

NATIONAL
SOCIAL WORK
COMPETENCY
FRAMEWORK

UNDERSTANDING
THE ROLES AND
COMPETENCIES OF
**MEDICAL
SOCIAL
WORKERS**





CONTENTS

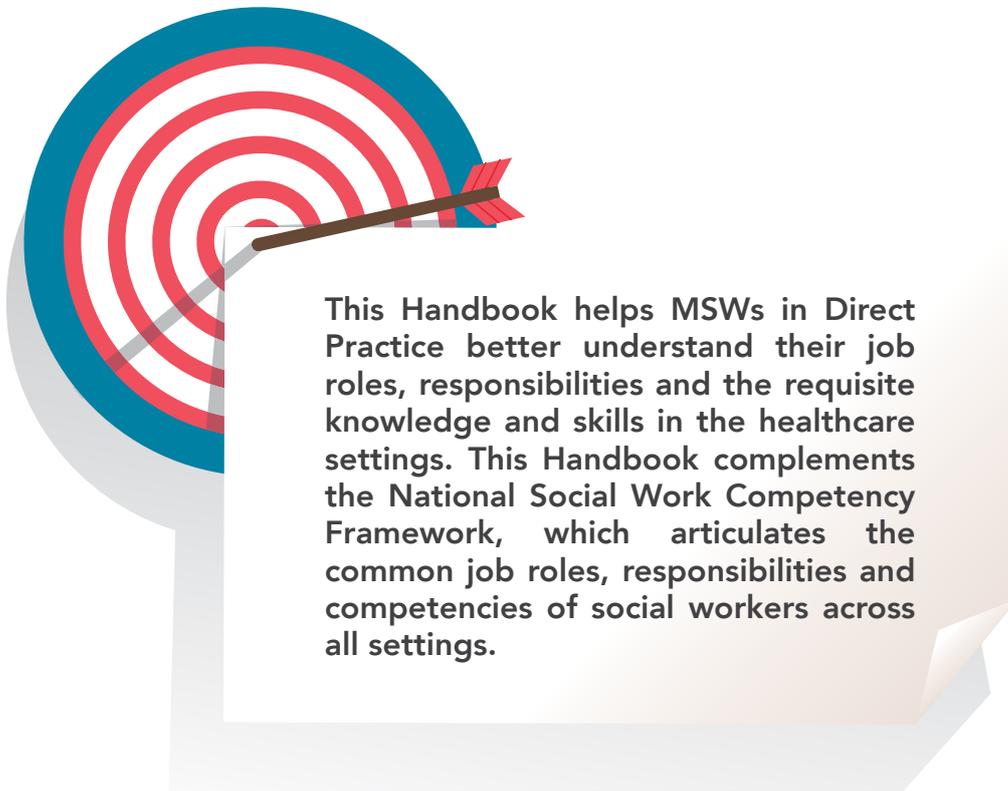
Chapter 1 Introduction	02
Chapter 2 What is This Competency Framework?	03
Chapter 3 How do I use This Competency Framework?	05
Chapter 4 Roles: What are My Key Responsibility Areas?	09
Chapter 5 Competencies: What are My Knowledge and Skills?	19
Chapter 6 Frequently Asked Questions	30
Chapter 7 Acknowledgements	34





INTRODUCTION

Medical Social Workers (“MSWs”) play an integral role in a multi-disciplinary healthcare team to deliver patient-centric care across the care continuum. They provide interventions to help patients and their families manage medical conditions by mobilising resources through partnerships with healthcare and community stakeholders and providing post-discharge support services. Through psychoeducation and counselling, MSWs help patients and their families regain physical and mental well-being to achieve self-reliance.



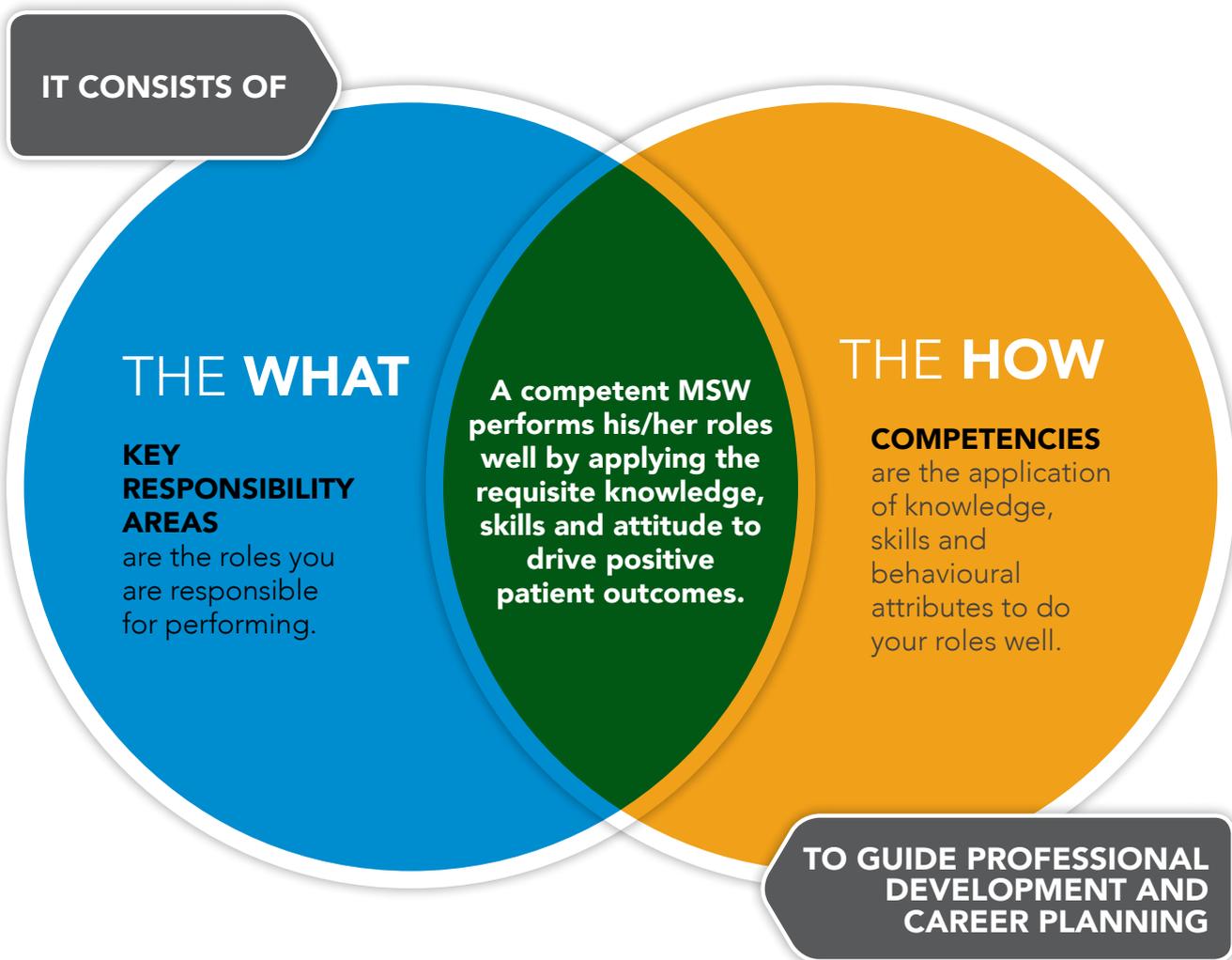
This Handbook helps MSWs in Direct Practice better understand their job roles, responsibilities and the requisite knowledge and skills in the healthcare settings. This Handbook complements the National Social Work Competency Framework, which articulates the common job roles, responsibilities and competencies of social workers across all settings.

MSWs in Direct Practice should use this Handbook to understand their development needs and chart their own development and career plans.

