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VISION

A nation of healthy people

MISSION

Empowering individuals to take ownership of their health through:

- Being a centre of excellence for health promotion, disease prevention and patient education
- Establishing, engaging and supporting local and international partnerships
- Being a people-centred organisation that inspires and enables our employees to realise their full potential



VALUES

Care and concern

We show care and concern for the wellbeing of our staff and all Singapore residents

Professionalism

We do our work with expert knowledge and skills



Integrity

We maintain a high standard of ethics and manage resources responsibly

Respect

We treat everyone with respect



Commitment

We are committed to do our best

Innovation

We constantly seek new and better ways to promote health



Healthy Living: From Informing to Influencing



The Health Promotion Board (HPB) marks its fifteenth year of establishment in 2016. When HPB was first established in 2001, health promotion programmes were delivered through conventional methods of public education and campaigns, with an aim to improve the health awareness and literacy among Singaporeans. As Singaporeans became increasingly aware of the benefits of leading a healthy lifestyle, HPB focused on the translation of this knowledge into action, encouraging Singaporeans to modify their lifestyles for better health and to prevent illnesses. To do this, HPB moved beyond public education to encouraging sustainable healthy habits by making healthier options accessible, pervasive and well-integrated into the living environment.

Encouraging healthy behaviours through insights

To influence health and lifestyle choices in everyday life, HPB has been adopting innovative approaches such as implementing technology-based programmes and behavioural economics concepts. This not only pushes the boundaries of health promotion work but enables us to positively influence the habits and mindsets of Singaporeans, as they go about their everyday routines, to incorporate healthy living practices and habits.

This requires the development of relevant and effective programmes to effect behavioural change in Singaporeans. Underpinning this is HPB's understanding of what motivates Singaporeans to adopt and sustain healthy habits. Tapping on behavioural insights gleaned from our years of work, we have developed strategies and established programmes to reach out to residents more effectively.

This has included our Food Strategy where we aim to change Singaporeans' eating habits by increasing the accessibility and availability of healthier food choices when they eat in or dine out. To generate demand for such healthier options, Singaporeans are urged and incentivised to select and purchase healthy choices through various campaigns.

Our ecosystemic approach to creating supportive environments for healthy living within workplaces and in the community is another example of novel and integrative thinking in the design and implementation of our health promotion programmes.

Influencing healthy behaviours via technology

Recent advancements in mobile connectivity have also thrust IT-enabled healthcare into the spotlight, expanding opportunities for innovative healthcare solutions in areas such as sensors, wearables, personal analytics and gamification, and digital health platforms.

In tandem with these developments, HPB launched HealthHub in October 2015, Singapore's first one-stop online health information and services portal, and mobile application that has enabled Singaporeans to have convenient and timely access to key personal health information on the go. HealthHub also actively engages users through the offering of health and wellness deals, to make healthy living more attractive and rewarding. As at March 2016, close to 34,000 have downloaded the mobile application and more than 16,000 have signed up for a HealthHub account to access their personal health information.

A new mobile application, Healthy 365, was also launched in September 2015 to help Singaporeans track their calories in via food intake and calories out via physical activity. This allows Singaporeans to make use of the application to manage their own health with ease and convenience. The mobile application continues to be one of the most popular fitness applications among Singaporeans, crossing over 214,000 downloads at the end of March 2016.

In November 2015, HPB rolled out the National Steps Challenge™, Singapore's first nation-wide social movement to rally the population to get active and achieve 10,000 steps a day. The challenge leverages the Healthy 365 mobile application to encourage Singaporeans with a sedentary lifestyle to sit less and move more. This population-level intervention programme has mobilised an unprecedented 156,000 residents in a common goal of increasing their physical activity levels.

As we celebrate the successes in applying insights and innovations to our healthy living programmes, HPB will continue to evolve our approach to be a forerunner in health promotion, influencing lifestyles and behaviours to shape a nation of healthy people.

Lucas Chow
Chairman

Co-Creating a Healthy Nation with Our Stakeholders and Partners

Over the past year, the Health Promotion Board (HPB) has continued to shape healthy living behaviours and provide Singaporeans with the impetus to make incremental changes to live more healthily.

Targeted health-promoting initiatives have been introduced in the community, at workplaces and in schools, to bring healthy living to the doorsteps of even more Singaporeans, enabling them to access options that help them eat better, stay active and track their health status.

Encouraging a nation to adopt healthier practices and shift behaviours requires a collective and concerted effort. Throughout this journey of creating easier access to healthy living in day-to-day environments, our stakeholders and partners have been with us, co-creating solutions.

Working together to promote healthy living

In recognising how promoting health, wellbeing and safety at the workplace can lead to a healthier and more productive workforce, more and more companies have come on board our workplace health promotion programmes.

Last year, we joined forces with transport companies like SBS Transit, SMRT and Tower Transit to extend customised health screening, healthy eating and physical activity programmes to mature workers. By walking the ground with transport operators and understanding the health needs and profiles of over 1,600 bus captains, we were able to successfully implement tailored health programmes for them. Between 2014 and 2015, close to 15,000 mature workers have benefitted from such customised initiatives at their workplace.

To encourage diners to choose healthier meal options, HPB partnered food and beverage establishments under the Healthier Dining Programme to offer healthier food. Through this programme, close to 1,600 food and beverage establishments came on board, serving 15 million healthier meals in 2015. As healthier food options become more pervasive at food and beverage establishments, Singaporeans will have better access to healthier meals when they dine out.

In the school environment, as at March 2016, 229 schools and more than 700 childcare centres have partnered us on the Healthy Meals in Schools Programme and Healthy Meals in Childcare Centres Programme. This has provided more than half of Singapore's school children and pre-schoolers access to healthier meals in schools, inculcating healthy eating habits from young.

Joining hands to keep Singaporeans active

By collaborating with partners such as the National Parks Board and shopping malls to increase the number of touchpoints for our physical activity programmes, 30,000 adults have benefitted from fitness sessions such as Sundays @ The Park and mall aerobics held across 50 parks and 22 shopping malls respectively, as at March 2016.

In our efforts to shift behaviours, new ground has also been broken through the increased incorporation of behavioural insights to achieve behavioural change outcomes, such as through the National Steps Challenge™. The nation-wide challenge nudged participants to take more steps daily and rewarded them for sustained behaviour. To encourage students to start being active from young, we partnered schools and Institutes of Higher Learning to roll out similar challenges to increase their number of steps daily.

With support from secondary schools, junior colleges and Institutes of Higher Learning, close to 20,000 students from 27 secondary schools and junior colleges and more than 10,000 students from the Institute of Technical Education Colleges, Nanyang Polytechnic, Republic Polytechnic and Temasek Polytechnic embarked on an active journey to accumulate steps every day.

Our health promotion efforts have also been sustained with the help of a pool of dedicated volunteers with a passion for healthy living. Since 2011, we have grown our Health Ambassador Network, with our 12,300 ambassadors supporting HPB's campaigns and programmes to spread the message of leading a healthy life.

Looking forward to a healthy future

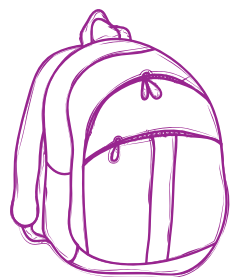
HPB will continue to engage the community and private and public sector organisations in our effort to deliver health-promoting initiatives to Singaporeans. The seamless partnerships have brought tremendous results so far in helping Singaporeans across the community, schools and workplaces adopt healthier habits and make healthier choices.

In our continuous effort to drive sustainable behavioural change, there will always be more that can be done. We are thankful for the extensive support of our partners and we look forward to furthering our collective efforts to make Singapore a nation of healthy people.



Zee Yoong Kang
Chief Executive Officer





April

- Breast Cancer Foundation Encouragement for Active Mammograms (BEAM15) – PHASE II
- Hygiene Carnival for Pre-school Children

June



- Healthier Workers, Happier Workers Programme for SBS Transit and SMRT Bus Captains Announced
- one-north Healthy Workplace Ecosystem Announced
- Workplace Health Programme for Sheng Siong Retail Staff Announced

September



- 7 Easy Exercises to an Active Lifestyle – Launch of Exercise Video for Seniors
- Colorectal Cancer Awareness Month
- Dementia Public Education
- Launch of Healthy 365 Mobile Application



October

- Breast Cancer Awareness Month
- Eat for Treats Campaign
- Healthy Lifestyle Festival SG – Weekend Roadshows
- Launch of HealthHub
- Steps for Good Challenge



January

- Breast Cancer Foundation Encouragement for Active Mammograms (BEAM15) – PHASE II
- Starting Right Programme for Tower Transit Bus Captains Announced

March

- Colorectal Cancer Awareness Month

May

- Launch of I Quit 2015
- Women's Gynaecological Cancer Awareness Campaign



July

- SG50 Cancer Screening Initiative
- Shop Healthy. Get More from Life Campaign



November

- Community-based Vaccination Programme for Seniors
- Healthy Lifestyle Festival SG – Anchor Event
- Launch of 2016 Health Calendars
- Match & Win Campaign (to encourage consumption of lower or no sugar drinks)
- National Steps Challenge™
- Secure Your Health Programme for Security Officers Announced

February

- Rep with Steps Challenge
- World Cancer Day





Mr Lucas Chow Wing Keung
Chairman
Health Promotion Board



Ms Amy Hing Nguk Juon
Deputy Secretary (Policy)
Ministry of the Environment
and Water Resources



**Prof Kenneth Kwek
Yung Chiang**
Chief Executive Officer
KK Women's and
Children's Hospital



Mr Lim Teck Yin
Chief Executive Officer
Sport Singapore



Ms Low Khah Gek
Deputy Director-General of Education (Schools)
and Director of Schools
Ministry of Education



Prof Lee Hin Peng*
Professor
Saw Swee Hock School of Public Health
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Mr Lim Hock Chee*
Chief Executive Officer
Sheng Siong Group Ltd



**Dr Intan Azura
Binte Mokhtar**
Member of Parliament
Ang Mo Kio GRC



Mrs Quek Bin Hwee
Vice Chairman
Markets and Industries
PricewaterhouseCoopers LLP



Dr Kumaran s/o Rasappan*
Orthopaedic Surgery Resident
National Healthcare Group

* Term ended on 31 March 2016



Mr Zee Yoong Kang
Chief Executive
Officer

Ms Chung Mui Ken
Chief Information
Officer
Chief Information Officer's Office

Ms Lek Yin Yin
Director
Human Resources
and Organisation
Development Division

Mrs Tan Seok Lee
Director
Governance, Risk and
Administration Division

Dr Chew Ling
Director
Research and Strategic
Planning Division

Dr Annie Ling
Director
Obesity Prevention
Management Division

Mr Gary Khoo
Director
Preventive Health
Programmes Division



Dr K Vijaya
Director
Youth Preventive
Services Division

Mr Alex Fun
Director
School Health
and Outreach Division
(With effect from
1 March 2016)

Mr Sim Beng Khoon
Director
Workplace Health
and Outreach Division

**Dr Shyamala
Thilagaratnam**
Director
Regional Health and
Community Outreach Division

Ms Dawn Lee
Director
Corporate Marketing
Division

Ms Marissa Wong
Director
Corporate Communications
Division

Ms Joanna Chan
Director
Corporate and Industry
Partnerships Division

Ms Michelle Lim
Director
Finance Division
(With effect from
29 February 2016)

Ms Ong Swad Wen was the appointed Director for the Finance Division from 1 November 2015 to 28 February 2016.

Bringing HEALTHY LIVING — CLOSER TO THE — Community



Celebrating Healthy Living and Our Progress Towards A Healthier Nation

In conjunction with SG50 celebrations, the Health Promotion Board (HPB) took the opportunity to refresh the National Healthy Lifestyle Campaign (NHLC), an annual flagship event, to represent its evolvement over the years from a one-day event to a month-long event of healthy festivities. NHLC was renamed Healthy Lifestyle Festival SG to celebrate the progress we have made in the area of healthy living and to recognise the success of health programmes and initiatives introduced over the years.



Chairman of HPB, Mr Lucas Chow, Minister of State for Health, Mr Chee Hong Tat, Senior Minister of State for Health, Dr Amy Khor, and CEO of HPB, Mr Zee Yoong Kang, at the Healthy Lifestyle Festival SG anchor event.

Healthy Lifestyle Festival SG

Held from 3 October to 8 November 2015, the Healthy Lifestyle Festival SG took on a fun-filled carnival approach in showcasing healthy living to Singaporeans. Themed Live Healthy. Get More from Life, the festival was designed as an exciting day out for the family, where Singaporeans of all ages could learn more about healthy living and how they can incorporate healthy lifestyle habits in their daily routine.

The festival was held over four weekends at various community venues, culminating in an anchor event on 7 to 8 November 2015 at the Singapore Sports Hub and Kallang Wave Mall.

To showcase the five pillars of healthy living — eating healthy, getting active, screening, maintaining mental wellbeing and leading a tobacco-free lifestyle — HPB worked with about 30 partners from the public and private

sectors to feature a variety of activities such as interactive games, exciting exhibits, healthy food and drink sampling, action-packed fitness and dance workouts, and sports for kids.



