

29 August 2019

MEDIA RELEASE

15,000 healthcare workers to be upskilled in line with industry transformation

~ Healthcare Academy forms first Company Training Committees with public healthcare cluster as well as leading eldercare service provider to help workers secure better work prospects ~

~ Efforts to promote mental wellbeing among healthcare workers to be accelerated amidst rapid digitalisation and transformation of the industry ~

1. The Labour Movement's Healthcare Academy signed several Memorandums of Understanding (MOUs) aimed to help 15,000 workers upskill, secure better work prospects and be mentally resilient to handle the rigours of a transformed healthcare environment. The MOUs were witnessed by NTUC Secretary-General Ng Chee Meng at National University Hospital System's (NUHS) National Day Observance Ceremony today, co-organised by the Healthcare Services Employees Union (HSEU).
2. Through the formation of two Company Training Committees (CTCs), the Healthcare Academy together with the management of NUHS and NTUC Health respectively will identify critical next steps in the push to upskill employees and equip them as Healthcare Worker 4.0 to better support industry transformation efforts. These include addressing skills gaps and training needs; developing mechanisms to help existing and new workers adopt, adapt and embrace change through appropriate intervention programmes, implementing and periodically reviewing the efficacy of training programmes as well as leveraging new adult learning concepts such as micro-learning platforms like U Leap (Learning Enabled through Active Participation) by NTUC's e2i (Employment and Employability Institute).
3. NUHS is the first public healthcare cluster to form a CTC with the Labour Movement, while NTUC Health is the first major player in the intermediate long term care sector to do so. The CTCs serve to scale up existing efforts by the Healthcare Academy, which was launched

in August 2018 by HSEU, e2i and NTUC LearningHub to support the training and continuing education of healthcare workers especially those affected by industry change¹.

First CTC with public healthcare cluster

4. Representatives from HSEU together with the Ministry of Health, management representatives and government agencies have formed a Jobs, Skills and Training Advisory Panel in April this year to drive workplace transformation from a strategic level. The CTC formed today between Healthcare Academy and NUHS aims to cascade such strategic plans to the workplace, benefitting up to 14,000 workers in NUHS. To do this, a cluster-level workgroup will be formed to align and synergise transformation efforts across and within the various institutions under NUHS. For a start, the workgroup will pool efforts to identify current and future manpower challenges in the healthcare industry; and more importantly, map out the requirements needed to help healthcare workers remain agile and adaptable to career progression, job switches and role enhancements. The workgroup will meet at least once every quarter.

5. Professor John Eu-Li Wong, Chief Executive of NUHS, said, “Today’s MoUs are very important to us as they are issues close to our heart. The first is part of our efforts to enable our staff to work well into their 70s if they choose to do so, equipping them with the skills needed in a digital technological world. The second is part of our efforts at total work place safety and health. The physical and mental health of our staff are critical if they are to care for our patients, support their care givers, educate our students, and develop solutions to the challenges we face. Investing in our staff is one of our highest priorities.”

First CTC in intermediate long term care sector

6. Similarly, the Healthcare Academy will partner NTUC Health to equip workers in the growing intermediate long term care sector to better prepare for the requirements of a rapidly ageing population. Through this CTC, 1,000 workers stand to benefit from training and support as NTUC Health delivers a seamless and integrated model of care for seniors.

¹ [Media release](#): Healthcare Academy formed to help workers stay employable, 27 Aug 2018

7. “Our staff play an important role in innovating care models and processes and delivering care that meets the evolving needs of seniors and their families. It is important for us to equip them to succeed in a job that can be challenging, not just physically but also mentally and emotionally. This is why we are glad to partner Healthcare Academy to develop our staff and prepare them to adapt well in an environment that will see greater use of technology and transformed business processes,’ said Ms Chan Su Yee, Chief Executive Officer of NTUC Health.

