

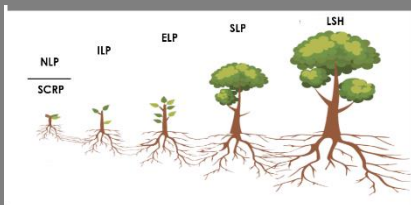
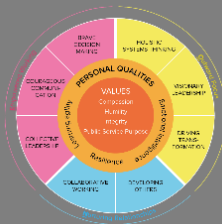
LEADING HEALTHCARE

The newsletter of the Healthcare Leadership College



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As we move into a new year, we mark the introduction of a new ONE public healthcare leadership framework, and fresh starts for the College's milestone programmes.

The ONE Healthcare Leadership framework captures the values, personal qualities and behavioural qualities that leaders in healthcare need for the future. Values, at the core of the framework, are the foundations of one's leadership. Without a strong core, your progress will be limited, and you will falter easily when you meet challenges. We will leave you with these set of questions to reflect over what values mean to you, and whether you are living your values.

- *What do you hold dear in your work and your life?*
- *Are you being true to your values? How do you know if you are not?*
- *Why don't you do the things you know you should be doing?*
- *What will you do better or differently today so that we can have a better tomorrow?*

Wishing you a wonderful and healthy 2018.



A/Prof Aymeric Lim, Dean HLC



Dean's Message

Compassion in Leadership

"The sounds of our language differ from those of Chinese and are not easily communicated by using Chinese hieroglyphics. Many among the ignorant, therefore, though they wish to express their sentiments in writing, have been unable to communicate. Considering this situation with compassion, I have newly devised twenty-eight letters. I wish only that the people will learn them easily and use them conveniently in their daily life."

These are the words of King Sejong the Great who ruled Korea between 1418 and 1450. The phonetic Hangeul alphabet with characters based on the shape of the tongue in the oral cavity when making specific sounds was not the only achievement of this remarkable leader. He implemented reforms in agriculture, in the military and in Civil Life which were of tremendous benefit to the people of his country. King Sejong said that the role of a ruler is to love his people. The simple statement should form the foundation of the job description for any leader. The internal conflict between selfishness and selflessness is more acute for leaders because of the demands in that position.

A selfless leader is easily recognised by his or her behaviour.

At a personal level, does your leader show generosity? Generosity with money and time? Is there a willingness to listen?

At an operational level, does your leader try to make the job of his or her reports easier? With order and structure and reasonable demands? Does he filter and cushion the demands from his leader?

At the next level, does he or she have courage? Does he have your back? Will he support you in a crisis? Will he discipline toxic staff?

All the above are not only questions to ask of your leader but of yourself.

Are you translating your compassion into your leadership?

Associate Professor Aymeric Lim
Dean, Healthcare Leadership College
Physician-in-Chief, The National University Health System
Group Chief Human Resource Officer, The National University Health System

ONE Healthcare Leadership Framework

In the previous issue, we shared PS' speech on effective leadership for healthcare of the future. To steer us towards a successful transformation in healthcare, we will need to make three important leadership shifts:

- i. Shifting from Expert as Leader to Expert Leader
- ii. Going beyond Developing Individual Leaders to Developing Collective Leadership
- iii. Moving from Leading Institutions to Leading in Eco-systems

The ONE Healthcare Leadership Framework captures the qualities that leaders in healthcare need for the future, to reflect these three paradigm shifts. These qualities, together with the three leadership shifts, were concluded from a study conducted by the Leadership and Organisation Development Division in MOH Holdings in 2017, involving interviews and focus groups with 150 leaders across levels, professions and clusters. Moving forward, this overarching framework will guide the identification and development of leaders in the healthcare family.

