

LEADING HEALTHCARE

The newsletter of the Healthcare Leadership College

TO GOOD HEALTH FOR ALL!

- *The River Story - Dean's Message by Prof Pang Weng Sun*
- *Special Leaders' Dialogue with Minister Ong Ye Kung*
- *10th Year Anniversary Event - Celebrating our partnerships*
- *Tides of Change - Letter to our Young Leaders by Dr David Ng*



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.



THE RIVER STORY

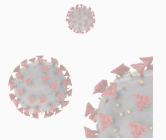


By Prof Pang Weng Sun, Dean, Healthcare Leadership College

Since the World Health Organisation declared the novel coronavirus (COVID-19) outbreak a global pandemic in March 2020, the past three years have seen an unprecedented era of rapid changes and adaptations in all aspects of life. In healthcare, besides managing patients with COVID-19 infections, we faced the challenges of managing 'usual' healthcare needs in a COVID-19 restricted environment. In a short space of time, home medical care, virtual healthcare consults, home delivery of medications and a host of other innovations and support systems were ramped up as we tried to reduce the workload on hospitals swamped with COVID-19 related admissions.



Besides managing patients with COVID-19 infections, we faced the challenges of managing 'usual' healthcare needs in a Covid restricted environment.



The good outcome from this is the increasing recognition of Population Health and the need to move upstream in managing healthcare. My Healthcare Leadership College (HLC) colleagues reminded me of the "river story", of which there are many versions quoted in healthcare leadership resources. One version describes a man, while fishing in a river, seeing and rescuing a drowning man. Shortly after, another person drifts downstream and he saved him too. Then he noticed yet another, and another. Soon he was exhausted and realized he would not be able to save all of them. He decided to go upstream and discovered that people were falling into the river because of a broken bridge. He decided to repair the bridge. Preventing people falling in was certainly more effective than fishing people out of water.

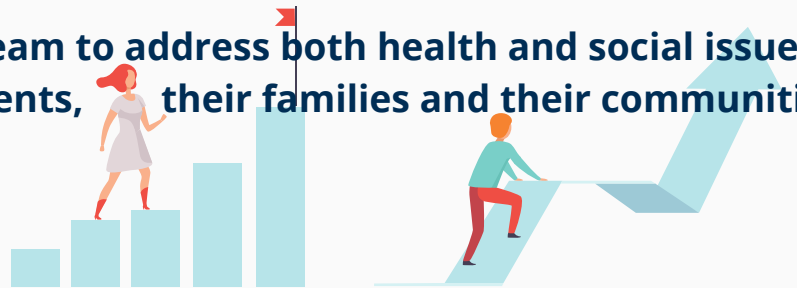
Public Health experts have long alluded our attempts at treating chronic diseases to saving drowning persons in a river. The obvious solution would be to repair bridges and reduce the numbers falling in. Preventive health, management of risk factors, early diagnosis and management all serve to reduce the risks of diseases and their complications. Despite our knowledge, it has been a challenge managing this in

practice. Prof Philip Choo, NHG Group CEO, has likened it to a continuous traveller that once on, you cannot step off. We can only aim to reduce the numbers getting on or slow the traveller pace as much as possible. This is the Population Health challenge that faces healthcare leaders worldwide today.