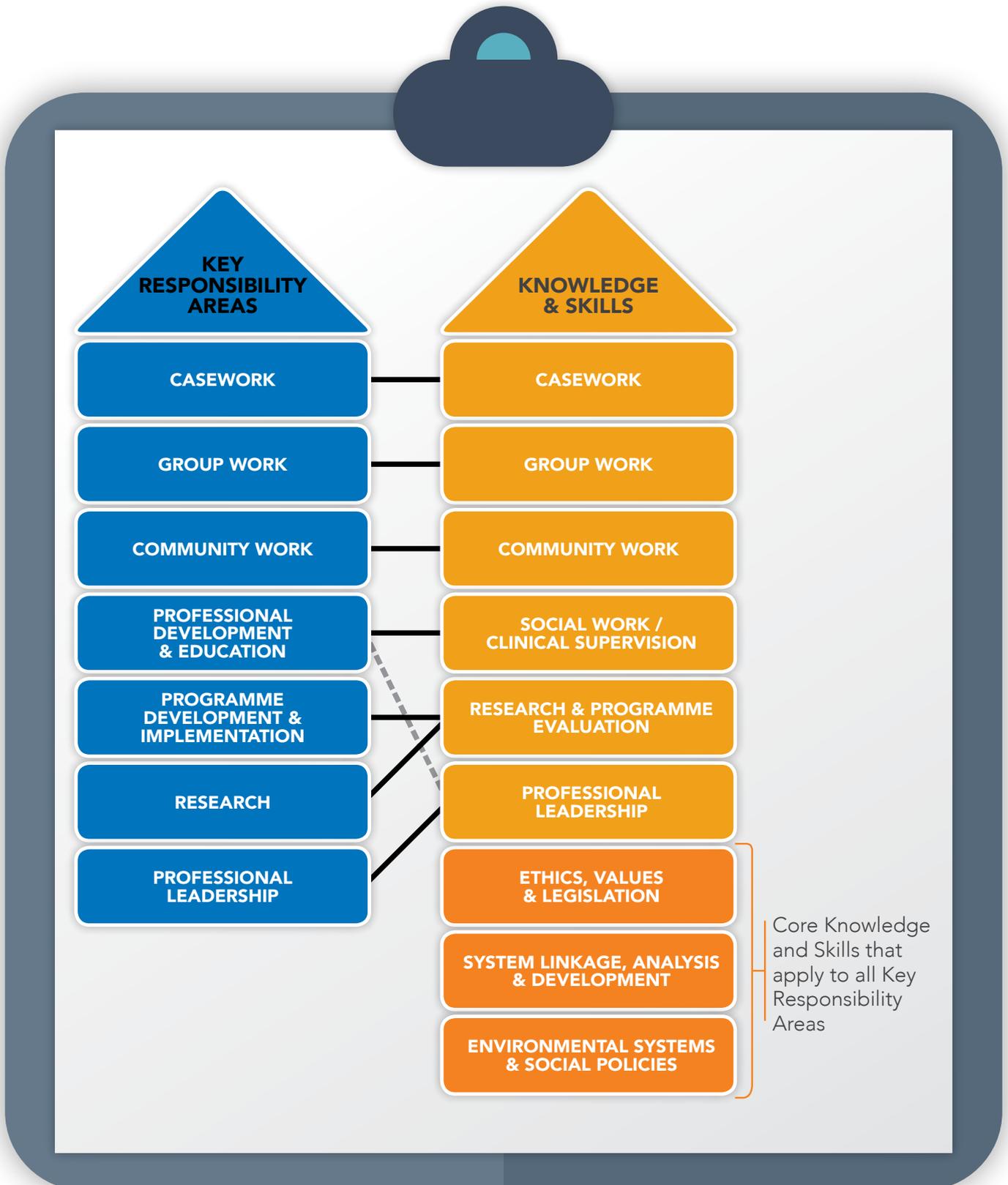


WHAT IS THIS COMPETENCY FRAMEWORK?

This Competency Framework details the various job roles and Key Responsibility Areas for MSWs in Direct Practice, and the requisite knowledge and skills to perform them successfully.



Each job comprises a combination of roles categorised under **seven Key Responsibility Areas**. The **Knowledge and Skills** required for each Key Responsibility Area are mapped out below. Three areas of Knowledge and Skills, namely (i) Ethics, Values and Legislation, (ii) System Linkage, Analysis and Development, and (iii) Environmental Systems and Social Policies, are identified as core competencies, and they apply to all Key Responsibility Areas.





HOW SHOULD I USE THIS COMPETENCY FRAMEWORK?

MSWs in Direct Practice should use this Handbook with the career guide, “My Career: A Professional Development Guide for Social Workers”, to understand their development needs and chart their development plans.

UNDERSTANDING MY DEVELOPMENT NEEDS

Step 1 Identify your current and aspirational job roles

- Read through the different job roles and Key Responsibility Areas outlined in Chapter 4 “Roles: What are My Key Responsibility Areas?”
- Identify the job role and Key Responsibility Areas that best describe your current duties.

There are six job roles and seven Key Responsibility Areas in this Competency Framework. As organisations may have their own job titles, roles and responsibilities, you should consult your supervisor and HR professionals to identify the most appropriate job role and Key Responsibility Areas.

- Identify the aspirational job roles that best describe where you would like to be in three to five years.

Step 2 Identify your proficiency level

- Identify the proficiency level required for your current and aspirational job roles using the table below.

JOB ROLE	LEVEL OF COMPETENCY PROFICIENCY
Entry-Level / Junior	Foundational
Senior	Intermediate
Principal	Advanced
Master / Senior Master	Expert



Example: What is my job role if my current job title is a Senior Principal MSW?

As career pathways and job titles may differ among organisations, you should identify the job role that best resembles your current job scope. As a general guide, a Senior Principal MSW may be expected to perform a combination of roles classified under Master and/or Senior Master.

Step 3 Use Worksheet 1 to evaluate your current competencies and identify your immediate and long-term development needs.

- Select the competencies in Chapter 5 “Competencies: What are My Knowledge and Skills?” which are most applicable to you and enter them in **Column A**.
- Identify the proficiency level for each competency that you are supposed to perform in your current and aspirational job roles and enter them in **Columns B** and **C**, respectively.
- Determine whether you are performing below, above, or at the proficiency level you are expected for your current and aspirational job roles in **Columns D** and **E**, respectively.
- Identify your development needs in **Column F**. If you have ticked “Below” for Column D, the competency is an **area of immediate development need**. If you have ticked “Below” for Column E, the competency is an **area of long-term development need**.



You can also access the self-assessment tool at <http://www.socialserviceinstitute.sg/> or by scanning this QR code.



WORKSHEET 1 – UNDERSTANDING MY DEVELOPMENT NEEDS

My current job role is closest to that of a _____.
 In three to five years’ time, I aspire to be in a job role similar to that of a _____.

Column A	Column B	Column C	Column D	Column E	Column F
Competency*	Level I am expected to perform at in my current job role	Level I would like to perform at in my aspirational job role (in three to five years)	Level I am currently performing at is _____ the expected level of my current job role	Level I am currently performing at is _____ the expected level of my aspirational job role	This competency is an
e.g. Knowledge of the healthcare system such as philosophy, organisation, financing, delivery model.	<input type="checkbox"/> Foundational <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced <input type="checkbox"/> Expert	<input type="checkbox"/> Foundational <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced <input type="checkbox"/> Expert	<input type="checkbox"/> Below <input type="checkbox"/> The same as <input type="checkbox"/> Above	<input type="checkbox"/> Below <input type="checkbox"/> The same as <input type="checkbox"/> Above	<input type="checkbox"/> Area of immediate development need <input type="checkbox"/> Area of long-term development need

* You may add on rows for additional competency assessments as required.

CHARTING MY DEVELOPMENT PLAN

Once you have identified your areas of immediate and long-term development needs in Worksheet 1, you should proceed to create your development plan in **Worksheet 2**. There are a number of learning and development interventions such as on-the-job experiences, coaching and mentoring, and training and education to address your immediate and long-term goals. You may consult your peers, supervisors, mentors and/or HR professionals for their recommendations of useful learning and development interventions.

Step 1 Identify your immediate and long-term development needs

- List the competencies that you have identified as development needs from Worksheet 1 in **Column A**, and identify the current and target proficiency levels in **Column B**.

Step 2 Identify the appropriate learning and development interventions

- Identify and enter the selected learning intervention(s) in **Column C** for each competency.

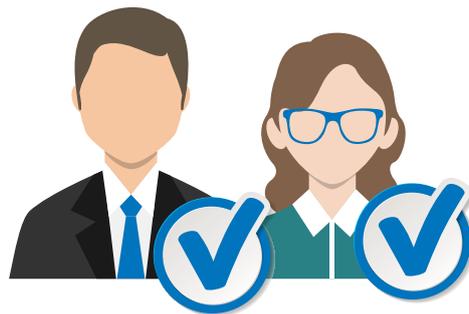
Step 3 Chart your development plan

- Select the “Course of Action” for each platform, determine the associated “Expected Learning Outcomes”, and enter these in **Columns D** and **E**, respectively.
- Decide on the “Expected Completion Date” (**Column F**). For immediate development needs, the completion date should typically be within a year. For long-term development needs, the completion time frame can span three to five years.
- Take action and achieve your goal (**Column G**). Revisit your plan regularly to ensure that you are on track.

