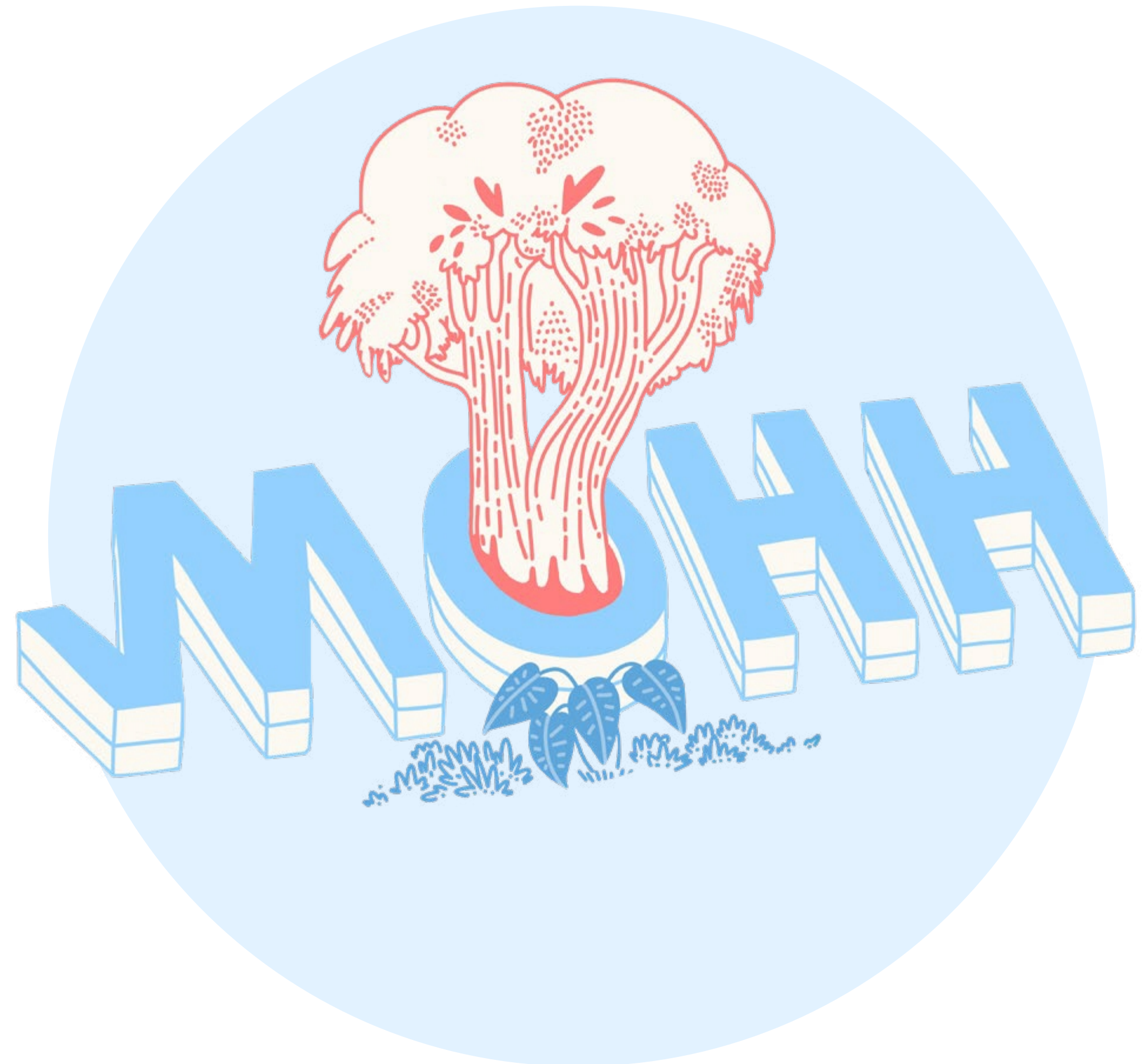


CONTENTS

About MOHH	03
Board of Directors	10
Senior Management	11
Chapter 1 Shaping Value-based Healthcare	13
Chapter 2 Empowering and Rewarding Talent	18
Chapter 3 Building Singapore's Healthcare Infrastructure	29
Chapter 4 Paving the Way Forward	37

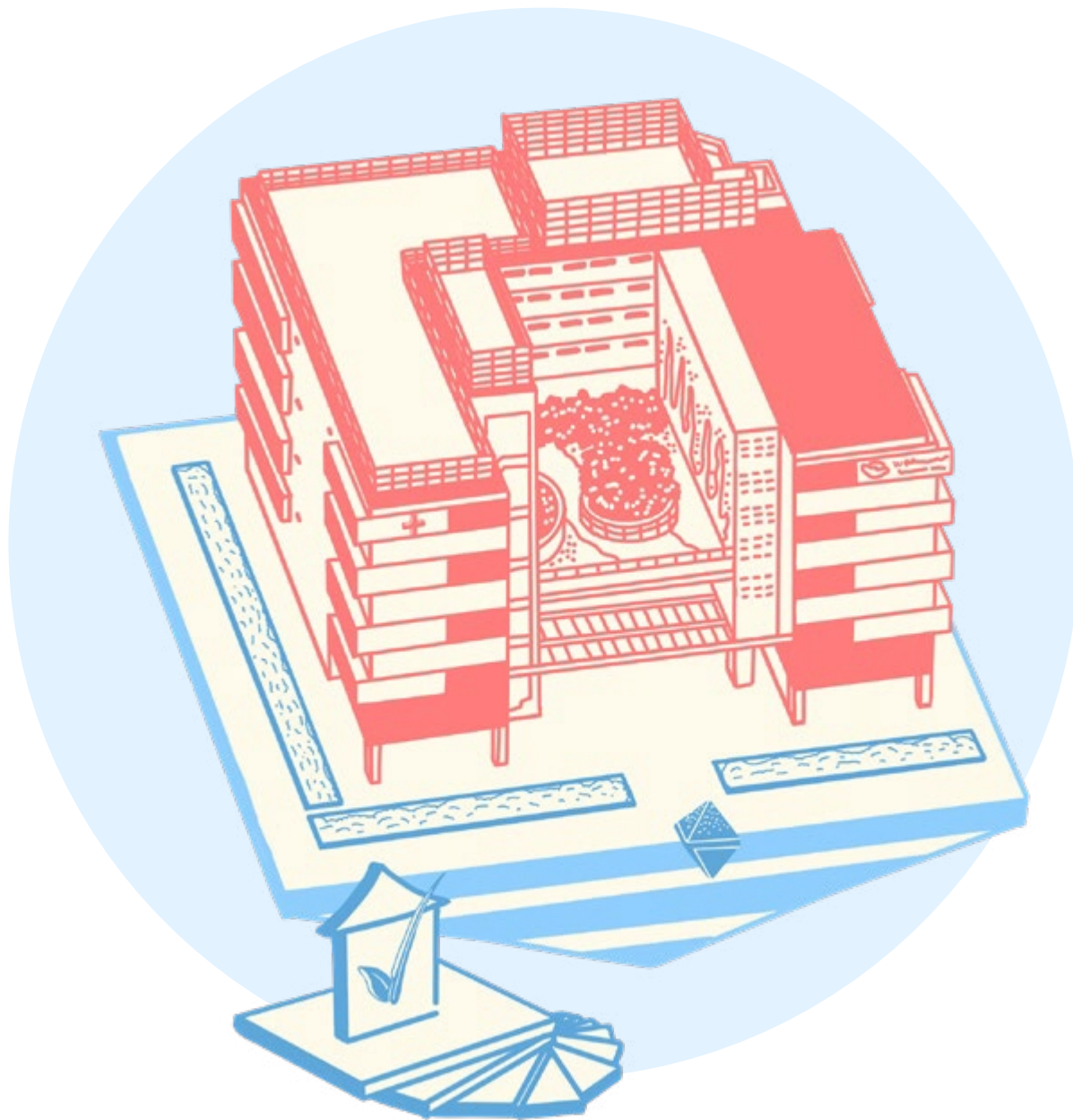


About MOHH

MOH Holdings (MOHH) is the holding company of Singapore's public healthcare institutions, working to ensure the effective and efficient distribution of resources to deliver value-based healthcare for Singaporeans.

We make our healthcare happen by:

- Identifying and delivering system-wide efficiencies through corporate governance, controls, and risk management to optimise the use of public healthcare resources, ensuring the highest value of patient-centric care while maintaining financial sustainability and accountability.
- Administering healthcare schemes and subsidies on behalf of the Government that make healthcare more affordable and accessible for all Singaporeans.
- Ensuring the nation's healthcare talent pipeline by nurturing local and foreign manpower through the administration of healthcare scholarships, central recruitment and deployment of junior doctors and other healthcare professionals; as well as training and developing the next generation of public healthcare leaders.
- Planning, designing and building public healthcare infrastructure including hospitals, polyclinics, nursing homes, and community-based activity and care centres to meet the increasing needs of an ageing population.
- Developing innovative solutions to address future healthcare demands on a sustainable basis, including advancing biomedical research, harnessing the use of technology in healthcare settings, and fostering a commitment to sustainability.



Our new brand identity

MOHH celebrated a significant milestone in 2024 with the unveiling of our new corporate brand on 22 April 2024. Beyond a mere visual update, this marked the culmination of our journey which began in 2023 to redefine our purpose and continued relevance in the fast-evolving public healthcare landscape.

The new brand identity stands as a testament to our commitment to excellence, innovation, and the pursuit of value-based healthcare for all Singaporeans.

As we expand our responsibilities as the Ministry of Health's (MOH) strategic operating partner, our new brand identity reaffirms our dedication to powering an effective and efficient healthcare ecosystem that is also future-ready.



Our tagline “Making Our Healthcare Happen” is the most succinct expression of what MOHH means for all of Singapore. It gives us a platform to share more about how we contribute to making Singapore’s public healthcare happen in different and meaningful ways.

New brand, new premises, new home



Getting ready to roll pineapples on move-in day at our new office

22 April 2024 was a day of milestones for MOHH – we started operations under our new brand identity from our new office at Elementum.

From cosy nooks designed for focused work to dynamic collaborative zones, our new office was set up to cater for diverse work settings tailored to our employees’ tasks and preferences.

Our purpose

- A Singapore where everyone is assured of value-based healthcare.

Our role

- We power an effective and efficient healthcare ecosystem, and future-proof it for generations to come.

