

LEADING HEALTHCARE

The newsletter of the Healthcare Leadership College



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About The Healthcare Leadership College

As we embark on a new year, and a new decade, many of us may reflect on the changes that have happened over the past year, and wonder what we can expect in the coming years. Change is as inexorable as the rising and setting of the sun, the change of the seasons, illness and ageing, birth and death. Yet many of us are uncomfortable with change and uncertain of what it means for us.

In this issue, we feature an organisation leader, who has embraced change and ridden on its winds to greater heights. Changi Airport Group CEO, Mr Lee Seow Hiang, shares why we must constantly reinvent ourselves, and why leaders of change need to be prepared to be misunderstood.

The current COVID-19 situation shows that sometimes, we do not have the luxury of deciding whether or not to confront change, make decisions, and take action. Uncertain and rocky times are precisely when strong and clear leadership is called for. We wish everyone a purposeful 2020, and that you will step up to the occasion.

Dean's Message

Leading Healthcare and Beyond

The new millennium is already two decades old. In 2000, the world population was 6 billion, today, it is 7.6 billion. Driven by the millennial winds of globalisation and digitalisation, the pace of change is accelerating. In healthcare, the progress in life spans and medical sciences is stressing systems, both financially and structurally.

The sudden emergence and swift spread of the COVID-19 has resulted in major disruptions across all countries, and speaks to how interconnected the world is today. As the situation continues to evolve, the exact impact it will have on the global economy and world order, remains to be seen.

Even as we manage the current situation, let us not forget that Singapore healthcare has weathered many shocks in past years. PS Chan Heng Kee and DMS Benjamin Ong have held the rudder steady and kept our course during a period of major change in Singapore. There have been storms but we have come through these together as one healthcare family. Many of us know how much PS Heng Kee cared about his staff, and how he was unstinting in his efforts to understand the ground. DMS Benjamin ably and calmly oversaw healthcare efforts during several emergent crises, while always remembering to encourage those in the thick of the action.

We wish PS Heng Kee and DMS Benjamin well in their future endeavours, as they embrace the changes in their own lives, and move on to contribute in other areas.

"May the wind under your wings bear you where the sun sails and the moon walks." - J.R.R. Tolkien, *The Hobbit*



Professor Aymeric Lim

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Alumni Connect



Learning Journey TO Changi Airport Group

Dialogue with Mr Lee Seow Hiang Chief Executive Officer

Mr Lee is the Chief Executive Officer of Changi Airport Group (CAG). Prior to joining CAG, he was the Deputy Director-General (Operations) of the Civil Aviation Authority of Singapore. He is concurrently the Deputy Chairman of Changi Airports International Pte. Ltd. and Director of Jewel Changi Airport Holding Pte. Ltd. He is a Member on the Airports Council International (ACI) World Governing Board and Chair of ACI Asia-Pacific Regional Board. He is also a Director of NTUC FairPrice Co-operative Ltd.

From 2005 to 2008, Mr Lee was Principal Private Secretary to Minister Mentor Lee Kuan Yew in the Prime Minister's Office. Between 1989 and 2005, he held various appointments in the Republic of Singapore Air Force (RSAF) and Ministry of Defence. His last military appointment was Deputy Head of Air Operations in HQ RSAF.

Mr Lee was awarded the SAF (Overseas)/President's Scholarship in 1989 and the SAF Postgraduate Scholarship (General Development) in 2002. He has a Bachelor of Arts (Honours) from the University of Cambridge, UK and an MBA from the Massachusetts Institute of Technology, USA.

In August 2019, HLC alumni went on a learning journey to Changi Airport, an icon of Singapore. We were most privileged to have a dialogue session with Mr Lee Seow Hiang, CEO of the Changi Airport Group, and the vision behind JEWEL. We share Mr Lee's thoughts on reinvention and chaos; building an ecosystem perspective; and working together as one.

Q

Why Transform?