WORKSHEET 2 – CHARTING MY DEVELOPMENT PLAN

Column A	Column B	Column C	Column D	Column E	Column F	Column G
Competency*	Current vs Target Proficiency Level	Learning Intervention(s)	Course of Action	Expected Learning Outcomes	Expected Completion Date	Achieved?
e.g. Knowledge of the healthcare system, e.g. philosophy, organisation, financing, delivery model	e.g. Foundational/ Intermediate	e.g. Training and Education	e.g. Attend MSW Policy Workshop by Healthcare Leadership College	e.g. To understand the healthcare system and how it impacts casework	e.g. March 2016	e.g. Y/N

* You may add on rows for additional competency assessments as required.



ROLES: WHAT ARE MY KEY RESPONSIBILITY AREAS?

There are six levels of job complexity for each Key Responsibility Area.

KEY RESPONSIBILITY AREA 1: CASEWORK

Definition: Provide end-to-end case management support and appropriate level of care through assessment, care planning and interventions, and evaluation of care. Sub-categorisation of Casework is developed for junior, senior and principal levels of job complexity in three areas: (i) Engagement and Assessment, (ii) Goal Setting and Intervention Plans, and (iii) Case Review and Documentations.

Entry-Level	Junior	Senior	Principal	Master	Senior Master
<p>Engagement and Assessment</p> <ol style="list-style-type: none"> 1. Assess referral cases to ensure that they are suitable for intake 2. Establish rapport and build professional relationship with client and significant others (e.g. family, caregivers) 3. Identify and clarify the key issues to the problem situation and gather relevant information from clients 4. Conduct needs and intake assessment to assess and identify the severity and key risks and protective factors for intervention 5. Apply theoretical and professional knowledge to formulate biopsychosocial and spiritual assessment 6. Engage patients, families, multi-disciplinary team and relevant stakeholders to gather holistic and relevant information 7. Use different modes of engagement (e.g. home visit, telephone interview, face-to-face interview) for the purposes of assessment, intervention and monitoring <p>Goal Setting and Intervention Plans</p> <ol style="list-style-type: none"> 1. Analyse and evaluate different courses of action in terms of their immediate and long-term consequences 2. Formulate appropriate strategies for action 3. Conduct care/case planning and goal setting with clients based on standard 	<p>Engagement and Assessment</p> <ol style="list-style-type: none"> 1. Engage client and significant others (e.g. family, caregivers) in a therapeutic manner to understand their needs 2. Manage and overcome reluctance and resistance to change 3. Apply theoretical and professional knowledge to formulate biopsychosocial and spiritual assessment 4. Engage patients, families, multi-disciplinary team and relevant stakeholders to gather holistic and relevant information <p>Goal Setting and Intervention Plans</p> <ol style="list-style-type: none"> 1. Conceptualise and identify appropriate approaches to develop care/case plan for clients 2. Help clients to develop and choose strategies and formulate viable plans 	<p>Engagement and Assessment</p> <ol style="list-style-type: none"> 1. Develop professional and engaged relationship with clients and other key service stakeholders (e.g. doctors, nurses, counsellors, FSCs, Homes) 2. Conduct needs assessment and risk assessment for complex cases by taking into account the integration of a range of information independently <p>Goal Setting and Intervention Plans</p> <ol style="list-style-type: none"> 1. Foster partnership with multi-disciplinary team and/or agencies to deliver care/case plans 2. Lead in the delivery of domain-specific interventions 3. Lead in high risk case conferences in domain area 	<p>Engagement and Assessment</p> <ol style="list-style-type: none"> 1. Lead and conduct case assessment and risk assessment for complex and high-risk cases by taking into account the integration of a range of information independently <p>Goal Setting and Intervention Plans</p> <ol style="list-style-type: none"> 1. Foster partnership with multi-disciplinary team and/or agencies to deliver care/case plans 2. Lead in the delivery of domain-specific interventions 3. Lead in high risk case conferences in domain area 	<ol style="list-style-type: none"> 1. Oversee the delivery of social services by MSWs to ensure high standard of practice 2. Identify emerging trends that require domain attention (e.g. community/ social issues, new types of intervention), and guide the development of interventions 3. Provide a multi-disciplinary perspective to guide the development of holistic interventions 4. Work closely with key stakeholders (e.g. social service providers) to ensure successful execution of intervention plans 5. Co-create theories and intervention approaches with key stakeholders 6. Build and leverage on networks with senior practitioners 	<ol style="list-style-type: none"> 1. Provide guidelines and supervision to social service providers to ensure high standard of practice 2. Chart key priorities for the social sector based on the identified new areas that require domain attention (e.g. community/ social issues, new types of intervention) and ensure that MSWs in the community develop the capability and processes to meet demands 3. Foster partnership with key stakeholders (e.g. social service providers) to support the successful execution and

<p>guidelines and professional assessments</p> <ol style="list-style-type: none"> Set clear contracts and goals with clients Engage clients to sustain effort in problem-solving Apply appropriate assistance schemes (e.g. financial assistance, employment assistance, accommodations) Provide illness-related psychoeducation and counselling Collaborate with patients, families, multi-disciplinary team and relevant stakeholders, including participation in case conference, to develop and review care and rehabilitation plans throughout the care duration Create and implement a care and discharge plan Collaborate and negotiate with stakeholders to mobilise community resources Adhere to protocols in accordance with clinical practice guidelines and integrated care pathways <p>Case Review and Documentations</p> <ol style="list-style-type: none"> Follow up and review care/case plans and provide recommendations to modify care/case plans where necessary Evaluate the process as well as the outcome objectively and recommend future improvement Provide documentation and timely updates of psychosocial assessments and intervention in the medical records to be used by multi-disciplinary profession Provide social reports with proper consent (e.g. patient, family, next-of-kin) to relevant stakeholders to ensure continuity of care Conduct closure of cases upon achieving sustainable service outcomes for clients, families and communities 	<ol style="list-style-type: none"> Represent case in case conference Represent department in inter-department or inter-agencies workgroups to discuss common and/or complex cases and formulate professionally endorsed treatment intervention plans <p>Case Review and Documentations</p> <ol style="list-style-type: none"> Implement and follow up on care/case plans and interventions to determine the suitability of care/case plans in addressing client's needs, and modify them where necessary Draft social reports for complex cases to be reviewed by supervisor Provide documentation and timely updates of psychosocial assessments and intervention in the medical records to be used by multi-disciplinary professions Provide social reports with proper consent (e.g. patient, family, next-of-kin) to relevant stakeholders to ensure continuity of care 	<p>part of a multi-disciplinary team</p> <ol style="list-style-type: none"> Apply advanced clinical and professional theories to pre-empt and execute social work intervention plans across patients' trajectory of illness Provide intervention in specialised areas of health social work (e.g. trauma, geriatrics, paediatrics) <p>Case Review and Documentations</p> <ol style="list-style-type: none"> Prepare social reports and ensure documentations are in place Provide professional advice or review complex cases carried out by multi-disciplinary team Review social reports and other documents prepared by MSWs to ensure quality standard Advise on complex medical cases or ethical issues carried out by multi-disciplinary team 	<p>Case Review and Documentations</p> <ol style="list-style-type: none"> Monitor and review case progress and evaluate the effectiveness of care/case plans and interventions for specific programmes and domain expertise Prepare and/or maintain social reports and other documents for complex and high-risk cases Review social reports and other documents prepared by MSWs to ensure quality standard Advise on complex medical cases or ethical issues carried out by multi-disciplinary team 	<p>outside the community to derive integrated care/case plans for clients with multi-faceted issues that require interventions to be delivered across settings</p> <ol style="list-style-type: none"> Provide advice as part of a professional committee on complex medical cases or ethical issues carried out by multi-disciplinary team Provide clinical, technical and scientific expertise, and leadership in case management Resolve challenging clinical and ethical issues and considerations using a wide array of theoretical underpinnings and practice knowledge Assume overall responsibility for service area, department or clinical pathway (e.g. stroke discharge pathway) and critically analyse, evaluate and synthesise new and complex ideas and make strategic decisions 	<p>integration of intervention plans across settings</p> <ol style="list-style-type: none"> Provide clinical, technical and scientific expertise, and leadership which may be recognised at national and/or international level Be recognised as a national and/or international expert within own speciality, service or field and ensure that locally endorsed standards are evidence-based to reflect the very best available practice
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KEY RESPONSIBILITY AREA 2: GROUP WORK

Definition: Develop, conduct and facilitate group therapy sessions to build social support systems and networks for target groups.

