

OUR PEOPLE



OUR PEOPLE

Throughout the COVID-19 pandemic, our staff remained the backbone of the care delivery system for our patients, population, and the nation. The NHG Family rallied together to overcome many challenges, encouraging each other and staying connected virtually. Even as our workplace practices continue to evolve, NHG is committed to our staff to foster a safe and collaborative environment for them to perform their roles effectively.

TOGETHER WE GROW

MOVING TO ONLINE PLATFORMS

The disruptions caused by the COVID-19 pandemic meant having to equip staff with new digital platforms and tools. Employees had to adapt to virtual meetings, classes, e-conferences, webinars, and e-learning modules. To build an online learning community at the workplace, Group Human Resource (GHR) rolled out bite-size learning content and articles via NHG Workplace.

EMERGING TRAINING NEEDS

The COVID-19 pandemic reinforced the importance of good leadership at multiple levels. With the majority of NHG HQ staff working from home, supervisors had to learn how to engage, communicate, and lead their teams.

The Managers' Capability Development (MCD) Framework, a self-help learning guide, is an effective tool for first-line management. Piloted through eLEARN, MCD fostered knowledge exchange among supervisors through virtual workshops. Cross-institution focus group discussions were conducted to determine the learning needs of our NHG leaders. Virtual Facilitation and Building Resilience workshops were also organised, empowering staff to co-create new solutions by tapping on various tools and techniques for virtual collaboration.



Picture was taken pre-COVID-19.



SYNERGISING NETWORKS

In June 2020, the 'Leaders Network' (LN), a group-level engagement platform, was conducted virtually, bringing together eight cohorts of NHG Healthcare Leadership College (HLC) programme participants to build relationships, and foster greater learning and collaboration amid challenging times. NHG senior management also shared their personal leadership journeys and insights during these sessions. The LN will be expanded to more NHG leaders as the organisation advances its care transformation efforts.



COLLECTIVE LEADERSHIP IN BATTLING A PANDEMIC

In 2020, NHG turned 20. Instead of celebrations, we were called upon by the nation to respond to the biggest health crisis in a century. And we rose to the challenge. Since the first case of COVID-19 was identified in Singapore on 23 January, staff across the NHG Family have been working tirelessly to battle the pandemic. In a video produced by Group Corporate Communications, titled *Collective Leadership in Battling a Pandemic: The NHG Story*, leadership across NHG and our Institutions shared the challenges, strategies, and lessons learned in the fight against COVID-19. They also saluted all the frontliners who went beyond their call of duty to help contain the spread of COVID-19 in Singapore.





TOGETHER WE CONNECT

HQ TOWNHALL

Professor Philip Choo, Group CEO, NHG, chaired a virtual townhall in May 2020 to motivate staff on adapting to the new normal. GHR shared heart-warming stories of NHG HQ employees who supported the national COVID-19 response effort, and updated on work arrangements that were aligned to the Ministry of Health's (MOH) COVID-19 measures. Useful resources were also posted on NHG Workplace to help staff become adept at working virtually.

MINISTER-NHG TOWNHALL

In June 2020, a Minister-NHG Townhall was held virtually, with some 500 attendees. Mr Gan Kim Yong, then Minister for Health, chaired a panel discussion, joined by Mr Amrin Amin, then Senior Parliamentary Secretary (Home Affairs & Health) and Professor Philip Choo, Group CEO, NHG. Professor Chua Hong Choon, Deputy Group CEO (Strategy & Transformation), NHG and CEO, KTPH & Yishun Health, moderated the session. It focused on MOH's key efforts in the fight against COVID-19 and gave appreciation to NHG staff for their contributions.

MOH-NHG TOWNHALL ON COVID-19 VACCINATION STRATEGY

In December 2020, MOH and NHG jointly organised a Townhall, following news of the Health Sciences Authority's (HSA) approved use of the Pfizer-BioNTech COVID-19 vaccine in Singapore. The session shared vital information on Singapore's vaccination strategy as well as the operational roll-out of the national vaccination programme. The event was attended by MOH leaders, and about 500 NHG management and staff.