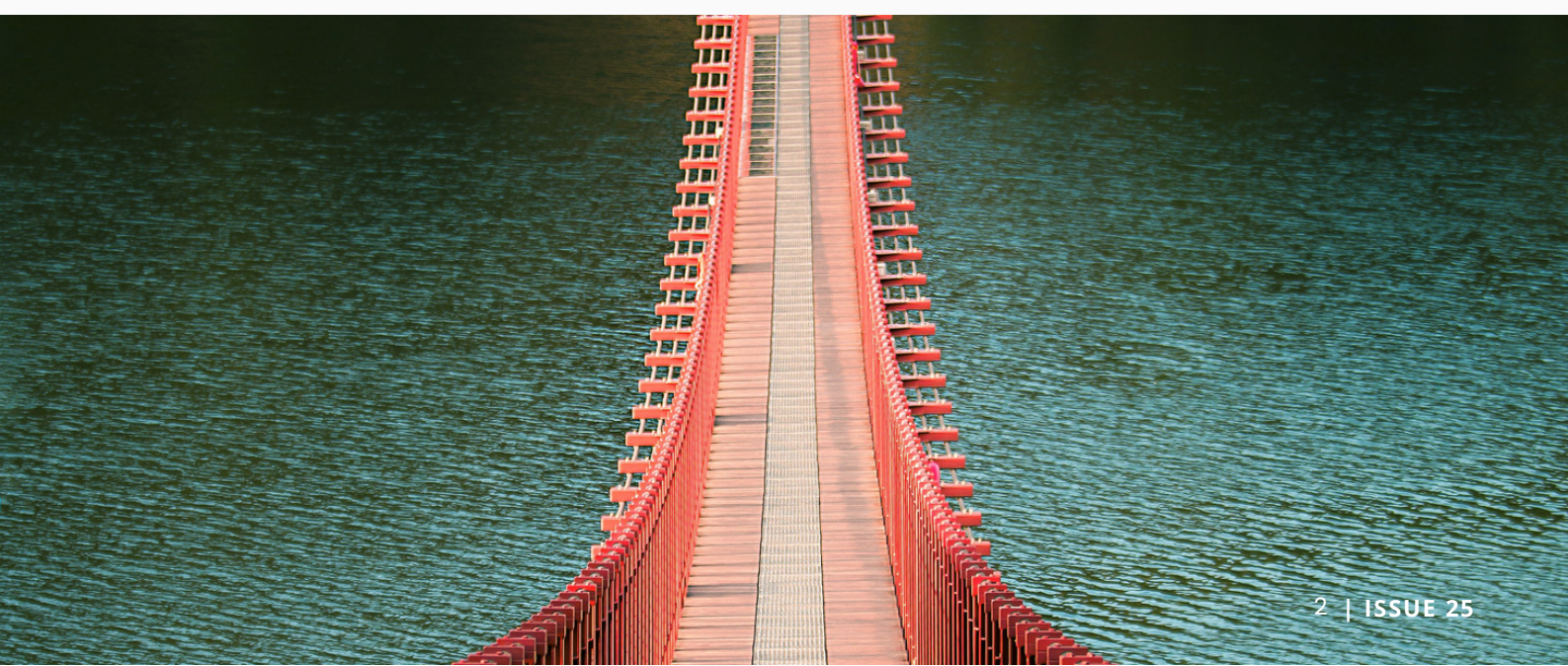
The Ministry of Health recognizes that the solutions to these chronic diseases do not reside in healthcare services alone. We must certainly move upstream to address both health and social issues, with greater engagement of patients, their families and their communities.

Our healthcare leaders, while addressing complex illnesses in hospitals and clinics, must reach out to work with various stakeholders in the community. At the same time, as the burden of care downstream increases with an ageing population and chronic diseases, our healthcare services need to be efficient and cost-effective, with coordination across organisations and sectors – public, private or voluntary. Ironically, the pandemic has actually helped us establish some IT assisted healthcare delivery systems that we did not think was possible in the past.

We must certainly move upstream to address both health and social issues, with greater engagement of patients, their families and their communities.



Healthcare leadership needs to capitalize on these new opportunities to prevent people falling into rivers, and develop better ways of bringing them back to shore. The College will need to continue building effective leadership teams across sectors and expanding cost-effective healthcare systems in the new post-COVID-19 era.



HLC'S 10TH ANNIVERSARY

SPECIAL LEADERS' DIALOGUE WITH MINISTER ONG YE KUNG

As part of HLC's 10th Anniversary Event, the College organised a Special Leaders' Dialogue with Minister Ong Ye Kung, Minister for Health, for HLC Alumni. The dialogue was moderated by Prof Pang Weng Sun, Dean, HLC, and more than 100 healthcare professionals attended to engage with Minister.



Minister Ong shared that an ageing population would bring about a different society. Managing healthcare consumption and capacity is key to ensuring the system is sustainable and its workforce remains healthy.

The dialogue discussed the key strategies in Healthier SG such as ageing in place and the focus on preventive care. Our participants shared their thoughts on the potential challenges when implementing Healthier SG and also described some of the challenges they are currently facing to keep healthcare in Singapore sustainable.

