GROUP NURSING

NHG Group Nursing was established in October 2020 and is led by NHG Group Chief Nurse (GCN), Associate Professor Yong Keng Kwang. As nursing is the core of healthcare, Group Nursing aims to elevate the profession by facilitating best practices and attaining excellence in patient care across NHG Institutions by focusing on three key areas: (i) Talent Management and Manpower Optimisation (ii) Nursing in Population Health and (iii) Nursing Standards and Policies. Group Nursing also serves as the administrative arm of the NHG Nursing Council, NHG Nursing Strategic Map, and NHG Community Nursing.

NHG NURSING STRATEGIC MAP

The NHG Nursing Council was established in 2017 and is a platform for nursing leaders to synergise efforts to improve nursing standards and drive transformation of the profession across the cluster to meet the current and future needs of Singapore's healthcare system. Aligned to NHG's and Ministry of Health's (MOH) key population health priorities, the NHG Nursing Council oversees strategic development in the areas of Productivity and Innovation, Education and Career Development, Quality, and Research.

In November 2020, the NHG Nursing Council held a Strategic Retreat, facilitated by the NHG Clinical Governance team and NHG Group Nursing. It was attended by NHG Senior Management, Chief Nurses of the institutions, and nurses across the board. Based on collective discussions from the Strategic Retreat, Group Nursing developed the NHG Nursing Strategic Map to achieve the strategic goal: *"NHG Nurses are trusted and chosen to provide expert advice, decisions, and care."* This would be attained through four strategic thrusts across the five care segments of NHG's *River of Life* framework:

- **Relationship-Based Care** establishes trust-based relationships with patients and their families to ensure continuity of care.

- **Nurses beyond Nursing, Nursing beyond Nurses** encourages staff to gain mastery of nursing practice, and adopt trans-disciplinary competencies to add value to the care of patients and their families.

- **Digitally-Enabled Workforce** harnesses technology to enable timely solutions and interventions at any time and place, and continually spurs innovation in the way we deliver care.

- **Positive Practice Environment** builds a shared governance culture that engages, encourages, embraces, and empowers NHG Nurses.

The NHG Nursing Council will sponsor the NHG Nursing Strategic Map, while Group Nursing will helm the development and implementation of action plans to actualise the strategic goal in the next three to five years.

NHG nursing Strategic Map

Strategic Goal
NHG Nurses are trusted and chosen to provide expert advice, decisions and care

Professional Practice Model
Nurses as Evidence-based Practitioner, Innovator, Steward of Resources, Family Caring for Families

"The COVID-19 pandemic has taught NHG nurses the need to be agile in learning and for our practice scope to be broader. We must be trans-disciplinary in mindset, approach, and practice, and go beyond nursing to leverage on the strengths of patients, relationships, and technology to make this shift."

Associate Professor Yong Keng Kwang Group Chief Nurse, NHG

NHG COMMUNITY NURSING

The NHG Community Nursing Committee was set up in end-2017 to harness best practices and develop holistic, patient-centred, and nurse-led care in the community. It serves as a central platform to oversee strategies, provide actionable resolutions, and continuously improve the standards of community nursing across the care continuum. This is underpinned by the 2S+2C concept and The Omaha System, embedded in our community nursing's clinical protocols, workflows, and nursing competency.

2S+2C Concept

SENSING
Encourages community nurses and lay extenders (or community care associates) to consolidate data on at-risk individuals/clients to address their needs proactively/preventively in a timely manner. This is achieved by connecting with individuals, families, grassroots organisations, and providers in the community.

STRENGTHENING
Focuses on improving the knowledge and skills of individuals and families to exercise self-managed care, and equipping community partners with the capability to better support and complement health and social care.

CARE
Hones in on developing the required competency to provide appropriate clinical and social care through assessment, care planning, interventions, and escalation/de-escalation of care.

COORDINATION
Enhances seamless care by working closely with the various levels of community of carers and partners to maintain the optimal function of individuals in the community.

The NHG Healthy Planet Build Team designed and developed the IT requirements of NHG Population Health and NHG Community Nursing for the NGEMR.