Entry-Level	Junior	Senior	Principal	Master	Senior Master
<ol style="list-style-type: none"> 1. Assist in the planning, implementation, monitoring and evaluating of group work, and provide recommendations for consideration 2. Assist in therapeutic groups that aim to develop target groups of clients 3. Co-facilitate support and psychoeducational groups (e.g. Stroke) for patients and/or caregivers within and outside organisation 	<ol style="list-style-type: none"> 1. Target and reach out to individuals and/or groups who may benefit from group work conducted by organisations or agencies 2. Plan, implement, monitor, evaluate and modify therapeutic group work to address issues of target groups 3. Facilitate high-risk therapeutic group work under supervision 4. Develop and lead in support groups (e.g. Stroke) for patients within and outside the organisation 	<ol style="list-style-type: none"> 1. Lead therapeutic group work for target groups (i.e. Support Group, Task Group for victims of child abuse cases) 2. Formulate and outline outreach programmes for individuals and/or target groups based on outreach strategies 3. As a domain expert, review and provide advice to guide the development of group work by MSW and multi-disciplinary team 	<ol style="list-style-type: none"> 1. As a domain expert, review and provide advice to guide the development of group work by MSW 2. Strategise outreach plans, review and provide advice to guide the design and execution of outreach plans for individuals and/or target groups 3. Conduct therapeutic group work and therapies for the community, and track outcome and collect data to ensure effectiveness 	<ol style="list-style-type: none"> 1. Work with key groups of clients or support groups to provide support for group work targeted at various client profiles 2. Work closely with social workers within the community to reach out and enable key group work 3. Co-create solutions as part of a key member in a multi-disciplinary team or case conferences 	<ol style="list-style-type: none"> 1. Formulate strategies to form and leverage on strong partnership with key groups of clients or support groups to provide support for group work targeted at various client profiles 2. Act as a bridge to pull resources within the community to reach out and enable key group work 3. Initiate and develop group work and therapies for the community, and strategise means to track outcomes and collect data to ensure effectiveness

KEY RESPONSIBILITY AREA 3: COMMUNITY WORK

Definition: Develop new community support systems which bring about enhanced psychosocial well-being of the community.

Entry-Level	Junior	Senior	Principal	Master	Senior Master
<ol style="list-style-type: none"> 1. Assist in the conduct of environmental scanning and assessment of community needs through data collection and basic analysis (e.g. collation of social data, conducting interviews or surveys, conducting community mapping, analysing social trends) 	<ol style="list-style-type: none"> 1. Conduct environmental scanning and assess community needs 2. Design, develop and implement community-specific development programmes (e.g. aging community in a specific neighbourhood) 3. Participate in community development initiatives, and provide recommendations for consideration 4. Engage patients, families, multi-disciplinary team and relevant stakeholders to gather holistic and relevant information 5. Apply theoretical and professional knowledge to formulate biopsychosocial and spiritual assessment 6. Deliver public education talks with supervision 	<ol style="list-style-type: none"> 1. Strategise and lead environmental scanning and assessment of community needs 2. Initiate, design, develop and implement new community development initiatives by mobilising community resources, other social service providers and volunteers 3. Organise and evaluate community development programmes, taking into account the broader perspectives 4. Network with community stakeholders for effective care integration 5. Deliver public education talks independently 	<ol style="list-style-type: none"> 1. Lead in the conduct of local demographic profiling and other relevant analyses 2. Initiate and develop campaigns for new community development programmes in response to emerging needs 3. Work closely with key influencers to co-create community development programmes 4. Mobilise resources to support the execution of community development programmes (e.g. leverage on networks to gather support from sponsors and donors, and initiate volunteer programmes) 	<ol style="list-style-type: none"> 1. Provide strategic leadership to develop the strengths of the community that can support the delivery of community development initiatives and programmes 2. Work closely with key players in the social sector to develop plans for community development and re-integration networks/ services to support the integration of clients 3. Work closely with policy makers to deliver community development initiatives and programmes 4. Actively promote strategies to improve overall psychosocial well-being and family/ community care/case support for clients 	<ol style="list-style-type: none"> 1. Identify and conceptualise key needs and plans for community prevention and reintegration 2. Provide guidance on developing the strengths of the community that can support the delivery of community development initiatives and programmes 3. Foster partnership to influence key players in the social sector to develop plans for community development and re-integration networks/ services to support the integration of clients 4. Advise policy makers to deliver community development initiatives and programmes 5. Strategise and outline key plans to lead the integration of system-level information and available social data for the purpose of developing new joint community development programmes

KEY RESPONSIBILITY AREA 4: PROFESSIONAL DEVELOPMENT AND EDUCATION

Definition: Engage in continual learning, professional sharing to stay current and relevant in practice. Provide guidance and training to MSWs to enhance skills, knowledge and expertise of the profession.

Entry-Level	Junior	Senior	Principal	Master	Senior Master
<p>1. Participate in developmental programmes and supervision for personal and professional growth and development</p>	<p>1. Engage in learning opportunities, (e.g. participate in Communities of Practice) to develop skills and capabilities</p> <p>2. Attend professional development courses to acquire professional knowledge and skills</p> <p>3. Supervise interns and/or students on placement</p> <p>4. Guide fresh MSWs</p> <p>5. Conduct training and teaching sessions to other departments with supervision</p> <p>6. Oversee projects led by fresh MSWs and assist to provide guidance and case management appropriately</p> <p>7. Participate in curriculum development for workshops or training for MSWs, healthcare professionals and community workers</p>	<p>1. Seek out continuous learning opportunities such as participating in case review meetings, cross-functional or Ministry-level assignments, practice research and development to further develop skills and capabilities</p> <p>2. Share new practice knowledge with others to encourage a culture of learning and continuous improvement</p> <p>3. Monitor the application of principles and protocols as guided by the professional Code of Ethics, and identify and respond to ethical concerns in practice</p> <p>4. Contribute to the streamlining of department processes to increase effectiveness in meeting patients' needs</p>	<p>1. Establish best practices for the provision of social services for domain expertise</p> <p>2. Chart the overall professional development plan for MSWs within a department/organisation, provide development opportunities, and develop domain-specific development programmes for MSWs</p> <p>3. Assess and plan for the learning needs of the department</p> <p>4. Supervise and mentor MSWs in their professional development</p> <p>5. Develop curriculum and deliver, or provide guidance to plan and develop education and training programmes to various social service providers</p>	<p>1. Chart the professional development plan for MSWs within the organisation/cluster</p> <p>2. Work closely with relevant stakeholders to advise on mobility and development of MSWs across the sector</p> <p>3. Highlight development and mobility needs of MSWs within the cluster/organisation</p> <p>4. Design, develop and execute capability building initiatives and programmes for MSWs (e.g. training and development of the sector)</p> <p>5. Lead in the discussion of sensitive or emergent unique cases to the larger social work fraternity</p> <p>6. Advise sector planners on the training initiatives and programmes for MSWs</p>	<p>1. Chart the professional development plan for MSWs across the social sector</p> <p>2. Work closely with relevant stakeholders to advise on the mobility and development of MSWs across the sector</p> <p>3. Provide leadership for the development and mobility needs of the sector</p> <p>4. Outline key priorities to guide the design, development and execution of capability building initiatives and programmes for MSWs</p> <p>5. Contribute to devising the education and training requirements for the social sector</p> <p>6. Design and provide education and training to a wide variety of audiences on professional areas in social work</p>

		<p>5. Supervise junior MSWs and support level staff (e.g. MSW assistants)</p> <p>6. Develop/review curriculum for workshops/training for MSWs, healthcare professionals and community workers</p> <p>7. Oversee projects led by junior MSWs and provide guidance appropriately</p> <p>8. Conduct and lead clinical audits for quality assurance</p>	<p>6. Provide clinical supervision, mentoring, continuing education and professional development within the organisation/cluster</p> <p>7. Design and oversee clinical placement programmes in the department</p> <p>8. Lead Communities of Practice or interest groups (e.g. HIV, child abuse, Intensive-Care Unit)</p> <p>9. Undertake teaching (undergraduate and post-graduate teaching) or research, and provide a bridge between practice, professional bodies and academic/research institutes</p> <p>10. Engage in educational planning, and the development, assessment and delivery of training for formal special interest groups in a larger environment</p>	<p>7. Provide guidance to plan and develop education and training roadmap for the cluster</p> <p>8. Demonstrate a portfolio of career-long learning, experience and education</p> <p>9. Provide education in a specific field of social work practice nationally and internationally by lecturing and/or through publishing research papers in professional journals</p>	<p>7. Promote and facilitate access to learning opportunities for health professionals and others in specialised areas of health social work, including providing mentorship and supervision</p>
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KEY RESPONSIBILITY AREA 5: PROGRAMME DEVELOPMENT AND IMPLEMENTATION

Definition: Develop new service delivery models, programmes and protocols to promote better integration of services within the organisation or sector.