Our beliefs

- **Acting today for tomorrow**

We work pragmatically with the realities of the present, with a mindset that is geared to the needs of the future.

Starting where you can

We take a can-do approach to problem-solving, even if it means starting small, because every contribution counts.

Leaving no job undone

We take pride in seeing things through. Our high standards mean it's not just about getting the job done, but getting it done well.

Moving together as one

Care for all starts within, with us as an organisation. We look out for one another, leaving no one behind as we grow.

Our tagline

- **Making Our Healthcare Happen**

Our organisation

Agency Services

- The Agency Services Division administers public healthcare schemes and subsidies on behalf of MOH, ensuring smooth implementation and operational efficiency. It also facilitates the evaluation and processing of applications and appeals for various Government schemes, helping to ensure fair and consistent outcomes. The Division also works closely with stakeholders to align operational systems and processes with evolving policy changes, ensuring timely updates and compliance across all supported schemes.

Corporate Strategy Office

- The Corporate Strategy Office shapes MOHH's strategic direction and transformation initiatives through the integrated efforts of its Data Analytics, Sustainability, and Planning offices. By combining data-driven insights, sustainable practices, and forward-looking planning, the Division strengthens operational excellence and builds future capacity and capabilities to meet Singapore's evolving healthcare needs.

Finance

- The Finance Division ensures financial accountability and sustainability across the MOHH entities and public healthcare projects and initiatives. It manages central treasury functions to optimise cash flow and liquidity, and oversees financial control and group reporting to ensure compliance and accurate reporting. The Division also handles subvention to our public healthcare institutions, ensuring effective allocation of Government funding, and manages costing exercises to support budgeting and resource planning. These functions collectively enable strong financial governance, informed decision-making, and cost-effective delivery of healthcare services.

Group Internal Audit

- The Group Internal Audit Division provides internal audit and advisory services to Singapore's public healthcare clusters and entities, helping to improve their governance, controls, and risk management. It also supports MOH in the roll-out of national schemes by conducting compliance audits on eligibility assessments, subsidy rates, and the confidentiality of personal data. The Division's work helps to maintain transparency, accountability, and the integrity of healthcare services.

Healthcare Infrastructure Projects

- The Healthcare Infrastructure Projects Division oversees the planning, design, construction, and asset management of Singapore's public healthcare facilities. The Division, comprising specialists from various disciplines – such as hospital planners, architects, engineers, project managers, quantity surveyors, and asset management professionals – supports infrastructure projects across the care spectrum. The Division aims to deliver quality healthcare infrastructure projects on time and within budget.

Healthcare Leadership College

- The Healthcare Leadership College supports the development of strong leadership capacity and capabilities for our national healthcare system in line with MOH's vision and strategic priorities. The College develops leaders of and for Singapore healthcare through initiatives such as designing and delivering high-quality programmes, as well as providing learning and engagement platforms. These efforts aim to instil shared public healthcare values in our leaders, support their development, deepen their perspectives on healthcare policies, and build communities of leaders committed to the public healthcare mission.

Healthcare Manpower

- The Healthcare Manpower Division manages the recruitment, deployment, and welfare of House Officers, Medical Officers, Residents, and Dental Officers in Singapore's public healthcare sector. It also supports the recruitment of nurses and allied health professionals (AHPs) and oversees sponsorship schemes for medical, nursing, and AHP students. Through these efforts, the Division ensures a steady pipeline for the long-term sustainability of Singapore's healthcare workforce.

Healthcare Mediation Unit

- The Healthcare Mediation Unit facilitates the resolution of disputes related to patient care, medical management, and service quality within Singapore's public healthcare sector. By providing mediation services, it helps parties reach a mutually agreeable solution. The Unit also provides training programmes focused on communication, conflict resolution, and mediation to equip healthcare professionals with the tools to manage and resolve disputes effectively.

Human Resources and Talent Development

- The Human Resources and Talent Development Division champions the attraction, retention, and development of top talent to power the future of MOHH and Singapore public healthcare. At the sectoral level, the Division is a key partner of MOH to create strategic, systems-level HR solutions through multiple levers like scholarships and sectoral leadership development initiatives. Within MOHH, it acts as a strategic partner to the other MOHH Divisions to attract and develop talent, and to build a strong organisational culture across MOHH.

Legal

- The Legal Division supports MOHH Divisions and public healthcare clusters on legal issues. It offers a range of legal services, including contract drafting and review, ensuring that all agreements are in line with relevant regulations and policies. The Division also handles approval and compliance matters, ensuring that all activities and initiatives comply with legal and regulatory requirements.

Procurement and Contracts

- The Procurement and Contracts Division ensures that the interests of MOHH and MOH are protected through transparent and value-for-money procurement processes. The Procurement Unit supports MOHH Divisions, ensuring fairness and value in all purchases. The Contracts Unit manages public healthcare infrastructure procurement for MOH, upholding Government regulations and key principles of transparency, fair competition, and value for money.

Research and Innovation

- The Division of Research and Innovation, which includes the National Medical Research Council Office, supports MOH and the public healthcare system in advancing biomedical research in Singapore. It oversees research strategy, planning, and development, and provides funding for competitive grants, national programmes, and essential research infrastructure. The Division also supports the growth of clinician-scientists through awards and fellowships, while fostering collaboration and knowledge sharing within the research community.

Strategic Communications and Marketing

- As MOHH's brand custodian, the Strategic Communications and Marketing Division oversees all aspects of corporate branding and communications to grow and strengthen MOHH's identity as well as to manage the organisation's public reputation. It also helms national public education campaigns and sectoral events to support and advance MOH's healthcare agenda for Singapore.

Tech Office

- The Tech Office plays a pivotal role in strengthening digital transformation and strategic technology initiatives that reinforce service and data management. It focuses on driving process automation, adoption of emergent technologies to promote innovation and efficiency, improving interoperability between different platforms, and ensuring robust cybersecurity and compliance within MOHH.

MOHH's holding company functions

We are dedicated to fulfilling our holding company responsibilities, which include maintaining accountability for healthcare expenditure as well as ensuring financial sustainability. MOHH recovers costs from both MOH and our public healthcare institutions for the services we provide to them. Additionally, we work collaboratively with our institutions to ensure good corporate governance and provide various shared support services to the entities.

Through all these, MOHH ensures that public healthcare institutions can focus on delivering high-quality, affordable healthcare to the nation.

Singapore's public healthcare clusters



NHG Health



National University Health System



Singapore Health Services

Singapore's public healthcare system is geographically structured and managed by three healthcare clusters: NHG Health (Central region), National University Health System (Western region), and Singapore Health Services (Eastern region).

The healthcare clusters provide direct services across the full care spectrum, including primary care, acute and specialist care, as well as intermediate care. They also serve as Regional Health Managers where they work with and organise partners across the healthcare and social service continuum.

Other entities within the public healthcare ecosystem



IFSS provides shared support for a suite of financial processing services such as payroll and accounts receivable/payable to the entire public healthcare system.



Agency for Integrated Care coordinates the delivery of aged care services, and works to enhance service development and capability building across both the health and social domains of long-term care.



Consortium for Clinical Research and Innovation, Singapore works to strengthen synergies and develop strategies for national-level clinical research and translation programmes.



Health and Medical Practice Insurance was formed to self-insure the public healthcare system against medical malpractice claims.



MOH Office for Healthcare Transformation is a unit with the mandate to take an agile, experimental, and evidence-based approach to redesigning healthcare in Singapore.



Synapxe, the national HealthTech agency, realises national healthcare IT policies and outcomes, including creating a public healthcare IT masterplan and architecture, enabling technological innovation, and developing HealthTech talents.



Vanguard Healthcare supports the development of eldercare services in Singapore through its operation of nursing homes, senior care centres, and community care apartments.

Board of DIRECTORS

CHAIRPERSON



Ms Lai Wei Lin
Permanent Secretary
(Policy and Development)
Ministry of Health

BOARD MEMBER



Mr Anthony Tan
Chief Executive Officer
MOH Holdings Pte Ltd

BOARD MEMBER



Professor Kenneth Mak
Director-General of Health
Ministry of Health

BOARD MEMBER



Ms Jennie Chua
Chairperson
Vanguard Healthcare Pte Ltd

BOARD MEMBER



Dr Gerard Ee
Chairperson
Agency for Integrated Care Pte Ltd

BOARD MEMBER



Mr Tan Tee How
Chairperson
National Healthcare Group Pte Ltd

BOARD MEMBER



Mr Tan Chong Meng
Chairperson
National University Health System Pte Ltd

BOARD MEMBER



Mr Cheng Wai Keung
Chairperson
Singapore Health Services Pte Ltd

BOARD MEMBER



Mr Richard Lim
Chairperson
Synapse Pte Ltd

BOARD MEMBER



Mr Soh Gim Teik
Chairperson
Audit and Risk Committee,
MOH Holdings Pte Ltd

BOARD MEMBER



Ms Elaine Yew
Independent Director

BOARD MEMBER



Mr Ong Pang Thye
Independent Director

Senior **MANAGEMENT**



Mr Anthony Tan
Chief Executive Officer



Mr Deric Liang
Deputy Chief Executive Officer
(Group Finance),
Chief Financial Officer



Ms Christine Kho
Deputy Chief Executive Officer
(Group Human Capital),
Chief Human Resources Officer



Ms Geraldine Lau
Executive Director
Agency Services



Ar Ng Kim Hoon
Executive Director
Healthcare Infrastructure Projects



Dr Liam Yew Kan
Executive Director
Healthcare Manpower,
Healthcare Mediation Unit



Professor Tan Say Beng
Executive Director
Research and Innovation



Ms Yvonne Chok
Director
Group Internal Audit



Ms Lee Shiao Wei
Director
Healthcare Leadership College



Ms Joyce-Lynn Yap
Director
Legal



Mr Lim Cheng Jin
Director
Procurement and Contracts



Ms Cai Peijuan
Director
Strategic Communications
and Marketing



Mr Derek Lim
Chief Information Officer



Mr Syam Gumpalli
Chief Information Security Officer

Making Our Healthcare Happen in FY2024



Developing our healthcare workforce



108 Healthcare scholarships awarded to undergraduate and postgraduate students



The ANGEL scheme acknowledges the dedication of our nursing workforce, with nurses who have been in service for at least 5 years receiving recognition payouts of up to

\$15,000

165 overseas-trained Singaporean doctors successfully onboarded to our public healthcare workforce

