



STANDING TOGETHER:

PREVENTION OF ABUSE AND
HARASSMENT IN HEALTHCARE
IN SINGAPORE



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FOREWORD

Healthcare workers are the heart of our healthcare system. Every day, they show up to care for the sick, the vulnerable, and the elderly, often under immense pressure, and always with dedication. They deserve to do this work in environments where they feel safe, respected, and valued.

The establishment of the Tripartite Workgroup for the Prevention of Abuse and Harassment of Healthcare Workers in 2022 was a declaration of that commitment. It brought together government, employers, unions, and the community around a shared conviction: abuse and harassment of healthcare workers is never acceptable, and that we have a collective responsibility to do something about it.

This report documents what we have built together and what it has meant for the people at the centre of our healthcare system. The progress is real and measurable. Healthcare workers are reporting incidents with greater confidence. Public awareness has grown, institutions have stronger systems, and healthcare workers have better support. These changes represent a genuine shift in culture.

None of this would have been possible without the healthcare workers who came forward to share their experiences. Their courage gave us clarity, and their voices shaped the work captured in this report. We are deeply grateful to them, and to every partner who contributed to this effort.

There is more work ahead, but the foundation is strong. We remain committed to building on it together.



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SECTION 1: IDENTIFYING THE CHALLENGE

The Tripartite Workgroup for the Prevention of Abuse and Harassment of Healthcare Workers (TWG) was established in 2022 in response to growing concerns about the safety and well-being of healthcare workers across Singapore.



From the start, the Workgroup brought together a broad group of partners, including the Ministry of Health (MOH), the Healthcare Services Employees' Union (HSEU), the Agency for Integrated Care (AIC), Public Healthcare Institutions (PHIs), Community Care Organisations (CCOs), and private healthcare providers. Together, they recognised that abuse and harassment of healthcare workers required a collective commitment across the sector and nationally.

To understand the true scale of the issue, the TWG commissioned comprehensive research involving more than 3,000 healthcare workers and more than 1,500 members of the public through surveys and focus group discussions.

The findings painted a sobering picture. About two in three healthcare workers surveyed reported they had witnessed or experienced abuse or harassment, with verbal abuse among the most prevalent forms.

Before we could act, we needed to listen.



The research also revealed that many incidents went unreported. Many healthcare workers did not come forward after incidents, held back by unclear reporting channels, fear of repercussions, or a deeply ingrained belief that such treatment was simply "part of the job".

Members of the public often had limited awareness of how their words and actions could affect the healthcare workers. These findings highlighted the urgent need for a coordinated effort to prevent abuse and harassment through stronger institutional support and clear public understanding.

Together, these insights provided the TWG both a clear mandate and a roadmap. The TWG set four objectives:

- ◆ Develop a sector-wide zero-tolerance framework for abuse and harassment;
- ◆ Establish clear reporting channels and support for affected healthcare workers;
- ◆ Prevent abuse and harassment through training and public education; and
- ◆ Build a lasting culture of respect and safety across all healthcare settings.

From Threat and Intimidation to Assurance of Safety

National University Hospital

Aisha (not her real name), a Nurse Clinician recounted a workplace violence incident that occurred in June 2017. After informing a patient's father that mobility scooters were not permitted in the ward due to safety concerns, she was cornered near a handwashing basin. The individual pushed a cardiac table to block her exit, shouted continuously, and displayed a needle and a penknife. He threatened to "wait for her to change shift" and ensure that she "landed in hospital." He also spat at her twice, made obscene gestures, and demanded that she call her husband so that both of them would "land in hospital."

Aisha described experiencing fear, anger, anxiety, and emotional exhaustion during and after the incident. Although the immediate threat was eventually de-escalated, the psychological impact persisted beyond the event itself.

Colleagues provided immediate assistance in managing the situation and ensuring her safety. The hospital responded promptly and decisively by issuing the patient's father a warning, making a police report, and supporting Aisha in applying for a Personal Protection Order through the State Courts.

These measures reassured Aisha that the hospital was committed to protecting its staff and helped restore her confidence in her personal safety and that of her family.

Experiences like this identified best practices in managing abuse and harassment cases. Through the TWG, best practices were shared and incorporated into the Implementation Guide, which was established and shared with healthcare providers.

This incident highlights the profound impact that threats, intimidation, and aggressive behaviour can have on healthcare workers, as well as the importance of a strong organisational response in safeguarding staff, providing psychological support, and reinforcing that such conduct will not be accepted as part of healthcare work.

When Verbal Conflict Escalates: Protecting Staff Through Immediate Intervention

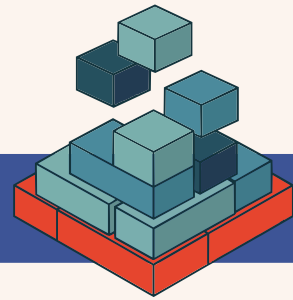
Ren Ci Hospital

Phoebe (not her real name), a Community Care Assistant, was confronted by a patient's daughter in a communal area after the daughter expressed dissatisfaction with the care approach and proposed interventions. During the interaction, the daughter raised her voice, threw a water bottle at Phoebe, and advanced toward her with her hands raised. The incident caused Phoebe significant emotional distress.

