



HEALTHCARE
LEADERSHIP
COLLEGE

A DIVISION OF MOH HOLDINGS



A Decade of Progress **2024**

From Building Solid Foundations to Scaling For Impact

HEALTHCARE LEADERSHIP COLLEGE

The Healthcare Leadership College (HLC), a division of MOHH, 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.

Our Vision

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.

We develop leaders of and for Singapore healthcare through efforts including the design and delivery of high quality programmes and other learning and engagement platforms, with emphasis on the following strategic priorities:

- ▶ 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
- ▶ 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
- ▶ Strengthen leadership capabilities of healthcare leaders to enable change and drive strategies to transform healthcare delivery

Foreword



Our mission has always been to align, grow, and unify leaders towards a shared spirit of public service in healthcare.

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This investment in growing leaders is at the core of our mission and will remain a priority as we continue to build a robust pipeline of future leaders.

As Dean of the Healthcare Leadership College (HLC), I reflect with pride on the progress we have made and our impact on the leadership landscape of our nation's public healthcare system. Our mission has always been to align, grow, and unify leaders towards a shared spirit of public service in healthcare. This report captures the essence of our work and our vision for the future in four areas of impact.

Impact #1: Aligning Leaders to National Priorities

In an ever-evolving healthcare landscape, it is crucial to have leaders who can adapt and innovate, and also align with the prevailing national strategic vision. At HLC, we have made this our priority. We equip our participants with a broad understanding of healthcare policies and national challenges. More than just presenting the facts, we provide a platform to explore solutions and navigate challenging trade-offs in areas such as manpower and finance. As we look ahead, our focus remains: to align leaders with key strategic directions for the future of public healthcare in Singapore.

Impact #2: Growing Future Organisational and System Leaders

The heart of HLC's work lies in investing in the future - nurturing leaders of our public healthcare system. HLC is committed to developing identified high-potential staff into purposeful stewards and leaders of tomorrow. Our comprehensive suite of milestone programmes enables these future leaders to gain national perspectives, invigorate a spirit of public service, and inspire them to make a difference in their respective roles in healthcare. This investment in growing leaders is at the core of our mission and will remain a priority as we continue to build a robust pipeline of future leaders.



Impact #3: Bringing Together Leaders as One Healthcare Family

Leadership is not about individual achievement, but collective effort. HLC strives to bridge the gap between clusters, institutions, and professional groups, fostering a culture of collaboration and shared purpose across the healthcare landscape. Our programmes and initiatives are designed to bring leaders together from diverse backgrounds, promoting understanding and building trust across the healthcare spectrum. The result is a strong and unified healthcare family, working towards our shared public healthcare purpose for a healthy nation.

Impact #4: Expanding Impact, Reaching Widest Audience of Future Leaders

As we look towards the future, we are determined to expand our impact and reach a larger audience of talents and leaders in public healthcare. Our focus is to expand and scale up our programmes to ensure that more healthcare professionals benefit from our established curriculum. By doing so, we aim to multiply the collective leadership capability of our public healthcare system, cascading public healthcare vision and ethos, system perspectives, and leadership know-how to the widest possible audience of future leaders.

I am incredibly proud of my team and the outstanding work they have consistently delivered - a sentiment that is echoed by the leaders and participants who have benefited from our programmes. Their approvals and support are reflected in the impressive approval ratings we have received, an exceptional 4.75 out of 5 over the past two years. This remarkable feedback speaks not only to the quality of our initiatives but to the meaningful impact we are making across the board.

The journey so far has been rewarding, yet we know there is much more to be done. As we forge ahead, we remain committed to our mission of developing leaders who are not only capable and competent but also carry the heart and vision to shape our public healthcare system. We are committed to making an even greater impact in the years ahead, preparing Singapore's healthcare leaders and healthcare team members to meet the challenges of tomorrow with vision and purpose.



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

**PROGRAMMES
RECEIVED A
RESOUNDINGLY
POSITIVE
RATING OF
4.75/5**

3rd LSH Cohort with Health Minister Ong Ye Kung



Established in Growing Leaders in Healthcare



Dialogue with then-DPM Tharman Shanmugaratnam

Dialogue with MOH Director-General of Health Kenneth Mak



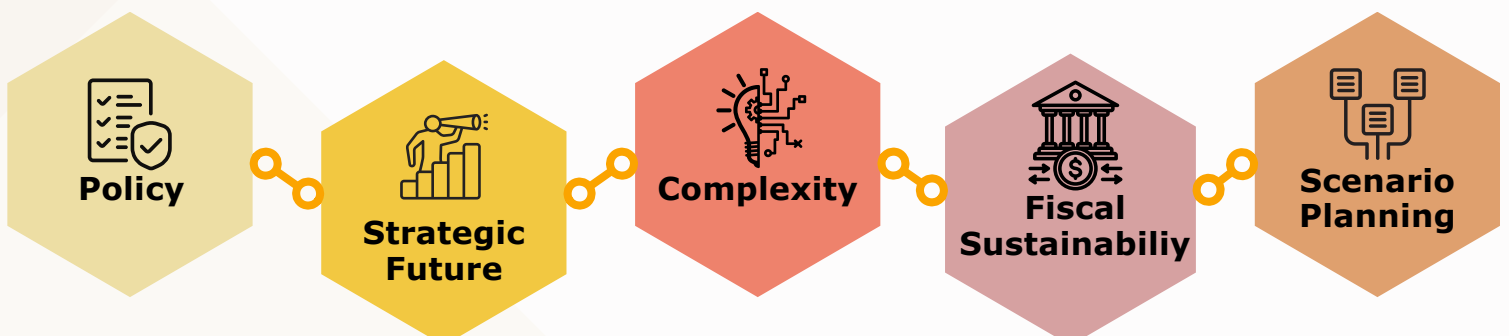
1 Aligning Leaders to National Priorities

HLC aligns its participants to the national strategic vision for public healthcare, creating a shared purpose of pursuing our national priorities. We provide participants with a high-level and big-picture appreciation of healthcare policies, national challenges and trade-offs in areas such as manpower and finance, and key strategic directions for the future.



