

LEADING HEALTHCARE

The newsletter of the Healthcare Leadership College

HLC - A KEYSTONE TO FORGING BRIDGES FOR LEADERS IN HEALTHCARE

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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.



A KEYSTONE THAT CONNECTS AND BRIDGES



By Prof Pang Weng Sun, Dean, Healthcare Leadership College

Healthcare services in Singapore have expanded rapidly in the last two decades to meet the challenges of an ageing population and increasing complexity in healthcare delivery. In 2010, Ms Yong Ying-I, then Permanent Secretary (Health), saw the need for healthcare leaders to “think across” healthcare clusters, systems and professions and also “think ahead” in anticipation of new challenges in healthcare on the national front. This led to the founding of Healthcare Leadership College in building healthcare leaders for the nation.

In the last 10 years, the College has grown rapidly under the leadership of Prof Aymeric Lim as the Founding Dean, with the support of the senior leadership of MOH and the Healthcare Clusters. Their reflections have been chronicled in the College’s recent publication “Growing Leaders” – a collection of letters to challenge and inspire leaders in healthcare.

The College began modestly with the imagery of planting seeds and growing trees. Truly, as more seeds were sown and trees grew in various clusters and healthcare professional groups – we see today the growth of forests and a stronger healthcare eco-system, that continues to sustain the growth of new leaders.

With the three healthcare clusters now reaching out to their respective communities and healthcare services in private and voluntary welfare sectors – we also need to build bridges and develop leadership capabilities on a wider scale, both within professional groups and across healthcare systems.



A KEYSTONE THAT CONNECTS AND BRIDGES

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 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 ecosystems. Together, we can anticipate and meet the nation’s needs with a comprehensive, cohesive and sustainable healthcare system.



A STORY ABOUT GROWING GOOD CORN

There was a farmer who grew superior quality award-winning corn. Each year he entered his corn in the state fair where it won honour and prizes.

Once a newspaper reporter interviewed him and learnt something interesting about how he grew it. The reporter discovered that the farmer shared his seed corn with his neighbours.

"How can you afford to share your best seed corn with your neighbours when they are entering corn in competition with yours each year?" the reporter asked.

"Why wouldn't I?", asked the farmer. "Didn't you know that the wind picks up pollen from the ripening corn and swirls it from a field to field. If my neighbors grow inferior quality corn, cross-pollination would eventually degrade the quality of my corn too. If I am to grow high-quality corn, I must help my neighbors grow good corn too."

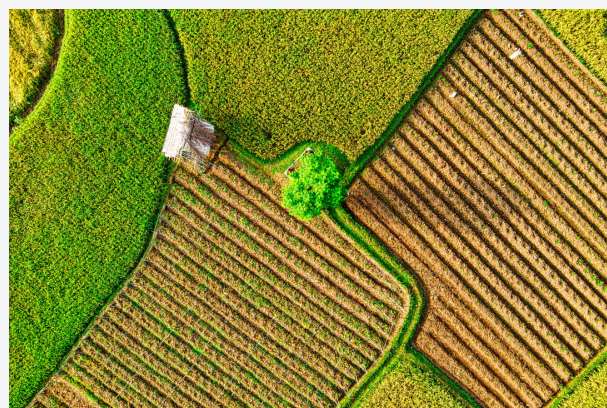


— “ —
OUR HEALTHCARE SYSTEM IS MORE LIKE A NETWORK OF ADJOINING FIELDS RATHER THAN SELF-CONTAINED SILOS, POROUS AND INTERCONNECTED.

This story is found on the internet but its original source is unknown. It is a powerful anecdote on the porousness and interconnectedness of a system. Just like the farming community in the story, our healthcare system is more like a network of adjoining fields rather than self-contained silos, porous and interconnected. Like the farmer in the story, greater benefits are realised through generous sharing and collaboration, in fact the contrary behaviour will be detrimental to good outcomes.

As inspiring as this story can be for public healthcare, some of us may be uncomfortable that the motivation for the farmer's generous and collaborative spirit is cast against the backdrop of winning a competition. Those engaged in public healthcare must strive to find their over-riding purpose in public service and not in personal glory or benefit.

So while this corn farming story can be inspiring, it also innocently points out the selfish ambition that animates many noble efforts, which often take on very respectable guises. Leaders must work on themselves because placing purpose before self is not natural.



Though unsaid but equally necessary, the farmer in the story was prepared to share his best seed corn with his neighbours because he must have known them and could trust them. It is hard to collaborate with someone you do not trust; you cannot trust someone you do not know; and you cannot know a person without interacting with them. The greater the human connectivity and trusted relationships, the higher the chance for successful collaboration.