The matter was escalated to nursing management, who engaged the daughter, explained the clinical rationale behind the care team's decisions, and reinforced the appropriate channels for raising future feedback and concerns. Phoebe was provided with emotional support following the incident and was subsequently redeployed to another section. Removing the need for direct interaction with the next-of-kin helped alleviate her anxiety and contributed to an improved sense of safety and emotional wellbeing. She was also supported in lodging a police report.

This incident highlights how expressions of dissatisfaction can escalate rapidly into aggressive behaviour, underscoring the importance of timely managerial intervention to protect staff, manage challenging interactions, and restore affected employees' sense of safety and wellbeing.

SECTION 2: BUILDING THE FOUNDATION

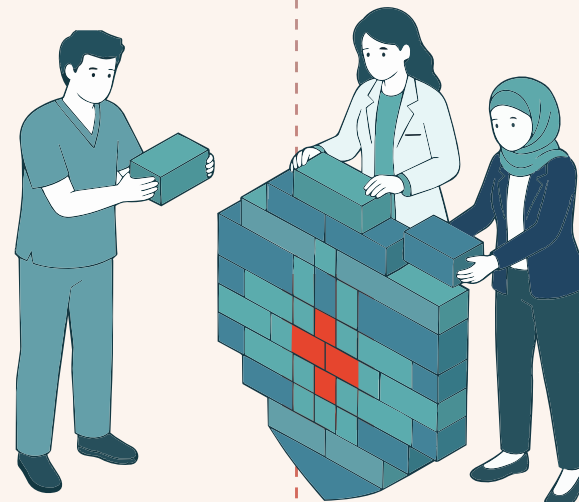


In 2023, the TWG reached its first major milestone with the launch of the Tripartite Framework for the Prevention of Abuse and Harassment in Healthcare. For the first time, Singapore's healthcare sector has a common, sector-wide definition of what constitutes abuse and harassment, removing the ambiguity that had long allowed such behaviour to go unaddressed.

The Tripartite Framework further sets out standardised protocols for how institutions should respond when incidents occur, from the moment a report is made, through investigation and follow-up, to the support provided for affected healthcare workers and the actions taken against perpetrators. Healthcare workers across different institutions and care settings can expect a consistent, principled and supportive response.

Underpinning all of this is a clear zero-tolerance policy. The message is unambiguous: no level of stress or frustration justifies the abuse and harassment of a healthcare worker. This commitment is backed by clear definitions of what constitutes abuse and harassment, appropriate consequences for perpetrators, and a firm commitment from all stakeholders to uphold the Tripartite Framework.

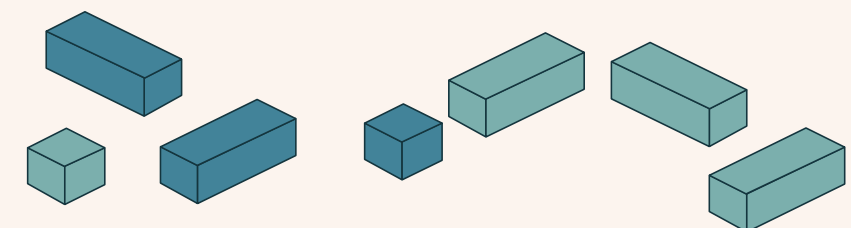
Lasting change requires more than good intentions. It requires structure.



To translate the Tripartite Framework into practice, tailored Implementation Guides (IGs) were developed for both healthcare providers and CCOs. Recognising that hospital, clinic and community care settings operate differently, each IG was adapted to reflect the unique processes, care models and operational realities of its sector. They provide practical guidance on reporting and investigation procedures, supporting affected healthcare workers, staff training, and institutional responses to abuse and harassment.

The TWG also brought stakeholders together to exchange best practices and learn from one another, ensuring that employers are well-equipped to put in place the safeguards and exercise leadership in supporting healthcare workers against any abuse or harassment when delivering care.

The foundation has been laid. Healthcare workers now have a system they can trust, while employers and workers alike have the clarity and guidance needed to respond consistently and decisively.



Turning Experience into Protection

Khoo Teck Puat Hospital (KTPH) and Yishun Community Hospital (YCH)

Eileen, an Assistant Director of Nursing at KTPH and YCH and Co-Chair of the Staff Protection and Empowerment Collective (SPEC), brings both empathy and practical insight to supporting staff affected by workplace aggression.

In one case, a patient made offensive sexual remarks to a staff member. The staff member was distressed but reluctant to report the incident, citing embarrassment and concerns that pursuing the matter would create additional stress.