Prime Minister and Minister for Finance, Mr Lawrence Wong with the 3rd Leaders for Singapore Healthcare (LSH) participants

The Healthcare Leadership College (HLC) plays a key role in aligning public healthcare leaders with the prevailing strategy guiding Singapore’s healthcare. Over the years, HLC has steadily broadened its suite of offerings and consistently invested effort into enhancing its curriculum. The College’s scaffold of milestone programmes supports the continued and longitudinal nature of leadership development in the careers of our healthcare professionals. It ensures that our leaders are equipped with the necessary perspectives and find strong relevance in the programmes’ contents to challenges in the workplace.



HLC's curriculum delivery methods prioritize a blend of theory and practice. Participants engage in interactive learning experiences that include sessions with MOH resource persons, experiential learning simulations, learning journeys, dialogue sessions with senior MOH leaders, and opportunities to interact and network with peers from across the healthcare system. This approach enhances learning retention that allows participants to contextualise learning to their own workplace scenarios. By offering a diverse range of programmes, utilizing engaging delivery methods, and emphasizing a balanced curriculum approach, HLC strives to equip healthcare professionals with the necessary tools and knowledge to become strong, effective leaders who can contribute to a thriving healthcare system in Singapore.

Our participants leave our programmes invigorated with a refreshed sense of alignment to the broader public healthcare mission, empowered with new leadership insights and ideas to elevate their teams, and encouraged – knowing that they are not alone in their leadership journey, having met and connected with leaders on the same path.

HLC has incorporated contemporary and relevant policy pieces such as Primary Care, Healthier SG, Care Integration, and Age Well SG into its curriculum to support the rollout of national initiatives and the transformation of care. Our programmes are updated regularly to reflect the shifts and present context of health and healthcare in Singapore, ensuring that our leaders are always at the forefront of healthcare transformation practices and thinking.



Emeritus Senior Minister and Chairman of Lee Kuan Yew School of Public Policy's Governing Board, Mr Goh Chok Tong with 1st Leaders for Singapore Healthcare (LSH) participants



Senior Minister and Coordinating Minister, Mr Teo Chee Hean for National Security with 2nd Leaders for Singapore Healthcare (LSH) participants

In addition to analyzing policy implementation, participants engage in sessions that broaden their national perspectives and instill a sense of global awareness. When engaging with the Centre of Strategic Futures, participants learn about scenario planning and foresight thinking, which are vital to anticipate challenges and lead teams with vision in an increasingly complex world. Participants also learn more about Complexity, particularly in the realm of geopolitics, and how to navigate the tensions of decision-making in a volatile world. Lastly, the session on Fiscal Sustainability emphasizes the importance of safeguarding Singapore's economic well-being and prosperity for future generations.

Beyond mere lesson curation, the inclusion of dialogues with Senior Leaders provides a unique opportunity for participants to gain insights into broader and national considerations in healthcare and leadership in Singapore. This initiative has been particularly effective in bridging the gap between theory and practice. Participants rate these dialogues highly, highlighting that they found these dialogues extremely enlightening and beneficial in their leadership journey.



Managing Director, Shangri-La Hotels, Mdm Kay Kuok speaking at the 13th ELP



DBS, CEO, Mr Piyush Gupta speaking at the 2nd LSH



DBS, Deputy Chief Executive Officer, Ms Tan Su Shan speaking at the 9th SLP



Executive Chairman of Banyan Tree Holdings, Mr Ho Kwon Ping at HLC's Distinguished Speaker Series



Former Chief Executive Officer of PSA International, Mr Tan Chong Meng speaking at 2nd LSH's Learning Journey to PSA

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The key is to recognize that each individual is a unique individual, not just another customer or another patient. The whole joy of being where we are at, is because we enjoy making people happy and in your case, healing them back to health.

Mr Ho Kwon Ping

2 Growing Future Organisational and System Leaders

HLC heavily invests in and contributes towards growing a robust pipeline of future organisational and system leaders for public healthcare. We support identified high-potential leaders and steward their development via a pathway of milestone and other programmes, which enrich them with national perspectives, invigorate them with a spirit of public service, and inspire them towards greater commitment and contribution to our system.

59 C-SUITE LEADERS
PROVEN TALENT

831 DEPARTMENT HEADS
EFFECTIVE LEADERS

1152 MIDDLE MANAGERS
RESILIENT NAVIGATORS

1289 EMERGING LEADERS
CHANGE CHAMPIONS



Through its milestone leadership programmes, profession-specific programmes and IHGM's open enrolment courses, HLC offers a comprehensive suite of offerings that emphasize the development of public service ethos and values for leaders at all levels, throughout the healthcare system.