Entry-Level	Junior	Senior	Principal	Master	Senior Master
<ol style="list-style-type: none"> 1. Assist in the development of programmes through data collection and basic analysis (e.g. collation and analysis of relevant data, conduct feasibility studies) 2. Assist in the implementation of programmes 3. Assist in the promotion of programmes to target client groups or other stakeholders/partners/ agencies (e.g. to promote the understanding of various services and programmes available), and advise stakeholder to undertake relevant programmes and services 4. Participate in in-house programme/project work (e.g. quality improvement within department/organisation) to improve the quality of care and services to patients 	<ol style="list-style-type: none"> 1. Participate/ implement programmes (e.g. strengthening activities appropriate to clients' profile) 2. Review and refine programmes to target client groups or other stakeholders/partners/ agencies 3. Identify service gaps in response to clients' needs and make recommendations to improve service provision of programmes 4. Participate in in-house project work (e.g. quality improvement within department/organisation) to improve the quality of care and services to patients 	<ol style="list-style-type: none"> 1. Advocate and lead the development of specific programmes targeted at service gaps and service delivery issues 2. Design programme and conduct outcome-based evaluation to ensure that programmes are able to support the needs of gaps identified/ key clients 3. Participate in reviews of inter-departmental policies and processes 4. Evaluate departmental policies and processes, and provide inputs on the development of new policies and procedures to meet the needs of the social service provider and its clients 5. Plan, manage, and deliver programmes for patient, patient's family, multi-disciplinary team and relevant stakeholders in specialised areas of health social work (e.g. trauma, geriatrics, paediatrics) 	<ol style="list-style-type: none"> 1. Spearhead the development of domain-specific programmes and best practices 2. Identify and work in professional partnerships with key influencers and decision-makers to bridge service gaps 3. Plan, develop and implement MSW practice protocols and programmes 4. Evaluate departmental and institutional policies and processes, and provide inputs on the development of new policies and procedures to meet the needs of the social service provider and its clients 5. Advance expert psychosocial care programmes for patient in specialised areas of health social work (e.g. trauma, geriatrics, paediatrics) 	<ol style="list-style-type: none"> 1. Oversee the development of sector-wide/ multi-disciplinary programmes and best practices 2. Develop cross-settings/ agencies programmes to be implemented at various service providers 3. Build key MSW community and leverage on synergies between service providers to customise programmes that achieve the intended outcomes 4. Develop new model of care, services or programmes based on evidence-based research 5. Assume overall responsibility for service area, and ensure goals and targets (including financial and quality international benchmarks) are achieved for specialised areas of health social work 6. Interpret health and social policies to set goals and standards, and direct social and health services with responsibility and accountability 	<ol style="list-style-type: none"> 1. Integrate community-wide programmes and best practices that cut across different social service providers with long-term national impact 2. Outline key focus areas for the development of emergent and cross-settings/agencies programmes to be rolled out for target groups of clients at various social service providers within the community 3. Develop comprehensive intervention plans for key priority groups of clients to be used at the sectoral/ national level 4. Facilitate change by collaborating with stakeholders within and across profession(s), as well as within and across organisation(s), to develop innovative practice and services that produce improved patient outcomes 5. Contribute to strategic planning and local implementation of relevant health and social policies

KEY RESPONSIBILITY AREA 6: RESEARCH

Definition: Engage in research and evaluation activities to generate new or applied knowledge for practice.

Entry-Level	Junior	Senior	Principal	Master	Senior Master
<ol style="list-style-type: none"> 1. Keep abreast of current research and trends 2. Assist in data collection and support action research activities 	<ol style="list-style-type: none"> 1. Participate and support research 2. Engage in multi-disciplinary team research projects 	<ol style="list-style-type: none"> 1. Identify gaps and trends in research and/or practice that deserve systematic studies 2. Design and conduct research under guidance 3. Initiate and collaborate on research activities with clinicians and other professionals within the hospital/ local platforms 4. Present research papers 	<ol style="list-style-type: none"> 1. Lead, design and conduct research on current programmes/ specified issues 2. Disseminate and act as a knowledge base for relevant research findings to guide better practice 3. Apply domain knowledge to trends within the sector 4. Undertake research projects in collaboration with external partners, and present research findings at national and international platforms 5. Initiate and collaborate in research activities with clinicians and other professionals within the hospital, and with local and overseas institutions 6. Publish papers based on research outcomes and findings 	<ol style="list-style-type: none"> 1. Provide research direction and commission research initiatives, and highlight impact on practice 2. Act as a bridge between research and educational networks 3. Supervise research in collaboration with research experts 4. Lead research projects in collaboration with clinicians, other professionals and external partners, and present research findings at national and international platforms 5. Provide recommendation for the development of framework to guide research and development programmes based on social and health agenda, and secure resources 	<ol style="list-style-type: none"> 1. Outline key priorities and focus for research based on national needs 2. Foster partnership with the educational networks, with the aim of providing resources to guide the research led by the fraternity 3. Drive research and development programmes based on social and health agenda, and secure resources 4. Establish a system of audit and quality assurance guided by research findings, and ensure application to practice

KEY RESPONSIBILITY AREA 7: PROFESSIONAL LEADERSHIP

Definition: Provide leadership to facilitate the development of the profession, including coaching and mentoring for capability development.

Entry-Level	Junior	Senior	Principal	Master	Senior Master
N/A	N/A	<ol style="list-style-type: none"> 1. Guide the team-based delivery of social services to ensure adherence to the Code of Ethics, Standard of Practice, governance and agenda at the system level 2. Triage and assign appropriate cases to junior MSWs 3. Lead team in providing psychosocial care for patients and caregivers 4. Represent the department in collaborative projects with external agencies 	<ol style="list-style-type: none"> 1. Provide guidance to organisation on the development of standardised social work practice in the specialised area of health social work 2. Provide guidance to organisation on the planning and implementation of social work services and practice in the specialised area of health social work 3. Contribute to shaping the Code of Ethics, Standard of Practice, governance and agenda for the area of practice at the system level 4. Represent the profession in inter-department and/or inter-agency work 5. Provide MSW expertise in institution-based "stress and crisis management" programme 	<ol style="list-style-type: none"> 1. Develop strategies to spearhead the development of sector-wide programmes and best practices 2. Outline frameworks and provide professional guidance to organisations for the development, planning, implementation and audit of social work services and practice 3. Provide inputs to inform policy changes and development 4. Influence, inform, initiate and coordinate changes to the social service delivery model in the cluster and sector 5. Provide leadership across specialised areas of health social work, and lead strategic direction, innovation and influence in work practice 	<ol style="list-style-type: none"> 1. Provide frameworks and best practices to guide clinical supervision, mentoring, continuing education and professional development of the social work practice in Singapore 2. Advocate policies and governance, frameworks, standards of the social work practice in Singapore 3. Influence to increase the allocation of resources through advocacy and collaboration with resource holders (e.g. government, businesses and community) 4. Build network of external influence to spearhead changes in the social service delivery model 5. Be a role model, and represent the social work profession to raise visibility of the profession and practice 6. Assume a professional leadership role in the department, organisation and professional community (e.g. appointment as committee chairs/members in national and international committees, involvement in medical education and consultation) 7. Provide leadership to drive quality improvement in and the effectiveness of a specialised or generic area of health social work, by developing practice standards, evidence-based practice models, national policies, legislation and regulations, and sector initiatives that are applicable across settings and appropriate to population needs



COMPETENCIES: WHAT ARE MY KNOWLEDGE AND SKILLS?

There are four levels of competency proficiency for each Knowledge and Skill.

KNOWLEDGE AND SKILLS 1: CASEWORK

Definition: Knowledge and ability to assess psychosocial needs and provide intervention for individuals.

