



#### **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.



#### CHI Learning & Development (CHILD) System

 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



#### CHI Learning & Development (CHILD) System

#### **Keywords**

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

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# Project ESCAPE - Empowering Senior Care Aides through Prospects and Education

**Bright Hill Evergreen Home** 

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

## Background:

Manpower crunch is an ongoing global issue in health care institutions. The resource situation had Since the inception of the ESCAPE in 2021, over the span of 2 years, we have: worsened since the COVID-19 pandemic, as institutions struggled with the lack of nurses and health care staff.

Over at Bright Hill Evergreen Home (BHEH), we have two primary challenges – high attrition rate in nurses (27%) and high percentage of nursing aides (80%) who are unable to progress career wise to become registered nurses due to inability to meet requirements set by Singapore Nursing Board (SNB), despite being trained nurses in their home countries.

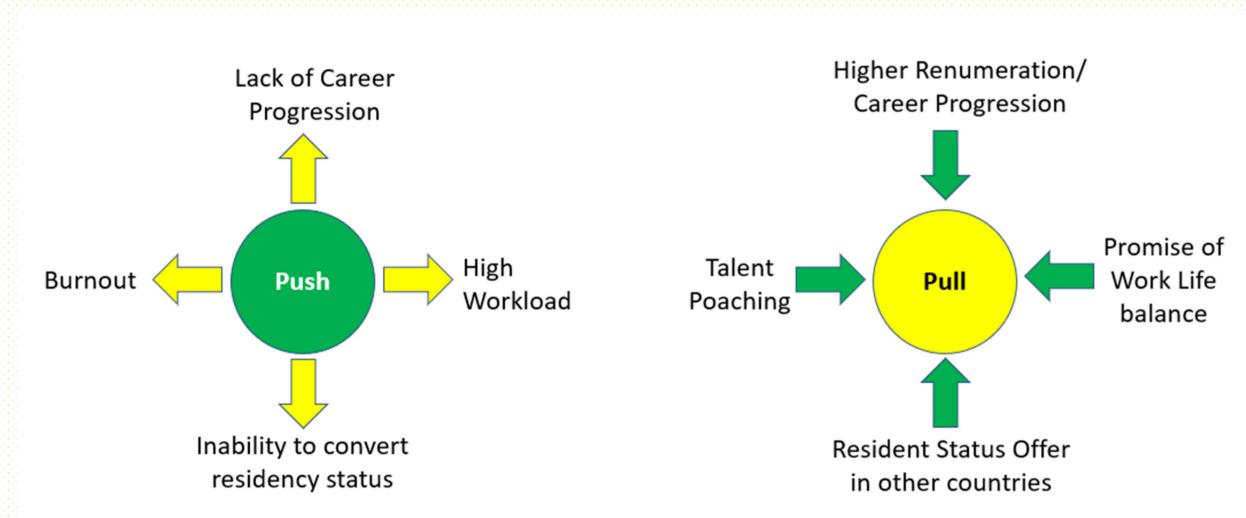
Project ESCAPE started in Bright Hill Evergreen Home (BHEH) in July 2021, and is an ongoing job ... Increased job satisfaction of both trained nurses and SNAs by 40% and 12% redesigning project of identifying suitable care aides to receive upskilling and capability building to take on certain roles which are traditionally taken on by higher level staff.

By recreating new job roles to support the non-clinical/administrative roles taken on by nurses, we lare able to reduce attrition rates of nurses by 10% and increase work satisfaction for both our nurses and care aides by at least 12%.

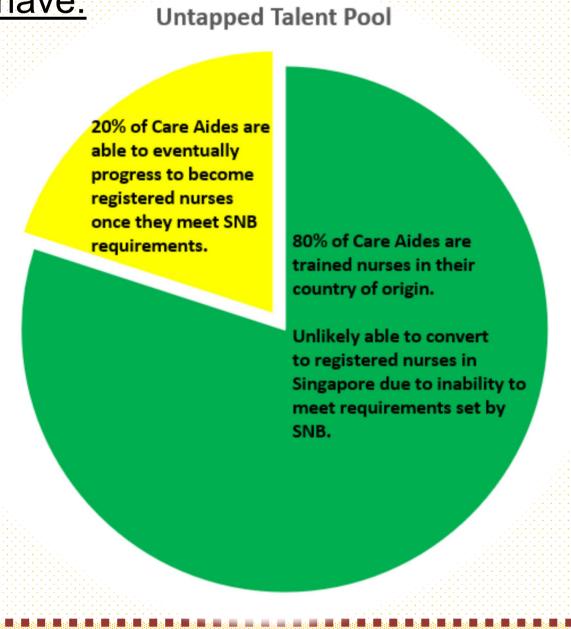
### :Analysis:

Prior to Project ESCAPE, BHEH was experiencing around 27% attrition rate in nurses due to multiple pull and push factors. It was compounded by a particularly trying time as team was also :working under strict COVID precaution constraints and the upscaling of our second Nursing Home.