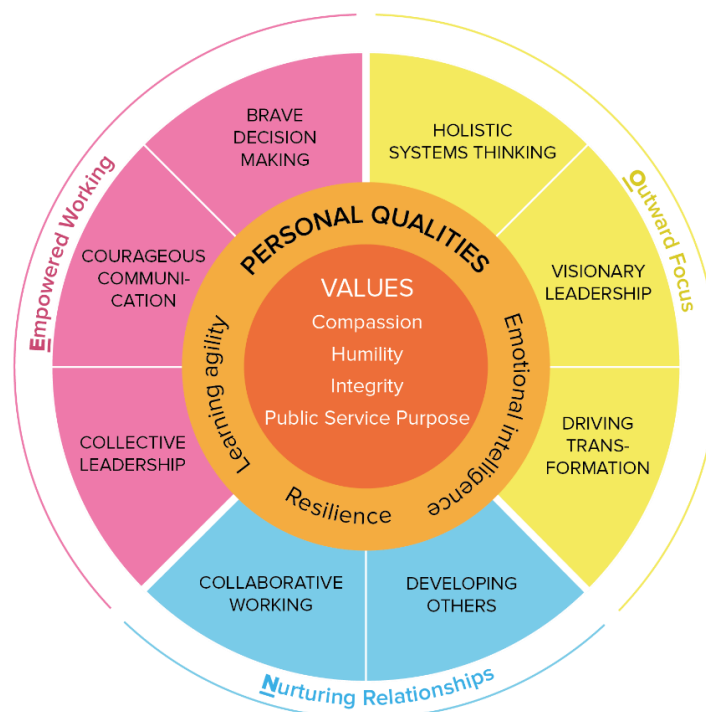


Diagram 1: The ONE Healthcare Leadership Framework

Values, at the core of the framework, are the foundations of one's leadership.

Personal Qualities, in the middle ring, refer to the attributes of the leader.

Behavioural Qualities, in the outer ring, refer to the more observable behaviours. The acronym, ONE, is derived from the 3 clusters of behavioural qualities, namely **O**utward Focus, **N**urturing Relationships and **E**mpowered Working.

Each behavioural quality is described across four levels of leadership:

- Exemplary Leaders – Senior leaders in MOH or cluster-level
- Established Leaders – Leaders of organisations or specialised functions
- Evolving Leaders – Leaders who are managing progressively larger teams
- Emerging Leaders – Those taking a leadership position or role for the first time

ONE Healthcare Leadership Framework (con't)

In this issue, we will elaborate on Values and Personal Qualities in the ONE Healthcare Leadership Framework.

Values

Our values are our moral compass – they are integral to who we are, and drive the direction of our decisions. Just as Mr Hsieh Fu Hua, Chairman-Designate NUHS Board, said, "A true leader has a 'core' that is inviolable, no matter what the price is." Your values determine how effective you can be as a leader. The values that are required for effective leadership in public healthcare are **Compassion**, **Humility**, **Integrity** and **Public Service Purpose** – in short, the essential CHIP driving our system.

Compassion is about having a personal interest in people, recognising the needs of others and having a generosity of spirit to help and support them. It is the heart of a healthcare professional.



Humility is about viewing oneself accurately in relation to others, respecting the expertise of others and treating others as equal. It is the quality of being comfortable not knowing all the answers, a willingness to admit mistakes and seeking the help of others when needed. In a complex environment, where no one person has the full picture, it is important to listen to and understand the voices of the collective.



Integrity is about being honest and consistent in one's words, actions and beliefs. It is taking responsibility for one's actions, and having the moral courage to do the right thing for the right reason, regardless of circumstances.



Public service purpose is about being driven by the larger mission and vision of public healthcare, wanting to work to benefit society – not being there for the position, but to help make a difference. It is about being driven by a sense of responsible stewardship, of leaving a legacy of service that is better than when one entered it.



ONE Healthcare Leadership Framework (con't)

Personal Qualities

Personal qualities are the less observable attributes. They are important for leaders' sustained effectiveness in healthcare.

Emotional intelligence is not a new concept to most of us. It is about having self-awareness and the ability to manage one's own strengths, weaknesses, emotions and motivations. It is about being sensitive to others and being able to manage interpersonal relationships. This is important as we work with many different groups of people – including patients and their families, colleagues, bosses, external partners, stakeholders – to bring about better care for our patients and better health for the population.



Resilience is about having the capacity to cope effectively with stressors, positively adapt to changes, and to perform and grow through times of challenge. This is relevant for us, as the healthcare landscape will continue to change at a rapid pace to meet the demands of the population.



Learning agility is about being always intensely curious to learn about oneself, others and the world, and having a strong drive to seek opportunities to learn. "Leadership and learning are indispensable to each other" - John F. Kennedy. In today's fast changing environment, to lead is to learn – continuously and rapidly.



The ONE Healthcare Leadership Framework is a guide for leaders in the healthcare family, as we collectively serve to help our people live well, live long, and with peace of mind. The values and personal qualities described in the framework are the foundational and key attributes for effective leadership for the future.

Stay tuned for more on the *behavioural qualities* in the next issue!

