

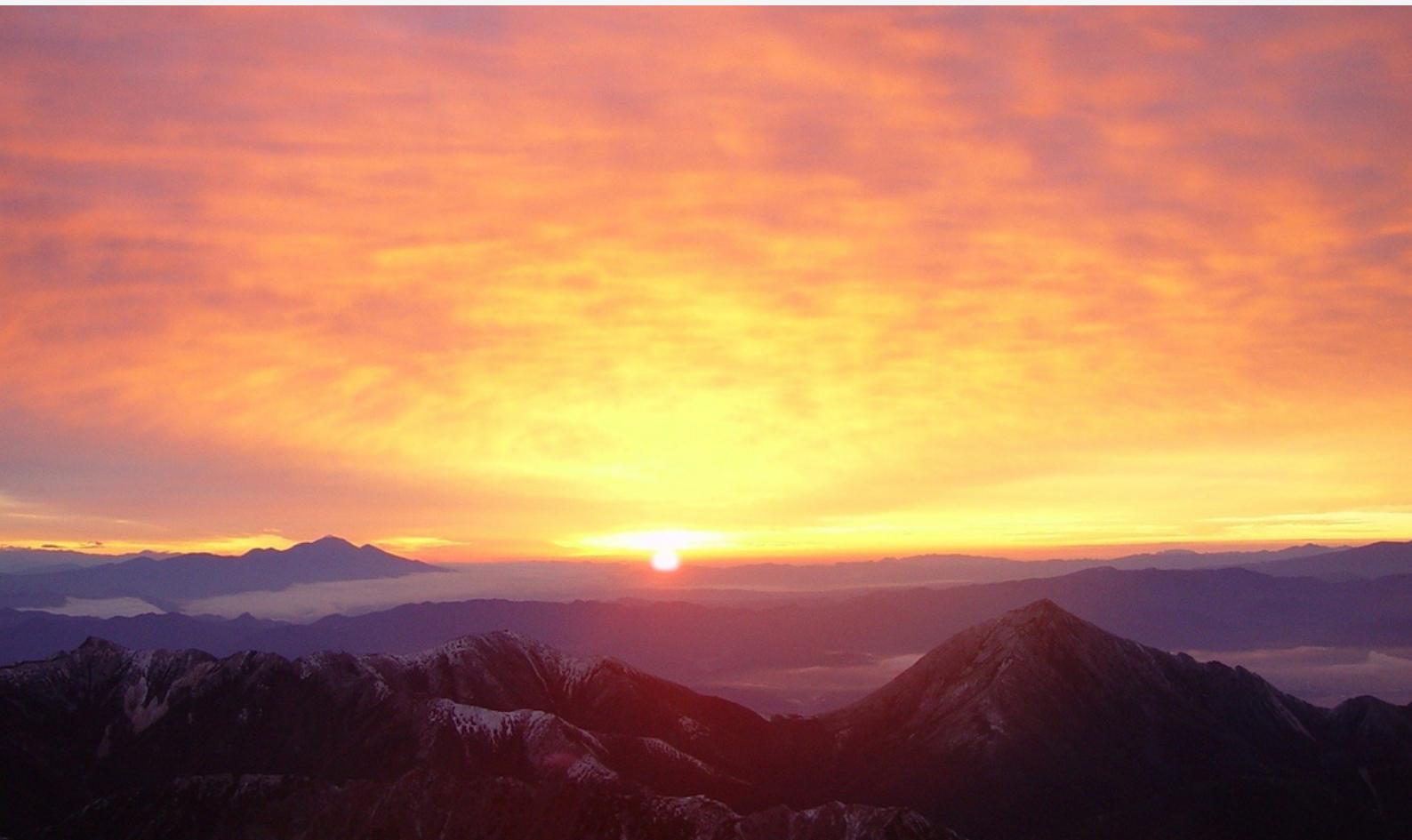
# LEADING HEALTHCARE

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The newsletter of the Healthcare Leadership College

