

A COMPILATION OF

Care Programmes for Healthcare



Content

Foreword	1
Compassion, Humility, Empathy, Encompassing, Respect Programme	2
WE CARE Programme	5
Go Wild with Me Initiative	8
The SCH WSH Framework in Managing Workplace Abuse and Assault Incidents	11
Integrated Whole-of-System Approach towards Workplace Safety, Health, and Well-being	14
A Holistic Framework Supporting Staff Well-being	17
Wellness Buddies Care Programme	20
Peer Supporters Programme	27
Well-being Retreat for Care and Well-being Champions	29
Total WSH Health Zone and Care Programmes	31
WE CARE as OneNUHS – WE CARE Day	35
Clinical Pastoral Care	37
Office Ergonomics Programme for Employees	39
Collaboration with MindFi for Staff's Mental Well-being	42
Establishing an Emotionally and Physically Healthy Workplace Environment	44
Staff Rehabilitation Clinic	47
LHE Care Initiatives	49
Holistic Approach to Staff Well-being	52
Protecting Staff from Harassment and Abuse; Building a Culture of Care	54

Foreword

Mental health is an essential component of one's overall health. At the workplace, the well-being of workers can impact their performance and safety. The COVID-19 pandemic has highlighted the need for stronger efforts in supporting the well-being and building the resilience of our workforce. This is especially so for the healthcare industry due to the inherent risks involved, and huge demands placed on the healthcare workforce. As Singapore embarks on plans towards Healthier SG, the health and well-being of healthcare workers will be paramount in our transformation journey ahead.

Many healthcare institutions have proactively improved the mental and emotional health of our healthcare workers. The Workplace Safety and Health (WSH) Council's (Healthcare) Committee recently launched the Care Challenge to recognise and commend such efforts and inspire cross-learning of good workplace mental health practices and initiatives across the industry.

This publication consists of 19 Care Challenge entries; projects detailing good and actionable ideas in implementing well-being initiatives at workplaces. These diverse projects reflect the industry's response to challenges faced by healthcare workers and demonstrates the creativeness of our colleagues in designing and developing what works for them and their peers. They also show that it is vital for everyone in the institution to take ownership and come together to establish a culture prioritising collective well-being.

We can distill the following three principles from the initiatives:

1. Leadership commitment is vital in setting the tone and demonstrating that an organisation cares for its employees.
2. Peer support is essential in ensuring that on a day-to-day basis, employees look out and care for one another.
3. Empowered staff actively contribute to and participate in programmes that improve their well-being.

The well-being of every healthcare worker is the foundation of our healthcare system. My heartfelt appreciation to the various healthcare institutions who came forward to share their projects. I hope that the Care Challenge will inspire the industry to develop and enhance our well-being initiatives, and more healthcare workers to be involved in our collective movement towards one's well-being.

Dr Eugene Fidelis Soh

Chairman

WSH Council (Healthcare) Committee

Workplace Safety and Health Council

Title of Care Programme:

Compassion, Humility, Empathy, Encompassing, Respect Programme

Institution:

Singapore Health Services

Issues Identified:

In 2019, Singapore Health Services' (SingHealth) Employee Engagement Survey, Resilience in Academic Medicine Survey, and focus group discussions with Allied Health Professionals (AHPs) pointed to issues of burnout, empathy-fatigue, and disengagement amongst healthcare workers. Two key drivers of burnout were organisational culture and values, and lack of social and community support at work.

Care Programme Introduced:

SingHealth developed the Compassion, Humility, Empathy, Encompassing, Respect (CHEER) Programme in 2021, and conducted workshops for AHPs to attend. The CHEER Programme aimed to build a compassionate culture and strengthen team resilience to increase the morale of AHPs and better engage them.

It also empowered staff and teams to create a compassionate work environment by equipping every AHP with values and skills to address interpersonal conflicts, give and receive feedback, and show appreciation to peers. With further training and development, it identified CHEER Champions who helped disseminate and promote CHEER values to their peers, and trained Associate Facilitators to facilitate workshops (Figure 1).

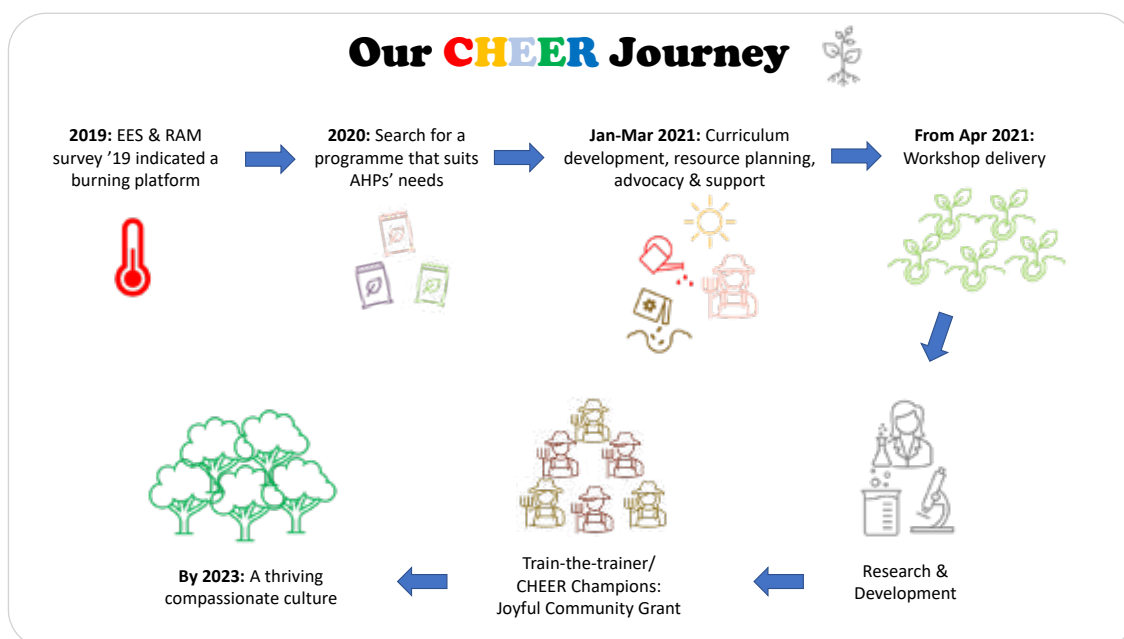


Figure 1. Our CHEER Journey: from conceptualisation to end-goal

To sustain learning and ensure CHEER values remain rooted in daily work beyond the workshops, complementing initiatives were introduced (Figure 2):

- Dissemination of “micro nudge” infographics to staff to encourage the development of micro habits to inculcate CHEER values in their mindsets;
- Rolling out of a CHEER Refresher Course;
- Sharing of CHEER resources and references on a central website; and
- Distribution of customised CHEER daily reflection notepad to all AHPs.

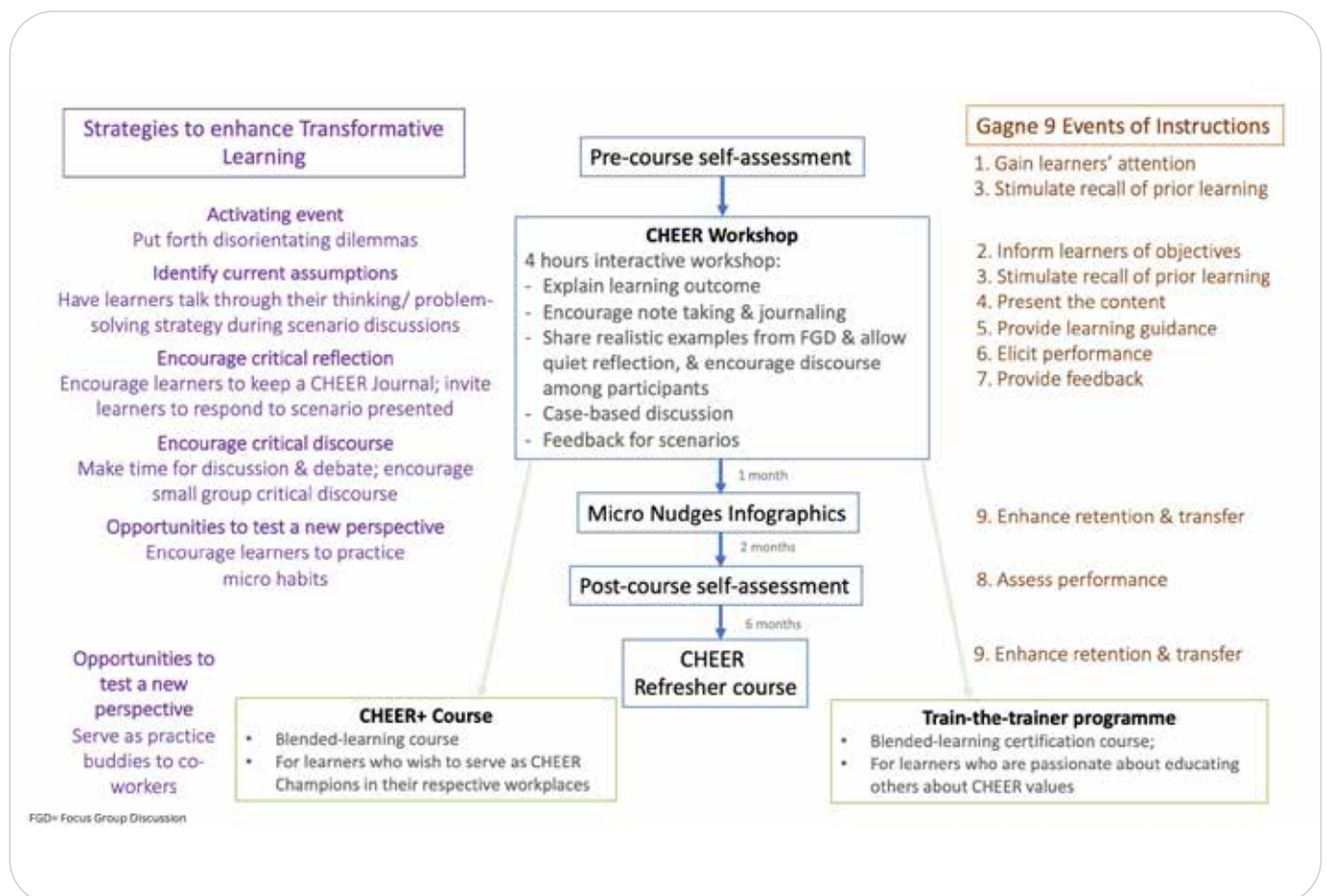


Figure 2. Not a once-off workshop: major components of the CHEER Programme





“The CHEER workshop imbued the value of empathy in every participant’s mind and is truly relevant to our work as healthcare professionals.”