New Names for HLC Leadership Milestone Programmes:

Aspirations and Hopes For Our Future Leaders

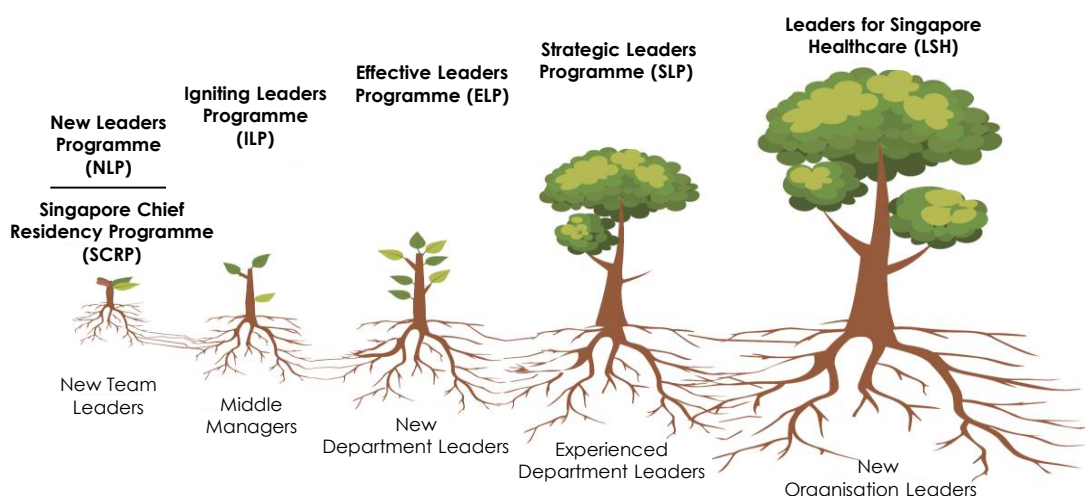
We are happy to share that with effect from April 2018, HLC will be renaming our leadership milestone programmes. Over the past year, we have started redesigning our programmes, to anchor them on shared public healthcare values, strengthen the building of leadership capabilities, deepen healthcare policy perspectives, and build communities of leaders committed to a one public healthcare mission. In line with the shifts in programme focus, we are renaming the programmes to more clearly reflect the leadership values and qualities that we hope to imbue in our healthcare leaders.

The new names are:

- **New Leaders Programme (NLP):** for new Team leaders. Formerly known as the Nursing-Allied Health-Administrators Leaders Programme.
- **Igniting Leaders Programme (ILP):** for Middle managers. Formerly known as the Healthcare Governance and Policy Programme.
- **Effective Leaders Programme (ELP):** for new Department leaders. Formerly known as the Emerging Leaders Programme.
- **Strategic Leaders Programme (SLP):** for experienced Department leaders. There are no changes from the existing name.
- **Leaders for Singapore Healthcare (LSH):** a new programme for new Institution leaders.

The new names reflect our hopes for our future leaders: that we can ignite in them a strong and unwavering sense of purpose; that they can grow into leaders who effect and enable change; that they will be strategic and visionary in steering our healthcare institutions into the future; and that they will be dedicated and responsible stewards of Singapore's healthcare system for the future.

Healthcare Leadership College Milestone Programmes



HLC's vision for its fraternity of leaders and alumni is represented through trees in different stages of growth; every tree starts off as a sapling that grows stronger and taller under the right conditions. The tightly knit tree roots represent our hopes to grow a close community of healthcare leaders, who draw strength from each other and support one another during challenging times. So that together, we can achieve more for Singapore Health.

Key Highlights of 8th Healthcare Policy Series (HPS) Seminar War on Diabetes

In November 2017, the Healthcare Leadership College (HLC) organised its eighth HPS seminar, which was attended by many from the public healthcare family. The topic "War on Diabetes" is a highly topical issue, as diabetes is a growing problem, with one in nine Singaporeans having diabetes. It is also the second leading cause of morbidity and mortality in our country.

The two speakers, A/Prof Kenneth Mak, Deputy Director of Medical Services (Health Services Group), Ministry of Health (MOH) and Mr Zee Yoong Kang, Chief Executive Officer, Health Promotion Board (HPB) were all ready for the War on Diabetes – with A/Prof Mak in battle-ready army gear while Mr Zee spoke with zealously and humour.



Key Highlights –

Challenges and Considerations in the War on Diabetes



AGEING & SEDENTARY LIFESTYLE

Singaporeans are living longer and the ageing demographic is associated with an increasing prevalence of chronic medical conditions like diabetes. The proportion of Singaporeans with sedentary lifestyles, who overeat and who are obese, is also rising.



UNAWARENESS LEADS TO COMPLICATIONS

1 in 3 Singaporeans are unaware that they have diabetes. Between 25 to 30% of those who know that they are diabetic, fail to follow-up with a doctor for good control of their diabetes. A significant number of poorly controlled diabetics end up with severe complications.