Eileen and the staff’s supervisor took time to listen to her concerns, provided reassurance, and reiterated that the patient's behaviour was unacceptable. The staff member was also provided with wellness leave and regular wellbeing check-ins. With continued support, she was assessed to be coping well and was able to resume her duties with confidence.

Guided by the Tripartite Framework and workplace protection policies, they supported the staff member through the reporting process and ensured that appropriate follow-up actions were taken. Security personnel assisted with statement-taking, while the patient and the patient’s spouse were firmly informed that the behaviour was unacceptable and would not be tolerated.

Beyond individual case management, Eileen works through the SPEC in partnership with Security and Workplace Safety and Health colleagues to review incident trends, identify higher-risk areas, and translate lessons learnt into preventive and protective measures. These efforts include strengthening security presence at identified hotspots, implementing closer monitoring of higher-risk cases, enhancing safeguards for staff working alone or in confined spaces, and reinforcing clear Code V escalation, reporting, and de-escalation protocols.

This incident demonstrates the value of a coordinated organisational response in supporting staff who experience workplace harassment. It also highlights how the Tripartite Framework provides a common language and structure for responding to incidents, while the network of Staff Protection teams enables institutions to learn from one another and work towards more consistent and effective approaches to staff protection across the healthcare sector.

Rebuilding Confidence after an Incident

Home Nursing Foundation

In April 2025, Physiotherapist, Kyi Kyi’s client touched her inappropriately and made demeaning remarks during a home-based therapy session. Shocked and feeling unsafe, she prioritised her safety by leaving the client's home immediately and contacting her Reporting Officer, the Head of Therapy.

The incident was promptly escalated to Human Resources, and the client's next-of-kin was informed that such behaviour was unacceptable. Kyi Kyi’s Reporting Officer also advised her on the option of making a police report and offered to accompany her throughout the process.

Beyond addressing the incident itself, the organisation focused on supporting Kyi Kyi’s wellbeing and recovery from the incident. Regular check-ins from her supervisor and Human Resources provided ongoing reassurance, while she was also encouraged to call the organisation’s Employee Assistance Programme hotline if she needed additional emotional support.

The sustained support from her managers helped Kyi Kyi regain a sense of safety and confidence following the incident. Equally important, it reassured her that the organisation stood firmly behind her and was committed to supporting her throughout her recovery.

This incident highlights the importance of swift reporting, clear escalation pathways, and a coordinated organisational response when staff experience harassment or inappropriate behaviour. It also demonstrates how practical assistance, emotional support, and visible managerial commitment help affected employees recover from distressing incidents and feel protected in the course of their work.



Standing Behind Our Healthcare Workers

NHG Polyclinics

As Co-Lead of the Staff Protection Function and Director of Service Leadership and Patient Relations at NHG Polyclinics, Tracy provides strategic leadership in safeguarding healthcare workers. In addition to strengthening reporting and escalation processes, staff capability-building, and post-incident support, her work focuses on cultivating a workplace culture grounded in empathy, professionalism, and mutual respect.

One case involved a patient, Mr Chan (not his real name), who repeatedly displayed abusive behaviour towards healthcare workers at Ang Mo Kio Polyclinic. He disrupted clinic operations by entering consultation rooms without permission, demanding to be seen ahead of other patients, and would often raise his voice at staff. In May 2026, his behaviour escalated further. He called an Operations Supervisor "incapable", threw a queue slip onto the floor, and ordered staff to use it to arrange an appointment. He subsequently threatened a Patient Relations Officer through the feedback hotline, stating, "I will make sure you lose your job."

Drawing on the Tripartite Framework, Tracy worked closely with clinic management and legal counsel to address the situation. A formal warning letter was issued to the patient outlining the unacceptable nature of his conduct and setting clear expectations for future interactions. The affected staff members were also advised on available police reporting options and provided with ongoing support throughout the process.

The Framework provided Tracy and her team with greater clarity and confidence in responding to the incident. The firm took a firm and coordinated approach to protecting employees from abuse and harassment.

This incident highlights the importance of leadership commitment, clear organisational processes, and timely intervention in managing challenging patient interactions. It also demonstrates how a structured framework can empower organisations to take consistent action, support affected employees, and foster a workplace culture where staff feel safe to speak up, confident that incidents will be addressed, and assured that they will be supported when abuse occurs.

SECTION 3: BUILDING COLLECTIVE UNDERSTANDING

Beyond creating the definitions and frameworks, building collective understanding required action on two fronts: equipping healthcare workers with the capability to prevent abuse and harassment, and shaping public understanding of what constitutes such behaviour to foster empathy and respect.

A national public education campaign under the banner of #NoExcuseForAbuse instead was launched to raise awareness of abuse and harassment of healthcare workers. It fostered a shift in attitudes and behaviours towards greater respect in healthcare settings. The campaign engaged the public at multiple touchpoints, leveraging traditional, digital and social media channels, including content partnerships across different formats from short-form content to podcasts, to feature different perspectives and enable deeper exploration of the issue. These efforts were complemented by posters and displays within healthcare institutions, serving as timely reminders at the point of care. The campaign carried a clear and consistent message, that healthcare workers deserve respect, and that abusive behaviour, in whatever form it takes, will not be tolerated.

