Collective Leadership Journey
By Tan Tock Seng Hospital, Singapore
“Yet ever since I began running my business, in my private heart I have always desired to be able to do something for abandoned and suffering people.”

Mr Tan Tock Seng
1798 - 1850
TTSH in A Year... Acute Care

57,479 Inpatient Admissions

679,153 Outpatient Attendances

162,701 Emergency Attendances

86,519 Operations
• 30.4% Inpatient
• 69.6% Day Surgeries

462,141 Radiological Investigations

5,117,438 Lab Tests

502,390 Therapy Attendances

Based on Jan 2015 – Dec 2015
TTSH in A Year... Community-based Care

5,169 Home visits
1,021 ED visits avoided

564 Participants screened under CHEP

5,260 Home Therapy sessions

614 VH patients enrolled (Cumulative as at Dec 2015)

19.6% ED attendances avoided within 6 months of enrolment

46.3% admissions avoided within 6 months of enrolment

57,219 acute bed days saved through use of sub-acute beds

24,319 bed days saved through Buffer Step-down Unit

Based on Jan 2015 – Dec 2015
Demands on Healthcare Leadership

**Demand Side**
Increased Ageing & Chronic Disease Burden

**Supply Side**
Growth in Bed Demand

**System Sub-Optimisation**
Fragmented Provider-Centric Care

**Supply Side**
Manpower as A Limiting Factor
We Embarked on a Journey to Leap Beyond Current Challenges

**System Cost**

**VOLUME-DRIVEN CARE**

**CLARITY**
We will: Set clear goals and directions, and work together to achieve them.

**DIALOGUE**
We will: Dialogue with and give constructive feedback to one another and our supervisors in a safe and dignified environment.

**RESPECT**
We will: Respect one another as professionals and value each other’s contribution.

**OPPORTUNITIES**
We will: Create ongoing opportunities for learning, growth and development to meet one another’s needs.

**QUALITY OF LIFE**
We will: Build work-life quality and balance, in a safe work environment with adequate resources and even distribution of work.

**EQUITY**
We will: Have a fair, equitable and creative reward and recognition system that recognizes our varied talents.

**BETTER PEOPLE**

**BETTER CARE**

**VALUE-DRIVEN CARE**

**WHAT PATIENTS VALUE**

**VALUE MEASUREMENT**

**VALUE CREATION**

**System Outcomes**
Leaders at all Levels and Collective Leadership Happens

| ORGANISATION | • Strategic Planning Retreats, SMM  
|             | • TTSH Town Halls  
|             | • Our Great Happenings  
|             | • 8000 Voices – Direction & Dialogue to build Shared Vision  
| DIRECT MANAGER | ELP, ESP, LEAP & LEAD  
|               | Skilling & Support to build engaging leadership – to build “better people” driven by 4 Greats & 6 staff values  
| TEAM | Projects, events, activities and communication initiated at family group, department & team levels – to create platforms to engage around 4 Greats & 6 staff values, to be “Better People” and for “Better Care”  
| WORK |  

**Leadership**
- Visioning
- Equipping & Development
- Opportunities

**Individual Leaders to Collective Leadership**
- Transactional to Transformational
- Functional to Relational
- Leaders at all Levels Founded on Values
THANK YOU