



PHARMACY LEADERSHIP DEVELOPMENT STRATEGY

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**MINISTRY OF HEALTH
SINGAPORE**

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Foreword



The local healthcare landscape is rapidly evolving, presenting both challenges and opportunities for the pharmacy profession. In this context, the need for effective leadership within the pharmacy profession cannot be overstated.

The Pharmacy Leadership Development Strategy (PLDS) is a testament to our unwavering dedication to nurturing the next generation of pharmacy leaders who will drive positive change and further the practice of the profession.

It is our firm belief that by investing in the development of our pharmacy professionals, we are not only enriching their individual careers but also fortifying the foundation of healthcare delivery in Singapore.

I hope that the PLDS will encourage you to go on your personal journey of discovery and grow into greater heights of your full potential.

Professor Kenneth Mak
Director - General of Health
Ministry of Health, Singapore



To meet the challenges of today's dynamic healthcare landscape, the pharmacy workforce must be equipped with the necessary leadership tools.

At the heart of the Pharmacy Leadership Development Strategy (PLDS) lies a steadfast commitment to cultivate self-leadership and adopt a tailored leadership development approach within our pharmacy fraternity.

The strategy empowers pharmacists to take ownership of their development, make informed decisions, and adapt to the evolving care needs of our population. This ensures that our profession continues to drive the delivery of value-based care.

Together, let us embark on this journey of growth as we strive to elevate the practice of pharmacy and enhance the well-being of the communities we serve.

Doctor Camilla Wong
Chief Pharmacist
Ministry of Health, Singapore

Executive Summary

PLDS is outlined as a
Leadership Development Journey:

**Cultivating Self-leadership and Leading others
using the “Why-How-What” Approach**

Cultivating purpose serves as
a catalyst for motivation,
resilience, and sound decision-
making in leadership
development

Self-leadership is the **cornerstone**
for leadership development and
should be **practiced continuously**
across all leadership levels, before
transitioning into **Leading Others**
to build a supportive and high-
performing team environment

Leverage on existing institutional
leadership framework and
Development Framework for
Pharmacist (DFP) to **identify**
competencies before **tailoring**
leadership development, constantly
reviewing **progress for action** and
make deliberate efforts to ensure
leadership continuity

6 key focus areas where
pharmacy leaders are
encouraged to apply
leadership skills to influence,
drive positive change, improve
patient outcomes, and
contribute to the advancement
of pharmacy practice

User Quick Guide



FOR INDIVIDUALS

- Understand the importance of Self-Leadership ("**Cultivating Self-leadership**", page 12-13)
- Create your personal purpose statements ("**Discovering your personal purpose**", page 15-16)
- Identify your leadership competencies using the Development Framework for Pharmacists ("**Identify Leadership Competencies**", page 17)
- Identify your level of leadership ("**Leadership Levels**", page 19)
- Use a targeted approach to chart your leadership development ("**Tailor Leadership Development**", page 20)
- Create an Individualised Action Plan using the 70:20:10 model ("**Review for Action**", page 21 & "**70:20:10**" page 22)
- See examples of implementation of the PLDS as an individual ("**Storyboards**", page 32)

FOR TEAM LEADS



- Identify the varying leadership levels of your team members ("**Leadership Levels**", page 19)
- Understand the different approach for your team members based on their leadership levels ("**Tailored Leadership Development**", page 20)
- Co-create with your members on their Individualised Action Plans using the 70:20:10 model ("**Review for Action**", page 21 & "**70:20:10**", page 22)
- Practise deliberate succession planning ("**Succession Planning**", page 23-24)
- Look for opportunities for team members to practise leadership skills in the 6 focus areas ("**Areas to develop and practise leadership skills**", page 25-31)
- See examples of implementation of the PLDS as a team lead ("**Storyboards**", page 33)

FOR ORGANISATIONS



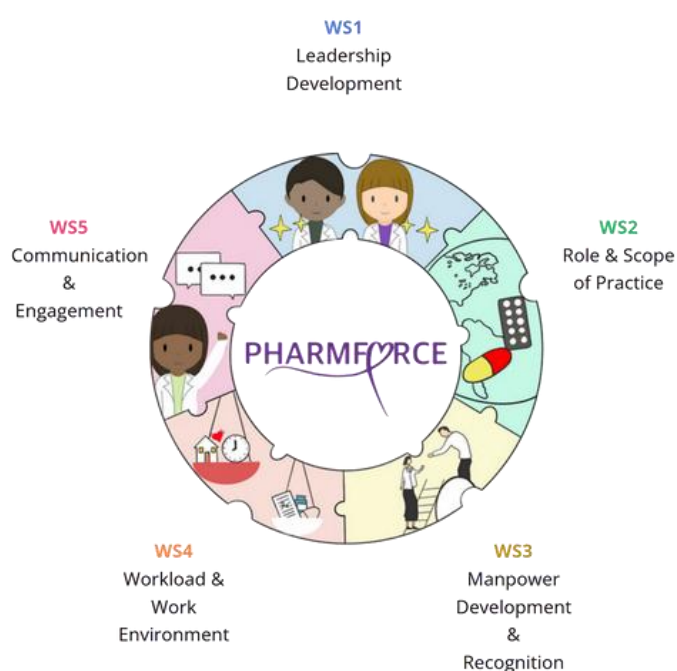
- Understand the tailored approach for the 4 leadership levels for pharmacists ("**Tailored Leadership Development**", page 19)
- Refer to the 70:20:10 model to ensure that your organisation has allocated resources to support pharmacists to achieve their leadership skills at each level ("**70:20:10**", page 22)
- See an example of implementation of the PLDS as an organisation ("**Storyboards**", page 34)

Pharmacy in Healthcare Caring Partners who are Accessible, Ready & Motivated to Forge Onward, with Resilience at the Core of Professional Excellence

AIM OF PHARMFORCE

- Establish a healthy, motivated, and resilient pharmacy workforce to deliver value added services that meet our population needs
- Address issues surfaced such as low morale, burnout and uncertainty about the future roles in pharmacy
- Enable sustainable advancement of the profession and outline key issues to be addressed in the pharmacy of the future

Figure 1: Five Workstreams of the PharmForce Initiative



LEADERSHIP DEVELOPMENT

- Workstream 1 on leadership development was established to identify key leadership knowledge and skills, gaps and areas of development opportunities
- Aim of the workstream was to develop a Pharmacy Leadership Development Strategy which articulates key leadership skills and opportunities for development of individual and future pharmacy leaders

Leadership in Pharmacy & Healthcare

Evolving Pharmacy Roles

- The pharmacy profession has **expanded beyond traditional roles** to encompass a wider range of responsibilities, including direct patient care and extended leadership roles.
- **Clear leadership direction** is needed to effectively manage the diverse roles within the pharmacy workforce



Changing Leadership Model

- COVID-19 pandemic accelerated this shift, where pharmacy leaders had to manage increased demand for medications amidst global supply chain disruptions and a shrinking manpower resource pool.
- In response, pharmacy leadership has evolved to prioritize **adaptability, brave decision-making, promoting innovation, and staff well-being.**

Need For Pharmacy Leadership Development

- 2022 PharmForce Retreat findings indicated that there was a greater focus on clinical competency than leadership development within the workforce.
- 2023 landscape survey highlighted the importance of **personal development** in the foundational workforce.
- Overall, there is a need to build a pool of **self-motivated** pharmacy leaders with **strong professional identity** and the appropriate skills to **effectively navigate and lead** in our evolving healthcare landscape.



Pharmacy Leadership Development Strategy (PLDS)

By outlining a leadership development approach, pharmacists would be better equipped to address challenges and opportunities that lie ahead.

Leadership Quotes

Pharmacists are the guardians of safe and effective medication use, equipped with the power to heal, comfort, and transform lives. Yet your role extends far beyond prescriptions and dosages. You are trusted allies in our patients' journey to health. You empower them with the knowledge and care they need to stay well.

Every patient you assist, every life you touch is testament to your influence to lead and effect positive change and health outcomes. Your dedication to catalyse change strengthens the foundation of our healthcare ecosystem, inspiring healthier and happier communities.

Prof Joe Sim
GCEO, NHG

“

We are re-imagining the way we work, to develop the healthcare team of the future – one where all healthcare professionals including pharmacists practise at the top of your license, with greater autonomy in patient care, supported by advanced technology and other support staff in your work.

Our pharmacist leaders are spearheading this work alongside other professionals to build the Health System of the Future!

