



Healthcare Leadership College

FY20 YEAR IN REVIEW

FOREWORD

BY DEAN HLC



Photo: Switzerland/Facebook

2020 was a year that confronted individuals, organisations and the nation with unprecedented challenges brought on by the COVID-19 pandemic. Like many others, and drawing from our experience with SARS, we had both hoped and thought that the outbreak would be behind us in a few months and not a 20 month long protracted struggle.

I am proud of the team at HLC. Six out of 13 team members were seconded out for varying periods of three to six months in support of COVID-19 related operations while the others dealt with the disruption to our programmes.

As the situation continued to develop, we made a cautious return towards a constrained training environment for the rest of the year. With only minimum programme attrition, the College was able to deliver on our mission and programmes.

This annual report covers the period of April 2020 to March 2021.

I would like to highlight three themes. **First, the innovation effort within HLC. Second, HLC's value proposition in bringing healthcare policy appreciation to the leaders on the ground. And most importantly, the value that HLC brings to talent development for our public healthcare sector.** Some of these efforts are detailed in this report.

In 2020, the College ran nine programmes and

contributed to the development of more than 260 leaders. To date, HLC has developed more than 8,300 leaders from about 150 programme runs and interventions.

Finally, I want to acknowledge the important contributions of our partners. The mission of HLC is achieved with their constant support – 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.

As we approach the 10th anniversary of the setting up of HLC, I look back on my past 10 years at the helm of the College with gratitude to MOH senior leaders, Cluster leadership and partners, and my HLC colleagues. It has been a privilege to have served this important cause. I have every confidence that the College will continue to add value to its mission of developing future leaders for Singapore healthcare, anchored in the core values of public service purpose, leadership, and stewardship.

Professor Aymeric Lim
Dean, Healthcare Leadership College, MOH Holdings
Chief Executive Officer, NUH
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

FY20 Year In Review



Emphasise Longitudinal Leadership Development

Talent-Centric Approach

HLC has pivoted from a programme-centric to a talent-centric approach to better support longitudinal leader development. Our milestone programmes are designed step-wise and continually adapted to ladder up the leader at significant career transition points, from first time team leader to experienced institutional leader at the C-suite level. Beyond programme delivery, our efforts begin with the selection of suitable programme participants in partnership and with inputs from Cluster leadership.

We continue to support our leaders' development by inter-programme talent engagement and exposure interventions through our Alumni engagement platforms. To augment clusters in their talent management and development efforts, HLC provides a Talent Summary Report with sectoral- and cluster-level perspectives to MOH Senior Leadership, Cluster Board Chairmen, GCEOs and GCHROs.

COVID-19 Impact on HLC Mission

In midst of a challenging year where training was deprioritised and then severely constrained when gradually allowed to restart, HLC managed to reduce to a large degree the impact to our mission by deferring priority programmes to the later part of the year and converting others to an on-line format entirely. In some instances, programmes that were digitalised garnered even higher ratings in terms of learning outcomes as a result of the innovation that was implemented. A number of alumni initiatives had to be put on hold until a return to a more accommodating environment.



Alumni Leadership Dialogue with Mrs Chua-Lim Yen Ching, Deputy Director - General of Education, MOE