Scan to learn more about Healthy Lifestyle Festival SG

Eat Smart, Live Well Zone

In the Eat Smart, Live Well Zone, participants picked up tips on healthier cooking at cooking demonstrations and hands-on cooking workshops, and sampled healthy and tasty food and beverages. Through interactive exhibits, participants also learnt about making healthier choices when eating at home or dining out. The winning team of an inaugural 30-Minute Healthy and Tasty Cook-Off Competition was also

95% LOOK
FORWARD TO THE
FESTIVAL NEXT YEAR

110,000
ATTENDEES

98% POSITIVELY
EMPOWERED BY
FESTIVAL ACTIVITIES

announced at the finale of the festival on 8 November 2015. The competition, which drew close to 100 entries, challenged participants to create healthy and tasty meals within 30 minutes using healthier ingredients such as wholegrains, fruits and vegetables, and Healthier Choice Symbol products. The objective of the competition was to demonstrate how easy it was to cook healthy and tasty dishes at home.

Get Active Zone

To encourage participants of all ages to get active, the Get Active Zone provided activities and exercises such as trampoline fitness programmes, a Dance Fitness party, roving basketball and badminton stations, and bouncy castles for children.

Think Positive, Feel Positive Zone

To promote the importance of a healthy mind, the Think Positive, Feel Positive Zone allowed participants to learn about the power of positive thinking through a wide range of activities

including a puzzle challenge, caricature drawing and creating badges of positive messages as visual keepsakes.

Screen For Life Zone

Through Body Mass Index measurements, participants were able to find out more about their health status at the Screen For Life Zone. They also learnt about the types of health screening recommended for their gender and age group, as well as the five ways to **F.I.G.H.T.** the spread of infectious diseases through **F**requent hand washing, **I**mmunisation, **G**oing to the doctor if unwell, **H**ome rest if unwell, and using **T**issues and masks to stop the spread of germs.

Tobacco-Free Living Zone

The Tobacco-Free Living Zone highlighted the different methods and support available to quit smoking and how every small step smokers take, along with support from loved ones, helps them in the journey to quit smoking.

“The Healthy Lifestyle Festival SG has been a great platform to show Singaporeans that healthy living is within easy reach. Through demonstrations, exhibitions and digital activities, we aim to show that the pursuit of a healthy lifestyle is rewarding, attainable and something to be lauded. By promoting the importance of healthy living anytime and anywhere, as envisioned in the Healthy Living Master Plan, we aim to drive sustainable behaviour change and ultimately foster a community that embraces healthy living.”

— Zee Yoong Kang, CEO of HPB

Making Healthy Eating Accessible and Affordable

Through the Health Promotion Board’s (HPB) Food Strategy, Singaporeans are encouraged to eat healthy and choose healthier food options, by having healthier food choices made easily accessible and available when dining out or eating at home.

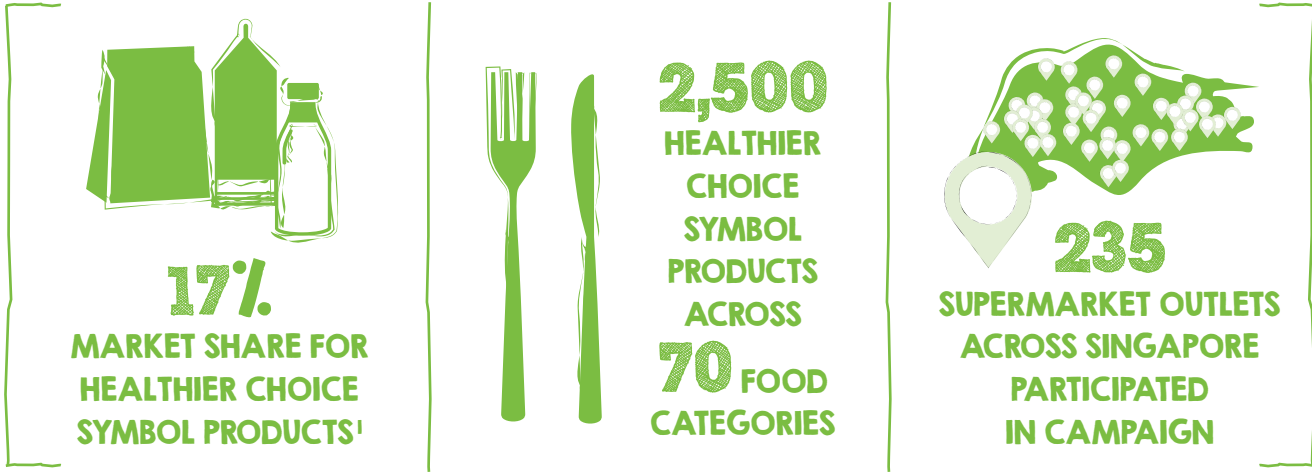


Former Parliamentary Secretary for Health, Associate Professor Muhammad Faishal Ibrahim, and Chairman of HPB, Mr Lucas Chow, preparing healthier chicken stew at the launch of the Shop Healthy, Get More From Life Campaign.

Shop Healthy. Get More from Life.

According to the National Nutrition Survey 2010, 68% of Singaporeans have at least one home-cooked meal a day. It is therefore important to highlight the benefits of preparing healthier meals at home. To encourage Singaporeans to shop for healthier food products, HPB ran the Shop Healthy. Get More from Life Campaign from 25 July to 30 November 2015.

The campaign saw HPB partnering four supermarket chains — Cold Storage, FairPrice, Prime Supermarket and Sheng Siong — and food manufacturers to promote Healthier Choice Symbol food products at 235 outlets and nudge shoppers to choose healthier groceries, using point-of-sale displays and in-store activities.



30-Minute Healthy and Tasty Cook-Off

To complement the Shop Healthy. Get More from Life Campaign, a 30-Minute Healthy and Tasty Cook-Off, held from 25 July to 8 November 2015, demonstrated how easy it was for Singaporeans to prepare healthy and tasty home-cooked meals.

The cooking competition attracted participants from all walks of life and challenged them to create healthy and tasty meals within 30 minutes, using Healthier Choice Symbol food products and healthier ingredients such as wholegrains, fruits and vegetables. The finals was held at the Healthy Lifestyle Festival SG anchor event on 8 November 2015 at the Singapore Sports Hub.



The four dishes presented at the finals of the cook-off competition (from top, left to right): The winning dish — Brown Rice Briyani with Prawn Masala and Tandoori Vegetables, 1st runner-up dish — Salmon en Papillote with Corn Brown Rice, 2nd runner-up dish — Spiced Brown Rice with Poached Fish and Prawns, and 3rd runner-up dish — Tossed Prawn Noodles with Spinach Chips.

¹ Sales of Healthier Choice Symbol products have been growing at 9 per cent annually.

Eat for Treats Campaign

The Eat for Treats Campaign rewarded diners for choosing lower-calorie meals when dining at over 300 participating food and beverage outlets from October 2015 to January 2016.

The campaign encouraged diners to order 500-calorie meals from HPB's dining partners under the Healthier Dining Programme that offered healthier food options as core menu items. For every lower-calorie meal ordered at participating outlets, diners would receive a game card which gave them a chance to win attractive prizes.



Eat for Treats Campaign visual cues prompted diners to choose healthier food options.



Chefs participating in the hands-on culinary workshop to pick up tips on how to create healthier dishes.

Worlds of Healthy Flavours ASIA 2015

A collaboration between HPB and the Culinary Institute of America, Worlds of Healthy Flavours ASIA, held on 24 August 2015, was a one-day interactive culinary design experience for industry representatives to create healthier and delicious dishes. Top nutrition experts and chefs came together to share practical strategies on reducing calories in popular local dishes while retaining flavour and appeal. Participating chefs also had the opportunity to put their newfound knowledge straight into action through a hands-on culinary workshop held on the same day at the Temasek Culinary Academy.

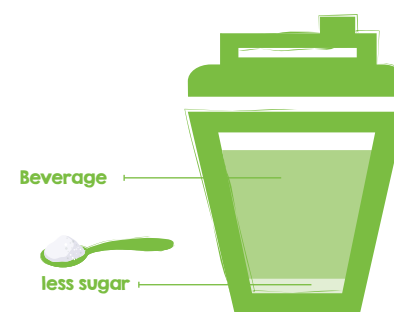
Match & Win Campaign

The National Nutrition Survey 2010 revealed that Singaporeans consume approximately 55g of added sugar a day or about 20kg of added sugar a year.

To encourage Singaporeans to choose lower or no sugar beverages, HPB partnered food and beverage establishments to promote these beverages through a series of marketing and point-of-sale retail nudges.

From November 2015 to March 2016, HPB rolled out the Match & Win Campaign at over 1,200 participating outlets in diverse settings which included cafes, kiosks, food courts, coffee shops and hawker centres. Under the campaign, every purchase of a qualifying healthier beverage entitled the consumer to a Match & Win card. Those who successfully collected a matching pair of cards won prizes.

28 PARTNERS ACROSS DIFFERENT F&B SETTINGS



A TOTAL OF 1,200 PARTICIPATING OUTLETS

— DRINK HEALTHY —
MATCH & WIN

Win big when you make your match

Order a lower-sugar drink to get your Match and Win card.
Match two cards to win \$5,000 cash and more!

Start your journey to less calories with these qualifying drinks:

- Siu Dai/Kosong hot and cold drinks
- Distilled, sparkling and mineral water
- Packaged drinks with Healthier Choice Symbol
- Zero-calorie drinks
- Selected specialty drinks*

drinkhealthy.sg/matchandwin

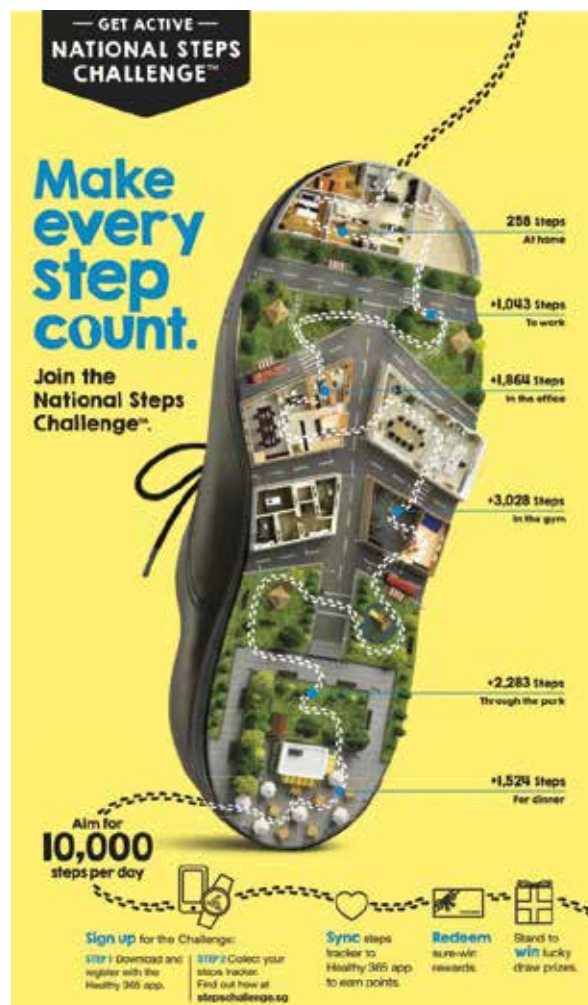
Drink healthy. Get more from life.

Singaporeans were prompted to make healthier beverage choices by choosing lower or no sugar drinks.



Stepping Up Efforts To Promote Physical Activity

To counter a sedentary lifestyle that is becoming increasingly prevalent in Singapore, the Health Promotion Board (HPB) has leveraged behavioural insights and wearable technology to influence lifestyle changes and nudge Singaporeans to integrate more physical activity into their daily lives.



Participants were encouraged to aim for 10,000 steps per day.

“Walking is really very easy. After lunch, I take a walk around my office before going back. Sometimes, I’ll also take the lift to a floor below my office, and walk up the remaining flight of stairs.”

— Sarah Lim, National Steps Challenge™ participant

National Steps Challenge™

The National Steps Challenge™ is a population-level pedometer-based physical activity initiative aimed at encouraging adult Singaporeans to increase their level of incidental physical activity and achieve an optimal 7,500 to 10,000 steps a day. In addition, separate challenges were also organised to target students from secondary schools, junior colleges and Institutes of Higher Learning.

To counter sedentary lifestyles which may be due to a lack of time, interest and willpower to do sports or exercise, the National Steps Challenge™ empowers Singaporeans to weave physical activity anytime and anywhere into their daily routine.

The National Steps Challenge™ marked the first time a country has rallied over 156,000 people across the workplace, community and school settings to create a social movement of sitting less and moving more.

Leveraging the concept of gamification where points are earned based on the number of steps taken, the National Steps Challenge™ integrated the use of wearable technology with a steps tracker and HPB’s Healthy 365 mobile application to incentivise participants to sustain behaviour change.

“I have become much more active after joining the National Steps Challenge™ and now take morning walks every day. It has made a great improvement to my life.”