Crucially, the campaign went beyond deterrence. It helped members of the public recognise the human impact of their words and actions and encouraged them to approach healthcare workers with the same patience and empathy that healthcare workers extend to them. It also highlighted the positive relationships that can flourish between patients, clients, caregivers, and healthcare workers when there is mutual respect.

Prevention begins with shared understanding within healthcare settings and beyond.

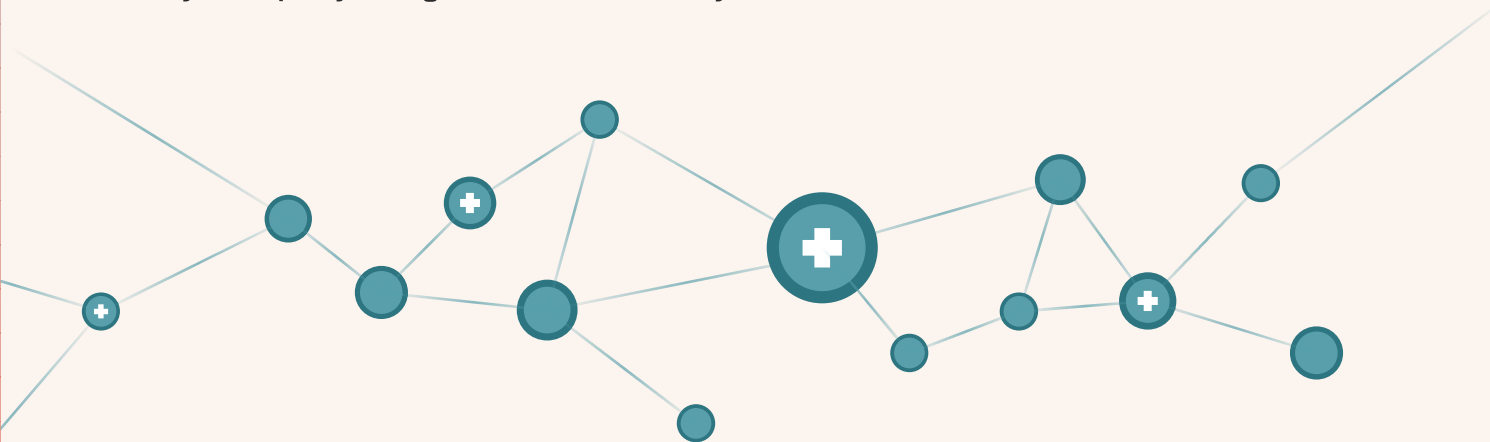


Within healthcare settings, employers developed healthcare worker training programmes and peer support networks that gave healthcare workers practical skills and a sense of solidarity. Training covered de-escalation techniques, early recognition of potentially volatile situations, incident reporting, bystander intervention, and post-incident support such as mental health support and self-defence techniques against physical aggression. Healthcare workers benefit not just with knowledge, but with confidence to set boundaries, to seek help, and to know that doing so is not only acceptable but encouraged. To date, more than 6,000 healthcare workers have been trained in advanced de-escalation and self-defence techniques. Basic training is provided to all frontline staff and continues to be part of the onboarding process for new healthcare workers.

Peer support networks created spaces for healthcare workers to share experiences and learn from one another, reinforcing the message that no one must face these challenges alone.

Between 2023 and 2025, reports of abuse and harassment involving healthcare workers in PHIs doubled from around 2,200 to 4,200 cases respectively. Among them, the number of cases reported to the Police increased from 350 to 550 cases. During the same period, CCOs also instituted a system to report incidents, providing visibility into cases that had previously gone unreported. The rise in reports does not, by itself, suggest abuse and harassment becoming more prevalent. Instead, it is consistent with greater awareness of what constitutes unacceptable behaviour and greater confidence among healthcare workers to speak up and take action.

Together, the public education campaign and internal training programmes have begun to shift the culture, from one where abuse and harassment was quietly endured, to one where they are openly recognised and collectively addressed.



Building Confidence through Anti-harassment Training

IHH Healthcare

For Nurse Clinician, Munirah, workplace anti-harassment training is a valuable reminder that harassment is not always overt or intentional. The training highlighted how words or actions that may seem insignificant to one person can leave another feeling uncomfortable, intimidated, or disrespected. It prompted her to reflect on the importance of professional boundaries and the impact that everyday interactions can have on colleagues.

Munirah mentors junior nurses and often serves as a source of guidance when workplace concerns arise. The training equipped her with greater confidence in recognising potential signs of harassment, responding appropriately, and directing colleagues to available support resources when needed.