Dialogue with then-Minister for Health, Mr Gan Kim Yong

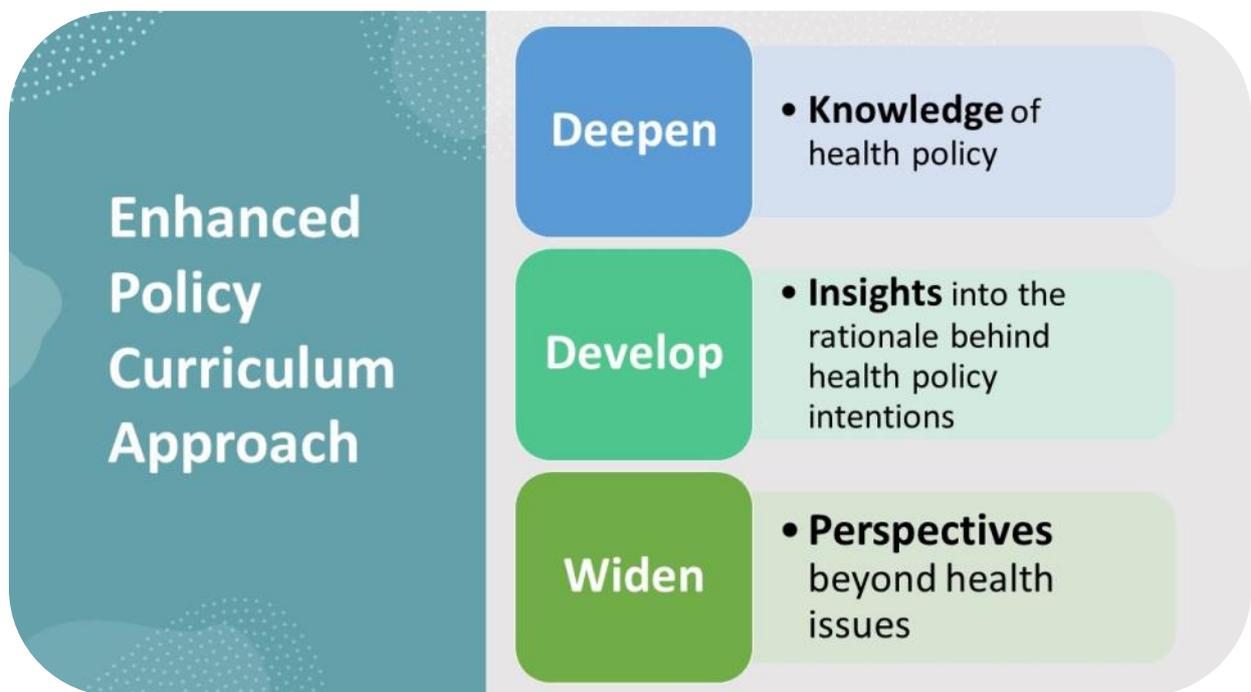


Experiential learning session through serious game for HLC Alumni

Strengthen Leadership Capability of High Potential Healthcare Leaders

HLC Policy Curriculum

Healthcare policy provides important context in which our leaders exercise their leadership in the workplace. In FY2020, HLC enhanced our policy curriculum to go beyond imparting health policy knowledge.



HLC developed two high level policy packages to deepen our policy curriculum, namely – (i) How our Healthcare Philosophy sits within Singapore's Governance & Social Policy Principles and (ii) Current Operating Context and the National Priorities. These new policy packages are meant to equip our senior healthcare leaders with broader policy perspectives for effective operational and strategic leadership. The packages were deployed in the last Strategic Leaders Programme (SLP) and we also intend to expand on them for use at the next Leaders for Singapore Healthcare (LSH) programme, which is HLC's summit programme at the C-suite level.