— Lucy Ngo, National Steps Challenge™ participant

To join the National Steps Challenge™, participants downloaded the Healthy 365 mobile application onto their smartphones to sync the data collected from the steps tracker. To cater to those without smartphones, kiosks were made available at Guardian and SportsLink outlets island-wide to facilitate the syncing of their steps trackers. Participants accumulated steps which were converted to points that were used to redeem rewards and prizes. These rewards and prizes were designed to progressively motivate participants to achieve higher levels of physical activity.

On a national level, adult participants were rewarded in two phases during the challenge period between November 2015 and May 2016. In the first phase, shopping vouchers helped to motivate inactive participants to strive to achieve sufficient physical activity. The second phase which offered higher-value lucky draws, encouraged participants to sustain higher levels of physical activity in the longer term and promote behaviour change.

Two separate challenges were also organised to target students of different age groups. The Steps for Good Challenge, held from October to December 2015, urged youths from the Institutes of Higher Learning to show solidarity and raise funds for charity while the Rep with Steps Challenge, held from February to April 2016, drew on the competitive school spirit between students from secondary schools and junior colleges to achieve the highest number of average steps for their respective schools.



30% OF PARTICIPANTS CLOCKED MORE THAN 10,000 STEPS A DAY

MORE THAN 156,000 PARTICIPATED IN THE NATIONAL STEPS CHALLENGE™

ADULT PARTICIPANTS LOGGED ABOUT 7,500 STEPS A DAY



Participants at the Lose To Win™ Reunion Challenge.

Attaining Weight Loss Healthily Through Sustainable Efforts



Through the Lose to Win™ programme, the Health Promotion Board (HPB) aims to help Singaporeans attain healthy weight in a holistic manner. The programme caters to the different needs of participants who are keen to embark on a weight loss journey in a healthy manner. Tapping on key success factors from previous seasons, the Lose To Win™ programme places emphasis on peer support to motivate, inspire and encourage participants to ensure a sustained behaviour change.

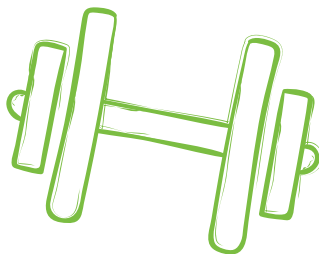
Lose To Win™ Reunion 2016

Held from October 2015 to March 2016, the Lose to Win™ structured programme encouraged adults with an unhealthy Body Mass Index to participate in an eight-week programme. Conducted at various locations, the programme consisted of a series of structured activities including group exercise sessions and knowledge sharing sessions on nutrition and healthy eating.

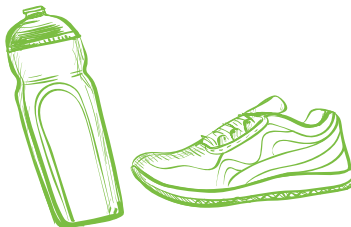
Participants who were unable to join the structured programme took part in a flexi programme where they leveraged HPB's steps tracker, paired with HPB's Healthy 365 mobile application, to measure their steps and strive to achieve a target step count.

A Reunion Challenge was held from January to March 2016 to gather participants who had joined previous seasons of Lose to Win™ and encourage them to continue the momentum to lose weight healthily. The challenge also provided a platform for Lose To Win™ Motivators, participants who have stepped up to support their peers, to rally and engage participants as part of a sustained weight loss journey.

The average weight loss per participant across the Lose To Win™ structured and flexi programmes as well as the Reunion Challenge was 1.6kg over an eight-week period.



MORE THAN
4,500
PARTICIPATED IN
LOSE TO WIN™



2,900 HAVE
COMPLETED THE
PROGRAMME



Lose To Win™ Reunion Challenge participants getting active at a group exercise session.



Senior Minister of State for Health, Dr Amy Khor, and CEO of HPB, Mr Zee Yoong Kang, with Health Ambassadors at the launch of the 2016 health calendars.

Promoting Healthy Living Among Families at Home

To empower women to better manage their health and influence their family members in leading healthier lifestyles, the Health Promotion Board (HPB) launched the 2016 health calendars as a practical health information resource for families on Health Ambassador Day held on 28 November 2015.

2016 Health Calendars

First introduced in December 2013, the health calendar was developed based on insights gathered from in-depth interviews with women in the community. It contains user-friendly health tips that provide everyday visual cues to prompt women and their families to embrace healthy living choices. The 2016 version of the health calendar was expanded to four languages to reach out to more women in the community. To cater to the health needs and interests of busy women and their families, the calendar is packed with simple health messages and practical health information. Some of these include reminders to go for regular health screening, tips on smoking cessation and flu prevention, ways to achieve recommended exercise frequency as well as highlights on

healthier food options. There are also detachable, monthly recipes for healthy, tasty and easy-to-cook dishes customised for the different ethnic communities.

SUPPORT FROM
155 HEALTH
AMBASSADORS
IN CALENDAR
DISTRIBUTION

Calendar
31
151,000
CALENDARS MADE
AVAILABLE TO
HOUSEHOLDS

Empowering Seniors to Stay Active and Age Healthily

In support of Singapore's Action Plan for Successful Ageing, the Health Promotion Board (HPB) initiated the National Seniors' Health Programme to encourage and empower seniors to age healthily and make lifestyle changes to enjoy a better quality of life.



Seven easy exercises for seniors to stay active.

National Seniors' Health Programme

The National Seniors' Health Programme features a series of preventive health programmes that aim to educate seniors on key health issues so that they can take good care of their health. To kick start the programme, HPB produced a 30-minute exercise video in September 2015 titled 7 Easy Exercises to an Active Lifestyle. These exercises were developed by physiotherapists to help older adults improve their balance and muscle strength and were tried out by a group of seniors before being widely rolled out.

The seven exercises consist of simple movements that are easy for seniors to perform in the comfort of their own homes and without the need for any exercise equipment. Strength exercises help to maintain functional ability and reduce bone and muscle loss associated with ageing, while balance exercises help to lower the risk of falls among seniors. Such exercises help seniors feel more confident to move around

independently and can contribute to improved mood and overall wellbeing. The exercise video is available for online viewing or downloading in four languages at HPB's Healthy Ageing website www.healthyageing.sg

HPB's guidelines on physical activity for older adults

Seniors should take part in strength and balance exercises at least two days a week, in addition to **150** minutes of moderate-intensity aerobic activity each week.

Supporting Smokers To Kick the Habit for Good

A supportive environment is crucial for smokers to successfully quit smoking and adopt a smoke-free lifestyle. To this end, the Health Promotion Board (HPB) has built a network of support to help smokers kick the habit.



Former Parliamentary Secretary for Health, Associate Professor Muhammad Faishal Ibrahim, with participants and their family members at the launch of I Quit 2015.

I Quit

The I Quit programme is a community-based, holistic support network that helps smokers quit smoking. I Quit 2015 was themed Take the Next Small Step based on the insight that most smokers find big lifestyle changes daunting. By encouraging smokers to build momentum and make gradual lifestyle changes, every small step they achieved was celebrated to spur them on during the quit journey.

Recognising that supporters have a strong impact and play a key role in a smoker's quit journey, I Quit 2015 reached out through social media and roadshows to those within a smoker's circle of influence such as family, friends, colleagues, health ambassadors, counsellors and healthcare professionals, to equip them with tips to help smokers quit.

First introduced in 2013, the I Quit 28-Day Countdown programme provides smokers with support in the first 28 days, which is the most critical period of the quit journey.

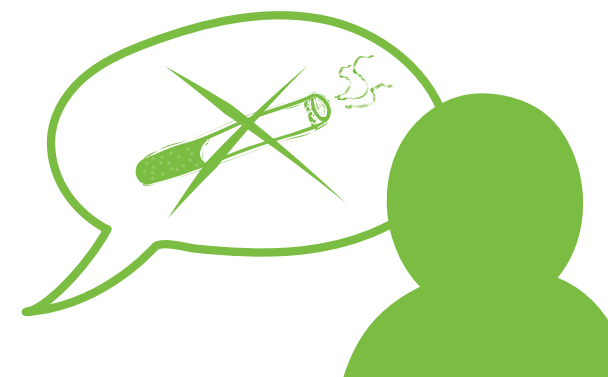
Upon signing up, participants are able to choose when to start the 28-Day programme and are offered additional support of optional weekly follow-up calls from QuitLine, HPB's toll-free helpline. They will also receive daily text messages with inspirational messages and tips to motivate them on their quit journey. At the end of 28 days, those who are confirmed to be smoke-free will receive shopping vouchers for their accomplishment.



10,000 SIGNED UP
FOR I QUIT 2015

218 ROADSHOWS
HELD FOR I QUIT 2015

Inpatient Smoking Cessation Programme



Launched in 2007, the Inpatient Smoking Cessation Programme seeks to integrate tobacco cessation intervention into existing clinical management of patients who smoke.

Since the launch, the programme has reached more than 40,000 smokers in the inpatient setting. Upon admission into a participating hospital, smokers are identified and provided with brief counselling on the ill effects of smoking. They are then encouraged to begin their quit journey during their hospital stay and attend intensive counselling where a trained counsellor conducts comprehensive sessions. The sessions include tips and strategies on how to start their quit journey and advice on the use of Nicotine Replacement Therapy.

Cultivating Mental Health Awareness and a Positive Frame of Mind

To raise awareness on the importance of nurturing mental health on top of maintaining physical health, the Health Promotion Board (HPB) spearheads efforts in educating the community on dementia, equipping seniors with resources to help them age positively and reaching out to the young to empower them with knowledge to influence and make a positive difference to their peers.

Dementia Public Education

Focused on increasing the public's awareness of dementia, HPB's dementia public education campaign provided information on ways to recognise symptoms of dementia and emphasised the importance of seeking help early. As part of the campaign, dementia messages were carried across platforms such as radio talk shows and social media channels.

HPB also took a fresh approach in communicating about dementia by collaborating with director Royston Tan on

a movie, 3688 (Mandarin title: 想入飞飞). The comedic musical told the story of Fei Fei, a parking attendant trying to revive her dreams of becoming a singer while struggling to care for her father with dementia.

The movie was teemed with messages on the importance of recognising dementia, early intervention, the role of the community and providing both the elderly and their caregivers with required support. 3688 was screened in local cinemas for four weeks from 15 September 2015 and reached a total of 60,000 people.



3,000 seniors participated in the **Nurture Your Mind** programme

Nurture Your Mind

A psychosocial education programme to help seniors manage their mental wellbeing, Nurture Your Mind includes modules on the early signs and symptoms of mental health conditions such as dementia and depression.

Youth Health Ambassador Programme

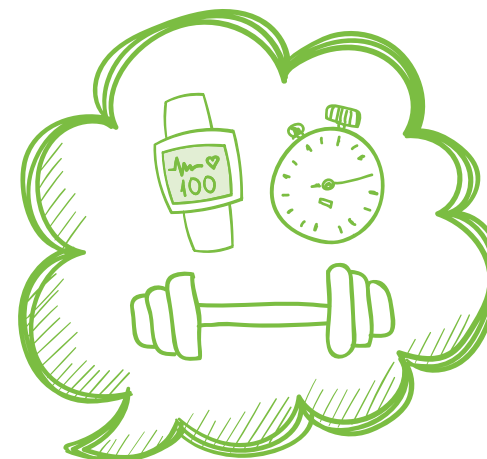
The Youth Health Ambassador programme was developed as an initiative to equip youths with knowledge and skills to better manage stress, challenges and adapt to changes. The programme was designed to enable youths to engage their peers on healthy living. Through the programme, youths were educated on useful tips about health and wellbeing, mental illnesses, health promotion and project management. The programme also included a full-day training workshop consisting

of interactive games, group discussions and hands-on activities.

Initially known as the Youth Mental Health Ambassador programme, the content was revamped in 2015 to stay current with emerging issues and needs of today's youth. Armed with knowledge on mental wellbeing, participants can continue to help advocate positive and healthy living in the workplace when they enter the workforce.

“The knowledge I gained about health and resilience, as well as the friendships forged with project teammates through this journey as a Youth Health Ambassador, are invaluable and precious to me. I am really grateful for the opportunity to be a part of this meaningful initiative to spread health messages to my peers.”

— Nicole Chia, Youth Health Ambassador



90% FELT INSPIRED BY THEIR TRAINING TO PROMOTE HEALTH TO PEERS

204 PARTICIPANTS FROM JUNIOR COLLEGES AND INSTITUTES OF HIGHER LEARNING

70% OF PARTICIPANTS CONDUCTED HEALTH PROMOTION PROJECTS AFTER THE TRAINING

Screening for Healthier Living

The Health Promotion Board (HPB) advocates regular health screening with follow-up which is crucial for early detection and treatment of health conditions. In addition to running Screen for Life which encourages regular screening, HPB supports partners in reaching out to the community during key cancer awareness months to heighten awareness of the importance of health screening and follow-up.

Focus on the things that truly matter.
Go for health screening with your loved ones today.

Take better care of yourself and your loved ones by screening regularly. Health screening can help detect complications earlier, giving you peace of mind. Screen today for a healthier future.

For more information, call HealthLine at 1800 223 1313 or visit screenforlife.sg

ScreenforLife

Regular health screening with follow-up is important for early detection and treatment of health conditions.

