

Closing Plenary: Change Management Approach in Implementing Social Prescribing in a Healthcare Organisation

Ms Margaret Lee

CEO, SingHealth Community Hospitals,

Deputy Group Chief Financial Officer (Regional Health System and Strategic Finance), SingHealth

Definition

Social prescribing links individuals to their community with the view to improve their Social determinants of health (SDOH)¹ – conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life.

It may be effective in improving health and well-being, as well as being cost-effective by reducing demand on the health sector.

Just a linkage?

It's a nice idea!

How difficult can that be?

Source: ¹World Health Organization definition of Social Determinants of Health. Available at: https://www.who.int/health-topics/social-determinants-of-health#tab=tab_1

Ideas are easy, implementation is everything

An overview of considerations for implementing social prescribing within a Singapore public healthcare institution

Internal & External Stakeholders

Career Structure & Development

Processes & Sustainable Funding

Key Deliverables & Evaluation



ORGANISED BY:



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SCH's social prescribing implementation explained through Kotter's 8 Step Change Model



1. Create a climate for change

Create Urgency

Build Coalition

Create Vision

Embed the Change

Build on the Change

Create Quick Wins

Implement and Sustain

Engage and enable the organisation

Create a climate for change

SingHealth Community Hospitals

SingHealth Regional Health System (RHS)



220
COVID BEDS



400
CH BEDS



448
CH BEDS



Sengkang General Hospital



Singapore General Hospital



Integrated with on-site general hospitals for seamless transfer of patients

Patient Profile

1 Jan 2021 – 31 Dec 2021

Admissions

5,239
Admissions

Palliative
6.0% (312)

Rehabilitation
79.2% (4,153)

Sub-Acute
14.8% (774)

Age



Average: 75.5
Median: 76.3

Above 60 yrs: 91.7% of patients
Above 80 yrs: 38.3% of patients

Gender

55.5%
2,910

Female

44.5%
2329

Male

Length of Stay



Average:
30.2 Days

Median:
23.0 Days

Subsidy Level

75% subsidy rate
48.6% (2,547)

60% subsidy rate
9.9% (521)

**CH Level
Of Subsidy**



0% subsidy rate
7.1% (371)

10 to 50%
subsidy rate
34.4% (1,800)

Vision

Bridging Care. Building Communities.

Mission

Deliver person-centred care to achieve health goals with our patients



In pursuit of a care model to best articulate person-centred care

Building a Coalition



- **Socialize idea within the Management Team (2018)**
 - Gentle steps to secure 100% buy-in from leadership team
 - Broad understanding of concepts to what it takes to implement.



- **Social Prescribing Study Trip to UK (Jul 2019)**
Composition of team members included doctors, nurses, allied health professionals, HR, community engagement, staff groups who will be change agents that will be involved in implementing the change

Social Prescribing Study Visit to UK – Jul 2019

Start of our journey in social prescribing by a small implementation team



Finalist at Social Prescribing Network Awards 2019



Health Education England



Age UK Camden



NHS England



Family Action

Creating the Vision

“Person centered care – looking after the medical and social health of our patients”

“Besides medical prescriptions such as drug, equipment, therapy, include social prescription for patients”

“Health journal – understanding our patients as a whole person and not only by specific condition”

“Concept embraced by all staff, a SCH signature program”

“Well-being coordinators, link workers or health and social care associates?”

“Career structure required for a new breed of healthcare workers”

“Evaluate program, contribute to research”

“Be a thought leader” “work with international partners”



2. Engage and enable the organisation

Create Quick Wins

Empower Others

Communicate Vision

Communicate Vision


Staff engagement sessions to introduce the concept, and the ambition to make it a SCH signature programme



Bright Vision Hospital Townhall



Sengkang Community Hospital Townhall

 Bright Vision Hospital

Continuing Professionals Education
18 July 2019 (Thursday) / 12.30pm – 1.30pm
Yen Pei Hall, Level 1

Doctors without Drugs

**A/Prof Lee Kheng Hock
(Medical Director)**




Photo credit: www.aash.gov.sg

What is Social Prescribing?
Social Prescribing enables health care professionals to refer patients to a link worker and to co-design a non-clinical social prescription. It empowers them to take control of their health and wellbeing through referral to non-medical 'link workers' who give time, focus on 'what matters to me' and take a holistic approach, connecting people to community groups and statutory services for practical and emotional support.