Prof Yeoh Khay Guan
CE, NUHS

”

“

Healthcare is a team sport, and when pharmacy workforce works collaboratively within interdisciplinary teams, we unlock the potential within ourselves to transform patient outcomes.

As pharmacists, our unique expertise brings added value, but it's our collective synergy with other healthcare professionals that truly elevates what we do. Remember that we don't just treat conditions and numbers, we improve lives.

A/Prof Lita Chew
President,
Singapore Pharmacy Council

”

“

Leadership isn't just about titles or positions. It's about influence, and each one of us can be a leader in our own way, whether we hold a formal role or not. Some of the most impactful leaders in our lives - parents, grandparents and teachers - show us that true leadership comes from authenticity and genuine care.

When we lead with honesty and humility, we build trust and foster environments where others can thrive. Ultimately, leadership is about people - building them up, helping them grow and creating spaces where they can thrive.

As pharmacy leaders, you play a pivotal role in shaping the work environment, and it's our responsibility to foster a culture where people feel valued, respected and inspired.

Prof Ng Wai Hoe
GCEO, SingHealth

”

Key Concepts of Pharmacy Leadership

ESSENCE OF PHARMACY LEADERSHIP

PLDS document highlights **four professional concepts** that underscore the essence of pharmacy leadership^{1,2}

Figure 2: Four Professional Concepts of Pharmacy Leadership

Professional Identity

Leaders of Medicines
Optimisation

Professional Growth

Facilitate collective development and growth of pharmacy teams



Professional Expertise

Well versed in their respective fields

Professional Obligation

Ensure safe, timely access to medicines, advance patient care, embrace scientific advancements

FROM POSITIONAL TO RELATIONAL LEADERSHIP

- Leadership has traditionally been viewed through a positional lens, emphasizing authority and hierarchy. PLDS recognizes the need for a shift towards **relational leadership**
- Relationship leadership emphasizes the importance of cultivating a **culture of trust, collaboration and open communication** not only within the pharmacy team but also with other healthcare professionals, patients, and the broader community
- This approach acknowledges the inherent value of each individual's unique perspectives, experiences, and expertise, and seeks to harness **collective strengths** towards achieving common goals

1. ASHP Statement on Leadership as a Professional Obligation. American Journal of Health-System Pharmacy. 2011;68(23):2293-2295.

2. Singapore Pharmacy Council. Code of Ethics. Last updated: 12 December, 2023. <https://www.healthprofessionals.gov.sg/spc/regulations-guidelines/code-of-ethics>

Pharmacy Leadership Development Strategy

OBJECTIVE

Develop pharmacy workforce as healthcare leaders (within and beyond pharmacy) who will be able to provide a holistic view in key decision-making matters and lead in health ecosystems

USING THE PLDS

PLDS is designed for 3 different stakeholders with different perspectives

Table 2: PLDS Stakeholders

For Me

1. Complements Development Framework for Pharmacists (DFP) to provide a systematic approach to develop self-leadership and identify essential leadership skills and competencies
2. Serve as a guide towards achieving leadership targets as they progress through the various leadership levels

For Teams

1. Collectively develop the leadership behaviours of the team
2. Understand the significance of turning self-leadership into collective leadership to effect positive change
3. Cultivate a supportive environment for the team to achieve goals and progress to higher level of leadership potential

For Organizations

1. Defines a consistent set of behaviours for benchmarking and improving existing leadership identification frameworks within the organization
2. Highlights key pharmacy-related areas for growth and advance of pharmacy practice and healthcare

Developing Your Leadership Journey Using The PLDS

PLDS is outlined as a **Leadership Development Journey** where one begins with cultivating **Self-Leadership** as the cornerstone of leadership development, before transitioning into **Leading Others** to build a supportive and high-performing team environment. This journey is driven constantly using a **“Why-How- What” Approach** to develop and apply leadership skills.



1. Self-Leadership

- Kickstart the journey by influencing, motivating and regulating oneself towards achieving personal and professional goals



2. Leading Others

- Transition and evolve into leading others, creating a positive and high-performing team environment

3. “Why-How-What” Approach

Why

- Discover and cultivate purpose of leadership development and mission statement

How

- Identify and develop appropriate leadership attributes by leveraging available tools and frameworks

What

- Opportunities where one can develop and practice leadership skills to facilitate the advancement of the pharmacy profession



By choosing this professional career, aspiring pharmacists have the tremendous opportunity to work with other healthcare providers as a team, and to make a difference to patients. I believe that there is no more rewarding experience than having the possibility to impact people by looking after their health, helping them to manage their medicines and by providing personalized recommendations.

Professor Giorgia Pastorin

**Head of Department, Department of Pharmacy and Pharmaceutical Sciences,
National University of Singapore**



1. Cultivating Self-Leadership

Definition

The process through which people **influence themselves** to achieve the self-direction and self-motivation needed for **enhanced performance** to **achieve their goals**.

Continuum of Self-Leadership

- Self-leadership should be the **starting point** for any leadership development journey and should be **practiced continuously across leadership levels**
- This is paramount in fostering **resilient, adaptable, and visionary** leaders who are adept at managing their own emotions, motivations, and behaviors, thereby serving as exemplars for their teams and **inspiring a culture of excellence and accountability**

Embracing Vulnerability

- PLDS acknowledges the synergy between self-leadership and vulnerability
- This allows pharmacy leaders to demonstrate **authenticity and humility**, creating an environment where team members feel **safe to express their own concerns and ideas, while growing their aspirations**



Knowing what you want - your aims, objectives and aspirations - are important to remain motivated to achieve what you like to achieve. Take a step back, slow down and reflect on where you are and whether you are headed in the direction you aim to be at.

It will be able to spur you on and fire you up, especially at times when the motivation seems to be dying out.

Mr Roman Lester Rosales

Head of Pharmacy

Guardian Health & Beauty

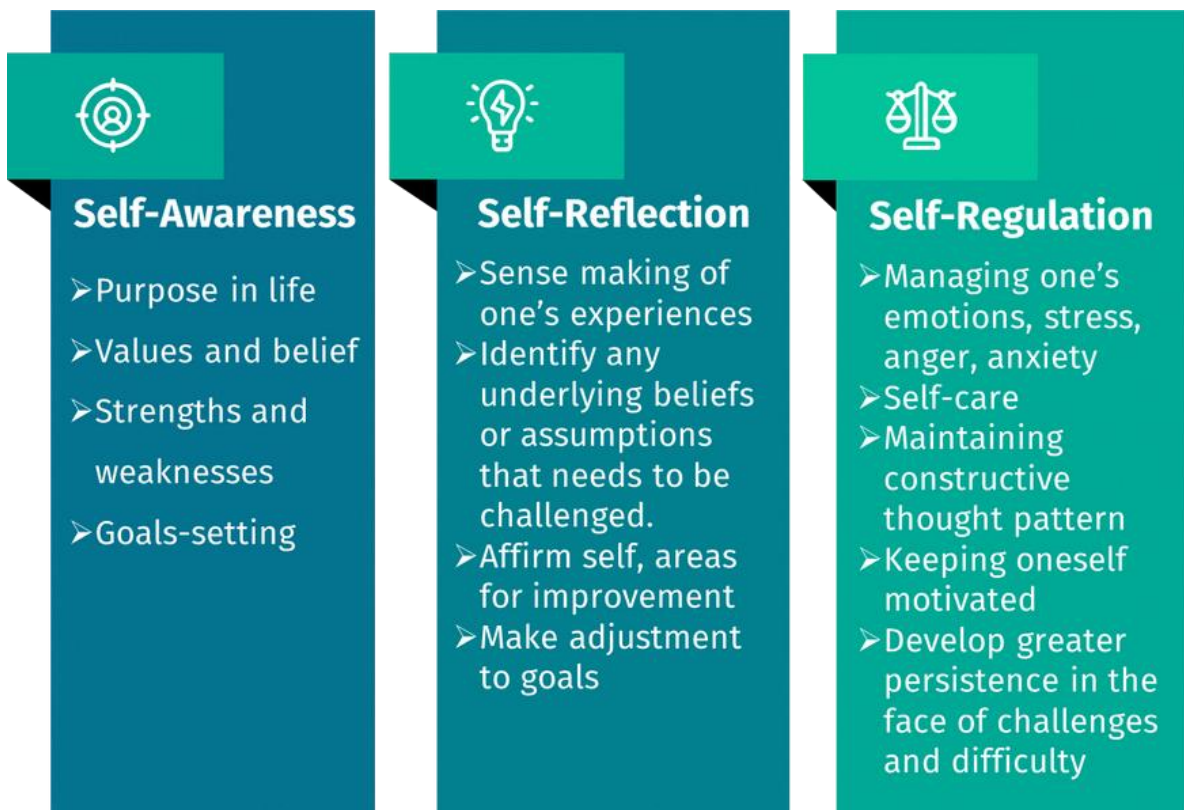


1. Cultivating Self-Leadership

Self-Leadership Framework

PLDS proposes cultivating self-leadership using a simplified framework, based on commonly defined strategies^{4,5}

Figure 5: PLDS Self-Leadership Framework



4. Neck, C. P., and Houghton, J. D. (2006). Two decades of self-leadership theory and research: past developments, present trends, and future possibilities. *J. Manag. Psychol.* 21, 270–295. doi: 10.1108/026833940610663097

5. Alves, J. C., Lovelace, K. J., Manz, C. C., Matsypura, D., Toyasaki, F., and Ke, K. (2006). A cross-cultural perspective of self-leadership. *J. Manag. Psychol.* 21, 338–359.