Foundational	Intermediate	Advanced	Expert
<ol style="list-style-type: none"> 1. Knowledge and ability to engage, assess, provide intervention and evaluate practice 2. Knowledge and ability to assess clients' level of functioning 3. Ability to assess clients' needs for social functioning 4. Ability to assess system intervention for clients 5. Ability to understand client groups and manage associated risk and protective factors 6. Ability to draw and apply relevant theories in direct case work for appropriate care plans 7. Ability to demonstrate reflective practice (e.g. case/care plans, social reports) 8. Theoretical knowledge in psychopathology, loss, grief and bereavement, individual and family lifecycle, family system, bio-psychosocial-spiritual framework, mental health and well-being, etc. 9. Case management of illnesses (e.g. acute, life-threatening, chronic, life-limiting, terminal illnesses, communicable and infectious diseases) 10. Knowledge of medical conditions, terminology, trajectory and impact of illness on individuals, families and social system 	<ol style="list-style-type: none"> 1. Knowledge of specialised theories and techniques (with advanced knowledge) in particular domain, and ability to customise the use of tools and approaches for therapeutic outcomes 2. Knowledge of facilitation skills to lead high-risk case conferences in multi-disciplinary settings 3. Knowledge and ability to manage ethical dilemmas independently, taking into account the range of information available 4. Ability to integrate advance theoretical knowledge and apply to complex cases 5. Ability to help patient navigate, negotiate and gain access to social and health services 6. Ability to conceptualise and assess the cases critically and accurately 7. Ability to apply and articulate case management principles that embrace holistic approach, systems perspective, integration of services and continuity of care 8. Ability to lead inter-agency case conference 	<ol style="list-style-type: none"> 1. Knowledge in social work skills in areas of focus (i.e. subject matter expert with breadth of knowledge in health social work) 2. Knowledge and ability to assess and manage risk at the agency or institutional level 3. Ability to take a holistic clinical view and be an authority in specialised fields/settings or issues 4. Ability to formulate trends and issues that need to be escalated at the systems level 5. Ability to identify patterns from clinical cases and adopt population-based approach to develop specialised interventions 6. Ability to apply ethical principles to assess and manage complex medico-legal and ethical cases 7. Ability to apply trans-disciplinary knowledge (e.g. medicine, rehabilitation practices, and public health) 	<ol style="list-style-type: none"> 1. Knowledge and ability to assess and manage risk at the systems or national level, including micro to macro spectrum to ensure high standards of practice 2. Ability to predict emerging trends in casework practice for holistic interventions, and identify trends that require domain attention (e.g. new types of intervention) 3. Ability to appraise best practices in domains 4. Ability to formulate psychosocial clinical framework for specialised areas of health social work 5. Ability to apply advanced and highly-developed theoretical and practical knowledge over a wide range of clinical, scientific and management functions 6. Ability to set up documentation and platforms for knowledge dissemination of best practices 7. Ability to influence change in the integration of services across the healthcare sector by applying trans-disciplinary knowledge

<p>11. Assessment of risks and management of crisis/emergency cases, (e.g. homelessness, substance abuse, family violence, suicide)</p> <p>12. Behavioral health counseling aligned with patient care plan</p> <p>13. Knowledge of culturally sensitive practices (e.g. funeral/last rites)</p> <p>14. Knowledge of the healthcare system, (e.g. philosophy, organization, financing, delivery model)</p> <p>15. Knowledge of health and social assistance schemes</p> <p>16. Knowledge and application of the management of end-of-life care, palliative care, advanced care planning, and caregiver support programmes and services, etc.</p> <p>17. Ability to conduct psychoeducation for individuals and families</p> <p>18. Ability to identify needs and co-manage family work and mediation</p> <p>19. Knowledge of facilitation skills to lead family and case conferences</p> <p>20. Knowledge of the roles and function of multi-disciplinary team, and ability to work collaboratively in patient care to achieve positive outcome</p> <p>21. Ability to provide counseling for adjustment to illness</p> <p>22. Ability to write social reports that have biopsychosocial insights that contribute to holistic patient care; being cognizant of medico-legal implications</p> <p>23. Ability to do history taking, contribute to diagnosis, support medical team in breaking bad news and follow up, guide caregivers to talk to medical providers, and represent patient in communicating interests to teams and external agencies</p>	<p>9. Ability to conduct therapeutic counselling or psychotherapy for patients, families and groups</p> <p>10. Ability to conduct family work and mediation independently</p> <p>11. Ability to work with complicated grief</p>	
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KNOWLEDGE AND SKILLS 2: GROUP WORK

Definition: Knowledge and ability to assess group processes and specialised intervention strategies to bring about successful therapeutic outcomes.

Foundational	Intermediate	Advanced	Expert
<ol style="list-style-type: none"> 1. Knowledge of underlying theories that inform group work practice 2. Knowledge and ability in the formation of groups 3. Knowledge and ability to assess the appropriateness of the group (i.e. type, composition, structure, needs and purpose) 4. Knowledge of basic facilitation skills and ability to co-facilitate with senior or experienced workers 5. Ability to conduct support groups (e.g. psychoeducational groups) 6. Ability to articulate outcomes of social work intervention to deliver, monitor and evaluate group work 	<ol style="list-style-type: none"> 1. Knowledge and ability to assess patterns of group behaviours 2. Ability to use appropriate approaches in different groups/settings 3. Ability to assess group dynamics 4. Ability to run therapeutic groups to achieve specific outcomes 5. Ability to integrate experiences from previous group interventions with current group work 	<ol style="list-style-type: none"> 1. Ability to use appropriate intervention strategies relevant to domain expertise 2. Ability to articulate outcomes of social work intervention, while strategising design and execution of outreach plans 3. Ability to use group processes to effect change through the development of group work therapies 	<ol style="list-style-type: none"> 1. Ability to use insights from dynamics of key groups of clients/support groups to formulate intended therapeutic outcomes for various client profiles 2. Ability to articulate and track group outcomes of social work intervention, and collect data for evaluation of effectiveness 3. Ability to supervise social workers in understanding group dynamics and processes

KNOWLEDGE AND SKILLS 3: COMMUNITY WORK

Definition: Knowledge and ability to identify issues and mobilise community resources (e.g. volunteer management, funding, donors, community resources) to address community issues.

Foundational	Intermediate	Advanced	Expert
<ol style="list-style-type: none"> 1. Ability to conduct needs assessment for service users at the community level 2. Ability to conduct environmental scanning to understand the needs of the community in the current landscape, and to identify community-specific issues 3. Ability to access and utilise community resources and funding schemes (i.e. where and how to make them available for clients) 4. Ability to engage stakeholders and partners for solutioning in community work 	<ol style="list-style-type: none"> 1. Ability to plan, implement and evaluate programmes at the community level 2. Ability to set up programme protocols and processes in response to emerging needs to achieve the desired outcomes 3. Ability to navigate complex stakeholder/influencer relations to derive common solutions in community work programmes 4. Ability to highlight social emerging trends in the community 	<ol style="list-style-type: none"> 1. Ability to create/pilot new programmes and mobilise the community to meet emerging needs through plans/networks/services 2. Ability to build and negotiate collaborations/partnerships with agencies, funders/sponsors and stakeholders in the social sector for community development and re-integration 	<ol style="list-style-type: none"> 1. Knowledge of asset-based community development and ability to assess the strengths and deficits of the community to support community needs (including micro-communities) 2. Ability to set up protocols and emerging programmes at the national level for community improvements to achieve long-term psychosocial well-being of the clients

KNOWLEDGE AND SKILLS 4: SOCIAL WORK / CLINICAL SUPERVISION

Definition: Knowledge and ability to provide educative, supportive, and administrative supervision to support supervisees' work with clients.

Foundational	Intermediate	Advanced	Expert
<ol style="list-style-type: none"> 1. Ability to define the agenda for supervision and identify/describe clear personal development goals during professional supervision 2. Ability to recognise and articulate ethical dilemmas, and discuss the application of ethics in practice 3. Ability to seek external supervision for the Social Work practice (in case of non-social work settings) 4. Knowledge of evidence-based approach adopted by healthcare professionals 5. Ability to use evidence-based approach, and search for clinical practice guidelines or evidence to inform practice 6. Ability to critically appraise evidence and engage supervisors in case discussion and management 	<ol style="list-style-type: none"> 1. Knowledge of supervisory phases, and ability to supervise MSWs in practice, and social work students/interns during placements 2. Knowledge of social work theoretical frameworks and skills in domain area 3. Ability to engage in peer supervision and debriefing sessions 	<ol style="list-style-type: none"> 1. Knowledge of educative, supportive and administrative functions 2. Ability to assess and formulate supervisees' developmental needs within agency or institution 3. Ability to adapt supervision strategies according to supervisees' needs 4. Ability to facilitate and provide a safe and conducive environment for clinical supervision 	<ol style="list-style-type: none"> 1. Ability to appraise and implement overall supervision structures/guides and clinical governance relevant to the entire social work landscape 2. Ability to develop and ensure adoption of clinical practice guidelines 3. Ability to enhance supervisors' supervisory knowledge and skills in practice

KNOWLEDGE AND SKILLS 5: RESEARCH AND PROGRAMME EVALUATION

Definition: Knowledge and ability to use applied research, theoretical framework and client profiling techniques to evaluate current or develop new programmes.

