



# Harmonization of a Singapore Healthcare Cluster Patient Safety & Quality Career Development Pathway (PSQ-CDP)



Institute for  
Patient Safety & Quality

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## 1. BACKGROUND

There is an increasing importance of Patient Safety, Healthcare Quality, Clinical Governance & Clinical Risk Management work ("PSQ" Work) contributing towards building high reliability healthcare systems.

Under SingHealth, there is an estimation of around 110 PSQ staff who are well equipped with technical knowledge, such as Industrial Design, System Thinking, Design Thinking, Human Factors and Risk Management etc.

From the Career Development Path & Competency Framework (Figure 1) for Administrative & Ancillary staff for Admin Townhall on 4 July 2016, career progression is one for the contributory factors that rewards and enriches career.



Figure 1: Career Development Path & Competency Framework for Administrative & Ancillary staff For Admin Townhall, 4 July 2016

## 2. OBJECTIVE

To provide a synchronized CDP to attract, develop and retain expertise in ensuring a sustainable pool of empowered and engaged professionals to drive PSQ initiatives for SingHealth.

## 3. METHODOLOGY

A structured implementation approach was adopted.

The PSQ-CDP Workgroup, with PSQ and Human Resource (HR) expertise from respective SingHealth institutions, was formed. The workgroup led the harmonized PSQ-CDP (H-PSQ-CDP) (Table 1).

Harmonized Administrator-CDP, Institutions PSQ job titles and descriptions, and a collection of local and overseas industry competency-based PSQ job roles, qualifications and experiences required for advancement were studied in the design of the H-PSQ-CDP.

The H-PSQ-CDP was evaluated by industry consultant on healthcare job-sizing to aid decision by stakeholders at various leadership platforms. The perspectives from leaders & staff in the domain of PSQ were gathered.

Institution	Representatives	Institution	Representatives
SHHQ IPSQ	Ms Pang Nguk Lan	SGH	Ms Yeo Su Qian
	Ms Zann Foo		Dr Ho Le Onn
	Ms Teo Shao Chu		
	Ms Seow Yee Ting		
CGH	Ms Debbie Wild	SHHQ SHR	Ms Kik Shian Yin
KKH	Dr Alvin Chang	SHP	Dr Chow Mun Hong
NHCS	Ms Vasantha Gopal	SKH	Dr Camila Wong
SCH	Ms Gao Ting/ Ms Dong Minyan	SNEC	Dr Loh Huey Peng

Table 1: List of Members of the PSQ CDP Workgroup

Feedback was collated from PSQ staff on their views on having a PSQ CDP (Figure 2).

