



FY 21

YEAR IN REVIEW



FOREWARD

BY DEAN HLC



More than two years into the pandemic, the world is well on the path of living with COVID-19. While we continue to see surges in infections from time to time with the appearance of new variants and subvariants, there is much to be thankful for. The vast majority of Singaporeans are fully vaccinated, hospitalisation and ICU rates due to COVID-19 have for the most part remained manageable, and the economy is on the mend. We are grateful for the resolve, determination and dedication of our healthcare workers and leaders, whose contributions were critical in Singapore's strong and balanced response to the pandemic.

Although FY21 was a year marked by several waves of surges in COVID-19 infections, with concomitant swings in the tightening and loosening of safe-management measures, the College continued to press on with its core mission of leader development and community building across the clusters, institutions, and professions. In FY21, the College ran 12 programmes and contributed to the development of about 350 leaders, responding opportunistically and agilely to pivot between in-person programmes where possible, and online delivery where warranted. We were thankful that we need not cancel any programmes as compared to last year.

This FY21 Year in review, which covers the period from April 2021 to March 2022, focuses on three themes: First, HLC's value proposition in bringing healthcare policy appreciation to leaders on the ground, particularly on national priority areas such as primary care and health promotion / disease prevention. Second, the building up and expanding of in-house professional expertise in curriculum development, instructional design and pedagogies, and use of technologies and different platforms. Third and most importantly, the value that HLC brings to talent development for the public healthcare family across clusters, institutions and professional groups.

2022 marks an important milestone for HLC as the College celebrates its 10th anniversary this year. To date, HLC has developed more than 8,600 leaders from about 150 programme runs and interventions. We are most grateful to be able to achieve our mission with tremendous support of so many of our partners and stakeholders and resource persons from the Ministry, Healthcare Agencies and Clusters, Curators, partners and friends both within and outside of healthcare.

In olden architecture, the “keystone” is said to be the most important stone that holds a stone arch bridge together. The keystone locks the other stones in position allowing the arches to bear weight - it is the final stone that completes the bridge and allows it to connect one end to another.

It is a lofty aspiration, and we hope, a noble one, to be a keystone that connects and brings together different parties. Perhaps HLC can, in the next 10 years, contribute and add value to healthcare leadership development as a keystone and trusted partner in developing leaders of and for Singapore healthcare, building bridges and growing a community across agencies, clusters, institutions and professions in our healthcare ecosystem. It is our hope and mission to grow and support a thriving community and ecosystem of leaders who can steward Singapore's healthcare system into the future with agility, resolve and resilience.

Professor Pang Weng Sun

Dean, Healthcare Leadership College

Vice-Dean (Clinical Affairs), Lee Kong Chian School of Medicine

Senior Consultant, Geriatric Medicine, Khoo Teck Puat Hospital

THE HEALTHCARE LEADERSHIP COLLEGE

The Healthcare Leadership College (HLC), a division of MOH Holdings, supports the building of strong leadership capacity and capabilities for our national healthcare system, in line with the Ministry of Health's vision and strategic priorities.

We aspire to be a keystone and trusted partner in developing leaders of and for Singapore healthcare, and in building bridges and growing community across agencies, clusters, institutions and professions in the Singapore healthcare ecosystem.

We develop leaders of and for Singapore healthcare through efforts including the design and delivery of high quality programmes and other learning and engagement platforms, with emphasis on the following strategic priorities:

- I Foster a **one healthcare family** mindset
- II Build **shared values and ethos** amongst public healthcare leaders
- III Develop understanding of **key healthcare policies**, the rationale and principles behind the policies
- IV Strengthen **leadership capabilities** of healthcare leaders to enable change and to drive strategies to transform healthcare delivery
- V Nurture a **community** of healthcare leaders across professions and across the healthcare family to bring about greater collaboration and sharing, and inspiration to the next generation of leaders