Foundational	Intermediate	Advanced	Expert
<ol style="list-style-type: none"> 1. Knowledge of research protocols for supervision and collaboration 2. Ability to identify available social programmes and social gaps, and conduct relevant analyses based on domain knowledge 3. Knowledge of care planning, programme implementation skills and techniques for evaluation 4. Ability to identify, profile and prioritise clients based on needs-evaluation 	<ol style="list-style-type: none"> 1. Ability to design programme, and conduct outcome-based evaluation (e.g. capture relevant data) by applying relevant theories and evidence 2. Ability to manage programmes (i.e. from concept formation to delivery evaluation) 3. Ability to apply knowledge of qualitative and quantitative methods in practice 	<ol style="list-style-type: none"> 1. Ability to articulate best practices and standards for sector-wide programme evaluation 2. Ability to critically analyse academic literature for evidence-based approaches and practice enhancement 	<ol style="list-style-type: none"> 1. Ability to oversee design and development of community-wide programmes to derive evaluative outcomes for long-term national impact 2. Ability to review and provide advice on the development of practice guidelines 3. Ability to appraise Practice Research and disseminate relevant findings 4. Ability to use relevant theories and research to inform and enhance practice

KNOWLEDGE AND SKILLS 6: PROFESSIONAL LEADERSHIP

Definition: Knowledge and ability to lead the development of the profession in areas such as coaching and mentoring skills for capability development.

Foundational	Intermediate	Advanced	Expert
<p>N/A</p>	<ol style="list-style-type: none"> 1. Knowledge of the Code of Ethics and governance of practice 2. Knowledge of basic leadership styles, group dynamics theories and self-awareness to motivate others 3. Ability to acquire adequate resources to build a conducive environment for the team to perform their roles 	<ol style="list-style-type: none"> 1. In-depth knowledge of coaching and mentoring skills 2. Ability to integrate different knowledge domains to provide timely and constructive feedback to junior MSWs 3. Ability to acquire leadership characteristics that represent the profession and organisation 4. Ability to build a team-oriented environment with a self-sustaining innovative culture 	<ol style="list-style-type: none"> 1. Ability to justify to senior management and sectoral leadership the need to provide support system for MSWs 2. Ability to establish a vision, and articulate new directions and programmes for effective communication 3. Ability to mentor people through change, and provide meaning through this process 4. Ability to help people acquire new capabilities for succession planning

KNOWLEDGE AND SKILLS 7: ETHICS, VALUES AND LEGISLATION

Definition: Knowledge and ability to apply social work ethics and values, legislation and international conventions to practice.

Foundational	Intermediate	Advanced	Expert
<ol style="list-style-type: none"> 1. Knowledge and application of professional values and ethics 2. Knowledge and application of legislations relevant to social work 3. Ability to apply policies, legislations and conventions to Direct Practice 4. Ability to understand and apply ethical decision-making process/ model in social work 5. Knowledge of ethics and legislation governing transplant (e.g. HOTA, MTERA) 6. Knowledge of ethics governing medical practices 7. Knowledge of Children and Young Persons Act (for risk assessment of children or young persons) 8. Knowledge of Maintenance of Parents Act 9. Knowledge of Women’s Charter (for cases of family violence and girls in moral danger) 10. Knowledge of Mental Health (care and treatment) Act 2008 11. Knowledge of Misuse of Drugs Act (Chapter 185) 12. Knowledge of Destitute Persons Act (Chapter 78) 13. Knowledge of Work Injury Compensation Act 14. Knowledge of Mental Capacity Act 15. Knowledge of Infectious Disease Act 	<ol style="list-style-type: none"> 1. Knowledge of principles and reasons underlying ethics and legislation (moral and ethical) 2. Knowledge of principles underpinning ethical decision making 3. Knowledge of the hierarchy of principles to guide the resolution of ethical dilemmas 	<ol style="list-style-type: none"> 1. Knowledge and skills to appraise and manage personal and professional boundaries in situations that call for ethical reasoning/decisions 2. Ability to analyse cases, and provide expert advice/opinion in a multi-disciplinary team, in court or Board of Inquiry (BOI) 	<ol style="list-style-type: none"> 1. Knowledge and understanding of the social work landscape to contribute and influence legislation and policies 2. Ability to critically analyse the philosophical underpinnings in situations of ethical dilemmas

KNOWLEDGE AND SKILLS 8: SYSTEM LINKAGE, ANALYSIS AND DEVELOPMENT

Definition: Knowledge and ability to apply strategies and instrumentation to advocate for beneficiaries.

Foundational	Intermediate	Advanced	Expert
<ol style="list-style-type: none"> 1. Knowledge of systems and availability of resources with a view to represent clients' needs 2. Knowledge and ability to empower clients to access needed resources 3. Knowledge and ability to apply social justice frameworks in the client system 	<ol style="list-style-type: none"> 1. Knowledge and ability to identify service gaps and represent the needs at the agency or institution 2. Ability to influence change at the agency level to enhance client access to needed resources 3. Knowledge of dynamics within organisations that MSWs are appealing to, and ability to integrate that with representations of cases to frame appeals for beneficiaries 4. Ability to facilitate and initiate collaborative activities for advocacy and common solutioning 	<ol style="list-style-type: none"> 1. Knowledge of conflict management and negotiation skills to manage and resolve inter-agency conflict 2. Ability to adopt appropriate strategies to negotiate and influence changes in specialised practice settings (e.g. youths, disability, eldercare) 3. Ability to appraise power relationships and multiple agenda/positions of different parties in the system 	<ol style="list-style-type: none"> 1. Knowledge and ability to analyse service gaps and represent the needs at the systems level 2. Knowledge of collaboration at the systems level and advocacy, and the ability to establish long-term relationship with key partners 3. Ability to strategise to bring relevant stakeholders and agencies together for meaningful social action

KNOWLEDGE AND SKILLS 9: ENVIRONMENTAL SYSTEMS AND SOCIAL POLICIES

Definition: Knowledge and ability to understand the socio-economic-political system within a multi-cultural context and relevant policies.

Foundational	Intermediate	Advanced	Expert
<ol style="list-style-type: none"> 1. Knowledge of local community, context, political, and larger system that impact clients/families/ community 2. Knowledge and ability to interpret relevant policies/schemes that impact client groups 3. Knowledge of healthcare service and delivery model 4. Knowledge of Enabling Masterplan pertaining to health and social care 5. Knowledge of Joint Commission International standards (JCI Standards) 6. Knowledge of local housing policies 7. Knowledge of healthcare financing policies 8. Knowledge of CPF policies (on contribution and withdrawals limitations) 	<ol style="list-style-type: none"> 1. Knowledge of interdependencies between policies with respect to their application to client groups 2. Ability to anticipate emerging trends and gaps in the environment (e.g. health access, special needs of families in the community) 	<ol style="list-style-type: none"> 1. Ability to identify unintended consequences to vulnerable groups during policy implementation 2. Ability to contribute to policy enhancement by identifying limitations of current policy interventions and tabling for discussion 3. Ability to identify new and emerging social trends, and communicate service and policy gaps at the right platforms 	<ol style="list-style-type: none"> 1. Ability to critically analyse policies in the context of complex systems and changing social trends to suggest revisions, highlight gaps, articulate cohesive perspectives and recommend solutions 2. Ability to address gaps and ensure that the social system is adequate to support the community safety net 3. Ability to influence policy making through feedback and advocacy



FREQUENTLY ASKED QUESTIONS

Q₁

There are many Key Responsibility Areas and corresponding Knowledge and Skills in this document. Am I expected to develop myself in all of them?

While this document offers you an overview of what each Key Responsibility Area and Knowledge and Skill mean, the combination of roles and competencies expected of you will depend on your job scope to suit your organisation's needs. Your development plan should be co-created with your supervisor and human resource professionals.

Q₂

Where can I find information on the behavioural competencies of medical social workers?

The behavioural competency model for social workers can be found in the document, "National Social Work Competency Framework", and is available for download at https://www.moh.gov.sg/content/moh_web/healthprofessionalsportal/alliedhealthprofessionals/career_practice/allied_health_professions/medical_social_worker.html, or by scanning this QR code.



Q₃

This document defines the Key Responsibility Areas and the corresponding Knowledge and Skills of medical social workers in Direct Practice. Where can I find information on the Key Responsibility Areas and Knowledge and Skills of medical social workers in other Indirect Practice tracks?

Direct Practice involves direct contact with clients (including beneficiaries) at the individual, group or family level to address their needs. Most MSWs start their careers in Direct Practice. This track forms the base of social work competencies.

Indirect Practice comprises the Leadership, Policies and Legislation, and Research and Evaluation practice tracks. The Key Responsibility Areas and Knowledge and Skills for these Indirect Practice tracks are defined in the National Social Work Competency Framework. MSWs may move into Indirect Practice tracks after demonstrating foundational-level and intermediate-level competencies in Direct Practice.

The National Social Work Competency Framework is available for download at https://www.moh.gov.sg/content/moh_web/healthprofessionalsportal/alliedhealthprofessionals/career_practice/allied_health_professions/medical_social_worker.html, or by scanning this QR code.