Identified High-Potential Talent

HLC milestone leadership programmes are highly selective and participation is by nomination only. They are intended for identified leadership talent with the potential to take on sectoral leadership roles. Our programmes range from 6 to 21 days with content covering leadership, policy, and community building. HLC offers milestone leadership programmes starting at the middle-management level (typically with the designation of Assistant Director or equivalent). These are open to all professional groups.

The strategic impact of HLC's programmes cannot be over-emphasised. At the highest levels of leadership within Singapore's healthcare system, close to 80% of institution CEOs and Chairman Medical Boards (CMBs) are alumni of HLC's programmes, despite our short history and that the programmes are not mandatory. Notably, the current Director-General of Health, Prof. Kenneth Mak, hails from the second cohort of the Leadership and Policy Perspectives Programme. This highlights the enduring influence of our programmes in developing and nurturing the leaders who guide and advance our healthcare system.



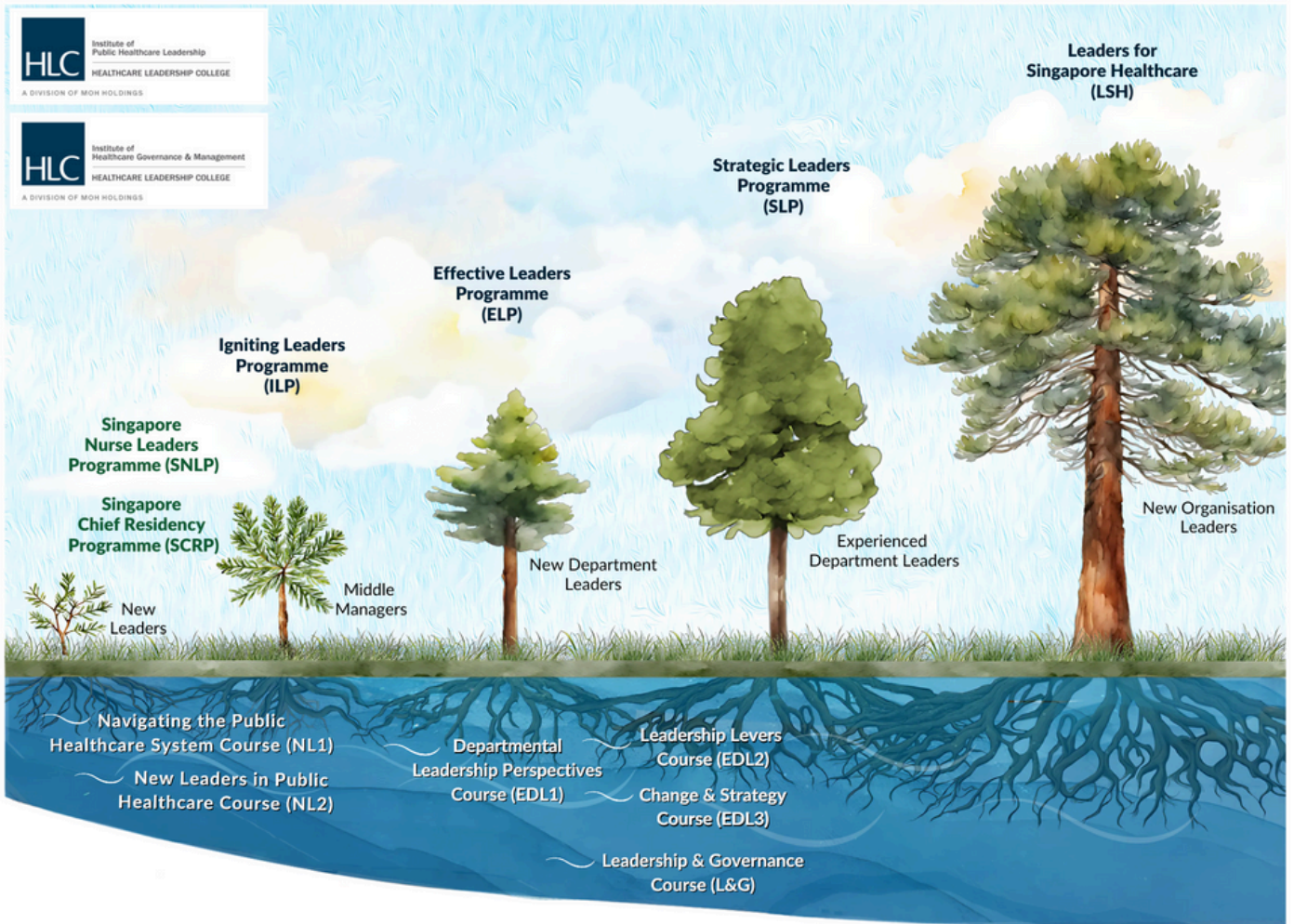
A/Prof Kenneth Mak attending the 2nd LPP in 2010 (See last row, 4th from the left)

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... close to 80% of institution CEOs and Chairman Medical Boards (CMBs) are alumni of HLC's programmes

The Top Young Talent in the Field - Profession-Specific

HLC also offers profession-specific programmes for chief residents and nurse leaders. A programme director oversees the learning content which spans multiple, multi-day segments over 4 to 6 months. These programmes serve a select group of top-performing young leaders within the system, who are already recognised leaders in their professional groups and likely to take on greater leadership roles in the future. Many of these younger leaders have gone on to attend HLC's milestone leadership programmes in later years.