Beyond increasing awareness, the training strengthened Munirah's ability to foster a respectful and supportive work environment. By helping staff identify concerns early and encouraging open conversations, she is better positioned to support her colleagues and contribute to a workplace where everyone feels respected, psychologically safe, and empowered to seek help when necessary.

This highlights the value of workplace anti-harassment training in building awareness, strengthening bystander and leadership capabilities, and reinforcing a culture of mutual respect. Equipping staff with the knowledge and confidence to recognise and address inappropriate behaviour is an important step towards creating safer and more inclusive healthcare workplaces.



Ready to Step in Before Crisis Escalates

Institute of Mental Health

Assistant Director of Nursing, Kalaivanan, and Senior Nurse Manager, Win Min Htet, spearheaded the Code Grey Team initiative after recognising that abuse and harassment in the wards must not be accepted as an inevitable part of healthcare work. The nurse-led programme adopts a prevention-focused crisis intervention model designed to help staff recognise risks early and intervene before situations escalate into violence or aggression.

When the initiative was first launched, 20 nurses received specialised training in early warning sign recognition, de-escalation techniques, structured negotiation, and post-incident debriefing. The results were encouraging. Within six months, the number of physical assault incidents in the participating wards fell from 108 to 58, representing a reduction of almost 50 percent.

Beyond the reduction in incidents, the training strengthened staff confidence and frontline capabilities. Code Grey Team nurses now provide real-time guidance and support to colleagues managing volatile situations, helping to de-escalate challenging encounters. By equipping staff with practical skills and a structured response framework, the initiative enhanced preparedness and improved the team's ability to manage potentially aggressive behaviour safely and effectively.

Employees reported feeling safer, better supported, and more confident in handling difficult situations. Code Grey Team demonstrated how targeted capability-building, combined with strong peer support and early intervention strategies, can improve staff safety while fostering a more resilient workforce.



The Code Grey Team initiative highlights the value of investing in preventing approaches to avert workplace aggression. There were not only reduced incidents of physical assault but also strengthened staff confidence, wellbeing, and psychological safety in the workplace.

Building Trust through Empathy

Ng Teng Fong General Hospital & Jurong Community Hospital

Principal Dietitian, Grace, repeatedly encountered a patient with a history of verbally abusive behaviour during clinic consultations. The interactions were often emotionally draining and unpredictable, leaving staff feeling apprehensive before each appointment. To better support the team, a de-escalation training and coaching session was organised for all Principal Dietitians and facilitated by Psychiatrist Dr Darryl.

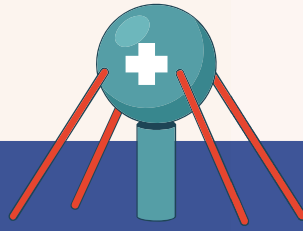
The coaching encouraged staff to understand challenging behaviours through the lens of the patient's diagnosis and personal experiences, rather than through assumptions or labels. For Grace, this perspective shift enabled her to better anticipate potential triggers, respond more intentionally, and maintain professional boundaries during difficult interactions.

Over time, Grace applied the techniques and insights gained from the training to build trust and rapport with the patient. Subsequent consultations proceeded calmly, without verbal abuse or other disruptive behaviour. In one session, the patient even expressed appreciation for the care provided, reflecting a significant improvement in the interaction.

This example highlights the value of equipping healthcare workers with practical skills and a deeper understanding of patient behaviour. By fostering empathy while maintaining professional boundaries, training can help staff navigate complex interactions more effectively, improve workplace safety, and preserve therapeutic relationships even in challenging circumstances.