“LEADERS MUST WORK ON THEMSELVES
BECAUSE PLACING PURPOSE BEFORE
SELF IS NOT NATURAL.”



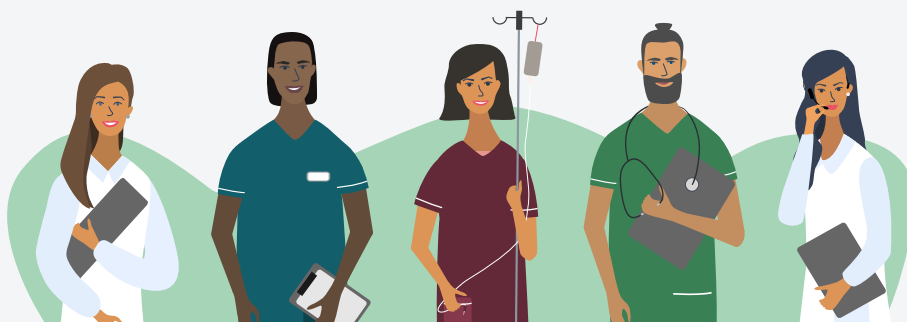
Just about everyone would gladly agree that collaboration is to be desired. As leaders, we certainly advocate it for our teams and organisations. While collaboration is easy to mouth, it is not so easy to practice. Addressing personal barriers to collaboration is the first and best place we can intervene.

We can start by examining our own disposition, mindsets and commitment toward collaboration. Reflecting honestly on our own choices and behaviours at work can reveal the extent to which we might be adopting an unhelpful competing frame with a zero-sum mentality. Personality can also be a barrier for those of us who are introverts or very shy. We will have to step beyond our comfort zone in making the effort to invest in relationships and form diverse and open networks. HLC is a bridge where those first connections are made, but leaders must continue to sustain those ties and continue to build up these relationships over time. These conditions are necessary in fostering a healthy culture of collaboration and collective leadership that spans clusters, institutions, and professions.

IT IS HARD TO COLLABORATE WITH SOMEONE YOU DO NOT TRUST;

you cannot trust someone you do not know

At stake for Singapore healthcare is not winning prizes and accolades for oneself or one's institution, but about looking after the fundamental health needs of all Singaporeans. If I were to tweak the story, then instead of winning honour and prizes, the farmer together with his neighbours were able to sustainably produce high quality bumper crops year after year to supply the growing needs of their community. What is at stake therefore is not our personal ambitions but the much greater vision of our healthcare system: "Championing a healthy nation with our people - to live well, live long and with peace of mind." This is a noble prize well worth collaborating toward.



THE HEALTHCARE LEADERSHIP COLLEGE'S TEN YEARS OF *Growing Leaders*

Growing Leaders, the Healthcare Leadership College's (HLC's) special publication to mark the 10th anniversary of its founding was launched on 21st April 2022 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. Guests also participated in a special dialogue session with Ms Yong Ying-I and Prof Aymeric, 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.



GROWING LEADERS

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



RECONNECTING AND BUILDING NEW MEMORIES

The Launch of *Growing Leaders* on 21st April 2022, marked the start of a highly significant year for the College. Optimism filled the air with guests mingling and renewing their ties with each other over animated conversations, after the past two years of limited in-person events.



"HLC HAS BEEN QUIETLY DEVELOPING LEADERS AS ONE WOULD GROW A TREE"

In his opening speech, Professor Pang thanked key partners for their support in growing leaders together with HLC over the past 10 years. He emphasised HLC's mission of *leadership development and culture building within the healthcare, cutting across professional and institutional boundaries*, and the need to have the *responsibility to grow leaders ourselves*.

"WE LITERALLY HAD TO FIND LEADERS OVERNIGHT"

GOHs Ms Yong Ying-I and Professor Aymeric Lim then provided insights into the early days of HLC where good leadership in the healthcare was sparse; the importance of values-based leadership was not emphasised; and leadership development for healthcare leaders was patchy and highly varied. Ms Yong reiterated her belief that *leadership could not be left to chance*, and the College was thus started to give greater impetus and focus to the development of key healthcare leaders.



"ARE YOU A COLLECTION OF LEADERS OR A COLLECTIVE LEADERSHIP?"

Ms Yong emphatically highlighted the importance of collective leadership in healthcare. "Are you a collection of leaders or are you a collective leadership? They are not the same. A collective leadership works together towards collective goals as a team, taking the lead and stepping back when appropriate. It requires a deeper level of relationships. It is not something you achieve overnight.

WHEN YOU ARE UNDER PRESSURE, THINK:

” WHAT DO YOU BELIEVE IN?”

