



Healthcare Leadership College

FY18 YEAR IN REVIEW

FOREWORD

BY DEAN HLC



Since HLC's inception in Feb 2012, the College has grown from strength to strength. In FY18, we ran 15 programmes and interventions, and developed more than 1,000 leaders. To date, HLC has seen over 8,000 participants benefiting from more than 125 programme runs and interventions.

In particular, FY18 has seen the College marking several significant achievements. We are most excited to have delivered successfully two new programmes, namely, Leaders for Singapore Healthcare (LSH), our apex programme for senior leaders with organisation level responsibilities and the Singapore Nurse Leaders Programme (SNLP). These new programmes are part of our continuous effort to develop and strengthen the capabilities of our leaders and bring them together as one healthcare family. Through the course of these programmes, we have observed that our leaders have been able to forge deeper personal connections, trust and support amongst themselves. The College has also strengthened our engagement with alumni to bring about greater learning, engagement and networking amongst alumni.

In the coming years, we hope to build on these initial efforts and walk more closely with our alumni in their ongoing journeys of leadership growth, development and learning.

HLC was only able to do all these with the immense support of our partners (*our resource persons from the Ministry, Healthcare Agencies and Clusters, Curators, External Partners and Friends*) who are integral to the success of the College's programmes.

I am confident that HLC will continue to innovate and provide inspiring and impactful learning experiences to develop our leaders - anchor them on shared public healthcare values, support their leadership capability building, deepen their healthcare policy perspectives, and build communities of leaders committed to a one public healthcare mission.

Professor Aymeric Lim

Dean, Healthcare Leadership College, MOH Holdings
Physician-in-Chief and Group Chief Human Resource Officer,
National University Health System (NUHS)



HEALTHCARE LEADERSHIP COLLEGE

HLC 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. HLC aims to develop leaders to lead the public healthcare system and institutions effectively, in order to achieve the larger healthcare mission of sustainability, accessibility, and quality healthcare for all Singaporeans.

The College's strategic objectives are as follows:



Foster a one healthcare family mindset



Develop understanding of key healthcare policies, the rationale and principles behind the policies



Nurture a community of healthcare leaders across professions and across the healthcare family to bring about greater collaboration and sharing



Build shared values and ethos amongst public healthcare leaders



Strengthen leadership capabilities of healthcare leaders to enable change and to drive strategies to transform healthcare delivery



KEY ACCOMPLISHMENTS

FY18 Year In Review

1

**Shifting Emphasis
Towards Longitudinal
Leadership Development**

2

**Strengthening Leadership
Capability of High Potential
Healthcare Leaders**

**Deepening the Sense of
Community and Common
Purpose amongst our
Public Healthcare Leaders**

3

**Expanding Partnerships
and Strengthening the
Ecosystem**

4

Shifting Emphasis Towards Longitudinal Leadership Development

- Initial shifts in emphasis towards talent centric approach (vs programme centric approach), largely through efforts in alumni space
- Provide post programme feedback on selected participants to complement the effort of Clusters/Institutions in developing their talents to be future-ready leaders
- More concerted alumni development and engagement effort beyond milestone programmes, targeted at high-potential alumni at certain high-leverage points

◦ Post-COS Budget Dialogue with Minister



◦ Lunch Conversation with Prof Pang Weng Sun



◦ Learning Journey to Singapore Prisons and Leadership Dialogue with Commissioner of Prisons



◦ Experiential Learning: Nation Building Game



Strengthening Leadership Capability of High Potential Healthcare Leaders

- **Expanded suite and number of HLC programmes to achieve HLC's strategic objectives**
 - Inaugural **Leaders for Singapore Healthcare (LSH) Programme**: This is HLC's signature leadership milestone programme for senior healthcare leaders with organisation level responsibilities. *(Overall rating: 4.74 out of 5.0)*
 - Inaugural **Singapore Nurse Leaders Programme (SNLP)**: This is to equip mid-level nurse leaders with the necessary knowledge and skills to lead care across multiple facilities – acute and community sectors. This is part of HLC's effort to strengthen the sense of community amongst nurse leaders. *(Overall rating: 4.7 out of 5.0)*
 - Increased HLC programme runs for **New Leaders Programme (NLP)** from 3 to 4 runs and **Effective Leaders Programme (ELP)** from 1 to 2 runs
- **Enhanced curriculum, interventions and pedagogy to deepen and sustain learning**
 - Introduced sandboxing and overseas study trip for Leaders for Singapore Healthcare (LSH)
 - Introduced project work and community care attachments to Singapore Nurse Leaders Programme (SNLP)
 - Learning made real via serious games (Introduction of Everest Challenger Game) in Effective Leaders Programme (ELP) to impact the leaders in the domain of values in action

LSH



SNLP



SLP



SCRP



ELP



NLP



ILP



Deepening the Sense of Community and Common Purpose amongst our Public Healthcare Leaders