1 CME point accredited
Refreshment available for 1st 75 pax

For enquiries, please contact:
Ms. Belinda Soh at 6248 5755, ext.5275 or
email belinda.soh@bvhh.org.sg

Continued Medical Education Sessions, CEO memos, Townhalls



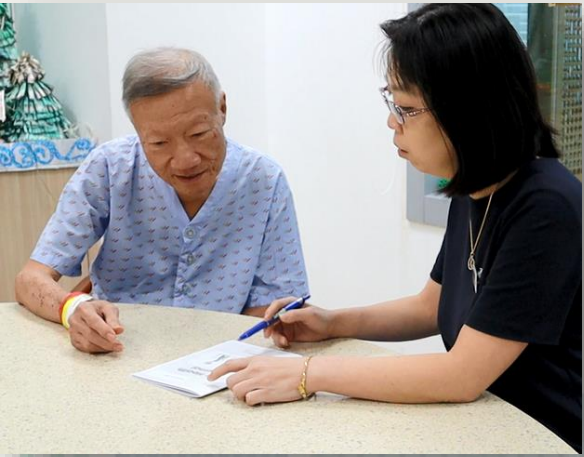
Empower Others : Uniquely Singapore Wellbeing Coordinators in a Secondary Care Setting

Hired our pioneer wellbeing coordinators, and started a pilot at Bright Vision Hospital



Scaling Up: 2nd site in Nov/ Dec 2019

Social prescribing at Sengkang Community Hospital



Quick Wins: Working with Volunteers & Community Partners



Leverage community outreach programmes in place from the SCH Community Relations Team



Partner **Silver Generation Office** to link patients to community for the last-mile connection

Covid-19 Innovations In Social Prescribing



...continued to enhance the content further as a team...

Lesson Content:



e-SP content taught by WBCs to our elderly patients...



...culminated into workplace learning with Institute for Adult Learning

Thought Leadership in Social Prescribing

E-Social Prescribing

be more active
support your mental wellbeing
support your finances
live well & more independently
be healthier
be more socially connected

Curriculum

- Add/ remove contacts
- Connecting to WIFI
- Making calls and sending messages
- Whatsapp voice msg, group chats & video calls
- Scanning QR Codes



Observations of Patients

“Able to use the scan QR codes effectively. Use it to **watch news and cooking programme**”

“She **enjoyed the lesson** and is **happy** she is able to go back to church now that she is able to do the scanning of QR code”

She **enjoyed the lesson** and is happy she is able to **use the scan function to access YouTube.**”



Social Prescribing Network Awards 2021

Winner

20 SOCIAL PRESCRIBING NETWORK AWARDS 21

Award for best International Social Prescribing Scheme

SingHealth Community Hospitals Singapore

National Academy for Social Prescribing

... which led to several international speaking platforms



DIGITAL INCLUSION OF OLDER PEOPLE: HARNESSING DIGITAL TECHNOLOGIES TO PROMOTE HEALTHY AGEING IN THE WESTERN PACIFIC REGION

Convened by: CAICT SYSTEMS

Date: 9:00 - 12:30 (UTC+8, Manila time)

Registration link: <https://www.who.int/news-room/events/2021/09/21/210921-social-prescribing>

WPRO UHC THEMATIC WEBINAR SERIES #7

OUR REGION IS AGEING RAPIDLY WHAT SHOULD WE DO?

SOCIAL PRESCRIBING
Why do we need to change?



Alignment with Ministry of Health's Strategy

SPEECH BY MR GAN KIM YONG, MINISTER FOR HEALTH, AT THE MINISTRY OF HEALTH COMMITTEE OF SUPPLY DEBATE 2021, ON FRIDAY 5 MARCH 2021

41. As staying well often involves not just health but also social and other factors, we will also explore how we can pull in resources across agencies and service providers to support your overall well-being. SingHealth, for example, has started trials to prescribe not just drugs but also social programmes, such as diet, exercise, and social activities. Dr Tan Wu Meng would be glad to know that they too have care coordinators

Forerunner to spearhead social prescribing efforts since 2019, laying the foundation for HSG



“Increasing our focus on becoming healthier requires a major shift in healthcare delivery ... It means taking a population approach to enhancing health — **going beyond the clinical aspects of health to address the social, environmental, and behavioural determinants of health...**”