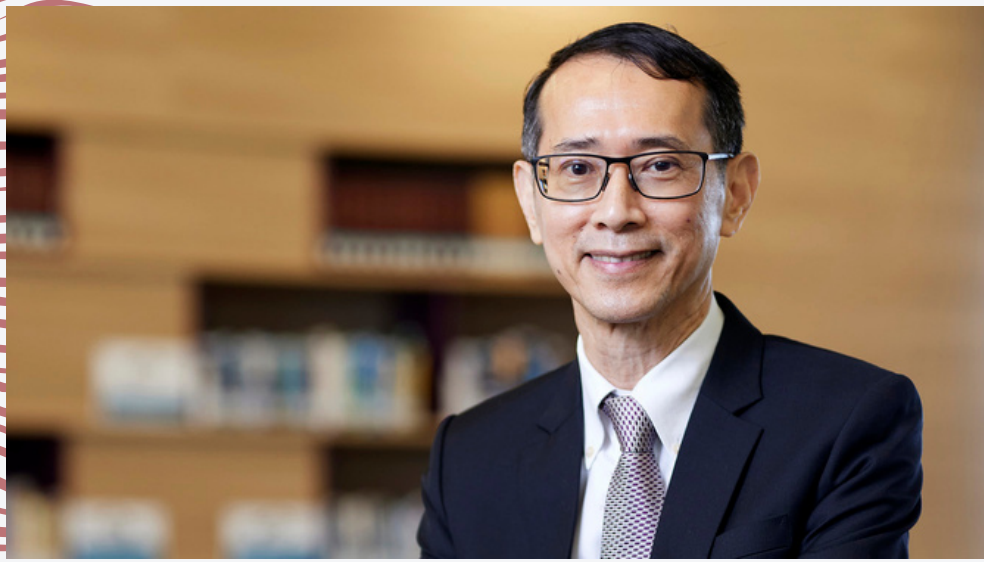
## HLC CELEBRATES 10 YEARS OF GROWING LEADERS

- *Healthcare Leadership for a Healthier Singapore - Dean's Message by Prof Pang Weng Sun*
- *Leading Change - Letter to our Young Leaders by Prof Yeoh Khay Guan*
- *Celebrating HLC's 10th Year Anniversary - Activities to come!*



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.





# HEALTHCARE LEADERSHIP FOR A HEALTHIER SINGAPORE

*By Prof Pang Weng Sun, Dean, Healthcare Leadership College*

HLC was founded 10 years ago. In the first edition of *Leading Healthcare* published in Oct 2016, Founding Dean Associate Prof Aymeric Lim wrote about leaders needing moral courage to do what is right. Mr Chan Heng Kee, then Permanent Secretary (Health), emphasised the need for healthcare to transform – in the light of an ageing population, changing disease patterns and shifting public expectations amidst manpower and fiscal constraints. He highlighted three “Cs” – (1) Competencies – knowledge and skills for better performance (2) Context – an appreciation of the larger system and the need for transformation and (3) Community – the need to bring people from different institutions and specialties together.