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.

The flowing water symbolises HLC’s commitment to reaching a broader spectrum of public healthcare leaders, emphasising not only the essential knowledge and skills but also the core values and ethos that form the foundation for leadership growth. Just as trees, despite their strength and interconnected roots, rely on a continuous supply of nutrient-rich water to thrive, so too do leaders require a strong grounding in values, continuous learning, and development to flourish. Together, this creates an ecosystem of collective leadership, fostering growth, integrity and collaboration to advance Singapore’s healthcare system.

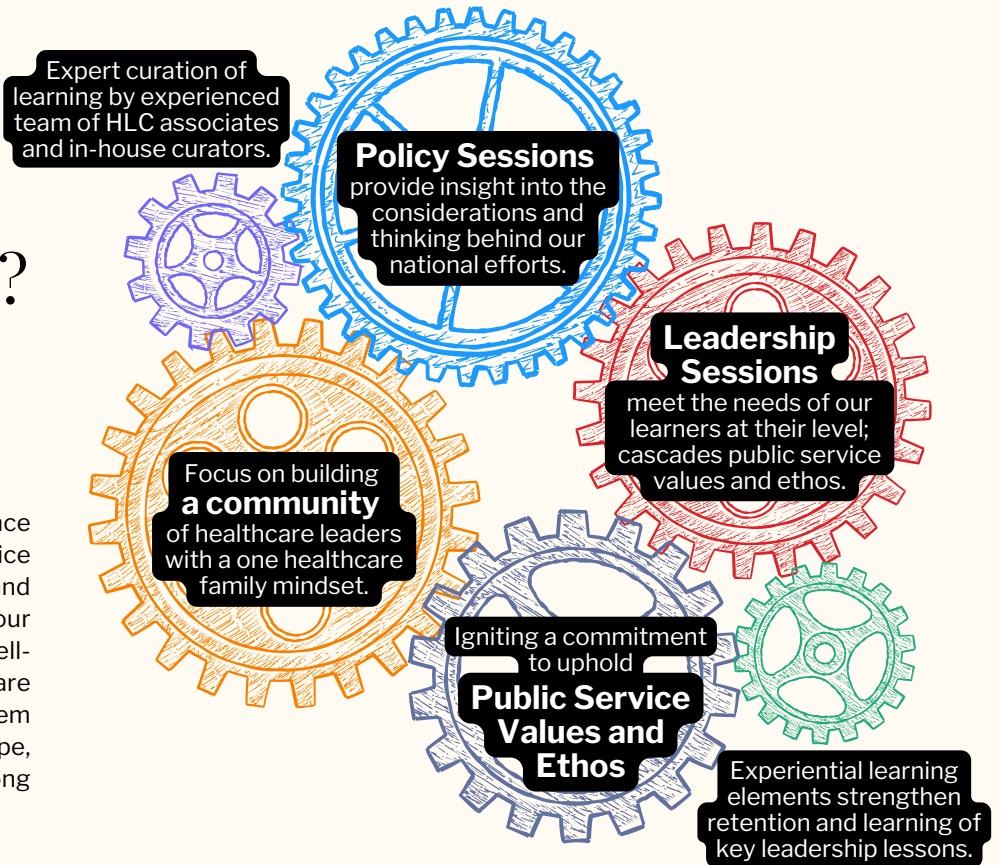
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We will face many challenges that might feel insurmountable when we try to make a change, but having that vision and finding support in like-minded people will strengthen us and keep us going to reach our goals.

11th SCRIP Participant

What goes into creating a good HLC programme?

Our milestone programmes strike a balance between policy perspectives, public service ethos and values, leadership insights, and community building. The blend of these four aspects ensures that participants are well-rounded in their understanding of healthcare leadership, equipped with a whole-of-system understanding of the healthcare landscape, practical leadership skills, and a strong network within the healthcare community.



Nomination and selection for both milestone leadership programmes and profession-specific programmes are highly selective due to class capacity constraints. Participant nominations for these programmes are part of an annual nomination cycle, which further encourages a longer-term view towards the development of key leadership talent. HLC evaluates the field of nominees carefully to ensure fairness and robustness of considerations, and recommends an intake for each programme.

HLC's interventions are timely and carefully designed to tackle each individual's needs in relation to their role in the healthcare system. Participants are engaged through varied learning tools and methodologies, such as experiential learning and peer-to-peer reflection, to encourage deeper understanding of the topics and foster openness in the cohort. This approach harnesses the collective wisdom of the cohort and ensures that programme experience is relevant and impactful, enabling participants to overcome challenges and excel in their respective roles.