Navigating the dual demands of a challenging workload and personal life while pursuing self-development has been a journey of resilience and purpose. As a young pharmacist, I believe that by constantly learning and improving, I can walk the talk by delivering care that is both empathetic and clinically sound and help my patients along their journeys.

Mr Tan Chiang Wang, Matthew
Pharmacist

National University Hospital



2. Leading Others

Leading others involves building on the foundational skills and mindset of self-leadership to effectively guide and inspire a team. Here are some essential concepts in team leadership:

Develop Clear Vision



- Articulate a compelling vision for the team that aligns with the organization's goals and values



Communicate Effectively

- Convey clear intentions and deliberate milestones to achieve
- Practise active and empathetic listening to understand the perspectives of team members
- Provide timely, specific and objective feedback

Lead By Example



- Demonstrate work ethic and behaviours which reflect the values and standards you set for the team.

Foster Authentic Connections



- Cultivate genuine interest in others and build strong relationships with team members based on trust, respect, and empathy



Empower Others

- Identify your team members' unique strengths and interests to be harnessed towards achieving a common goal
- Delegate responsibilities and authority to team members, allowing them to take ownership of their work

Instill Synergistic Workplace Culture



- Create a nurturing and inclusive work environment where diversity is valued and psychological safety is emphasized
- Ensure appropriate amount of support, reward and recognition for growth and development of team



Coach & Develop

- Support the growth and development of your team members by creating platforms and projects for deliberate exposures
- Encourage participation in organization, cluster and national levels such as inter-disciplinary committees and activities organized by Professional Bodies
- Provide or facilitate intentional mentorship, coaching, and opportunities for learning and skills enhancement



Demonstrate Adaptability & Resilience

- Model a growth mindset by being open and constantly learning from best practices
- Be a change agent - display the ability to navigate uncertainties creatively and the courage to make difficult decisions



Leading forward involves resolving complex problems, building shared vision and daring to fail.

Don't waste a crisis to build effective and high performing team.

Be decisive and prepared to make difficult decisions. It seems impossible until it's done.

Ms Lim Hong Yee

Director, Pharmacy



Part 3a: "Why" Approach (Purpose)

Discovering Your Personal Purpose

“

Who Are You

As a Pharmacist?

Cultivating purpose in leadership development serves as a **foundation for motivation, resilience, and sound decision-making**, ultimately contributing to the long-term success

”

As Plato stated, "Desperation is the mother of invention." In that same vein, purpose is the spirit of leadership.

Through our shared purpose, we lend each other strength, overcoming challenges, and supporting each other in our journey and growth.

Dr Wang Aiwen

Senior Principal Clinical Pharmacist

Singapore General Hospital

Asking this question would help you to:

- Reflect on your unique qualities and motivations for joining the pharmacy profession
- Identify core values and principles that guide practice
- Envision the impact you aspire to make in the lives of patients and the healthcare system



3. "Why-How-What" Approach

Why

How

What

Part 3a: "Why" Approach (Purpose)

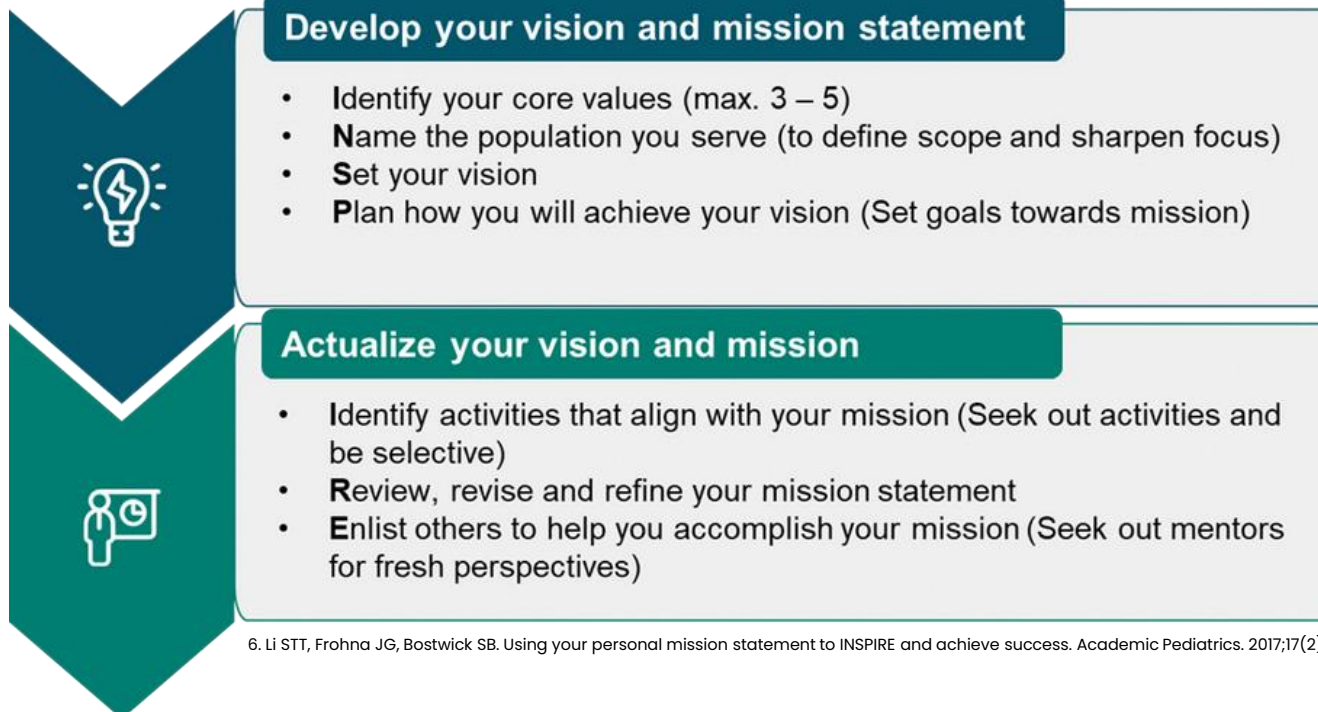
INSPIRE Framework



REFLECTION!

PLDS highlights the INSPIRE framework⁶ as a tool for **self-reflection and cultivating personal purpose** by developing individualized mission statements and concrete plans for actualization

Figure 6: INSPIRE Framework



6. Li STT, Frohna JG, Bostwick SB. Using your personal mission statement to INSPIRE and achieve success. *Academic Pediatrics*. 2017;17(2):107-109.