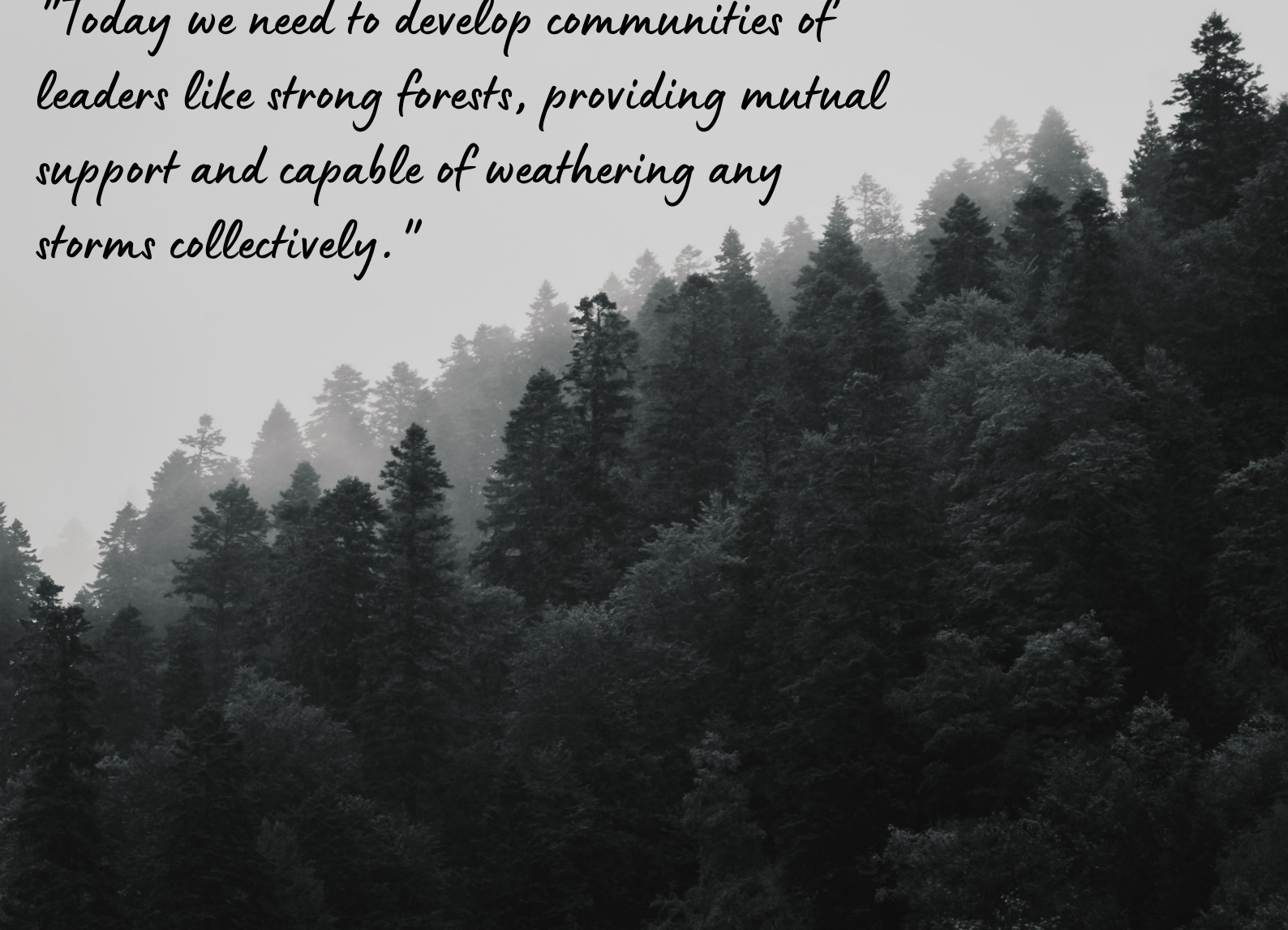
In the last 10 years, Singapore embarked on three key shifts in healthcare: Beyond Hospital to Community, Beyond Quality to Value, and Beyond Healthcare to Health. In conjunction with the journey towards the three shifts, we have seen the restructuring and growth of the three healthcare clusters – NHG, NUHS and SHS – incorporating acute healthcare institutions, specialist centres, polyclinics and collaborations with community and social sector services. Most recently at the Committee of Supply Debate 2022, MOH announced the Healthier SG strategy, a major healthcare reform and push towards preventive health and upstream intervention. A central pillar of the Healthier SG strategy is the role of primary care practitioners, working closely and jointly with the clusters, polyclinics, hospitals, specialists, and allied health professionals, to holistically support the health and care needs of Singaporeans.

