



Healthcare Leadership College

FY19 YEAR IN REVIEW



FOREWORD

BY DEAN HLC



FY19 has been an unprecedented year as the world was confronted with the global COVID-19 pandemic outbreak. It is times like these that underscore the critical role that leaders play in steering us through the crisis to emerge stronger. Hence, the HLC mission is important in raising and developing leaders to helm our public healthcare system in both ordinary and extraordinary times.

This annual report covers the period of April 2019 to March 2020 where except for the last quarter, the College was able to execute our mission under a pre-COVID-19 environment.

In FY19, the College ran 12 programmes and developed more than 380 leaders. To date, HLC has developed more than 8,000 leaders from running more than 140 programme runs and interventions. HLC has also introduced a Talent Summary Report with sectoral- and cluster-level perspectives to capture a better picture of the system level talent management and development effort. At the programme level, we started new initiatives as part of our continuous effort to develop and strengthen the leadership awareness and capabilities of our leaders. And, the College continues to strengthen our post-programme engagement with our alumni to bring about greater engagement, learning and networking. In the last quarter of FY19 and continuing over to FY20, the suite of leadership development programmes run by the College was impacted by the COVID-19 crisis. I am glad to note that the College responded nimbly and innovatively to rapidly re-design its curricula and lesson plans so that

we could resume the programmes in an online format at the appropriate time.

The mission of HLC could not be achieved without 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 also proud to serve alongside my colleagues at HLC who "walked the talk" of service and leadership. Even while the College was grappling with its own mission in transforming curricula and programmes into the online space in short order, the HLC Team willingly supported the national effort against COVID-19 with six out of 13 team members, seconded out for varying periods of three to six months to support COVID-19 related operations.

I am confident that the College will continue to deliver on its mission in the coming years, keeping agile, pursuing innovation and anchored on the values of service and leadership it seeks to promote.

Professor Aymeric Lim

Dean, Healthcare Leadership College, MOH Holdings
Group Chairman, Medical Board, NUHS
Senior Consultant, Department of Hand &
Reconstructive Microsurgery, NUH
Professor, Department of Orthopaedic Surgery,
Yong Loo Lin School of Medicine



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
-  Build **shared values and ethos** amongst public healthcare leaders
-  Develop understanding of **key healthcare policies**, the rationale and principles behind the policies
-  Strengthen **leadership capabilities** of healthcare leaders to enable change and to drive strategies to transform healthcare delivery
-  Nurture a **community** of healthcare leaders across professions and across the healthcare family to bring about greater collaboration and sharing



KEY ACCOMPLISHMENTS

FY19 Year In Review

**Emphasise Longitudinal
Leadership Development**

1

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

2

**Expand Partnerships and
Strengthen the
Ecosystem**

4

3

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

Emphasise Longitudinal Leadership Development

- **Adopted talent centric approach** (vs programme centric approach) for HLC programmes, such as:
 - Selection of programme participants with input from Cluster leadership on talent pools and progression pathways
 - Step-wise programme design interspersed at significant career transition points
 - Content on policy and leadership that is differentiated and laddered across the spectrum of programmes
 - Post-programme follow-through in the form of feedback and additional interventions for selected alumni
- **Introduced a Talent Summary Report with sectoral- and cluster-level perspectives** to augment Clusters in their talent management and development effort. The report is sent to MOH Senior Leadership, Cluster Board Chairman, GCEO and CHRO
- **Concerted alumni development and engagement effort beyond milestone programmes**, with targeted intervention at high-leverage points for high potential alumni leaders through expanded scope and new initiatives



Leadership Dialogue with Mr Lee Seow Hiang, CEO of Changi Airport Group and Learning Journey to Singapore Changi Airport



Post-COS Budget Dialogue with Minister



Fireside Chat with Mr Tan Chuan-Jin, Speaker of Parliament (jointly organised with AIC)



Leadership Dialogue with Mr Jerry See, Deputy Commissioner of Police (Policy) and Learning Journey to Singapore Police Force



Workshop for Alumni: Thinking in Teams

Strengthen Leadership Capability of High Potential Healthcare Leaders

- **Reviewed HLC policy curriculum development to achieve HLC's strategic objectives**
 - Embarked on a review of the HLC policy curriculum, together with a HLC advisor (who has policy experience across Government Ministries), with the intent to scaffold meaningfully and deploy for use across the suite of milestone programmes ranging from new leaders to organisational leaders
- **Reviewed curriculum, interventions and pedagogy to deepen and sustain learning**
 - Revamped and redesigned HLC short programme on Systems Thinking. Piloted run in ELP with new curriculum and customized lesson plans
 - Refocused HLC short programme Dynamic Governance (DG) in the HLC alumni space. Redesigned HLC-DG as a 2-day programme and purposefully focused the coverage to be on leading organisation change and transformation, and included an experiential learning by design. Instead of a mass nomination call, HLC-DG participants were drawn from targeted alumni groups of HLC milestone programmes. For the pilot run, the HLC-DG participants experienced a learning journey to Botanic Gardens and had a leadership dialogue with CEO of NParks
 - Introduced 360 degree feedback and executive coaching to enhance leadership development for our participants in the Effective Leaders Programme (ELP) designed for new HODs
 - Introduced a leadership project in our redesigned ILP where participants can apply their learning back in the workplace
 - Redesigned SCRIP project work to examine and promote cross-institution/discipline challenges and collaboration respectively