Key Accomplishments

FY21 Year in Review

EMPHASISE LONGITUDINAL LEADERSHIP DEVELOPMENT



STRENGTHEN LEADERSHIP CAPABILITY OF HIGH POTENTIAL HEALTHCARE LEADERS



DEEPEN THE SENSE OF COMMUNITY AND COMMON PURPOSE AMONGST OUR PUBLIC HEALTHCARE LEADERS



EXPAND PARTNERSHIPS AND STRENGTHEN THE ECOSYSTEM





EMPHASISE LONGITUDINAL LEADERSHIP DEVELOPMENT

Talent-Centric Approach

In the last few years, the College has shifted to focus on the longitudinal leadership development of our Healthcare Leaders. In this talent management effort, the identification and selection of suitable programme participants is of utmost importance. This is done in close partnership and with inputs from Cluster leadership to ensure that the right people are nominated at the right time for the right programmes so that they will be supported in a timely and appropriate manner in their leadership development. HLC's milestone programmes are designed to ladder up the leader at significant career transition points, from first time team leader to experienced institutional leader at the C-suite level. COVID-19 as a national healthcare challenge has reinforced the critical role that leadership plays and the importance of HLC's mission in developing our leaders to be future ready and agile in pivoting to new normals.

HLC continues to value add to the talent management and development effort for the public healthcare family across the clusters, institutions and professional groups. Since 2018, HLC has prepared an annual talent report for each of the three Cluster Board Chairmen, GCEOs, and GCHROs. The reports provide insights on talent management from a sectoral and cluster level to support the clusters in the development of their high-potential talent and successors.



Going virtual for 17th ILP's cohort.

3rd SNLP participants being able to meet in-person for seminars.



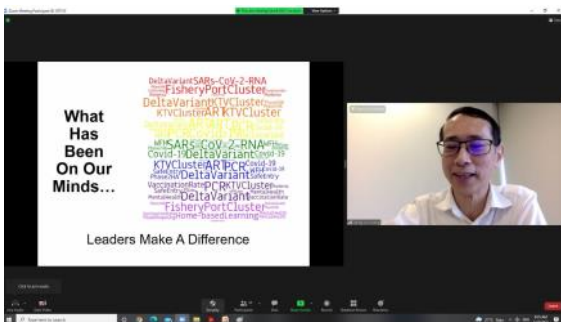


COVID-19 Impact on HLC Programmes and Alumni Interventions

In 2021, as the nation made its first steps to transit to a new normal, HLC had to contend with operating in a constrained training environment due to Safe Management Measures, as well as weigh the impact of tying up leadership capacity in our public healthcare institutions during an ongoing health crisis while securing our longer term strategic need for leadership development. It was a challenging balancing act that required HLC to be agile in decision making, planning and redesigning of our programmes for both online and hybrid modes.

Given the disruption caused by COVID-19, HLC had to quickly transform and pursue online and blended programmes for the last two years as well as adjusting and complying with relevant guidelines. We also had to defer most in-person Alumni engagement activities (such as talent engagement and exposure interventions). While the online and blended programmes continued to receive good feedback and evaluation results on par with the in-person programmes, there was however a significant impact on the level of relationship and community building achieved among the participants. The levels of engagement and energy levels of the participants attending the online programmes were also lower compared to the participants at the in-person programmes.

With the easing of the COVID-19 restrictions in 2022 and as Singapore transits to a new normal in living with COVID-19, HLC is looking to resume our efforts to hold in-person sessions, not only for the milestone programmes, but in Alumni interventions, particularly for the cohorts that had gone through the online programmes. HLC will continue to emphasise the critical facets of overall leader development that are best brought out through in-person elements, particularly for the most senior leaders.



Prof Pang, Dean, HLC, sharing his leadership insights with participants over zoom in 9th SLP.



Ms Margaret Lee, Chief Nurse of Alexandra Hospital speaking at the 23rd NLP.



Nurse Leaders from Regional Health System Carehub, the Institute of Mental Health and KK Women's and Children's Hospital sharing their experiences and expertise with the cohort of the 3rd Singapore Nurse Leaders Programme (SNLP).



STRENGTHEN LEADERSHIP CAPABILITY OF HIGH POTENTIAL HEALTHCARE LEADERS

Enhanced Policy Curriculum

Healthcare policy provides important context in which our leaders exercise their leadership in the workplace. HLC's value proposition lies in bringing healthcare policy appreciation to leaders on the ground, particularly on national priority areas such as primary care and health promotion as well as disease prevention. Throughout all of HLC's milestone programmes, HLC's policy curriculum has been weaved in as one of the core pillars of our milestone programmes, covering key healthcare policies such as healthcare finance, healthcare manpower, primary care, and ageing.