1,018 foreign nurses employed under the Central Employment of Nurses (CEN) scheme

Administering national healthcare schemes

Processed over

155,000



Community Health Assist Scheme (CHAS) applications and more than 9,000 appeals

Managed more than

17,000



MediShield Life and MediSave-related cases

Handled over

260,000



means-test requests under the Household Means Eligibility System (HOMES)

Boosting productivity with data & analytics

Delivered

26

dashboards to aid management oversight and decision-making

Automated

44

data flows

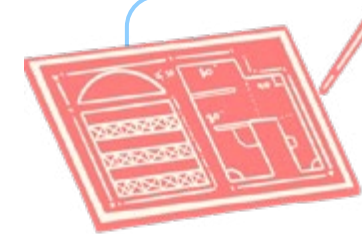
Piloted

3

AI use cases that provide insights to improve decision-making



Building for future healthcare needs



2 mega-scale public healthcare infrastructure projects in the pipeline

- Alexandra Integrated General Hospital
- Eastern General Hospital Campus

Grants awarded under the RIE2025 Human Health and Potential domain

80+ human capital and talent pipeline awards

150+ competitive research grants



Serving primary and long-term care needs

1 polyclinic **2** nursing homes

370+ nursing home beds

Serving ageing population needs

1st assisted living public housing development in Singapore

19 active ageing centres and senior care centres

Providing a HHOM away from home

5 HHOM accommodation projects completed

2,000+ beds for healthcare professionals new to Singapore



CHAPTER 1

Shaping Value-based Healthcare

Making our healthcare happen by identifying and **delivering system-wide efficiencies** through a rigorous corporate governance framework, controls, and risk management practices to optimise the use of public healthcare resources, ensuring patient-centric care, maintaining financial sustainability and accountability, while also efficiently **administering healthcare schemes and subsidies** that make healthcare more affordable and accessible for all Singaporeans.



Acting as the steward of our public healthcare resources

As Singapore's public healthcare system grows in scale and complexity, MOHH remains steadfast in our role as the steward of our public healthcare resources. Working across policy dimensions, health systems, and institutions, we help ensure healthcare remains accessible, equitable, and efficient. This stewardship includes strengthening financial and corporate governance, leveraging data to improve decision-making, and administering key healthcare schemes on behalf of MOH – all with the aim of optimising system-wide outcomes that serve the healthcare needs of our nation.

Strengthening sector-wide governance and alignment

MOHH provides centralised support in financial management, corporate governance, compliance, and resource optimisation. This enables our public healthcare institutions to focus on their core mission of delivering accessible, affordable, and high-quality care. As a not-for-profit company, MOHH balances cost recovery from our public healthcare institutions with funding from MOH.

In FY2024, our Finance Division introduced the Reserve Governance Policy, in line with the Ministry's Revised Governance Framework for Cluster Surplus/Reserves, Expenditures and Donations. The policy sets out clear principles for the prudent and sustainable use of reserves across MOHH entities to meet future capital needs while ensuring alignment with MOH's national objectives. A new Compliance Framework was also introduced to enhance transparency and accountability through defined risk metrics and structured reporting.

Our Legal Division also continued to provide corporate secretarial and legal advisory services to MOHH and our subsidiaries to ensure accountability and alignment of corporate governance structures and policies.

Unifying financial workflows and processes

MOHH further streamlined healthcare funding workflows and processes in FY2024 by centralising the review of funding papers within the Finance Division's Subvention unit, resulting in quicker fund disbursements from MOH and more timely support for critical healthcare services and projects.

Progress was also made on the Financial Information Management Model (FIMM) initiative, which will transition all three public healthcare clusters to a single enterprise resource planning platform, harmonising and aligning finance processes, improving financial oversight, and boosting long-term resource management and efficiency.

A Reserve Governance Policy that is in line with MOH's Revised Governance Framework for Cluster Surplus/Reserves, Expenditures and Donations was introduced in 2024, and sets out clear principles for the prudent and sustainable use of reserves across MOHH entities to meet future capital needs.

Ensuring integrity, accountability, and quality assurance

Reporting in directly to the MOHH Audit & Risk Committee, the Group Internal Audit Division (GIA) provides independent assurance and advisory services to support MOHH and our subsidiaries in managing risks and ensuring good governance.

In FY2024, GIA underwent an independent Quality Assessment Review by Ernst & Young (EY) and was rated “generally conforms”, the highest rating from The Institute of Internal Auditors (IIA). Assessed as a “Progressive” function aligned with global best practices, GIA delivers strong organisational value through data-driven audit practices and plays a balanced role between assurance and proactive partnership.

MOHH is committed to high standards of public service, ethical conduct, and work practices, maintaining a zero-tolerance stance on fraud and misconduct. In FY2024, our Group Fraud and Whistleblowing Policies were updated to align with industry standards and best practices. Managed independently by an external service provider with oversight by GIA, the whistleblower hotline ensures concerns can be raised without fear of reprisal. Whistleblowing reports are independently investigated, with results and follow-up actions reported to the respective Audit & Risk Committees.

Assessed as a “Progressive” function aligned with global best practices, GIA delivers strong organisational value through data-driven audit practices and a balanced role between assurance and proactive partnership.

Improving efficiency through data analytics and automation

To drive value and cost efficiency in healthcare expenditure, the Finance Division conducted detailed costing studies and refined fee benchmarking to support prudent financial governance and sustainable, affordable healthcare.

The Division has also adopted a data-driven approach through the use of Power BI and generative artificial intelligence tools to optimise treasury operations, analyse foreign currency transactions and banking fees, and strengthen MOHH’s position in negotiations with financial institutions on transactional fees and charges.

In October 2024, the Human Resources and Talent Development Division (HRTD) adopted Robotic Process Automation (RPA) to better manage the large volumes of documentation involved in HR operations. The project automated the generation of approximately 2,400 contracts annually, increasing efficiency by streamlining administrative tasks, and freeing up capacity for strategic HR work.

2,400
HR contracts automated through RPA

Administering national healthcare schemes

MOHH's Agency Services Division (ASD) plays a vital role in ensuring that Singaporeans and lower-income households can access affordable healthcare and essential government support through the timely processing of applications, appeals, and means-test evaluations.

ASD's administration support for national schemes in FY2024

Processed over

155,000

Community Health Assist Scheme (CHAS) applications and more than 9,000 appeals

Managed over

17,000

MediShield Life (MSHL) and MediSave-related cases

Handled over

260,000

means-test requests under the Household Means Eligibility System (HOMES)

Responded to more than

59,000

calls about CHAS and MSHL, with over 97% answered within 20 seconds

Expanding our means-testing support

ASD's HOMES Operations team conducts means-testing for 54 national public schemes, including seven new ones onboarded in FY2024. They reconcile differences in citizens' means-related information (such as declared household composition) against government information, ensuring data integrity and accuracy during subsidy evaluation.

A major milestone was the integration of the Family Status Repository (FSR) data in December 2024. Completed in collaboration with MOH's Means Test Office and the Ministry of Social and Family Development, the FSR loads citizen relationship records into HOMES to reduce means-test reconciliation workload, streamline operations, and enable quicker subsidy disbursements to citizens in need.

7

new public schemes onboarded to HOMES in FY2024

54

national schemes currently supported by our HOMES Operations team

Implementing policy and system enhancements

Working closely with MOH and our subsidiaries, ASD's Subsidy Operations team supported the smooth implementation of system and process changes for five key policy enhancements in FY2024:

- 1** Pioneer Generation and Merdeka Generation subsidy enhancements under the Medication Assistance Fund for supported drugs
- 2** Introduction of the subsidy framework for Cell, Tissue and Gene Therapy Products
- 3** Alignment of the community hospital subsidy framework with the acute hospital subsidy framework
- 4** Extension of subsidised diagnostic services to community hospitals
- 5** Revised income and annual value criteria across means-testing platform

Streamlining operations through digitalisation and automation

FY2024 saw the acceleration of efforts to digitalise and automate existing work processes to strengthen ASD's service delivery and resource use.

The HOMES framework underwent substantial streamlining, eliminating redundant reconciliation processes to achieve faster response times. The implementation of new data dashboards for internal reporting has also reduced manual report generation and resulted in data-driven insights and more informed decision-making.

Further advancing operational excellence, ASD's Business Process Review and RPA initiatives have transformed key workflows including the handling of MediSave appeals and MediShield Life Additional Premium Support (APS) application processes. These enhancements have delivered positive results, including a 60% reduction in outbound calls for APS while significantly improving processing times. The cumulative impact of these innovations has been critical to streamline backend operations while creating more responsive citizen touchpoints.