HEROES OF OUR TIME ART EXHIBITION: A TRIBUTE TO FRONTLINERS

In March 2021, the *Heroes Of Our Time* art exhibition, co-organised by NHG and the Singapore Art Society (SAS), officially opened with Senior Minister of State for Communications and Information, and Health Dr Janil Puthuchery gracing the event as Guest-of-Honour.

The exhibition held at ION Art Gallery featured more than 200 artworks that paid tribute to healthcare and essential workers during the COVID-19 pandemic. The 1.8m (H) x 3m (L) central artwork, titled *Heroes of Our Time* features images of Singapore's battle against COVID-19. The acrylic painting was created by 18 artists from SAS. It was presented to the National Centre for Infectious Diseases (NCID), which has been at the forefront of Singapore's efforts to manage the pandemic. The exhibition was organised in partnership with HealthServe, a non-profit organisation that seeks to improve the well-being of migrant workers, and *Asian Scientist Magazine* which staged the "Celebrating our Healthcare Heroes" national art competition. The art event was supported by Temasek Trust's oscar@sg fund, Pfizer Singapore, and ION Orchard. It attracted more than 1,200 visitors, including art competition participants and their family members, Prime Minister Lee Hsien Loong and his wife Ms Ho Ching, as well as NHG senior management and staff.



APPRECIATING OUR PEOPLE

A "staff treats" initiative was introduced in 2021 to appreciate and uplift our staff. GrabFood and Decathlon e-vouchers were presented to staff, and departments were encouraged to share how they sustained teamwork and camaraderie while working from home.

Clockwise from above: Prime Minister Lee Hsien Loong and Ms Ho Ching at the *Heroes of Our Time* art exhibition; Artworks displayed in the ION Art Gallery; The central artwork titled *Heroes of Our Time*; NHG Senior Management with Guest-of-Honour Senior Minister of State for Communications and Information, and Health Dr Janil Puthuchery at the official opening of the exhibition.

OUR PEOPLE

COMING TOGETHER

In January 2021, Tan Tock Seng Hospital (TTSH) and NCID held a *Stronger Together, Better Together – Staff Appreciation* event to commemorate the first year of COVID-19 response. Guest-of-Honour Madam Kay Kuok, then Chairman of NHG, visited the Art and Photography Exhibition at the TTSH Atrium, and unveiled five sculptures by artist Victor Tan, dedicated to TTSH and NCID staff. The sculptures depict various healthcare professional groups and community partners Coming Together as one in our fight against COVID-19. Thousands of wires weaved together make up the sculptures – symbolising Unity, Strength, and Resilience.



LIFEWISE SPECIAL ISSUES

Jul-Sep 2020: Together, We Shall Overcome COVID-19

Our on-going battle with COVID-19 on the frontlines is a tremendous test of leadership, stewardship, perseverance, teamwork, tenacity, and fortitude. This issue gives a glimpse into how we as the NHG Family is rallying together with the whole-of-Singapore to cure the sick, and proactively keeping our people and population safe. Even as Singapore progressively lifts restrictions and opens up, the battle is far from over.

Oct-Dec 2020: Circuit Breaker Journal

This bumper issue features Singapore's Circuit Breaker 2020 – as seen through the lens of Group Corporate Communications. Our Circuit Breaker Journal comprises quotes, pictures, drawings, publications, and social media musings to mark the singularly unique chapter of our history, and gives a glimpse of the united efforts of the Government, frontline workers, and the community to contain the spread of COVID-19 in Singapore.

Jan-Mar 2021: A special tribute to Madam Kay Kuok for her Defining Tenure as NHG Chairman

This issue highlights Madam Kay Kuok's visionary leadership of NHG for the past 12 years. Under her chairmanship, NHG achieved several milestones of care delivery – from championing disease management programmes, to laying the groundwork for population health management, laying the foundation of the National Mental Health Blueprint and encouraging an on-going culture of continuous improvements in collaborative and team-based care models in our *River of Life* framework.