When CAG was corporatized 10 years ago, we were already the best airport in the world, and we were doing great work in execution and operations. So why change?

The biggest challenge for CAG is making sure that we are not disrupted. We may be the only airport in Singapore, but we cannot behave like a monopoly as we are competing against the whole world.

For CAG to succeed in the long run, we must be relevant to the region and to the world: our key advantage is that we can serve people and businesses in South East Asia, India, China, and other countries in the region, and not just those in Singapore. So, CAG must keep reinventing ourselves to ensure that we remain relevant and retain our competitive edge.

Q

Reinvention Starts with Chaos and Mess

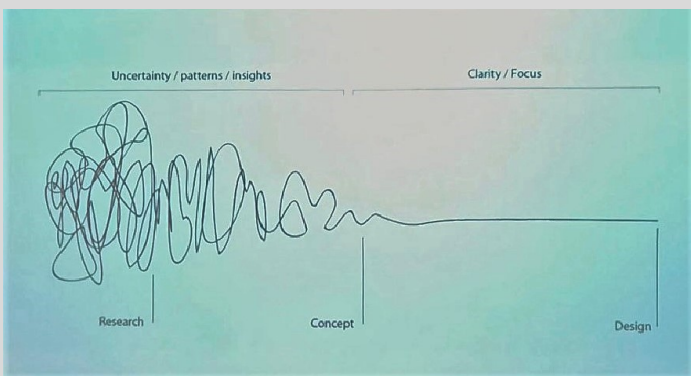
This chaos and mess is necessary to allow the process of re-invention to take place – there are benefits in spending a bit of time to allow for different experiments and innovations.

But chaos is scary and it goes against human nature: we prefer stability and well-organised systems; we want clear instructions that we can execute. For those who are good in execution, many have developed very strong operational instincts over time.

Take for example, good doctors who diagnose their patients' medical conditions based on their clinical

judgement and experience, almost uncannily in some instances. However, our strengths can also become our weakness. Because we operate on instincts and they have served us well in the past, it is not easy to change our beliefs.

We end up making decisions based on patterns or situations that we think we have seen before – *this is similar to this past situation, let's repeat the past solution*. The danger is that when the context changes and new possibilities arise, what may look to us like a normal situation, has in fact now become novel. This is the reason why many established businesses failed, because they did not recognize that the situation had changed, and kept responding in the same way. They had become more efficient over time but lost the space to allow for chaos, and could not reinvent themselves.



This picture sums up our experience with transformation over the last 10 years – highly chaotic and messy, especially at the initial stages.

Q Innovation Is Born Out of Constraints and Scarcity

In 2009, we were looking to expand carpark capacity for Terminal 1, to be able to handle higher passenger volumes. What started off as a simple capacity building exercise then evolved as different ideas came in. Instead of simply building a multi-storey carpark, why not construct the carpark underground and utilize the space above to generate revenues? And could we also use the space to create a tourism attraction for Singapore, to help make Singapore more attractive to tourists?

And that was how the story of Jewel began, birthed out of constraints and scarcity.

Jewel also illustrates how we see innovation at CAG. Innovation need not be the spark of genius and inspiration, but more simply, about adjusting the way we do existing things and integrating existing ideas in fresh ways. That way, it is simple for everyone to understand and everyone can innovate in their own areas.



HLC alumni at Changi Airport T4



HLC alumnus Dr Lee Chin Thye having a wifie with Airport Robot Pepper

Q The Key Challenge of Transformation: Optimising the Whole by Sub-Optimising Some Parts

For me, the most difficult part of transformation is about getting people to work together for a larger mission.

Traditionally, companies are organized into departments based on simple line functions – each department in charge of their own things, and responsible for executing their areas well.

But when the context has changed and when most of the new value creation requires working across usual organization structures, this is where we run into problems. I believe there are similar issues in healthcare, such as when transitioning patient care across the different settings: Acute Hospitals, Community Hospitals, Polyclinics, GP Clinics.