SECTION 4: STRENGTHENING SUPPORT

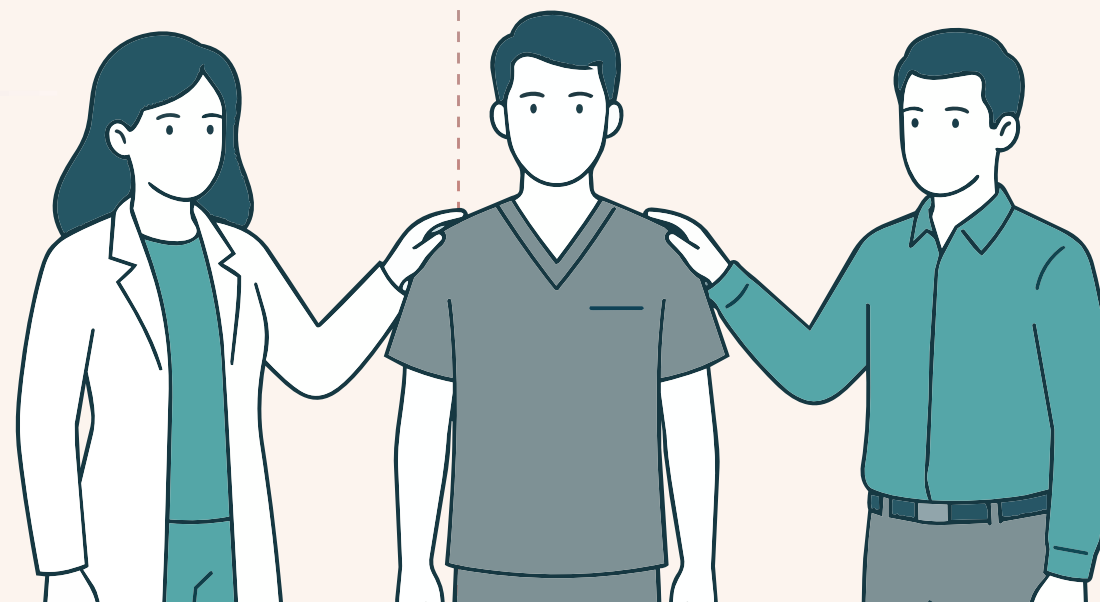


The TWG recognised early on that policies and protocols, however well-designed, are only as effective as the support systems behind them. Healthcare workers who experience abuse and harassment need more than a reporting template. They need to know that someone will respond that their well-being will be prioritised, and that they will not face any negative consequences for reporting. Building that trust was one of the TWG's deliberate achievements.

Healthcare institutions have put in place comprehensive support structures that activate should an incident occur. These include immediate medical attention where needed, access to mental health and counselling services, time off to recover, and reassignment of duties where appropriate. Support does not end once the immediate crisis has passed. Follow-up actions ensure that affected workers continue to receive the help they need as they return to their roles, with their recovery and well-being remaining a priority throughout. Today, all PHIs have implemented dedicated healthcare worker protection functions, including the appointment of Chief Wellness Officers.

Complementing efforts within healthcare institutions, the Union provides additional support for Union members who encounter abuse and harassment in the line of duty.

Knowing what to do in a crisis matters. Feeling genuinely supported through it matters even more.



CCOs have been strengthening worker protection across community care settings as well, with employers of more than 60% of the community care workforce incorporating the recommendations into their processes in the past year. AIC will continue to promote the adoption of the recommendations and continue to support CCOs with resources and training.

Clear reporting and escalation pathways have played an important role in building trust in the system. When healthcare workers have greater clarity on how to report an incident, who will receive that report, and what will happen next, it can help reduce barriers to seeking support. Supervisors and wellness officers have been equipped with the knowledge and resources to respond in a timely manner, supporting the appropriate handling of reports and follow-up actions.

The result has been a meaningful shift in how healthcare workers experience their workplaces. In a TWG survey in 2025, more than nine in ten healthcare workers felt that their institutions encouraged reporting of abuse and harassment incidents, and supported a safe and respectful work environment. This reflects growing confidence and trust in the system.

Knowing Support is Available

Population Health & Community Care, NUHS

To Rui Xian, a Senior Manager under NUHS Population Health & Community Care, the peer support network plays an important role in fostering a psychologically safe and supportive environment for staff, particularly during periods of heightened stress and operational demands. By providing access to approachable colleagues who are willing to listen, offer encouragement, and share experiences, the network helps staff feel less isolated when navigating workplace challenges.

Through regular check-ins, wellbeing initiatives, and opportunities for open conversations, staff are reminded that support is readily available and that seeking help is a sign of strength rather than weakness. These interactions encourage individuals to prioritise self-care, recognise when additional support may be needed, and look out for the wellbeing of their colleagues.

Beyond providing emotional support, the network helps cultivate a culture of care and connectedness across the organisation. By creating safe spaces for staff to share concerns and experiences, it reinforces the message that wellbeing is a collective responsibility and that no one should have to face challenges alone.

The initiative has contributed to a workplace where staff feel more connected, supported, and empowered to reach out when needed. It demonstrates how peer support can strengthen resilience, promote psychological wellbeing, and help build a positive and supportive work environment where people can thrive.

Respect When It Matters Most

Ng Teng Fong General Hospital (NTFGH) & Jurong Community Hospital (JCH)

The Wellbeing Champion network brings together staff who are passionate about supporting the wellbeing of their colleagues and strengthening connections within the community. Through a range of initiatives, the network creates opportunities for staff to come together around shared causes, fostering a greater sense of purpose, belonging, and engagement beyond their day-to-day responsibilities. One such initiative was a fundraising campaign to support vulnerable patients in the community.

For Varsha, a Senior Assistant Manager from NTFGH & JCH JurongHealth Fund team, these experiences demonstrate how community engagement and peer networks strengthen workplace connections and enhance overall wellbeing.

The initiative highlights how wellbeing extends beyond responding to challenges and includes creating opportunities for shared purpose, connection, and community. Through the Wellbeing Champion network, staff are encouraged to support one another, build meaningful relationships, and contribute to a workplace culture where people feel a strong sense of belonging and mutual care.