The past two years of the COVID-19 pandemic have clearly demonstrated the need for healthcare systems to work closely with academic research and educational institutions both within and outside of healthcare, community and social sector services, commercial organisations and most of all, with patients, their families and the general public. The rally against COVID-19 was and still is, very much a national affair.

The call for strong healthcare leadership is all the more important as we recognize the complexities of healthcare in the national context and the major structural and mindset changes that are required throughout our healthcare organisations and institutions, healthcare policies and frameworks, and the very ways that healthcare professionals work and organise themselves, in order to support the move towards a Healthier SG. In the last 10 years, HLC looked at developing leaders like strong trees – deeply rooted and sturdy. Today we need to develop communities of leaders like strong forests, providing mutual support and capable of weathering any storms collectively. The survival and healthy thriving of the forest ecosystem is dependent on not just one tree or one single species of tree, but the symbiotic interdependency and relationships between all the forest flora and fauna.

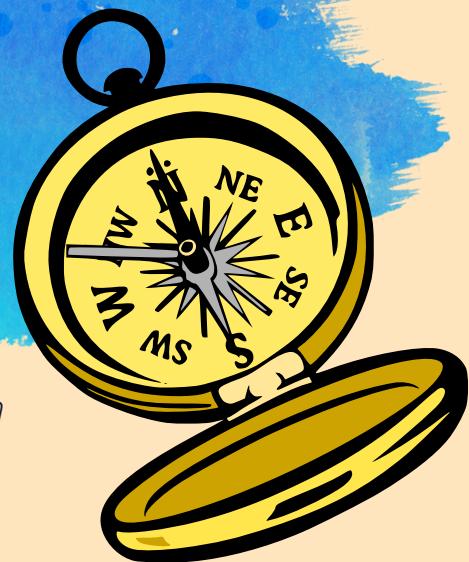
HLC is grateful to MOH, the healthcare clusters and Institutions for their support over the years. We look forward to the next decade and new generations of leaders rising to new challenges. To each new young leader coming on board, we welcome you and look forward to you charting new paths for yet another generation.

*"Today we need to develop communities of leaders like strong forests, providing mutual support and capable of weathering any storms collectively."*



# LEADING CHANGE

By Prof Yeoh Khay Guan



*Dear Young Leaders,*

I once heard this definition of leadership: "To make good things happen that on their own would not happen". This came from Mr Lim Siong Guan, former Head of the Singapore Civil Service. This is inspiring and one of the best definitions of leadership that I have come across. Without leadership, positive changes do not happen naturally on their own.