“Improving our health goes beyond a doctor’s visit. Family doctors will be able to make **social prescriptions and encourage residents to adopt healthier lifestyles.**”

White Paper on Healthier SG, 2022

3. Implement and Sustain

Embed the Change

Build on the Change

Engage and enable
the organisation

Empower Others

Communicate Vision

Create Vision

Build Coalition

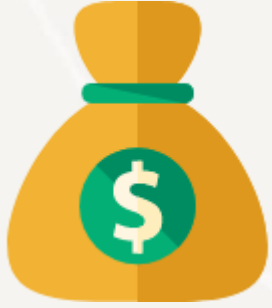
Create Urgency

Create a climate
for change

Funding Social Prescribing as an Emergent Care Model

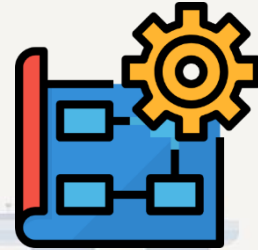
POPULATION HEALTH DEVELOPMENT PROGRAMME (PHDP)

In FY20, the SingHealth Office of Regional Health (SORH) approved funding for the social prescribing project. This includes the following:



Manpower

- Wellbeing Coordinators
- Counsellor/ Psychologist



Operational Expenditure

- Transport, engagement activities with patients, printing of communication materials, etc

Records in personalised care – paper to electronic



Version 1 - Hardcopy

Version 2 – Zedoc

Development of Competency Framework



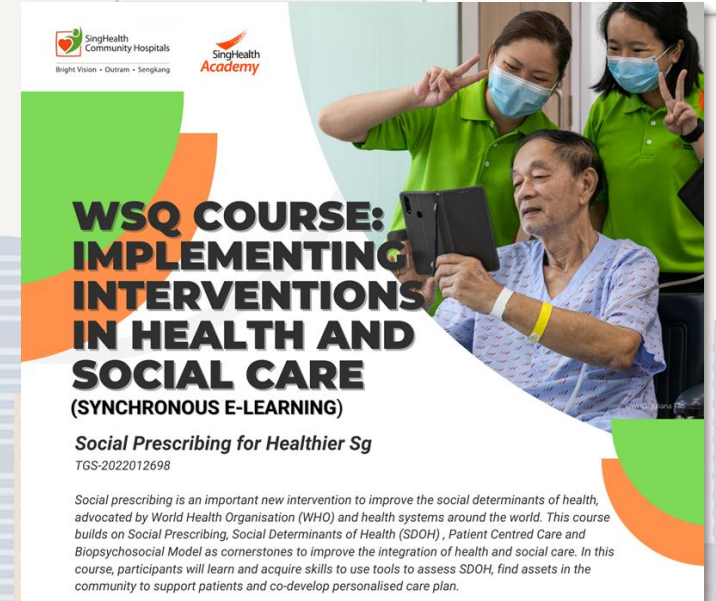
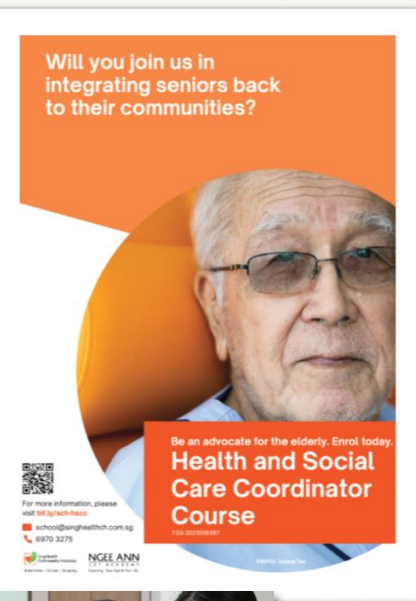
SCH Office Of Learning (SCHOOL)



Courses and training related to community health



Ground-up development of curriculum for workers involved in community care



Sharing of best practices through the Global Social Prescribing Alliance (2021)

Logos: WHIS, National Academy for Social Prescribing, World Health Organization, UNGSII

