

Our People



Our people are the most important part of NHG. Even as we continuously endeavour to grow and develop our workforce, we are committed to improving the well-being of all staff, creating a Happier, Healthier NHG Family to serve our population well.







OUR PEOPLE



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TOGETHER WE GROW

iConnect@NHG

iConnect@NHG, a cloud-based platform developed using SAP SuccessFactors, was launched in April 2023, enabling some 22,000 staff across NHG to perform Human Resource (HR) tasks, such as medical, transport, leave, and other work-related claims, anywhere and at any time. The implementation of iConnect@NHG was done in partnership with Synapse, SAP, and IBM, which ensured the process was carried out smoothly and effectively, with minimal disruptions.

Designed to make HR transactions convenient for staff by providing a user-friendly interface that is easily accessed via mobile devices, iConnect@NHG improves staff efficiency and experience, and supports

Healthier SG, which may require staff to be deployed into the community.

The success of iConnect@NHG is a significant milestone for NHG, as it demonstrates the organisation's commitment to innovation and digital transformation. This new platform will enhance staff productivity and satisfaction, allowing our people to focus on their core responsibilities, resulting in better patient care.

Expanding Career Pathways For Staff

In February 2022, the NHG Allied Health Career Framework Committee was formed to develop the NHG Allied Health Professional (AHP) Career Development Framework. The framework strives to provide clearer articulation of the attributes and contributions of AHPs and AHP support staff,

in order to promote professional development planning, evaluation, and career progression. Key highlights include the inclusion of four core pillars with 11 aspects of allied health professional practice into the framework and enhanced role of Therapist Assistants, empowering them to embark on a wider range of career paths and opportunities.

As part of the on-going Ministry of Health's (MOH) Jobs, Skills and Training initiative, job redesign efforts were also undertaken for our support care staff (SCS). The aim is to enhance their career value proposition, creating opportunities for SCS to directly contribute and support in multidisciplinary patient care. This involves redesigning roles to encompass both administrative and clinical tasks, thus bolstering staff's potential for better and lifelong career advancement.

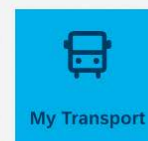
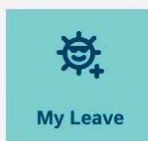
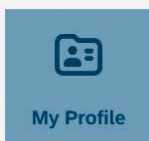
Announcement Tools

Better Health for Our Population

Healthier You • Healthier SG



Frequently Used





Commitment To Caring For Our Nurses

The NHG Nursing Council implemented an initiative in August 2023 that refrains from the rostering of nurses' work schedules based on a PAPA work-shift pattern. Nurses are conventionally scheduled on a PAPA work-shift pattern for the manning and provision of our 24-hour healthcare system. Where 'AM' and 'PM' denotes 'morning' and 'afternoon', respectively, PAPA is an acronym to describe an 'afternoon-morning-afternoon-morning' work-shift pattern over four consecutive days. The initiative is based on the outcomes of a 2022 pilot in an inpatient unit

of Khoo Teck Puat Hospital (KTPH) that did away with the PAPA work-shift pattern. Results showed no negative impact on manpower manning of healthcare system on-site. The roll-out of the initiative provides more opportunities for nurses to have sufficient rest time, as well as alleviates the stresses of an increasingly challenging clinical environment. Ultimately, this would contribute to better work-life harmony.

Centralised Recruitment Approach For NHG Group Nursing

In FY2022, learning from the successful experience of the Nursing & Human Resources (HR) team at Woodlands Health

(WH), NHG Group Nursing and Group HR co-organised a NHG Centralised Recruitment Approach (NHG CRA) in Malaysia by establishing constructive relationships with nursing colleges and universities in the country. NHG provided nursing students from Malaysia with employment opportunities at NHG Institutions upon their graduation, via direct engagement through virtual learning camps, webinars, and NHG Nursing Townhalls. As of March 2023, 230 Malaysian nursing students have indicated their interest in joining NHG Institutions upon their graduation between 2023 to 2027.





OUR PEOPLE



PARTY



NHGHQ DINNER & DANCE FY2022: CHILDHOOD MEMORIES

In March 2023, more than 520 guests including NHG Board Members, Senior Management, and staff, attended the NHGHQ FY2022 Dinner and Dance (D&D). This D&D was the first where all guests could mingle and celebrate in-person after more than three years of battling the COVID-19 pandemic.