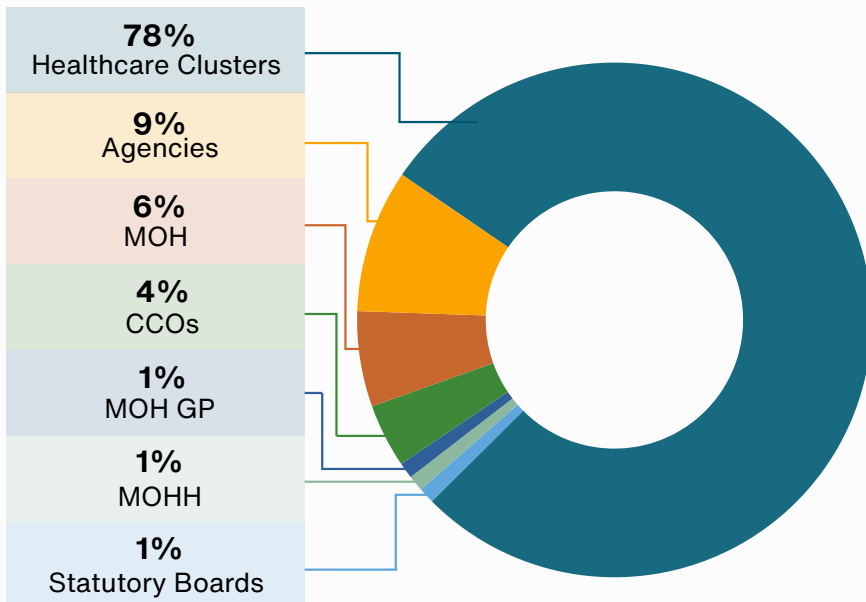
The new Institute of Healthcare Governance & Management (IHGM) will extend the reach of HLC's efforts to all public healthcare employees. IHGM's courses are high-capacity and open for general enrolment, so any public healthcare employee interested in growing their leadership skills can attend them as part of their individual development plans. More elaboration on this is in impact statement 4.

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The mix of activities, reflections and sharing of leadership tools, getting a better context of healthcare in Singapore and encouraging interactions between participants was great. Thank you again for the good blend of curriculum.
22nd ILP Participant

3 Bringing Together Leaders as One Healthcare Family

HLC bridges the clusters, institutions and professional groups, bringing leaders together as one healthcare family. We strengthen connections and trust among our community of leaders from across and beyond the healthcare system, forging shared purpose and understanding.

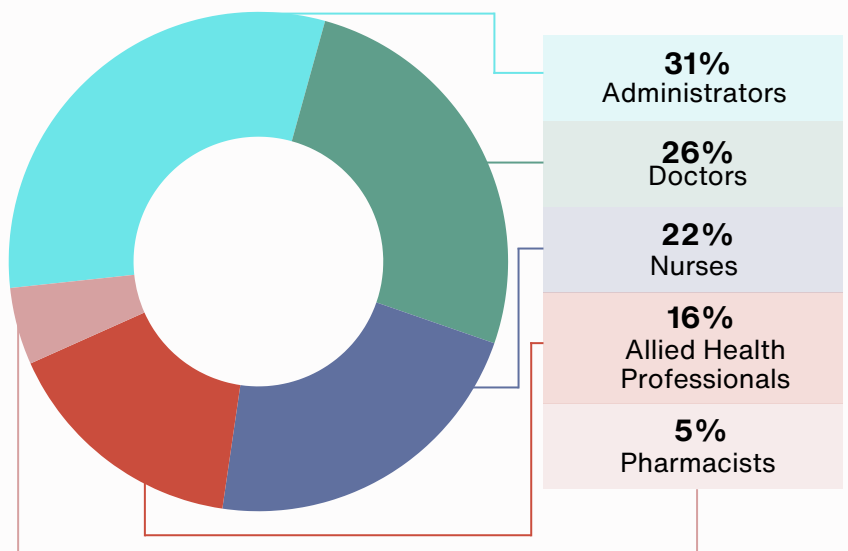
Diversity of Alumni Over Time by Cluster & Organisation



HLC actively cultivates a diverse community of leaders by ensuring that every programme's cohort includes representation from across the system. Over the past decade, HLC has witnessed a steady increase in the participation of nurses, administrators, allied health professionals (AHPs), and doctors in its programmes.

Diversity of Alumni Over Time by Profession

From the data, administrators form the largest segment at 31% followed by doctors at 26%, Nurses at 22%, AHPs at 16% and Pharmacists at 5%. This balanced participation ensures a well-rounded leadership perspective encompassing different healthcare disciplines and areas of expertise.



HLC's commitment to fostering collaboration across the healthcare ecosystem is reflected in the expanding participation from various institutions and sectors. Cluster participation has grown steadily, with Community Care Organisations (CCOs) experiencing a significant rise in enrolment since 2018. Additionally, the inclusion of general practitioners from Primary Care Networks (PCNs) and healthcare-adjacent organizations like MINDEF, SCDF, and the Singapore Prison Service further enriches the learning environment and promotes a "one healthcare" mindset.

Reflecting Singapore's diverse ecosystem, HLC's cohort incorporate participants from Community Care Organisations, Primary Care Network GPs and fellow leaders in statutory boards.



HLC's impact extends beyond programme completion. A strong indicator of the programme's effectiveness is the high number of alumni who continue their leadership journey with HLC. Over 250 participants have been chosen to attend multiple programmes. Furthermore, nearly 300 alumni have returned as resource persons or dialogue speakers, signifying their transition into leadership roles and their commitment to share expertise with future generations of healthcare leaders.

HLC further fosters this engagement by hosting alumni events, including Healthcare Policy Series talks, Distinguished Speaker Series talks, and dialogue sessions with senior MOH leaders. These events have provided a platform for knowledge sharing, networking, and staying abreast of the latest healthcare developments.

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The healthcare industry is complex, but we are not alone in our efforts to achieve common goals. As part of a larger healthcare family, we share a desire to improve healthcare outcomes. Public policies in healthcare involve trade-offs, and it is important to be able to navigate uncertainty in order to make informed decisions.

