

DEVELOPMENT PATHWAYS FOR MEDICAL SOCIAL WORKERS

CLINICAL TRACK					
Job Level	MSW (~0-4 years of experience)	Senior MSW (~4-10 years of experience)	Principal MSW (~11-16 years of experience)	Senior Principal/Master MSW (~16-20+ years of experience)	Senior Master MSW (~30+ years of experience)
Critical Experiences	<p><u>Clinical Supervision</u></p> <ul style="list-style-type: none"> Supervise support staff and students under placement <p><u>Casework</u></p> <ul style="list-style-type: none"> Conduct routine casework independently Manage complex cases with supervision Conduct community referrals Participate in multi-disciplinary teams <p><u>Group work</u></p> <ul style="list-style-type: none"> Conduct group work with supervision <p><u>Community Work</u></p> <ul style="list-style-type: none"> Assist in the conduct of environmental scanning and assessment of community needs through data collection and analysis of data <p><u>Professional Development and Education</u></p> <ul style="list-style-type: none"> Participate in departmental/ inter-departmental projects (e.g. Quality Improvement programmes) Participate in public speaking and presentation Conduct orientation for new staff Assist in in-service training of MSWs and other healthcare professionals <p><u>Research</u></p> <ul style="list-style-type: none"> Participate in research projects Assist in data collection to identify research gap, basic themes of research, and formulate basic research questions and hypotheses 	<p><u>Clinical Supervision</u></p> <ul style="list-style-type: none"> Supervise interns junior MSWs and students under placement <p><u>Casework</u></p> <ul style="list-style-type: none"> Manage complex cases with some supervision (e.g. co-morbidities, multi-agency cases, high profile cases) Work in multi-disciplinary and multi-agency teams with some supervision <p><u>Group Work</u></p> <ul style="list-style-type: none"> Develop and conduct group work with some supervision <p><u>Community Work</u></p> <ul style="list-style-type: none"> Build relationships with community stakeholders and gather community resources to derive common solutions to improve outcomes and processes of community work 	<p><u>Clinical Supervision</u></p> <ul style="list-style-type: none"> Supervise senior MSWs Design and oversee clinical placement programmes at the departmental level Ensure that clinical standards are met at the departmental/ agency level <p><u>Casework</u></p> <ul style="list-style-type: none"> Manage complex cases independently in specialty domains/areas Initiate and take lead in cases with multi-disciplinary and/or multi-agency teams Provide clinical consultancy services within the organisation <p><u>Group Work</u></p> <ul style="list-style-type: none"> Develop, conduct and track outcomes of group work within specialty domains/areas <p><u>Community Work</u></p> <ul style="list-style-type: none"> Create and build new community programmes thorough partnerships with community stakeholders 	<p><u>Clinical Supervision</u></p> <ul style="list-style-type: none"> Provide advice on complex cases as part of a professional committee Lead and provide clinical, technical and scientific expertise in case work, group work and community work Be involved in projects to develop clinical standards at the agency/ national level <p><u>Casework</u></p> <ul style="list-style-type: none"> Lead and manage complex cases in specialty domains/areas Lead projects to develop the standards of clinical work at the agency/ national level Be involved/ lead in projects with community agencies to work towards collaborative social work practice Share in local/ overseas conferences about local social work practice Provide clinical consultancy services within and across the organisation <p><u>Group work</u></p> <ul style="list-style-type: none"> Lead, develop and conduct multi-disciplinary group work across specialty domains/areas Track outcomes of group work across specialty domains/areas Provide consultancy services in group work within and across the organisation <p><u>Community Work</u></p> <ul style="list-style-type: none"> Promote strategies to improve overall psychosocial well-being and family/community care/case support for patients Identify key needs in the 	<ul style="list-style-type: none"> Lead and manage complex cases in specialty domains/areas Lead and provide clinical, technical and scientific expertise case work, group work and community work at the national and/or international level Be involved in projects to develop clinical standards at the national level Provide framework and best practices to guide social work practice Advocate and influence policies and governance, framework, standards and resources for social work practice in Singapore Lead, develop and conduct multi-disciplinary social work practices across specialty domains/areas, sectors and systems Lead in developing evidence-based social work intervention Provide consultancy services at the national/ international level