SLP



ELP



ILP



NLP



SCRIP



DG



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

- Continue to inspire and reinforce our espoused values, and reignite the sense of purpose through HLC programmes and leadership dialogues
- Through programme design that promotes greater interaction and collaboration across professions and institutions
- Through sustained engagement and networking opportunities beyond milestone programmes for alumni

Leadership Dialogue with A/Prof Thomas Loh, Deputy Group Chairman, Medical Board, NUHS



Learning Journey to Ren Ci Hospital



Leadership Dialogue with Ms Rachel Lim, Co-founder of Love, Bonito and Learning Journey to their HQ



Learning Journey to Parkinson Society Singapore



Expand Partnerships and Strengthen the Ecosystem

- Expanded partnership and impact beyond public healthcare system

- Including participants from private healthcare (primary care General Practitioner), ILTC sector and other Government agencies (such as MOF, PMO, CPF, SAF, SCDF, and Singapore Prisons Service) for HLC milestone programmes
- Enhance greater diversity of learning experiences and perspectives
- Encourage cross-sectoral and interagency understanding and collaboration

- Strengthening the ecosystem

- To address the barrier of scaling, HLC initiated the in-house development of Policy Appreciation Packages in FY18. The first Policy Appreciation Package on "Singapore's Healthcare Philosophy and Strategy" was deployed in FY19 and was well received by the Clusters for use in the development of their leaders. The second Policy Appreciation Package on "Singapore's Healthcare Financing" is work in progress
- Leveraging on our alumni leaders who are paying it forward and sharing their leadership experience/journey to nurture and inspire our future leaders at HLC programmes
- Continue extended reach to HLC alumni and larger healthcare fraternity via HLC Newsletter

"Singapore's Healthcare Philosophy & Strategy" Policy Appreciation Package



ELP Alumni sharing their leadership experience at ILP



HLC Leadership Times – new initiative to support alumni leaders during COVID-19

HLC Newsletter: Leading Healthcare



HLC's CONTRIBUTION IN THE COVID-19 FIGHT

In this unprecedented year, we would like to express our appreciation for HLC Team members who have come forward to do their part to support the COVID-19 related operations. We would also like to acknowledge the contributions of the remaining members of the HLC team, who stepped up to cover for their colleagues, in addition to embarking on HLC transformational initiatives. These included the significant challenge of transforming the usual in-person programmes to online platforms, as well as new initiatives such as the HLC Leadership Times to provide alumni leaders with timely, bite-size leadership resources relevant to their work in managing the frontlines of the COVID-19 pandemic. The HLC management is grateful to all our team members for their support and contributions.

Here are HLC team members sharing their experiences on their involvement in the COVID-19 fight:

Ms Chu Min Lian, Assistant Manager, HLC



Min Lian (second row, second person from right) and her contact tracing team mates, each holding a thank you card written by appreciative students

"Adaptability, Solidarity and Resilience resonated with me the most during my 3 months deployment to Contact Tracing Centre (CTC). We need to be adaptable to the changes with the evolving situation, go along with the flow and just keep swimming. I also see solidarity and resilience at every level – from the senior leaders to our frontline healthcare colleagues. I have learnt that it is critical for all of us to unite in solidarity and be resilient in any crisis."

"From my role as a contact tracer at Contact Tracing Centre (CTC) and then operations administrator at Emergency Ops Centre (EOC), this stint has reinforced in me the importance of staying vigilant and treasuring what we have. I truly appreciate the opportunity to serve alongside WoG colleagues and contribute to the COVID-19 operations. The camaraderie among fellow volunteers is also something that I will value in many years to come."

Ms Goh You Li, Assistant Manager, HLC



Taken at one of the many farewells, **You Li (front)** with WoG volunteers and MOH Staff at EOC

Ms Carol Tang, Assistant Manager, HLC



Carol (front) with her colleagues from Contact Tracing.

The ever-ready Bubble-Tea gang!
All of you are worth the happiness
(*weight-gain)!

"I am very thankful for the opportunity to serve as contact tracer for the last few months. It taught me that the most important ingredient in any conversation is empathic listening because apart from just listening to what the receiver of our call are saying, it is crucial to also understand how they are feeling. I am most grateful to learn this essential value from comrades in the Contact Tracing Centre."

"This experience brought my fullest attention to the fragility of life, the importance of community, family and team, which unite all of us. Sometimes the most ordinary things could be made extraordinary, simply by doing them with the right people. I am very honoured to be given an opportunity to serve."

Mr Alfred Cheong, Senior Executive, HLC



Alfred (left) with his colleagues from Contact Tracing.