Over the past two years, the College developed a curriculum framework and lesson plan on national governance and health-social sector policies and principles. These new lessons were rolled out at HLC's senior programmes – the Leaders for Singapore Healthcare (LSH) and Strategic Leaders Programme (SLP), to equip our senior leaders with a deeper appreciation of the governance principles behind Singapore's health and social policies.

The College also reviewed and enhanced the policy curriculum for the Igniting Leaders Programme (ILP), where there was increased emphasis on understanding and discussing policy rationale and intent. These enhancements were trialled in 17th ILP and deployed in 18th ILP.

New Elements in Leadership Curriculum



In the leadership curriculum space, HLC designed and introduced a **Resilience Package** for the New Leaders Programme (NLP) participants. Participants found the integration of DISC personality profiling with resilience building very useful as it helped them to build more awareness of self and others, and understand their own stress signatures.



For mid-level programmes, HLC also enhanced the **Team Effectiveness Package** for ILP and Singapore Nurse Leaders Programme (SNLP). Participants learned to assess their team's effectiveness by measuring outcomes such as team performance, experience and learning. They also gained an understanding of the various attributes that contribute to building a highly effective team and developed interventions accordingly.



Enhanced Programme Development, Instructional Design and Delivery

HLC continued to build up and expand our in-house professional expertise in programme development, instructional design and pedagogies in our milestone programmes.

We rolled out our apex programme, 2nd LSH (Leaders for Singapore Healthcare) with enhanced programme design and curriculum. The LSH is HLC's apex programme for organisational level leaders, including new and potential CEOs and CMBs, and we received highly positive feedback on its impact and relevance to the participants.

- Disrupted by COVID-19, HLC redesigned the 2nd LSH curriculum via a blended learning approach with bite-size learning. The LSH was designed as an 18-day programme, conducted over six segments, from October 2021 to August 2022.
- Each segment was composed with a theme, intended for participants to explore their personal leadership, consider the collective leadership needed to drive healthcare transformation and to build a sustainable healthcare system for Singapore.
- The Innovation and Transformation segment was strengthened with the Singapore Management University's partnership; besides tools and frameworks, participants learnt from industry leaders - Amazon and DBS on their transformation journey.
- In one of the later segments focusing on Crisis Leadership, HLC further incorporated COVID-19 as a case study to magnify lessons in leading during disruption.



Participant-led sharings during 9th SLP.



Online check-in with Programme Mentor for 3rd SNLP.



DEEPEN THE SENSE OF COMMUNITY AND COMMON PURPOSE AMONGST OUR PUBLIC HEALTHCARE LEADERS

Impact on Community Building

Establishing networks and relationships among participants from different clusters, institutions and professions, is a critical component of HLC's programmes. However, over the past two years, many of our programmes were conducted online, and as such, the inter-person interactions and community building agenda could not be fully achieved in these programmes.

For our online programmes for junior to mid-level participants, through deliberate and intentional programme design, we sought to foster the sense of community through greater use of online ice breaker, self-directed learning with forum and small group discussions so that participants could continue to interact with one another.

The College also organised a post-programme day comprising of a leadership dialogue and a serious game session, for the participants of the 16th ILP to enable them to meet in person when the COVID-19 situation was more stable. This took place about 4 months after the main 16th ILP programme had ended. The participants were appreciative that the College made efforts to gradually reintroduce in-person sessions, whenever possible.



12th ELP participants taking the opportunity to have lunch in groups.



Energisers keep our participants engaged through the virtual seminars in 18th ILP.



3rd SNLP participants learning something new and unfamiliar through their Cohort Building with Ukuleles.



Effortful and Deliberate Community Building at LSH and SLP

For HLC's two most senior programmes, the 9th Strategic Leaders Programme (SLP) and the 2nd Leaders for Singapore Healthcare (LSH), these were postponed at several junctures in favour of conducting the sessions in-person so as to better achieve the leadership and community building objectives, and to free up leadership bandwidth to manage the infection surges at critical junctures.

The 2nd LSH, designed for senior leaders with organisation level responsibilities, was initially planned to start in September 2020 but was deferred three times and eventually started in October 2021 in a hybrid format, which allowed us to have both the benefit of in-person interaction while limiting the exposure of the participants. This was eventually expanded to full in-person sessions as the COVID-19 situation stabilised further.