## **A Strong Sense of Purpose**

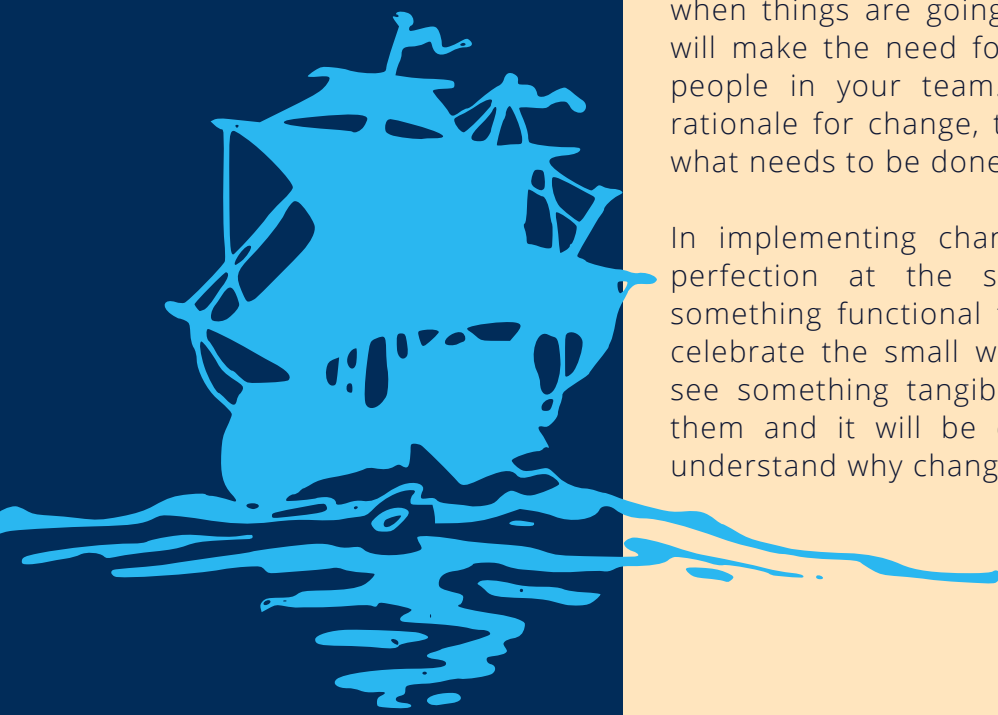
As leaders, you will be involved in leading change and transformation in your departments and institutions in one way or the other. To lead change, you will need to **create a strong sense of purpose** by identifying aspirations and explaining the "Why" – i.e. provide a compelling and clear narrative of the need for change. Why is there a need for this direction to be set? Why does this plan need to be put in place? Why can't we continue with the current methods when things are going well? By answering the "Why", this will make the need for change real and concrete for the people in your team. Once they are convinced of the rationale for change, they will be aligned and focused on what needs to be done to make change happen.


In implementing change, you do not need to aim for perfection at the start. Instead, start by launching something functional first, improve it along the way, and celebrate the small wins. When your team members can see something tangible, the change will become real to them and it will be easier for them to internalise and understand why change is happening and get on board.



Professor Yeoh is Chief Executive of the National University Health System, in which capacity he leads an integrated academic health system including public primary care clinics, community, general, and tertiary hospitals, national specialty centers in cancer, cardiovascular, and oral health, and the National University of Singapore's medical, nursing, dental, and public health schools under one unified governance.

His concurrent appointments include the Irene Tan Liang Kheng Professor in Medicine and Oncology and Senior Vice President (Health Affairs), National University of Singapore. He practices as a Senior Consultant at the Department of Gastroenterology and Hepatology, National University Hospital (NUH). He served as Dean of NUS School of Medicine from 2011 to 2018.





*"Leadership is a journey,  
I am still Learning  
with a big "L"."*

## **Aim High**

We should aim high and at the same time bear in mind that **failing is not the same as failure**. In aiming high, there will surely be times when we will miss the mark. Do not blame the officer who has tried his best. Supporting one another in such moments is crucial to inspiring excellence. Similarly, be kind to yourself if you have made a mistake. It is a learning experience, do not keep berating yourself for past mistakes but look towards the future and what can be done to improve and progress.

## **Take Care of your People**

Look after your team and your people. **Care for people**, have the heart to listen and understand; empathize and be compassionate. This will generate positive energy and create positive expectations of others.

You can demonstrate care and empathy through a few ways. Be there for your team and listen to them, understand what their concerns are and what issues are troubling them. For example, go to the ward and talk to the nurses and the ward doctors. It gives you a feel of what is happening on the ground. Reach out to interact with people. You can meet ten personally, a hundred in a town hall and write to a thousand to connect with them. I hope for you not only to listen more but also to communicate back. Effective communication is half the battle won.

## **Create the Future!**

Make sure to give yourself enough thinking time, so that you are able to break out of firefighting mode to create and enlarge the space for transformation and change.

Leadership is a journey; I am still Learning with a big "L". Enjoy the journey as we grow and serve together and most importantly, take good care of your people and yourselves through this journey.