- Ms Yong Ying-I



THE IMPORTANCE OF VALUES BASED LEADERSHIP

Professor Aymeric Lim shared that the core **values** across all public institutions are built around *true compassion* which is altruistic, demands excellence and is expressed through service. The other point observed is how **moral courage** guides authentic leaders to do the *right* thing even if it comes at some personal cost.



THE LAUNCH OF "GROWING LEADERS"

Founding Dean Prof Aymeric and Dean Prof Pang signing the very first copy of Growing Leaders, witnessed by Ms Yong Ying-I. The College was also privileged to have a number of senior healthcare leaders who contributed to the publication, attend the launch. Thank you Eugene, Paulin, Keng Kwang, and Lita!

"SERVE THE PUBLIC AND
SERVE THEM WELL"

- PROFESSOR AYMERIC LIM

Ms Yong presenting a thank you plaque to our
Founding Dean, Prof Aymeric Lim, for Leading
HLC with **Courage, Heart and Purpose**.

*"Do what you think is right without thinking too
much about the effects on your person"*

HLC 10TH ANNIVERSARY DIALOGUE & BOOK LAUNCH



THE TEAM



TO MORE YEARS OF GROWING LEADERS

As we step into the next 10 years, the College will hold fast to its mission to support and grow good leaders, who in turn influence and grow other leaders, and collectively have a far larger impact and reach than what the College can do on its own. Together, we can build a strong and large community of healthcare leaders to steer Singapore's healthcare system into the future. To more good years ahead!

HOW LEADERSHIP HAS



EVOLVED OVER THE DECADE



managed it!"
led from the front

shining example!

Reality of an incurable disease
FREE MEDICINE?
Just throw away if can't eat?!

ACCOUNTABILITY
of patients

SENIOR CARE

- 1 Keep the family involved
- 2 Finishing well
- 3 Avoid the catastrophic final year of life

HLC as receptacle of knowledge, institutional memory
* Collaborating with Civil Service College



* get them into the room, exchange numbers, when crisis, we're all in touch to help

COLLABORATION

Healthcare with the community

command + control vs. cajole + convince

Working with external **PARTNERS**

- GPs, private sector community, grassroots

What kind of realistic partnerships?

Go down to the ground when things happen!

What do you believe in?