3rd LSH Participant



Dialogue with Senior Leader: Permanent Secretary (Health), Ms Lai Wei Lin at the 12th Strategic Leaders Programme (SLP)



1st LSH study trip in Shanghai, China

L-R: Adj Asst Prof Jerome Goh (NHG), A/Prof Lita Chew (SingHealth), Duke CE facilitator, Ms Tan Soh Chin (SingHealth), A/Prof Pek Wee Yang (NHG), Dr Tham Tat Yean (Frontier Healthcare Group), A/Prof Chin Jing Jih (NHG), Mr Tim Oei (NKF)

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We bonded in Paris and I look forward to keeping the friendships and connections I have made.

3rd LSH Participant

HLC plays a pivotal role in nurturing leaders across the public healthcare ecosystem. HLC takes a unique, cross-cluster approach, offering a broad, long-term perspective that individual healthcare clusters cannot provide. This “longitudinal and sectoral lens” allows HLC to identify emerging trends, anticipate challenges and develop holistic leadership strategies that address the complex needs of the entire healthcare system. HLC is uniquely placed to cascade a cross-cluster and sectoral view of leadership development, lending its unique voice to healthcare policy, public healthcare ethos and values, building of a “one healthcare family” mindset, and propagation of key leadership competencies.

HLC also acts as a lever for senior management, providing a channel for key messages and perspectives to be communicated directly to the leadership audience. In addition to providing an avenue for dialogue sessions, HLC marshals its learning and development resources, tools and knowledge to translate these leadership strategies into sessions or activities within its programmes. HLC is well positioned as a communication channel, to facilitate dialogue between system leaders and leaders on the ground.



3rd LSH study trip in Paris, France

1st Row (L-R): Ms Wong Soo Min (NUHS), Ms Ong Hui Ming (ECON Healthcare), Dr Gan Su-Lin (Programme Curator), Dr Mok Yee Ming (IMH), Mr Kelvin Lim (AIC), A/Prof Gan Wee Hoe (SCH), Prof Lim Soon Thye (NCCS), A/Prof Terence Tang (Yishun Health), Prof Tan Say Beng (MOHH)

2nd Row (L-R): Prof Pang Weng Sun (HLC), Ms Paulin Koh (MOH), Mr Tay Yeow Koon (Synapxe), Dr Jamie Mervyn Lim (Ren Ci Hospital), Prof Yeo Khung Keong (NHCS), A/Prof Au Wing Lok (NNI), Mr Koh Peng Keng (HPB), A/Prof Ruban S/O Poopalaingam (SGH), Dr Leong Choon Kit (Mission Medical Clinic), Mr JR Karthikeyan (AWWA), Ms Priscilla Teo (NUHS), Prof Aung Tin (SNEC), Dr Tang Kong Choong (TTSH), INSEAD Professor

I have gained insights useful for myself as a newly budding leader and also how to build an ecosystem for myself.

27th NLP Participant

HLC roped in relevant resource persons from higher management and ministries to give us a better overview of the whole healthcare system, as well as sharing their experience and leadership journey with us.

2nd SNLP Participant

**PROGRAMMES
RECEIVED A
RESOUNDINGLY
POSITIVE
RATING OF**

4.75/5

A refreshing experience to learn more about my goals, strengths and weaknesses, mentorship and leadership potential, and an opportunity to meet motivated, inspirational and dedicated doctors from different clusters.

1st SCRIP Participant

The curriculum content and the way it is facilitated encouraged really open sharing and also team bonding. I think the strong bonds does not come opportunistically but is the result of careful planning and facilitation.

12th ELP Participant

The sessions were well constructed and helped provide a nice balance of orientation to the key topics in terms of engagement sessions, hands-on attachment and a good dialogue with DMS. The table size and interactions were very effective in getting to know each other and providing a safe space to converse.

10th SLP Participant

I really enjoyed the course. It opened my eyes to system-based leadership lessons and provided opportunities to network with fellow Chief Residents. Hearing from Senior Leaders in healthcare has inspired me to give back to my country and healthcare system in future.

9th SCRIP Participant

This programme has helped middle managers to be engaged and share similar stories in the healthcare sector. This gives us a sense that we are, indeed, not alone and we could support each other in this leadership journey.

19th ILP Participant

The coaching sessions have been useful to help me better frame my issues and challenges. My coach has also provided good practical advice and actions I can take to better prepare me for my role.

3rd LSH Participant

4 Expanding Impact, Reaching Widest Audience of Future Leaders

HLC's focus for the future is on expanding and scaling up its programmes and capacity, to reach a much larger number of talents and leaders in public healthcare. This will multiply the collective leadership capability of our public healthcare system, by cascading public healthcare vision and ethos, system perspectives, and leadership know-how, to the widest possible audience of future leaders.

The Institute of Healthcare Governance & Management (IHGM) was set up in 2023 to make the high-value content from HLC's milestone leadership programmes available to the wider public healthcare audience. IHGM seeks to benefit a greater number of leaders, particularly at the young and emerging talent levels, by adopting innovative and scalable teaching methodologies. All its courses include elements of policy education to align leaders with the national direction and priorities, leadership skills equipping to develop collective leadership capacity, and build a sense of camaraderie and community grounded in shared ethos and public service purpose.