HEALTHCARE  
LEADERSHIP  
COLLEGE

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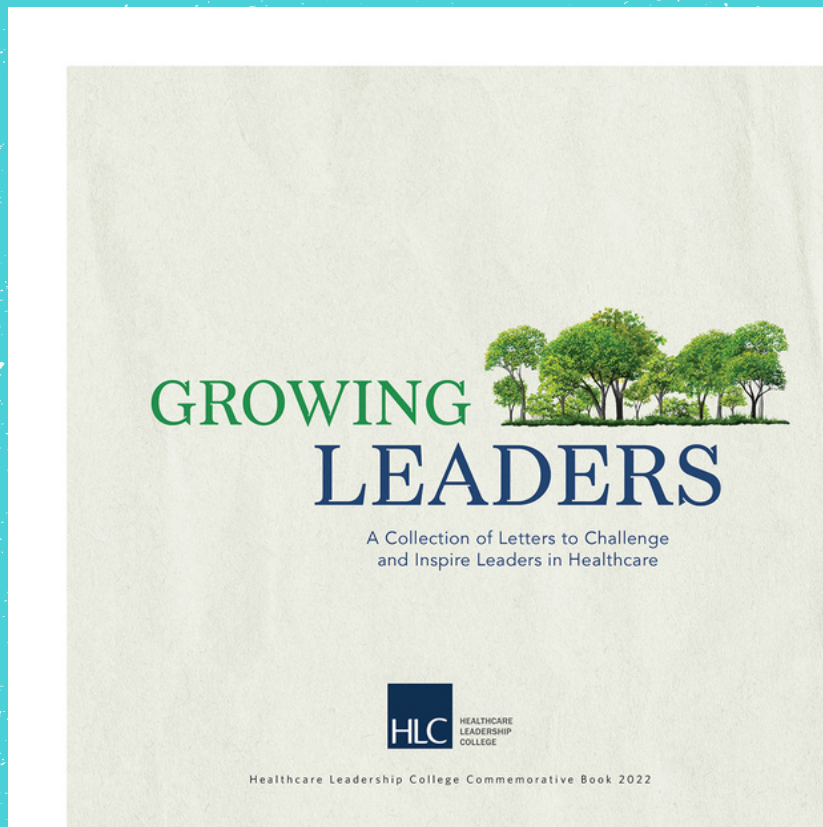


YEARS OF GROWING LEADERS

- ESTABLISHED IN 2012 -

## Celebrating 10 Years of Growing Leaders

2022 marks the Healthcare Leadership College's 10th anniversary. To commemorate this significant milestone, HLC will be launching a publication and organising a series of special events throughout the year.



### **Growing Leaders: A Collection of Letters to Challenge and Inspire Leaders in Healthcare**

Over the years, HLC has featured "Letters to a Young Leader" as a regular segment in our newsletter, Leading Healthcare. These letters were penned by various senior healthcare leaders, to share their knowledge, experiences, and values with the emerging leaders of today.

To commemorate HLC's 10th anniversary, a collection of these articles have been compiled into a special publication, Growing Leaders. It is our hope that this publication will be a useful resource to the next generation of healthcare leaders.



## Share Your HLC Memories & Reserve A Copy of Growing Leaders!

HLC's journey would not be possible without our HLC alumni who have supported us and grown with us over the years. We would like to invite alumni to share a little bit about what you remember of your interaction with HLC. Were there any particularly fond memories? What impression did HLC leave on you?

Selected entries will receive a copy of Growing Leaders when it is printed. Click [here](#) or scan the QR code to submit your entry today!

## Anniversary Events

### Anniversary Dialogue & Book Launch

To kick off the 10th anniversary celebrations, HLC will host a leadership dialogue with Ms Yong Ying-I, who championed the establishment of HLC in 2012, and Prof Aymeric Lim, who was the founding Dean of HLC. At that same event, HLC will hold a short ceremony to launch its publication, Growing Leaders.