Nursing Internship And Transition To Practice

The NHG Nursing Internship workgroup was formed in January 2023 to work on initiatives that address issues relating to the recruitment of nurses and their transition to practice in their first year at NHG. For a start, the workgroup convened the NHG Nursing Student Council, a platform that provides a collaborative space for nursing students sponsored by NHG

Institutions to contribute to the development of their nursing education and experience across the cluster. The workgroup has reached out to more than 10 secondary schools and junior colleges. NHG Group Nursing would also host the first NHG Nursing Open House in 2024 to engage students planning to further their studies at ITE, polytechnics or universities, with the aim of drawing them to NHG to build their nursing career.

TOGETHER WE CONNECT

NHG Bonding Activities

The NHG Bonding Activities (NBA) serves to foster staff bonding, inter-organisational relations, and a collaborative culture among NHG Institutions. In FY2022, the NBA organising committee co-organised three events with NHGHQ and Institutions, namely "Stronger Together" Night Cycling, Walk • Run • Cycle Movement, and candle-making workshops. A total of 1,500 NHG staff across the cluster, and their families, participated in the activities and the feedback received on these was very positive overall.

NHGHQ Charity Carnival 2023

NHG held its Charity Carnival in January 2023, after a two-year hiatus due to the COVID-19 pandemic. The fun occasion saw some 250 Senior Management and staff coming together to raise funds for the local charity, Free Food For All (FFFA). Themed 'Rejuvenating Reunions', the Carnival featured 16 stalls, including games such as ring toss





and *capteh*; a pop-up café named *Quali (Tea) & Coffee*; a cotton candy bar; homemade *popiah*; and Chinese calligraphy. National Healthcare Group Pharmacy (NHGPh) won the Top Fundraiser Award for its ‘Pharmily Store’ booth, while NHG Group Research won the Most Popular and Best Decorated Booth for its ‘Down the Memory Lane’ stall. The Carnival raised about \$15,000, which was matched with a \$10,000 donation from NHG.



TOGETHER WE CARE

Boosting Workplace Mental Health

The Staff Well-being Committee (SWC) Co-Funding Scheme continues to drive pioneering initiatives towards better staff mental health and wellness, to create a happier and more engaged workforce in NHG.

The beneficiaries of the second SWC Co-funding Scheme, launched in FY2022, were Yishun Health, Institute of Mental Health (IMH), National Skin Centre (NSC), and NHGHQ, who demonstrated dedication towards building a thriving and resilient NHG community.

Yishun Health’s “Spice Up Your Mental Health” initiative promoted

staff camaraderie and bonding through healthy cooking activities, while IMH piloted an “External Online Counselling Service”, an anonymous hotline to assist employees in need. NSC organised a “Mental Well-being Week”, in collaboration with the Health Promotion Board (HPB) and Singapore Association of the Visually Handicapped, which fostered staff engagement through fun and relaxing activities. NHGHQ initiated the “Mental Wellness Initiative” to equip employees with useful tools to seek help and support for mental health matters.

Staff Protection Against Abuse And Harassment

At NHG, we take a zero-tolerance stance on all forms of abuse and harassment of staff. Our commitment towards fostering a safe and

respectful work environment is embodied through a series of purposeful initiatives, and by harmonising policies and practices across all NHG Institutions. By doing so, we ensure consistency and clarity in addressing staff concerns, and provide a supportive culture for incident reporting.

We have standardised reporting channels and escalation protocols, making it easier for individuals to voice their concerns. We have refined our framework to better manage staff grievances and escalation processes, prioritising confidentiality and clear consequence implementation. We equip our staff by investing in training and development, to enable them to protect themselves against potential abusive situations. Looking ahead, NHG will adopt a standardised zero-tolerance policy towards the abuse and harassment of healthcare workers in any form using the Protect, Prevent, and Promote framework.





OUR PEOPLE

Employee Climate Survey

Through regular Employee Climate Surveys, NHG seeks to hear, understand, and empathise with our employees' needs, preferences, challenges, and concerns regarding their roles, work environment, and work relations. In view of employees' increasing need to have time for improved well-being and self-care, wellness days and birthday off-in-lieu were introduced, among other initiatives.