An interesting highlight from the 2nd LSH included learning about collective leadership via an experiential hands-on Masterchef activity. Working together in teams to co-create and prepare full three-course meals, the LSH participants came together to deliver delicious and healthy meals. It was an afternoon filled with laughter and esprit de corps. We hope that our leaders continue to nurture the relationships and trust that they have built up, as these create the foundations and conditions for collaboration and collective action across clusters, institutions, and professions, in support of the higher goals of Singapore's health ecosystem.



Masterchef

Working together as a team to co-create a menu demonstrates our collective efforts to collaborate in our respective institutions, professions for our health ecosystem.



Ms Tan Su Shan, Group Head of Institutional Banking, DBS.



Mr Abel Ang, Group CEO, Advanced MedTech.

Inspiring our Leaders

During crisis, it is even more important that a leader's purpose is reignited and serves as a light to help them navigate uncertainties. We were grateful that many senior public healthcare leaders as well as respected leaders from the private sector came to our programmes to dialogue with our participants. Our dialogue speakers included leaders such as Mdm Kay Kuok, Director of Shangri-la Singapore, Mr Piyush Gupta, CEO, DBS Group, Mr Abel Ang, Group CEO of Advanced MedTech, Ms Lyn Lee, Founder of Awfully Chocolate, Chef Janice Wong, Founder of '2am: dessertbar', Ms Tan Su Shan, Head of Institutional Banking, DBS, Mr Tim Oei, CEO, National Kidney Foundation, and Dr Julian Sham, Head of Health Business, Amazon. Their insightful sharing of their own leadership journeys and challenges inspired our participants and supported their growth as leaders.

KEY ACCOMPLISHMENTS



EXPAND PARTNERSHIPS AND STRENGTHEN THE ECOSYSTEM

As HLC develops our public healthcare leaders, we also continue to consciously include other key partners in the healthcare ecosystem, with the aim to deepen networks and collaborations across the larger healthcare family, in support of the larger strategic objectives for Singapore healthcare. For instance, the senior programmes ELP, SLP and LSH, included participants from the Community Care sector, General Practitioners who are Primary Care Network leaders, SAF Medical Corps, and other government agencies.



HLC also continues to extend our reach to HLC alumni and the larger healthcare fraternity via a quarterly **HLC Newsletter – Leading Healthcare**. An important feature in the newsletter is the **Letter to Young Leaders** where we invite senior healthcare leaders to pen down encouraging advice for leaders in the system, both young and experienced. This allows us to multiply and reinforce the learning and messages in the programmes to a wider audience. We are grateful for our leaders' generosity in sharing their leadership experience and perspectives, to nurture the next generation of leaders.



Growing Leaders

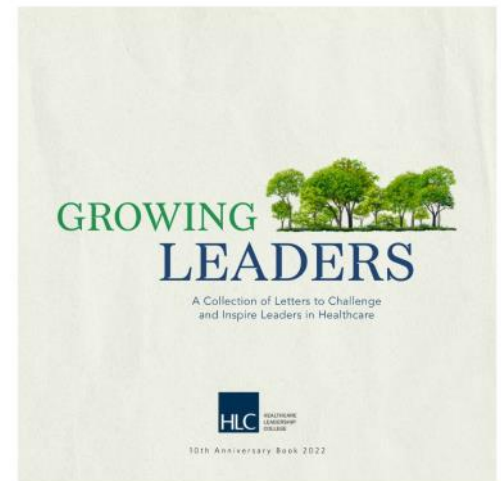
10th Anniversary Publication

Highlights

Growing Leaders, HLC's special 10th Anniversary Publication is launched

The College launched a special publication, titled *Growing Leaders*, to mark the 10th anniversary of its founding. The event was graced by Ms Yong Ying-I, Chairman of the Central Provident Fund Board and founding PS of the College; Professor Aymeric Lim, CEO of the National University Hospital and Founding Dean of the College; and Professor Pang Weng Sun, Vice Dean, Clinical Affairs, Lee Kong Chian School of Medicine, current Dean of the College.