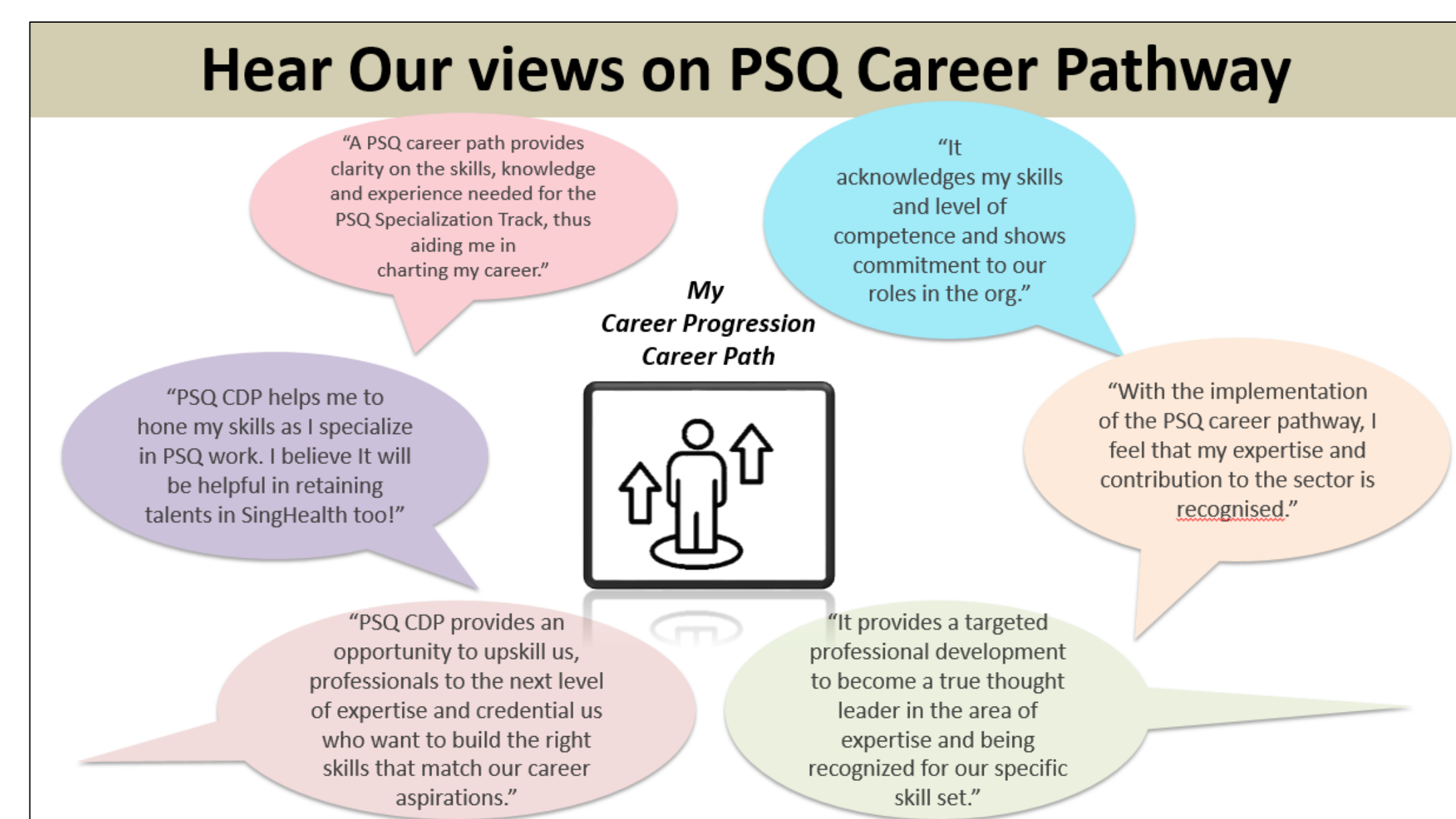


Figure 2: PSQ Staff Views on having a PSQ CDP

## 4. RESULTS

With support from leaders in PSQ domain and the positive outcome from the job sizing exercise, the H-PSQ-CDP was presented at SingHealth Cluster Human Resource and Core Leadership Meetings for endorsement.

The H-PSQ-CDP was approved in April 2022. The job grade, titles, qualifications and experiences were harmonized, and provided opportunity for existing PSQ employees who are performing at the appropriate level to be re-designated on the H-PSQ-CDP (Table 2).

Admin Track Job Title	PSQ CDP Job Title
Senior Manager	Senior PSQ Lead
Manager	PSQ Lead
Assistant Manager	Assistant PSQ Lead
Senior Executive	Senior Executive (PSQ)
Executive	Executive (PSQ)

Table 2: Job Titles of Admin Track and the approved PSQ Track

In addition, 36 leaders in the PSQ domain responded to a poll on their views of having a PSQ CDP (Figure 3).