Key Accomplishments



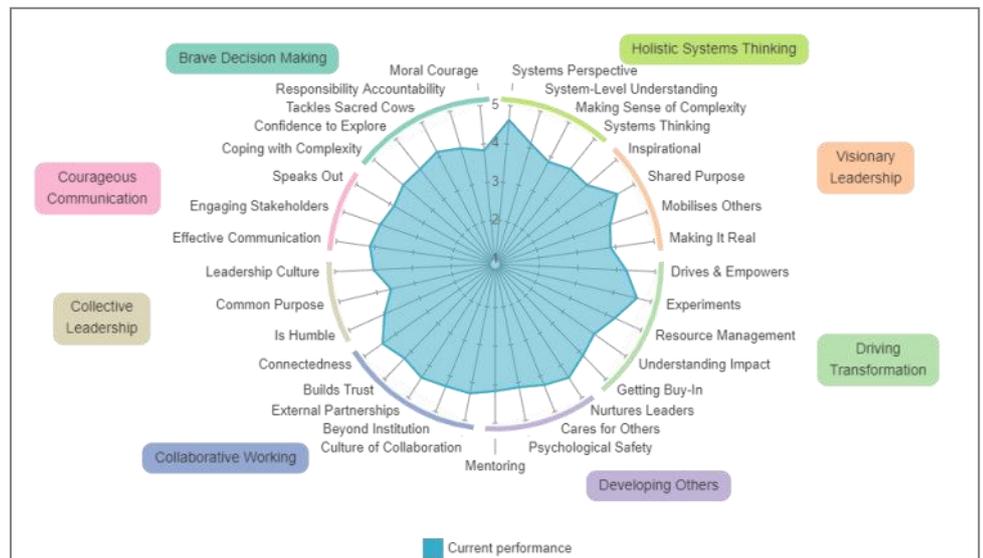
Programme Development and Delivery

HLC continued to strengthen its curriculum, innovate its pedagogy and reinforced the interventions in our milestone programmes.

- SLP was completely redesigned, raising the learning value of the curriculum along with introducing a group project work which benefits from direct mentorship of senior MOH leaders.



- For personal leadership development, 360 degree feedback and executive coaching was provided at the Effective Leaders Programme (ELP).



*Typical view of a HLC 360 report's findings

- Leadership mentoring was introduced into the Singapore Nurse Leaders Programme (SNLP) for high impact and high touch development of our nurse leaders. We are privileged to have Mrs Lee Siu Yin, former Chief Nurse (NUH), as the Programme Mentor for the SNLP.



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

Community Building

This front presented the greatest challenge for HLC because of limitations to in-person activities in FY20. High contact interactions and shared experiences are usually carefully curated in our milestone programmes and Alumni activities to foster the sense of community. Through intentional planning and agile responses, our concerted but cautious push to run in-person/blended programmes whenever possible saw the College delivering 11% of our milestone programmes in-person and 45% blended (online and in-person). Cohorts that met in-person were very appreciative of the opportunity and thoughtful planning involved.



HLC's first blended programme – 11th Effective Leaders Programme

Inspiring our Leaders

In our programmes, whether delivered online or in-person, the College continues to inspire and reinforce our espoused public healthcare vision and values, reigniting the sense of purpose through programmatic interventions and leadership dialogues. Apart from senior leadership from MOH and public healthcare who show strong support at HLC programmes, eminent speakers invited to our dialogues include leaders such as Choi Shing Kwok, Director of ISEAS-Yusof Ishak Institute, Kuah Ling Ling, Co-Founder of Jaga-me, Jeshor Loi, 3rd Generation Leader of Ya Kun, Lee Li Meng, Chief Strategy Officer of Razer Inc and Dr Tan Boon Yeow, CEO of St Luke's Hospital.



Leadership Dialogue with Mr Choi Shing Kwok, Director of ISEAS-Yusof Ishak Institute



Leadership Dialogue with Mr Lee Li Meng, Chief Strategy Officer of Razer Inc

Expand Partnerships and Strengthen the Ecosystem

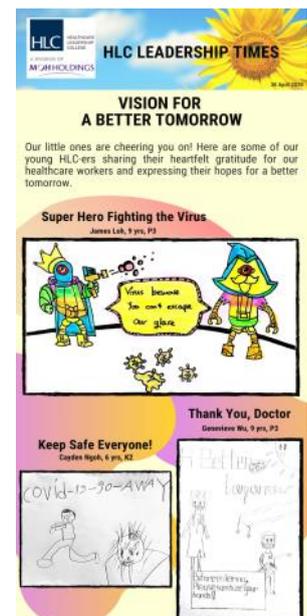
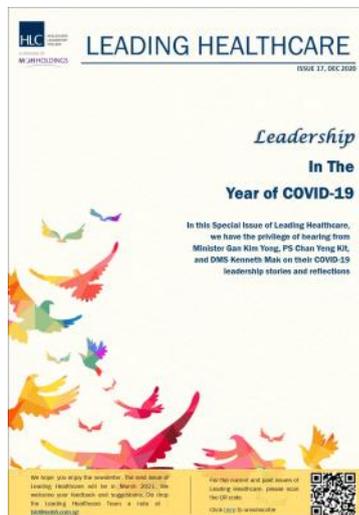
Expanded Partnership

In addition to developing public healthcare leaders, we included participants from private healthcare (primary care General Practitioner), Community Care sector and other Government agencies (such as MOF, PMO, CPF, SAF, SCDF, and Singapore Prisons Service) for HLC milestone programmes. The cohort diversity enhances the learning experience and broadens their network, promoting cross-sectoral and interagency understanding and collaboration.