Screen for Life

Screen for Life recommends screening and immunisation based on an individual's age, gender and risk profile, while presenting the information in a person-centric manner. The website at www.screenforlife.sg covers the National Childhood Immunisation Schedule, neonatal screening, screening under HPB's School Health Service and School Dental Service, and screening programmes for adults.

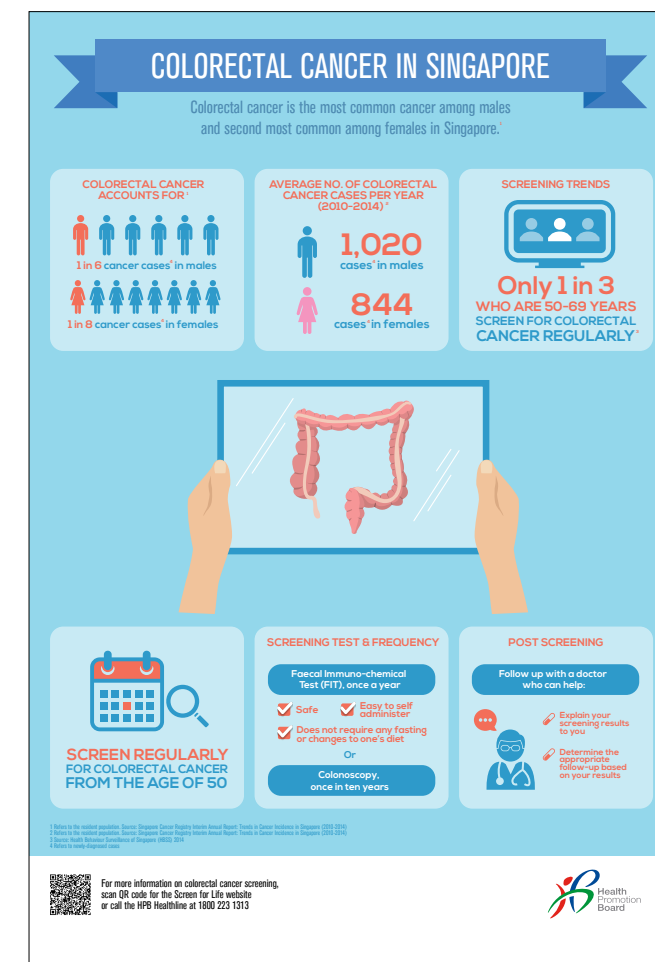
Screen for Life aims to motivate individuals to care for their health and the health of their loved ones, and learn about recommended health screening tests and immunisation.



Colorectal Cancer Awareness Month

Organised by the Singapore Cancer Society, Colorectal Cancer Awareness Month is held in March and September annually to encourage individuals 50 years and above to screen for colorectal cancer.

With support from HPB, Faecal Immunochemical Test (FIT) kits were made available at 102 distribution points across Singapore, including Guardian and Watsons pharmacies, as well as all polyclinics and Singapore Cancer Society centres.



Colorectal cancer is the most common cancer among males and second most common among females in Singapore.

Extension of BreastScreen Singapore Programme

As part of HPB's efforts to boost the uptake of mammogram screening among women, the BreastScreen Singapore programme was extended to the Singapore Cancer Society's Multi-Service Centre at Junction 8. The Multi-Service Centre was officially opened on 14 November 2015 to enable more Singaporean women with a valid Health Assist card and who are eligible for the BreastScreen Singapore programme to benefit from mammogram screening at no cost.

Breast Cancer Awareness Month

Held yearly in October, Breast Cancer Awareness Month for 2015 was themed Keep Abreast of Change.

As a member of the Breast Cancer Awareness Month organising committee, HPB supported the initiative to encourage women to learn how to recognise signs and symptoms of breast cancer, perform self-examinations once every month and go for regular mammogram screening with follow-up.

BEAMI5 - Phase II

Launched in March 2013, the Breast Cancer Foundation Encouragement for Active Mammograms (BEAMI5) is an initiative by the Breast Cancer Foundation in collaboration with HPB. It aims to improve breast cancer screening uptake among eligible women from the lower income group by making screening more affordable.

BEAMI5 - Phase II was rolled out from 1 April to 30 June 2015 and 1 January to 31 March 2016. The initiative provided fully paid-for screening mammograms for Singaporean women between 50 and 69 years old, who had valid Health Assist cards and never had screening mammograms done or whose most recent mammogram was more than two years ago.



OVER **3,700**
WOMEN BENEFITTED FROM
BEAMI5 - PHASE II



Women’s Gynaecological Cancer Awareness Month

Another Singapore Cancer Society initiative supported by HPB was the Women’s Gynaecological Cancer Awareness Campaign 2015 which ran from 1 May to 31 July 2015. The campaign aimed to create greater awareness of gynaecological cancers such as uterine, ovarian and cervical cancers, among women between 25 and 69 years old. In conjunction with the campaign, Pap smear tests were offered at no cost at participating clinics island-wide. The campaign was also supported by KK Women’s and Children’s Hospital, National Cancer Centre Singapore, National University Cancer Institute, Singapore, Gynaecology & Oncology Specialist under Parkway Cancer Centre and Singapore O&G Pte Ltd.




SG50 Cancer Screening

Held from 1 July to 31 December 2015, HPB in collaboration with the Singapore Cancer Society introduced the SG50 Cancer Screening initiative to mark Singapore’s 50th anniversary and increase public awareness on the importance of screening.

Pap smears, mammogram screening and Faecal Immunochemical Test (FIT) kits were offered at no cost to eligible lower-income Singaporeans between 50 and 69 years old with a valid Health Assist card to encourage them to go for regular screening for colorectal, breast and cervical cancer.

The initiative was rolled out with support from HPB’s Screen for Life key partners including SingHealth Polyclinics, National Healthcare Group Polyclinics, National Healthcare Group Diagnostics and Parkway Health Radiology.



OVER **32,000**
ELIGIBLE SINGAPOREANS
PARTICIPATED IN THE
SG50 CANCER SCREENING
INITIATIVE

World Cancer Day

To mark World Cancer Day 2016, HPB joined the Singapore Cancer Society, the National Cancer Centre Singapore and National University Cancer Institute, Singapore, to organise a World Cancer Day awareness event on 20 February 2016. The event aimed to raise awareness of cancer and inform the public about taking active steps to prevent, treat and manage various cancers.

The event featured an exhibition with interactive games to educate visitors on the different types of cancers and talks by healthcare professionals on cancer prevention, nutrition and lifestyle risk factors. A talk was also held to increase awareness of cancers related to women and to encourage regular screening.

To encourage more Singaporeans to go for regular screening, visitors who met the screening criteria were eligible to collect a FIT kit, sign up for a Pap smear and book a mammogram screening at no cost.



Bringing Healthy Living to the Community

Under the Healthy Living Master Plan, the Health Promotion Board (HPB) aims to make healthy living accessible and affordable for Singaporeans. HPB continues to make headway in bringing healthy living options closer to the community. These include healthier dining options, healthy lifestyle programmes, health-promoting schools and transforming community spaces to promote healthy living.



Active participants at a mall workout session held at AMK Hub.

Health Promoting Mall Programme

Shopping malls are one of the most frequented community spaces by Singaporeans, making them ideal locations for health-promoting activities.

Launched in 2014, the Health Promoting Mall programme taps on shopping malls as

a community touchpoint for making healthy living easy and accessible to Singaporeans. The Health Promoting Mall programme is aimed at nudging Singaporeans to make healthier choices when they shop, dine or spend time with loved ones in the malls.



Participants keeping fit at a mall workout session at Junction 8.

Under the programme, HPB partners mall operators to provide and promote activities, products and services for visitors to improve their health and wellbeing. These include free regular workout sessions at event spaces, healthier dining options in restaurants and food courts, Healthier Choice Symbol products in supermarkets, smoking cessation services at pharmacies and educational events that promote healthy living.

Mall workout sessions, in particular, have been popular with Singaporeans. These sessions offer great convenience to Singaporeans looking for opportunities to participate in physical activity near their homes or workplaces and make it easier for everyone to be more active.

22 MALLS OFFER FREE
REGULAR WORKOUT SESSIONS

567 MALL
WORKOUT SESSIONS
CONDUCTED

34,038
PARTICIPANTS ATTENDED
MALL WORKOUT SESSIONS

Sundays @ The Park

Sundays @ The Park creates an opportunity for Singaporeans to participate in a variety of fun physical activity programmes with family and friends in their neighbourhood park every Sunday.

The Sundays @ The Park programme synergises the public and private partnerships with Sport Singapore and private fitness companies to bring group workout sessions to participants. Through these partnerships, workout sessions and popular exercises including Zumba, KpopX,

Piloxing, Kickboxing and Masala Bhangra are brought to the community by qualified trainers. Such activities are designed to get participants to be more physically active, have fun, feel good and be energised.

The National Parks Board is a key partner that HPB works with to bring these activities to neighbourhood parks, leveraging the convenient and conducive environment of the parks to promote a fun and social way to get active.



Participants having fun at Sundays @ The Park workout sessions.



Healthy Lifestyle Centre

The Healthy Lifestyle Centre is a community initiative to encourage Singaporeans to make healthy living an integral part of their daily life. To better reach out to the community, the Healthy Lifestyle Centre was located at sites where HPB conducts community health screening and at Voluntary Welfare Organisations, Senior Activity Centres and Residents' Committee Centres.

In 2015, the Healthy Lifestyle Centre reached out to those who attended community health screening sessions. Talks and workshops on the benefits of a healthy lifestyle were organised for participants, especially for those with chronic diseases or identified to be at-risk, to help them manage their condition and educate them on how they can make small but measureable lifestyle changes for better health.



Health Coaching

Health coaching is a complimentary personalised service provided by a Health Coaching team which comprises counsellors, nutritionists, physical activity experts and trained Health Ambassadors known as Health Kakis.

It is designed to help residents referred by the Healthy Lifestyle Centre or HPB's nurse educators manage their chronic conditions through setting health goals and making changes for a healthier lifestyle.

A Health Kaki would follow-up and call residents to discuss how they could improve their daily health habits related to diet, physical activity and mental wellbeing. After health goals have been set, the Health Coaching team would continue to discuss and review the progress with the resident periodically.

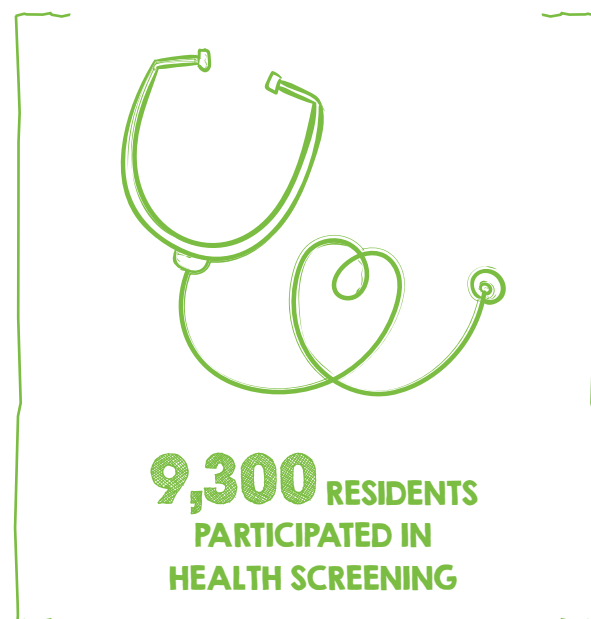
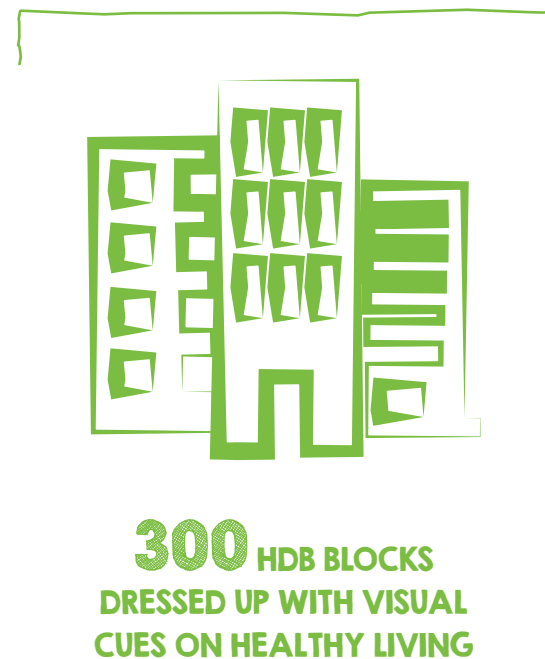
“The programme has given me confidence to make lifestyle changes in terms of exercise and diet, and it helped to have someone to share and discuss with when I had a new (chronic condition) diagnosis.”

— Madam Ong,
Health Coaching participant

Expansion of Healthy Community Ecosystems

The Healthy Community Ecosystem was first developed in Tampines, Sembawang and Choa Chu Kang. To bring health promoting options to the doorstep of more communities across Singapore, the Healthy Community Ecosystem model was expanded to Bishan-Toa Payoh East, East Coast and Jurong in 2015.