NHG United Campaign

Launched in February 2023, NHG United is a ground-up movement led by NHG Resident Council to encourage a culture of appreciation and to build a community of CARE (Compassion, Appreciation, Respect, and Equality) across the cluster. These acts of appreciation are shown through the sending of special WhatsApp stickers ('Thumbs Up') and NHG United e-cards ('Kudos'), as well as



profiling members of the NHG community on NHG Education's social media platforms ('Humans of NHG').

TOGETHER WE CELEBRATE

NHG Awards 2022

The NHG Awards took place in October 2022, where a total

of 132 awards, comprising 113 individuals and 19 teams, was given out to recognise impactful contributions in the areas of clinical, operations, education, and research. A one-off award, NHG Team Recognition Award for COVID-19, was also bestowed to 13 teams that provided significant support and contributions to NHG's collective response to the crisis.

A SMALL ACT OF THANKS CAN MAKE A BIG DIFFERENCE.

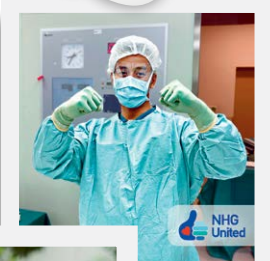


3 WAYS TO SAY "THANK YOU"



Towards a respectful, appreciative, caring and inclusive community for all in NHG

An initiative by the NHG Resident Council





Mr Tan Tee How, Chairman, NHG Board, graced the event as Guest-of-Honour and presented the most prestigious award, Lee Foundation – NHG Lifetime Achievement Award, to Associate Professor Ponnudurai Kuperan, Emeritus Consultant, TTSH, and Dr Chan Wai Lim William, Senior Consultant, TTSH.

NHG Recognised As A Top Employer

In an annual study conducted by *The Straits Times*, NHG ranked 75th among the top 250 employers in Singapore. In this study, Statista conducted anonymous surveys and online access panels to gather recommendations and evaluations from 17,000 employees about their employers. Employees were asked to score their willingness to recommend their employers to friends and family, as well as measure other metrics such as salary, work-life balance, potential for development, work environment, and reputation of their employer.

In another annual survey conducted by local graduate recruitment portal, gradsingapore,

NHG ranked 48th among the top 100 organisations desired as employers in Singapore. The survey involved more than 11,500 respondents from local universities and colleges. Employers were evaluated based on respondents' job applications to employers upon graduation, and the driving factors in the search for their first jobs. These factors included job-hunting attitudes, career resilience, and career expectations, as well as ethics and reputation.

NHG College Celebrates 20 Years

Faculty, partners, and staff of NHG College celebrated its 20th Anniversary in December 2022. Since its inception, NHG College has developed and introduced various capability-building initiatives and programmes to support NHG's key focus areas of leadership development, education and faculty development, and continuing professional development for our healthcare professionals. In FY2022, 2,612 participants attended 85 programmes offered by NHG College.



NHG WINNERS AT NATIONAL MEDICAL EXCELLENCE AWARDS (NMEA) 2022

National Outstanding Clinician Award:

Associate Professor Lim Poh Lian, Senior Consultant, Department of Infectious Diseases; Head, Travellers' Health and Vaccination Clinic, TTSH, and Director, High Level Isolation Unit, NCID.

National Clinical Excellence Team Award:

Community Health Assessment Team (CHAT), IMH.





Good Catch Award

Group Quality launched the Good Catch Award at the cluster level in March 2023. A “good catch” is defined the timely detection of unsafe acts that breaks the chain of events that could otherwise have led to harm or death. The Good Catch Award empowers staff to make care safer and better by encouraging them to proactively identify and prevent potential errors. This in turn nurtures a culture of continuous and collective learning, with Awardees being recognised at the annual NHG Quality Day.



Dr Hoi Shu Yin, Chief Nurse, TTSH, won the **President's Award For Nurses 2023!**



AWARDS

| Award Name | No. of awards |
|--|---------------|
| Accreditation Council for Graduate Medical Education (ACGME)-International Physician Educator Award | 1 |
| eMental Health International Congress - Innovation Leadership Award in eMental Health | 1 |
| International Hospital Federation (IHF) Awards 2022 | 3 |
| Asian Hospital Management Awards 2022 - Infection Control Excellence (Gold Award) | 1 |
| World Innovation, Technology and Services Alliance (WITSA) Global Innovation and Tech Excellence Award 2022 - Innovative Ehealth Solutions Award (Public Sector) Runner Up | 1 |