International Social Prescribing Student Framework Launch

YouTube

WEDNESDAY 24TH NOVEMBER 2021 @1PM GMT 2PM CET
WWW.GSPALLIANCE.COM #SOCIALPRESCRIBING #SDG3

 Gareth Presch, CEO, WHIS @garethpresch	 Dr Bogdan Chivu-Ghera, Global Alliance & Clinical Champion Lead @BogdanBCG	 Isana Epistita, Harvard University Global Health and Health Policy Student NHS National SP Student Champion @isana_epistita	 Rania Fernandes, University of Dundee Regional Lead (Scott) NHS National SP Student Champion Scheme @ranianfr
 Vandini Odayar, Harvard University Global Health and Health Policy @OdayarVandini	 Adele Kwan, Senior Manager, Office of Community Engagement & Education, SingHealth Community Hospitals	 Associate Professor Kheng Hock Lee, Director, Office of Community Engagement & Education, SingHealth Community Hospitals Associate Professor, Family Medicine, Duke NUS Medical School, Singapore	 Grace Newman, AMSA, The University of Melbourne @gracnew
 Lavinia Cheng Mon Porter, Final Year Medical Student, Wales, Swansea University @Acmell.lavinia	SDG Cities		



ADDRESSING SOCIAL DETERMINANTS OF HEALTH IN A PANDEMIC

Providing e-Social Prescribing to our Elderly

SingHealth Community Hospitals
 Bright Vision • Outram • Sengkang

Shaping the future of social prescribing through medical education

Duke-NUS students



½ day attachment to WBCs



Started in Aug 22

Duke-NUS Medical School has introduced social prescribing in the first-year curriculum of its Doctor of Medicine Programme (MD). Students will be attached to WBCs as part of their community care module.

“Our new emphasis on social prescribing will expose students to the wide range of social, emotional and practical needs of their patients while providing resources to address them. The transition from a singular focus on caring for the sick to promoting population health is a big change for our healthcare system. Duke-NUS is preparing the next generation of doctors for this new approach.”