80 man-days
saved via 10 ASD
Operations dashboards

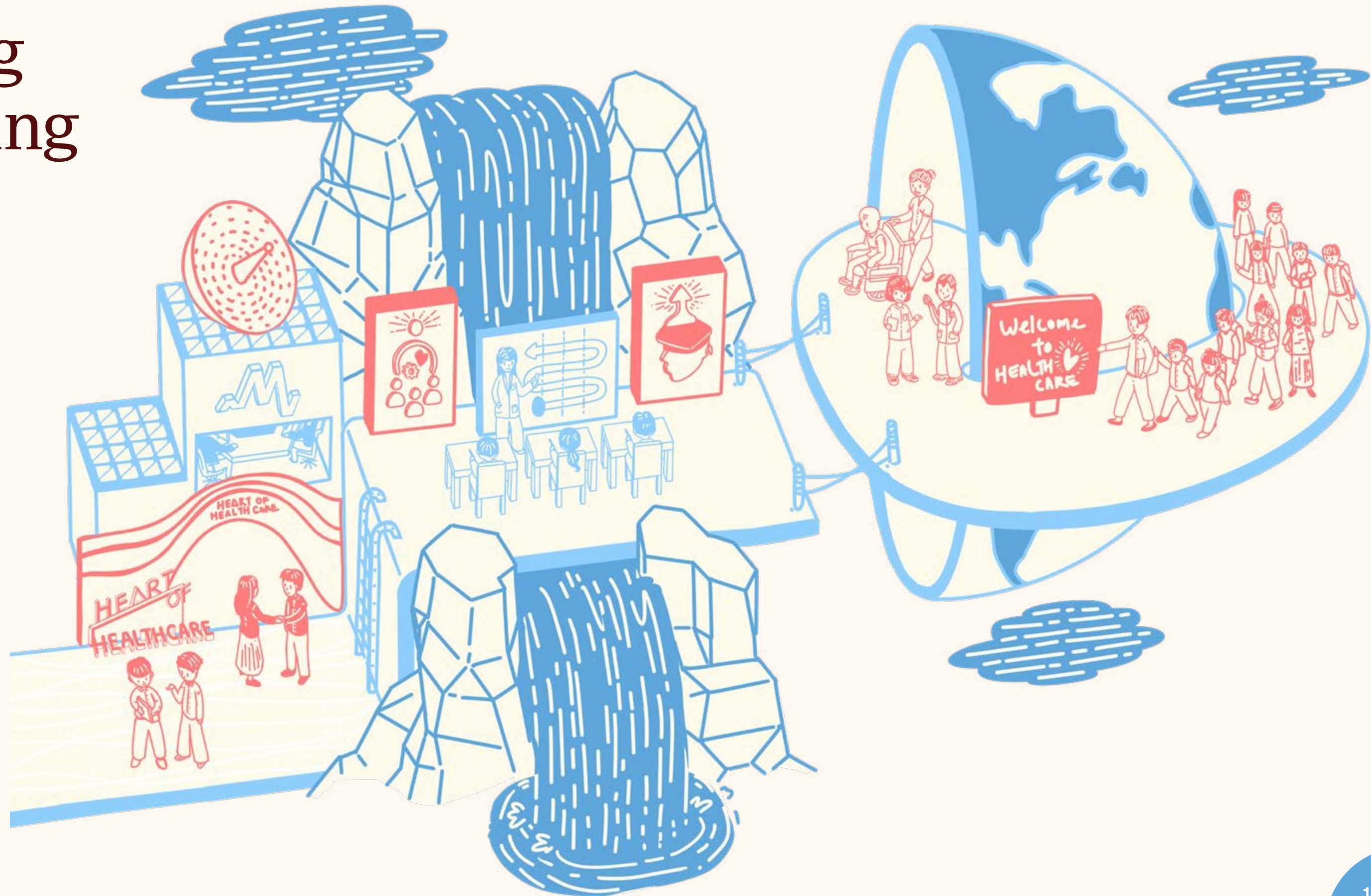
Streamlined processes for
MSHL APS reduced outgoing
calls by about

60%

CHAPTER 2

Empowering and rewarding talent

Making our healthcare happen by **ensuring the nation's healthcare talent pipeline** by nurturing local manpower through the administration of healthcare scholarships, augmenting it through central recruitment and deployment of junior doctors and other healthcare professionals; as well as **training and developing the next generation** of public healthcare leaders.



Developing the workforce that powers our healthcare ecosystem

In 2024, MOHH continued to strengthen Singapore’s public healthcare sector by focusing on a key asset: its people. The well-being of our healthcare workforce is paramount, and efforts across the board were made to ensure that we not only attract top-tier talent, but also retain, recognise, and develop them for long-term success. With progressive employment practices, competitive remuneration packages, and leadership training initiatives, we have sought to ensure that our healthcare professionals are supported at every stage of their careers.

Starting them young

Attracting top talent from an early stage is crucial to building a robust healthcare workforce for tomorrow. MOHH’s Human Resources and Talent Development Division (HRTD) continuously enhances our scholarship programmes, which play a pivotal role in identifying and developing future healthcare professionals.

Sponsoring bright minds of the future

The Healthcare Scholarships and Talent team awards a variety of scholarships, including the Healthcare Graduate Studies Award, Integrated Nursing Scholarship, and Community Care Scholarship. These programmes are essential to ensuring that our public healthcare institutions are continually resourced with highly skilled professionals across disciplines like medicine, nursing, and allied health, among others.

The Healthcare Merit Scholarship is awarded to high-potential talents with the purpose of grooming them as senior leaders in Singapore’s public healthcare sector. The selection process was refined in 2024 with the introduction of an Assessment Centre, designed to evaluate candidates through a series of individual and group exercises. The aim was to assess not only academic potential, but also leadership aptitude and collaborative skills, ensuring that we identify candidates who can thrive in the dynamic and demanding environment of healthcare.

2024 Scholarship Cycle

108
Healthcare
scholarships awarded
to undergraduate and
postgraduate students

including

2
Healthcare Merit
Scholarships



Our scholars at the Healthcare Scholarships Award Ceremony 2024

Readying our scholars for service

Through initiatives like the Healthcare Young Leaders Programme, we equip our scholars with essential life skills to support their transition from training to in-service roles. In 2024, 80 scholars participated in new development programmes, with workshops focused on skills like self-leadership and stakeholder engagement.



A self-leadership workshop under the Healthcare Young Leaders Programme



The Engaging Stakeholders Effectively workshop under the Healthcare Young Leaders Programme

Developing our healthcare leaders

Strengthening our leadership capabilities

The Healthcare Leadership College (HLC) plays a vital role in leadership development through offering high-quality programmes aimed at aligning healthcare leaders with national priorities and public service purpose. Apart from bringing together leaders to foster a culture of shared purpose and collaboration, the College also equips leaders with knowledge and tools to successfully navigate the evolving challenges of the sector.

In 2024, HLC reconstituted itself as two institutes under one College: Institute of Public Healthcare Leadership (IPHL) and Institute of Healthcare Governance & Management (IHGM).

Institute of Public Healthcare Leadership

With a focus on developing strategic talent and the succession pipeline, IPHL oversees several milestone leadership programmes, which are tailored to strategic healthcare leaders at different career stages.

Career Stage	IPHL programme
New leaders	<ul style="list-style-type: none"> • Singapore Nurse Leaders Programme • Singapore Chief Residency Programme
Middle managers	<ul style="list-style-type: none"> • Igniting Leaders Programme
New department leaders	<ul style="list-style-type: none"> • Effective Leaders Programme
Experienced department leaders	<ul style="list-style-type: none"> • Strategic Leaders Programme
New organisation leaders	<ul style="list-style-type: none"> • Leaders for Singapore Healthcare

244

participants developed through IPHL milestone leadership programmes in 2024

While participants primarily come from public healthcare clusters and agencies, HLC also admits a small number from community care organisations, Primary Care Networks, and healthcare adjacent organisations like the Ministry of Defence, Singapore Civil Defence Force, and Singapore Prison Service. This approach reflects the “one healthcare” philosophy, fostering a richer learning environment.

Institute of Healthcare Governance & Management

The IHGM aims to expand the reach of leadership perspectives, public healthcare values, and policy appreciation to a broader healthcare audience. It also introduced online and hybrid learning models to improve accessibility.

- IHGM's New and Emerging Leaders (N-Series) online courses provide a solid foundation in Singapore's healthcare landscape, policy context, and the core values of public healthcare, along with key skills in self-leadership and team effectiveness.

Career Stage	IHGM programme
New leaders and Middle managers	<ul style="list-style-type: none"> • Navigating the Public Healthcare System Course (NL1) • New Leaders in Public Healthcare Course (NL2)

741 participants enrolled for IHGM's N-series courses in 2024

- IHGM completed the development of the Effective Departmental Leadership Series (E-Series) in 2024, aimed at equipping departmental leaders with the knowledge, skills, and confidence to effect strategic change. IHGM also developed the Leadership & Governance course, with a pilot run involving 29 participants across healthcare clusters and agencies.

Career Stage	IHGM programme
New departmental leaders	<ul style="list-style-type: none"> • Departmental Leadership Perspectives Course (EDL1)
Experienced departmental leaders	<ul style="list-style-type: none"> • Leadership Levers Course (EDL2) • Change & Strategy Course (EDL3) • Leadership & Governance course

Specialised training for conflict resolution and mediation

Our Healthcare Mediation Unit (HMU) provides training in communications, conflict resolution, and mediation to equip our healthcare leaders with the tools to manage and resolve disputes effectively.



Aligning jobs and rewards

At MOHH, we believe that recognising the hard work and dedication of our healthcare workforce is key to maintaining high morale and strong retention rates. That is why we are continuously reviewing and enhancing our compensation and benefits packages to ensure that our public healthcare professionals are not only well-supported but also rewarded fairly for their contributions.

Improving workplace conditions and enhancing benefits

The Collective Agreements between MOHH, the public healthcare clusters, 1FSS, and the Healthcare Services Employees' Union were renewed for another three years. These agreements, the result of seven months of close discussions and collaboration between all parties, reflect our commitment to improving workplace conditions and enhancing benefits for our public healthcare professionals. The renewed Collective Agreements include competitive salary enhancements, increased medical and dental benefits, and greater flexibility in leave utilisation. Additionally, we have harmonised shift and ward allowances across clusters, ensuring a fairer system for our healthcare professionals.



The signing of the renewed Collective Agreements between MOHH, public healthcare clusters, 1FSS, and the Healthcare Services Employees' Union

Keeping public healthcare salaries competitive

To keep pace with the wider healthcare sector, MOHH worked closely with MOH to review and implement salary enhancements for the harmonised non-medical group in the public healthcare clusters.

Effective from 1 July 2025, salary increases of up to 7% will benefit 63,000 employees across the public healthcare clusters. This will include allied health professionals, pharmacists, nurses, and administrative, ancillary, and support care staff.

Rewarding dedication and tenacity

As part of a broader initiative to retain and recognise long-serving healthcare professionals, the Award for Nurses' Grace, Excellence and Loyalty (ANGEL) scheme was introduced in 2024. This scheme acknowledges the dedication of our nursing workforce, with 4,705 nurses receiving recognition payouts of up to \$15,000. The scheme has now been extended to include nurses in the community care sector, underscoring our commitment to valuing our nurses across all publicly funded healthcare settings.

The ANGEL scheme acknowledges the dedication of our nursing workforce, with nurses receiving recognition payouts of up to

\$15,000

Augmenting our healthcare talent pipeline

With the growing demand for healthcare in Singapore, strategic manpower recruitment efforts are vital to ensure our healthcare institutions are adequately staffed with skilled professionals.

Apart from managing the recruitment, deployment, and welfare of House Officers, Medical Officers, Residents, and Dental Officers in Singapore's public healthcare sector, our Healthcare Manpower Division (HMD) also supports the recruitment of nurses and allied health professionals, and oversees sponsorship schemes for medical, nursing, and allied health students. These efforts build a steady pipeline of qualified personnel to augment the long-term sustainability of Singapore's healthcare workforce.

Sustaining a robust and diverse workforce

Maintaining a strong Singapore core remains a fundamental priority for MOHH – with more than 90% of doctors under our employment being Singaporean. Our main source of doctors continues to be local medical schools, where the annual intake has increased from 350 in 2012 to 554 in 2025.