How Staff Benefitted:

The last couple of years have been rough on everyone especially healthcare workers. As a mid-level professional, I tend to keep a look out for my juniors as I know that it isn’t easy for new pharmacists to find their footing in the profession, especially in these unprecedented times. Although younger workers are sometimes deemed ‘too soft’ or ‘lacking in resilience’, I believe they have advantageous traits that are not adequately acknowledged; such as resourcefulness, out-of-the-box thinking, and creativity. There is a need for all to be more inclusive and respectful of staff at all levels.

When conflicts arose at the workplace, I noticed that traditional methods of mediating might not work and direct confrontation is difficult to carry out when emotions run high. After attending the CHEER workshop, I felt enlightened by the concepts and approaches shared. The CHEER values seemed very apt as they are relevant both in and out of the workplace. The idea of building micro habits sounds simple yet powerful. Who would have thought that spending a minute or less a day on something could surmount to a change in our thinking or behaviour?

The CHEER workshop imbued the value of empathy in every participant’s mind and is truly relevant to our work as healthcare professionals. I noticed that colleagues who have participated in the workshop tend to be more careful before speaking their minds or expressing their thoughts. Personally, I noticed that I now approach conflicts among peers with more compassion, objectivity and inclusivity.

When my department in-charge nominated me to be a CHEER Associate Facilitator, I decided to give it my best. As a CHEER trainer, I strive to encourage my colleagues to be mindful of each other’s needs, no matter who or what position they are in.

- Delicia, Senior Pharmacist, Changi General Hospital

Title of Care Programme:

WE CARE Programme

Institution:**KK Women's and Children's Hospital****Issues Identified:**

Numerous studies indicated that nursing culture has a direct link to safe patient care, patient satisfaction, as well as staff satisfaction and retention of nurses in the workplace. In order to create a culture of safety, all staff members must feel that they work in an environment built on mutual trust and respect. To achieve this, the Division of Nursing KK Women's and Children's Hospital aimed to equip staff with relevant knowledge and skills and encourage them to display attributes and behaviours which can build trust.

Care Programme Introduced:

The Division of Nursing KK Women's and Children's Hospital introduced the WE CARE Programme, a structured educational programme for nurses, to inculcate trust and a 'safe to speak up' culture at work. It was created on the basis of kindness, respect and appreciation to foster mutual trust and appreciation at work. Training to inculcate a "WE CARE" culture comprises three phases:

Phase 1: One hour of e-learning on appreciation**Phase 2: A one-day face-to-face workshop on the following themes:**

- a. An open-minded culture
 - Mental model
 - Ladder of inference
- b. Team interaction
 - Kind act
 - Quality of conversation
 - Deep listening
 - Check-in process
 - Kind words

The training was rolled out progressively in four stages to cover all staff under the Division of Nursing.

Stage 1

Senior leaders
in the nursing
department

Stage 2

Nurse Clinicians

Stage 3

Direct care nurses

Stage 4

Care Support
Associates and
other staff

Since introduction, a total of 1,668 (87%) staff completed the e-Learning and 1,804 (94%) staff attended the WE CARE Workshop.

Phase 3: WE CARE Energisers

To follow up on the WE CARE training, “WE CARE Energisers” was introduced to actively engage staff to sustain the momentum and strengthen the WE CARE culture. These include:

- WE CARE poster competition;
- “I Care, We Care, Everyone Cares” sharing activities:
 - Nurses were invited to share their colleague’s kind act during regular staff events such as the Chief Nurse Forum.
 - Quarterly sharing of inspiring stories for circulation via the hospital’s intranet and email.
- Sharing of inspiring quotes based on a monthly theme to uplift the WE CARE spirit; and
- WE CARE joy initiative: Staff were asked to pick a mystery assignment and carry it out with their colleagues throughout the shift to boost the WE CARE Spirit (Figure 3).



Figure 3: Weekly WE CARE Joy initiative



**“A friend in need is a friend indeed.
Having colleagues who constantly care
for me is truly a blessing.”**

How Staff Benefitted:

Living independently in a foreign land for years, it is not as easy as it seems to adjust to life abroad but I was eventually able to cope and adapt well. That was until I was diagnosed with a medical condition that required surgery. I was shocked and felt helpless. Even though I feared the unknown as I had to undergo surgery, I did not inform my parents because I did not want to alarm them. Being away from home, I had no one to turn to.

After learning about my plight, my colleagues took turns to care for me during my hospital stay, ensuring that I was well taken care of. Upon my discharge, I realised that I would be alone at home when my housemates were out at work. I was helpless as I could not care for my own needs. After I was discharged, my Nurse Manager and colleagues came to visit me and brought me food. The next day, I was taken by surprise when a food deliveryman knocked on my door and handed me a piping hot meal! It was my Nurse Manager who arranged for my meals to be catered so that I could have a well-balanced diet without having to step out of the house.

I was extremely grateful for their compassion and acts of kindness. A friend in need is a friend indeed. Having colleagues who constantly care for me is truly a blessing. I did not feel lonely with all the constant attention and love showered upon me!

- Nurse from KKH who received WE CARE behaviours from colleagues (shared via the Quarterly Inspiring Story Platform)



Title of Care Programme:

Go Wild with Me Initiative

Institution:

Singapore General Hospital

Issues Identified:

During the onset of the COVID-19 pandemic, staff from Singapore General Hospital (SGH) were frequently overworked and faced tremendous stress in handling the influx of patients. Many foreign staff also could not return to their homeland due to the Safe Management Measures imposed.

Care Programme Introduced:

The “Go Wild with Me” initiative was introduced in December 2020, where staff would venture to various nature sites and capture their visits in pictures. A bear, dressed in hiking gear, was used as the mascot for the activity and these pictures would be uploaded onto SGH’s Workplace@Facebook page (Figure 4). The pictorial posts also provided more information on the sites such as directions and historical facts and figures.



Figure 4: Pictorial guide posted in Workplace@FB



As Safe Management Measures prevented large physical group gatherings, the collation of photos also served as a pictorial guide to nature parks and heritage sites for staff. The programme encouraged staff to stay active and de-stress during their off days, and the foreign workforce also gained knowledge on the heritage and historical sites of Singapore.

The locations included nature walks and town walks such as:

- Bukit Timah Nature Reserve
- Chestnut Nature Park
- Walking from Joo Chiat to Tanjong Katong
- Telok Ayer
- Marsiling PCN to Ulu Sembawang PCN
- Emerald Hill
- Kampong Glam

In June 2022, the programme expanded to having physical trekking tours; the first was held at the former Hainan Village.



“The Go Wild with Me programme helped me to explore again, in the safety of a group of friends...”

How Staff Benefitted:

I am a senior staff and I loved to travel, make friends, and travel with friends. Due to COVID-19, I did not venture anywhere, and hardly travelled around Singapore as well. Our activities were largely restricted to small groups and very few social activities. Throughout the pandemic, we were always only working and resting at home. As I age, I was also less inclined to set off on adventurous explorations on my own, for my own safety.

The “Go Wild with Me” programme started as a pictorial guide that was good for general reading, and made me look forward to the actual journey. In June, when the programme launched a physical visit to the former Hainan Village, I signed up immediately to satisfy my need to socialise and see new things.

The trip was very enriching. The guide, our colleague Stephen, had done his research and shared little known facts, making it interesting for us. I was very happy to eventually be able to connect with colleagues from different departments. The outing gave me a very good way to de-stress and reconnect with friends.

The “Go Wild with Me” programme helped me to explore again with friends. The timing also suited my working hours which gave me great peace of mind.

- Senior Staff from SGH



Title of Care Programme:

The SCH WSH Framework in Managing Workplace Abuse and Assault Incidents

Institution:

SingHealth Community Hospitals

Issues Identified:

At the SingHealth Community Hospitals (SCH), workplace abuse and assault were affecting the mental well-being of staff. Feedback gathered from staff revealed that those who faced abuse and assault suffered from severe stress, and many were unlikely to report or make their situation known.

Care Programme Introduced:

The SCH WSH Framework in Managing Workplace Abuse and Assault Incidents was developed under the management's support to manage abuse and assault. It equipped employees and their managers with the right knowledge on how to report, escalate, and seek support when encountering abuse and assault.

Working closely with SingHealth HQ and the Cluster WSH shared service, the programme was a strategic organisation-wide effort in line with SingHealth's three key core values: compassion, integrity and collaboration. Various methods were used to reach out to staff in order to increase awareness in identifying, managing, and overcoming abuse and assault situations:

1. Disseminating information on relevant advisories and regulations (Figures 5 and 6):
 - a) Workplace Safety and Health Act
 - b) Publishing of overarching WSH Guidelines for staff
 - c) Tripartite Advisory on Managing Workplace Harassment
 - d) Protection from Harassment Act
 - e) Penal Code Sections 268, 298, 319, 350, 351, and 425.



Figure 5: Anti- Staff Abuse posters in all wards



Figure 6: EDM to staff to emphasise key points and support

2. Training to instil competency in managing patients, caregiver and visitors, and application of de-escalation techniques
3. Working with the Office of Patient Experience for abuse cases
4. Providing support resources for staff:
 - a) A support system through the SCH Peer Support Network
 - b) Initiatives by the SCH YouDaJoy Committee¹
 - c) Quality improvement projects to prevent physical injury to staff when at work such as implementing protective sleeves for arms (Figure 7)



Figure 7: QI Project: Protective arm sleeves to prevent patients scratching while grabbing the staff



¹ The SCH YouDaJoy Committee was formed to improve physical, mental and social well-being of staff by bringing together various engaging activities and communities of care within and across the three Community Hospitals.



“Counselling was provided to the affected staff. They gave positive feedback on the support they received.”

How Staff Benefitted:

At Sengkang Community Hospital (SKCH), a Healthcare Assistant (HCA) was assisting to clear a patient’s diet tray and was suddenly scolded with vulgarities by the patient. The patient then kicked the cardiac table towards and hit the HCA.

The HCA immediately escalated the incident to a Staff Nurse (SN), who attempted to approach the patient to understand what happened. However, the patient continued to raise his voice and scolded vulgarities at the SN. To prevent the patient’s aggressive behaviour from continuing to harm other staff, the SN escalated the issue to the Nurse Clinician (NC) on duty.

The NC decided to call security as the patient persisted in his abusive behaviour. The NC then supported the HCA and SN in lodging a police report.

After the incident, security patrols patient’s cubicle regularly. All staff working in the ward were also reassured by the nursing leaders of their safety. They were also reminded on how to seek help and escalate cases should similar incidents occur in future.