Singapore is taking a concerted effort in preventive care to manage the chronic care burden. Our participants engaged enthusiastically and from the exchanges at the dialogue, it reaffirms how ageing is everyone's business which calls for a whole-of-government approach. This way, we can keep Singaporeans healthier and happier longer.



HLC'S 10TH ANNIVERSARY APPRECIATION



To wrap up the College's festivities for the year, HLC organised a 10th Anniversary Appreciation Event to thank our key contributors. Our guests included current and former MOH senior leaders, stakeholders, key resource persons, cluster HR and MOHH partners who supported HLC's journey over the last 10 years. It was a memorable evening of catching up, good fun, light dinner and drinks, as we celebrated HLC and all the people who made us possible.



WE COULD NOT HAVE DONE IT WITHOUT YOU.



CHEERS TO 10 GREAT YEARS AND MANY MORE TO COME!



LETTER TO YOUNG LEADERS

Dear Young Leader

We are each shaped by our values, personality, upbringing, education and life experiences. They mould and develop us into the unique individuals that we are. Similarly, my leadership journey has been shaped both by my job as a clinician as well as my other life experiences - these have influenced my leadership style and how I make decisions.

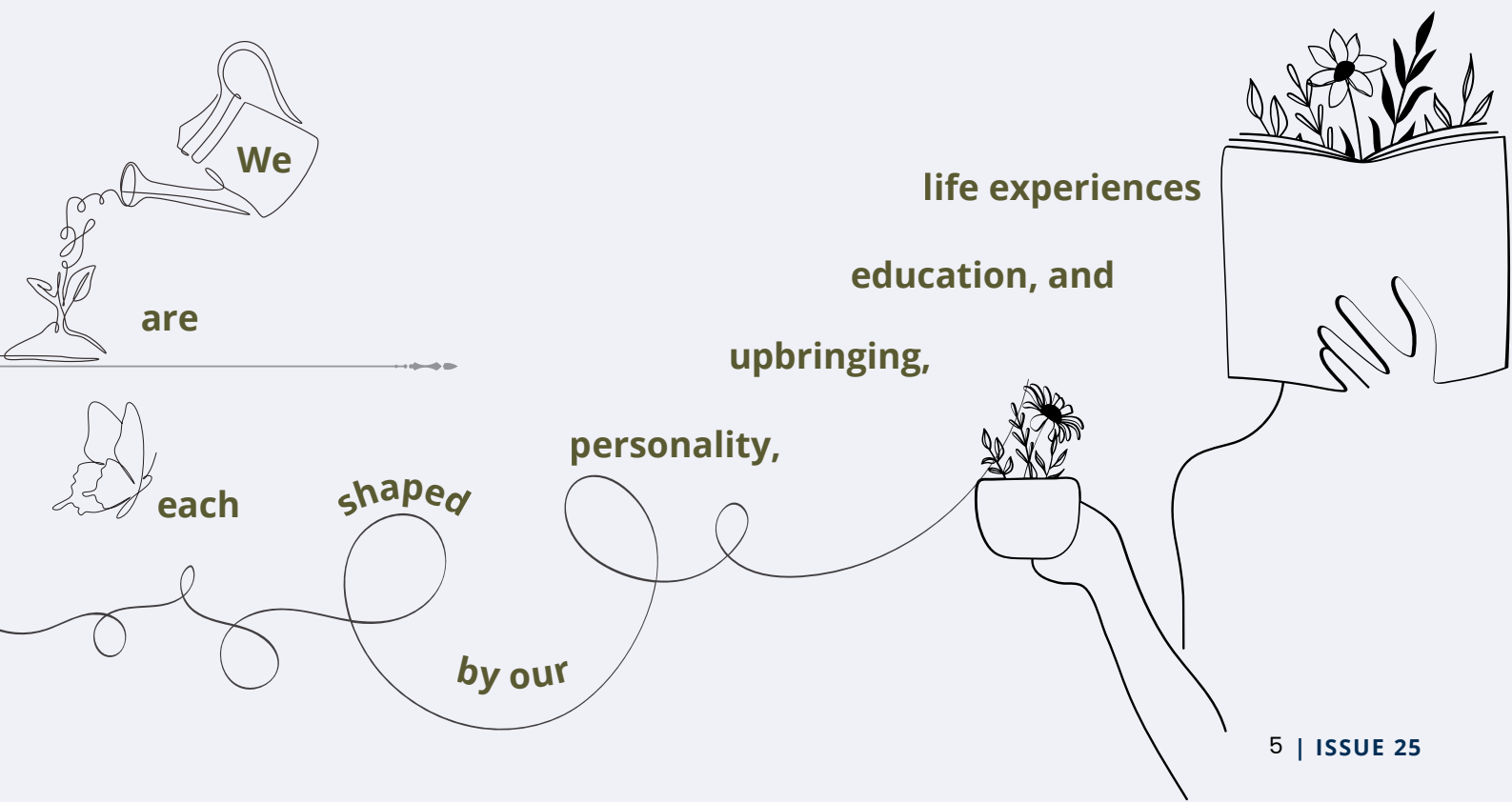
Step Up when the Opportunity Knocks on your Door