In 2024, 152 applicants were awarded the MOHH Pre-Employment Grant, a scheme administered by HMD to attract Singaporean medical students studying abroad to return home to practice medicine after graduation.

Through targeted recruitment initiatives, an additional 356 overseas-trained Singaporean and foreign doctors were successfully onboarded to join the Singapore public healthcare workforce, along with 1,018 foreign nurses employed under the Central Employment of Nurses (CEN) scheme.



An outing for our CEN nurses to Bird Paradise



HMD visited the UK and Ireland to connect with Singaporean medical students studying abroad



Celebrating the transition of international medical graduates from House Officers to Medical Officers

Opening doors to a nursing career in Singapore

The Asian Nursing Scholarship (ANS) programme, established in 1994, has supported over 8,000 aspiring nurses since its inception. HMD welcomed 419 new scholars at the beginning of the 2024 Academic Year, with an additional 447 ANS scholars set to commence their nursing studies in Singapore in the Academic Year of 2025.

Supporting new and renewed purpose

MOHH actively supports both returning nurses and passionate mid-career professionals looking to join the healthcare sector. Through the Career Conversion Programme, we welcomed 143 trainees in 2024, comprising 99 aspiring nurses and 44 future allied health professionals. The Return-To-Nursing programme, which helps former nurses update their skills and knowledge after a break of five years or more, successfully brought 22 experienced nurses back to the profession in 2024.

Creating community and support with HHOM accommodations

To help our colleagues who are new to Singapore ease into life here as they transition to a completely new environment, MOHH introduced the HHOM accommodations – an initiative that was designed to facilitate community living through a co-living model and intentional use of communal spaces.

HMD also partners with our appointed operators to regularly organise social events and activities to promote bonding and a sense of belonging among HHOM residents and the community they reside in.



Asian Nursing Scholarship recruitment trip to Bhutan

The name “HHOM” is an anadrome of MOHH while sharing a phonetic resemblance to “home”, suggesting a sense of familiarity, comfort, and belonging.

HHOM @ Boundary Close



Movie Nite screening local film “Good Goodbye”

HHOM @ Short Street



Deepavali celebrations

HHOM @ Ulu Pandan



Popiah and Kueh Pie Ti Workshop

Recognising our healthcare talent

At MOHH, we recognise that the strength of Singapore's healthcare system lies in the dedication of our healthcare workers and healthcare professionals. In 2024, we deepened efforts to celebrate, honour, and safeguard those who contribute to the health and well-being of our nation.

Celebrating the Heart of Healthcare

To deepen public appreciation and inspire future generations, MOHH's Strategic Communications and Marketing Division (SCMD) hosted the Heart of Healthcare event – a four-day celebration of the resilience and evolution of Singapore's public healthcare system. The event welcomed over 7,000 visitors to experience a range of immersive exhibits, phygital games, and educational showcases.

The careers and scholarships segment of the event, curated by our Healthcare Scholarships and Talent team, featured representatives from local polytechnics, our public healthcare clusters, and our subsidiaries AIC, Synapxe, and Vanguard Healthcare. Through interactive taster sessions and hands-on demonstrations, students and the public got a glimpse into the work of various healthcare disciplines and learnt more about how they too can shape their healthcare careers through various academic options and opportunities.

The event also saw healthcare professionals collect their COVID-19 Resilience Medal, which recognises the critical contributions of those who participated directly in Singapore's fight against the pandemic.



Minister for Health and Coordinating Minister for Social Policies Mr Ong Ye Kung with a COVID-19 Resilience Medal recipient



Former Second Minister for Health Mr Masagos Zulkifli speaking to students



Minister of State (Health) Mdm Rahayu Mahzam enjoying the event activities



Hands-on demonstration at a healthcare discipline taster booth

Honouring dedication and resilience

The 2024 Healthcare Humanity Awards (HHA) ceremony, graced by President Tharman Shanmugaratnam, paid tribute to 61 individuals and 16 teams who exemplified courage, compassion, selflessness, resilience, and teamwork in care delivery in both the public and private healthcare sectors. Organised by SCMD, the 2024 edition of the HHA also saw an increase in awardees from the community care sector, a testament to the growing recognition of their contributions to Singapore's healthcare ecosystem.



President Tharman Shanmugaratnam with Healthcare Humanity Awards 2024 winners

“Each recipient of the Healthcare Humanity Awards has gone above and beyond, offering not just treatment but also comfort and hope to those in their care. They remind us that healing is as much about the heart as it is about the hands.”

President Tharman Shanmugaratnam

Appreciating our healthcare professionals through partnerships

To appreciate the work that our healthcare professionals do to keep our nation in the pink of health, MOHH's SCMD secured more than 30 partner promotions and discounts over the Power of Care week and year-end festive period in 2024.

In conjunction with Nurses' Day, which falls on 1 August every year, MOHH partnered with SMRT Corporation Ltd to distribute 46,000 EZ-Link cards to nurses in Singapore's public, private, and community care sectors. These EZ-Link cards are a token of appreciation for their unwavering dedication and contributions to Singapore's healthcare system.

A Memorandum of Understanding (MoU) was also exchanged between SMRT's Group CEO Mr Ngien Hoon Ping and our CEO Mr Anthony Tan, detailing initiatives to amplify the national "Care to Go Beyond" campaign run by MOHH to increase public awareness of the healthcare sector and spark interest in nursing and allied health careers. The MoU exchange, which took place at an event on 31 August 2024 at Bayfront MRT station, was witnessed by Guest of Honour Minister for Health and Coordinating Minister for Social Policies Mr Ong Ye Kung, SMRT Chairman Mr Seah Moon Ming, and MOHH Chairperson Ms Lai Wei Lin.



(Left to right: SMRT Group CEO Mr Ngien Hoon Ping, SMRT Chairman Mr Seah Moon Ming, Minister for Health and Coordinating Minister for Social Policies Mr Ong Ye Kung, MOHH Chairperson Ms Lai Wei Lin, MOHH CEO Mr Anthony Tan, Chief Nursing Officer Ms Paulin Koh)

Chief Nursing Officer Ms Paulin Koh receiving the specially designed EZ-Link card from SMRT Group CEO Mr Ngien Hoon Ping on behalf of all nurses in Singapore

Recognising public service at the national level

MOHH also celebrated the achievements of two of our colleagues, Ar Ng Kim Hoon and Mr Jimmy Gan, who received Medals at the National Day Awards 2024. These awards highlight the meaningful contributions our colleagues have made to Singapore's healthcare system and the broader public service.



Ar Ng Kim Hoon, Executive Director, Healthcare Infrastructure Projects, receiving the Public Administration Medal (Bronze) for her outstanding efficiency, competence, and industry



Mr Jimmy Gan, Senior Manager, Clinical Manpower, receiving the Commendation Medal for his commendable performance, efficiency, competence, and devotion to duty

Caring for those who care for us

Our dedication to our healthcare professionals extends to protecting their well-being, as we advocate for a zero-tolerance stance on abuse and harassment in healthcare settings. As a member of the Tripartite Workgroup for the Prevention of Abuse and Harassment, MOHH spearheaded the #NoExcuseForAbuse campaign, a national public education initiative aimed at encouraging empathy and understanding across the entire care delivery spectrum.



The through-the-line campaign amplified the campaign messages and key visuals through both physical and digital touchpoints, including traditional print, broadcast, and out of home placements, as well as digital and social media partnerships. Campaign collateral displays and point-of-care messages were also put up around our public healthcare institutions, including posters in internal staff areas.

The #NoExcuseForAbuse pledge walls

In partnership with our public healthcare clusters, the Workgroup launched a sector-wide pledge, inviting all healthcare workers, patients, and members of the public to work together to maintain a safe and respectful environment for all our healthcare workers who play critical roles in Singapore's healthcare system.