Counselling was provided to the affected staff. They gave positive feedback on the support they received:

- The HCA felt safe working in SKCH with the support of hospital security and the protection of the police. The HCA was also glad that supervisors showed commitment in protecting staff.
- Initially, other staff were worried and afraid to handle the patient after hearing of his abusive behaviour. However, they were reassured to continue to care for the patient professionally as they saw how nursing leaders upheld WSH guidelines to support and protect them.

Title of Care Programme:

Integrated Whole-of-System Approach towards Workplace Safety, Health, and Well-being

Institution:

Tan Tock Seng Hospital

Issues Identified:

Healthcare workers face issues that affect their safety, health, and well-being. During the pandemic, many healthcare workers faced huge pressure not only from a heavier workload but also emotional stress from the risk of infection. Addressing these issues became pertinent, and all stakeholders had to play their part to build a culture of care.

Care Programme Introduced:

An integrated whole-of-system approach was implemented involving the management's commitment to implement, empowerment of staff to participate, and support from all departments.

To foster a culture of care, Tan Tock Seng Hospital (TTSH)'s leadership took ownership by establishing their own workplace safety and health council. It is chaired by the Chief Operating Officer and made up of members across functions and hierarchies, with three supporting sub-committees. The council provides corporate governance and leadership to establish the overarching WSH framework, and ensure holistic care for the hospital's environment and staff. To complement this, a TTSH WSH Operations Team was also formed to help management make data-driven decisions on WSH.



1. Taking Care of One Another with Inclusivity

TTSH's WSH management system includes all workers on campus. Previously, the definition of TTSH's workforce only included TTSH-employed staff. This was expanded to include partners/vendors who are not hospital employees but are also working at the institution. This allowed the workforce to take better care of one another, and the management to have oversight of all workers so that it can effectively conduct safety and health monitoring and collect data for outbreak response. This integrated whole-of-system approach allowed for efficient care towards the mental and physical health of staff.

2. Care for Physical Health

At the height of the COVID-19 pandemic, an Outbreak Management Programme was introduced for staff to work effectively and safely. It consists of three pillars:

a) *Understanding Baseline Staff Health Status through Sync²*

TTSH has clear oversight of staff's baseline COVID-19 health status through swift adoption of Sync. TTSH was the first Public Healthcare Institution to adopt the portal in November 2021 and onboarded 99% of its workforce within a month. Successful adoption allowed accurate swab and vaccination data to be conveniently obtained for monitoring.

b) *Managing Acute Respiratory Infections (ARI) Symptoms*

TTSH set up an ARI clinic which allowed early access to assessment and medical treatment of ARI symptoms. Established contact tracing workflows were activated if there were positive results from swabs done at the clinic or within work areas. This minimised large cluster outbreaks on campus.

c) *Continuous Monitoring of Health Status*

Continuous monitoring of the health status of staff and partners on campus was put in place to help identify and manage potential clusters.

The Programme's success depended on the collaboration of several stakeholders. For example, HR provided isolation/quarantine options for staff who required it, Laboratory expedited the processing of swab samples, Pharmacy provided a satellite counter for staff with ARI symptoms, and Infection Control/Housekeeping and Portering kept the environment clean and safe.

3. Care for Mental Health

Welfare Officers were appointed in each department to boost staff morale and staff were encouraged to share concerns with them or their supervisors. A Staff-Support-Staff helpline was also made available if staff required emotional support. HR also provided regular lunchtime check-ins on mindfulness.

² Sync is GovTech's web portal which enables easy submission and sharing of COVID-19 test and vaccination records for employees and individuals.

How Staff Benefitted:

In May 2021, a COVID-19 outbreak occurred in TTSH's Ward 9D. One of the nurses was in close contact with the first COVID-infected person in the ward.

Taking Care of One Another in a Safe Environment

When the hospital became aware of the patient infected with COVID-19, it swiftly identified staff who were in close contact with the patient. Instructions were given to the nurse to stay home and wait for an ambulance to convey her to A&E, before heading to a hotel for quarantine. There was constant communication via a group chat for the Nurse Manager to provide frequent updates to the nurse to ease any anxiety.

Taking Care of the Nurse Physical Health

After a 14-day quarantine in the hotel, the infected nurse had to continue with a 7-day Leave of Absence (LOA) at another hotel as her family member is also a nurse in another institution. HR swiftly arranged for her accommodation at another hotel and during the LOA, she was required to do routine swabs to monitor her health and TTSH helped to arrange for these to be completed at the ARI clinic. The transportation to and from the ARI clinic was also covered by the hospital. Though uncertain of the situation, she constantly felt assured that she was well taken care of by TTSH.

Taking Care of the Nurse's Mental Health

Throughout her ordeal, the nurse felt comforted and happy that she was supported by the Nurse Manager, colleagues, HR and Senior Management as there were daily video call sessions for the hospital to convey information, check-in on her well-being, and provide social support such as games and workouts to boost her morale and even for trivial matters like laundry while being isolated (Figure 8).



Figure 8: Screen capture of a video that all the affected staff made while they were in quarantine. They were in daily Zoom calls to play games, do workouts, and to check-in on each other

Title of Care Programme:

A Holistic Framework Supporting Staff Well-being

Institution:

Yishun Health

Issues Identified:

Over the years, healthcare workers have been under immense pressure to care for patients. At times, this include encountering unpleasant experiences of aggression by patients, and understating their own well-being due to their busy schedules.

Care Programme Introduced:

Since the inauguration of the Khoo Teck Puat Hospital, Yishun Health (YH) placed strong emphasis on staff well-being and has continuously enhanced its initiatives. YH understands that both employers and employees must play their part and adopts the Joy In Work (JIW) framework³ to better align initiatives holistically, which also applies to staff well-being initiatives.

A staff well-being committee was set up with the Chief Executive Officer and Chief Human Resource Officer (CHRO) as the leads. The Committee developed two key Care programmes:

1. Policy on Psychological Support for Staff

A Peer Support structure was established, led by staff trained in psychology medicine, social work, and counselling. All staff were informed of this programme and its aim of watching out and caring for one another and what are the avenues to seek help if required. This was further reinforced through electronic mailers, especially during the COVID-19 pandemic.



³ The framework is a systems approach to making a workplace joyful. It is a dyad arrangement of having both management-led and employee-led developments in staff programmes.

2. Protocols on workplace aggression

Since 2017, YH has partnered with the Australian-based Cognitive Institute to implement the Speak Up for Safety™ (SUFS) and Promoting Professional Accountability (PPA) programme to embed an organisation-wide culture where staff are empowered to support each other and raise concerns by speaking up against staff harm in a structured manner. The objective is to empower each staff to speak up respectfully without fear of repercussions when an unsafe or risky behaviour is observed and create a psychologically safe working environment so that employees feel comfortable to speak up about concerns of patient and staff safety.

It is compulsory for every YH staff to undergo the SUFS training programme which explains the Safety C.O.D.E.™ method of communication, to empower them to escalate concerns effectively and respectfully. Training includes sharing of case studies and opportunities for the audience to participate and practise the Safety C.O.D.E.™ YH also implements the Train-the-Trainer SUFS programme which certifies staff to conduct SUFS training. This builds capabilities in the organisation and helps ensure that at least 98% of YH staff are trained.

The PPA programme complements the SUFS programme by identifying and addressing unprofessional behaviour that undermines a culture of safety. A reporting mechanism, “Just Share It!”, was put in place to support staff who cannot speak up or had spoken up but did not receive adequate feedback. The “Just Share It!” reporting tool was prominently displayed on YH’s intranet homepage for easy accessibility and submitted reports were kept confidential to encourage open reporting of incidents. A PPA management framework was developed to address these incidents appropriately. For reports of patient aggression towards staff, a staff representative who is trained professionally would follow up with an informal non-judgemental open conversation and meet the reported staff to share about the PPA incident. This provided an opportunity for self-reflection on the staff’s behaviour.

The SUFS and PPA programme provide opportunities for self-reflection, learning, and self-improvement for individuals who may not be aware of the effect their behaviours may have on their colleagues. “SUFS Heroes” – staff who demonstrated exemplary behaviour in speaking up for safety, were also identified and recognised for their willingness to prioritise Patient Safety. Greater awareness of these Heroes would hopefully provide the courage for others to follow by example and speak up for safety.





She had raised her concerns with the Doctor, who responded positively, resulting in no harm done to the patient.

How Staff Benefitted:

Success stories on speaking up which had helped to avert patient/staff harm were received from the ground and compiled into an e-book in 2021. This was shared with all staff in YH through the intranet (Figure 9). The following is one of the stories extracted from the e-book:

“Prior to serving a patient his daily medication – a SC Clexane injection – the Staff Nurse noticed that the patient was bleeding from his nose. As the cause of bleeding was unknown, serving the blood thinning injection may aggravate the bleeding source and cause more harm to the patient.

The Staff Nurse clarified with the Doctor in charge, who instructed her to continue with the treatment, but the Staff Nurse still had concerns and was reluctant to serve the medication. She suggested for the Doctor to check with her seniors. The Doctor was receptive to her feedback and agreed to hold off the medication.

The Staff Nurse had applied the Safety C.O.D.E to ensure patient’s safety. She had raised her concerns with the Doctor, who responded positively, resulting in no harm done to the patient.



Figure 9: E-book cover on compilation of short stories related to the SUFS programme

Title of Care Programme:

Wellness Buddies Care Programme

Institution:

Woodlands Health

Issues Identified:

The COVID-19 pandemic had tightened the manpower available in the healthcare industry. It also caused the opening of the Woodlands Health (WH)'s campus to be delayed by almost two years due to manpower constraints in the construction industry. As a result, employees who were nested across different healthcare facilities felt more distant from one another.

Furthermore, social connectivity amongst colleagues was reduced due to safe management measures and rotational work arrangements. Many interactions were restricted to virtual modes causing digital fatigue and the addition of COVID-19-related work drove many into psychological and physical burnouts.

Care Programme Introduced:

WH introduced a group of Wellness Buddies (WB); digital characters who became WH's ambassadors of Engagement and Wellness initiatives. They encouraged employees to take care of their total wellness at work and in life. The aim was to cultivate an inclusive, fun, and positive environment for staff.

Four WB characters were created, each representing an aspect of wellness. This was to demonstrate that the different aspects of wellness are interlinked and encompass different dimensions of total wellness.

Their names also reflected the four main ethnic groups in Singapore, embodying WH's culture of diversity and inclusion (Figure 10).

Wellness	WB Name	Illustration	Race	Gender
Physical	Active Arfan	Monstera	Malay	Male
Social	Sunshine Shan Shan	Birds of Paradise	Chinese	Female
Financial	Savvy Sabita	Money plant	Indian	Female
Psychological	Calm Cayden	Peace Lily	Eurasian	Male

Figure 10: The different WBs

In April and May 2022, under the WB Active Arfan, two interest groups were launched: “The Wheelers Gang” for cycling and “Walkie Talkie” for hiking, as well as an “Embrace the Nature” challenge (Figures 11 to 13).