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				community and collaborate with key stakeholders (e.g. policy makers, community partners, agencies) to develop community development initiatives to support community integration		
Exposure to Different Settings	<ul style="list-style-type: none"> Intra- and inter- discipline rotation within the department Exposure to social work modalities (e.g. casework, group work, community work) Observer in clinical, multi-disciplinary team and multi-agency meetings/ case conferences Exposure to different medical conditions and services Participate in department briefings 	<ul style="list-style-type: none"> Inter-agency exchange programmes (local, overseas) Cross specialty/ discipline attachment / posting / projects within and across the organisation Participate in international cross specialty/ discipline attachment / projects (e.g. HMDP, study trip) 	<ul style="list-style-type: none"> Participate in international cross specialty/ discipline attachment / projects (e.g. HMDP, study trip) 	<ul style="list-style-type: none"> Secondment (e.g. inter-ministry) Represent/ be involve in national workgroups/taskforce 	<ul style="list-style-type: none"> Secondment (e.g. international programmes) Lead national workgroups/taskforce 	
Key Development Programmes	<ul style="list-style-type: none"> In-house training and/or courses in the following areas: <ul style="list-style-type: none"> ❖ Family violence (incl. child, partner and elder abuse) ❖ Family casework <i>(A systemic approach to family intervention, IMH)</i> ❖ Suicide intervention <i>(Applied Suicide Intervention Skills Training (ASIST), PGAHI/FRTC)</i> ❖ Mental health <i>(Mental Health First Aid, IMH/PGAHI)</i> ❖ Crisis intervention, disaster management <i>(Crisis Intervention and Stress Management (CISM), IMH)</i> ❖ Documentation and reporting ❖ Social work ethics <i>(Understanding and applying social work ethics in Singapore,</i> 	<ul style="list-style-type: none"> Post-graduate qualification/ training in specialty domain (e.g. Graduate diploma in Counselling Practice, CCC) Master in social work (good to have) Supervision Programmes <i>(Certificate in Supervision for the Social Service, FRTC/ Graduate Diploma in Clinical Supervision, CCC, Apply Fieldwork Education Tools and Concepts, SSI)</i> Local and overseas conferences only if accepted for poster/oral presentation 	<ul style="list-style-type: none"> Post-graduate qualification/ training in a specialty domain Local and overseas conferences only if accepted for poster/oral presentation 	<ul style="list-style-type: none"> External supervision/ consultation sessions <i>(consultation with social workers of different setting and/or other healthcare professionals)</i> 		

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	<p><i>FRTC</i></p> <ul style="list-style-type: none"> ❖ Medical terminology ❖ Legislation for Social Work Practice ❖ Chronic disease management <i>(Foundation course in chronic disease management, NHG primary care academy)</i> ❖ Quality/ process improvement ❖ Project management and presentation skills ❖ Research (e.g. basic research principles and ethics, healthcare analysis) ❖ Palliative Care <i>(Palliative care course for Social Workers, Lien Centre for Palliative Care)</i> <ul style="list-style-type: none"> • Local conferences • The Starting Point: An On-boarding Programme for Social Workers, SSI • Fundamentals in Developing Community Work programme, SSI • Professional Certificate in Group Work, SSI 				