Ministry of Health, College of Medicine Building



National University Hospital



Tan Tock Seng Hospital

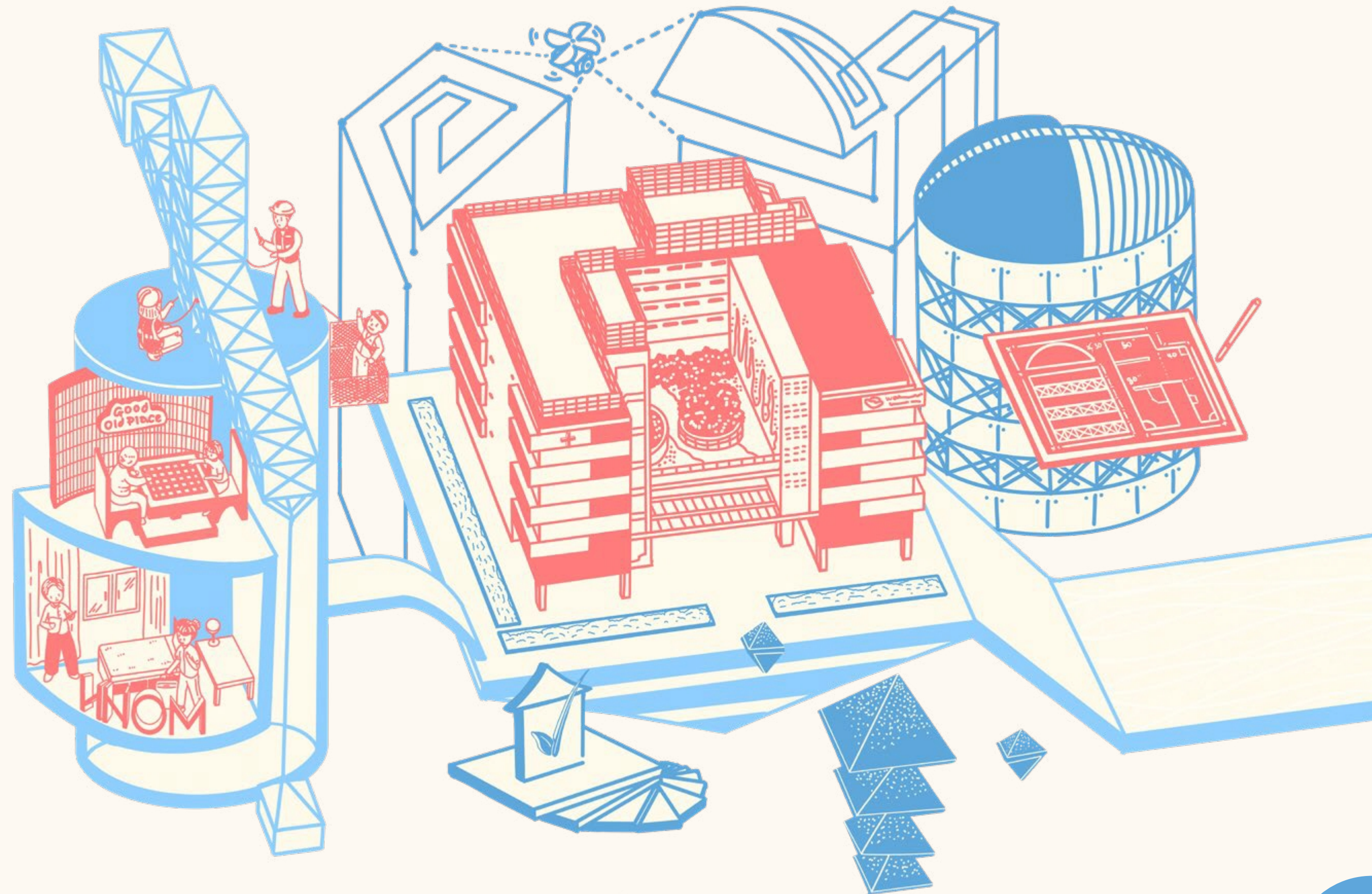


Singapore General Hospital

CHAPTER 3

Building Singapore's Healthcare Infrastructure

Making our healthcare happen by **developing new public healthcare facilities and expanding and enhancing existing capacity** so as to meet the increasing demands of an ageing population.



Delivering our healthcare infrastructure projects

MOHH's Healthcare Infrastructure Projects Division (HIPD) is entrusted with the responsibility of planning, developing, and delivering a wide array of healthcare facilities. This ranges from acute hospitals, community hospitals, specialty centres and polyclinics, to nursing homes, senior care centres, active ageing centres, and housing accommodations for healthcare professionals. Against the backdrop of a rapidly ageing population and evolving healthcare needs, these projects are vital in ensuring that every Singaporean continues to have access to affordable and high-quality care.

Delivering for primary and long-term care needs

Three projects obtained their Temporary Occupation Permit (TOP) in FY2024 and were handed over to the operators.



SingHealth Polyclinics – Pasir Ris

Gross Floor Area:
6,870 sqm



Methodist Welfare Services Nursing Home – Eunos

171 beds | Gross Floor Area:
6,359 sqm



St Luke's ElderCare Residence @ Punggol

201 beds | Gross Floor Area:
7,591 sqm

Delivering for our ageing population's needs

19 active ageing centres (AAC) and senior care centres (SCC) obtained their Certificates of Statutory Completion in FY2024.

Western region

- AAC @ Block 288D Bukit Batok Street 25
- AAC @ Block 229 Jurong East Street 21
- AAC @ Block 662A Jurong West Street 64
- AAC @ Block 817 Jurong West Street 81
- AAC @ Block 406 Fajar Road
- Activity Centre @ Block 469A Harmony Village @ Bukit Batok Community Care Apartments

Northern / Central / Southern region

- AAC @ Block 691C Woodlands Drive 73
- AAC @ Block 80B Telok Blangah Towers
- AAC @ Block 10B Tiong Bahru View
- AAC @ Block 333B Yishun Riverwalk
- SCC @ Block 477B Yishun Melody Spring

Eastern region

- AAC @ Block 139 Rivervale Street
- AAC @ Block 424 Serangoon Central
- AAC @ Block 142 Tampines Street 12
- AAC @ Block 235 Tampines Street 21
- AAC @ Block 251 Tampines Street 21
- AAC @ Block 102 Lengkong Tiga
- SCC @ Block 76 MacPherson Blossom
- SCC @ Block 465 Sengkang Fernvale

The Building and Construction Authority Universal Design Excellence Awards 2024

Two HIPD projects were conferred this award that recognises projects and stakeholders who demonstrate excellence in implementing Universal Design principles, making Singapore's built environment more inclusive and user-friendly for everyone, including the elderly, families with young children, and persons with disabilities.

Tan Tock Seng Hospital Integrated Care Hub



A state-of-the-art healthcare facility, the design and usage of this hub exemplify our vision of a comprehensive and inclusive healthcare environment, where accessibility, connectivity, and patient-centric care are paramount. Unique features include adult diaper changing facilities, ostomate facilities, as well as patios for rehabilitation.

St. Andrew's Nursing Home (Tampines North)



This 277-bed elderly care centre, designed as 'A Home in a Garden', offers greenery and therapeutic views from each bed, creating a healing and restorative space for the elderly. Its seamless integration with adjacent public housing blocks and park fosters inter-generational interaction and a sense of community.

Delivering a new community-based care model

HIPD plays a key role in supporting Singapore's ageing population through projects like the Harmony Village @ Bukit Batok Community Care Apartments (CCA), the nation's first assisted living public housing development, jointly launched by MOH, the Ministry of National Development, and the Housing & Development Board.

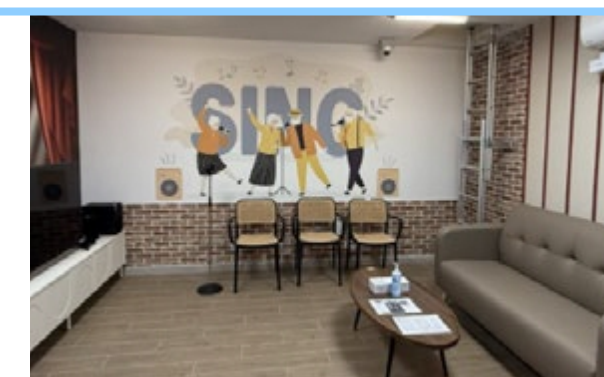
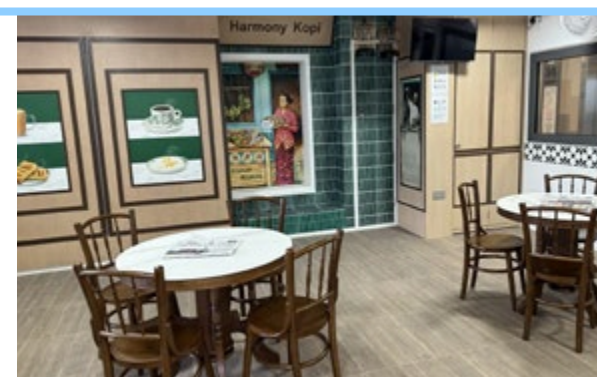
HIPD, together with Atlas Care (now known as Vanguard Assisted Living under Vanguard Healthcare) and the Strategic Communications and Marketing Division (SCMD), worked on the planning and design of the *Good Old Place* activity centre and communal areas in the CCA, which are intended to serve as vibrant community hubs. These areas allow residents to connect, unwind, and engage in social activities, supporting both the mental and physical well-being of the elderly.



Minister for Health and Coordinating Minister for Social Policies Mr Ong Ye Kung and former Minister for National Development Mr Desmond Lee visiting the *Good Old Place* activity centre in Harmony Village @ Bukit Batok



The *Good Old Place* activity centre hosts various activities for the residents of Harmony Village @ Bukit Batok, including exercise sessions and festive get-togethers



Communal areas at each storey of Harmony Village @ Bukit Batok are designed to bring residents together

Providing a HHOM away from home for healthcare professionals

HIPD, together with the Healthcare Manpower Division (HMD), appointed operators to oversee the development and operations of HHOM accommodations, a hostel-type facility that combines co-living arrangements to support foreign healthcare professionals who are new to Singapore. These accommodation facilities – which are retrofitted vacant state properties – foster a sense of community, providing built-in support and companionship. It offers a home away from home for healthcare professionals who have travelled far to contribute to Singapore's public healthcare system.

Five HHOM accommodation projects were completed in FY2024, providing over 2,000 beds:

HHOM @ Short Street

Operational Jun 2024



HHOM @ Ulu Pandan

Operational Aug 2024



HHOM @ Boundary Close

Operational Aug 2024



HHOM @ Circuit Road

Operational Feb 2025



HHOM @ Teck Whye Crescent

Operational Feb 2025



Co-living and communal spaces



Dining hall
HHOM @ Short Street



Reading lounge
HHOM @ Teck Whye Crescent



Gym and sports facilities
HHOM @ Ulu Pandan Road

Building for future healthcare needs

Work continues for 24 ongoing projects under construction, with another 28 projects in various stages of planning, design, and procurement. The target in the next five years is to add 13,600 beds to our public healthcare system, including 2,800 public acute and community hospital beds, and over 10,000 nursing home beds.

We remain guided by our strong focus on innovation, collaboration, and sustainability so that we can deliver projects faster, better, and more cost-effectively.

Reducing costs and gaining time

A new MOHH Procurement Framework (MPF) was launched in 2024 to reduce the time required from conceptualisation to starting operations of a new facility. This initiative allows contractors to be involved during the engineering and detailed design phases, to optimise considerations between design and buildability, and to identify potential challenges early. The first project to benefit from MPF is the Tengah General and Community Hospital, a highly anticipated addition to Singapore's healthcare network.

In addition, HIPD is exploring cost-saving measures through aggregated demands and bulk purchases of mechanical and electrical equipment. This ensures consistent product quality across facilities; every dollar saved also means more resources for patient care.

Standardising our public healthcare facility design

HIPD will be rolling out the "Healthcare Facilities Design Standardisation" guidelines this year. This comprehensive framework, developed in collaboration with all three public healthcare clusters, draws from our best practices and lessons learned from past projects. When implemented, this will help accelerate design processes, enhance construction predictability, and optimise cost effectiveness. It will also incorporate expert input from clinicians and operators on the infrastructure that will best support care delivery in the future.

Significant milestones in the development of mega-scale public healthcare infrastructure projects in the pipeline

Alexandra Integrated General Hospital



Completion of the Stage 1 Pre-Qualification exercise in August 2024

Eastern General Hospital Campus



Calling of the construction tender in October 2024

MOHH Procurement Framework (MPF)

a strategic initiative introduced in April 2024 that combines time- and cost-saving measures with early contractor involvement

Benefits

- streamlines design processes
- ensures constructability
- accelerates construction timelines
- optimises the life-cycle costs of new developments

Ensuring infrastructure sustainability and safety

Integrating green technologies into healthcare infrastructure

As Singapore strives to meet its sustainability goals, HIPD has been at the forefront of integrating green technologies into our public healthcare infrastructure. This ensures that our healthcare system not only serves the current generation but also contributes to a greener, more resilient future.