Figure 11: The Wheelers Gang’s 1st Ride at East Coast Park



Figure 12: The Walkie Talkie interest group in their 3rd hike at the Southern Ridges

EAT. REST. PLAY.

EAT HEALTHILY. REST SOUNDLY. PLAY WHOLEHEARTEDLY.

EMBRACE THE NATURE CHALLENGE – PHOTO CONTEST

TOP 3 WINNERS



Yeo Si Li
AHP



Dr Juliana Poh
Medical



Evelyn Tan
AHP

Congratulations!
ALL WINNERS WILL BE NOTIFIED VIA EMAIL.

IT'S A WRAP!

We hope you had fun participating in the activities!
Continue to keep fit and stay healthy!



An employee care initiative brought to you by:



For any enquiries, please contact Charmaine Lim (CHARMAINE_LW_LIM@WHC.SG).

SUMMARY OF ACTIVITIES

NIBBLES & NUGGETS

- WHAT'S FOR LUNCH?
COLLABORATION WITH WH DIETITIAN
- A GRACEFUL RETIREMENT

FINDING REST

Did you know that we have launched a Hiking Interest Group called Walkie Talkie?
Click [HERE](#) / Scan the QR Code to join us!



Figure 13: Staff participating in Woodlands Health Annual Health Fair activities championed by Active Arfan

The WB Calm Cayden promoted psychological wellness initiatives such as the WellCARE peer support programme, Check Your Pause session, Quick Guide Series, and Crisis Resources (Figure 14). These help the WH family to stay resilient amidst the difficult and challenging time.

Be Gracious to Yourself
Self-care July 2022

CHECK YOUR PAUSE

International Self-care Day falls on 24 July. The Engagement & Wellness team has prepared a series of Check Your Pause activities for you to take a break from work and start practising kindness to yourself!

Tending Kindly to Oneself



06 July 2022 (Wed) ⌚ 12:30pm to 1:30pm 📍 Zoom

- Learn how to treat yourself the same kind of kindness you would treat a friend.
- Take away practices which help you to be gracious to yourself!

Reshmi Karayan Kayanoth works as a Principal Clinical Psychologist at Woodlands Health. She works with adults suffering from mental health conditions – focuses not just on treatment but also on building resilience and well-being. Reshmi is a mindfulness practitioner who specialises in applying mindfulness to emotional health.

[Speaker's Profile](#)

Click [HERE](#) or scan this QR code to register



Mindful Yoga in the Garden



15 July 2022 (Fri) ⌚ 4:30pm to 5:30pm 📍 F2F

- Take a break from work and embrace nature.
- Improve your physical and mental wellness through yoga in the garden.

Kim's yoga teaching places a strong focus on mindful breathing and self-awareness. Through yoga, she hopes to share the importance of slowing down in life to appreciate the present moment.

[Instructor's Profile](#)

Limit to 20 pax

Registration Fee

Staff to pay **\$5** to register for each workshop.

Strictly **NO** cancellation after registration and full workshop fees will be recovered for no-shows.

Full Workshop Fee

- Mindful Yoga in the Garden: **\$20.50**
- Stress-relieving Drawing: **\$16**

Stress-relieving workshop will be cancelled if the min. class size of 20 is not met.

Click [HERE](#) or scan this QR code to register



Stress-relieving Drawing*



20 July 2022 (Wed) ⌚ 4:00pm to 5:30pm 📍 Zoom

- Promote relaxation and boost your self-esteem with Zentangle drawing.
- Enjoy carefree and creative drawing as you improve your eye-hand coordination.

Danica is a Certified Zentangle Teacher (CZT) and has been conducting workshops since 2018. With a passion to promote Zentangle drawing method in Singapore, it has helped many people find a way to relieve stress, enjoy and gain confidence through drawing.

[Teacher's Profile](#)

*Registration close: **13 July 2022**
Kit and fee collection: **14 July 2022 – 18 July 2022**

A WellCARE initiative supported by Engagement and Wellness, HR.



Better Health. With You.




For enquiries, please contact Hui Ling [SHAZWANI_ADAM_HL_LIMEWHC.SG].

Figure 14: Calm Cayden championing for “Be Gracious to Yourself” International Self-Care Day 2022

The WB Savvy Sabita made money matters less daunting through interactive workshops and sharing of infographics with bite-size knowledge. These help to create openness in achieving financial wellness and alleviate financial stresses face by the WH family (Figure 15).

EAT. REST. PLAY.
EAT HEALTHILY. REST SOUNDLY. PLAY WHOLEHEARTEDLY.

A Graceful Retirement

Find out more about your CPF and SRS account
to debunk the myth on retirement

NIBBLES
NUGGETS

Hi, I'm **Savvy Sabita**, your
Engagement & Wellness
financial wellness buddy!

Join me at this financial talk
to uncover ways to achieve
A Graceful Retirement!

**27 Apr 2022 (Wed)
12:30pm - 1:30pm
Zoom Webinar**

Kenneth Cheng
Financial Service Director, AFP

Opinions expressed are solely in the capacity of
the speaker and does not represent the views of
WH and the company that he represents.

Guest Speaker

With over 21 years of experience in the financial planning
industry, Kenneth Cheng has given speeches at many
Government Ministries, MNCs and SMEs. He is also a
highly certified trainer for coaching and aims to raise
awareness of financial planning within the Singapore
community.

Kenneth Cheng Organisation a group of agency units of
Prudential Assurance Company Singapore (Pte) Ltd
Reg. No. 199002477Z 640/21Jun22

Click [HERE](#) or scan
this QR code to register

An employee care initiative brought to you by:

Woodlands Health
National Healthcare Group

**Better Health.
With You.**

HEART WORK
Engagement & Wellbeing
Dance Activities

WU-CARE

For any enquiries, please contact Charmaine Lim (CHARMAINE_LW_LIM@WHC.SG).

Figure 15: Financial Wellness Lunch Workshop featuring one of the Wellness Buddies – Savvy Sabita

The WB Sunshine Shanshan was the catalyst to bring colleagues closer through gamification activities via workshops, webinars and interest groups (Figures 16 and 17).

GLASS HALF FULL OR EMPTY?



SCHOOL'S OUT!

#ReconnectingInDifferentWays



NIBBLES & NUGGETS

RAISING MENTALLY STRONG CHILDREN

17 Jun 2022 (Fri)
12:30pm - 1:30pm

Zoom Session (Virtual)

Happening today!



ZOOM DETAILS

Lunchtime Webinar @ 12:30pm - 1:30pm

Webinar ID: 925 8379 1350
Webinar Passcode: 613906

JOIN!

- Gain insights into the different thought patterns that drive you towards optimistic or pessimistic thinking
- Understand the relationship between your thoughts, emotions and behaviours
- Learn research-based strategies to help your children develop more optimistic thinking, stronger mental health and deeper resilience

When you are met with setbacks, there are two ways which your brain can evaluate the situation: "the glass is (or always) half full". The way your brain thinks will affect your moods, emotions, mental states and behaviours. It's not always easy to be positive, but it can make a huge difference in your life. **Optimism has been shown to improve health and happiness, increase productivity and reduce stress.**

With stresses brought on by uncertainty from the pandemic, the issue of fortifying our children's

(and even our own) mental health, is more pressing than ever. Join this webinar as we explore "Learned Optimism", a concept introduced by the pioneers of positive psychology and famed author, Dr Martin Seligman. **Learning to be optimistic means developing the abilities to recognise negative self-talk and replacing pessimistic thoughts with more positive ones.** Indeed, adults and children alike can learn how to become more optimistic so as to safeguard our mental health and develop greater mental resilience.

About Speaker



BRAIN FIT®

Ms Cheryl Chia, Paediatric Physiotherapist and Founder of BrainFit

With more than 20 years' experience in brain fitness training, Cheryl is an accomplished paediatric physiotherapist, who is also the founder of BrainFit, an entity that specialises in scientific brain fitness training.

Cheryl holds a Master Degree in Physiotherapy Studies (Paediatrics) from the University of Queensland, Australia. She was awarded a full scholarship from KK Hospital and was also the overall coordinator for paediatric neurology physiotherapy there. She has lectured in Nanyang Polytechnic and is a much sought-after speaker, including at events organised by MediaCorp-SMART Parents, the Child Guidance Clinic and schools.

She is a frequent invited guest on Parenting Made Easy Radio 95.8, where she shares her expertise on brain fitness to help parents raise smarter and more resilient children. Cheryl is also an author and a mother to two young girls.

An employee care initiative brought to you by:






For enquiries, please contact Verlin Loh (VERLIN_QX_LOH@WHC.SG).

Figure 16: Nibble and Nuggets topic on Raising Mentally Strong Children featuring Sunshine Shan Shan



Figure 17: Sunshine Shan Shan thanking all healthcare staff in the Resilient, Exceptional and Diligent (RED) campaign

How Staff Benefitted:

A staff who has been with WH for almost 1.5 years shared that due to the Safe Management Measures arising from COVID-19, he felt that there was a lack of meaningful interactions with fellow colleagues and had experienced a sense of loss and isolation.

He was thankful when Active Arfan announced the launch of The Wheelers Gang and Walkie Talkie. He joined the cycling and hiking events that WH organised, and expanded his social network with like-minded peers who are nested across different sites. In his view, the WB care programme has contributed to a more supportive and tightly knitted workplace environment.

He showed his appreciation by volunteering to be part of the advocates for Active Arfan as he was inspired to create more opportunities for the WH family to build a culture of health and wellness.



Title of Care Programme:

Peer Supporters Programme

Institution:**National Healthcare Group Polyclinics****Issues Identified:**

Based on anonymous self-reported surveys, 3% of National Healthcare Group Polyclinics (NHGP) staff had trouble coping with work and life's demands.

Care Programme Introduced:

To address this issue, NHGP aims to provide short-term immediate and intermediary emotional support services to staff. The Peer Supporters (PS) programme was launched in 2016 with the aim to provide short-term emotional support by encouraging staff to seek help when needed.

PS are recruited on a voluntary basis and trained in mental health first-aid and critical incident stress management. They provide staff with an outlet that protects their confidentiality and ensures their safety. In 2018, the programme was further enhanced to equip PS with skills to provide second victim support services.

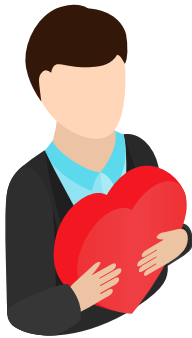
To ensure accessibility, posters publicising the PS services are placed in every clinic's staff pantry and rest area (Figure 18). Each clinic has at least two peer supporters and staff may also choose to approach a PS from a different clinic.