In the course of your journey, you may encounter crossroads where you are not sure which direction to take. Sometimes, you may be offered an opportunity to take on a bigger role but you are uncertain if you can rise up to the challenge.

I have been at these crossroads many times; however, I realized that once you are clear about your focus and priorities, you can view these as opportunities given to you to grow and stretch yourself further. The transition period is not easy as fear, uncertainty will step in, however, do not give up. Strive on, learn new skills, get support from your colleagues, team and the necessary adjustments to maintain balance in your life. You will feel the satisfaction and the accomplishment when you see the fruition of your hard work.



Dr David Ng is a Family Physician by training and currently serves as the CEO of SingHealth Polyclinics. Through that role, he oversees the clinical, educational and research and corporate aspects of SHP in her drive towards excellent primary care. Throughout this leadership journey, his core belief has been in the inherent value of people and improving lives for a stronger nation.





Strive on, learn new skills, get support from your colleagues, team and the necessary adjustments to maintain balance in your life

Be Patient, There is a Timing and Season for Everything

All of us have an innate desire to do good and when we see something that is not right with the systems or processes; we may get frustrated and look for ways to change them for the better. At times, we also find that changes are fast in other industries but when it comes to healthcare, there seems to be a slowness or even bottlenecks in accepting and implementing good changes.

I have learned over the years that there is a season and timing for everything. Let me give you two examples – First, over the past decades, the focus of healthcare seemed to be in Acute Care and Specialty Care. However, with the strategic thrust of the Three Beyonds and Population Health, Primary Care has been increasingly given greater focus in recent years. As a Polyclinic leader, I am happy and excited to see this shift of focus and look forward to transforming healthcare with primary and preventive care. Another noticeable example is Telemedicine. During pre-COVID times, it was not well received as people preferred to see their doctors face-to-face. However, the last two years of COVID has resulted in increasing clinician and patient acceptance of Telehealth modalities.

Therefore, we need to have the wisdom to recognize that the timing may not be right for some of these changes that we feel passionately about and eager to push. Be patient and don't give up. Rather, turn your eagerness for change into positive energy. You can use the waiting time to conduct more research or make small, incremental changes within your sphere of influence, which will bring you closer to your desired goal. Bide your time and strike when the timing is right.

**Be patient and don't give up.
Rather, turn your eagerness for
change into positive energy.**

***Bide your time and strike when
the timing is right.***



Think Up and See the Larger Mission

There may be times when your supervisors assign you tasks and projects that you do not agree with or see the rationale for. When such things happen, many of us find ourselves in a position of internal conflict in how to disseminate and convey these tasks to our subordinates. Some of us get angry and upset, others may become negative and simply pass down the tasks mechanically.