Professor Thomas Coffman, Dean of Duke-NUS

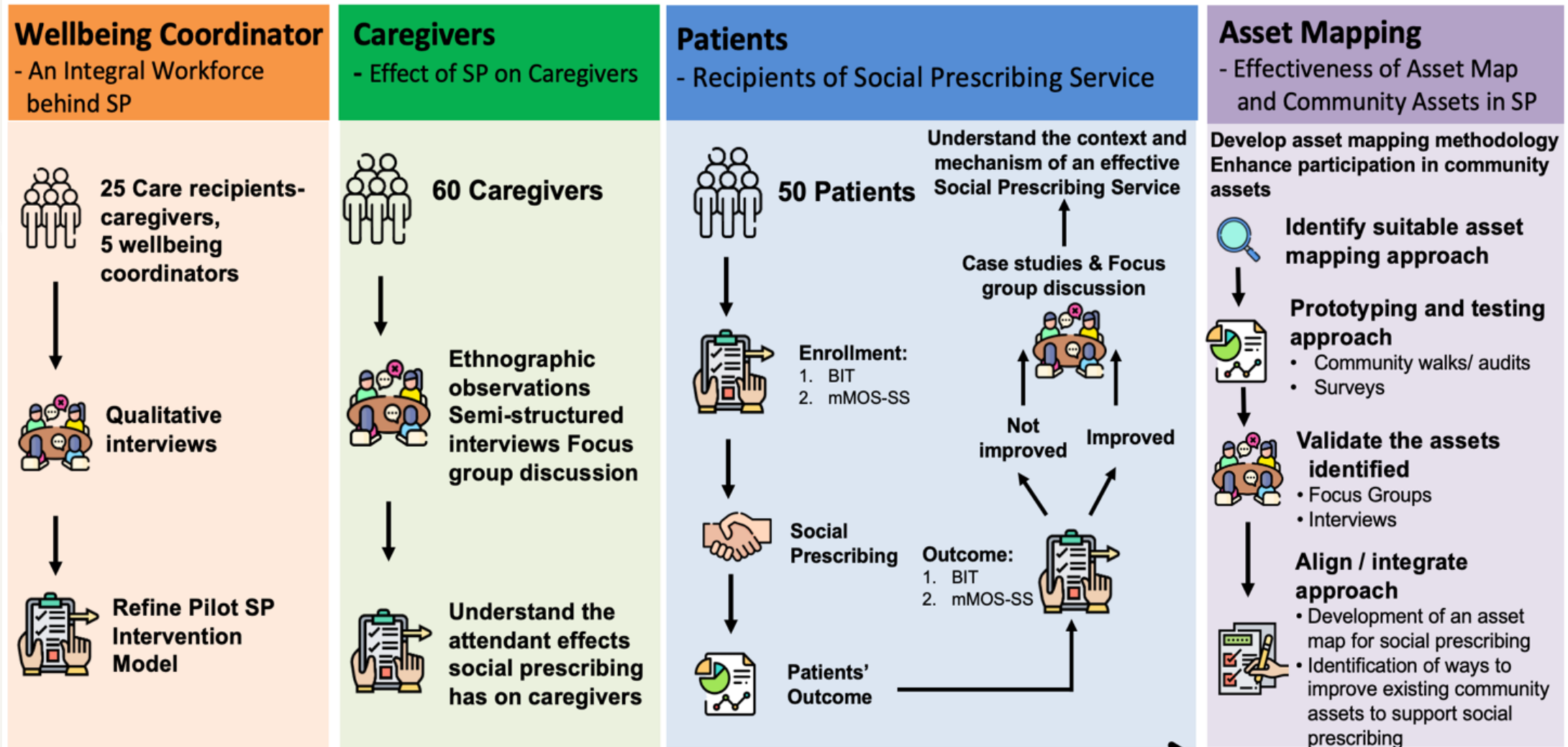
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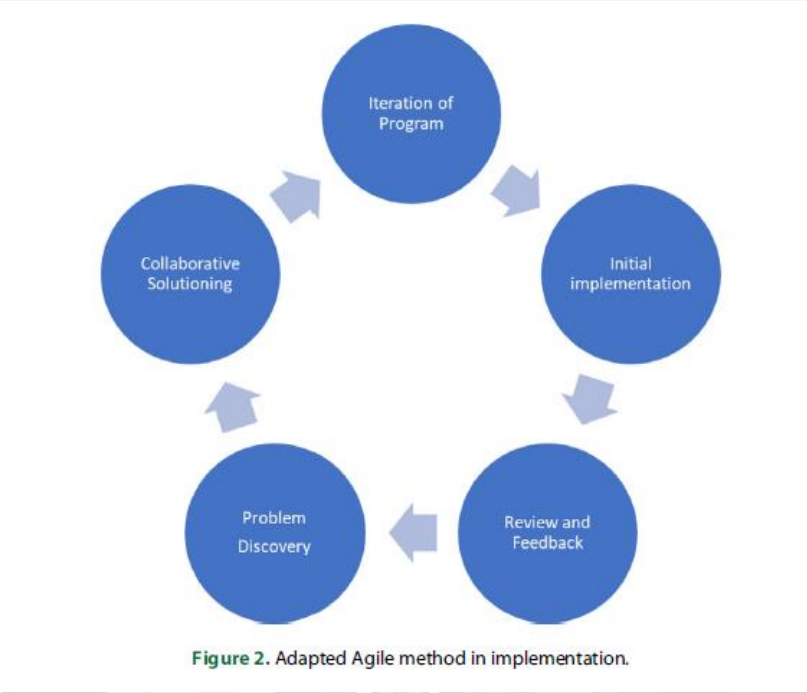
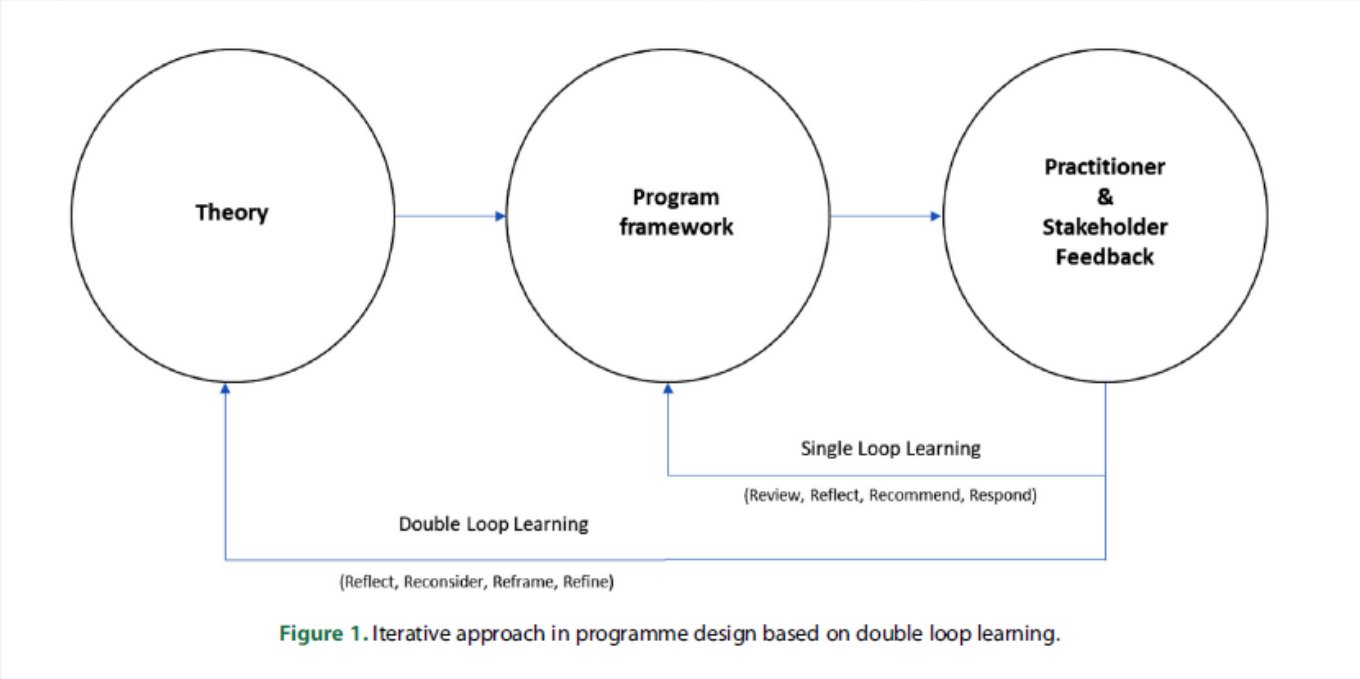
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Research and evaluation in social prescribing