Clear protocols were put in place for escalation. In most cases, PS would be able to step in or refer staff to community resources within six months. However, if required, PS are trained to identify staff who need professional mental health services. With agreement from the affected staff, PS will also arrange for professional services promptly.



Figure 18: Poster of COVID-19 Peer Supporters





My confidence grew and self-esteem was restored, and I felt my contributions were finally valued.

How Staff Benefitted:

I started work in NHGP after completing my two-year Nursing diploma course. Being in my late 40s and starting a new discipline altogether was not a smooth-sailing experience. I had a fear of making mistakes and being reprimanded at work. At the same time, I was also burdened with family issues.

As a result, my work performance deteriorated. I was demoralised and at the verge of breaking my bond and quitting the job. Thankfully, I chanced upon the Peer Supporters poster in the pantry. I recognised one of the Peer Supporters featured in the poster, who was also in the Nursing Profession.

I approached her and had several sessions with her. This kept me in a positive mindset, and I continued to press on and move forward despite the challenges at work. My spirit was also lifted as I shared my family problems with her.

I was later given the opportunity to transfer to another polyclinic. It was a significant move and supportive colleagues there helped me assimilate quickly into my new environment. My confidence grew and self-esteem was restored, and I felt my contributions were finally valued.

The sessions with the Peer Supporter helped me to complete my Nursing bond in NHGP. The programme provides an avenue for those in need of a listening ear, and a big heart and open mind to share their problems and worries. I felt safe to talk about my issues and concerns with someone who understood. I was able to access help safely and confidentially in a non-judgemental manner. The programme allowed me to see my issues openly and differently, which enabled me to adapt and cope better. If not for the programme, I would not have been able to continue my nursing career.

- Nurse from NHGP

Title of Care Programme:

Well-being Retreat for Care and Well-being Champions

Institution:

National University Health System

Issues Identified:

Many staff experienced a sense of loss and felt socially isolated from their peers, especially during the pandemic. The National University Health System's Human Resources (HR) professionals, Resilience Workgroup Leads, and Well-being Champions, and other members of the Total Workplace Safety and Health team, had played a significant role in caring for the well-being of all staff. While they have cared for others, that the National University Health System recognised that they also needed to be cared for too.

Care Programme Introduced:

A Well-being Retreat was organised for staff who had provided support for others. The retreat included opportunities for cross-learning through sharing of stories and experiences, as well as a fun activity (Figure 19) to help them to relieve their stress.

The retreat ended with staff communing over refreshments and snacks. Both organisers and participants benefitted from the camaraderie forged, developed a deeper understanding and acceptance of each other, and left the retreat with fond memories.



Figure 19: Sharing of stories and experiences and “Cha Cha” during the retreat



“To be able to meet face-to-face after so long for the Well-being Retreat was comforting.”

How Staff Benefitted:

It has been over two years since COVID-19 hit us, and at some points, it felt demoralising – fighting through Delta and then Omicron. We had to grapple with numerous changing protocols and many uncertainties hit us along the way to make things worse. Projects were also cancelled or postponed, and there were many daunting challenges we had to face such as unfamiliar work environments, and having to adapt quickly to online platforms.

Not being able to meet face-to-face meant it was more difficult to make real connections at work. Relationships were previously built over coffee or at water coolers and via pantry talks; virtual discussions provide only fleeting moments as we literally “Zoomed” in and out of such meetings.

To be able to meet face-to-face after so long for the Well-being Retreat was comforting. I was not only able to reconnect with the people I work with, it was also an apt time for self-reflection and sharing of our ups and downs. It was a wonderful opportunity for us to be open with one another, and learn and teach from each other.

Learning to cha-cha also replenished my energy. The dance workout was certainly beneficial for my mind and body. We were all having fun, and the release of endorphins boosted our mood. It was a much-needed break from life’s daily stresses. It brought me renewed focus and purpose back to the work I do, and strengthened the relationships I build at work.

- Staff participant



Title of Care Programme:

Total WSH Health Zone and Care Programmes

Institution:

Jurong Health Campus

Issues Identified:

Mental health has risen to the forefront in recent years. However, if staff are not healthy physically, it may affect their safety and performance at work. This in turn may affect staff's mental health.

Care Programme Introduced:

Jurong Health Campus recognises that physical health and mental health are interlinked. It is important to create a culture of holistic health, so that staff can have good overall health and wellness in the workplace.

Staff working at Ng Teng Fong General Hospital (NTFGH) and Jurong Community Hospital (JCH) were actively encouraged to take charge of their own health and well-being through the Total Workplace Safety and Health (WSH) Health Zone. The Total WSH Health Zone promoted health and well-being to staff and service partners through activities such as the DIY Health Check Corner with self-monitoring of blood pressure, pulse, height, weight, BMI, and vision. A BMI Wall Chart also helped staff to determine their healthy body weight (Figure 20).



Figure 20: TWSH DIY Health Zone

Complimentary Care initiatives were also implemented:

- Exercise sessions
 - Yoga and Zumba sessions were conducted on campus to promote an active lifestyle amongst staff and facilitate team bonding across staff from different job groups.
 - A hall was converted to a badminton court after office hours for staff to exercise.



Figure 21: Staff participating in Zumba session and a game of badminton

- “Eat well for a healthier you” programme
 - An annual Lunch Box Competition was implemented to promote healthier meals and healthy living.
 - Catered lunch for staff was prepared by their kitchen, which includes healthy recipes developed in collaboration with dieticians.
 - Staff held healthy cooking sessions at the kitchen to gain awareness of healthy recipes and at the same time bond with colleagues.
- Mental Health Programme
 - Sessions focused on mindfulness were organised for staff to clear their mind and unwind.
 - Therapeutic music was played throughout the campus during lunch hours for staff to relax.
- Smoking Cessation Programme
- Weight Management Programme
- Signs displayed by F&B tenants encouraging staff and service partners to opt for healthier options

How Staff Benefitted:

Jurong Health Campus have been promoting programmes on developing a healthy lifestyle to staff and service providers for several years. Active participation in the above care programmes have helped in shifting the mindset of staff and service partners to make better decisions on their health, e.g. choosing healthier foods, quitting tobacco, exercising regularly and managing stress.

“Through the lunch box competition held in October 2022, I have learnt the different healthy alternatives that can be used for my family recipes. Not only that, I managed to have a good bonding and spent quality time with my mother while preparing the lunch box. It was really a fun and fruitful experience!”

- Ms Sabrina Jeffrey, Patient Service Associate (Radiology), Winner of Lunchbox Competition 2022



Figure 22: From Left: Lunchboxes displayed for competition, Winner of Lunchbox Competition, Photo of Judges and Participants

“The Yoga Sessions conducted by our very own Jurong Health Campus Senior Staff Nurse Ma Jing was very nice and relaxing. It was conducted at the Annexe building with good and conducive facilities. I look forward to more sessions in the future as I would like to learn more of the poses and steps.”

- Ms Cheryl Neo, Senior Manager (Group Housekeeping), Yoga participant



Figure 23: Staff participating in Yoga having a good stretch



Title of Care Programme:

WE CARE as OneNUHS – WE CARE Day

Institution:

National University Health System Pte Ltd

Issues Identified:

The COVID-19 pandemic impacted employees' morale and well-being. Healthcare colleagues were tired and their morale was low.

Care Programme Introduced:

The National University Health System (NUHS) implemented the "WE CARE as OneNUHS" initiative to support their staff while delivering care to their patients.

One of the key initiatives was the "WE CARE Day" that was held quarterly to acknowledge staff's hard work and dedication, and to support them through challenging times. The NUHS Wellness Workgroup procured welfare treats as boosters for staff, with some delivered personally by the management team as a way to increase staff engagement (Figure 24 and 25).



Figure 24: Photos of staff receiving booster packs during WE CARE Day



Figure 25: Free drink promotion on WE CARE Day by NUHS Wellness Workgroup

This demonstrated to staff senior management's WSH ownership, advocating the importance of staff well-being, as well as their commitment in supporting staff's safety and well-being.

How Staff Benefitted:

I enjoyed the treats given out on WE CARE Day! The treats remind me of how our caring culture is taking off and how we are all in this difficult time together! My colleagues and I loved that we could redeem beverages. The beverage treats just made our day! On occasions when the treats were delivered to us by the management team, we felt so special and important. We are all looking forward to next WE CARE Day.

- Ms Yvonne Choo, National University Polyclinics



Title of Care Programme:

Clinical Pastoral Care

Institution:**Mount Alvernia Hospital****Issues Identified:**

The tough job demands faced by healthcare workers had taken a toll on the well-being of Mount Alvernia Hospital's staff.

Care Programme Introduced:

Mount Alvernia Hospital believed that good psycho-spiritual care can contribute greatly towards staff well-being. To create a caring and therapeutic environment for all, Mount Alvernia Hospital extended their Clinical Pastoral Care (CPC) services to staff members, going beyond just providing the service to patients, their family and caregivers.

CPC is a professional service given by qualified counsellors, having gone through Clinical Pastoral Education, to utilise spiritual assessments, interventions, outcomes, and care plans to help care for the well-being of the person seeking support.

The CPC team engages staff through different activities:

- Uplifting messages sent out every Monday morning to encourage staff (Figure 27).
- Monthly staff engagement events which include self-care activities, eg. meditation, mindful eating, and reflection sharing with meaningful videos and invited speakers – some of which are in collaboration with Voluntary Welfare Organisations who serve in the area of mental wellness.
- Facilitate support groups, staff debriefing.
- Provide spiritual care to persons experiencing loss and grief.

There is a chapel in the hospital that is open to all visitors and staff whenever they need a place for quiet contemplation. It is a place where life is held sacred and the chapel has been used to conduct Interfaith Memorial Services. The Chapel is also a place of celebrating life including baby blessings for maternity patients and staff who had given birth in the hospital (Figure 26).



Figure 26: Events and activities held at the chapel (some photos are taken during pre-COVID times)



Figure 27: Uplifting quotes that were sent out to staff via email

How Staff Benefitted:

The sudden passing of a dear and trusted, long serving team member of a department had impacted colleagues greatly. The Head of Department (HOD) called for the support of the Clinical Pastoral Care (CPC) team to provide support to the team suffering from grief. Those who requested for more support and assessed by CPC to be in need, were provided with extended help from CPC counsellors as well. CPC members also planned an interfaith memorial service and extended the invitation to the family of the colleague who had passed on. On the day of the service, white roses were bought and given to all who attended, and a bouquet was given to the family members of the deceased. Colleagues also took turns to share fond memories.