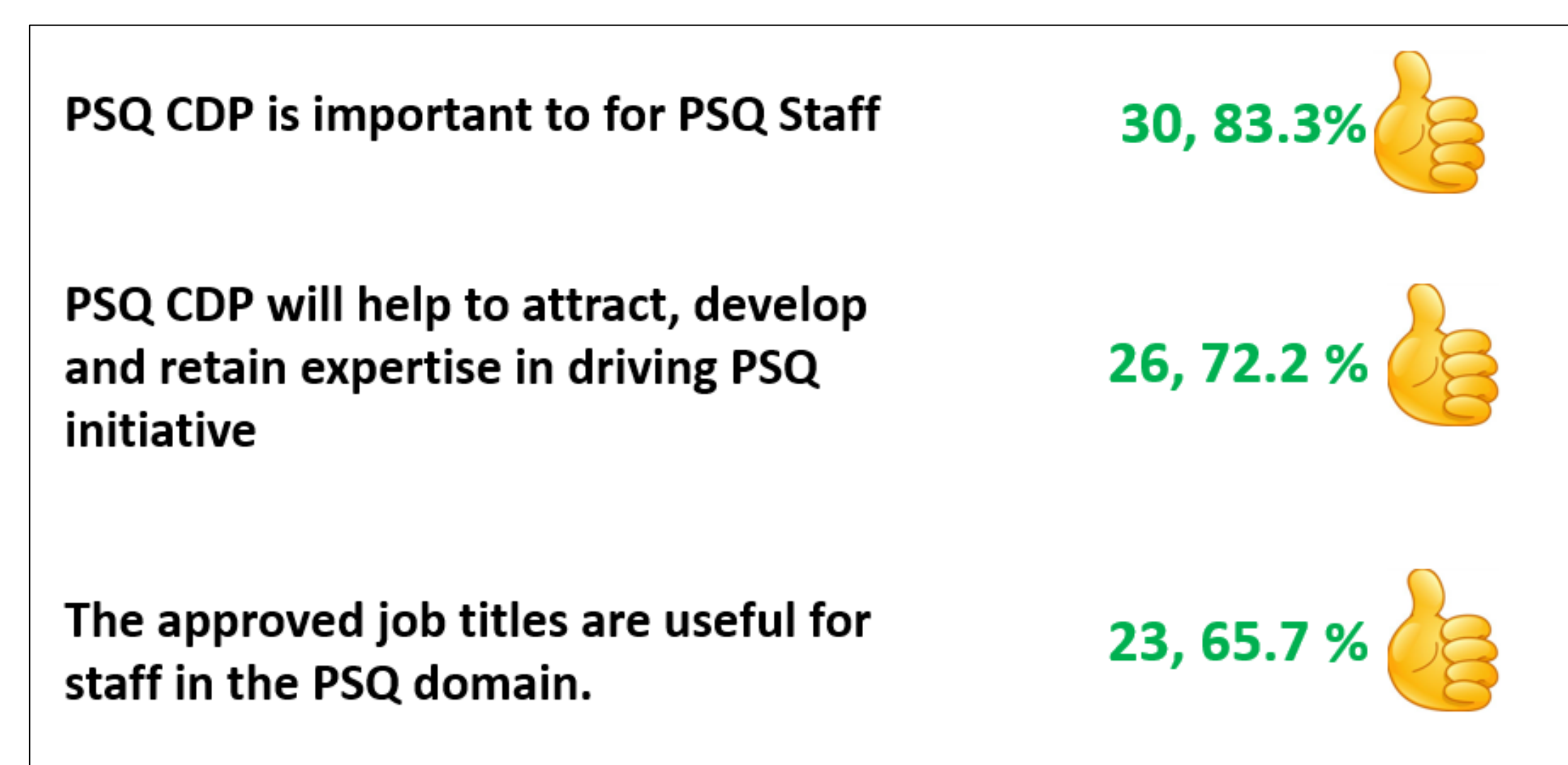


Figure 3: Poll results on having a PSQ CDP

## 5. CONCLUSION

The approved H-PSQ-CDP provides a current and structured framework for SingHealth to attract, develop and retain an empowered and engaged PSQ workforce in driving PSQ initiatives for the cluster.