Being able to contribute towards aligning the profession towards NPS (National Pharmacy Strategy) and empowering patients in their healthcare journey drives me in staying motivated

Mr Hing Wee Chuan

Principal Pharmacist

National University Hospital



Part 3b:

"How" Approach (Attributes)

Pharmacy professionals can leverage on existing tools and frameworks to (i) identify leadership competencies (ii) tailor leadership development (iii) review for action and (iv) ensure leadership continuity

(I) Identify Leadership Competencies

LEVERAGE DEVELOPMENT FRAMEWORK FOR PHARMACISTS (DFP) 2.0



- PLDS highlights DFP⁷ as a tool to facilitate the **systematic and harmonized progression** for pharmacists from foundation to advanced practice in pharmacy leadership and other domains
- DFP 2.0 reflects the expanded scope of practice across the domains and places emphasis on competencies for **developing leaders**
- Performance criteria for leadership related standards and the corresponding evidence help to guide understanding and **self-assessment** for leadership roles
- In the DFP, standards indicated by the symbol “” contain leadership competencies mapped from the MOHH One Healthcare Leadership Framework (Appendix F)

7. Ministry of Health, Singapore. Competency Standards Framework. Development Framework for Pharmacists. <https://www.moh.gov.sg/hpp/all-healthcare-professionals/guidelines/GuidelineDetails/competency-standards>



Part 3b: "How" Approach (Attributes)

(I) Identify Leadership Competencies

ALIGN WITH INSTITUTIONAL LEADERSHIP FRAMEWORKS

Be familiar with your organisation's frameworks to learn the components and support structures available to support your leadership journey

Table 3: Common Components of Institutional Leadership Frameworks

Components	Purpose
Leadership Competencies	Identify key competencies & skills required for effective leadership within the specific context of the organisation
Leadership Development Programs	Nurture & enhance leadership capabilities among current & potential leaders
Succession Planning	Create strategies for identifying & preparing future leaders to ensure continuity and stability within the organisation
Performance Management	Implement systems to assess & reward leadership performance while providing support for improvement
Organisation Culture	Foster a culture that values & promotes effective leadership, aligning with organisation's vision, mission & values
Governance & Decision-Making	Define structures and processes through which leadership operates, including accountability mechanisms and decision-making frameworks



Leadership is a journey of bringing out the best of those around you, through self-discovery and betterment.

Ms Kimmy Liew

Head

National University Health System Pharmacy



3. "Why-How-What" Approach

Why

How

What

Part 3b:

"How" Approach (Attributes)

(II) Tailor Leadership Development

PLDS highlights a targeted approach focusing on various skillsets and competencies dependent on the specific goals that each leadership level should work towards. These levels are adapted from MOHH ONE Healthcare Leadership Framework³, with addition of a foundational level to cover across the entire spectrum of pharmacy workforce and pharmacy students.

Table 1: PLDS Leadership Levels

Level of Leadership	Description	Example of Staff Roles
Foundational	Entry level members of Pharmacy workforce & undergraduate students	<ul style="list-style-type: none"> Newly Registered Pharmacists Pre-registration Pharmacists Undergraduate Students
Emerging	Those taking a leadership position role for the first time	<ul style="list-style-type: none"> Senior/Principal Pharmacists Team leads Quality Improvement/Research Project Supervisors/Principal Investigators Regulatory Affairs Manager Sales Manager
Evolving	Leaders who are managing progressively larger teams	<ul style="list-style-type: none"> Principal/Senior Principal Pharmacist Pharmacy Practice Managers, Department leads (e.g. Clinical/Research/Education) Business Unit Head Regulatory Affairs Head Quality Assurance Head
Established & Exemplary (Merged)	Leaders of organisations or specialised functions	<ul style="list-style-type: none"> Institution and group CEOs, COOs Chief AHPs, Chief Pharmacists Cluster Leads General Manager Managing Director Regional Function Head President, Vice President

3. Healthcare Leadership College. Ministry of Health Holdings. ONE Healthcare Leadership Framework. <https://www.hlc.moh.gov.sg/about-us/one-healthcare-leadership-framework>



Being a leader may not necessitate a title, a rank or an office of your own.

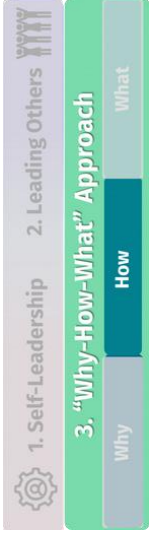
You can be a leader in whichever field and area of work that you are in!

Ms Adena Lim

Deputy Director (Vigilance & Compliance)

Health Sciences Authority

Part 3b: “How” Approach (Attributes)



(II) Tailor Leadership Development

As one progresses through the leadership levels, individuals should adopt a **targeted approach** to achieve leadership goals, specific to the unique needs and challenges commonly faced at each level

Level	Foundational	Emerging	Evolving	Established & Exemplary (Merged)
Theme	Self Development	Leadership Fundamentals	Leadership for Performance	Leadership for Success
Approach	Focus building on self-awareness and skills for leadership	<p>Early Identification: Invest in training and provide opportunity to quantify potential.</p> <p>New Manager: Equip with tools to further extend leadership skills</p>	Leadership Development & Organizational Leadership: Continue development in higher order leadership skills not targeted earlier	Focus on inspiration and role-modeling
Goals	<ul style="list-style-type: none"> ➢ Develop self-awareness skills as part of individualized continuing professional development plan. ➢ Demonstrate professionalism during daily work in accordance with the SPC code of ethics ➢ Hone communication and soft skills including conflict de-escalation and stakeholder management 	<ul style="list-style-type: none"> ➢ Drive collaborations with healthcare communities to establish consistent and sustainable care models ➢ Train and develop workforce, equipping them with the necessary knowledge and competency to adapt to emerging healthcare needs ➢ Build a learning culture and psychologically safe environment by creating opportunities for growth, embracing open communication and embracing failures for progression 	<ul style="list-style-type: none"> ➢ Hone healthcare systems thinking skills by appreciating relationships between various healthcare elements, and in turn develop initiatives that achieve quality and value-driven care ➢ Practice continual, constructive individual reflection and self-assessment on personal leadership practice. ➢ Strengthen leadership commitment towards organizational vision and mission. 	<ul style="list-style-type: none"> ➢ Provide stewardship in healthcare by leading organizational change in alignment with key national/organizational strategies ➢ Foster organizational learning by creating culture of continuous learning and implementing a knowledge management system ➢ Lead organization change in evolving areas such as data analytics, innovation, interdisciplinary collaborations, and value-based patient-centered care
Leadership Skills	<ul style="list-style-type: none"> ➢ Self-Leadership ➢ Courageous Communication 	<ul style="list-style-type: none"> ➢ Collaborative Working ➢ Developing Others ➢ Collective Leadership 	<ul style="list-style-type: none"> ➢ Holistic Systems Thinking ➢ Brave Decision Making 	<ul style="list-style-type: none"> ➢ Visionary Leadership ➢ Driving Transformation



Part 3b: "How" Approach (Attributes)

(III) Review for Action

INDIVIDUALISED ACTION PLAN



- For all pharmacists, an individualized action plan should be **tailored to their specific strengths**, highlight **areas for improvement**, and indicate **resources** needed for development.

PERFORMANCE REVIEW

- Coupled with individualized action plans, pharmacists should also have **regular performance reviews** or conversations with their supervisors to create a **feedback loop**.
- Feedback should include leadership milestones achieved, gaps and the necessary action plan to resolve the gaps. A **360-degree feedback** should also be utilised for a more holistic evaluation.
- Considering that one's professional identity and personal goals (i.e., Why/Purpose) may evolve over time, these regular reviews would **drive adjustments to the action plan**.



Leadership means setting goals, seeking feedback, embracing challenges, and reflecting on growth, while staying motivated through time management, celebrating small successes, and maintaining a long-term vision, all while guiding and inspiring others with adaptability and collaboration.

Ms Tan Swee Chin

Pharmacy Practice Manager

Unity Pharmacy



Part 3b:

"How" Approach (Attributes)

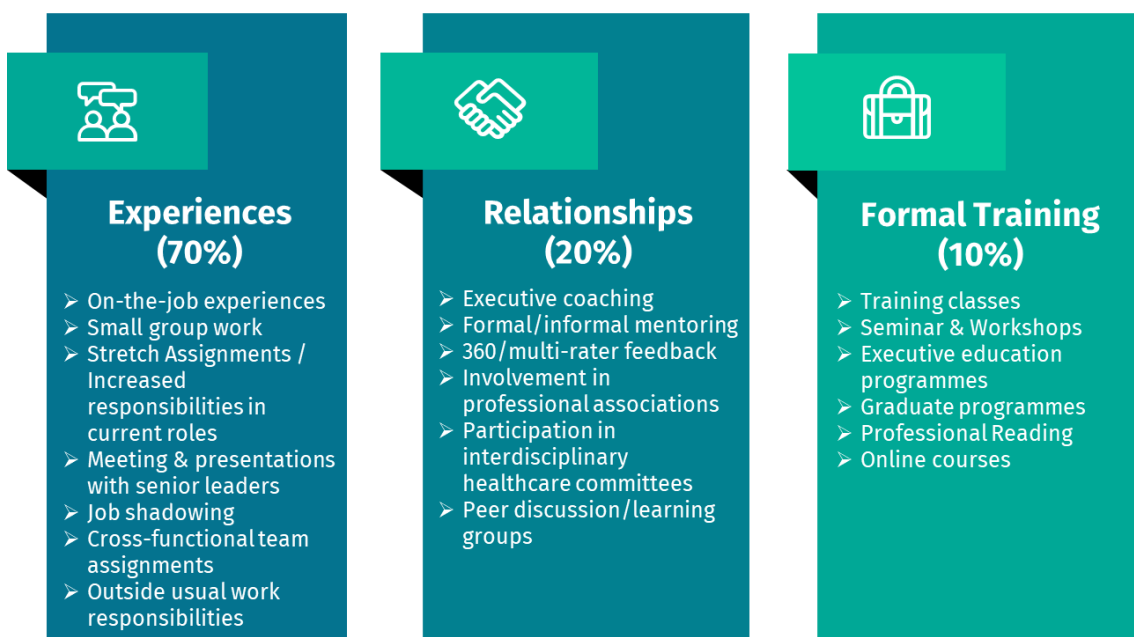
70:20:10 Model



REFLECTION!