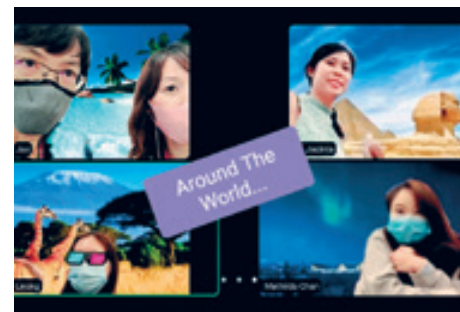
TOGETHER WE CARE

ENHANCING STAFF WELL-BEING

To engage staff and boost employee resilience and promote Joy in Work, the NHG Staff Well-Being Committee (NHG-SWC) introduced a Co-Funding Scheme for Staff Mental Well-Being in FY2020. It supported the scale-up of mental health initiatives in response to the pandemic. The NHG-SWC is chaired by Professor Chua Hong Choon, Deputy Group CEO (Strategy & Transformation), NHG, and CEO, KTPH & Yishun Health, and Mrs Olivia Tay, Group Chief Human Resource Officer, NHG. To-date, five Institutions have sought support from the scheme to augment well-being efforts. Additionally, a survey was conducted in August 2020 as part of MOH's collaborative efforts with healthcare clusters to monitor staff well-being. The results served to guide the design of interventions to improve staff wellness.

New workplace health initiatives under NHG's *Zest For Life* framework continued to be rolled out to improve employees' physical, emotional, and psychosocial well-being. In October 2020, the inaugural virtual Mental Wellness Campaign themed "Are You Okay?" was launched in NHG HQ. The campaign benefitted 209 staff, strengthening their capacity for empathy and resilience through psychological aid, and mindfulness workshops.

The HQ Mental Wellbeing Initiative was piloted between January and March 2021, with the objective of raising awareness on burnout. Staff videos on managing stress were curated. Activities were also organised to enhance camaraderie among staff and encourage team-bonding.



Picture was taken pre-COVID-19.



TORCH OF HOPE

The "Torch of Hope" music video was composed by Group Corporate Communications with national singers to galvanise all healthcare workers in our fight against COVID-19. It rallied all to help one another through the pandemic, and emerge even stronger to *add years of healthy life*. TOGETHER, WE SHALL OVERCOME!

HQ FITNESS FOR CHARITY

Fitness for Charity (FFC) was launched in NHG HQ to raise funds for charity. Participants were encouraged to achieve fitness challenge goals, with colleagues pledging donations to spur them on. In FY2020, a sum of \$18,252 was raised for our charity-of-choice, Care Corner Seniors Services.



TOGETHER WE CELEBRATE



NATIONAL MEDICAL EXCELLENCE AWARDS 2020

Two individuals from the NHG Family were honoured at the National Medical Excellence Awards (NMEA) 2020. The award recognises efforts of outstanding clinicians, clinician-scientists, and other healthcare professions for contributing towards care quality, patient safety, research, education, and training.

- Associate Professor Sum Chee Fang, Senior Consultant, Division of Endocrinology, KTPH and Senior Consultant, Diabetes Centre, Admiralty Medical Centre, was bestowed the National Outstanding Clinician Award. He was acknowledged for his exemplary contributions and unwavering commitment to developing and advancing diabetes and endocrinology care.
- Associate Professor Nicholas Chew, then NHG Group Chief Education Officer, and Chairman Medical Board, Woodlands Health, received the National Outstanding Clinician Educator Award. A/Prof Chew was lauded for his dedication and contributions in advancing graduate medical education.



HEALTHCARE HUMANITY AWARDS 2020

Ninety-five individuals were honoured at the 17th Healthcare Humanity Awards (HHA) 2020. Associate Professor Lim Poh Lian, Director, NCID was named one of the eight 'Honourable Mention' winners. The event was graced by President Halimah Yacob.

TWO NHG NURSES RECEIVE PRESIDENT'S AWARD FOR NURSES 2021

Ms Lim Voon Hooi, Chief Nurse, National Healthcare Group Polyclinics (NHGP), and Mr Christopher Soh, Assistant Director of Nursing, Emergency Department, TTSH, were two of seven nurses presented the President's Award for Nurses 2021, the highest accolade in Singapore's nursing profession. The winners received their awards from President Halimah Yacob at a virtual ceremony on 14 July.



Left: Mr Christopher Soh, Assistant Director of Nursing, Emergency Department, TTSH; Far left: Ms Lim Voon Hooi, Chief Nurse, NHGP.