SECTION 5: BUILDING PARTNERSHIPS

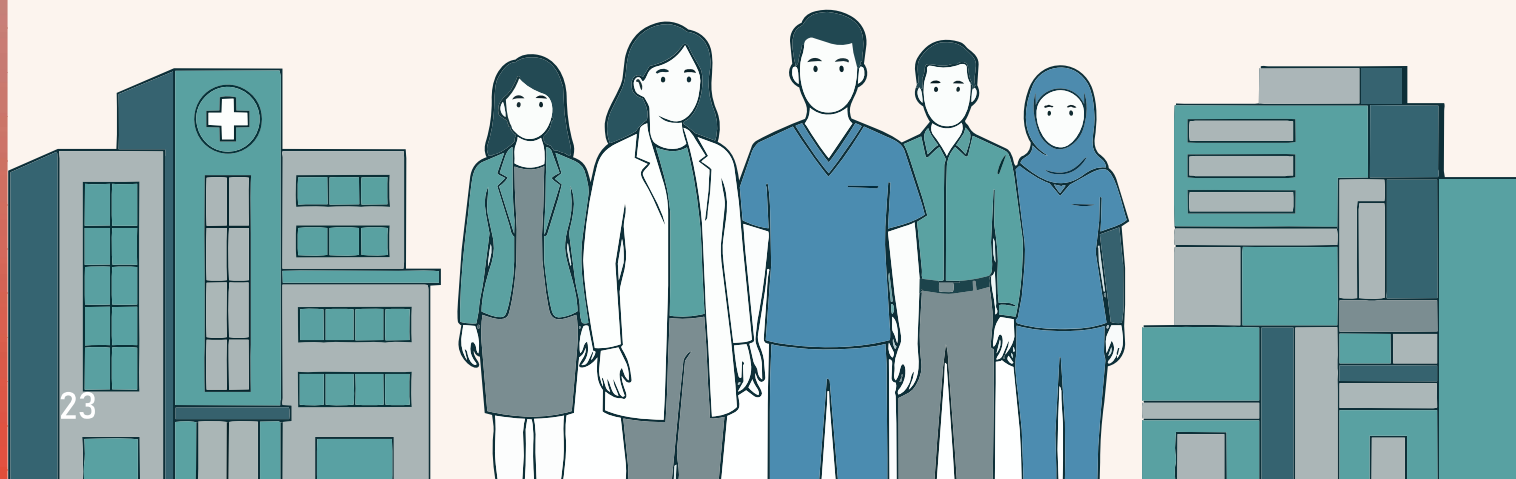


The TWG was built on the principles of partnership. By bringing together PHIs, CCOs, the AIC, private healthcare providers, and the HSEU, and in consultation with the Ministry of Home Affairs, the Workgroup ensured that the Tripartite Framework it developed would be relevant, practical, and embraced across the full breadth of Singapore's healthcare sector.

Across institutions, a systematic approach to sharing best practices took root. Regular case study sessions gave healthcare institutions the opportunity to learn from one another's experiences, refine their approaches, and continuously raise the bar for how abuse and harassment are prevented and addressed. This culture of peer learning created a healthcare sector that improves not just within institutions, but across them.

Beyond the healthcare sector, relevant partners such as the Ministry of Law and the Online Safety Commission are also contributing to the creation of a safer healthcare environment. Where applicable, the Tripartite Framework will be updated to incorporate new measures to protect healthcare workers from abuse and harassment.

*No single organisation can change a culture on its own.
This has always been a whole-of-society effort.*



Speaking Up When It Matters

SingHealth Patient Advocacy Network (SPAN)

A few years ago, caregiver and SPAN Advocate, Josie, witnessed a patient repeatedly scolding a nurse over delays in arranging a blood test. Although the nurse calmly explained that she could not proceed until the attending doctor had confirmed the required test, the patient continued to raise his voice and demand immediate action.

Recognising the distress from the situation, Josie stepped in to support the nurse. She reminded the patient that the nurse was doing her best to assist him and that other patients were also waiting for care. The patient subsequently calmed down and the situation de-escalated.

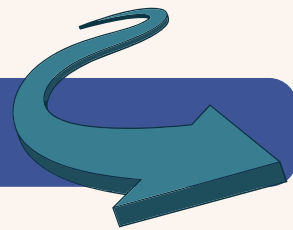
Reflecting on the incident, Josie suggests adopting a "tag-team" approach, amongst healthcare teams, where colleagues support one another by stepping in when interactions become increasingly tense or confrontational. The approach recognises that frontline staff should not be left to manage difficult situations alone and that timely support from colleagues can help prevent escalation while ensuring staff feel protected.

For Josie, the experience reinforced the importance of looking out for one another where members of the public can also speak up when healthcare workers are facing challenging interactions. Her actions reflect SPAN's belief that creating a safe, respectful, and supportive care environment is a shared responsibility.

Josie's experience demonstrates how simple acts of peer support can make a meaningful difference. By encouraging teamwork and mutual support, organisations can strengthen staff confidence, reduce the sense of isolation that often accompanies difficult encounters, and foster a workplace culture where employees know that help is available when they need it.