National Awards

| Award Name | No. of awards |
|---|---------------|
| National Medical Research Council (NMRC) Talent Award | 7 |
| Singapore BioDesign (SB) Fellowship | 1 |
| President's Award for Nurses 2022 | 2 |
| Nurses' Merit Awards 2022 | 31 |
| Tan Chin Tuan Nursing Award 2022 | 2 |
| Community Chest Awards 2022 | 3 |
| Employee Experience Awards 2022 - HR Communication Strategy Category (Gold Award) | 1 |
| Singapore Association of Social Workers - Outstanding Social Worker Award | 1 |
| 16 th Singapore Public Health & Occupational Medicine Conference Award (2 nd Place) | 1 |
| National Day Awards 2022 | 169 |
| National Awards (COVID-19) | 1,158 |
| National Medical Excellence Awards | 1 |
| National Healthcare Innovation & Productivity Medal 2022 | 2 |
| Workplace Safety & Health (WSH) Award 2022 | 2 |
| Labour Movement U Safe Champion Award 2022 | 2 |
| Distinguished Contributor Award for Clinical Research Coordinators 2022 (Finalist Award) | 2 |
| Singapore's Best Employers 2022 | 1 |
| Academic Medicine Education Institute (AMEI) Golden Apple Awards 2022 | 1 |
| HR Excellence Awards 2022 - Excellence in COVID-19 Response (Gold Award) | 1 |
| AIC Community Care Excellence Awards 2022 | 28 |
| National Safety and Security Watch Group (SSWG) Awards 2022 | 2 |
| National Fire and Emergency Preparedness Council (NPEC) Fire Safety Excellence Award 2022 | 2 |
| HMI Exemplary Healthcare Staff Award | 2 |
| Family Violence Dialogue Group (FVDG) Appreciation Award (Individual) | 1 |
| Biomedical Engineering Society (Singapore) 16 th Scientific Meeting (Gold Award) | 1 |
| Public Sector Transformation Awards 2022 | 3 |
| Public Sector Transformation Awards – COVID dedicated cycle | 7 |
| Singapore Health and Biomedical Congress 2022 | 64 |

Tertiary Education Inst Awards

| Award Name | No. of awards |
|--|---------------|
| LKCMedicine Special Recognition Award | 15 |
| Nanyang Education Award (College) | 2 |
| Nanyang Education Award (University) | 1 |
| NUS Yong Loo Lin School of Medicine (YLLSoM) Clinical Training Excellence Award (Department Award) | 3 |
| NUS Yong Loo Lin School of Medicine (YLLSoM) Clinical Training Merit Award (Department Award) | 6 |
| NUS Yong Loo Lin School of Medicine (YLLSoM) Dean's Honour Roll for Teaching Excellence | 2 |
| NUS Yong Loo Lin School of Medicine (YLLSoM) Dean's Award for Teaching Excellence | 23 |
| NUS Yong Loo Lin School of Medicine (YLLSoM) Junior Doctor Teaching Award | 8 |

| Award Name | No. of awards |
|--|---------------|
| NUS Yong Loo Lin School of Medicine (YLLSoM) Special Recognition Award | 8 |
| NHG-LKCMedicine Clinician Scientist Preparatory Programme (CSPP) | 6 |
| NHG-LKCMedicine Clinician Scientist Preparatory Programme Plus (CSPP+) | 2 |
| NHG-LKCMedicine Clinician Scientist Fellowship (CSF) | 1 |
| NHG-LKCMedicine Clinician Scientist Career Scheme (CSCS) | 1 |
| NHG CMTi Clinician Innovator Preparatory Programme (CiPP) | 5 |

NHG Awards

| Award Name | No. of awards |
|--|---------------|
| Sub-Category: NHG Recognition Awards 2022 | |
| Lee Foundation - NHG Lifetime Achievement Award | 2 |
| NHG Distinguished Senior Clinician Award | 5 |
| NHG Distinguished Achievement Award | 2 |
| NHG Outstanding Citizenship Award | 11 |
| NHG Young Achiever Award | 19 |
| NHG Distinguished Contributor Award | 1 |
| NHG Team Recognition Award | 13 |
| NHG Team Recognition Award COVID-19 | 28 |
| Sub-Category: NHG Quality Improvement Awards 2022 | |
| Quality Improvement Award (Best) | 8 |
| Quality Improvement Award (Merit) | 20 |
| Quality Improvement Award (Junior Medical Doctors) | 3 |
| NHG Excellence In Action Award (Individual) | 39 |
| NHG Excellence In Action Award (Team) | 11 |
| NHG Exemplary Patient and Caregiver Award | 4 |
| Sub-Category: NHG Research & Innovation Awards 2022 | |
| NHG Research Mentor of the Year Award | 2 |
| NHG Healthcare Innovation of the Year Award | 2 |
| NHG Research Impact Award | 3 |
| NHG Innovator of the Year Award | 1 |