Building-attached photovoltaics (BaPV) for Alexandra Integrated General Hospital



This solar energy system will significantly reduce the hospital's dependence on traditional power sources, helping to lower energy consumption and foster environmental sustainability.

Using carbon mineralised concrete (CMC) in the construction of Eastern General Hospital Campus



CMC is a material that sequesters carbon dioxide during the curing process, which helps to reduce the overall carbon footprint of the hospital's construction.

Instilling the culture of safety

Ensuring the safety of our construction sites is a key MOHH priority. HIPD has established a robust safety culture, underpinned by the 3Ps approach – Proactive, Positive, and Preventive – to construction safety. Through regular peer audits, incident reporting systems, and safety recognitions, we ensure that all construction activities meet the highest safety standards. This culture of safety has helped reduce incidents and fostered an environment where construction workers can focus on delivering quality infrastructure with peace of mind.

The 2024 HIPD Annual Workplace Safety and Health (WSH) Officers' Dialogue (HAWOD) brought together over 250 participants, including representatives from the construction sector, government agencies, and hospital clusters. Themed "Advancing WSH through Innovation and Collaboration", the event spotlighted the importance of embracing innovation and collaboration to shape a safer, more sustainable construction industry in Singapore. The event also honoured outstanding initiatives and unwavering commitment to workplace safety, with awards recognising the WSH efforts and achievements of partners and dedicated individuals on the ground.



HIPD Annual Workplace Safety and Health Officers' Dialogue 2024

Celebrating exemplary contributions and strong partnerships

In our commitment towards delivering high-quality public infrastructure projects, HIPD works closely and in strong partnership with government agencies, healthcare professionals, and industry practitioners. An appreciation dinner was held in March 2025 to celebrate contractors and consultants who have contributed immensely to raising standards in healthcare infrastructure for Singapore. This year, the event honoured 41 companies across 23 public healthcare projects spanning hospitals, specialist centres, and primary and long-term care facilities. The event, graced by Minister for Health and Coordinating Minister for Social Policies Mr Ong Ye Kung and Permanent Secretary (Policy and Development), MOH, Ms Lai Wei Lin, underscored the importance of collaboration in developing future-ready infrastructure and integrated solutions that support Singapore's diverse care needs.

MOHH Infrastructure Excellence Awards 2025

10

Construction Excellence Awards

for overcoming project challenges with creativity, tenacity and with safety in mind

12

Design Excellence Awards

for elevating healthcare facilities through thoughtful, site-sensitive, and sustainable designs

7

Innovation Excellence Awards

for applying technology and transformative methods to improve project delivery and outcomes

1

Distinguished Award

for all-round excellence in a project

1

Individual Excellence Award

for exceptional and outstanding leadership

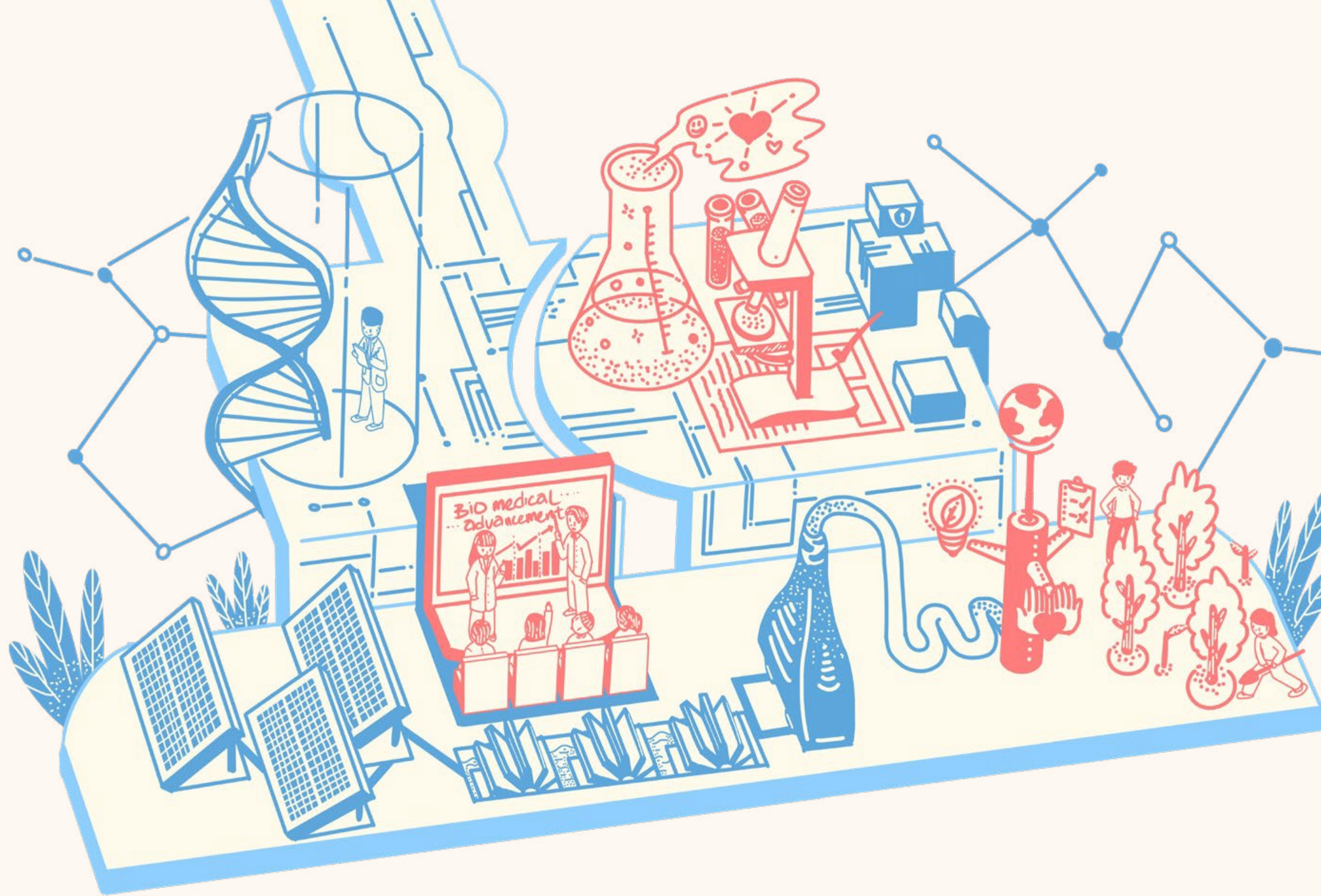


Award recipients at the MOHH Appreciation Dinner 2025

CHAPTER 4

Paving the way forward

Making our healthcare happen by **developing innovative solutions to address future healthcare demands**, including advancing biomedical research and fostering a commitment to sustainability.



Advancing healthcare research and innovation

Driving biomedical innovation through RIE2025

MOHH's Division of Research and Innovation (DRI), which includes the National Medical Research Council (NMRC) Office, supports both the NMRC and MOH in advancing Singapore's biomedical research agenda.

Research, Innovation and Enterprise (RIE) is a strategic national five-year plan that serves as a cornerstone of Singapore's development into a knowledge-based, innovation-driven economy and society. Renewed every five years, it plays a crucial role as a key enabler in creating new avenues of growth, raising Singapore's economic competitiveness, and driving scientific breakthroughs that meet our societal needs and improve the lives of Singaporeans.

In 2024, DRI supported NMRC in awarding more than 240 grants under the RIE2025 Human Health and Potential domain. These grants included:



The total medical research funding committed in 2024 amounted to S\$495.91 million, distributed as follows:

Programme	Funding Committed
Human Capital and Talent Pipeline	S\$112.42 million
Research Grant Programmes (Project-based)	S\$161.85 million
Research Enablers & Infrastructure	S\$221.64 million

Supporting research enablers and infrastructure initiatives

DRI supports the development, maintenance, and enhancement of research enablers and infrastructure initiatives which align with Singapore's continuous push to strengthen translational and clinical research capabilities, with the goal of improving both health outcomes and economic growth.

These NMRC Funding Initiatives include:

- National Health Innovation Centre Singapore (NHIC)
- Programme for Research in Epidemic Preparedness and Response (PREPARE)

Enablers and Infrastructure Support for Clinical Trials-related Activities

- Bioethics Advisory Committee (BAC)
- Clinical Research Coordinator (CRC)
- Centre for Biomedical Ethics (CBmE)
- Investigational Medicine Unit (IMU)
- Institutional Review Board (IRB)
- Singapore Clinical Research Institute (SCRI)

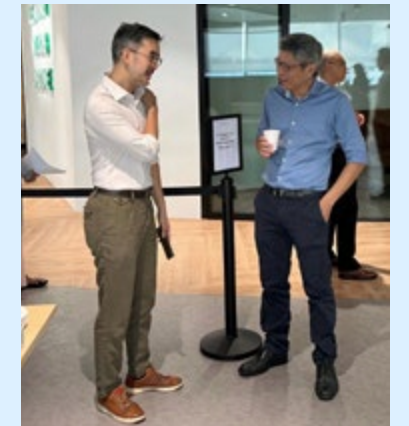
National Clinical Translational Programmes

- Advanced Cell Therapy and Research Institute, Singapore (ACTRIS)
- Cardiovascular Disease National Collaborative Enterprise (CADENCE)
- Precision Health Research, Singapore (PRECISE)
- Singapore Translational Cancer Consortium (STCC)

Strategic Datasets and Data-sharing Infrastructure

- National Cohorts Office (NCO)
- Trusted Research and Real world-data Utilisation and Sharing Tech (TRUST)

NMRC Clinician Scientists/Innovators Engagement Sessions



DRI hosted two NMRC Clinician Scientists/Innovators engagement sessions in July 2024, led by Professor Tan Say Beng, Executive Director, Research and Innovation. These sessions brought together 23 clinician scientists and innovators from various disciplines, including clinicians, allied health professionals, pharmacists, and health economists from both public healthcare institutions and medical schools.

The focus was to delve into the needs and challenges faced by these talented individuals who are recipients of the NMRC Talent Awards, such as the Clinician Innovator Award, Clinician Scientist Award, Transition Award, and NMRC Research Training Fellowship. By gaining a deeper understanding of their needs and challenges in their research work, we can enhance our support for them and aid in planning future funding strategies and resource allocation, including preparations for the RIE2030 funding tranche.