### Dialogues with Ministers

Throughout the year, HLC will be organizing dialogue sessions with Mr Ong Ye Kung, Minister for Health, and Mr Masagos Zulkifli, Second Minister for Health. These dialogues present the opportunity for HLC alumni to meet with our leaders, to explore and better understand the vision for healthcare in Singapore.



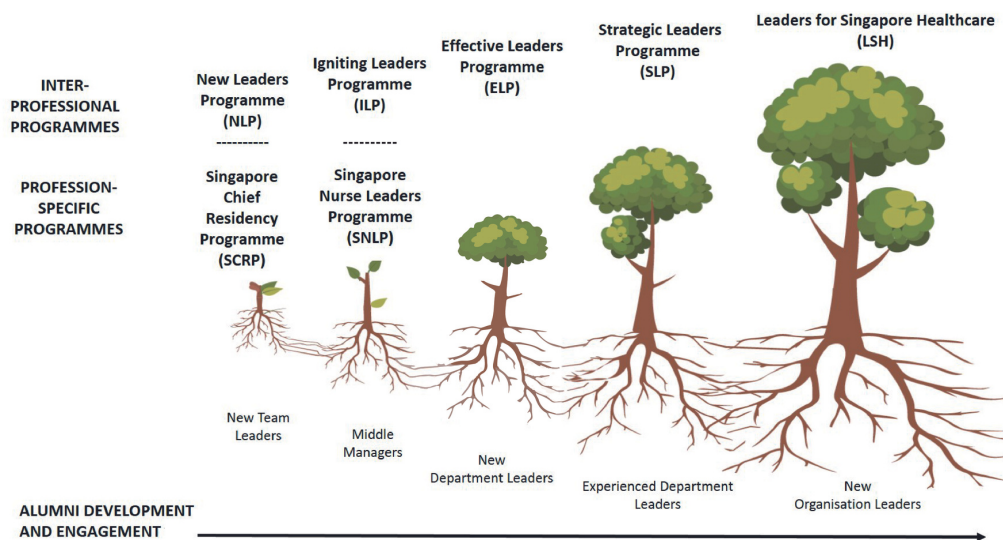
### Distinguished Speaker Series

HLC endeavors to connect our alumni with thought leaders outside of the healthcare domain. In line with this goal, and as part of our anniversary celebrations, HLC will be organizing a distinguished speaker series event in the second half of 2022.



More details about these events will be made available at a later date.

# Leadership Milestone Programmes Cross-Profession



- 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 drive strategies to transform healthcare delivery
- Nurture a community of healthcare leaders across professions and across the healthcare family and professions

## NEW LEADERS PROGRAMME (NLP)



The NLP supports the development of high potential first time team leaders in the healthcare family.

The transition from being an individual contributor to leading a team is a significant and challenging milestone. The NLP encourages participants to explore their new role: How does the Singapore healthcare system work? What is my role in the larger healthcare system? What does it mean to lead? What does it mean to lead in the healthcare family?

**Programme Manager(s):**  
Ms Sandra Choong  
Ms Jennie Tan

The NLP also provides opportunities for participants to network across healthcare institutions and professions.

## IGNITING LEADERS PROGRAMME (ILP)

The Igniting Leaders Programme (ILP) aims to strengthen participants' systems perspectives by providing opportunities for them to examine our healthcare philosophy and policy choices, and understand our larger strategic goals and priorities. This also helps participants understand one another's role in the healthcare system.

The ILP will enable participants to gain insight into their own leadership practice, especially in building their teams, and allows them to re-ignite their sense of purpose in healthcare. The ILP will also be an important platform for participants to foster peer support networks across healthcare institutions and professions.



**Programme Manager:**  
Ms Chia Li Hui

## EFFECTIVE LEADERS PROGRAMME (ELP)



The ELP is designed to deepen participants' understanding of the healthcare system – its complexity and strategic direction, and widen their perspectives beyond the professional and institutional viewpoints.