- Leadership development activities should be planned based on the **70:20:10 Model**^{8,9}, in which most of the learning (70%) occurs through practical experiences, 20% through social relationships and 10% through formal courses and training.
- Discuss with your supervisor and actively look out for opportunities to assume leadership roles, take on stretch assignments, participate in committees or workgroups, and attend appropriate training courses to build specific competencies

Figure 7: The 70:20:10 Model for Learning & Development



8. Duberman T. Developing physician leaders today using the 70/20/10 rule. *Physician Exec.* 2011;37(5):66-68.

9. Blackman DA, Johnson SJ, Buick F, Faifua DE, O'Donnell M, Forsythe M. The 70:20:10 model for learning and development: an effective model for capability development? *AMPROC.* 2016;2016(1):10745.



Part 3b:

"How" Approach (Attributes)

(IV) Ensure Leadership Continuity

SUCCESSION PLANNING



- It is necessary to practise succession planning across the various pharmacy teams, particularly for formal leadership appointments
- PLDS emphasizes that succession planning should be a **deliberate, ongoing and shared responsibility** by the entire pharmacy leadership team and should not be confined within the scope of Human Resources alone
- Implementation of **fixed tenures** for key leadership positions is also recommended to foster a **culture of meritocracy**, encourage professional growth among younger pharmacy workforce, and **mitigate potential disruptions** caused by sudden leadership changes
- It should be a **structured and transparent process**, integral to grooming and ensuring a steady pipeline of capable pharmacy leaders for the future
- To facilitate this, PLDS encourages pharmacy leaders to **regularly evaluate** their organization's current state for succession planning and identify key factors for developing or enhancing the respective programmes



*Have a vision for pharmacy practice. Identify opportunities amidst challenges.
Influence people and seek out like-minded people. We can only be stronger as a team.
Together, let's strive towards a common purpose. Nothing is impossible.*

Dr Vivianne Shih
President

Pharmaceutical Society of Singapore



3. "Why-How-What" Approach

Why

How

What

Part 3b:

"How" Approach (Attributes)

Succession Planning Guide



REFLECTION!

Refer to resources such as American Hospital Association (AHA) Succession Planning Guide 2022¹⁰ for diagnostics questions to guide discussion.

Figure 8: AHA Succession Planning Guide Diagnostic Questions



If you are a hospital and health system leader who wish to grow your upcoming leadership, try asking the following questions to evaluate your organization's current state for succession planning

- 1 **Who owns and runs succession planning: our leadership team or the human resources function?**
 - How often does the leadership team meet to review and update the succession list?
 - What tools and resources do you already have available for supporting these discussions and these efforts on an ongoing basis?
- 2 **Can we name the critical roles that are required for our organization to be successful?**
 - Can you name the candidates on the succession plan for these critical roles?
 - How deep is the candidate list for each critical role?
- 3 **Can we list the key criteria for determining "ready now" candidates for these critical roles?**
 - How often are these criteria reviewed, discussed and updated?
 - How collaborative is the process to build these criteria?
- 4 **How are succession candidates identified?**
 - How regularly is their developmental progress evaluated?
 - Can we name the key strengths and development area for each succession candidate?
 - Can we specify how each candidate is being developed? How they're progressing?
 - What accountability measures are in place for the candidates? Their leadership?
 - Do we know the career goals or career aspirations of members of our teams?
- 5 **What leaders in roles today are a direct product of our succession planning efforts?**
 - How would they critique the quality/effectiveness of our efforts?

10. American Hospital Association. Succession Planning: A Guide to Help Hospitals and Health System Leaders Plan. <https://www.aha.org/succession-planning-guide-help-hospitals-and-health-system-leaders-plan-future>



3. “Why-How-What” Approach

Why

How

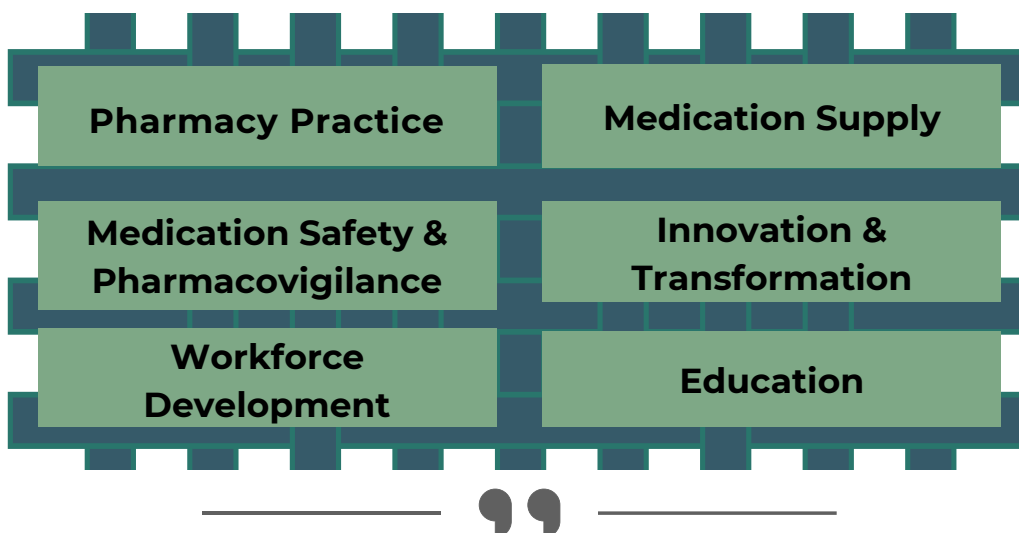
What

Part 3c: “What” Approach (Opportunities)

Areas to develop and practice leadership skills

- Pharmacy leaders are **encouraged and empowered** to **apply, practice and refine their leadership skills** by leading relevant pharmacy initiatives and projects.
- The PLDS articulates **6 key focus areas** where pharmacy leaders are encouraged to drive positive change, improve patient outcomes, and contribute to the advancement of pharmacy practice within the dynamic healthcare environment.

Figure 9: Six Key Focus Areas for Pharmacy Leaders



Our training as pharmacists, both at the University and at the workplace, exposes us to a wide range of disease conditions, health products and diverse group of patients, consumers, healthcare professionals and stakeholders in the biomedical sciences industry. These experiences help us better understand the needs, concerns and difficulties faced by the different stakeholders, positioning us to develop initiatives and solutioning that can serve them better and contribute to shaping national or global policies.