Promoting mental wellness for more healthcare workers

8. As healthcare workers navigate their rapidly changing work environment in their delivery of care, it is often mentally and emotionally strenuous. In September 2018, HSEU partnered the Association of Psychotherapists and Counsellors Singapore (APACS), an NTUC U Associate, on a programme to improve the mental wellbeing of healthcare workers while enabling them to focus on the complex and high-touch aspects of their work².

9. To promote mental wellness and resilience in a more pervasive way, the Healthcare Academy, NUHS and APACS has inked an MOU to provide a variety of support services for NUHS employees, such as retainer clinics, a dedicated hotline, lunchtime talks, training courses and even restorative circles for those who are impacted by a crisis or major events.

10. Ms Doreen Heng, Nurse Assistant Director of Nursing (Clinical) at Alexandra Hospital said, “The nurses’ job can be physically and emotionally demanding. We need to practise patience and empathy even when faced with challenging patients and situations. Raising awareness and accessibility of courses which promote and enhance mental wellbeing, helps us to prevent burnout and learn to handle stress.”

Continuous efforts to uplift entire healthcare industry

11. Ms K. Thanaletchimi, President of HSEU said, “The agreements inked today serve to support healthcare workers in a real and meaningful way, to help them reskill and upskill for the future. We are especially excited to work with NUHS and NTUC Health. Their commitment

² [Media release](#): NTUC alliance embarks on two-pronged strategy to promote mental wellness of current and future Healthcare workers, 26 Sep 2017

to work with us to roll out clear action plans to all their workers is truly commendable. On a similar note, our continued partnership with APACS reinforces the value we place in the welfare, particularly the mental wellbeing, of our healthcarers. This is critical especially in the changing world of healthcare. We want to be with our workers every step of the way, helping them seize better wages, welfare and work prospects.”

12. Today’s event follows through from the formation of a CTC between the Healthcare Academy and Tan Tock Seng Hospital in May this year, which aimed to benefit 9,000 employees³. This brings the number of healthcare workers set to benefit from CTCs to a total of 34,000, which is about 40 per cent of the industry’s workforce size of 81,000.

13. The Labour Movement remains committed to form more CTCs so as to equip the entire healthcare workforce with adaptive, technical and technology skills that are necessary for them to thrive in workplaces of tomorrow.

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- Annex A: Details of Company Training Committees***
- Annex B: Details of mental wellness and services***
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³ [Media release](#): Healthcare Academy forms Company Training Committee with Tan Tock Seng Hospital to help workers secure better work prospects, 7 May 2019

About Company Training Committees

Company Training Committees (CTCs) are an initiative by the Labour Movement to help both workers and companies transform for the future. First announced in February 2019, it involves our union leaders working closely with management to (1) understand the company's strategic objectives and transformation plans, (2) identify and address skills gaps and training needs, and (3) seize opportunities for companies to adopt new technologies for enhanced productivity. The objectives of CTCs are therefore two-pronged – first, to help workers become Worker 4.0, which is defined by the Labour Movement as workers who are proficient in working with machines, using technology and tapping digital resources to be more productive at work; and second, to partner companies in their transformation towards Industry 4.0. Combined, these will help our workers have better Wages, Welfare and Work Prospects.

About Healthcare Academy

The Healthcare Academy is formed by the Healthcare Services' Employees Union (HSEU), the Employment and Employability Institute (e2i), and NTUC LearningHub (LHUB) to support the training and continuous education of workers, especially for those affected mainly by industry restructuring, job redesign and technological disruptions in the healthcare sector and to provide employment opportunities for displaced workers from other industry sectors to work in the healthcare sector. The Healthcare Academy endeavours to transform our current healthcare workers to be ready for future jobs by equipping them with relevant adaptive skills, technology skills, and technical skills.