NURSES' MERIT AWARDS 2021

In July 2021, 125 nurses were presented with the Nurses' Merit Award (NMA). The award recipients hailed from various care settings, spanning the community care sector, private hospitals, and public healthcare institutions. There were 30 recipients across our NHG Family. The Nurses' Merit Award started in 1976 and acknowledges nurses who have displayed noteworthy and exceptional performance, participated in professional development, and contributed to raising the nursing profession.

NHG RESEARCH & INNOVATION AWARDS 2020

The NHG Research and Innovation Awards 2020 recognised six individuals and teams who made outstanding contributions to improve health outcomes or care delivery in NHG. The NHG Research Mentor of the Year Award was presented to Associate Professor Leong Khai Pang, TTSH, and the NHG Innovator of the Year Award was conferred to Associate Professor Tey Hong Liang, National Skin Centre.

The team led by Dr Valerie Teo, Family Physician, Consultant and Deputy Head of Ang Mo Kio Polyclinic, won the NHG Healthcare Innovation Award for its work in developing Primary Tech-Enhanced Care (PTEC) for patients with hypertension.

The NHG Research Impact Award was presented to:

- The team led by Dr Desmond Mao Renhao, KTPH, on the psychological comfort of paramedics with field death pronouncement.
- The team led by Associate Professor David Lye, NCID, for its research work as part of the National COVID-19 Research Workgroup (RWG).
- The team led by Dr Lee Eng Sing, Principal Clinician Researcher of NHGP's Clinical Research Unit, for its epidemiology study on the magnitude and the common patterns of multi-morbidity in Singapore.



APEX 2021 AWARDS

NHG and Institutions clinched seven awards across multiple categories at the APEX 2021, an annual US-based competition which recognises excellence in publishing. This year, APEX 2021 received some 1,200 entries from professional communicators worldwide.

Lifewise, *Transforming Primary Care*, and *Together@NHG* serve as channels to educate our population on health matters, including innovation, collaboration, and news in our Institutions. The publications inspire readers to LIVE WELL and STAY WELL by featuring newsy reads on medical breakthroughs, health, fitness, and wellness, and providing insights into NHG's vision of *Adding Years of Healthy Life*.

The NHG Family won the following APEX 2021 awards:

- Grand Award for NHG *Lifewise* publication in the "Magazines, Journals & Tabloids" category;
- Grand Award for *Together@NHG* (23 Oct 2020) in the "Newsletters" category;
- Grand Award for NHGP's Efforts during the COVID-19 Pandemic (Facebook) in the "COVID-19 Media" category;
- Award of Excellence for NHG *Lifewise* Jul-Sep 2020 Issue 85 (*Together We Shall Overcome COVID-19*) All Hands on Deck article in the "COVID-19 Media - Newspaper/Magazine Articles" category;
- Award of Excellence for NHG *Lifewise* Jul-Sep 2020 Issue 85 (*Together We Shall Overcome COVID-19*); *Lifewise* Oct-Dec 2020 Issue 86 (*Surviving the Circuit Breaker*); *Lifewise* Jan-Mar 2021 Issue 87 (*Honouring Kay Kuok*) in the "Magazines, Journals & Tabloids - Magazine Series" category;
- Award of Excellence for NHGP *Transforming Primary Care* Issue 10 (*Tele-Health Services: Virtual Platforms, Real Outcomes*) in the "Newsletters - Writing" category;
- Award of Excellence for NHGP *Transforming Primary Care* Issue 9 (*Combating COVID-19: The United Fight*) in the "Newsletters - Design & Layout (entire issue)" category.



Picture was taken pre-COVID-19.



AWARDS & ACCOLADES FY2020

INTERNATIONAL AWARDS

INTERNATIONAL HOSPITAL FEDERATION AWARD 2020	1
IHF Beyond the Call of Duty for COVID-19	1
20TH CCAS* INTERNATIONAL CONTACT CENTRE AWARDS	1
Contact Centre Champion of the Year Award	1
INTERNATIONAL ACADEMY FOR DESIGN AND HEALTH AWARDS	1
EUROPEAN HEALTHCARE DESIGN AWARDS	1