The Healthy Community Ecosystem consists of structured health screening programmes, HPB programmes, health-promoting touchpoints, visual cues and nudges to promote healthy living, and localised activities led by HPB's Health Ambassadors.



Community-based Vaccination Programme for Seniors

To raise awareness on hygiene and increase the uptake of immunisation among seniors, HPB collaborated with Tan Tock Seng Hospital to pilot a community-based vaccination programme from November 2015 to January 2016.

Tan Tock Seng Hospital provided free influenza and pneumococcal immunisation to seniors 65 years and above who resided in the central district. HPB's Health Ambassadors also conducted workshops to educate the seniors on the importance of hygiene and immunisation. Using interactive educational tools, the seniors were engaged on healthy ageing topics including nutrition, falls prevention, mental wellbeing and proper hand hygiene to prevent the spread of disease.



Health Ambassadors engaging seniors on proper hand washing techniques.



Hygiene Carnival

HPB supported the launch of LifeBuoy's inaugural Hygiene Carnival that was aimed at teaching pre-schoolers good personal hygiene habits. Held from 13 to 24 April 2015, the Hygiene Carnival featured a skit, a games station and a visit to HPB's HealthZone.

Children were taught proper hand-washing techniques which are important in reducing the risk of infections such as influenza and Hand, Foot & Mouth Disease. This supports the **F.I.G.H.T.** campaign in preventing the spread of infectious diseases through **F**requent hand washing, **I**mmunisation, **G**oing to the doctor if unwell, **H**ome rest if unwell, and using **T**issues and masks to stop the spread of germs.

Through an interactive skit and educational booths, children were taught good personal hygiene practices such as the eight steps of hand washing and to identify key ways in which germs may spread.



Health Ambassador Network

Formed in 2011, the Health Ambassador Network brings together people from all walks of life who believe in healthy living and aspire to motivate others to adopt healthy habits in their daily lives. These role models, known as Health Ambassadors, lead by example and share positive health messages with those in their community.

Some of the Health Ambassadors were further developed as befrienders, mentors, facilitators, and recruiters to bring HPB’s programmes to residents on a more personal level.

There are now more than 12,300 Health Ambassadors who have pledged to become health advocates in their community. Through a health advocacy workshop, these volunteers learnt about healthy weight loss tips and communication skills to help them in sharing healthy living messages within their social networks. To date, 85 per cent of Health Ambassadors have shared health messages with their family and friends after attending the workshop.

The Health Ambassadors have volunteered over 8,000 hours to support more than 1,100 HPB initiatives organised from April 2015 to March 2016. At I Quit roadshows, Health Ambassadors reached out to more than 4,000 smokers to start their quit journey. Through the Tele-Care Counselling programme, they encouraged individuals detected with abnormal screening results to go for medical



“We not only help ourselves, we help friends, family members and people with needs along the way.”

—Lim Yoon Chin, Health Ambassador

follow-up and increased the follow-up rate from 21 per cent to 69 per cent between April 2015 and March 2016.

In season 2 of the Million kg Challenge, Health Ambassadors recruited 1,634 individuals to start their weight loss journey by participating in the challenge. With their help, recruitment efforts increased approximately ten-fold, from 10 sign-ups to about 100 sign-ups per weekend.

In 2015, HPB deepened partnerships with various organisations to involve Health Ambassadors in their community programmes. At the National Healthcare Group Polyclinics, they helped to identify and encourage at-risk patients to go for health screening while patients were waiting

to see the doctor. They were also stationed at the National University Hospital where they helped to contact residents who had attended community health screening sessions organised by the National University Health System to remind them about follow-up sessions. At community health screening sessions conducted by Khoo Teck Puat Hospital, Health Ambassadors helped to engage residents and encourage them to get screened. As part of the Eastern Health Alliance’s Eastern Community Health Outreach (ECHO) programme, Health Ambassadors reached out to residents and urged them to follow-up after their health screening.

Together with 13 Health Ambassadors, HPB also piloted a series of interactive workshops to educate and remind seniors on simple health tips. Named **M.A.S.S.** for **M**oved more, **A**te well, **S**lept well, and **S**hared tips, 17 sessions for more than 400 seniors have been conducted so far. These workshops provide seniors with tips on



The Silver Stars interest group, initiated by Health Ambassadors, meet regularly to do light aerobic exercises together.

eating healthily and increasing their daily physical activity.

Health Ambassadors have continued to tap on their personal networks and initiate their own health-promoting interest groups to complement HPB’s programmes. As at March 2016, these volunteers have initiated 54 interest groups.

A graduate of the Lose to Win™ programme, Health Ambassador Edmund Yu currently leads four interest groups for his friends, neighbours and colleagues to help them exercise regularly. One of the groups, Running

Kakis, comprises 15 participants who meet for weekly runs at various parts of Singapore.

Feedback from the Health Ambassadors showed that many have found their roles meaningful. Based on a volunteer satisfaction survey conducted in 2014, eight in 10 Health Ambassadors were satisfied with their volunteering experience. HPB recognises their efforts through regular feedback and appreciation sessions such as the annual Health Ambassador Day.

A graduate of the Lose To Win™ programme, Health Ambassador Edmund Yu currently leads four interest groups for his friends, neighbours and colleagues to help them exercise regularly. One of the groups is the Geylang Serai Brisk Walking Group which consists of 60 seniors. Edmund leads them in brisk walking every fortnight at various parts of Singapore.



“Running with the kakis provides much fun and enjoyment.”

— Sharon Yokaco, Running Kakis participant



Promoting A HEALTHY LIVING ECOSYSTEM — AT THE — Workplace



Tripartite Oversight Committee to Enhance Workplace Health

With more than 60 per cent of Singapore's population in the workforce, the workplace is a natural and important setting for the Health Promotion Board (HPB) to engage Singaporeans in achieving greater health and wellbeing.

Tripartite Oversight Committee on Workplace Health

On 24 June 2015, the Tripartite Oversight Committee on Workplace Health (TOC) announced a three-pronged framework aimed at increasing the reach and penetration of health promotion programmes in the workplace through holistic and customised initiatives so that businesses can reap the benefits of an engaged and healthier workforce.

The strategic thrusts under the TOC's three-pronged framework will look into innovative partnerships with developers and businesses to bring greater efficiencies in the delivery of workplace health programmes, targeted and customised interventions for mature workers who have limited access to health programmes and holistic workplace health and safety through the Total Workplace Safety and Health approach.

Supported by three sub-committees comprising the Business Clusters Sub-Committee, Mature Workers Sub-Committee and the Total Workplace Safety and Health Policy Sub-Committee,



Chairman for the Tripartite Oversight Committee on Workplace Health, Dr Amy Khor, announcing the three-pronged strategic framework for workplace health.

the TOC will leverage strong tripartite partnerships to oversee and drive the development and execution of a workplace health roadmap.

The TOC's strategic framework facilitates HPB's effort in expanding the scope and scale of its comprehensive and needs-based health programmes for different segments of Singapore's workforce. These programmes have been launched in various healthy workplace ecosystems as well as in sectors with a larger population of mature workers.

Increasing Access to Workplace Health Programmes for Mature Workers

To ensure that our workplaces are well suited to help mature workers continue in productive employment, HPB expanded its workplace health programmes to address the needs of mature workers in different sectors. Through an industry-specific approach, relevant and customised programmes targeting the health needs and work nature of workers are made available so that more can benefit from such health interventions.



Workers from SMRT, Tower Transit and SBS Transit participating in customised health promoting activities at their workplace.

Healthier Workers, Happier Workers

More than 1,100 bus captains have benefitted from HPB's Healthier Workers, Happier Workers programme. Health screenings were conducted on-site at the bus depots for SBS Transit and SMRT bus captains before they began their work day. As a follow-up, bus captains attended monthly group health coaching sessions conducted at bus interchanges to learn about chronic disease management and how to address health concerns in areas such as driving ergonomics. The programme was made possible through close collaboration between HPB, the National Transport Workers Union, public transport operators SBS Transit and SMRT and Tan Tock Seng Hospital's Institute of Geriatrics and Active Aging.



**MORE THAN 1,100
SBS TRANSIT AND SMRT
BUS CAPTAINS HAVE
PARTICIPATED IN THE
HEALTHIER WORKERS,
HAPPIER WORKERS
PROGRAMME**

**1 IN 4 WITH
ABNORMAL SCREENING
RESULTS IMPROVED
TO NORMAL
HEALTH STATUS**



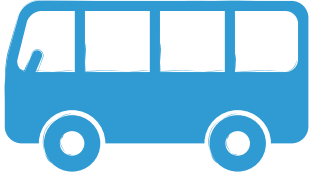
“About a year ago, I found out that I had high blood pressure. I became worried about my health. Thanks to the regular health coaching sessions offered at my bus interchange, I took steps to change my diet and exercise more. After nine months, my blood pressure is back to normal.”

— Loh Ah Tee, SMRT Bus Captain

Starting Right

In January 2016, HPB launched the Starting Right programme at Tower Transit’s orientation course for their inaugural batch of bus captain trainees. Taking a holistic approach to healthy living, Starting Right involved a compulsory full-day workshop covering topics such as healthy eating, physical activity and hydration. Mass exercise sessions were also conducted to address the physical demands of driving for long hours. To encourage healthy eating, the bus depot’s canteen now serves mixed brown rice, wholegrain noodles and lower-sugar drinks as a default choice for all workers.

**MORE THAN 300
TOWER TRANSIT BUS CAPTAINS
HAVE PARTICIPATED IN THE
STARTING RIGHT PROGRAMME**



“My canteen serves brown rice and drinks that are less sweet, so now I can have a healthier diet at work.”

— Tay Hwee Yeow, Tower Transit Bus Captain



Sheng Siong retail workers participating in a hands-on session on proper lifting and stacking techniques.

Sheng Siong Workplace Health Promotion Programme

As part of providing industry-specific solutions for retail workers, HPB collaborated with Sheng Siong to bring customised health programmes to their retail employees. An ergonomic intervention programme was designed and tailored to different job types such as cashiers who have to be constantly on their feet and store assistants who have to pack and unload products. The programme equipped the retail workers with practical techniques on how to lift heavy loads and the ergonomics of standing to reduce fatigue. The skills they learnt could be applied immediately at work.



**OVER 500 RETAIL
WORKERS HAVE
PARTICIPATED IN THE
WORKPLACE
HEALTH PROMOTION
PROGRAMME**

“The most useful part of the programme was how to do the hip lift properly to lift things because I cannot bend my knees without pain.”

– Retail worker at Sheng Siong Bedok North outlet



A security officer receiving a health check at the Union of Security Employees’ Customer Service Centre.

Secure Your Health

HPB collaborated with the Union of Security Employees to roll out Secure Your Health, a customised health programme for security officers. Under this initiative, on-site health checks for blood pressure and Body Mass Index were made available to security officers when they visited the Union of Security Employees’ Customer Service Centre to apply for and collect their Private Security Identification Card. In addition, security officers were also registered for health programmes based on their needs and lifestyle risks. These programmes include health screening to check blood glucose and cholesterol, a physical activity programme and the I Quit 28-Day smoking cessation programme.



**OVER 500 SECURITY
OFFICERS HAVE PARTICIPATED
IN THE SECURE YOUR HEALTH
PROGRAMME**

“It was a pleasant surprise to see a health check counter when I came to apply and collect my private security identification card. So I got my card and did a health check too!”

– Security Officer at Union of Security Employees’ Customer Service Centre

Scaling Up Healthy Workplace Ecosystems in Business Clusters

The Healthy Workplace Ecosystem creates a supportive environment with health-promoting facilities and services and allows demand for healthy lifestyle programmes to be pooled together conveniently and cost efficiently. Healthy Workplace Ecosystems are formed through innovative partnerships with landlords and developers and customised to suit the needs of employees from different clusters.



Senior Minister of State for Health, Dr Amy Khor, participating in a lunchtime yoga session with employees at one-north.

Healthy Workplace Ecosystem in Offices and Business Parks



Exhibits on healthy eating at one-north.

The Healthy Workplace Ecosystem was first implemented at Mapletree Business City in 2013. It has since been progressively rolled out to eight business clusters

in Ascendas-Singbridge and further expanded to JTC Corporation's one-north, the largest business park to adopt the ecosystem approach to date.

Launched on 24 June 2015 by Senior Minister of State for Health, Dr Amy Khor, the one-north Healthy Workplace Ecosystem includes health programmes for obesity prevention and chronic disease management, healthier food options and technology-based initiatives on healthy living, which have seen participation from over 5,000 employees in the business park.

Employees at one-north tapped on HPB's Healthy Living@SG mobile application, as a pilot initiative to track daily physical activity patterns and identify opportunities to increase physical activity levels such as locating exercise facilities and weekly workout classes in the vicinity of the business park. Employees participated in health challenges through the mobile application and collected points to redeem rewards.

The Healthy Living@SG mobile application garnered 500 active users and was successful in positively influencing 35 per cent of users to increase their physical activity levels. From April to August 2015, an active lifestyle campaign was rolled out to encourage employees to make walking a part of their daily activity and to contribute 50 million steps in commemoration of SG50. More than double the targeted number of steps was achieved at the end of the campaign.