About Healthcare Services Employees' Union

Formed in 1989, HSEU is an affiliate of the National Trades Union Congress (NTUC) representing more than 43, 000 persons who are employed in the Healthcare industry. At present, its membership is open to employees from the Healthcare Institutions under Ministry of Health Holdings (MOHH) and its subsidiaries in any capacity and all employees who are locally employed in the Healthcare Services industry such as private healthcare organisations and healthcare voluntary welfare organizations such as hospitals, nursing homes, step-down care services, elder care centres and related industries in any capacity and who are not ordinary members of any other registered trade union of employees in Singapore. To find out more about HSEU, please visit our website at www.hseu.org.sg.

About NTUC's e2i (Employment and Employability Institute)

e2i is the empowering network for individuals and companies seeking skills and solutions for growth. Since 2008, e2i has assisted more than 700,000 individuals through our career guidance, professional development, and job matching services. With an extensive network of partners, e2i offers hiring, training and productivity solutions to businesses. We are an initiative of the National Trades Union Congress (NTUC) to support nation-wide manpower and skills upgrading initiatives. For more information, please visit www.e2i.com.sg.

About NTUC LearningHub

NTUC LearningHub was corporatised in 2004 with the vision of transforming the lifelong employability of working people. We work with both corporate and individual clients and provide learning solutions in areas such as Infocomm Technology, Healthcare, Employability & Literacy, Business Excellence, Workplace Safety & Health, Security, Human Resources and Foreign Worker Training.

To date, NTUC LearningHub has helped over 21,000 organisations and achieved over 2.4 million training places across more than 500 courses with a pool of over 400 certified trainers. As a Total Learning Solutions provider to organisations, we also forge partnerships and provide a wide range of relevant end-to-end training solutions and work constantly to improve our training quality and delivery. Visit www.ntuclearninghub.com for more information.

About National University Health System

The National University Health System (NUHS) aims to transform how illness is prevented and managed by discovering causes of disease, development of more effective treatments through collaborative multidisciplinary research and clinical trials, and creation of better technologies and care delivery systems in partnership with others who share the same values and vision.

Institutions in the NUHS Group includes the National University Hospital, Ng Teng Fong General Hospital, Jurong Community Hospital and Alexandra Hospital; three National Specialty Centres - National University Cancer Institute, Singapore (NCIS), National University Heart Centre, Singapore (NUHCS) and National University Centre for Oral Health, Singapore (NUCOHS); the National University Polyclinics (NUP); Jurong Medical Centre; and three NUS health sciences schools – NUS Yong Loo Lin School of Medicine (including the Alice Lee Centre for Nursing Studies), NUS Faculty of Dentistry and NUS Saw Swee Hock School of Public Health.

With member institutions under a common governance structure, NUHS creates synergies for the advancement of health by integrating patient care, health science education and biomedical research.

As a Regional Health System, NUHS works closely with health and social care partners across Singapore to develop and implement programmes that contribute to a healthy and engaged population in the Western part of Singapore.

For more information, please visit www.nuhs.edu.sg.

About NTUC Health

NTUC Health Co-operative Limited (NTUC Health) is an NTUC social enterprise that provides a comprehensive and integrated suite of quality and affordable health and eldercare services to meet the growing needs of families and their dependents. Building on more than four decades of experience and expertise, NTUC Health is among the largest senior day care, nursing home and home personal care providers in Singapore. It also offers other services for seniors such as an active ageing hub, senior activity centres, community support for vulnerable seniors, and a sheltered / senior group home. In addition, it runs a chain of dental clinics, and a family medicine clinic. For more information, please visit www.ntuhealth.sg.