Through the above, staff expressed that they found closure. They were surprised that the hospital went to such lengths for them and felt greater teamwork. Staff were also touched that their HOD and team leaders had taken the initiative to request for CPC. Those who had asked for help shared that they were glad to have embraced support and allowed themselves to be vulnerable.



Title of Care Programme:

Office Ergonomics Programme for Employees

Institution:**IHH Healthcare Singapore****Issues Identified:**

During the COVID-19 pandemic, a “Circuit Breaker” period was imposed, and many staff at the IHH Healthcare Singapore (IHH SG) found themselves working from home without a proper office setup. These poor ergonomic practices resulted in staff being unable to perform normal work functions which led to lower productivity and in extreme cases, physical injuries such as back pain and other ailments.

Even as Singapore moved into the endemic phase and workplaces reopened, staff were still working from home or in shared office spaces, and were still vulnerable to ergonomic risks.

Care Programme Introduced:

To tackle this issue, IHH SG adopted hybrid work arrangements and implemented an Activity-Based Work (ABW) model⁴ to improve the setup of their workspaces. This was aimed at creating greater awareness of ergonomic health conditions to improve staff well-being, reduce lost time from muscular injuries, and maintain productivity. They reviewed their ergonomics policy to include safe work practices for repetitive tasks, work breaks, considerations for job redesign such as:

- i. Selection and usage of appropriate tools with good work practices to avoid awkward postures of the arm and hand:
 - a) Select tools that can accommodate the wrist to be in a neutral position.
 - b) Select tools that can be used by either the right or left hand.
 - c) Select tools that requires lesser rotational movement or effort.
 - d) Select tools with handles made of slip-resistant materials.
 - e) Ensure that the hand and fingers are able to grasp the tool easily.
- ii. Office ergonomics to support ABW:
 - a) Sitting work posture – Sit in a slightly reclined and relaxed position with the back supported and feet resting comfortably on the floor or footrest. Keep the head over shoulders when seated. Avoid sitting in a fixed posture for long periods. Change position, stand up, stretch or walk around when tired.
 - b) Worktable – Height of the work surface to allow for elbows and underarms to be comfortable and straight.
 - c) Legroom – There must be sufficient legroom and thigh clearance under the work surface, and adequate kick-space to stretch out legs. The recommended leg space under the work surface should be minimally 60cm in depth.
 - d) Chair – Chairs should be stable and provide good back support. The recommended seating height is between 35cm and 50cm. Chairs should be fitted with five castors for stability and able to swivel smoothly.
 - e) Equipment layout – Equipment at the workstation should be laid out to minimise awkward over-reaching postures.

⁴ A work environment with flexible working spaces that allow employees to choose a workspace to match the activity they plan to carry out.

iii. Lighting and Glare

Local lighting should be provided to supplement general lighting according to the task requirements of staff. The illumination levels for specific areas and activities are:

- a) Filing, copying circulation, etc. – 300 Lux
- b) Writing, typing, reading, data processing – 500 Lux
- c) Technical drawing – 750 Lux
- d) Computer Aided Design (CAD) workstation – 500 Lux
- e) Conference and meeting rooms – 500 Lux
- f) Reception desk – 300 Lux
- g) Archives – 200 Lux

iv. Ambient noise – Ambient noise level should not exceed 55 dBA. Whenever possible, noise sources should be isolated.

IHH SG also disseminated infographic posters (Figure 28) and conducted awareness talks on ergonomics to effectively communicate knowledge on ergonomics to employees.

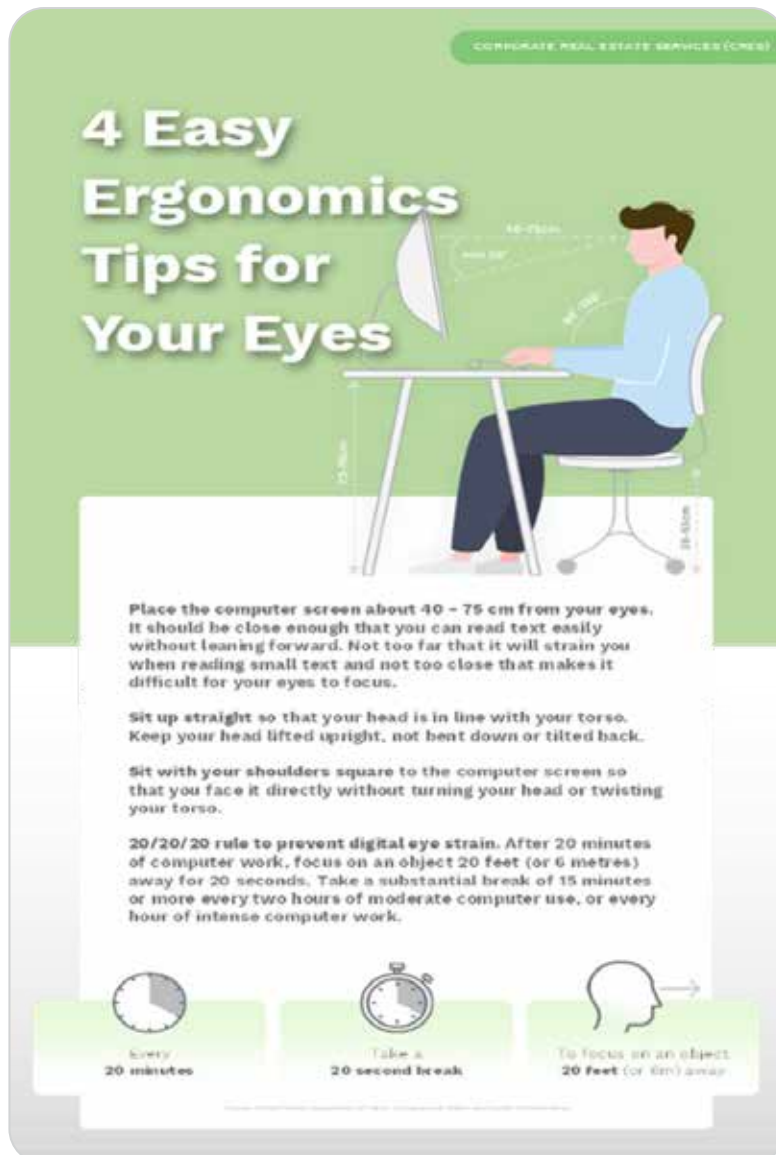
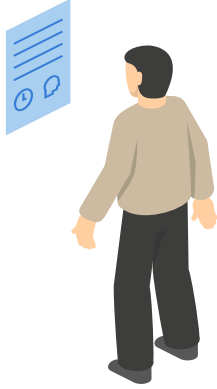


Figure 28: Posters on ergonomic tips disseminated to employees



“A clear defined ergonomic policy coupled with dissemination of ergonomics awareness posters, gave her greater understanding of the importance of good ergonomic practices...”

How Staff Benefitted:

Ms Teo recently joined IHH SG and was new to the concept of ABW. She was more familiar with the traditional work environment where she had a personal desk, and was not used to sharing common work desks. The unfamiliarity in workstations due to ABW caused her to experience frequent back and neck pain.

With the IHH Office Ergonomics programme, a clear defined ergonomic policy coupled with dissemination of ergonomics awareness posters, gave her greater understanding of the importance of good ergonomic practices such as having good posture, ensuring optimal lighting to reduce glare-related eye strains, and taking frequent breaks to prevent musculoskeletal disorders. She also understood the importance of working in well-designed workstations such as having adjustable chairs, arm rests, and a good monitor height. Through the ergonomic posters, she reminded herself to take breaks and engage in simple exercises such as stretching and walking around to relax her muscles. Her consistent efforts mitigated her neck and back pain and she is now more productive in the ABW office and while working from home.



Title of Care Programme:

Collaboration with MindFi for Staff's Mental Well-being

Institution:

IHH Healthcare Singapore

Issues Identified:

Concerns over mental health grew over the past few years, catalysed by the COVID-19 pandemic. Frontline Healthcare Workers (HCW) were severely burnt-out, both physically and mentally, as they faced waves and waves of COVID-19 infections. Providing support for their mental health and well-being became an increased priority for IHH Healthcare Singapore (IHH SG).

Care Programme Introduced:

To equip staff with lasting mental wellness, IHH SG worked with MindFi to provide staff with a full spectrum of mental health and well-being support. MindFi is an employee mental health and well-being application that delivers 24/7 personalised self-care recommendations, support, and behavioural coaching.

The application provides comprehensive well-being through three pillars of care:

1. **Self-Care** – Access to over 600 video classes and audio-guided exercises in 10 languages, where employees can develop long-term healthy habits through consistent practise.
2. **Group Care** – Access to Psychoeducation-based Masterclasses for learning and development, including research-backed group counselling and coaching (Figure 30).
3. **Private Care** – Access to one-to-one counselling or coaching sessions and a 24/7 care concierge conducted via text messaging or phone calls (Figure 29).



**over 600 video
classes and
audio-guided
exercises**



**group/one-to-one
counselling and
coaching**



**24/7 care
concierge**

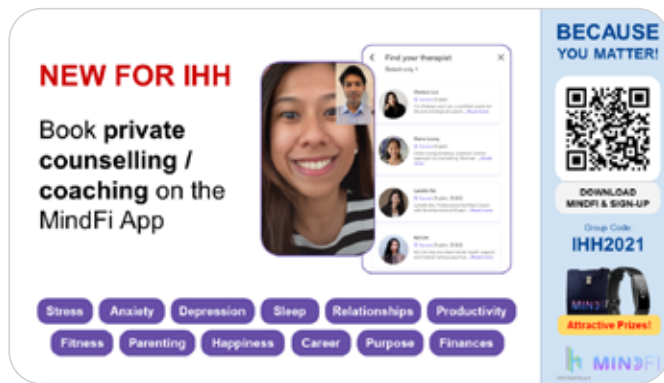


Figure 29: Private Care activities on the MindFi App



Figure 30: Group Care activities on the MindFi App

How Staff Benefitted:

Mr Chiam, a Senior Executive joined IHH SG in 2021 as he wanted to make a difference in the healthcare industry. However, Mr Chiam, like other frontline healthcare workers, potentially faced mental and physical burnout given the high demands of the job.

Mr Chiam started to use the MindFi app and was able to access the videos and self-help guides to stay positive and manage his stress. He was also motivated by chances to win prizes while using the app. He shared that he had benefited widely from the content and the features of the app, and was glad that the company provided such a platform to help staff cope with their mental and physical well-being.



Title of Care Programme:

Establishing an Emotionally and Physically Healthy Workplace Environment

Institution:

All Saints Home

Issues Identified:

During the lockdown period at the height of the COVID-19 pandemic, many staff were physically and mentally due to the long working hours and additional work responsibilities. International staff could not travel to their home countries as borders were closed. These resulted in a heavy blow on staff morale.