Last week of our Ops day at CTC with my team from Team 4.

Mr Dennis Loh, Deputy Director, HLC

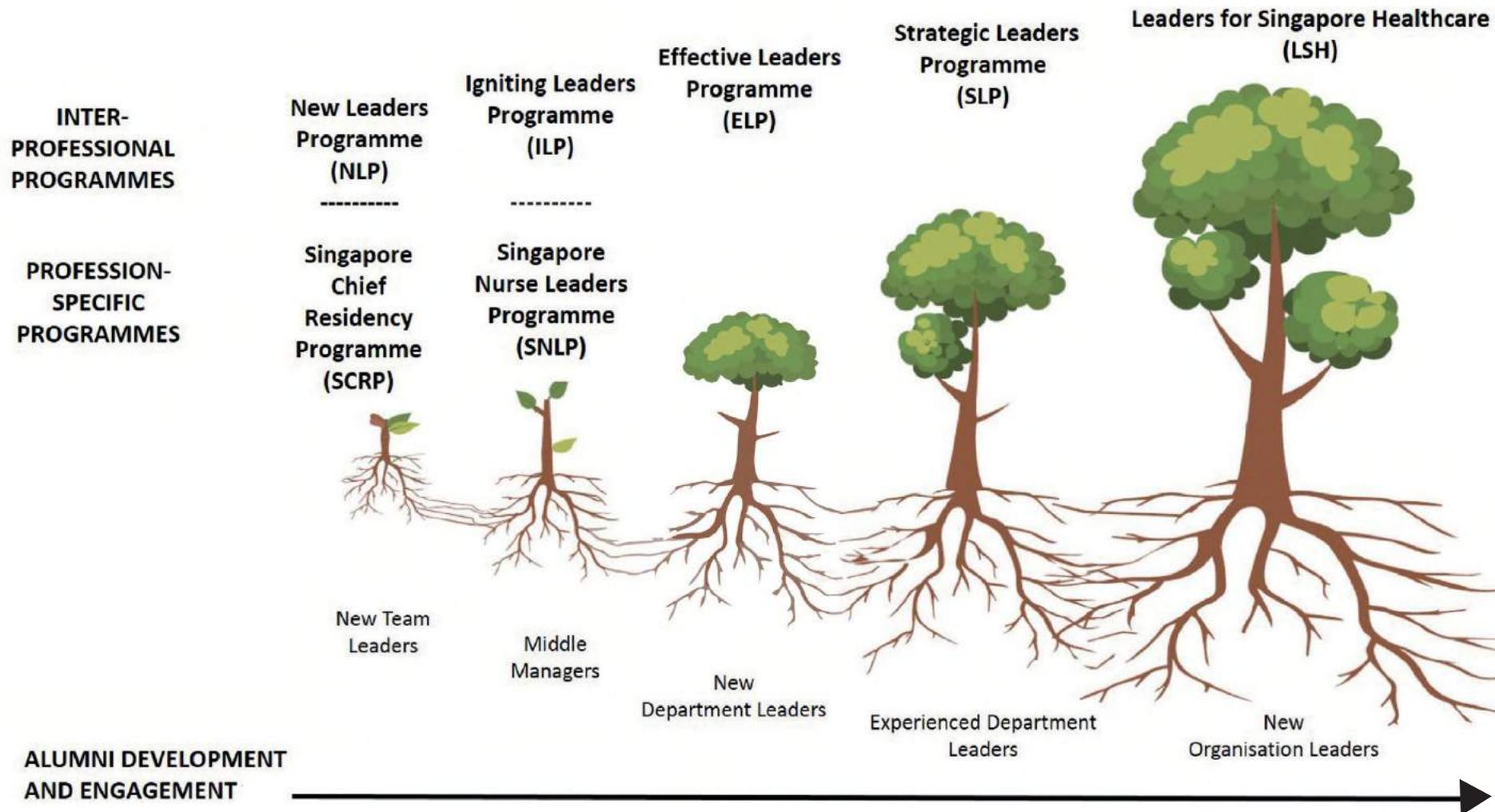


Dennis (left) showing TTSH colleagues the 3D printed model used in nasopharyngeal swab training of Singapore Healthcare Corps volunteers

"It was inspiring to be part of this effort and meeting many noble minded Singaporeans who were prepared to step forward to serve without compulsion or promise of reward. This hands-on experience in shaping healthcare volunteerism in Singapore was very exciting and meaningful."

HEALTHCARE LEADERSHIP COLLEGE

Leadership Milestone Programmes



HLC Team



First Row (from left): Reina Goh, Yvonne Soh, Lee Shiao Wei, Chu Min Lian

Second Row (from left): Carol Tang, Jared Koh, Jennie Tan, Nicole Lee, Angie Chang, Karyn Choo

Third Row (from left): Pacillia Ng, Alfred Cheong, Goh You Li, Dennis Loh

HLC Team Values





A DIVISION OF
MOH HOLDINGS

A thin, grey, curved line that arches over the text 'MOH HOLDINGS'.