Strengthening the Ecosystem

We extended our reach to HLC alumni and larger healthcare fraternity via HLC Newsletter and HLC Leadership Times. With a view to doing our part to encourage our people in the trenches battling COVID-19, HLC Leadership Times was produced to support our HLC alumni during the pandemic with timely, bite-size leadership resources (articles and videos), uplifting content (artwork and messages from children) as well as letters of encouragement and leadership lessons from our senior healthcare leaders. In the programmatic front, we also continued to provide an avenue for our alumni leaders to pay it forward by sharing their leadership experience/journey to nurture and inspire our future leaders.

HLC Newsletter: Leading Healthcare



Ms Ng Gaik Nai, Chief Nurse (SGH), who is a HLC alumnus, sharing her leadership experience

HLC Leadership Times

HLC TEAM INNOVATION AMIDST COVID-19

When news of a novel and contagious virus was emerging in January 2020, the Healthcare Leadership College (HLC) was busy running its 19th New Leaders Programme (NLP). It was conducted in a large hotel function room, with 35 people excitedly moving around to join discussion groups, chatting over coffee at breaks, and without a mask in sight.

Just one week later, the first confirmed case was diagnosed in Singapore. The DORSCON level was raised to orange and organizers were advised to cancel or defer non-essential large-scale events. HLC responded by postponing all its programmes from February 2020 onwards.

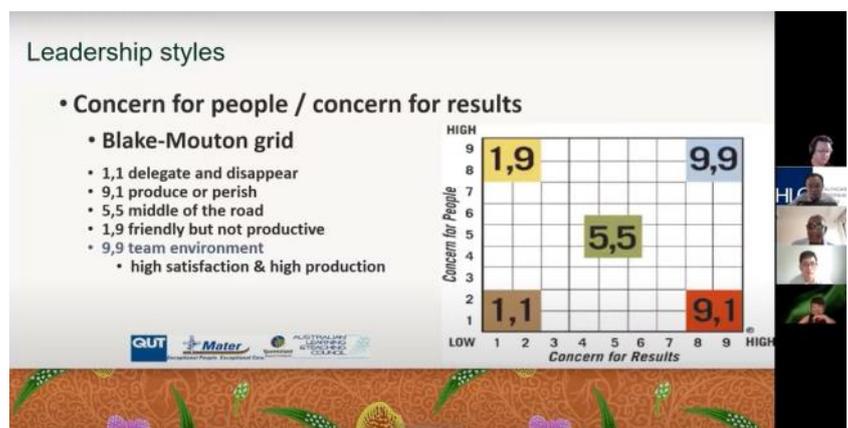
Following that, Circuit Breaker was implemented and extended, and the phased approach to resuming activities safely were announced. The fight against COVID-19 would be a long-drawn one. HLC would not be able to resume its programmes for the foreseeable future unless it dramatically accelerated its digital transformation.

“In every crisis lies the seed
of opportunity”