Chinese Names and Terms	中文名称与词汇
National Trades Union Congress (NTUC)	全国职工总会 (职总)
Healthcare Academy	医疗保健学院
K. Thanalethimi President, Healthcare Services Employees Union	丹娜乐芝米 保健服务雇员联合会 会长
Professor John Eu-Li Wong Chief Executive, NUHS	黄聿立教授 国立大学医学组织 首席执行官
NTUC's e2i (Employment & Employability Institute)	职总就业与职能培训中心
NTUC LearningHub	职总恒习
NTUC Health	职总保健合作社
Company Training Committee	企业培训委员会
Yvette Yeo, Assistant Manager, Medical Records Office, National University Hospital	姚莹莹 国立大学医院医疗记录部副经理
Doreen Heng, Nurse Assistant Director of Nursing (Clinical), Alexandra Hospital	王玉莲 亚力山大医院临床护理助理主任

Annex A: Details of Company Training Committees

- a. **Identify and recognise** the need for job re-design, process re-design and healthcare industry transformation that may result in new jobs, new skills which includes digital skills and new competencies' requirements.
- b. **Develop mechanisms** to prepare existing workers and new workers to adopt, adapt and embrace change through appropriate intervention programmes.
- c. **Implement relevant training programmes** to better equip and prepare workers to better perform in the transformed healthcare environment, resulting in better career development and progression.
- d. Periodically **review the deliverables of these training programmes** by regularly conducting **focus group discussions** with the relevant workers and the stakeholders.
- e. Periodically **leverage on new andragogy such as microlearning platforms**, including but not limited to; Learning Enabled through Active Participation (ULeap), to dish out bite-sized training for the local workforce, where it is applicable.

Annex B: Details of mental wellness and services

a. One-On-One Retainer Clinics

APACS will provide one-on-one retainer clinics at the various locations on agreed schedule, which includes opening hours (days and time) and specified locations.

b. Pre-Intake Hotline

Provide pre-intake hotline services numbers for NUHS staff to seek appointment to see a qualified Psychologist/Counsellor/Therapist from APACS.

c. Lunch-Time Talks

To provide some insights to general mental health education, coping skills and strategies in workplace, awareness building of self-care, increasing mental health resilience, etc.

d. Restorative Circles

To provide emotional and psychological support to NUHS staff involved in a mass crisis/event so that they can recover and move on with their daily work and life quickly.

e. Training Courses

Subject to mutual agreement between NUHS and the Healthcare Academy, both parties to provide training courses to NUHS staff in areas such as:

- Enhancing your workplace visibility, credibility, and personality
- The power of spirituality and religiosity in resilience construction
- Putting and pulling yourself together – mentally, emotionally, and physically
- Handling crisis with calm and even-mindedness
- Self-care and drawing boundaries

Annex C: Profiles for media interviews

The following profiles are available for media interviews. If you are keen to interview, please contact the respective media contacts stated below.