The Omaha System

The NHG Community Nursing Committee adopted The Omaha System to augment community nursing standards of practice. It is a standardised framework to document problems, interventions, plans and evaluations (for an individual, family or community). It comprises a Problem Classification Scheme, Intervention Scheme, and a Problem Rating Scale for Outcomes. The Omaha System has been built into the Epic Healthy Planet module of the Next Generation Electronic Medical Record (NGEMR).
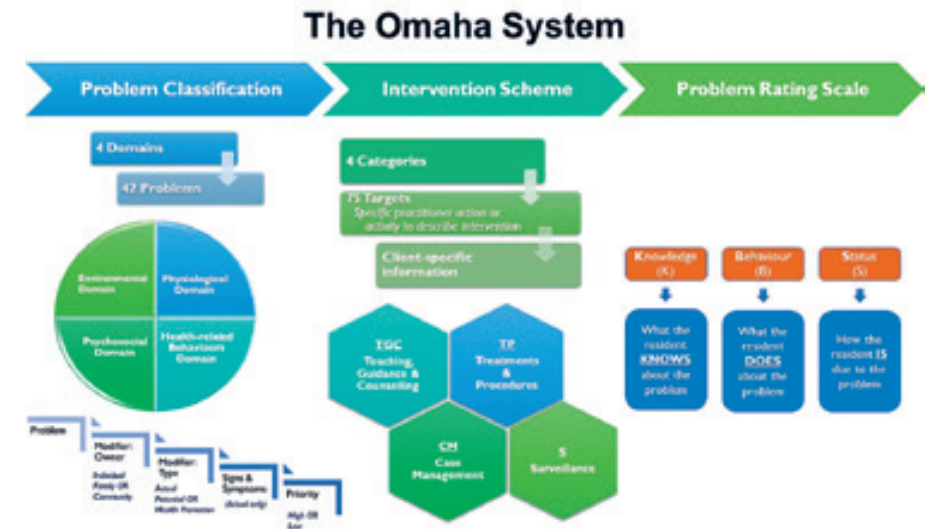
Development of Clinical Workflows

The NHG Community Nursing developed four clinical workflows to manage functional ability and falls, cognition, diabetes, and depression in the community. These nurse-led clinical workflows guide the care delivery for clients and/or caregivers with existing chronic diseases such as dementia and diabetes, and enable clients who are potentially at risk of developing these conditions to have timely access to health services and interventions. The interventions were derived from the harmonisation of best practices across various institutions and settings, including Institute of Mental Health (IMH), and community and primary care providers.

The workflows consist of trigger questions where clients at risk will be identified and evaluated using assessment tools. Interventions are planned and appraised based on the clients' risk profiles and are aligned with The Omaha System framework. Where necessary, community nurses escalate and coordinate referrals to specialist care for high-risk clients. The first three clinical protocols on managing functional ability and falls, cognition, and diabetes were piloted in early 2021, while the fourth clinical protocol on managing depression is work-in-progress.

"The scope of work and training will be broadened to allow nurses to play a wider role in providing care and improving the health of our population."

Dr Janil Puthucheary Senior Minister Of State,
Ministry Of Communications And Information & Ministry Of Health

Serving Our Population

As at December 2020, the NHG Community Nursing team comprised 85.5 registered nurses and 32 lay extenders (or community care associates):

- The team served more than 15,000 unique clients in the Central zone, and some 13,000 unique clients in the Yishun and Woodlands zones collectively.

- Community nursing programmes rolled out include the Community Nursing Pilot Programme, Ageing-in-Place Community Care Team (AIP-CCT), Hospital-to-Home (H2H), Community Health Post (CHP-Health Coach), Community Health Team (CHT-Nursing and Health Coaches), Community Screening (P5, Functional Screening), Project CARE, Coaching for Health Action and Management Programme-CHAMP (CHP), and Programme IMPACT.

- The team managed 114 Community Nursing Posts (CNPs) co-located at Senior Activity Centres (SACs), Residents' Committees (RCs), Community Centres (CCs), etc.

NHG Community Nursing shared best practices regarding The Omaha System with the NUHS Community Nursing team.

EMPOWERING OUR NURSES

With effect from 1 July 2021, 'Assistant Nurse' has been redesignated as 'Enrolled Nurse' across all NHG Institutions. This better reflects the expanding and empowered roles of our nurses in providing care. It is also more strategically aligned to their professional development and career aspirations.