NATIONAL AWARDS

AIC COMMUNITY CARE EXCELLENCE AWARDS	39
BCA CONSTRUCTION EXCELLENCE AWARD	1
COMMUNITY CHEST AWARDS 2020	2
HEALTHCARE HUMANITY AWARDS 2020	16
NATIONAL DAY AWARDS	321
NATIONAL MEDICAL RESEARCH COUNCIL AWARDS	13
NATIONAL MEDICAL EXCELLENCE AWARDS	2
NATIONAL HEALTHCARE INNOVATION & PRODUCTIVITY MEDAL	3
NURSES MERIT AWARD 2020	25
PRESIDENT'S AWARD FOR NURSES	1
PUBLIC SECTOR TRANSFORMATION AWARD	2
RESILIENCE AWARD BY GREAT PLACE TO WORK	1
TAN CHIN TUAN NURSING AWARD 2020	3

TERTIARY EDUCATION INSTITUTION AWARDS

NHG-LKCMEDICINE	16
Nanyang Education Award (School)	1
NHG-LKCMedicine Clinician-Scientist Preparatory Programme (CSPP)	13
NHG-LKCMedicine Clinician Scientist Career Scheme	1
NHG-LKCMedicine Clinician Scientist Career Scheme (Junior) 2020	1
NUS YONG LOO LIN SCHOOL OF MEDICINE (NUS YLLSOM)	99

*Contact Centre Association of Singapore (CCAS)

NHG AWARDS

SINGAPORE PATIENT ACTION AWARDS (ORGANISED BY TAN TOCK SENG HOSPITAL)	8
Singapore Patient Caregiver Award (Individual)	3
Singapore Patient Advocate Award (Individual)	1
Singapore Patient Support Group/ Volunteer Group Award (Group)	2
Singapore Community Engagement Initiative Award (Team)	1
Singapore Patient Engagement Initiative Award (Team)	1
STRATEGIC NURSING DEVELOPMENT PROGRAMME (TEAM-BASED)	2
NHG DEVELOPMENT AWARDS	95
HMDP (Team-Based)	22
HMDP (Medical)	56
HMDP (Administrator)	1
HMDP (Admin – Executive Development Programme (EDP))	8
HMDP (Allied Health Professionals)	4
HMDP (Nursing)	1
NHG Management Scholarship (NMS)	1
Postgraduate Self Development Programme (PSDA)	2
NHG RECOGNITION AWARDS	6
Distinguished Senior Clinician Award (DSCA)	6
NHG TEACHING EXCELLENCE AWARDS 2020	352
NHG Education Leaders Award	9
NHG Inter-professional Teaching Award	19
NHG Outstanding Education Partners Award	1
NHG Teaching Award for Senior Doctors	56
NHG Teaching Award for Junior Doctors	19
NHG Outstanding Nurse Teachers Award	34
NHG Teaching Award for Nursing Preceptors	89
NHG Teaching Award for Pharmacy Senior Preceptors	6
NHG Teaching Award for Pharmacy Preceptors	22
NHG Teaching Award for Allied Health Senior Educators	24
NHG Teaching Award for Allied Health Educators	27
NHG Special Commendation Award	46
NHG RESEARCH & INNOVATION AWARDS 2020	6
NHG Research Mentor of the Year Award	1
NHG Healthcare Innovation Award	1
NHG Research Impact Award	3
NHG Innovator of the Year Award	1
NHG EDUCATION	2
AY2019/2020 Teaching Recognition	2

“AS THE NATION OPENS UP AND RALLIES TO BECOME “COVID RESILIENT”, IT IS THE DAWN OF A NEW ERA – NOT JUST FOR NHG BUT FOR PUBLIC HEALTHCARE AS A WHOLE, AND INDEED FOR SINGAPORE. I WOULD LIKE TO THANK EVERY ONE OF YOU FOR GOING ABOVE AND BEYOND IN THE NATION-WIDE EFFORTS TO KEEP SINGAPORE SAFE. AS WE EMBARK ON THE NEXT PHASE OF OUR JOURNEY, LET US UPHOLD THE NHG VALUES OF *PEOPLE-CENTREDNESS, INTEGRITY, COMPASSION, AND STEWARDSHIP* TO DELIVER OUR VISION OF *ADDING YEARS OF HEALTHY LIFE* FOR OUR FELLOW SINGAPOREANS.”

Mr Tan Tee How Chairman, NHG