OUR NATIONAL STRATEGY

- 1) Prevent development of diabetes through promoting healthy living and controlling risk factors for diabetes.
- 2) Enhance screening programmes and improve recruitment so as to strengthen early detection efforts. Better facilitation of subsequent follow-up so as reduce 'fall-outs'.
- 3) Optimise disease management and introduce programmes to reduce or prevent complications.

CHANGE IN HABITS

Healthy Eating Habits



Risk factor modification involves introducing healthy eating strategies as well as encouraging an active lifestyle with exercise. Working with F&B manufacturers and vendors to offer healthier food alternatives.

EMPOWERMENT OF RHS

Empower our regional health systems and healthcare professionals by making more data concerning diabetic patients available and by supporting more diabetes related research



A/Prof Kenneth Mak, DDMS addressing the audience (Photo: HLC)

Key Highlights –

Challenges and Considerations in the War on Diabetes



Mr Zee Yoong Kang, CEO HPB responding to a question posed by the audience (Photo: HLC)



PARTNERSHIP

Societal demand for healthy living has resulted in HPB being successful in partnering the food & beverage industry to increase availability and accessibility of healthier meal options to Singaporeans. The voluntary measures have helped the government to channel its limited resources on improving lives of Singaporeans, instead of time and money spent on policing compliance to rules and regulations.

HEALTHIER CHOICE

Period of voluntary measures has helped industry to adjust its practices and study the effects of compliance. The drinks industry voluntarily adopted the Healthier Choice Symbol for their pre-packaged beverages. Coupled with societal demand for healthier beverages, this has resulted in the median sugar level of pre-packaged drinks decreasing from 9.5% to 6.5% between 2007 and 2016.



LEGISLATION?

Participants were asked if it's the right time to introduce legislations to compel (a) people to live healthily and (b) industries to provide healthier options. Responses were varied but aligned with the Ministry's thinking that any legislative measures should be reasonable, equitable and not impose extensive cost to society.

Our Alumni's thoughts...

"It is heartening to know that the whole nation is up in arms to fight diabetes (and the associated complications) together as a team. If healthcare providers were the only ones who are fighting in this war alone, we will never win. Glad to know multiple stakeholders, whether private companies or government agencies, have invested their resources and focused their efforts in collaborative ways to improve health of our people, whether upstream in preventing diabetes or further downstream dealing with complications of diabetes."

Ms Chelsea Law, Principal Podiatrist, Khoo Teck Puat Hospital

"The HPS seminar on "War on Diabetes" was truly insightful. A/P Kenneth was engaging and he offered very clear perspectives on the correlation of issues which are heavily supported by data, and the consequences - now and in future. This reinforced the importance of disease prevention in me, thus making me more determined to make that small change for a healthier future, and further encouraging me to step up as an advocate to motivate people around me take good care of their own health.

The sharing by Mr Zee deepened my understanding on the efforts put in by HPB in health promotion and the challenges faced; much as I experienced that health promotion can be difficult, I had not thought that it can be such an uphill battle.

I believe that everyone has a role to play in health promotion and disease prevention, and holding such educational platforms is one useful means to raise awareness and gain understanding to take on responsibility in one's health."

Ms Ng Qiwen, Senior Staff Nurse, National University Hospital



A/Prof Kenneth Mak and Mr Zee Yoong Kang sharing their thoughts at the panel discussion
(Photo: HLC)

"Healthy living (including healthy food choices, active lifestyle, frequent health screening and medical follow-up) is vital to managing diabetes, but how to encourage sustainable behavioural change is the key to the success of war on diabetes."

Ms Tang Chyi Yueh, Senior Medical Social Worker, Singapore General Hospital

Upcoming Programmes

- Dynamic Governance - A Healthcare Perspective
28th Feb to 2nd Mar 2018
- Introduction to Systems Thinking
22nd – 23rd Mar 2018
- New Leaders Programme (NLP) (*formerly known as Nursing, Allied Health and Administration Leadership Programme*)
10th – 13th Apr 2018
- Igniting Leaders Programme (ILP) (*formerly known as Healthcare, Policy & Governance Programme*)
19th – 27th Apr 2018
- Effective Leaders Programme (ELP) (*formerly known as Emerging Leadership Programme*)
3rd – 11th May 2018

Participation for the above programmes is strictly by nomination. Kindly contact your respective HR Department if you are interested to join any of the above programmes

Leading Healthcare Team

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About the Healthcare Leadership College

The Healthcare Leadership College, a division of MOH Holdings, supports the building of strong leadership capacity and capabilities for our national public 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.

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Team HLC