## Why we were losing staff:



## What we have:





## Solution:

ESCAPE aims to reduce attrition rate and increase job satisfaction by leveraging on leexisting manpower to mitigate resource constraints.



## **Job Creation**

- New role: Senior Nursing Aide (SNA) Upskilling and capability building Take on some non-
- clinical roles traditionally taken on by trained nurses Career progression for

Nurses experience less

disruption to care routine Residents receive better care and support in timely fashion

Gantt Chart for Project ESCAPE

NA to SNA

# **Job Redesign**

 Healthcare Attendants (HCA) take on tasks traditionally taken on

duties

by NAs Career progression opportunities for HCA SNAs now have bandwidth to assist nurses with non-clinical

### Change Management

- Rigorous onboarding process & regular Streamlined work
- processes with decision tree to increase decision making autonomy Information easily

accessed through

 Townhall meetings and bimonthly focus group for information sharing and feedback Secured chat group for

timely support and

learning

## Project ESCAPE timeline:

Phase	Description	Timeline												
Pilase		Jul-2021	Aug-2021	Sep-2021	Oct-2021	Nov-2021	Dec-2021	Jan-2022	Feb-2022	Mar-2022	Apr-2022	May-2022	Jun-2022	Jul-2022
Pilot	Identify suitable staff to promoted as 1st batch of SNA Draft JD of new role and the training plan for SNA													
	Propose to CEO and get approval for the programme													
	Announce the new role and JD of SNA to all staff via meetings													
	Meet up 1st batch of SNA to brief on their new role, align expectations and go through content of the OJT training													
	Implement OJT training of 1st batch SNA under NM/SN													
Evaluation	On-going of reviewing OJT content and enhance accordingly													
	Review the effectiveness of the programme by getting feedback from Nurses and Nurse Managers													
	On-going meet up sessions with SNA for feedback and challenges met													
	On-going meet up sessions with Nurses for feedback and challenges met													
Scale up	Present effectiveness of the programme to CEO and seek approval to scale up of the ESCAPE Programme													
	On-going implementation of subsequent batches of SNA													

## Results and Conclusion:

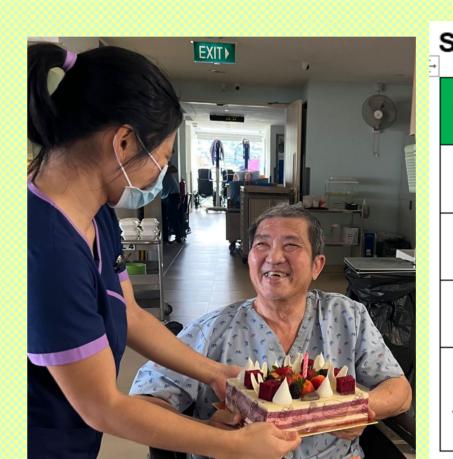
. Reduced attrition rate of nurses by 10%

	Before ESCAPE	AFTER ESCAPE			
	Jul 20-Jun 21	Jul 21-Jun 22	Jul 22-Jun 23		
Nurses attrition	27%	20%	17%		

- respectively.
- 3. Improved both trained nurses' and SNAs' motivation to continue to work in BHEH by 12% and 4% respectively.

Trained Nurses' Survey

Questions	Before ESCAPE	After ESCAPE
I am satisfied with my current work load.	48%	88%
I plan to continue to work in BHEH for the next 2 years.	84%	96%



Senior Nursing Aides' Survey

Questions	Before ESCAPE	After ESCAPE
I feel satisfied working in BHEH.	80%	92%
I am provided learning opportunities.	88%	100%
I feel well supported to do my job well.	92%	100%
I plan to continue to work in BHEH for the next 2 years.	84%	88%

## 4. Cost Savings of \$324,000 per annum

Before ESCAPE, the optimal number of trained nurses for BHEH to run one ward of 40-50 residents was three to four and to run all ten wards was 39.

Through ESCAPE, we found that one trained nurse with a trained SNA in each shift, with the support of other staff through job redesigning, are able to replace the work. load taken on by two trained nurses for one ward per shift.

With ESCAPE, we are able to manage 10 wards with 30 nurses.

By doing so, we were able to save on the manpower and cost of employing 9 trained nurses, while meeting the operational needs of the wards.

Estimated annual cost savings for 9 nurses:

## 9 nurses X \$3000 (average) x 12 months = **\$324,000**

Through Project ESCAPE, we have managed to reduce nurses attrition rate and increase job satisfaction for our healthcare staff.

As we upskilled our existing talent pool, we found win-win solutions to better able to manage the challenges brought on by the nation wide nursing manpower crunch with. the additional benefit of cost savings. The concept is scalable and we are currently implementing ESCAPE in all 10 wards.

## Our Takeaways:

Two primary lessons we learnt was:

Timely and direct communication was crucial in change implementation.

This allowed for fast responses to allay staff concerns and provide support.



2. Having a dedicated trainer 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 we had more time, the upscaling of ESCAPE could have had 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 individual learning pace.

## Anticipated challenge:

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 to the overall nursing support capability for our nation.