Healthier food options have also been made more pervasive in one-north including

its newly developed building, Galaxis and in Ayer Rajah. Ninety-two per cent of the food stalls in the four food courts offer at least one 500-calorie meal and about half of the food and beverage establishments are providing healthier meal options, making healthier food highly accessible to employees in the business park.

Moving forward, the forging of new partnerships with landlords and developers such as Sentosa Development Corporation and Viva Industrial Trust will see the transformation of more business clusters into Healthy Workplace Ecosystems.

“The programme is great. It brings the health activities right to my doorstep. I am dependent on this initiative to keep myself active.”

— Yang Li Yee, Shell Singapore

Healthy Workplace Ecosystem Expanded to Industrial Estates



Mature workers at a health screening session conducted at an industrial estate.

The Healthy Workplace Ecosystem has also been introduced to industrial estates that house mostly small and medium enterprises. Since September 2015, about 800 workers from industrial estates in Ang Mo Kio and Bedok, which are managed by the Housing Development Board (HDB), have benefitted from the initial roll-out of targeted health programmes and services.

With a focus on chronic disease prevention and management, health initiatives such as free basic health screening and coaching for chronic diseases, and smoking cessation programmes were made available to the workers.

As a majority of workers have meals in canteens within the estates at least five times a week, HPB has also engaged stall owners to provide healthier food options. Two out of every three stalls in the seven canteens across the industrial estates now offer healthier food options.

In addition to the partnership with HDB, HPB also works closely with tenant associations in the industrial estates to leverage their wide network of tenants and social media platforms to reach out to tenants and workers to encourage them to partake in health-promoting activities.

“We’re very glad that there are such health initiatives in the industrial estates. This is the first time we’ve been to a health screening near our workplace. It’s easy for us to come down for the screening and collect the results, and it is helpful to have a health educator to explain the screening results to us as well.”

— Low Soo Eng, employee from Bedok Industrial Park E

Supporting An Active and Healthy Workforce

A workforce that stays active and healthy is more productive and performs better at work. To encourage working adults in Singapore to incorporate more physical activity in their daily lives, the Health Promotion Board (HPB) has introduced a variety of workplace health programmes that promote an active lifestyle even amidst busy work schedules.

Sunrise in the City

HPB collaborates with key industry gym partners to provide regular workout opportunities to the working community through the Sunrise in the City programme. Working adults can kick-start their day with workout sessions at participating gyms near their workplaces. With over 60 per cent of the resident population in the workforce, weekday morning sessions allow the working adults to energise themselves at a convenient location before they start work, helping them achieve the recommended 150 minutes of moderate-intensity physical activity a week.

Participants can choose from 34 different types of weekly workouts which include aerobic-dance fitness, mind-body programmes, strength and conditioning workouts and multi-dimensional stretches. These workouts are suitable for all fitness levels, making it highly popular with working adults. Additionally, participants can make use of facilities provided by the various gyms and studios during their workout sessions.

“I have been in the programme for only one and a half months, and I can feel the change in my wellbeing. Plus, I am now a morning person.”

— Annabel Thia,
Sunrise in the City participant



Participants at a Sunrise in the City workout session.

**12 PARTNERS SUPPORTING
SUNRISE IN THE CITY AT 23
DIFFERENT TOUCHPOINTS**

**60 WORKOUT SESSIONS
AVAILABLE EACH WEEK**

**AN AVERAGE OF 26
PARTICIPANTS ATTEND
EACH WORKOUT SESSION**

Fitness@Work

Fitness@Work is an aerobic programme that targets working adults after office hours. With initiatives such as Fitness@Work, HPB aims to establish a social norm of using public spaces for physical activity to motivate people to incorporate regular physical activity in their daily lives.

By organising classes at iconic locations, the programme helps to make physical activity more pervasive and brings about a refreshing change to usual exercise venues. Holding classes in open spaces can also encourage more to participate in physical activity as part of everyday life. Participants can enjoy moderate to vigorous weekly aerobic exercises that steadily build up their endurance and fitness levels.

Led by professional fitness and dance trainers, Fitness@Work sessions are specially choreographed to suit participants of different fitness levels. Participants can look forward to mixed aerobics and dance workouts such as Zumba, KpopX fitness and a Hip Hop-Jazz-Salsa dance combination.

FITNESS@WORK SESSIONS

**EXTENDED TO 3 NEW
ICONIC LOCATIONS —
MARINA SQUARE, CAPITOL PIAZZA,
SENTOSA BOARDWALK —
SINCE OCTOBER 2015**

MEMBERSHIP HAS SINCE GROWN

TO OVER 7,000 MEMBERS



**OVER 300
PARTICIPANTS
ATTENDED SESSIONS
HELD DURING
CAR-FREE SUNDAY SG**

**i-RUN HELD AT 4 ICONIC
LOCATIONS WITH 6 SESSIONS
CONDUCTED EVERY WEEK**



**REACHED MORE
THAN 7,500
MEMBERS**

**i-RUN INTRODUCED AT
CAR-FREE SUNDAY SG
AS A PERMANENT FEATURE**



i-Run

i-Run is a physical activity initiative targeting working adults who enjoy running. As with other workplace health initiatives, HPB aims to normalise the use of public spaces for physical activity while promoting lifestyle change and social cohesion through group exercise.

HPB also hopes to encourage interest groups to come together to run at their own convenience and start a leisure time physical activity that is sustainable. i-Run is open to all individuals, allowing both beginners and avid runners as well as corporate groups to use this weekly running platform to increase their fitness levels for better productivity and work-life balance.

Led by professional trainers and pacers, participants enjoy weekly runs along scenic routes and iconic locations. Trainers also offer tips on improving cardiovascular fitness and conduct running clinics to educate participants on running techniques and the prevention of running injuries.

Cultivating HEALTHY LIVING HABITS — IN THE — Young



Giving Children A Head Start for A Healthier Future

A lifetime of healthy habits begins at a young age. Recognising the importance of cultivating good health habits from young, HPB actively supports a conducive health-promoting environment by engaging stakeholders and schools to enhance health outcomes among Singaporean children and youths, and enable them to practise healthy habits.



A primary school student having his teeth examined.

Dental Screening in Schools

To improve oral health among primary and secondary school students, HPB provides routine dental screening for primary and secondary school students annually.

There is also a myriad of dental health programmes being conducted in schools. They include the Bright Smiles, Bright Future programme for Primary One students, which features a video show, a classroom talk and individualised tooth-brushing exercise.

Each student receives a tooth-brushing kit comprising a toothbrush, toothpaste and an oral health checklist for their parents to follow-up at home.

Primary Three students participate in a hands-on Dental Plaque Programme which teaches them how to identify dental plaque and learn how to take charge of their oral health. For Primary Five students, classroom talks are held to educate them on gum disease prevention.

Oral Health Promotion in Pre-schools

The Oral Health Promotion in Pre-schools Programme is conducted at childcare centres and kindergartens across Singapore to raise awareness among parents and children on the importance of using optimally fluoridated toothpaste and to inculcate effective daily tooth-brushing habits from young.

Dental therapists conduct training for teachers at childcare centres where they learn about the importance of caring for baby teeth, causes and prevention of tooth decay, and tooth-brushing techniques. The dental therapists also guide the teachers on the



Pre-school children learning about good oral health through an interactive session conducted by a dental therapist.

appropriate amount of toothpaste to be used for children depending on their age. After the session, teachers are encouraged to implement daily supervised tooth-brushing at their childcare centres.

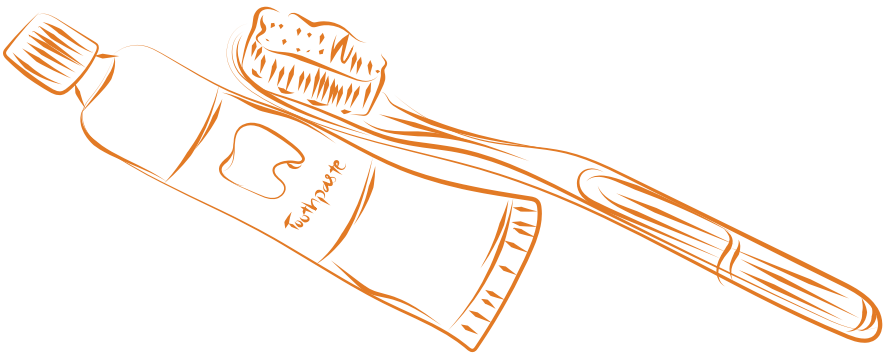
To complement these efforts, the dental therapists conduct interactive story-telling sessions to teach children on tooth-brushing techniques, using teeth models to make it simple to understand.

ORAL HEALTH PROMOTION PROGRAMME
CONDUCTED AT 835
CHILDCARE CENTRES AND KINDERGARTENS

2,835
TEACHERS TRAINED IN ORAL HEALTH



31,405
PRE-SCHOOL CHILDREN BENEFITTED FROM ORAL CARE PROGRAMMES





Mobile dental clinic for on-site dental services.

Oral Health Screening for Institute of Technical Education (ITE) Colleges

During the school holidays between October and November 2015, mobile dental clinics were deployed to ITE College East, ITE College Central and ITE College West respectively. By providing on-site dental services, HPB aims to educate and reinforce good oral hygiene habits and encourage ITE students to take charge of their oral health.

Each mobile dental clinic is manned by a team comprising two dental officers, a dental therapist and an assistant who are stationed at the college grounds for four to six weeks. Dental screenings are conducted during the first week and students who require further treatment are scheduled for follow-up appointments. The team provides dental procedures such as fillings, scaling, polishing, dental sealants, X-rays and extractions. As part of the dental session, the team also guides students on oral care and provides dietary advice.

1,332 ITE STUDENTS
RECEIVED DENTAL SCREENING

1,231 STUDENTS
RENDERED DENTALLY FIT

3,930 DENTAL
PROCEDURES PERFORMED

School-based Health Screening Programme

The School Health Service plays a crucial role in providing quality healthcare services to the younger generation via the School-based Health Screening Programme that covers 213 primary schools and 170 secondary schools in Singapore.

Every year, the School Health Service team comprising doctors and nurses conduct age-appropriate health screening for primary and secondary school students. The health screening includes vision tests, scoliosis screening, hearing tests, growth and developmental assessments, and medical examinations to detect common health conditions and monitor the health status of children and youths.



A nurse from the School Health Service taking a student's height as part of the School-based Health Screening Programme.

National Myopia Prevention Programme

HPB conducts annual vision screening and education for school children through the School Health Service. With an aim to delay the onset of myopia and reduce its progression across the school-going population in Singapore, the National Myopia Prevention Programme adopted an early intervention strategy and introduced vision screening for kindergarten students in 2002.

In 2015, 450,607 children between the ages of 5 and 16 years old had their vision screened. To make eye care more affordable and accessible for underprivileged students detected with myopia, HPB provides fully-subsidised spectacle lenses from partners

and \$50 vouchers to pay for spectacle frames at optical shops.

In partnership with more than 600 participating optical shops and lens manufacturer Essilor, the Spectacles Voucher Fund Scheme has helped more than

30,000 needy students since 2006. As research has shown that outdoor activity safeguards against myopia, HPB has also stepped up to include more outdoor activities in the school curriculum.



Students having their vision checked.

School-based Immunisation Programme

To safeguard school-going children from communicable diseases and ensure that they receive the recommended immunisations, HPB runs the school-based immunisation programme in accordance with the National Childhood Immunisation Programme for the prevention and control of common childhood vaccine-preventable diseases.

To prevent the outbreak of diseases in the community, it is important to have high immunisation coverage. The school-based immunisation programme has helped to prevent and eliminate diseases such as diphtheria and poliomyelitis, and kept diseases such as measles under control.

Through its immunisation programme, the School Health Service also provides booster immunisation against diphtheria, tetanus, pertussis, poliomyelitis, measles, mumps and rubella for school-going children.

The School Health Service also provides immunisation to students who missed earlier doses.



**IMMUNISATION
PROVIDED TO
115,851
STUDENTS IN 2015**

Starting Healthy Living from an Early Age

Inculcating healthy practices from young and having a supportive environment to promote a healthy lifestyle form the foundation for healthy living. Schools provide an ideal platform to reach and positively influence healthy behaviours among children and youth. The Health Promotion Board (HPB) has identified three strategic thrusts which are applied in schools to help improve the health and wellbeing of children and youth.

This covers the creation of a supportive culture and environment to instil healthy habits through programmes on nutrition and physical activity, targeted intervention to guide students to adopt healthier lifestyles and capacity building in stakeholders such as parents and teachers to guide, support and motivate healthy habits and behaviour in children and youth.

Health-Promoting Pre-school Framework

Launched in April 2015, the Health-Promoting Pre-school Framework is aimed at establishing a structured approach to guide, monitor, sustain and assess health-promoting efforts in pre-schools to instil healthy habits and achieve better health outcomes among pre-schoolers.

Participating pre-schools are assessed on three criteria including the provision of a supportive environment, targeted intervention for children and capacity building of teachers and parents. Pre-schools that meet the criteria are accorded the Health-Promoting Pre-school certificate and logo.



As of March 2016, a total of **194** pre-schools have been certified as a Health-Promoting Pre-school.