BY 2025, IHGM WILL ACCEPT

MORE THAN 1,000 PARTICIPANTS EVERY YEAR

BEYOND 2027, IHGM WILL BE ABLE TO REACH

MORE THAN 5,000 PARTICIPANTS EVERY YEAR



Scaling Up Capacity – IHGM is steadily building up its capability to scale its courses to meet sectoral demand. By 2025, IHGM courses will have the capacity for more than 1,000 participants per year. This number will eventually scale towards 5,000 over the next 3 years, which will allow IHGM's introductory course, Navigating the Public Healthcare System, to be delivered to most new hires in the sector every year.

Expanding Reach – IHGM cascades leadership skills that are applicable across professional disciplines and in varying organisational settings. This allows its courses to find relevance across the board, from nurses, doctors, AHPs, and pharmacists in clinical settings to administrators, IT specialists, and the countless other staff who form part of our healthcare workforce in non-clinical roles. By expanding IHGM's reach to the under-served groups, HLC hopes to unlock further leadership potential and capability throughout our healthcare system.



High Quality Impact – IHGM’s courses are designed for high-leverage audience groups: new hires, first-time supervisors, and departmental leaders. New hires, including local graduates, mid-career switchers, and foreign hires represent a perennially large group that would benefit from greater alignment to our vision for public healthcare. IHGM’s courses also helps new people managers and department managers make the transition into their new roles by equipping them with necessary policy and leadership perspectives to lead more effectively.

High Capacity: New and Emerging Leaders

IHGM’s online courses for emerging leaders are designed for the largest demographic in the public healthcare sector: our new joiners. They facilitate the natural progression from learning about the job role to learning about how the work fits into the broader delivery of healthcare in Singapore.

The curriculum for these courses has been further adapted for delivery in an online, asynchronous format which allows IHGM to roll out the content to exponentially more learners across the healthcare system. By 2027, IHGM will increase its capacity to take in more than 5,000 participants per year.



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I enjoyed how the course brought me through Singapore’s healthcare history. It has also allowed me to gain a deeper understanding of the rationale behind our healthcare policies and the principle driving the design of our healthcare system.

Term 1 Participant of Navigating the Healthcare System Course (NL1)



High Impact: Departmental Leadership

IHGM has embarked on developing a series of courses for departmental leaders. These courses will help leaders make the transition from team to department leadership by equipping them with key perspective shifts and a toolkit of levers to drive change and improvement. These courses are designed to facilitate interaction and learning between clusters and institutions and represent a high-leverage intervention to align our departmental leaders with the broader sectoral priorities.

These expansion plans are aligned with the Healthcare Leadership College’s mission to develop healthcare leaders who can drive transformation and innovation in the healthcare sector. By reaching large and high-leverage audiences, the College aims to create a stronger healthcare workforce that can meet Singapore’s evolving healthcare system needs.

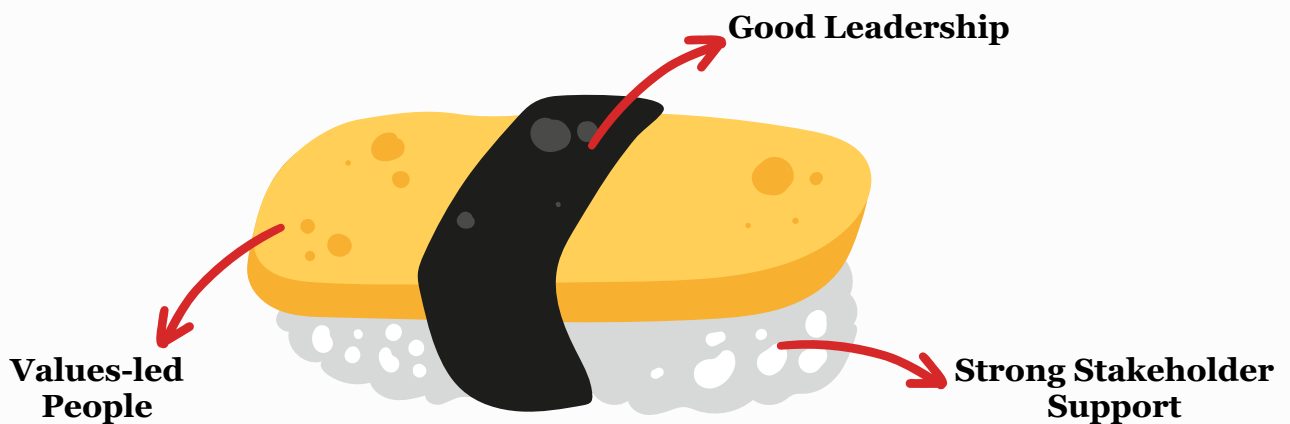


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The College is an important platform to nurture this shared purpose, ethics and values.”

Ms Yong Ying-I, Former Permanent Secretary (Health), 2005 - 2012, MOH

The backbone of the HLC's success is the outstanding leadership demonstrated by Public Healthcare Clusters, MOH, MOHH, and the College's Dean. Their guidance and strategic vision have been instrumental in aligning our offerings with national healthcare priorities. Their ability to anticipate future challenges and their commitment to nurturing the next generation of leaders have ensured our programmes stay relevant, effective, and future-proof. It is their dedication and strong belief that have established our college's position as a keystone and trusted partner in developing leaders of and for Singapore.