A/Prof Chan Cheng Leng

Group Director, Health Sciences Authority



1. Self-Leadership

2. Leading Others



3. "Why-How-What" Approach

Why

How

What

Part 3c: "What" Approach (Opportunities)

1. Pharmacy Practice

Promote a shift towards a proactive care model, characterized by **timely patient touchpoints** and providing a broader range of services aimed at promoting **preventive care, value-based care** and **overall health optimization**



Contribute to development of **clinical guidelines** (including the use of novel therapeutics), to advance pharmacy practice and improve patient care

Promote collaboration and build a **regional network** between hospital and community partners (2-way) to ensure **continuity of care** in the community



Drive and lead **interprofessional and cross-institutional collaborations** to harmonize and integrate care



1. Self-Leadership

2. Leading Others



3. "Why-How-What" Approach

Why

How

What

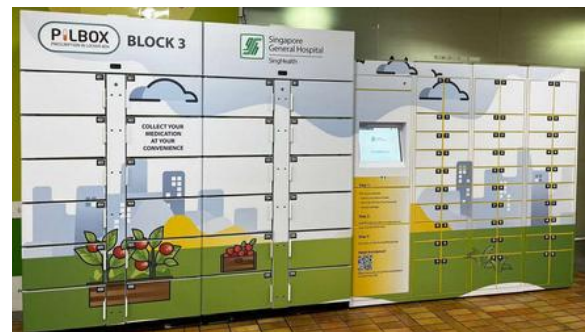
Part 3c: "What" Approach (Opportunities)

2. Medication Supply



Lead in **medication supply resiliency strategies** in the midst of global supply chain disruptions, including regular surveillance of global market and developing plans for stockpiling

Drive initiatives to **diversify modes of medication supply** and ensure patients have access to their medications in a **safe and timely manner**



Take a proactive role in promoting healthcare sustainability by advocating for **sustainable prescribing practices** and educating public on the **proper use and disposal of medications**



Pharmacists in the pharmaceutical industry play a critical role in every stage of the medicine lifecycle, from clinical trials to regulatory compliance, supply chains, and patient access, ensuring safe and effective treatments. Leveraging their expertise, pharmacists drive innovation and improve patient outcomes, leaving a lasting impact on the future of healthcare.

Ms Poh Hwee Tee
President

Singapore Association of Pharmaceutical Industries



3. "Why-How-What" Approach

Why

How

What

Part 3c: "What" Approach (Opportunities)

3. Medication Safety & Pharmacovigilance

Lead quality improvement initiatives focused on medication safety, such as conducting root cause analysis, implementing **proactive approaches** to prevent errors from occurring, and promoting a **culture of safety** within the organization



Lead interprofessional teams to promote a **collaborative approach** to medication safety, working closely with other healthcare professionals to develop and implement comprehensive medication safety strategies

Ensuring **patient safety** through post-marketing surveillance, adverse event monitoring, risk management, and educating healthcare professionals and patients





1. Self-Leadership

2. Leading Others



3. "Why-How-What" Approach

Why

How

What

Part 3c: "What" Approach (Opportunities)

4. Innovation & Transformation

Tap on innovation and technology to proactively identify issues and streamline work processes, thereby **improving efficiency of day-to-day operations**

Improve the **quality and public access** to health and medication-related information resources by understanding patient needs and leveraging digital technology



Leverage data analytics and develop machine learning data algorithms to **stratify and predict risk**, while **personalizing pharmacy interventions and services** for individual patients



Keep your passion going by figuring out what drives you; stay razor sharp focused in the purpose which must not be about yourself. Stay introspect through constant consultation of wise people; and take courage to experiment by design so that you constantly grow.

A/Prof Doreen Tan Su-Yin

Department of Pharmacy and Pharmaceutical Sciences

National University of Singapore



3. “Why-How-What” Approach

Why

How

What

Part 3c: “What” Approach (Opportunities)

5. Workforce Development

Foster an **innovation culture** where staff are empowered to think creatively and drive positive change within the organization



Encourage open communication and develop a **supportive environment** that promotes **psychological safety** across all leadership levels

Develop resources to set up and promote **mentorship and coaching systems** for pharmacy staff across all leadership levels



Build up pharmacy workforce in **soft skills and effective communication**



Leadership is not about having all the answers; it is about growing through every challenge and walking alongside your team in their journey. When you take the time to understand their struggles and dreams, you empower them to do their best. Together, the team will weather the storms of work and life, emerging stronger and more connected.

Mr Ivan Ng

Pharmacy Practice Manager

Unity Pharmacy



1. Self-Leadership

2. Leading Others



3. "Why-How-What" Approach

Why

How

What

Part 3c: "What" Approach (Opportunities)

6. Education



Collaborate with stakeholders and review work processes to promote and drive patient education initiatives that **improves health literacy** and **empowers patients** as active partners in managing their condition



Actively engage in interprofessional education with other healthcare disciplines, such as medical, nursing, and allied health professionals, **highlighting the pharmacist's role as medication experts**, whilst working in a team to provide holistic patient care



*Progress cannot happen without change.
Be the champion that leads others through change.*

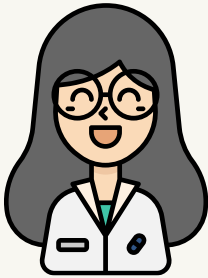
Ms Mariam Alkhatib

Operations and Pharmacy Practice Controller

Watson's Personal Care Stores Pte Ltd

STORYBOARDS: HOW TO IMPLEMENT THE PLDS

FOR INDIVIDUALS



Let's follow Jane as she progresses through her pharmacy career from a pre-registration pharmacist to a manager in a patient care setting and learn how you may use PLDS to implement your own leadership development journey!



Pre-Registration Pharmacist

1. Jane refers to **Self Leadership Framework** to discover personal purpose, identifying core values and principles.



Senior Pharmacist

4. As part of Jane's development, RO exposes Jane through **projects or stretch goals** to build her competencies and confidence as part of Jane's development activities

5. Jane attends **courses** to learn more about leadership concepts

6. RO continues to encourage and empower Jane to apply, practice and refine her leadership skills by **leading relevant pharmacy initiatives and projects**.



Senior Principal Pharmacist

9. Jane **identifies and adapts to the emerging needs** of her team and overall healthcare landscape to refine leadership skills and effectively **drive changes** in the organisation.

Pharmacist

2. Both Jane and her reporting officer (RO) adopt a **targeted approach** to achieve leadership goals. The proposed tools are:

- **Developmental Framework for Pharmacist**
- **INSPIRE Framework**
- **Institutional Leadership Framework**

3. Jane continues to have regular conversations with her RO to create a **feedback loop** for development and growth

Principal Pharmacist

7. Jane has turned self-leadership into **collective leadership** to effect positive change within the team under her lead

8. Jane demonstrates authenticity and humility to cultivate a **supportive environment** for her team to achieve goals

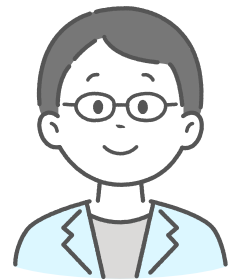
Pharmacy Practice Manager

10. As an organisation leader, Jane ensures that succession planning is in place within her team and works closely with HR to identify, groom and ensure a **steady pipeline of capable leaders**

STORYBOARDS: HOW TO IMPLEMENT THE PLDS

FOR TEAM LEADS

As a team lead, you play a crucial role in the development of your team members by purposefully nurturing their growth and supporting development. Be familiar with the development tools and resources listed in the PLDS, and check out some examples on how you may use this structured resource in supporting your team:



<p>Nurturing Self-Leadership For Workforce Under Your Care</p>	<p>Self-Leadership Framework: Encourage your team members to cultivate self-leadership by using the framework to practise self-awareness, self-reflection and self-regulation</p> <p>Self-Assessment Tool: Encourage your team members to discover their personal purpose and develop their own mission statement using the INSPIRE Framework</p>
<p>Holding Effective and Impactful Career Conversations and Performance Reviews</p>	<p>Individualized Action Plan: Guide team members to create and align development by setting clear expectations and goals, provide actionable feedback for improvement, and adopt 70:20:10 model for learning and development</p> <p>Targeted Approach: Tailor leadership development to achieve leadership goals, specific to the unique needs and challenges commonly faced at each leadership level</p> <p>6 Key Focus Areas: Identify each team member's strengths and weaknesses, and empower them to practise leadership skills in their areas of interest</p>
<p>Building Postive Team Dynamics and Supportive Work Environment</p>	<p>Workforce Development / "What" Approach: Make effort to build genuine relationships with team members and constantly evaluate for improvements to promote a learning, innovative and psychologically safe work environment</p>

STORYBOARDS: HOW TO IMPLEMENT THE PLDS

FOR ORGANISATIONS

As an organisation leader, here are some ways you may use PLDS to improve the leadership development of pharmacists:



<p>Encourage Self-Directed Career Planning</p>	<p>Self-Assessment Tools: Provide self assessment tool (e.g. “Discovering your personal purpose”) for pharmacists to assess readiness for leadership growth</p> <p>Mentorship Programs: Establish a mentorship program where experienced pharmacists or other healthcare colleagues help pharmacists chart their leadership journey</p>
<p>Guide Managers in Development Conversations</p>	<p>Manager Training Sessions: Conduct training sessions for managers on how to reference to the PLDS including the key focus areas during performance reviews and career development discussions</p> <p>Development Conversation Templates: Create templates or guides for managers that outline key questions and discussion points based on the PLDS to help them identify the training and development needed to groom the next generation pharmacy leaders</p>
<p>Incorporate the PLDS in Learning and Development Planning</p>	<p>Curriculum Development: Collaborate with training providers to develop courses or modules that focus on leadership competencies for pharmacists across all levels</p> <p>Induction Programmes: Incorporate key concepts of PLDS into staff orientation programmes</p> <p>Create culture of learning: Foster a supportive environment and provide opportunities to help pharmacists to achieve leadership goals stated in the PLDS (Tailored Leadership Development) for all 4 levels</p>
<p>Use Development Tools and Resources listed in the PLDS</p>	<p>Individualised Action Plan (IAP) & INSPIRE framework: Encourage managers to engage staff to create an Individualised Action Plan and develop their personal mission statement using INSPIRE framework</p>

Acknowledgements

PLDS is built on the insights and expertise of diverse stakeholders committed to promoting and enabling leadership across the profession.