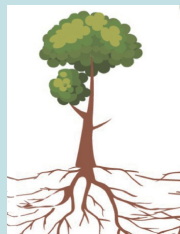
The ELP also supports participants in reflecting on their personal leadership practice, and focus on driving change and building teams with a collective mission.

The programme emphasises the building of shared experiences and perspectives among participants, and fosters a trusted peer support community for mutual support and collaboration.

**Programme Manager:**  
Ms Goh You Li



## STRATEGIC LEADERS PROGRAMME (SLP)



The SLP will support our senior leaders to adopt a one healthcare mindset, and appreciate the importance of a whole of system approach that include perspectives beyond healthcare.

Participants will have the opportunity to reflect on their collective leadership and collaborative practice as they lead larger and more diverse teams within and across healthcare institutions.

The SLP is also designed for participants to deepen networks and relationships among their peers to strengthen collaboration in the healthcare family.

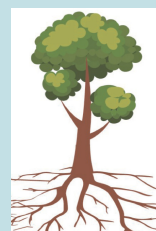
Programme Manager:  
Mr Jared Koh

## LEADERS FOR SINGAPORE HEALTHCARE (LSH)

The Leaders for Singapore Healthcare (LSH) is HLC's new signature programme for senior healthcare leaders with organisational level responsibilities.

As senior healthcare leaders, participants will examine their roles as leaders of and for the Singapore health eco-system, with a larger influence across institutions and clusters, and beyond public healthcare.

The programme is conducted over four months, in four segments, and includes a study trip.



Programme Manager:  
Ms Chu Min Lian

## Leadership Milestone Programmes Profession-Specific

### SINGAPORE CHIEF RESIDENCY PROGRAMME (SCRIP)



Singapore's healthcare landscape is evolving rapidly with new delivery systems, policies, and educational structures. In this time of transformation, effective physician leadership is essential, and the Singapore Chief Residency Programme (SCRIP) prepares tomorrow's doctors to meet these challenges, promote excellence in the medical education, and advance Singapore's Public Healthcare System.

Programme Manager:  
Ms Regine Tan

### SINGAPORE NURSE LEADERS PROGRAMME (SNLP)

The Singapore Nurse Leaders Programme (SNLP) is developed as part of the Future Nursing Career Review Committee's (FNCRC) recommendation to equip future nursing leaders with prior experience in community care before progressing to take on higher leadership positions.

With an increasingly system-level approach towards nursing at the RHS-level, the programme is designed to equip nurses with the necessary knowledge and skills to lead care across multiple facilities- acute and community sectors. The SNLP aims to groom level 2 nurse leaders to be change agents with strong leadership and policy perspectives, and this is achieved via a 2-prong approach, in-person seminars and attachment to the community care sector.



Programme Manager:  
Ms Maryse Koh

## Alumni Programmes

The College also hosts events and talks for alumni of its milestone programmes, such as fireside chats with senior healthcare leaders, policy workshops, and learning journeys. Alumni events are open by invitation only, and most fees are fully subsidised by the Healthcare Leadership College.

Programme Manager(s):  
Ms Goh You Li  
Ms Chu Min Lian  
Ms Nicole Lee  
Ms Chia Li Hui



MORE THAN  
**2,300**  
 LEADERS GREW WITH US

MORE THAN  
**60**  
 MILESTONE PROGRAMMES RUN



**Cheers**  
 TO MANY MORE  
 YEARS OF GROWING  
 LEADERS!

## ABOUT 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.

Find out more here: [www.hlc.mohh.com.sg](http://www.hlc.mohh.com.sg)

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 Senior Assistant Director, HLC

**Ms Maryse Koh**  
 Senior Executive, HLC

We hope you enjoy the newsletter. The next issue of Leading Healthcare will be in June 2022. We welcome your feedback and suggestions. Do drop the Leading Healthcare team a note at [hlc@mohh.com.sg](mailto:hlc@mohh.com.sg).

For the current and past issues of Leading Healthcare, please scan the QR code.

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