At the heart of HLC are our people - a team guided by clear and unwavering team values. This values-led approach is ingrained in our culture and resonates in every aspect of our work. Our collaboration with learning partners and associates is underpinned by these shared values, ensuring a cohesive pursuit of our mission. It is this commitment to our values that enables the College to consistently align its interventions with national priorities, grow future leaders, uplift the healthcare family, and extend our reach to a wider audience of future leaders.

An indispensable part of our journey has been the unyielding support from our HR partners in various healthcare organizations and statutory boards. Their engagement with us signals a unified purpose to drive leadership development in our healthcare system. Beyond that, their readiness to work in tandem with HLC's processes has streamlined our operations and allowed for a more effective execution of our programmes. We are deeply grateful for their partnership and are committed to fostering these relationships further.

THE HLC TEAM



(From left) Dennis, Maryse, Shiao Wei, Pacillia, Kathryn, Li Hui, Nicole, Jared



(From left) Lynn, Min Lian, Hui, Sandra



(From left) Theng Juay, Jennie, You Li, Regine, Carol, Yvonne

Afterword

“HLC is the only training and development institution that by both intent and design, is uniquely positioned in service of the national Public Healthcare mission.”

The Healthcare Leadership College has charted an incredible journey of discovery and growth in our first decade. Our early years were marked by challenges in clarifying our purpose and in establishing our value to the public healthcare clusters and agencies. We worked hard to forge trust and credibility. **Over the years, we have achieved strong recognition for our high-quality leadership milestone programmes for high-potential leaders across the entire span of the public healthcare family.**

As the College enters our second decade, we must continue to anchor ourselves based on the same fundamental questions of need, purpose and identity that sparked the formation of HLC in 2012.

Why is there a need for HLC? What should HLC’s role be in the public healthcare sector, vis-a-vis the cluster training institutions and the executive leadership / management programmes in the universities? How should we position ourselves in the next decade?

The answers are clear to us.

HLC is the only training and development institution that transcends all agencies, all clusters, all institutions, and all professions in the public healthcare system. HLC is the only training and development institution that operates independent of, and beyond, any one healthcare cluster or institution. Finally, HLC is the only training and development institution that by both intent and design, is uniquely positioned in service of the national Public Healthcare mission.

The HLC mission is thus one that is centred on public service purpose, and one that is simultaneously critical, strategic and forward-looking.

We exist to nurture and develop people and leaders in service of Singapore’s Public Healthcare. We exist to develop strong collective leadership and esprit de corps among the leaders of Singapore’s Public Healthcare. In so doing, we enable the transformation and future readiness of Singapore’s Public Healthcare.

Mr Peter Ho, former Head of the Civil Service, previously noted: “It remains a reality that most of our day-to-day work is confined within the silos of government ministries and agencies. But it is important to enlarge this narrow view, because it will improve the chances that we see connections, challenges and opportunities of the complex world that we operate in.” These comments are an important reminder for HLC, as we shape our goals for the next decade.

What should we do differently, do more of, and do well, in our next bound? HLC’s priority in our first decade was to establish and build up the leadership milestone programmes. We have been hugely successful in this endeavour. However, the reach of these milestone programmes has been limited to a very small group of high potential leaders and future successors. If HLC aims to create more positive impact and shift the needle for change and transformation, the logical next step must be to amplify these positive effects as widely as possible to achieve far-reaching, transformative outcomes.

In the years ahead, leveraging on technology and a range of learning methodologies, we will therefore work to:

- ▶ Cultivate the wide-spread diffusion of public service purpose and public healthcare values throughout the public healthcare sector;
- ▶ Promote better knowledge and understanding of our healthcare system and principles so that every leader appreciates the wider context in which they operate; and
- ▶ Foster shared purpose, collective leadership and unified ethos among public healthcare leaders.

It is also just as important for HLC to retain clarity of focus on our core mission, in the face of potential pressures to expand into the training of technical skills or competencies. **We have achieved what we have today, because we have stayed the course, stayed on track for over a decade, and kept our focus as a leadership development institution of national character.**

Our values of collective leadership, shared knowledge, and a spirit of service, will help nurture the development of a more resilient and forward-oriented Public Healthcare service that will support Singapore's healthcare needs into the future. HLC looks forward to the next 10 years and more of serving the Singapore Public Healthcare mission.



*Ms Lee Shiao Wei,
Director, Healthcare Leadership College*

If HLC aims to create more positive impact and shift the needle for change and transformation, the logical next step must be to amplify these positive effects as widely as possible to achieve far-reaching, transformative outcomes.

A Decade of Progress - Impact Report Team

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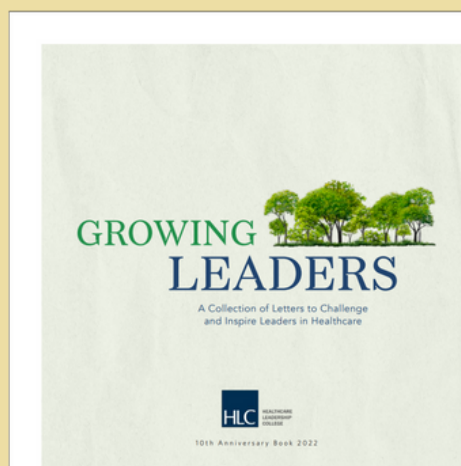
Lee Shiao Wei
Director, HLC

Read some of HLC's other publications:

Leading Healthcare Newsletter



Growing Leaders: HLC 10th Anniversary Publication





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A DIVISION OF MOH HOLDINGS