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EDUCATION TRACK					
Job Level	MSW (~0-4 years of experience)	Senior MSW (~4-10 years of experience)	Principal MSW (~11-16 years of experience)	Senior Principal/Master MSW (~16-20+ years of experience)	Senior Master MSW (~30+ years of experience)
Critical Experiences		<ul style="list-style-type: none"> Supervise MSWs & students on placement Engage in public speaking and presentation Conduct training for social workers and non-social workers, using evidence-based educational strategies and learning needs analysis. Collaborate with multi-disciplinary team to develop towards inter-professional education Participate in curriculum development for workshops or training programmes for MSWs, healthcare professionals and community workers Design clear learning outcomes and evaluation measurements and conduct outcome-based evaluation to ensure that training programmes are able to address the needs of gaps identified/ key clients 	<ul style="list-style-type: none"> Supervise senior MSWs Develop curriculum for workplace training, deliver and provide guidance in the planning and development of education and training programme based on the MSW competency framework Oversee social work training development /supervision standards at the departmental level Co-design clinical placement programmes in the department with Clinical Lead (e.g. co-design programme structure, evaluation methods) Provide supervision consultancy within the organisation (e.g. train-the-trainer) Be involved in education projects with institutes of higher learning 	<ul style="list-style-type: none"> Coach and mentor MSWs in the Education track Lead/ be involved in curriculum development and teaching at the national level Provide guidance in the planning and development of education and training roadmap and standards at the organisational and national level Provide supervision consultancy within and across the organisation (e.g. train-the-trainer) Participate/ co-lead in educational research Provide education in a specific field of social work practice nationally and internationally through lectures and/ or research publications in professional journals 	<ul style="list-style-type: none"> Collaborate with stakeholders to develop national policies and training pathways for the social work practice, and to promote inter-professional education at the national level Lead in educational research Develop and lead the faculty/ training centre for MSW continuous education and training at the organisation and national level Promote and facilitate access to learning opportunities for health professionals and others in specialised areas of health social work (e.g. conferences, symposiums, collaboration with overseas institutions, mentorship, supervision)
Exposure to Different Settings		<ul style="list-style-type: none"> Internal & external training 	<ul style="list-style-type: none"> Collaboration/joint-appointment with education institutions Internal & external training Collaboration with policymakers 		
Key Development Programmes		<p>In-house and/or courses in the following areas:</p> <ul style="list-style-type: none"> Training and assessment (<i>WSQ Advanced Certificate in Training and Assessment (ACTA), IAL</i>) Adult/ clinical education and training (e.g. courses by <i>IAL, in-house training providers (Academic Medicine Education Institute (AMEI), NHG College)</i>) 	<ul style="list-style-type: none"> In-house courses/ training (e.g. <i>AMEI fellowship</i>) Communities of Practice (CoPs) Courses in leadership training Certificate in Workplace Learning Specialist Programme, IAL Master programme in Training and Development/ Education (good to have) OR <i>WSQ Diploma in Adult and Continuing Education (DACE), IAL</i> PhD in Education (good to have) 		

**DEVELOPMENT PATHWAYS FOR MEDICAL SOCIAL WORKERS
MANAGEMENT TRACK**

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Critical Experiences		<ul style="list-style-type: none"> Supervise junior MSWs, support staff, interns and students under placement Manage a team (clinical and administrative) and perform performance management Represent the department in collaborative projects with external agencies Participate/ Lead in departmental/ inter-departmental projects (e.g. Quality Improvement programme, Clinic Practice Improvement programme) Implement change management within the organisation 	<ul style="list-style-type: none"> Supervise senior MSWs Collaborate with external and community partners Coordinate and respond to crisis at the institutional / national level Manage a team (clinical and administrative) and perform performance management Represent the profession in inter-department and/ or inter-agency programme development Guide and organise the development, planning and implementation of social work services and practice in the specialised area of health social work Contribute to the review/ formulation of Standard of Practice, clinical practice guideline, governance and agenda at the system level Design and drive change management within the organisation Set direction and vision for department and staff development Steer the department to meet organizational and national needs Determine long and short-term priorities for the department or organization to achieve the national needs Lead the organization to fulfil objectives set out to do 	<ul style="list-style-type: none"> Lead sector-wide projects (e.g. practice standards, SOPs, guidelines) Provide professional advice to social workers and Social Work agencies (e.g. mentoring) Lead and participate in nation-wide projects (e.g. service capacity planning) Provide professional advice at national level Influence the allocation of resources through advocacy and collaboration with resource holders Assume a professional leadership role in the department, organisation and professional community Set direction and vision for department and staff development Steer the department to meet organizational and national needs Determine long and short-term priorities for the department or organization to achieve the national needs Lead the organization to fulfil objectives set out to do 	<ul style="list-style-type: none"> Assume key positions in the organisation/ at the national level Influence the allocation of resources through advocacy and collaboration with resource holders Assume a professional leadership role in the department, organisation and professional community Provide leadership and direction to drive health and social practices, 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 Elevate the standing of Singapore's social work profession Set direction and vision for department and staff development Steer the department to meet organizational and national needs Determine long and short-term priorities for the department or organization to achieve the national needs Lead the organization to fulfil objectives set out to do
Exposure to Different Settings		<ul style="list-style-type: none"> HMDP External rotation 	<ul style="list-style-type: none"> External rotation (Ministry, other setting) (good to have) 	<ul style="list-style-type: none"> External rotation (non-social work setting) 	<ul style="list-style-type: none"> Board membership