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Appendix

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Appendix A

• Selection of Leadership Development Resources (For Public Healthcare)

Platform	Name	Leadership Skillsets	Level
Course	Dynamic Governance	<ul style="list-style-type: none"> Holistic Systems Thinking Driving Transformation 	Evolving, Established
Leadership Development Programme	Learn to Lead Programme (Civil Service College)	<ul style="list-style-type: none"> Collaborative Working Developing Others Self-Development 	Emerging
	MOHH New Leaders Programme (NLP)*	<ul style="list-style-type: none"> Holistic Systems Thinking 	
	Navigating the Public Healthcare System (N-L1)	<ul style="list-style-type: none"> Holistic Systems Thinking 	
	New Leaders in Public Healthcare (N-L2)	<ul style="list-style-type: none"> Holistic Systems Thinking 	
	MOHH ILP (Igniting Leaders Programme)	<ul style="list-style-type: none"> Brave Decision Making Holistic Systems Thinking Visionary Leadership Developing Others 	Evolving
	Empowered to Lead Programme (Civil Service College)	<ul style="list-style-type: none"> Holistic Systems Thinking Driving Transformation Collaborative Working Developing Others Self-Development 	
	Directors Development Experience (Civil Service College)	<ul style="list-style-type: none"> Developing Others Self-Development 	
	MOHH HLC Leadership Milestone Programme	<ul style="list-style-type: none"> Holistic Systems Thinking Driving Transformation Collaborative Working 	
	MOHH ELP (Effective Leaders Programme)	<ul style="list-style-type: none"> Holistic Systems Thinking Driving Transformation Developing Others 	Emerging, Evolving, Established
	Leaders for Singapore Healthcare (LSH)	<ul style="list-style-type: none"> Holistic Systems Thinking Driving Transformation 	Established
Leaders for Singapore Healthcare (LSH)	<ul style="list-style-type: none"> Holistic Systems Thinking Driving Transformation 	Exemplary	
Standalone Self-awareness Interventions	MOHH Healthcare Leadership 360	<ul style="list-style-type: none"> Self-Development 	All

*Note: MOHH NLP will be discontinued in FY2024 and replaced by 2 equivalent courses: Navigating the Public Healthcare System (N-L1) and New Leaders in Public Healthcare (N-L2); Some of the listed resources may require nomination from your supervisor or organization.

Appendix B

• Selection of Leadership Development Courses (For All)

Platform	Name	Leadership Skillsets	Level
Courses	The 7 Habits of Highly Effective People (Franklin Covey)	<ul style="list-style-type: none"> Courageous Communication Collaborative Working Self-Development 	Foundational, Emerging
	Data Storytelling	<ul style="list-style-type: none"> Courageous Communication 	Foundational, Emerging, Evolving
	The 4 Essential Roles of Leadership (Franklin Covey)	<ul style="list-style-type: none"> Visionary Leadership Collaborative Working Developing Others 	Emerging, Evolving
	The 6 Critical Practices for Leading a Team (Franklin Covey)	<ul style="list-style-type: none"> Courageous Communication Visionary Leadership Driving Transformation Self-Development 	
	Facilitating Conversations for Change	<ul style="list-style-type: none"> Courageous Communication Self-Development 	
	Leading Effectively as Middle Managers	<ul style="list-style-type: none"> Collaborative Working Developing Others Self-Development 	
	“When Work Conversations Don’t Work”: Facilitating Effective Meetings	<ul style="list-style-type: none"> Courageous Communication Developing Others 	
	Business Storytelling	<ul style="list-style-type: none"> Courageous Communication 	Evolving, Established
	Balancing Conflicting Responses to Complex Problem (Applied Polarity “Both/And” Thinking)	<ul style="list-style-type: none"> Brave Decision Making Holistic Systems Thinking 	Established, Exemplary
	Facilitating Conversations for Diversity, Inclusion & Belonging	<ul style="list-style-type: none"> Courageous Communication Collaborative Working 	

*Note: These are a sampling of recommended courses to address the range of leadership skillsets. The specific course choices may differ in your own company. Also, some of the listed courses may require nomination from your supervisor or organization.

Appendix C

- **Leadership Self-Assessment Tools**

- Not meant to be used as an official appraisal or performance benchmarking tool
- Organisations may have official leadership self assessment tools
- Pharmacists can also use these tools for personal self discovery
- An example of an available tool for healthcare professionals:
 - **NHS Leadership Framework: Leadership Framework Self-Assessment**
(<https://www.leadershipacademy.nhs.uk/healthcare-leadership-model/self-assessment-tool/>)
 - **ASHP Leadership Development: Objectives and Self-Assessment**
(<https://www.ashp.org/pharmacy-student/student-societies-resource-center/student-societies/sshp-programs-and-resources/leadership-development/objectives-and-self-assessment>)

Appendix D

- **Workplace Environment Assessment Tool**

- For managers seeking to evaluate if their individual workplace environment is conducive for leadership growth. The following tools will help them build a sustainable organisation-wide workplace learning eco-system
- Examples:
 - **National Workplace Learning Framework**
(<https://www.nace.edu.sg/content/dam/nypnace/certifications/national-wpl-certification/documents/national-workplace-learning-framework.pdf>)
 - **American Association of Critical Care Nurses (AACCN) Healthy Work Environment Assessment**
(<https://www.aacn.org/~media/aacn-website/nursing-excellence/healthy-work-environment/hwheat-team-questions.pdf?la=en>)

Appendix E

- **Succession Planning Tool**

- Besides existing guides, succession planning matrix is a tool that is widely used by organisations for assessing performance and potential, mapping both factors alongside each other to inform talent management
- Examples:
 - **9-box grid model**
(<https://www.aihr.com/blog/9-box-grid/>)
 - **American Hospital Association (AHA) Succession Planning Guide**
(<https://www.aha.org/system/files/media/file/2022/10/alliance-succession-planning-2022.pdf>)

Appendix F

• MOHH ONE Healthcare Leadership Framework

- Captures core values, personal qualities and behavioral qualities that are required for effective leadership in healthcare
- Reflects the paradigm shifts in leadership required to enable the healthcare sector to face and overcome challenges in an increasingly complex healthcare landscape
- Critical that the pharmacy leadership development is aligned to these key leadership skillsets, qualities and behaviours.
- Available at <https://www.hlc.mohh.com.sg/about-us/one-healthcare-leadership-framework>