- By inspiring and reinforcing our espoused values, and reigniting the sense of purpose through our programmes and leadership dialogues. Some of the great healthcare leaders who shared on values and purpose are Emeritus Professor Lim Pin and Professor Tan Chorh Chuan
- Through programme design that promotes greater interaction and collaboration across professions and institutions
- Through sustained engagement and networking opportunities beyond milestone programmes for alumni



Expanding Partnerships and Strengthening the Ecosystem

● Expanded partnership and impact beyond public healthcare system

- By including participants from private healthcare (General Practitioners), ILTC sector and interagency (such as MOF, PMO, CPF, SAF, SCDF, and Singapore Prisons Service) for HLC milestone programmes
- Through curation efforts within programmes and creating programme white space for dialogues and discussions, encouraging cross-sectoral and interagency understanding and sharing of diverse experiences and perspectives

● Strengthening the ecosystem

- Breaking through the barrier of scaling with Policy Packages deployed to Clusters for use in their own training and development programmes
- Delivering insights and experiences via the Distinguished Speaker Lecture 2018 with **Dr Noeleen Heyzer** Under-Secretary-General of the United Nations
- Strengthening policy perspectives and understanding across the public healthcare sector via the Healthcare Policy Series (Careshield)
- More alumni leaders coming back to HLC programmes to nurture and inspire future leaders
- Extended reach to HLC alumni and larger healthcare fraternity via HLC Newsletter

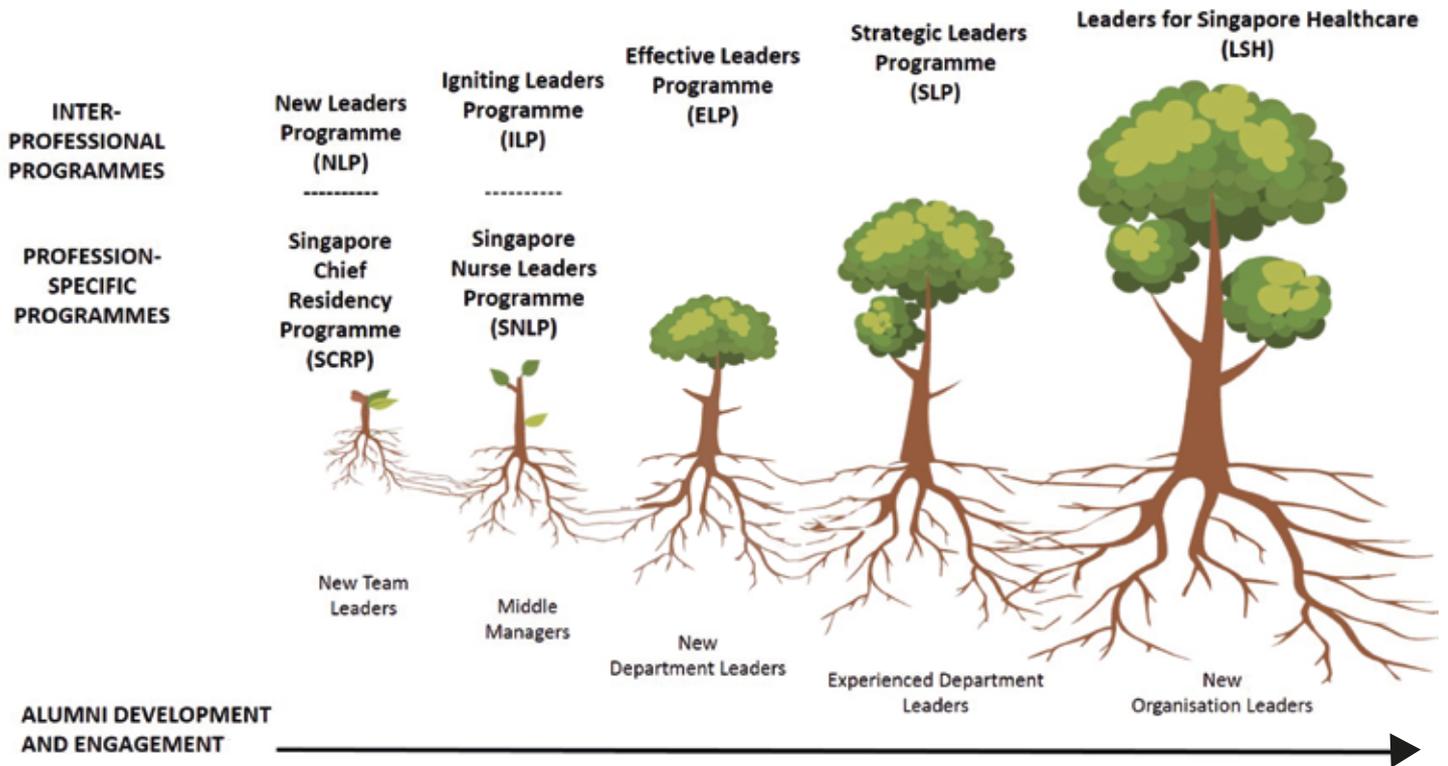


HLC NEWSLETTER



HEALTHCARE LEADERSHIP COLLEGE

Leadership Milestone Programmes



HLC TEAM



Scan the QR code for a video introduction to our HLC team