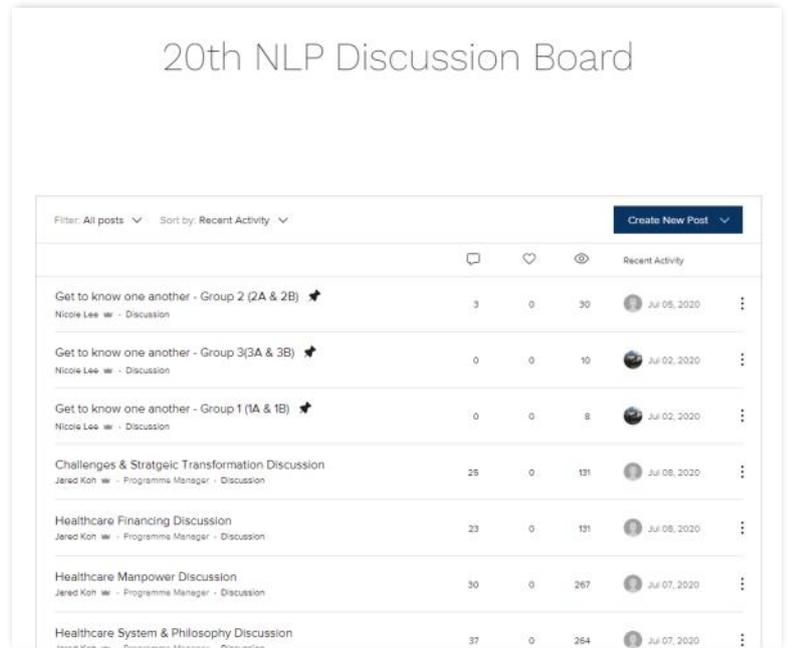
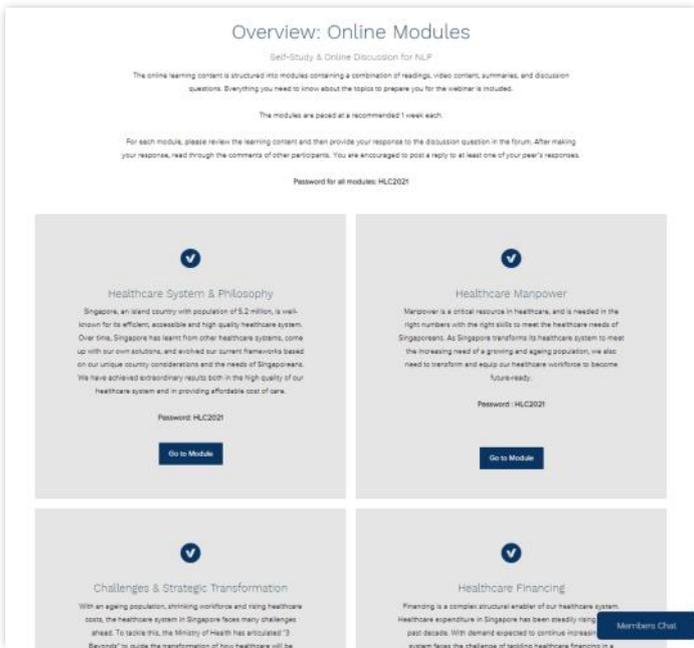
– *Albert Einstein*

MOVING SESSIONS ONLINE

Drawing from lessons learned from conducting meetings online to support working from home, HLC began building its capability to deliver programmes virtually as soon as the Circuit Breaker was announced. After a period of rapid testing and experimentation, the first proof-of-concept virtual delivery was conducted on Zoom for the Singapore Chief Residency Programme (SCRP) on 30 April 2020.