Celebrating research excellence

The annual NMRC Awards Ceremony and Research Symposium, held on 23 and 24 May 2024, provided a platform to acknowledge outstanding clinician-scientists and foster knowledge exchange within the biomedical community. The event attracted more than 350 participants and featured notable speakers from public and private sectors, both local and overseas. Permanent Secretary (Services), MOH, Mr Ng How Yue served as the event's Guest of Honour.

The event highlighted significant research achievements, including the 67 outstanding individuals who were awarded the NMRC Talent Awards from the 2023 grant calls, and inspired ongoing collaboration and innovation across Singapore's healthcare landscape.

Recipients of the NMRC Awards 2024



Celebrating medical excellence

On 24 September 2024, the National Medical Excellence Awards celebrated the remarkable contributions of healthcare professionals who advance patient safety, research, education, and community health. Minister for Health and Coordinating Minister for Social Policies Mr Ong Ye Kung graced the event as patron of the awards, which recognised six individuals and two teams.

A key highlight was the introduction of the National Community Care Excellence Team Award, which honours teams that significantly improve community health and preventive care. This addition reflected an expanded focus on recognising preventive health contributions.

More than 240 guests from the public healthcare and community care sector, medical schools, and the media attended this prestigious event that was co-organised with public healthcare cluster NHG Health and supported by MOH and AIC.

Winners of the National Medical Excellence Awards 2024



Developing the sector's commitment to sustainability

As the holding company for Singapore's public healthcare institutions, MOHH is committed to supporting the nation's sustainability agenda to achieve sustainable development for the city-state.

Energy and water efficiency in healthcare

In April 2024, in conjunction with Earth Day, MOHH's Sustainability Office partnered with public healthcare cluster National University Health System (NUHS) to organise the first Healthcare Sustainability Symposium on Energy & Water Efficiency.

Held at Ng Teng Fong General Hospital Auditorium and attended by over 2,000 participants, the event was graced by former Senior Minister of State for Sustainability and the Environment Dr Amy Khor. She emphasised that while healthcare is energy- and water-intensive, sustainable changes are vital. Dr Khor underscored that protecting the planet directly supports community health, signalling a critical mindset shift.

The symposium tackled challenges in reducing energy and water consumption in healthcare settings and showcased collaborative solutions to build resilient, environmentally responsible healthcare infrastructure.



Healthcare Sustainability Symposium on Energy & Water Efficiency 2024 organised by MOHH and NUHS



Equipping the healthcare sector with sustainability knowledge

The Centre for Healthcare Innovation Sustainability Academy, launched by Minister for Sustainability and the Environment Ms Grace Fu in July 2024, represents a strategic step to embed sustainability culture in healthcare.

As a supporting partner, MOHH is actively involved in developing a tailored curriculum that equips healthcare professionals with sustainability skills relevant to Singapore's context. This collaboration aims to future-proof healthcare by fostering a sector-wide commitment to sustainability, operational efficiency, and environmental stewardship.



MOHH CEO Mr Anthony Tan and our Sustainability Office representatives at the launch of the Centre for Healthcare Innovation Sustainability Academy



Embedding a culture of sustainability in MOHH

Our commitment to sustainability comprises 3 pillars:

Environmental



- Environmental risk management
- Energy & emissions
- Water & waste

Social



- Employees' health & well-being
- Employment & talent management
- Diversity, equity & inclusion

Governance



- Corporate governance & ethics
- Privacy & data security
- Responsible business practices

Sustainability in our new workplace

Our move to Elementum in April 2024 presented an opportunity for MOHH to adopt new sustainability initiatives and practices in our new office, such as:

- **Environment Monitoring System** to consolidate data from various smart solutions across the office, enabling better facility management and optimisation
- **In-house hydroponics and potted plants** to improve air quality and create a pleasant and biophilic working environment
- **Maximise use of natural lighting in our office design**, which reduces reliance on artificial lighting and enhances employees' well-being
- **Occupancy sensors** which detect the presence of people in specific areas to enable energy-saving strategies such as turning off the lights and air-conditioning when the room is not in use
- **Smart water metering**, a solution that tracks and manages water solutions in real time to temporarily cut water supply if a leak is detected



Our Elementum boardroom table tells a story of upcycling and renewal – it is crafted from a Burmese rosewood tree once rooted at Alexandra Hospital. By repurposing this wood, we not only preserve its natural beauty but also take a meaningful step towards sustainable sourcing in salvaging the wood and re-directing it from the landfill.

Sustainability in action

To embed sustainability in everyday work and life, MOHH's Sustainability Office, in collaboration with our Divisions and Social Committee, curated a series of sustainability-themed events throughout 2024. These were designed to engage and encourage colleagues to become active participants in driving positive change in sustainability efforts, ranging from practical workshops to community and wellness activities.

Maintaining and restoring our environment

About 70 employees from MOHH and our subsidiary Vanguard Healthcare participated in a tree-planting initiative at Alexandra Canal Linear Park. As part of ongoing infrastructure development to meet Singapore's healthcare needs, over 30 trees were felled to make way for the construction of a new nursing home in Alexandra. To preserve the precinct's greenery, we planted 50 new trees across a 500-metre stretch of Alexandra Canal Linear Park, which also contributed towards the #OneMillionTreesSG movement under the Singapore Green Plan 2030. This initiative reflects our commitment to responsible development by actively restoring the greenery affected by construction.



Planting 50 trees at the Alexandra Canal Linear Park

Alleviating food insecurity one food bundle at a time

Nutrition is the cornerstone of health, and to support those facing food insecurity, over 40 MOHH employees volunteered with The Food Bank Singapore. 180 essential food bundles were packed and distributed door-to-door to over 90 needy households.



Partnering The Food Bank Singapore to pack and distribute 180 food bundles

Walking for our well-being

In celebration of Global Wellness Day, nearly 40 MOHH employees started their work day early with a well-being walk along the nearby Rail Corridor, where they took in the fresh air and beauty that nature has to offer.



Setting aside time for our mental and physical well-being

Turning waste into resources

In a hands-on effort to promote practical sustainability, over 50 MOHH employees took part in a food waste composting workshop. Many brought reusable containers and kitchen scraps from home so that they could try out various composting methods themselves, including DIY techniques that anyone can adopt at home. With food waste being one of Singapore's pressing environmental challenges, composting can be a fun and easy way to start cultivating more sustainable habits in our daily lives.



Converting kitchen scraps like vegetable peels and fruit rinds into nutrient-rich compost



MOHH Townhall 2024

Life@MOHH



Staying fit while bonding as teams



Upcycling single-use plastics workshop



Upcycling paper workshop



Our in-house hydroponics system



Drinks@4 x Family Day in our office brought Halloween thrills and chills to life



Toast to prosperity at Drinks@4



Blood donation drive



Volunteering at Vanguard Healthcare



HIPD Robotics Challenge

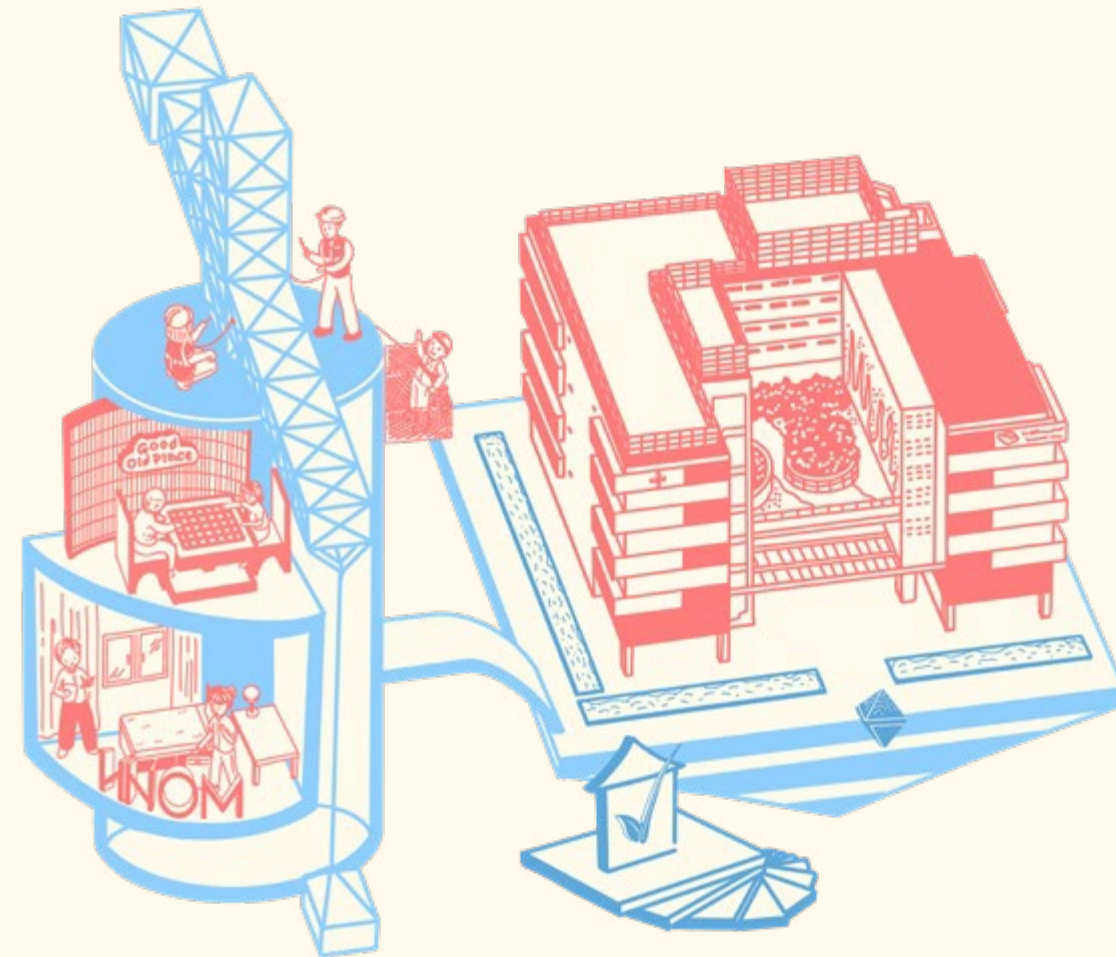


Practising mindfulness for our mental health



Celebrated 2024's achievements and welcomed 2025 at our MOHH New Year Party





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