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Key Development Programmes		<ul style="list-style-type: none"> In-house/ external training/ mentoring Inter-Professional Leadership programme (IPLP), NHG College NALP (Nursing-Allied Health Leadership Programme), HLC DEAL (Developing Exceptional Allied Health Leaders) Master programmes (e.g. health sciences, health and social policies, business administration) 	<ul style="list-style-type: none"> HLC courses (e.g. Healthcare Policy & Governance Programme) Courses in operations management International Enhancement of Leadership programme, Mt Sinai Medical Centre Master programmes (e.g. health sciences, health and social policies, business administration, public health) Coaching programmes (e.g. Certified Solution Focused Coach, BRIEF Academy) 	<ul style="list-style-type: none"> International Enhancement of Leadership programme, Mt Sinai Medical Centre CSC leadership courses Graduate Diploma in Healthcare Management and Leadership, SMU & Singhealth 	

DEVELOPMENT PATHWAYS FOR MEDICAL SOCIAL WORKERS

RESEARCH TRACK					
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Critical Experiences		<p><u>Beginning of the Track</u></p> <ul style="list-style-type: none"> • Manage fundamental resource needs of research (e.g. sufficient surveys for questionnaire administration, voice recorders and transcribing needs for qualitative research) • Participate as principal investigator in a research project • Compile current practices to understand key topics and/or emerging trends that are relevant to the field for a comprehensive formulation of research and evaluation initiatives • Perform literature 	<ul style="list-style-type: none"> • Perform financial budgeting for specific research streams • Conceptualise, implement, perform and present research and evaluative findings • Synthesize viewpoints to express support or highlight gaps for current practice, guidelines and/or policies relevant to professional practice • Conduct outreach to relevant department, organizations in the cluster and communities of practice for collaborative research and evaluative initiatives 	<ul style="list-style-type: none"> • Oversee fund management/ budgeting for entire department (i.e. across all research projects and pipelines) • Oversee major administrative and operational functions of research in the department • Enhance department and team's research capability through development of state-of-art research methodologies, devising specific training programs and to oversee its implementation. 	<ul style="list-style-type: none"> • Secure organisational, cluster and national funding for research projects • Formulate masterplan for the department research programme based on projected funding needs, manpower and other related resources • Assume a key advisory role and spearhead department research projects and collaboration at organisation, cluster and sector levels • Lead audit and quality assurance exercises for the development of best practice in the department • Publish in and serve as peer-reviewer/editor for

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		<p>review to understand current consensus in a specific topic for framing of research and evaluative output</p> <ul style="list-style-type: none"> • Collect relevant data via appropriate channels (interviews, data mining, policy review etc.) • Maintain database to ensure academic information is readily accessible for all research • Maintain data and data classification standards, and enact appropriate systems and processes to support the integration and sharing of data for research analytics • Prepare datasets for evaluative analysis 	<ul style="list-style-type: none"> • Formulate recommendations on potential areas for future research • Understand a range of standards, methods and techniques for information/data collection and analysis • Formulate and apply solutions to a range of research problems and effectively analyses and interprets research results • Develop research approach and apply a range of appropriate methods and techniques with confidence • Design and implement research studies that evaluate clinical practice and service delivery 	<ul style="list-style-type: none"> • Integrate practice outcomes, research findings from partners into the field for evidence-based thought leadership in practice, policy and/or programme design • Provide subject matter expertise at relevant engagement and academic platforms to enhance practice and policy • Spearhead collaborative data-sharing among local academic institutions, centres or other relevant agencies • Organise local symposia or educational forums for knowledge 	<p>recognised academic journals or periodicals to portray world-class thought leadership</p> <ul style="list-style-type: none"> • Represent department and organization in summits or conferences on research perspectives on research and practice needs with a future orientation • Advise organization, cluster, sector and professional fraternity on alignment between evidence-based findings and current practices, and between practice outcomes and policy • Recognise the value of alternative research paradigms, and work in and support others in inter-disciplinary research teams • Identify new trends, complex questions and