Care Programme Introduced:

All Saints Home implemented a Wellness Programme to help nurture an emotionally and physically healthy workplace environment. It was focused on four key areas:

1. Educating staff on the importance of mental wellness at work:
 - Collaborated with the Health Promotion Board to deliver lunch talks on positive thinking, emotional intelligence, stress management, and thriving under pressure
 - Developed an information pack comprising helpful tips on staying healthy
 - Engaged an independent consultant to facilitate a happiness programme⁵
2. Encouraging staff by appreciating and recognising their work with various small rewards:
 - Care packs comprising of healthy snacks, drinks, and vitamin C
 - Gift vouchers
 - Staff gifts such as wireless earpieces
 - Bubble tea treats and mini “makan” sessions to celebrate success
 - Certificates of Appreciation, Commendation and Distinction
 - One-off COVID-19 bonus

⁵ The programme is specially designed for staff to cultivate and develop happiness through the application of psychologically and neuro-scientifically sound principles and the use of various tools such as Happiness Wheel, Happiness Calendar and Happiness Set-Point.

3. Eating Right by introducing a variety of food cuisines to heighten cultural appreciation among staff. We organise monthly native food days where international staff can cook their native food at the staff canteen (Figure 31).



Figure 31: Cultural Appreciation Day for staff to appreciate various cuisines

4. Esprit as a wellness goal, by implementing initiatives and services that would benefit staff. The initiatives were selected based on findings from two surveys: the Oldenburg Burnout Inventory and Professional Quality of Life Scale, which assessed staff's emotional and mental wellness, and determined their needs.

Initiatives offered to staff:

- Sponsored health screening
- Encouragement of staff to participate in physical events and challenges offered by the Healthy 365 app
- Chartering of buses to ferry frontline staff to and from their workplaces (Figure 32)
- Housing of staff in a service apartment for a year to protect them against contracting COVID-19
- Leveraging network of resources such as psychiatrists, in-house counsellors, and the Employee Assistance Programme, to provide targeted intervention for staff who suffer from more severe mental and emotional stress



Figure 32: Chartering of buses to ferry frontline staff to and from work



“His homesickness was also alleviated, as All Saints Home (Yishun) organised a day of Myanmar culture with traditional costumes and food, which evoked a sense of nostalgia in him”

How Staff Benefitted:

Min Khant, an operations staff from Myanmar, shared that he felt burnt out and homesick during the circuit breaker period. He recounted that the introduction of the Wellness Programme was a “refreshing” change and boosted his physical and mental well-being during the pandemic.

He recalled that the care packs provided many nutritious food items. Upon taking the vitamin C after a long day at work, he felt recharged and was ready for the next day.

His homesickness was also alleviated, as All Saints Home (Yishun) organised a day of Myanmar culture with traditional costumes and food, which evoked a sense of nostalgia in him. His colleagues also gained new knowledge of the Myanmar culture, and he felt a stronger bond with them as well.



Title of Care Programme:

Staff Rehabilitation Clinic

Institution:

The Salvation Army Peacehaven

Issues Identified:

The Salvation Army Peacehaven discovered a gap in staff's understanding of workplace ergonomics and common work-related injuries. This may put staff at risk of injuries that will affect their well-being.

Care Programme Introduced:

To address and better staff's physical well-being, Peacehaven initiated a Staff Rehabilitation Clinic for access to rehabilitative services and obtain advice for their injuries and concerns. Staff could make appointments with the Peacehaven Rehabilitation Department (PRD) for clinical sessions to get advice on how they can take better care of themselves (Figure 33). Staff also gained better awareness and knowledge on simple musculoskeletal issues which helped to improve their well-being.

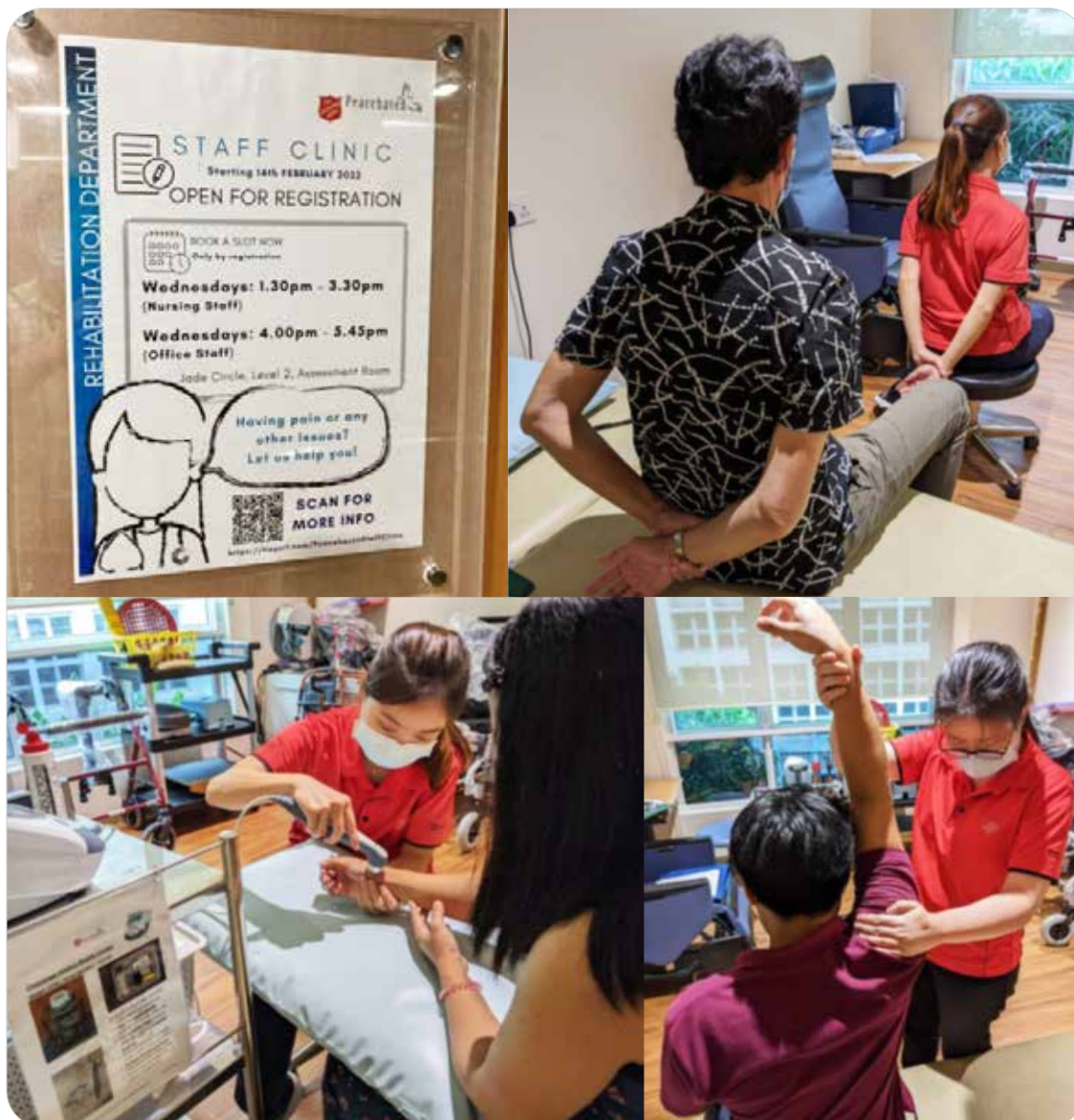


Figure 33: Staff Rehabilitation Clinic



The reduction and management of their physical discomfort also allowed them to better focus on their duties and to be more productive.

How Staff Benefitted:

A Senior Care Associate and a Senior Nurse Assistant were having pain-related issues. One had pain on the wrist while the other had pain on his shoulder. Both staff sought help for their issues through the Staff Rehabilitation Clinic, where physiotherapists offered advice on proper stretching techniques to help reduce the pain.

Both staff expressed that the programme was helpful as they were able to reduce musculoskeletal pain and gain better knowledge on stretching. They both felt that the programme opened up an avenue to mitigate and support staff with musculoskeletal issues, which added value to their well-being. They also felt more supported and valued when their needs are met. The reduction and management of their physical discomfort also allowed them to better focus on their duties and to be more productive.



Title of Care Programme:

LHE Care Initiatives

Institution:**Lions Home for the Elders****Issues Identified:**

During the initial phases of the COVID-19 pandemic, healthcare staff from the Lions Home for the Elders (LHE) experienced great stress. International staff also felt lonely during the lockdown as overseas travel were suspended.

Care Programme Introduced:

To address this, the Lions Home for the Elders (LHE) developed the following initiatives:

COVID-19 Care Kits, Sweet treats and Wellness Allowance

“COVID-19 Care Kits” were distributed to staff in appreciation of their services during the pandemic, and to renew their strength for the journey ahead as they continue to fight COVID-19. Items in the care kits comprised a temperature logbook, hand sanitiser, antibacterial wet wipes, and digital thermometer. Management also gave out sweet treats like ice cream, chocolates, and potato chips to boost staff morale and engage with them at work (Figures 34 and 35).

In addition, all permanent full-time and part-time staff received a one-off wellness allowance of \$300 and \$150 respectively to defray the costs of their purchases of wellness products and nutritional supplement.



Figure 34: Sweet treats for staff to cheer them up



Figure 35: COVID-19 Care Kit

Access to Professional Counselling Support Service/Mental Health Talks

LHE provided staff with access to professional one-on-one counselling services, and they were also encouraged to attend external mental wellness webinars/workshops to learn how to better manage their emotions and build stronger mental health to tackle the challenges they faced.

Frequent Meetings with Management

LHE organised meetings and sharing sessions with staff involving the Chief Executive Officer, Director of Nursing, Assistant Director of Nursing, Nurse Managers and Senior Nurses. These sessions allowed staff to allay their fears and communicate their personal concerns and worries.

Adjustments to Personal Protective Equipment

To minimise discomfort in the prolonged wearing of personal protective equipment (PPE) in wards under enhanced surveillance, HCWs were provided with cotton t-shirts to wear beneath their gowns, instead of their usual thicker uniform. This allowed them to be more comfortable and reduce stress from PPE wearing (Figure 36).



Figure 36: Staff dressed in comfortable cotton t-shirt during enhanced surveillance period

How Staff Benefitted:

"The rewards provided by LHE have benefitted me immensely during the COVID-19 pandemic; they make us feel appreciated and we felt a boost in our morale. Initiatives such as the care kits helped me remain strong and healthy as I continue to provide quality care for our seniors amid the outbreak.