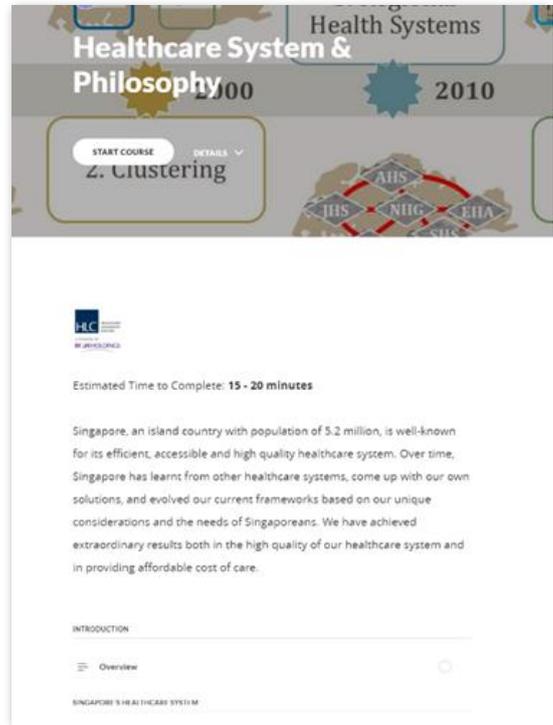
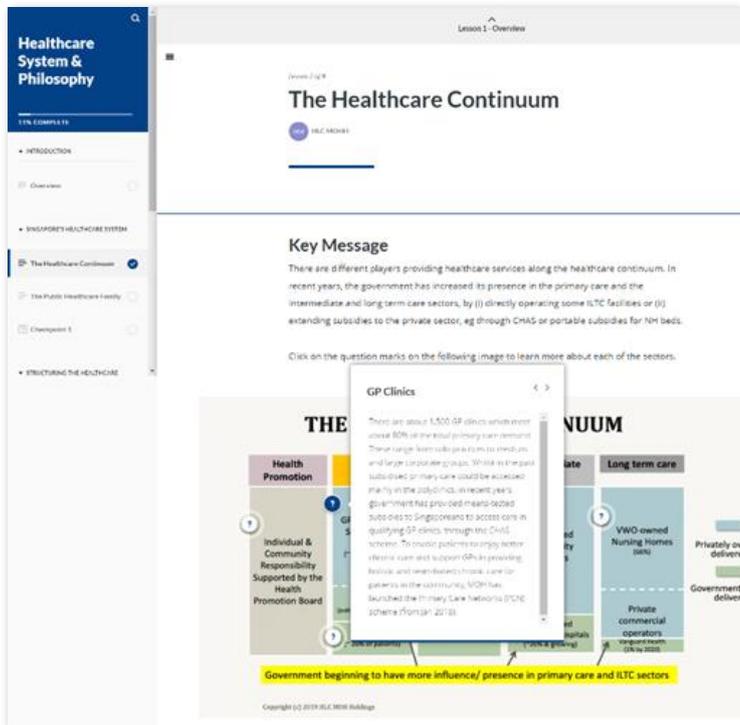
SCRP went online.



HLC's online learning portal with online discussion boards allowed participants to begin their Milestone Leadership Programmes with asynchronous e-learning.

TEACHING & LEARNING ASYNCHRONOUSLY

To optimize the time spent during live online sessions, HLC developed an online learning portal where participants could review course materials and participate in discussions prior to their programmes. This allowed participants to learn at their own pace, but also attend subsequent live sessions on Zoom with a clear understanding of the topic, and to engage with the speakers meaningfully.



HLC's Articulate Rise e-Learning modules allow for easy delivery of healthcare policy content to ensure that participants are on a level playing field for meaningful discussions.

To further strengthen the online learning materials, HLC invested in the Articulate Rise 360 digital course authoring tool. This allowed HLC to create immersive digital learning materials that featured the key learning content in a mobile-friendly, interactive format. The HLC team came together for a hackathon, to rapidly prototype new digital learning materials on Articulate Rise. The digital course materials developed by HLC were officially launched in January 2021.

INVESTING IN COMMUNITY BUILDING

With the policy and leadership learning content effectively delivered, HLC then turned its attention to achieving its other strategic goals of its milestone leadership programmes: building a community of leaders in public healthcare. It was initially challenging to move away from Zoom, which everyone had grown very accustomed to. But HLC eventually integrated the Run The World platform into its programmes, alongside Zoom, that now provides the avenue for making 1-to-1 networking connections and participant directed discussion groups. Run The World was rolled out in June 2021 at the 17th Igniting Leaders Programme.



Round Table Discussions in Run The World allow participants to move between virtual “tables” to engage in a variety of topics, much like how you would move between groups in real life!

LESSONS LEARNED

The most challenging barrier to digital transformation for HLC was the inertia to change and fear of failure/the unknown. Our programmes were running well and there was little impetus to do things dramatically differently. COVID-19 provided the perfect burning platform for digital acceleration.

It is important to thank and highlight the willingness and contribution of the HLC team who stepped up to take risks, learn, experiment, and grow together. It is heartening to see the team build up its internal capability and emerge stronger to bring greater value to the learning of our leaders. The enthusiastic and collective effort of the HLC team to drive its own digital transformation from within has been both stretching and satisfying.



WHEN THERE IS A SILVER LINING IN THE CRISIS...