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		<p><u>Further Honing of Competencies</u></p> <ul style="list-style-type: none"> Identify spectrum of topics and areas relevant for literature reviews to be performed for research that will impact the field Perform comparative analysis to identify gaps in alignment with research insights and current policy and practice in designated areas (e.g. risk assessment protocols, health policies) Assess the quality, integrity and authenticity of primary and secondary research information/data. Develop knowledge database and documented 	<ul style="list-style-type: none"> Change clinical practice based on outcome studies and other research Supervise students and less experienced colleagues in their research projects Educate and guide other MSWs/ healthcare professionals in the appropriate selection and use of research design, information/data collection, information/data management, analysis and methods/techniques Advise and guide less experienced researchers on the quality, integrity, authenticity and validity of primary and 	<p>exchange and dissemination, and collaborative research activities</p> <ul style="list-style-type: none"> Develop and review ethical frameworks to ensure highest professional standards in research activities Be involved in institutional research ethics committees Combine and justify methods/techniques designed specifically for an investigation in a flexible and rigorous manner Create and implement processes to evaluate progress, impact and outcomes for a 	<p>broader problems; designs substantial projects</p> <ul style="list-style-type: none"> Involve in cluster level or national research ethics board/committees

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		<p>perspectives particular to designated areas that are of practice significance</p> <ul style="list-style-type: none"> Facilitate information sharing from external studies on emerging trends or international benchmarks via standard dissemination channels for internal research pipeline Conceptualise and design tools (scales, questionnaires etc.), perform statistical analysis and share knowledge of research findings and perspectives Use a range of research methods linked to study area; document own activity. Document and 	<p>secondary research information/data.</p> <ul style="list-style-type: none"> Implement staff development initiatives to ensure researchers' talent pipeline and continuous upgrading of skills and knowledge Demonstrate the skills required for publication of research reports 	<p>range of research activities</p> <ul style="list-style-type: none"> Create new models and hypotheses, research designs, data collection and analysis techniques Accept and take responsibility for building/leading research team and developing its members Engage and encourage the development of competencies and well-being in other researchers/the team Share external networks with less experienced researchers/students Design staff 	

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		<p>evaluate research processes, using statistics or qualitative methods where appropriate</p> <ul style="list-style-type: none"> • Show growing competence in own subject area and is developing awareness of alternative methods and analysis techniques. • Manage research project to ensure that the progress is on track • Evaluate the impact and outcomes of own research activities • Conduct research project independently 		<p>development initiatives to ensure efficient talent management and pipelines of researchers in accordance to projected needs</p> <ul style="list-style-type: none"> • Continuously seek ways to improve own performance and that of less experienced researchers (within department or institution) 	

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Exposure to Different Settings		<ul style="list-style-type: none"> • Collaboration in inter-organisation research projects at organisation/ cluster level • Internal posting (e.g. rotation across medical departments) • Local and overseas seminars, workshops and conferences 	<ul style="list-style-type: none"> • Research collaboration with Research Institutes 	<ul style="list-style-type: none"> • Lead/member of organization, cluster and sector wide inter-agency committees • External posting to local and overseas Research Institute for research collaboration and lend expert advice on emerging needs, trends and practice issues 	
Key Development Programmes		<ul style="list-style-type: none"> • Master's degree in research methodology • In-house courses in research (e.g. <i>grant writing</i>) • PhD 	<ul style="list-style-type: none"> • PhD 	<ul style="list-style-type: none"> • Post-doctoral fellowship 	