Q₄

How do I use this handbook to create the role profiles of my staff?

A role profile defines a social worker's roles and accountability, and includes the necessary credentials and knowledge and skills to perform the roles competently. A sample role profile can be found on the **next page**. Please refer to Chapter 4 and 5 for a detailed list of Key Responsibility Areas and Knowledge and Skills for each job role, and corresponding level of competency proficiency.



SAMPLE ROLE PROFILE: SENIOR MEDICAL SOCIAL WORKER

1. Job Summary

Job Title: Senior Medical Social Worker Department: _____
 Reports to: _____ Last Revised on: _____

Job Purpose

[Include a brief summary of duties and responsibilities to describe the purpose of the job, and how it contributes to the overall mission/ objective of the organisation]

The role of a Senior Medical Social Worker is to manage, coordinate and represent social work cases by actively reaching out to potential clients and organising group and community work. He/she is supposed to supervise the delivery of case interventions by Medical Social Workers, lead in case conferences as part of a multi-disciplinary team, design programmes and conduct outcome-based evaluations, as well as manage and oversee the end-to-end development and delivery of programmes.

2. Critical Accountabilities

List the responsibilities (Key Responsibility Areas (KRA) and the major activities) that must be achieved to fulfil the job purpose. For each KRA, document the performance measures or outcomes which indicate successful accomplishment of that KRA.

Key Responsibility Area	Major Activities	Outcomes
Casework management	<ul style="list-style-type: none"> Develop professional and engaged relationship with clients and other key service stakeholders (e.g. doctors, nurses, counsellors, FSCs, Homes) Apply advanced clinical and professional theories to pre-empt and execute social work intervention plans across patients' trajectory of illness 	<ul style="list-style-type: none"> Assigned casework is properly assessed and intervention plans are designed, implemented and reviewed to meet the psychosocial needs of the client. Cases are well documented to provide overall summary and diagnosis of the cases.
Contribute to Group Work	<ul style="list-style-type: none"> Lead therapeutic group work for target groups (i.e. Support Group, Therapy Group, Task Group for victims of child abuse cases) 	<ul style="list-style-type: none"> Group work activities are accurately targeted and carried out with the identified beneficiaries.
Contribute to Community Work	<ul style="list-style-type: none"> Initiate, design, develop and implement new community development initiatives by mobilising community resources, other social service providers and volunteers 	<ul style="list-style-type: none"> Opportunities for the creation or enhancement of community programmes are identified, and levers of support are engaged for successful implementation.
Participate in Professional Development and Education	<ul style="list-style-type: none"> Seek out continuous learning opportunities such as participating in case review meetings, cross-functional or Ministry-level assignments, practice research and development to further develop skills and capabilities 	<ul style="list-style-type: none"> MSWs are developed professionally through the acquisition of knowledge and skills.

Contribute to Programme Development and Implementation	<ul style="list-style-type: none"> Plan, manage and deliver programmes for patient, families, multi-disciplinary team and relevant stakeholders in specialised areas of health social work (e.g. trauma, geriatrics, paediatrics) 	<ul style="list-style-type: none"> High satisfaction from beneficiaries and stakeholders in the way service gaps are identified and addressed.
Contribute to Research	<ul style="list-style-type: none"> Initiate and collaborate in research activities with clinicians and other professionals within the hospital/local platforms 	<ul style="list-style-type: none"> Useful data is collected to facilitate trend and gap analysis of programmes.
Provide Professional Leadership	<ul style="list-style-type: none"> Guide the delivery of social services by team to ensure adherence to Code of Ethics, Standard of Practice, governance and agenda at the systems level 	<ul style="list-style-type: none"> MSWs are trained to deliver social services in accordance to professional standards.
Contribute to Organisation's Duties	<ul style="list-style-type: none"> [To be customised according to organisation's needs] Examples: Administrative work, participate in ad-hoc projects etc. 	<ul style="list-style-type: none"> [To be customised according to organisation's needs; outcomes should be linked to organisation's core values and business plans]

3. Requirements

Education Qualification: Degree and/or post-graduate qualification in Social Work

Relevant Years of Experience:

4. Knowledge and Skills

State the minimum acceptable proficiency for this job. Do not state incumbent-specific information.

- [Casework] Knowledge of specialised theories and techniques (with advanced knowledge) in a particular domain, and the ability to customise the use of tools and approaches for therapeutic outcomes
- [Group Work] Ability to integrate experiences from previous group interventions with current group work
- [Community Work] Ability to highlight social emerging trends in the community
- [Social Work/Clinical Supervision] Knowledge of social work theoretical frameworks and skills in domain area
- [Research] Ability to design programme and conduct outcome-based evaluation (e.g. capture relevant data) by using theories/evidence
- [Professional Leadership] Knowledge of basic leadership styles, group dynamics theories and self-awareness to motivate others
- [Ethics] Knowledge and application of professional values, ethics and legislations
- [System Linkage] Knowledge and ability to identify service gaps and represent the needs at the agency or institutional level
- [Social Policies] Ability to anticipate emerging trends and gaps in the environment (e.g. health access, special needs of families in the community)
- [Behavioural competencies] Enhance client's capacity to improve problem solving abilities and work towards self-reliance

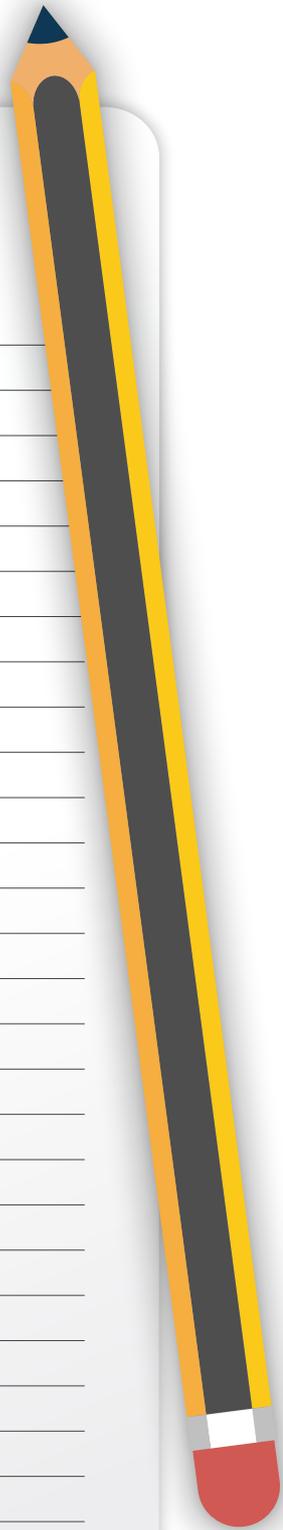


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Ms Long Chey May (Advisor)	Senior Assistant Director of Allied Health and Head of Medical Social Services, Jurong Health Services
Ms Sylvia Mun (Co-Chair)	Chief MSW, KK Women's and Children's Hospital
Ms Cheung Siew Li (Co-Chair)	Assistant Director, Care Integration Department, St Luke's Hospital
Ms Jacqueline Ang	MSW, HCA Hospice Care
Ms Chan Lay Lin	Principal MSW, Institute of Mental Health
Ms Chua Ee Cheng	Principal MSW, Yishun Community Hospital
Ms Fan Loo Ching	Principal MSW, Ang Mo Kio - Thye Hua Kwan Hospital
Ms Goh Chiang Choo	Principal MSW, Changi General Hospital
Ms Jenny Goh	Manager/Principal MSW, Khoo Teck Puat Hospital
Ms Olivia Khoo	Deputy Head, Medical Social Services, Singapore General Hospital
Ms Karen Kwa	Principal MSW, Tan Tock Seng Hospital
Mr Bryan Lim	Principal MSW, Tan Tock Seng Hospital
Mr Samuel Neo	Principal MSW, Tan Tock Seng Hospital
Ms Peh Cheng Wan	Manager, Assisi Hospice (currently retired)
Ms Tan Yee Pin	Head, Department of Psychosocial Oncology, National Cancer Centre Singapore
Ms Terina Tan	Principal MSW, National University Hospital
Ms Teo Lay Hua	Principal MSW, Singhealth Polyclinics
Ms Yeo Seok Tin	Principal MSW, Changi General Hospital

Notes



The “**Understanding the Roles and Competencies of Medical Social Workers**” Handbook complements the National Social Work Competency Framework, and details the Key Responsibility Areas and Knowledge and Skills for Medical Social Workers at each job role. Medical Social Workers should use this Handbook with the career guide, “My Career: A Professional Development Guide for Social Workers”, to chart their career and professional development plans.

This Handbook is also available for download at the MOH Health Professionals Portal for Medical Social Workers: www.moh.gov.sg.



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