CTC MOUs	
Profile	Description
<p>Ms Yvette Yeo Medical Records Office National University Hospital (NUH)</p> <p><i>Media contact:</i> Kiki Zheng, NUHS Corporate Communications 6370 6171</p>	<p>With plans for the nation to develop and implement the Next Generation Electronic Medical Record (NGEMR), Yvette could sense her department will be impacted by the next wave of digital transformation, and she wants to be prepared when it comes. She took the initiative to sign up for the course “Build Resilience and Develop Skills to Lead Change” offered by the Healthcare Academy to learn how to embrace digitalisation and improve work processes. She hopes that she will also be able to share what she learns with her team and prepare them against the backdrop of Healthcare 4.0. The MOU will open up more upskilling and learning opportunities, which Yvette has expressed eagerness to tap into.</p>
<p>Ms Sih Siew Luan Care Assistant Senior Day Care (Taman Jurong) NTUC Health</p> <p><i>Media contact:</i> Clara Lee Head, Corporate Communication and Branding 6590 4293</p>	<p>Siew Luan is very passionate about caring for the elderly and believes that what she does make a difference in their lives. Previously from the home care sector, Siew Luan provides a comprehensive range of home personal, nursing and medical care services to seniors in the comfort and familiarity of their homes. Currently, she serves as a care assistant at the Day Centre for Seniors (Taman Jurong), where she assists seniors to interact and enjoy planned activities in a group setting. She also provides essential care services where required.</p> <p>So as to improve her quality of care, Siew Luan also attended a course by NTUC LearningHub called “WSQ Assist Clients to Meet Basic Hygiene Needs” to understand about the various needs of the elderly and be equipped with the necessary assistive skills particularly in the areas of feeding, transferring and toileting.</p> <p>Through this collaboration, Siew Luan will have access to more avenues for learning and improving. This will provide her with essential know-hows to meet the changing demands of the eldercare sector, while delivering trusted care to seniors and peace of mind to their families.</p>
Mental Wellness and Services MOU	
Profile	Description
<p>Ms Doreen Heng Nursing Alexandra Hospital</p> <p><i>Media contact:</i> Kiki Zheng, NUHS Corporate Communications 6370 6171</p>	<p>Doreen has always been an active advocate for mental resilience in her fellow nurses. She is the first public healthcare nurse to acquire the certification of “Mental Toughness Coach (USA)” and she currently holds induction programme for new nurses at Alexandra Hospital to learn to equip themselves with mental strength and tactics to overcome challenges they will encounter in their course of work. Sister Doreen is happy to learn that through the MOU, there will be collective efforts to promote and provide mental wellness amongst NUHS staff. She hopes that with this MOU, nurses could be taught proactively the skills to cope with stress, compassion fatigue and other mental health challenges, so that they could become peak-performing individuals.</p>

Annex D: Quote sheet

Mr Gilbert Tan, CEO of e2i

“e2i has already been working closely with some of the various hospitals and polyclinics under the National University Health System to create recruitment, training and productivity solutions. With the signing of the MOU, as part of the Healthcare Academy, we hope to work closely with the entirety of the cluster to further our impact on the healthcare workforce. e2i will continue to support and conduct training, job redesign and placement programmes run by the Healthcare Academy, to prepare the healthcare workforce for future changes and attract more locals to a meaningful career that will impact lives.”

Mr Kwek Kok Kwong, CEO of NTUC LearningHub

“NTUC LearningHub, as a part of the Labour Movement’s Healthcare Academy, is excited to be a part of the two Company Training Committees with the NUHS public health cluster and NTUC Health. This shows the strong momentum of the Healthcare Academy as we seek to help healthcare workers and companies faced with industry transformation. With the MOU signings today, about 40 percent of healthcare workers in Singapore will now be able to benefit from CTCs. NTUC LearningHub is committed to being the trusted learning partner of CTCs, and we will bring together an ecosystem of best-in-class knowledge partners from around the world to deliver the right learning to workers as they seek to transform to be ready for future jobs. Let’s be reminded that learning is a new daily essential and let’s learn 365!”

Ms Chan Su Yee, CEO of NTUC Health

“Our staff play an important role in innovating care models and processes and delivering care that meets the evolving needs of seniors and their families. It is important for us to equip them to succeed in a job that can be challenging, not just physically but also mentally and emotionally. This is why we are glad to partner Healthcare Academy to develop our staff and prepare them to adapt well in an environment that will see greater use of technology and transformed business processes.

As we move into the future, we strive to continue supporting seniors in our community well, keeping seniors energetic and engaged so that they can live and age well in their communities. Our goal is to enable ageless seniors - seniors who continue to live purposefully as they age, working towards their goals with passion and vigour, and contributing meaningfully to society even in their golden years.”

Ms Yvette Yeo, Assistant Manager at NUH Medical Records Office

“From big data to AI, digital transformation is here to stay. We need to constantly learn and transform the way we do our work, in order to keep abreast of industry changes. As the lead of the medical report unit at NUH Medical Record Office, I look forward to embracing the next wave of change for Singapore’s healthcare landscape, in the form of the new electronic medical records exchange. I’m happy to learn that there will be more exciting opportunities available for us to be digitally ready.”