| Award Name | No. of awards |
|--|---------------|
| Sub-Category: NHG Teaching Excellence Awards 2022 | |
| NHG Education Leaders Award | 5 |
| NHG Inter-professional Teaching Award | 13 |
| NHG Outstanding Education Partners Award | 6 |
| NHG Teaching Award for Senior Doctors | 48 |
| NHG Teaching Award for Junior Doctors | 24 |
| NHG Outstanding Nurse Teachers Award | 21 |
| NHG Teaching Award for Nursing Preceptors | 84 |
| NHG Teaching Award for Pharmacy Senior Preceptors | 9 |
| NHG Teaching Award for Pharmacy Preceptors | 5 |
| NHG Teaching Award for Allied Health Senior Educators | 13 |
| NHG Teaching Award for Allied Health Educators | 22 |
| Sub-Category: NHG Development Awards 2022 | |
| Health Manpower Development Plan (HMDP) (Leadership) | 1 |
| HMDP (Team-Based) | 7 |
| HMDP (Medical) | 40 |
| NHG Leaders Development Award | 24 |
| MOH In-Service Scholarship | 40 |

APEX 2023 AWARDS

NHG and our Institutions clinched 10 awards across multiple channels at APEX 2023, the 35th annual US-based awards programme that recognises excellence in publishing. APEX received some 1,100 entries in 2023 from professional communicators worldwide.

NHG's print and digital publications, videos, and webinars continue to serve as channels for public education on health matters. They also provide insights into NHG's vision of *Adding Years of Healthy Life*, and the innovation, collaboration, and developments happening across our Institutions as we move towards a *Healthier SG*.



GRAND AWARDS

Healthy & Delicious

Quick-to-Prepare

- recipes -



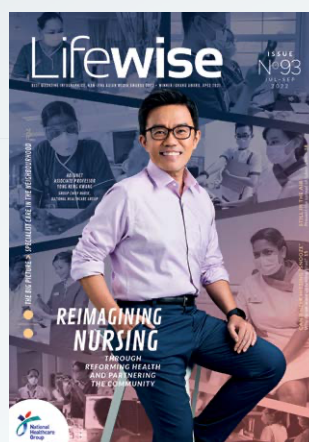
www.nhg.com.sg

Electronic Media

NHG Healthy & Delicious Quick-to-Prepare Recipes – NHG and NHGP

Newsletters

- Transforming Primary Care Issue 16 (2022) – NHGP
- Transforming Primary Care Issue 17 (2022) – NHGP
- Together@NHG (15 Apr 2022) – NHG



Magazines

- Lifewise Issue 93 – NHG
- Lifewise Issue 94 – NHG

Writing

Lifewise Issue 93
Reforming Health, Reimagining Nursing – NHG

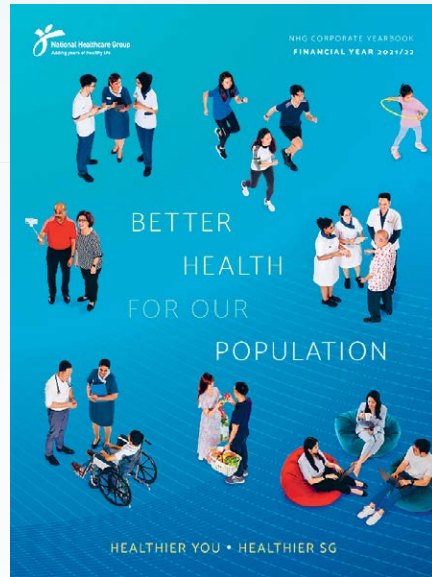
AWARDS OF EXCELLENCE



Design & Illustration
Better Health for Our Population



Campaigns, Programmes & Plans – Special Events & Meetings
NHG Walk • Run • Cycle Movement



Annual Reports
NHG Corporate Yearbook FY2021