreen Home (BHEH)

Healthcare Family Group(s) Involved in this Project

Allied Health, Nursing

Applicable Specialty or Discipline

Geriatric Medicine, Healthcare Administrators

Project Period

Start date: Jul 2021

Completed date: Jun 2023

Aims

- To reduce the attrition rate of nurses by 10%.
- 2. To increase job satisfaction for both nurses and care aides by at least 12%.
- 3. To leverage existing manpower to mitigate resource constraints through upskilling and job redesigning.

Background

Manpower crunch is an ongoing global issue in healthcare institutions, worsened by the COVID-19 pandemic. BHEH faced high attrition rates in nurses (27%) and a high percentage of nursing aides (80%) unable to progress to registered nurses due to Singapore Nursing Board (SNB) requirements. Project ESCAPE was initiated to identify suitable care aides for upskilling and capability building to take on roles traditionally handled by higher-level staff, thereby reducing nurse attrition and increasing job satisfaction.

Methods

- Identifying suitable care aides for upskilling and capability building
- Redesigning job roles to support non-clinical/administrative roles traditionally taken on by nurses
- Providing a dedicated trainer for training and clinical process review
- Leveraging existing manpower to reduce resource constraints

Results

1. Reduced attrition rate of nurses by 10%.
2. Increased job satisfaction of trained nurses by 40% and SNAs by 12%.
3. Improved motivation to continue working at BHEH for trained nurses by 12% and SNAs by 4%.
4. Achieved cost savings of \$324,000 per annum by optimizing staffing structure.

Lesson Learnt

Two primary lessons we learnt was:

1. Timely and direct communication was crucial in change implementation. This allowed for fast responses to allay staff concerns.

2. Having a dedicated trainer (Nurse Clinician) to provide training and contribute to clinical processes review, enhanced the quality and consistency of the onboarding process.

If we could do it again:

If time permits, the upscaling of ESCAPE could have better results if the onboarding process was more gradual and flexible so that respective SNAs can have the bandwidth to internalize knowledge and training at their learning pace.

Anticipated challenges:

With the ongoing capability building of our nursing care aides, attrition is inevitable, as their skill sets and experience makes them more attractive to other prospective employers.

Additional Information

National Healthcare Innovation & Productivity (NHIP) 2024 – Best Practice (Workforce Transformation category)

Conclusion

Project ESCAPE successfully reduced nurse attrition rates and increased job satisfaction for healthcare staff at BHEH. Upskilling the existing talent pool provided a scalable solution to manage the nationwide nursing manpower crunch, resulting in significant cost savings. The concept is currently being implemented across all 10 wards at BHEH.

Project Category

Workforce Transformation

Job Redesign, Upskilling, Workforce Sustainability, Workforce Performance, Workforce Productivity

Organisational Leadership , Change Management, Human Resource, Staff Development

Keywords

Senior Care Aides, Nurse Attrition, Job Satisfaction, Upskilling, Cost Saving, Healthcare Management

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With the ongoing capability building of our nursing care aides, attrition is inevitable, as their skill sets and experience makes them more attractive to other prospective employers. However, we also take pride in our active contribution towards the overall nursing support capability for our nation.