RE
of public ethos
IES

HEALTHCARE LEADERSHIP COLLEGE

10

YEARS OF GROWING LEADERS

- ESTABLISHED IN 2012 -

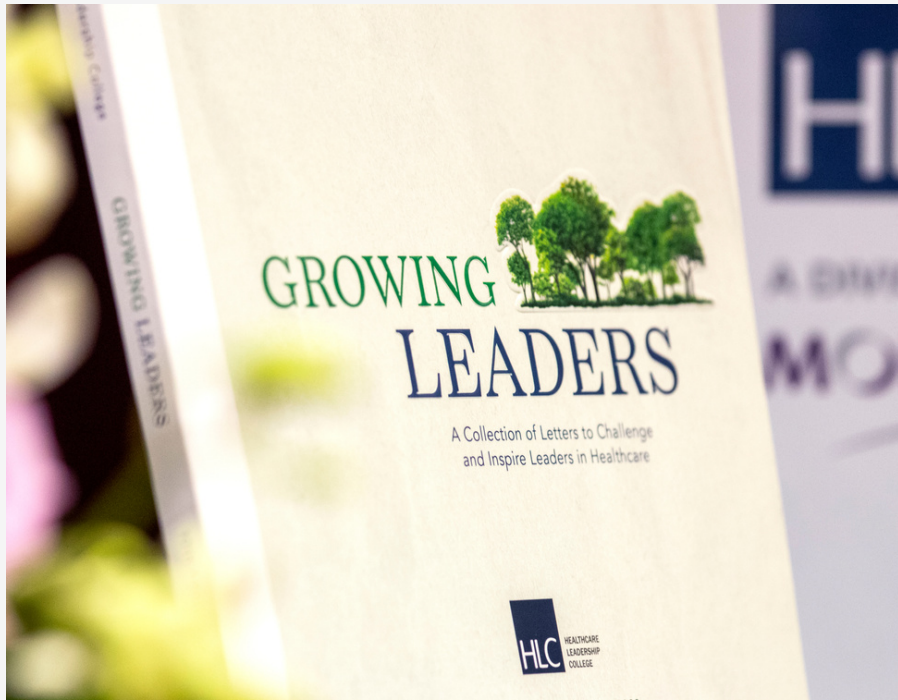
HLC HEALTHCARE LEADERSHIP COLLEGE

A DIVISION OF MOH HOLDINGS

Anniversary Dialogue. 21 April 2022

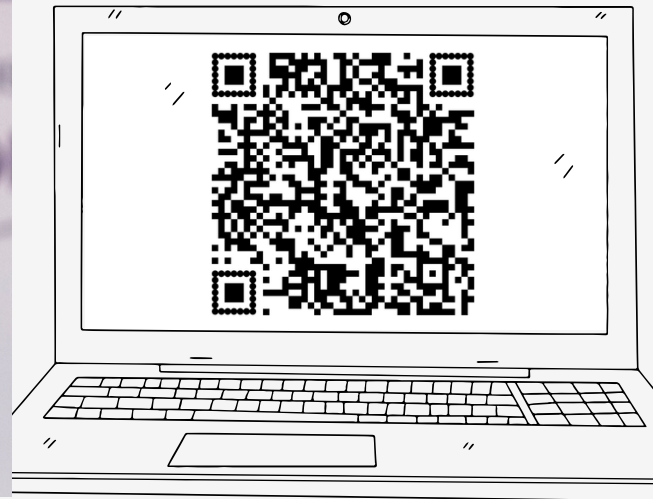
PASS IT FORWARD

Celebrate, learn and grow with HLC



E-COPY OF BOOK

Please scan the QR code for the e-copy of "Growing Leaders"

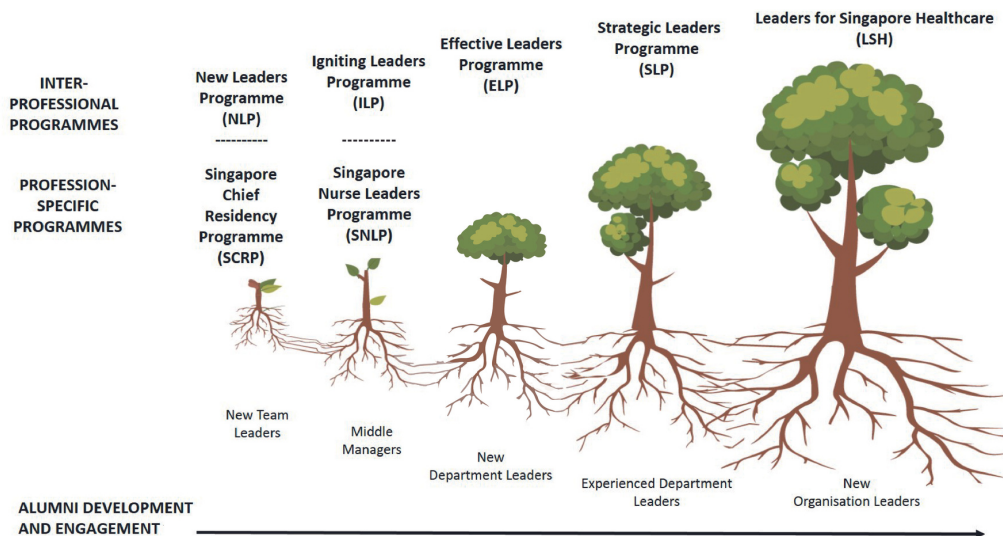


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IT TAKES 10 YEARS TO GROW
A TREE BUT 100 YEARS TO
NURTURE A TALENT

十年树木，百年树人

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):
Sandra Choong
Jennie Tan
Carol Tang
Nicole Lee

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:
Chia Li Hui

EFFECTIVE LEADERS PROGRAMME (ELP)



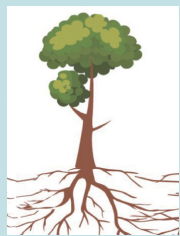
The ELP is designed to deepen participants' understanding of the healthcare system – its complexity and strategic direction, and widen their perspectives beyond the professional and institutional viewpoints.

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:
Goh You Li
Jared Koh

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:
Chu Min Lian

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:
Chu Min Lian

Leadership Milestone Programmes Profession-Specific

SINGAPORE CHIEF RESIDENCY PROGRAMME (SCRIP)



Programme Manager:
Regine Tan

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.

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:
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):
Goh You Li
Chu Min Lian
Nicole Lee
Chia Li Hui



Pacillia



Maryse



Yvonne



Reina



Jennie



Shiao Wei



Regine



Sandra



Carol



Min Lian



Dennis



Kathlyn



Li Hui



Jared



You Li



Nicole



"THE *Strength* OF THE TEAM IS EACH INDIVIDUAL MEMBER. THE STRENGTH OF EACH MEMBER IS THE *Team*."

- Phil Jackson



ABOUT THE HEALTHCARE LEADERSHIP COLLEGE

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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

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

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

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A DIVISION OF
MOH HOLDINGS

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