SECTION 6: MOVING FORWARD TOGETHER



Reported incidents have increased since the TWG was established. This rise reflects something positive: healthcare workers now trust the system enough to come forward. Clearer reporting mechanisms, stronger institutional support, and a culture that takes these incidents seriously have collectively overcome the barriers that once kept so many experiences hidden. More reports mean more workers are getting the help they need, giving rise to greater opportunities for institutions to learn, improve, and prevent future incidents.

The national public education campaign also contributed to measurable improvements in public awareness, attitudes and willingness to act. In the 2025 survey, 86% of members of the public indicated they would consider stepping in if they witnessed such behaviour against a healthcare worker. Nine in ten respondents felt that everyone has a part to play in preventing abuse and harassment. Almost all were in agreement that more should be done to protect healthcare workers from abuse and harassment. Sustaining this progress will require the continued efforts of healthcare institutions, healthcare workers, patients, caregivers and our wider society.

Healthcare Employers Can Continue to Make a Difference

Healthcare employers have been instrumental in implementing the Tripartite Framework, and their continued leadership is essential. This means regularly reviewing and updating policies and procedures to ensure they remain fit for purpose, investing in ongoing healthcare worker training and development, and maintaining robust support systems for affected healthcare workers. It also means actively fostering cultures of respect and safety, as a core organisational value.

As the work of the TWG concludes, responsibility for sustaining its momentum will transition to an employer-led Community of Practice (COP). Building on the foundation established by the TWG, the COP will provide a platform for healthcare employers to continue sharing experiences, strengthening capabilities, and exchanging best practices. Together, the COP represents the sector's sustained commitment to preventing abuse and harassment of healthcare workers.

Everyone Can Play a Part

Every interaction in a healthcare setting is an opportunity to make a difference. Members of the public can play their part by treating healthcare workers with courtesy and respect, recognising that they are doing their best under often demanding circumstances, and using appropriate channels to raise feedback or concerns. Beyond individual interactions, these values can be reinforced within families, social circles, and communities to help build a culture where respectful behaviour in healthcare settings is everyone's responsibility.

When healthcare workers are treated with respect, they are better able to focus on what matters most: providing safe, attentive, and compassionate care to patients, clients and their families.

The Way Ahead

While the foundation has been laid and real progress made over the past four years, we now seek to sustain this momentum. This will require the continued commitment of healthcare institutions, employers, healthcare workers, patients, clients, caregivers, and the wider community.

Together, we can build a healthcare system where abuse and harassment have no place, and where every healthcare worker is empowered to provide quality care in an environment of dignity, respect, and trust.

*The work of the TWG has helped
lay important foundations.*



COMPOSITION OF TWG

Role	Member
Advisor	Mdm Rahayu Mahzam, Minister of State, Ministry of Digital Development and Information & Ministry of Health
Co-Chairpersons	Mr Vincent Wu, Deputy Secretary (Policy), Ministry of Health Prof Chua Hong Choon, Chief Executive Officer (Khoo Teck Puat Hospital and Yishun Community Hospital), NHG Health
Member Organisations	Agency for Integrated Care (AIC) All Saints Home Healthcare Services Employees' Union (HSEU) IHH Healthcare Singapore Methodist Welfare Services (MWS) Ministry of Health (MOH) MOH Holdings (MOHH) National University Health System (NUHS) NHG Health Raffles Medical Group Ren Ci Hospital Singapore Health Services (SingHealth) Vanguard Healthcare



ACKNOWLEDGEMENTS

The achievements documented in this report are the result of many hands and voices working together over four years.

We extend our deepest gratitude to all members of the TWG, for their expertise, their time, and their unwavering commitment to making Singapore's healthcare environment safer and more respectful. Their work has touched the lives of many healthcare workers across the sector.

Our most heartfelt thanks go to the healthcare workers who came forward to share their experiences. It takes courage to speak about difficult moments, and their willingness to do so has been the driving force behind every policy, every protocol, and every programme that has emerged from this work. They spoke up not just for themselves, but for every colleague who would come after them.

We acknowledge the leadership of healthcare employers across PHIs, CCOs and private healthcare providers, who embraced the Tripartite Framework and invested their resources to make it real at the workplace.

We are grateful to HSEU for their steadfast advocacy on behalf of healthcare workers, and for the perspective and energy they brought to every stage of this effort.

We extend our appreciation to the Manpower Committee (Taskforce 2) for their contributions and expertise in contextualising the IG for CCOs to address the unique challenges and diverse care settings of the community care sector.

We also recognise the contributions of patient advocacy groups, community partners, and members of the public who supported the #noexcuseforabuse campaign and chose to be part of this movement.

What has been built here is more than a framework. It is a demonstration of what is possible when a community comes together around a shared commitment. We are proud of what has been achieved, and we look forward to building a safe and respected healthcare ecosystem.



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