Why are there so many issues in working together across boundaries? There are two broad principles of teamwork. The first is easily understood: the whole is more than the sum of its parts. You do your thing, I do my thing, we all grow together. **But the second principle is the real challenge: to optimize the whole, you need to sub-optimize some parts.** And therein lies the million-dollar problem of teamwork, because this sub-optimisation is very difficult to achieve and goes against human nature, when the different entities are still measured by their KPIs. By definition, KPIs are set based on past experience, so they will always lag behind and are too slow to move, especially during situations of chaos and rapid change.

The KPI of the moment will never be able to record the full potential and impact of what you are doing. **As Amazon puts it, “Because we do new things, we accept that we may be misunderstood for long periods of time.”**

So in chaos and in reinvention, it comes down to working together based on trust, that we are doing this for Singapore, we are doing this for a larger mission. We are still learning how to do this. And gird yourself to be misunderstood for a very long time.

Q Many Partners, Many Missions, One Changi

For Changi Airport to succeed, there are two core imperatives. The first is that we need to remain relevant at the global level. The second imperative is that we must keep the Changi community strong. There are many different partners and many eco-systems all interacting together at different points of the passenger's journey, but if we just focus on our own part and we cannot work as one, then we will never meet our full potential and we will fail the passengers. It is not easy. We work very hard to build up and sustain this community spirit at Changi, that transcends our respective boundaries.

For us, we see the whole Changi ecosystem as ONE, not just the airport. We are interested in all aspects, we even care about the taxis and the taxi drivers. There is a team that carries out lucky draws for the taxi drivers and serve them free coffee. Why? Because taxis also play a part in the passenger experience. We don't have the mindset that what happens to the passenger in the taxi, is not Changi's business. It is not easy to develop this way of thinking and culture.

I share these views, because I feel that in healthcare, you also need to build up this sense of community and shared purpose. Even though the different institutions have their own functions and KPIs, in order to bring about the transformation of healthcare, you must create a strong sense of community, of oneness.



Mr Lee Seow Hiang with HLC alumni

Q Healthcare As an Ecosystem

My main interactions with the Singapore healthcare system have come through taking care of my late father. For elderly, there are so many possible problems with similar symptoms – is it a neuro issue, is it cancer? Which specialty do you go to? It was not easy navigating the system and figuring out where to seek help.

Because of my personal experience and because of my Changi perspective, I feel that it is important for the healthcare ecosystem to work as a whole. In healthcare, there are many different partners: GPs, Community Hospitals, Home care providers, Acute Hospitals, and so on. The perspective that the healthcare provider takes is important – if the mindset is to “decant the patient from the acute hospital”, the patients will be able to sense it and the trust in the care providers and the system will be eroded. **So the starting point should be to provide the most optimal care for the patient, at the best point in the ecosystem.**

Q Who Should be the Architect of Change?

This is a very tough question. One of my dreams is that everyone can be a CEO, and that CAG will always support the CEO of the moment, regardless of the actual designation that the person holds. I feel that the CEO is the one who sees what customers really need, and that this role should not be limited to one person. **If there is only one CEO and that CEO is setting the direction and the pace of change, then the organization is only innovating at the speed of one.**

However, because many organisations have a structure and hierarchical norms, and this is what has been the norm, many of us are usually quite compliant. We wait to receive instructions, or wait to execute the next new directives or plans. But this way of working can be a problem because based on the magnitude of the challenges facing us, if we proceed at this pace of change, we may not be able to reinvent ourselves in time.

It is certainly not easy. But all of us can take positive steps to exercise leadership and make change happen, wherever we are in the system.

Be an Eagle

Healthcare Leadership College

For centuries, people have seen eagles as a symbol of beauty, bravery, courage, determination and grace. The eagle teaches us to soar high in our aspirations, always keeping our eyes to the future, while not forgetting to take note of our present surroundings.