Health-Promoting School Framework

Similar to the Health-Promoting Pre-school Framework, the Health-Promoting School Framework covers primary and secondary schools, junior colleges and centralised institutions.

The framework consists of a monitoring system, a supportive environment, targeted intervention for identified groups and capacity building for stakeholders such as teachers and parents.

A health promotion guide for schools has also been developed to provide schools with a focused approach towards health promotion, to guide and deepen their efforts for a positive impact on students' behavioural and health outcomes.

With the framework and guide, schools are better equipped to plan, integrate and conduct health programmes for their students.

Since October 2015, HPB has engaged **119** schools on the use of the framework and guide.

Health-Promoting Madrasah Programme



Former Parliamentary Secretary for Health, Associate Professor Muhammad Faishal Ibrahim, viewing healthy food options with madrasah students.

The Health-Promoting Madrasah Programme inculcates and supports health initiatives for full-time madrasahs as part of their curriculum. The programme includes health-related assembly skits and capacity-building workshops to encourage students, parents and staff to lead a healthier lifestyle.

The programme has benefitted more than 2,000 students from four madrasahs. Focusing on peer support, 107 students have also been trained to be student health ambassadors for their schools. HPB has ramped up efforts by introducing capacity-building workshops and staff engagement sessions to positively impact the health of parents and madrasah staff.

Roving Exhibits: Playtime with H-Team

Playtime with H-Team engages pre-school and primary school children to learn about healthy habits through roving exhibits. Designed as a one-stop playground, the exhibits integrate educational health messages such as nutrition, physical activity, myopia prevention, hygiene, mental wellness and oral health in an interactive manner to make learning about healthy living fun and simple.

On-site facilitators complement the learning experience with engaging story-telling and puppet shows, and by simplifying the health messages into easy-to-understand information.

Playtime with H-Team has reached more than 50,000 children from 400 pre-schools and 20,000 students from 37 primary schools.



Pre-schoolers learn about healthy food groups through an interactive 'touch and play' exhibit.

"The food play was engaging. It reminds me of playing 'masak-masak' in the past. Students get to learn about healthy eating in a fun manner."

— Primary school teacher

Fun Xplore

Fun Xplore, a pre-school healthy lifestyle programme, aims to inculcate positive lifestyle habits in overweight and severely overweight pre-schoolers to help them reach a healthier weight status.

Fun Xplore consists of a hands-on food preparation and cooking demonstration for parents, a farm tour and a Fundamental Movement Skills workshop conducted by Sport Singapore, to encourage pre-schoolers to be physically active. The cooking demonstration for parents equips them with skills to prepare healthier meals at home. Tours to fruit and vegetable farms allow parents and children to learn more about nutrition and healthy eating in a natural and interactive setting.



**MORE THAN 350
PRE-SCHOOLERS
AND THEIR PARENTS
PARTICIPATED IN
THE FUN XPLORE
PROGRAMME**

**27% OF TARGETED
PRE-SCHOOLERS REDUCED
THEIR BODY MASS INDEX
TO A HEALTHIER LEVEL**

“The recipes and cooking demonstration were very useful to me. The workshop is very good as children have to start young to learn about healthy lifestyle habits.”

— Gin, parent participant

Active Kids Programme for Primary School Students

The Active Kids Programme is aimed at equipping overweight and severely overweight students between the ages of 7 and 12 years old with knowledge and skills to better manage their weight through healthy lifestyle practices. The three-month programme includes interactive workshops and physical activity workouts for students and their parents.

Under the Active Kids Programme, five school-based sessions are conducted for students to learn more about weight management, including healthy eating and fun physical activities such as KpopX fitness, Hip Hop and Zumba are organised. A parent and child bonding session is also held for them to learn how to cook a healthy meal together. Severely overweight students and their parents are offered an additional seven sessions where they can exercise at community spaces, such as SAFRA and community clubs, to improve their fitness levels.

**MORE THAN 2,650
PARTICIPATED IN THE
ACTIVE KIDS PROGRAMME
IN 2015**



**ABOUT 40% OF STUDENTS
REDUCED THEIR BODY MASS INDEX
TO A HEALTHIER LEVEL BY THE END
OF THE ACTIVE KIDS PROGRAMME**

ReFRESH Programme for Secondary School Students

Tailored for overweight and severely overweight students between 13 and 17 years old, the ReFRESH Programme, which was introduced in 2012, seeks to combat obesity and instil healthy lifestyle habits such as regular physical activity, healthy eating and maintaining a positive mindset.

The three-month programme consists of four sessions of sports and games, trendy workouts such as Piloxing and KpopX Fitness, motivation and weight management tips, and self-monitoring tools to track progress.

In 2015, the programme reached more than 7,500 overweight and severely overweight students from 79 participating secondary schools. At the end of the programme, 50 per cent of the students reduced their Body Mass Index to a healthier level.

Happily Active, Loving Ourselves Programme for Institute of Technical Education

To curb obesity among Institute of Technical Education (ITE) students, a holistic healthy weight management programme known as Happily Active, Loving Ourselves (HALO) was implemented.

To strengthen the foundation for healthy living among students, Sports and Wellness lecturers from the ITEs conducted nutrition and weight management lessons for first year students so they could learn about the importance of having a healthy lifestyle.

The lecturers were trained by HPB and equipped with lesson plans and activity resources. HPB also ran a series of four weight management workshops for classes that had a higher proportion of students with weight management issues. These class-based workshops feature fun and interactive activities designed to interest and nudge students towards a healthier lifestyle.

For more targeted intervention, on-campus medical assessments were offered to severely overweight students to identify possible risks such as cardiovascular diseases and diabetes early. Student Health Advisors, who are professional nurses from HPB, follow-up closely with these students, helping them to set goals and providing health-related advice during their weight management journey.

HPB also provides support for the ITEs' in-house weight management programmes including Take Pride and Right Healthy Lifestyle Habits at ITE College East and Look Good, Feel Good at ITE College West by providing group workout sessions for students.

In addition, HPB also furnished the ITEs with visual cues in the form of pillar wraps, banners and point-of-sale posters to nudge students to make healthier choices.

**1,367
ITE STUDENTS
PARTICIPATED IN
HPB'S WEIGHT
MANAGEMENT
INITIATIVES**



Rep with Steps Challenge

The Rep with Steps Challenge was a 10-week inter-school physical activity competition where students from participating schools rallied together to clock as many steps as possible to win prizes for their school. The challenge was launched on 19 February 2016 by Minister of State for Health, Mr Chee Hong Tat, at Woodgrove Secondary School.

Similar to the National Steps Challenge™ for the general population, the Rep with Steps Challenge aimed to encourage students from secondary schools and junior colleges to sit less and move more by weaving physical activity into their daily routine.



Minister of State for Health, Mr Chee Hong Tat, at the launch of the Rep with Steps Challenge at Woodgrove Secondary School.



CEO of HPB, Mr Zee Yoong Kang, and Woodgrove Secondary School students posing with their steps tracker.

Designed to motivate youths to increase their level of daily physical activity, the challenge leveraged HPB's Healthy 365 mobile application and steps trackers to encourage youths to live an active lifestyle.

Participating students clocked steps with the complimentary HPB steps tracker and synchronised the data with the Healthy 365 mobile application.

Schools also had the option to partner HPB to organise booster activities such as integrating mass exercises into curriculum time to encourage students to be more active and increase their step count. The top eight schools with the highest average daily step count per student received prizes. The challenge reached close to 20,000 students from 27 secondary schools and junior colleges.

“With the steps tracker, I feel inspired to put in more effort to walk from place to place instead of taking public transport.”

— Student participant

Steps for Good Challenge

Held at Institutes of Higher Learning across Singapore, the Steps for Good Challenge was an eight-week intra-institute initiative aimed at encouraging students to integrate physical activity as part of their daily routines. Students received a complimentary steps tracker which was paired with HPB's Healthy 365 mobile application to clock steps daily for the challenge.

The students were further motivated by the prospect of raising funds for a social cause with the number of steps they clocked.

The Steps for Good Challenge reached a total of 10,161 students from the ITE Colleges, Nanyang Polytechnic, Republic Polytechnic and Temasek Polytechnic.

By the end of the challenge, participating students clocked a total of **2.2 billion steps** and raised **\$38,000** which went to the respective Institute of Higher Learning's education fund to support students in need and the improvement of school facilities.



Healthy Meals in Childcare Centres Programme

To introduce children to healthy food options and shape their food preferences at an early age, HPB rolled out the Healthy Meals in Childcare Centres Programme.

Participating childcare centres are required to comply with food service guidelines that aim to reduce fat, sugar and salt in meals. Participating centres serve healthy set meals which incorporate foods from the four main food groups such as brown rice, wholemeal bread, meat, vegetables and fruits to help children obtain the necessary nutrients for their growing needs.

Culinary training and assessments are provided for childcare centres, with workshops conducted to help cooks and supervisors with menu planning and train them on healthier cooking methods. They are also taught how to prepare meals with healthier ingredients such as brown rice and appropriate food portioning for children.

MORE THAN 70
CULINARY TRAINING
WORKSHOPS CONDUCTED
FOR CHILDCARE CENTRES



HEALTHIER SET MEALS NOW
SERVED AT MORE THAN 700
CHILDCARE CENTRES

Healthy Meals in Schools Programme

As an ongoing effort to increase the availability of healthier food in mainstream schools, the Healthy Meals in Schools Programme aims to raise awareness of healthy eating, promote the consumption of wholegrains and reduce the intake of fat, salt and sugar.

In collaboration with the Ministry of Education, HPB actively encourages schools to participate in the programme which involves teachers, canteen vendors and students. Canteen vendors from participating schools follow food service guidelines such as cutting down on fat, salt and sugar, and include wholegrains, fruits and vegetables in healthy set meals.

HPB also provides culinary training for canteen vendors to equip them with knowledge on nutrition and culinary skills to prepare healthy meals using healthier ingredients. By March 2016, 229 mainstream schools have implemented the Healthy Meals in Schools Programme.

“It is important for students to have at least one healthy meal in school. It is also our responsibility to educate them on food choices.”

— Mohd Zahed, Physical Education
Head of Department at St Gabriel’s
Secondary School

Healthier Dining Programme

HPB introduced the Healthier Dining Programme in tertiary institutions to provide staff and students with healthier food and beverage options and encourage them to make healthier choices.

To educate staff and students on managing calorie intake, messages about healthy eating have been installed in participating canteens and food courts. To help tertiary institutions provide lower-calorie meals, HPB offers nutritional consultancy services on campus. Canteens and food courts are also encouraged to offer lower-sugar drinks, include healthier ingredients such as wholegrains in meals, use healthier cooking oil, provide a good variety of fruits and vegetables, and reduce the sale of deep-fried foods.



OVER 250 MEALS
WERE ENDORSED AS
LOWER-CALORIE MEALS

LOWER-CALORIE MEALS
OFFERED AT 21
PARTICIPATING CANTEENS
AND FOOD COURTS



Drink Water Activities

To instil good water-drinking habits in primary school students, HPB introduced activities to promote the drinking of water.

This included an interactive 20-minute skit that highlights the consequences of drinking insufficient water. Following the skit, the students are served fruit-infused water during recess. To inject more fun for the students, a water cooler on the school premise will “talk” to students who approach it about the benefits of drinking more water. Students also receive a water bottle and bottle tag to encourage them to drink more water.

As part of the campaign, the participating schools are encouraged to appoint a water ambassador for every class to lead the class in drinking water during two water breaks. This routine is continued for two weeks. The schools are also furnished with ambient installations such as pillar stickers, water cooler stickers and posters to remind students to drink more water.

To involve parents, electronic direct mailers are sent to remind them to encourage their child to drink water. By the end of March 2016, the activities have reached 37 primary schools.



Drink water poster to encourage students to drink up.

Student Health Advisor Programme

Youths spend most of their formative years in schools which makes the school environment a key setting to educate youths on the importance of leading a healthy lifestyle. Under the Student Health Advisor Programme, professional nurses are stationed in participating schools to make it convenient for students to seek health-related advice.

The Student Health Advisors serve as a focal point for health promotion and lifestyle counselling to facilitate the timely detection and management of high-risk behaviours such as smoking, and health-related issues such as obesity and chronic conditions among students. Through individual or group health counselling sessions conducted at schools, the Student Health Advisors provide advice and guidance to students with health-related issues and where necessary, offer them timely interventions and follow-up. The support provided by Student Health Advisors in schools helps to enhance the health and wellbeing of students and augments the efforts of HPB's School Health Service.

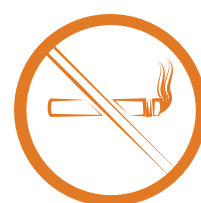
As of March 2016, the Student Health Advisor Programme has been rolled out to 30 secondary schools, three ITE Colleges and five polytechnics. HPB plans to reach out to 50 secondary schools by 2017.



Student Health Advisors meeting up with students to provide health-related advice.

**2,505 STUDENTS COMPLETED
A 6-MONTH WEIGHT
MANAGEMENT PROGRAMME**

**46% ACHIEVED WEIGHT LOSS
OR MAINTAINED THEIR WEIGHT**



**40% REDUCED
SMOKING AND 16%
QUIT SUCCESSFULLY
AFTER 3 MONTHS**

School Health Executive Programme

School Health Executives serve as direct contact points between HPB and schools to enable greater reach and deeper engagement of schools in encouraging them to create a healthy environment for students.