Ms Yong Ying-I and Prof Aymeric engaged the guests in a special dialogue session which covered issues ranging from the early leadership challenges in the healthcare sector, to the work done by HLC over the past 10 years, and the opportunities and challenges ahead. The dialogue's takeaways were captured creatively in a graphic recording which was later displayed for guests to appreciate.



Growing Leaders is a curated collection of letters from experienced healthcare leaders written to guide and inspire young leaders. The name of the book contains special significance for the College's work in growing and supporting leaders, but also as a reminder to all who read the book, that they have a responsibility to nurture future leaders themselves.



From left to right:

A/Prof Lita Chew, Adj A/Prof Yong Keng Kwang, Ms Paulin Koh, Ms Yong Ying-I, Prof Pang Weng Sun, Prof Eugene Fidelis Soh, Prof Aymeric Lim.



Dialogue with HLC's Guests-of-honour: The speakers discussed their perspectives on how the healthcare sector overcame its past challenges. They shared how the work done by HLC over the past 10 years laid the foundation for strengthening healthcare leadership.



Bonding after two years: The Covid-19 situation caused some programmes to pivot to zoom rather than in-person but that did not stop many from connecting when they came for the event.



A MATTER OF WHEN: BEHIND THE SCENES

The pandemic kept us on our toes as we never knew what would happen next. The team exercised agility and flexibility in adapting to changing situations. Whilst there were challenges, close communication and swift decision-making among team members and stakeholders allowed our programmes to proceed safely and successfully.

“Life is like a box of chocolates.

○ ***You never know what you're***

○ ***gonna get”***

○ ***- Forest Gump***

AT THE FRINGE OF DELTA: THE EFFECTIVE LEADERS PROGRAMME

The 12th Effective Leaders Programme (ELP) was planned for 26-30 April 2021. Singapore was just emerging from its initial wave of COVID-19 infections with only single digit infection numbers each day, mass vaccinations were proceeding smoothly and the word “endemic” was gaining traction in conversations about the virus. HLC was optimistic that the programme could be run in-person, with all manner of appropriate safe distancing to keep our participants safe.

Just as the programme started, news was emerging about a new, more infections and more serious Delta variant. But those were early days, and no community spread of the Delta variant was reported in Singapore. Community transmission of the virus was zero nearly every day. So we proceeded with the ELP in-person.

Towards the end of the programme, we received news that a new community cluster was detected at TTSH. This was too close for comfort, as we had participants from many healthcare institutions in the room, including participants from TTSH.



In a snap decision, HLC converted the final day of the 12th ELP into an online programme on Zoom to minimise physical contact across clusters. The news of the change was quickly communicated to all participants and invited speakers. And the programme was successfully completed over Zoom.



The next day, MOH reported 16 cases community transmission – the first double-digit spike after a long period of 0-3 cases per day. The spike also marked the beginning of the wave of infections attributed to the Delta variant in Singapore.

SWEPT UP BY OMICRON: THE SINGAPORE CHIEF RESIDENCY PROGRAMME

After many months of managing the Delta surge, infection numbers finally settled in the last two months of 2021. While there was some news about a new Omicron variant rearing its head in other countries, infection numbers in Singapore held steady in December 2021 and the first two weeks of January 2022. HLC continued to monitor the Omicron situation and the rate of community spread, but felt reasonably confident that with safe management measures in place, we could proceed to welcome our 9th SCRP cohort in-person.



The day before the 9th SCRP was due to start, the SCRP programme manager herself was notified that she was a close contact with a positive COVID-19 case. HLC management decided to have a different programme manager step in.



The first day of the SCRP went very well. The participants were glad to have face to face interactions and discussions as they learned more about themselves, each other and leadership styles within the group.

However, one participant developed acute respiratory symptoms and tested ART positive that evening, despite feeling well during the day. HLC made a snap decision to convert the remaining SCRP sessions to online ones, within the short span of a few hours late in the night. Despite the conversion from in-person to an online seminar, the participants' spirits remained high and the interactions on the one day that they met gave everyone a sense of camaraderie. The 9th SCRP participants continued to have fruitful discussions over the next few days over Zoom.

Key Takeaway

From the programme management and planning perspective, we experienced the importance of being prepared, staying agile, and reacting quickly to new information. The circumstances can change rapidly in an unexpected direction, and we must be ready to respond and make quick decisions despite having very limited information and certainty.