In December 2019, the HLC team embraced the hot weather and took up the challenge to climb a 24 meter high tower that comprised of a series of different challenges, succeeding as a team. The Hourglass challenge was a journey of self-discovery, of going beyond our comfort zone, and of determination. It was also about reconnecting with colleagues and working towards a shared vision. The climb might be tough, but the shared experience with the team and the view on the top were priceless.



Perfect weather for 24 meter tower.



Yes we can! Go HLC!



Suiting up, ready to go.



Step-by-step, we will conquer the rest.



Keep looking forward.



Teamwork makes the dream work.



Ding-ding-ding! Last man up.



We had so much fun!



Together Everyone Achieves More



Official cheerleaders.



Alone we can do so little; Together we can do so much.

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 develop and deliver high quality programmes and other learning platforms for public healthcare leaders, covering topics such as leadership and organisational development, public service ethos and values, and key healthcare policies and issues. *Find out more here: www.hlc.mohh.com.sg*

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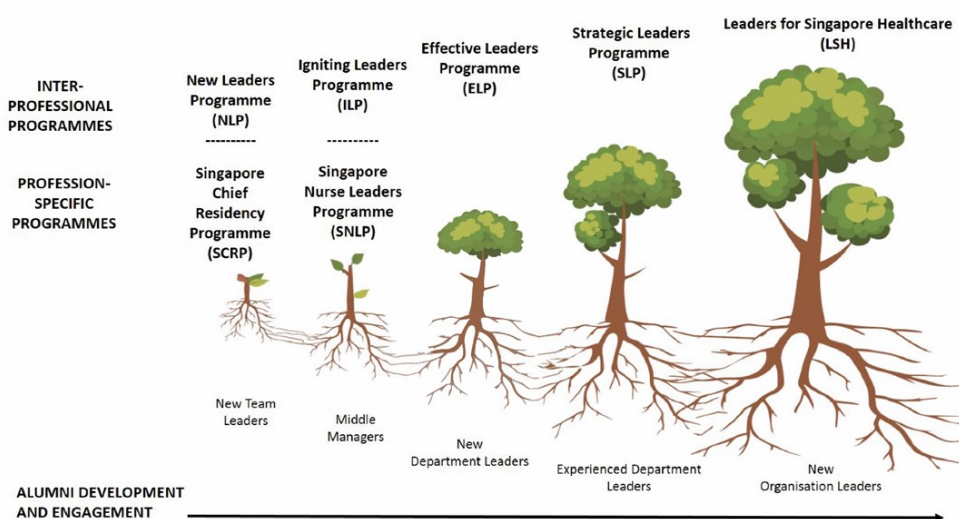
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Leadership Milestone Programmes (Cross-Profession)



- 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)

PROGRAMME SYNOPSIS



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?

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

**Programme Manager: Ms Chu Min Lian
Ms Goh You Li**

Igniting Leaders Programme (ILP)

PROGRAMME SYNOPSIS

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 Carol Tang



Effective Leaders Programme (ELP)



PROGRAMME SYNOPSIS

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: Mr Jared Koh

Strategic Leaders Programme (SLP)

PROGRAMME SYNOPSIS

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: Ms Chu Min Lian

Leaders for Singapore Healthcare (LSH)



PROGRAMME SYNOPSIS

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 Karyn Choo
Ms Angie Chang**

***Please contact respective managers for more information.**

Profession-Specific Milestone Programmes

Singapore Chief Residency Programme SCRП



PROGRAMME SYNOPSIS

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

Programme Manager: Mr Alfred Cheong

Singapore Nurse Leaders Programme (SNLP)

PROGRAMME SYNOPSIS

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 Goh You Li

Alumni Events

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: Ms Carol Tang
Ms Nicole Lee**

***Please contact respective managers for more information.**



A DIVISION OF
MOH HOLDINGS

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