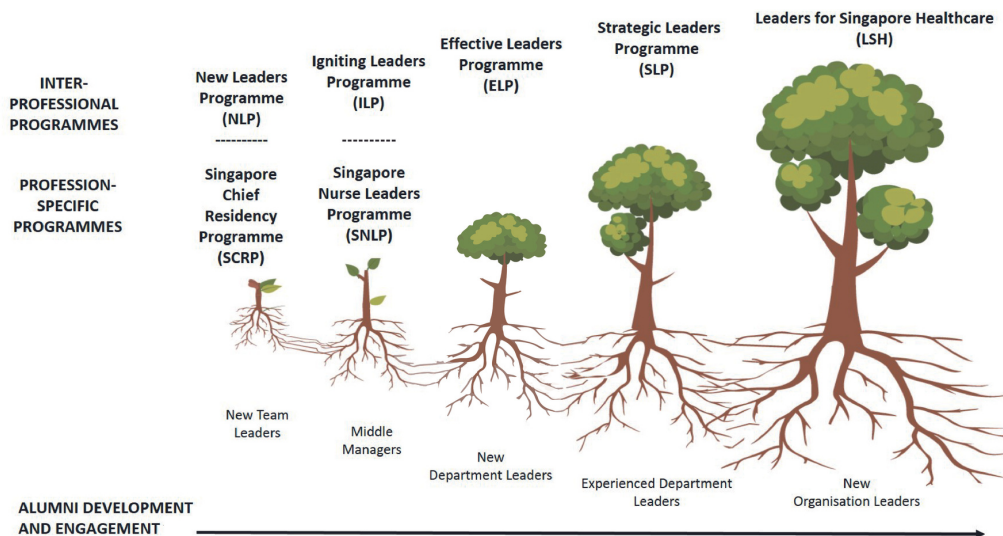
In such situations, try to put yourself in your boss' shoes and think of what you could have done if you were them; look at the considerations that they are facing and seek to understand the higher strategic mission that your boss and your boss' boss are trying to achieve. Seek understanding on the tasks and your role so that you can appreciate it better. You may not see the big picture at first but once you clarify, seek understanding, the alignment will be clearer. In turn, you can then better communicate the larger mission to your colleagues.

Ultimately, each life experience and encounter is an opportunity for self reflection and self discovery. Through the process, you grow both as a person and as a leader. In my journey, I have discovered strengths and talents which I never thought I had! At the same time, I recognize blindspots and areas to work on. All of us are works in progress. I found establishing a rhythm of rest and reflection helpful to stay aligned to my inner compass and in harmony with myself. Let me encourage you to step forth and discover your own rhythm and season. Take time to enjoy the journey and seasons of your life.



Each life experience and encounter is an opportunity for self reflection and self discovery. Through the process, you grow both as a person and as a leader.

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 to bring about greater collaboration and sharing, and inspiration to the next generation of leaders

NEW LEADERS PROGRAMME (NLP)



The New Leaders Programme (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)

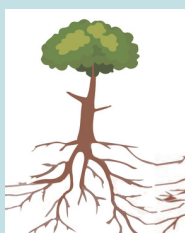
The Igniting Leaders Programme (ILP) aims to strengthen participants' systems perspectives by providing opportunities for them to examine our healthcare philosophy and policy choices, and understand our larger strategic goals and priorities. This also helps participants understand one another's role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



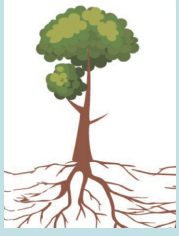
Programme Manager:
Goh You Li

The Effective Leaders Programme (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.

STRATEGIC LEADERS PROGRAMME (SLP)



The Strategic Leaders Programme (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:
Jared Koh

LEADERS FOR SINGAPORE HEALTHCARE (LSH)

The Leaders for Singapore Healthcare (LSH) is HLC's 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 (SCRCP)



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 (SCRCP) prepares tomorrow's doctors to meet these challenges, promote excellence in the medical education, and advance Singapore's Public Healthcare System.

Programme Manager(s):
Regine Tan
Tan Hui

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



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

Leading Healthcare Team

Advisors
Prof Pang Weng Sun
Dean, HLC

Lee Shiao Wei
Director, HLC

Editorial Team
Dennis Loh
Deputy Director, HLC

Pacillia Ng
Senior Assistant Director, HLC

Maryse Koh
Senior Executive, HLC

Kathlyn Pereira
Programme Executive, HLC

We hope you enjoy the newsletter. The next issue of Leading Healthcare will be in March 2023. 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.

Click [here](#) to manage your newsletter subscription.





A DIVISION OF
MOH HOLDINGS

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