Celebrating New Lives and Welcoming Our Pandemic Born Babies

Although it was a COVID year, we are grateful to share the moments of joy as HLC Partners and Team welcome their new babies amidst the pandemic. Our heartiest congratulations to Sheila, Zhi Hui, Carol, You Li and Reina!



HLC Associate Sheila with her baby daughter, Mira born in 2021.

I remember being very nervous about the possibility of testing positive when we checked into the hospital, which would have meant my husband would not be allowed to be with me during the labour and birth. Luckily, we both tested negative. With restrictions, many extended family members could not visit the new little one as early as they would have liked to. Thankfully, I was staying with my mum, brother and sister-in-law at the time, and I still got to have lots of quality family time (and family support!). A silver lining of the pandemic was being able to work from home, which - although challenging at times with two kids - gave me the most flexibility to be there during my daughter's early months. Overall, it has been a rewarding journey!

Sheila
HLC Associate

Pandemic or not, it is always exciting and a blessing to welcome a new addition to our family. The pandemic dashed our hopes for an overseas baby moon holiday, but we made it up by going on several staycations with our firstborn. We limited our outings, but had more time to rest and enjoy family time at home. With the easing of travel restrictions, perhaps we can squeeze in an end-of-maternity holiday as a new family of four!

Zhihui
HLC Associate



The blessing of family amidst the pandemic (April 2022). Mummy Zhihui with her daughter Claire, baby Ryan and husband, Dr Tan Ming Yuan.

Celebrating New Lives and Welcoming
Our Pandemic Born Babies



Motherhood for me has been an interesting journey. Having a covid baby means innovative ways to celebrate her arrival, steep learning curve for the two first-time parents, and the joy of being able to capture her many-firsts! Being a mother also taught me about the strengths I didn't know I had and dealing with fears I didn't know exist. If I was given an option, I would do it all over again.

Carol
HLC Team



Madeline looking cool with mummy!



Zen-like Jie Jie (Left) and Cutie Pie Di Di (Right)

During the pandemic, we were not able to physically introduce our babies to extended family members. We also could not freely bring our babies out as much as we would like to reduce risk of infection. In raising two little ones, we learnt to be patient with our children, ourselves and towards one another. Papa, Mama and the twins are exceptionally grateful to HLC management for the care and encouragement. Thus far, it has been an amazing learning journey!

You Li
HLC Team

Being pregnant during this period was rather nerve wrecking, as I was unsure of the impact on my baby if I contracted Covid. I minimised going out and thankfully I had been allowed to work from home. My baby was born healthy and is now our sweet bundle of joy!

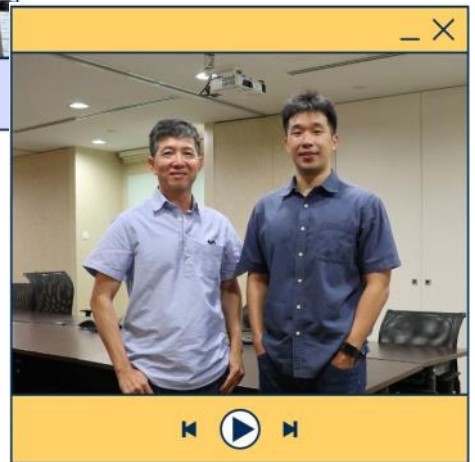
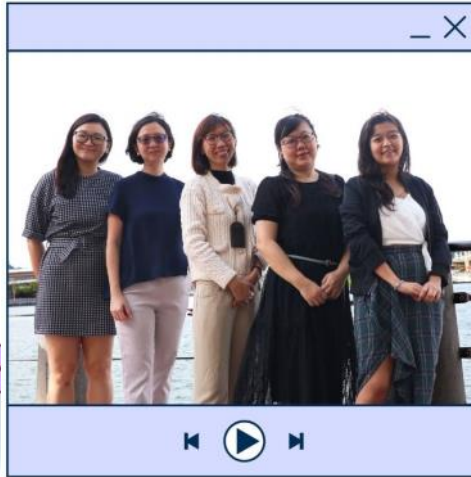
Reina
HLC Team



The bundle of joy: Baby Averie all dressed up

HLC

TEAM



HLC Leadership Milestone Programmes