Earlier this year, I was infected with COVID-19. I had many thoughts going through my mind when I was tested positive. Having heard about the detrimental effects of COVID-19, I was extremely fearful and worried how it would affect my health and whether it will lead to poor performance and productivity at work. It stressed me out and caused me to have self-doubts; I felt emotionally drained.

However, with the care initiatives provided by the home, I felt relieved and was able to maintain a more positive outlook. My direct supervisor provided me with adequate support by checking in with me regularly and gave me the assurance that everything will be alright and that I am not alone. The moral support I received made me feel comfortable to express any concerns I had, and I felt supported throughout my recovery journey. After taking some time to recuperate at home, I recovered fully from COVID-19 and returned to work with a peace of mind. The wellness allowance was timely, and I utilised it to buy essential items such as energy boosting snacks and multivitamins to keep up my strength and boost my immune system.

Additionally, I got access to resources relating to mental well-being from my in-charge. One such webinar was the "Choosing 'Mindful' over 'Mind-full' for Better Well-Being". I found the session really useful as it helped me recognise what stress looks like. It provided me with insights on mental health and tangible ways to improve my well-being, such as by engaging in mindfulness whenever I feel overwhelmed. From there, I took small steps to build my resilience and cope with stress as I continued to fight the ongoing pandemic alongside my fellow colleagues. I was glad to know that LHE provided staff with direct access to professional counselling services if we need it as well.

When wards were placed under enhanced surveillance, we had to wear full PPE for affected zones in lockdown. Although PPE provided a shield of protection, wearing it for long hours caused significant discomfort with problems arising from heat and dehydration. To ensure we felt comfortable, the home offered me cotton t-shirts that were moisture-wicking and sweat absorbent, which kept me cool and dry when I wore full PPE during the surveillance period. We were also given refreshing juices to quench our thirst and treated to meals after everything was over.

The care initiatives certainly kept me motivated during this period as my team and I navigated the COVID-19 crisis."

- Clinical staff from Lions Home for the Elders

Title of Care Programme:

Holistic Approach to Staff Well-being

Institution:

Singapore Chung Hwa Medical Institution

Issues Identified:

Uncertainty, dissatisfaction, insecurity, and conflicts, if not addressed, decreases staff's productivity and dampen workplace mental well-being.

Care Programme Introduced:

Singapore Chung Hwa Medical Institution believes that besides physical well-being initiatives like healthy lifestyle programmes, staff's mental well-being should be supported for holistic wellness. To complement the institution's current healthy lifestyle programme to further increase productivity and staff morale, as well as reduce risk of diseases, stress and absenteeism, Singapore Chung Hwa Medical Institution introduced programmes to ensure that staff's mental well-being were taken care of. For example, staff were educated on mental well-being via training sessions. Posters on safety, health, and mental well-being were also put up around the workplace (Figures 37 and 38).

Staff in the Human Resources (HR) Department were trained in "Positive Psychology"⁶ to better support staff. Staff were empowered to seek support or share with management or HR any issues they might be facing under confidentiality and without judgement. They were also encouraged to engage in open conversation with supervisors and peers.



Figure 37: Training session on bizSAFE which includes mental well-being

⁶ The institution's belief that one positive person or team can have a contagious effect that extends through the entire organisation and motivates everyone.



Figure 38: Posters on display at the workplace

How Staff Benefitted:

A staff was facing work and family conflicts and it had affected her job performance. She was anxious about her privacy and security, and seemed to be suffering from post-traumatic stress disorder and low self-esteem. She carried this emotional stress to work, and often became suspicious of her colleagues and supervisors.

A HR staff engaged with her in a one-on-one counselling session to understand what might have contributed to her stress. Through the session, she shared she was responsible for taking care of her disabled father at home, and it had added on to her stress. Through the session, she was able to share her experiences with HR, and acknowledged her behaviour was affecting her colleagues. Over time, she was able to better manage her emotions and started to trust her colleagues and supervisors again, resulting in her being able to work with a more positive mindset.



Title of Care Programme:

Protecting Staff from Harassment and Abuse; Building a Culture of Care

Institution:

Animal & Avian Veterinary Clinic

Issues Identified:

Staff at the Animal & Avian Veterinary Clinic (AAVC) faced harassment and abuse by customers. The situation worsened at the height of the COVID-19 pandemic, where staff were burnt out from over-working due to manpower shortage, and faced greater demands from customers. Some examples were customers contacting staff for the slightest issues, seeking “free advice over the phone”, and requesting to see the vet for non-emergency cases during the circuit-breaker period and hence contravening the NParks-AVS regulations.

These took a toll on staff, affecting their morale, performance and safety of the animals.

Care Programme Introduced:

Management communicated with staff regularly through meals and individual dialogue sessions (Figure 39). This created camaraderie and teamwork, whilst enabling management to understand the issues faced by staff and implement sound well-being initiatives.

Through these sessions, AAVC introduced various initiatives to boost the mental well-being of staff:



Figure 39: Makan and dialogue sessions with CEO

No Harassment and Abuse Policy

AAVC developed a zero-tolerance policy towards workplace discrimination and harassment by colleagues or customers. Posters against abuse from customers are placed in the reception area and all consultation rooms (Figure 40).

A grievance handling process was put in place so that when customers start to become abusive, such as raising their voice or writing offensive remarks online, there is a proper and sound process to mitigate the situation. Through this, staff felt protected.

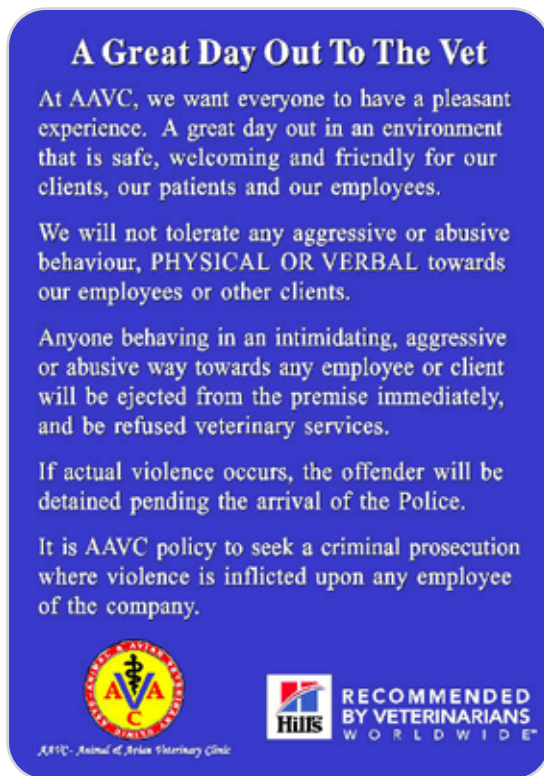


Figure 40: Poster against abuse placed in all consultation room and reception area

Work-life Harmony

AAVC provided employees with flexibilities in their work arrangements where possible, including unpaid leave for unexpected personal care needs. This ensured that employees were able to have better work-life balance. For example, parents were granted flexible time-off during their child's exams or to take courses to upgrade their skills.

To further ensure employees go home on time, AAVC also implemented a stricter "closing" time where no registrations were accepted 30mins before closing time. They also cancelled after-hours services, where staff no longer needed to tend to after-hours emergencies.

Promoting Well-being and a Healthy Lifestyle

AAVC encouraged staff to attend mental well-being webinars organised by the People's Association, Community Centres, Workforce Singapore, and the Health Promotion Board. Through these programmes, staff learnt ways to reduce stress and improve their mental well-being, how to stay active and healthy, eat right, get sufficient sleep, and have meaningful social interactions. Staff are also able to seek counselling and professional therapy when they need to (Figure 41).

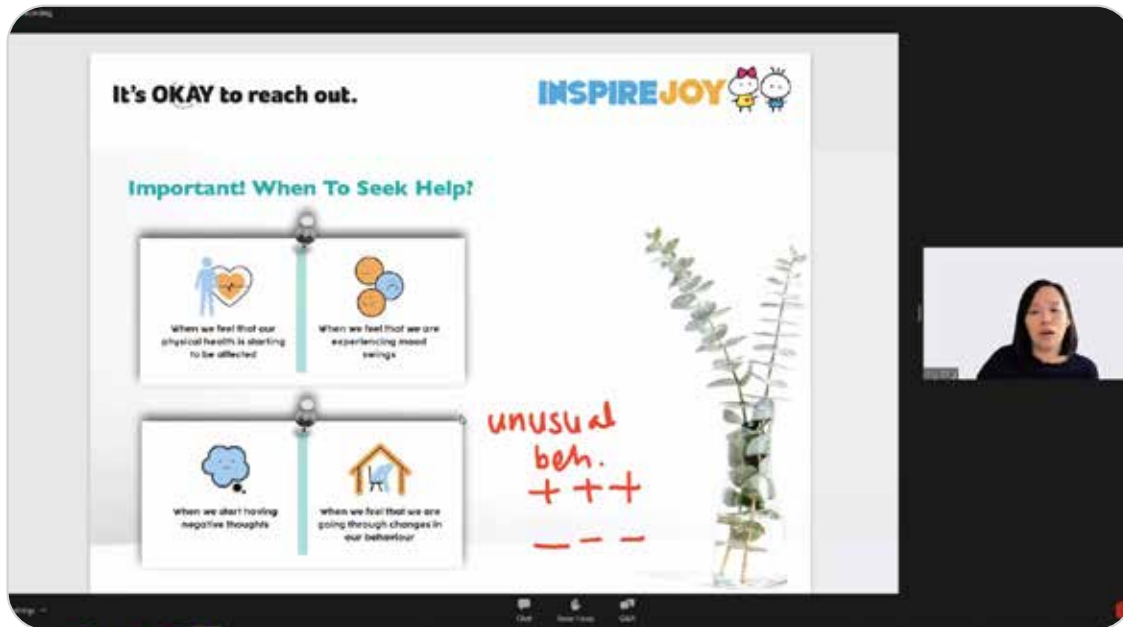


Figure 41: Mental Well-being webinar consultation room and reception area

How Staff Benefitted:

With the company's no-abuse policy and work-life harmony arrangements, employees felt a sense of relief and compassion. With the webinars, the healthy lifestyle trend also spread, and more staff were eating healthily, engaging in sports, and making efforts to reduce their cholesterol levels and blood pressure. Staff also gained useful insights and were encouraged to take time-off to lead a healthy lifestyle. With the anti-abuse policy in placed, customers were kinder to staff; some even gave "Thank-You" cards and provided staff with gifts.

Employees had higher morale, better health, and increased productivity, enabling them to perform better at work. Their efforts also reaped tangible results with a 90% improvement in staff productivity and a 95% reduction in employee attrition rate.