This unprecedented year presented the team an opportunity to do things differently in the new normal. Doing so requires us to have a shared sense of purpose and also strong collective effort from all team members to take on the challenge of transforming our usual in-person programmes to online platforms. The HLC management is grateful to all our team members for their support and their dare to try spirit to push ahead with the many innovations that we experiment and implement at our milestone programmes. We would like to express our appreciation to HLC Team members for staying agile and resilient and playing an important role in enabling future ready change.

Here are HLC team members sharing their thoughts as they look back at the COVID-19 year and what kept them going during the pandemic:



We pushed digitalisation ahead with a lot of new tools/ platforms. What kept me going was the family and the food.

Ms Carol Tang, Assistant Manager, HLC

One of Carol's fancy meals with her parents.

The pandemic has really inspired me to place an emphasis on continuous learning and exploration. Going into the future, I will be more confident to challenge the status quo if I see an opportunity for growth. I look forward to the end of feeling like COVID-19 looms over our lives, to the day we truly rise above it.

Mr Jared Koh, Manager, HLC

I manage my stress by having a BBQ and a cold beer.



Change is the only constant and teamwork allows 1+1>2, love Team HLC! Look forward to meeting the team in-person again!

Ms Goh You Li, Assistant Manager, HLC

You Li has been taking care of a variety of plants which are all thriving!



When there is a silver lining in the crisis, there are always opportunities and possibilities. I have been using more Zoom and apps and I find that looking at greenery and being in nature helps to take the strain off the eyes and mind. I am looking forward to new models of working in the future.

Ms Nicole Lee, Executive, HLC

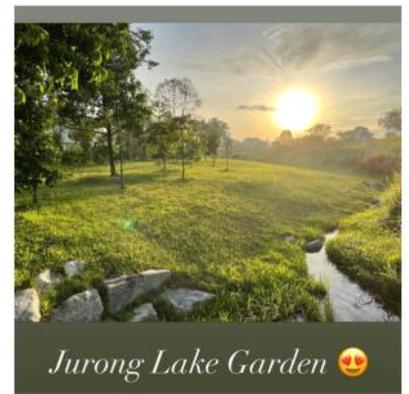
Nicole is always on the hunt for new, green places to explore.



The continuous exploring of digital platforms to enhance our programme and possibility to increase interaction and human touch with our participants.

Mr Alfred Cheong, Senior Executive, HLC

Alfred started catching sunrise at Jurong Lake Garden!



Year 2020 has moved my work from office to almost fully home based. There are pros and cons. I loved the convenience of not having to travel to office, and a peace of mind that I am safer from getting the COVID-19 virus from the 'pandemic world' outside. While working from home for a long period of time (more than 2 years now), sometimes I do experience cabin fever. Luckily, I have my dog to keep me company. He makes me smile all the time :) I am looking forward, or rather hoping, that in the new normal, there would be some form of flexible working arrangements.

Ms Jennie Tan, Senior Executive, HLC



Being adaptive, agile and just keep swimming were what I learnt during this period. Simple joy of eating with my loved ones kept me going during this period. I look forward to the day when we can put COVID-19 behind us.

Ms Chu Min Lian, Manager, HLC



Looking back at 2020, due to COVID, everyone started working from home which allows me to have more control of my schedules. I started exercising so I think I look forward to my exercise regimes at the end of the day the most. Now, I am looking forward to the day when we can resume physical activities and we can have more social bonding activities together.

Ms Chia Li Hui, Executive, HLC

Li Hui engages in handicraft in her free time, which she gives to her friends and family.



The best things in life are the most simple. I am grateful that this year gave me so many opportunities to spend time with my loved ones, pursue creative interests, learn new cooking techniques and recipes, and refocus on taking better care of myself. I always felt guilty about turning others down and not being present for my family and team, so I avoided going on leave and worked even when I was unwell. This year, I will take the time to rest and recharge, so that I can be the best version of myself for my family, friends and my HLC colleagues.

Ms Lee Shiao Wei, Director, HLC



HLC TEAM



Leadership Milestone Programmes