Continuous improvement over delayed perfection: Continued iterative approach in SCH's implementation through double loop learning



Source: Lee KH, Low LL, Lu SY, Lee CE. Implementation of social prescribing.: Lessons learnt from contextualizing an intervention in a community hospital in Singapore. Lancet. 2022:

1ST ASIA PACIFIC SOCIAL PRESCRIBING CONFERENCE

ORGANISED BY:



SPONSORED BY:



Thank you



SingHealth Community Hospitals



SCHOOL@singhealthch.com.sg

SCH Milestones in Social Prescribing

Covid-19 Pandemic

May 2020

Jun 2020

Oct 2020

Nov 2020

Dec 2020

Mar 2021



Enhancement of e-SP programme with IAL
OCEAN as a new unit
 Office of Community Engagement & Education



Best International Social Prescribing Scheme Award
 at Social Prescribing Network Awards



WBCs move to SKCH
Started e-SP Programme at SKCH



Presentation to WHO on SCH Social Prescribing efforts

SP concept in MOH COS speech



WBCs move to back to BVH

Created digital Social Prescribing (e-SP) Programme @BVH



Completed Module 4- Social Determinants of Health and Social Prescribing

Published "Addressing Social Determinants Of Health in a Pandemic Providing e-Social Prescribing to our Elderly"



SCH Milestones in Social Prescribing

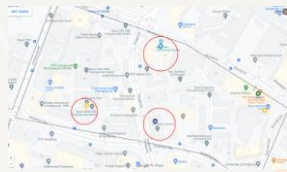
Covid-19 Pandemic

Apr
2021

Aug
2021

Jan
2022

Nov
2022



Start conducting **Asset mapping walks**



Duke-NUS attachment with WBC



First run for **WSQ Implementing Interventions in Health and Social Care**

1st Asia Pacific Social Prescribing Conference



First run for **SGUS Health & Social Care Coordinator (HSCC) Programme**

WBCs **started** SP Programme move to **OCH**



A TOOLKIT ON HOW TO IMPLEMENT SOCIAL PRESCRIBING

Collaboration with WHO

Course on OpenWHO to complement toolkit



ORGANISED BY:



SPONSORED BY:



SCH Milestones in Social Prescribing

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