Appendix F

• Adaptation of MOHH ONE Healthcare Leadership Framework

OUTWARD FOCUS			
BEHAVIOURAL QUALITIES	HOLISTIC SYSTEMS THINKING <i>Effective leaders think beyond their own area, understand the needs of the wider healthcare system and make decisions for the good of the system</i>	VISIONARY LEADERSHIP <i>Effective leaders build a shared purpose, provide clarity of direction, strategy and priorities which connect with people and allow them to see how their roles fit into the big picture</i>	DRIVING TRANSFORMATION <i>Effective leaders inspire and energise their followers, help them make sense of change, and give them the courage to look for different ways of doing things inside and outside the institution</i>
FOUNDATIONAL LEADER (new! Included for PLDS)	Demonstrates understanding of systems thinking and policies and procedures of the institution, the national health care landscape and the different stakeholders involved	Demonstrates understanding of the professional activities and the organisation's vision	Demonstrates understanding and supports change management efforts
EMERGING LEADER	Has the curiosity to want to understand the wider system and its impact on the organisation (e.g. political, socio-economic and professional) Works for the greater good rather than personal agendas	Is able to take the message and translate it in a way that connects with the people Takes time to explain point of view so that the team can see the bigger picture and broaden their horizons	Is not afraid of change and is able to embrace it Is driven by the need to do something better, to look for different ways of doing things Develops creative solutions or adapts previous solutions in new ways for breakthrough thinking in the field
EVOLVING LEADER	Moves away from thinking what is good for my department and thinks about what is good for the cluster and the patient Takes a wider view to understand the needs of the community and the local context	Even with an unclear picture, provides a sense of purpose and direction for followers - where do we want to be, where are we now and what is the strategy for getting us there? Demonstrates conviction in what the future holds	Challenges and energises their team to critically evaluate services and create ideas for improvement Has the courage to take risks Anticipates and plans strategies for overcoming potential obstacles to change
ESTABLISHED LEADER	Values a system perspective over a silo-working one Has an understanding of the wider healthcare eco-system, policies and national issues Communicates and translates policies on the ground by helping one's people make sense of complexity	Is passionate about their vision and inspires others Builds a shared purpose with the team even within the context of uncertainty and complexity Mobilises others towards organisational and public healthcare vision Articulates and clarifies the shared vision, making it real to all levels of staff	Drives change and empowers others to improve the organisation Is bold to experiment and encourages others to do the same Manages and monitors resources to carry out change initiatives Recognises and addresses the impact of change on people and services
EXEMPLARY LEADER	Understands the political, social and media dimensions of one's role Assesses challenges/ opportunities on a whole of Singapore basis with an ability to pull diverse and complex concepts, models and present an integrated and holistic solution Generates inclusive solutions; redefines outcomes and solutions to address key long term issues	Articulates, with clarity and personal meaning, a wider vision and goals for Singapore healthcare that rallies the community & balances competitive interests Anticipates future trends and conceptualizes breakthrough in the development of strategies and approaches. Takes calculated risks to push boundaries and open new frontiers.	Shows conviction and resilience to change, taking actions with long term considerations in mind to make a difference towards sustainable public healthcare Builds processes and systems that serve current and future needs Engages stakeholders to bring them on board the change agenda

Appendix F

• Adaptation of MOHH ONE Healthcare Leadership Framework

NUTURING RELATIONSHIPS		
BEHAVIOURAL QUALITIES	DEVELOPING OTHERS <i>Effective leaders nurture commitment, create opportunities for growth and provide support and encouragement to help others achieve their full potential</i>	COLLABORATIVE WORKING <i>Effective leaders emphasise the importance of forming supportive and respectful relationships and drive collaboration and partnerships inside and outside institutions</i>
FOUNDATIONAL LEADER (new! Included for PLDS)	Demonstrates commitment for self-development Demonstrates awareness of coaching or mentoring processes	Demonstrates ability to engage in teamwork Recognises personal limitations and is able to refer to more experienced colleagues when needed
EMERGING LEADER	Provides support, reward and recognition Creates meaningful work for their staff, helps people make a difference in their role Provides constructive feedback to team members on a regular basis to facilitate their learning and development	Is a generous and considerate team player Collaborates and shares information in order to provide the best care for the patient Understands roles, responsibilities and purpose within the team and respects team decisions Has well-developed communication and negotiation skills Able to influence others over whom they do not have authority
EVOLVING LEADER	Encourages and empowers junior staff to speak up and share their views Has a genuine interest in others and how to develop them - thinks from the heart Coaches others	Influences and engages across disciplines, is open and accessible to all people across the hospital Reinforces a culture of mutual respect for all healthcare professionals Creates a supportive environment which encourages diverse points of view Finds ways to work effectively with other departments
ESTABLISHED LEADER	Nurtures and inspires leaders, creates opportunities/platforms for greater exposure and to stretch potential Gives staff psychological safety, so that they can achieve their potential Acts as a mentor widely across the organisation	Creates a culture of collaboration, creates opportunities for different disciplines to work together Forms relationships with others outside their institution and inspires the whole institution to do the same Partners with other organisations, understands their own goals and the goals of the organisation and manages the trade-offs Works in partnership with others by building trust
EXEMPLARY LEADER	Inspires and nurtures others to embrace the future. Creates an environment that fosters personal and professional growth Builds processes and structures to identify and nurture talent for today and tomorrow	Grows and maintains connections within and beyond the healthcare eco-system Inspires a collaborative spirit in others while taking the lead to drive partnerships with key stakeholders

Appendix F

• Adaptation of MOHH ONE Healthcare Leadership Framework

EMPOWERED WORKING

EMPOWERED WORKING			
BEHAVOURIAL QUALITIES	COLLECTIVE LEADERSHIP <i>Effective leaders harness the skills of everybody; they are humble, and know when to take charge and when to step</i>	COURAGEOUS COMMUNICATION <i>Effective leaders have the courage to challenge and speak out for what is right, and have the communication skills to galvanise people to take action</i>	BRAVE DECISION-MAKING <i>Effective leaders take responsibility for actions and decisions, know when to stop doing things that are not working, and give others the confidence to take calculated</i>
FOUNDATIONAL LEADER (new! Included for PLDS)	Understands the duties and responsibilities of own job scope and the performance management process	Demonstrates use of appropriate communication skills to gain the cooperation of the individual patients, caregivers, colleagues and other healthcare professionals Demonstrates ability to communicate where the content of the discussion is explicitly defined	Demonstrates ability to analyse situations, appraise options and make appropriate decisions in daily work
EMERGING LEADER	Harnesses the skills of everybody Is able to step out of the 'expert' role and become an engaging leader Demonstrates an understanding of the benefits of working collectively	Speaks up, challenges in the right way, is able to disagree and say why Influences beyond own immediate area of work	Admits when wrong and is willing to change a decision Takes personal responsibility and accountability for own actions and the associated costs Thinks critically and is able to make decisions when there is information they do not know
EVOLVING LEADER	Leads from the inside, is with the team when things have gone wrong, and also celebrates with the team Has a collective view - views one's role as leader and team contributor Rolls up sleeves and works alongside the team to support them when required Articulates the benefits of a collective leadership culture	Has a point of view and confidence to share it Is an advocate for staff Is open minded and forthcoming; challenges their seniors and allow themselves to be challenged	Is able to cope with uncertainty and complexity and make decisions with incomplete information Has bravery to own the decision
ESTABLISHED LEADER	Is humble, knows when to defer to another leader and where one's strengths lie. Does not need to be the only person who knows everything Finds common purpose and aligns efforts, gels people together and harnesses resources from a variety of sources Role models behaviour which supports a collective leadership culture	Effectively delivers messages upwards, downwards and across, listens and understands what is going on at a national level and on the ground Engages and influences stakeholders towards desired outcome Has the courage to speak out, to protect staff, dares to voice what is not right	Has the confidence to explore, take calculated risks and learn from the outcome Has the courage to stop doing things that aren't working - tackles sacred cows Accepts responsibility and accountability for the success and failures of the organisation Demonstrates moral courage to take action against breaches of integrity, standards and ethics

Appendix F

• Adaptation of MOHH ONE Healthcare Leadership Framework

EMPOWERED WORKING			
BEHAVOURIAL QUALITIES	<p>COLLECTIVE LEADERSHIP <i>Effective leaders harness the skills of everybody; they are humble, and know when to take charge and when to step</i></p>	<p>COURAGEOUS COMMUNICATION <i>Effective leaders have the courage to challenge and speak out for what is right, and have the communication skills to galvanise people to take action</i></p>	<p>BRAVE DECISION-MAKING <i>Effective leaders take responsibility for actions and decisions, know when to stop doing things that are not working, and give others the confidence to take calculated</i></p>
EXEMPLARY LEADER	<p>Aligns priorities across the senior leadership group, so as to create a shared understanding of each other's priorities</p> <p>Advocates for and leverages multi-team collaboration and cross-disciplinary/functional teamwork</p>	<p>Influences across all levels and organisational boundaries; acts as an instrument to collectively harness the crowd</p> <p>Able to manage and lead communications in challenging contexts and situations</p>	<p>Able to analyse complex information and make the best decision when balancing public need with costs</p> <p>Accepts responsibility and accountability for the success and failures of the collective results of the healthcare system</p> <p>Understands and mitigates the impact 'on the ground' of policy when developing an implementation plan</p> <p>Addresses crisis and threats in an evolving and dynamic environment</p>



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