Through the School Health Executives, schools have a better understanding of HPB's programmes and resources, which in turn helps HPB to be more attuned to the needs and strengths of the schools. School Health Executives also play a key role in creating a platform for schools to enhance their networks and exchange ideas and practices on healthy living.



A Student Health Executive conducting a session on healthy eating for students.

“This role gives me the opportunity to make a difference in the lives of young ones by raising health awareness amongst parents and children.”

— *Tiviyadhrsini Krishnana,
School Health Executive*

Student Health Ambassador Programme

Peer influence plays an important role in the formative years of children and youths. It is therefore crucial to cultivate youth advocates who can help promote healthy living to their peers and build a supportive network for healthy lifestyle practices.

Since 2014, HPB has collaborated with the St John Brigade to groom their pool of cadets to be health advocates as part of HPB's Student Health Ambassador Programme. By equipping them with knowledge and skills on various health topics, these secondary school students provide support for HPB's programmes and complement the health promotion efforts in schools by positively influencing their peers and organising health promotion activities for their friends.

In 2015, HPB initiated training sessions conducted by School Health Executives for Student Health Ambassadors in primary schools.



**464 STUDENTS FROM
PRIMARY AND SECONDARY
SCHOOLS WERE TRAINED
THROUGH THE STUDENT HEALTH
AMBASSADOR PROGRAMME
BY MARCH 2016**

Parent Support Group Programme

The Parent Support Group programme was designed to leverage the parent support networks in school to advocate health promotion through parent-initiated activities in the school. It equips parents with knowledge on children's health in the areas of mental wellness, healthy eating, physical activity, oral hygiene, myopia and smoking.

Various workshops for parents such as I See, I Do and Eat Right, Get Moving were designed to help parents understand how they can be good role models and equip them with good health practices to encourage their children to lead healthy and fulfilling lives. I See, I Do is a one-hour programme which helps parents learn how they can make a positive impact on the health of their child. Eat Right, Get Moving equips parents with good health tips to lay the foundation for their children to maximise their potential in life.



**TO DATE, OVER 1,000
PARENTS HAVE BENEFITTED FROM
THE PARENT SUPPORT GROUP
PROGRAMME**

Inspiring HEALTHY LIVING — THROUGH — BEHAVIOURAL INSIGHTS — AND — Technology



Influencing and Sustaining Healthy Behaviours in Singaporeans

Keeping the population healthy is a long-term endeavour. To help influence Singaporeans to adopt healthy habits and sustain such behaviours, the Health Promotion Board (HPB) has leveraged behavioural insights and used nudges to make healthy living a part of everyday life. This involves having a deeper understanding of what motivates healthy behaviours and providing a conducive environment that makes it easier for Singaporeans to make healthier choices.

HPB has been incorporating behavioural insights into its work over the years. To systematise the efforts for maximum impact, given the need to tackle prevalent health issues in Singapore such as obesity and diabetes, behavioural insights efforts were centralised via HPB's Innovation Lab in September 2015. Through the Lab, efforts were stepped up to build capacity in behavioural insights via formal training and internal knowledge sharing, and facilitate trials and consult with behavioural insights experts such as the UK's Behavioural Insights Team and the Ministry of Manpower's Behavioural Insights and Design Unit.

Being able to increasingly leverage behavioural insights has given HPB greater headway in its health promotion efforts, allowing more Singaporeans to be influenced to make better decisions.



Improving Clinic Productivity and Making Children Healthier

Every year, the Student Health Centre arranges about 69,000 appointments with parents of school children who require further health assessments. About 12 per cent of these appointments may however be missed. To reschedule the appointment, phone calls and reminders need to be sent to the parents.

It was hypothesised that some parents did not fully realise the importance of taking their children to the clinic or were unable to completely understand the messages in the reminder letter. A behavioural insights trial was conducted using a modified reminder letter to determine if emphasising the importance of the child's health would influence parents to bring their children for further health assessment

and persuade more parents to reschedule their missed appointments.

Improving these aspects of the reminder letter led to a 2.8 per cent increase, over a two-month period, in the number of parents rescheduling their missed appointments compared to the original reminder letter. This meant that an additional 230 children would benefit annually from receiving timely assessments that could improve their health. Also, this intervention would potentially save over 38 hours of staff time per year. The Student Health Centre is exploring other ways to tap on behavioural insights to improve service delivery and productivity.

A MODIFIED REMINDER LETTER LED TO **2.8%** INCREASE, IN JUST TWO MONTHS, IN THE RESCHEDULING OF MISSED APPOINTMENTS WHICH TRANSLATED TO AN ADDITIONAL **230** CHILDREN RECEIVING TIMELY HEALTH ASSESSMENTS



Getting Singaporeans to Be More Active

Over the years, HPB has introduced various weight management initiatives to cater to different lifestyle preferences. For instance, Lose to Win™ is a small-scale and intensive programme that combines nutrition and exercise education with peer support while the Million kg Challenge targeted the broader population base and gave participants greater flexibility in meeting their weight loss goals. Insights from both initiatives showed that a longer period of time of 12 weeks or more, was required for participants to form healthier habits or lose weight.

It was also observed from other initiatives such as the Life's Sweeter with Less Sugar Campaign, which encouraged the consumption of lower or no sugar beverages, as well as public feedback that Singaporeans preferred a higher chance to win micro incentives to a much smaller chance to win more expensive prizes.

These insights were incorporated into the National Steps Challenge™ which was launched in November 2015. Participants were encouraged to clock 5,000 to 10,000 steps daily in order to attain three tiers of micro incentives. Each tier was purposefully designed to sustain participants' interest and motivate them to attain the next tier. For instance, the first tier prizes were relatively easy to achieve while the second tier prizes were the most difficult but also the most rewarding. This would take the average participant about 12 weeks or more to achieve, increasing their chances of forming a healthy habit.

The use of such behavioural insights has contributed to the unprecedented success of the National Steps Challenge™ to date. Besides

its high reach — attracting over 156,000 registrants in just a few months to sit less and move more — it also had a sustained impact. Among participants who collected all three tiers of incentives, a majority continued clocking their steps even though there were no more 'sure-win' prizes left to claim. Most importantly, four in five participants classified as sedentary (based on World Health Organisation's guidelines of having fewer than 150 minutes of physical activity per week) became active after joining this programme.

Moving forward, HPB will continue to identify opportunities to trial new approaches using behavioural insights and translate these insights into workable programmes to help Singaporeans adopt and sustain healthy living habits.



4 IN 5 PARTICIPANTS CLASSIFIED AS SEDENTARY BECAME ACTIVE AFTER JOINING THE NATIONAL STEPS CHALLENGE™

Leveraging Technology to Influence Healthy Behaviours

The Health Promotion Board (HPB) introduced an initial release of HealthHub, Singapore's first one-stop online health information and services portal and mobile application, and the Healthy 365 mobile application to encourage adoption of healthy habits and nudge Singaporeans to take greater ownership of their own health and wellness. Using localised and citizen-centric health and wellness content, HPB has created tech-savvy platforms which give Singaporeans easy access to personalised health information.



HealthHub

The unveiling of HealthHub advances the Healthcare 2020 vision of improving Singaporeans' accessibility to health services, as well as HPB's Healthy Living Master Plan's vision of making healthy living natural and effortless. It is also in line with the Government's effort to build a Smart Nation by harnessing information technology to improve lives, create more opportunities and build stronger communities.

A Smart Nation initiative helmed by the Ministry of Health and HPB, and supported by MOH Holdings, Integrated Health Information Systems and public healthcare institutions, HealthHub is Singapore's first one-stop online portal and mobile application that empowers users to take charge of their health and the health of their loved ones.

Through HealthHub, Singaporeans now have 24/7 access to their key medical records as well as their children's medical information. It also provides access to medical appointments, information on medical conditions and medical listings via a secure and personalised platform.



2.3 MILLION
TOTAL PAGE
VIEWS ON THE
PORTAL AS AT
MARCH 2016

CLOSE TO 34,000 APP
DOWNLOADS AS AT MARCH 2016



Minister for Health, Mr Gan Kim Yong, at the launch event for HealthHub.

As the content on HealthHub is localised and citizen-centric, it takes into account local lifestyle and healthcare trends in Singapore, and keeps Singaporeans up to date on relevant health-related information.

HealthHub also encourages users to share health articles or events on social media platforms so that they can pass useful health and wellness information to their family and friends.

HealthHub clinched three accolades at the 2016 Mob-Ex Awards organised by Marketing Magazine, including the Gold Award for Best Government App and the Bronze Awards for Best Community Service App and Best Use of Multiple Mobile Channels. Mob-Ex recognises organisations for mobile excellence and success on mobile platforms through sound and innovative mobile marketing strategies. In addition, HealthHub was accorded the Silver Award at HPB's Innovation Award 2016.

Healthy 365 Mobile Application



The Healthy 365 mobile application was conceptualised and developed as a key technology platform for HPB's National Steps Challenge™ to encourage individuals to be more active and attain more steps every day. As a standalone mobile application, users can access the mobile application's functions to embark on healthy living conveniently. In line with the Healthy Living Master Plan, the mobile application empowers and nudges individuals to adopt healthy habits and lifestyles anytime and anywhere.

Singaporeans can tap on Healthy 365 to take charge of their health by monitoring their weight, their calorie intake for meals and the

calories they have burnt through physical activity by tracking the number of steps taken in a day. The mobile application also enables users to automatically adjust calorie requirements based on their Body Mass Index and age.

By leveraging location-based services, Healthy 365 allows users to conveniently locate nearby events, workshops and programmes on healthy living and healthier dining partner outlets. Users interested in participating in physical activities can also make use of the mobile application to locate nearby physical activity events and facilities such as Sundays @ The Park, fitness corners and walking trails.



With over 214,000 downloads as of March 2016, Healthy 365 has become one of the most popular fitness applications among Singaporeans since its launch. Features on the mobile application will be continually enhanced to improve user experience and functionality so that Singaporeans will be constantly encouraged to leverage technology for their health and wellbeing. In recognition of HPB's mobile excellence and success on mobile platforms, Healthy 365 was awarded the Bronze Awards in the Best Government App and Best Utility App categories at the 2016 Mob-Ex Awards organised by Marketing Magazine.

**RANKED FIRST IN
SINGAPORE'S APP STORE AS
AT END NOVEMBER 2015**



**MORE THAN
214,000
DOWNLOADS
AS AT
MARCH 2016**



Building An Engaging Career Where Passion Meets Heart

The Health Promotion Board (HPB) works hand-in-hand with employees to build meaningful and engaging careers where passion meets the heart.

Inspiring Passion, Pride and Sense of Belonging to HPB

Spurred by a common vision of building A Nation of Healthy People, HPB employees are highly engaged in working together towards a greater goal of promoting healthy living among Singaporeans. A 2015 Employee Engagement Survey revealed that 97 per cent of HPB employees had strong beliefs in HPB's goals and objectives.

Helping Employees Realise Their Full Potential

Human capital is the greatest asset in an organisation. To help employees fulfil their career aspirations and full potential, diverse roles have been created across HPB to cater to different skills, passion and areas of interests.

HPB's holistic career development framework aims to empower employees to take ownership in developing themselves and contributing to HPB's success. HPB provides diverse opportunities for vertical and lateral career growth such as in-job growth, job rotation and promotion. This creates opportunities for employees to be able to contribute to their best ability in health promotion.

HPB also supports lifelong learning for employees across all levels. Sponsorship is one of the avenues provided to support the learning needs of employers, to enable them to attain the next milestone in their career and prepare them for higher responsibilities.

Four enrolled nurses who were sponsored to pursue a Diploma in Nursing at Nanyang Polytechnic returned in 2015 to assume higher roles as registered nurses upon completion of their studies. HPB strives to continue this effort in supporting our employees on a journey of lifelong learning and enhancing their employability.

At HPB, there have been no lack of inspiring stories of HPB employees who have gone beyond the call of duty and made a difference to the lives of Singaporeans or their colleagues. Such stories motivate and inspire more like-minded people to join the organisation.

In a Straits Times' Executive Appointment feature in November 2015, Kennix Ho, Manager, Obesity Prevention Management Division, shared her experience on the various career opportunities which helped fuel her passion in promoting health. She has been involved in a multitude of roles such as the planning, development and implementation of nation-wide physical activity programmes. Promoting healthy living has also naturally inspired her to walk the talk in maintaining a healthy lifestyle and to positively influence others to do the same.

“There is real satisfaction you get from talking to and observing the participants. When they enjoy the programme, they would not hesitate to thank you for a job well done.”

— Kennix Ho, Manager,
Obesity Prevention Management Division

HPB Employee of the Year Award 2015

HPB's core values are exemplified through the HPB Employee of the Year Award annually. In 2015, 10 employees were recognised and commended for bringing these core values to life. The stories of how these HPB role models embrace the qualities of Teamwork, Professionalism, Innovation, and Care for Others serve as an inspiration to many in HPB.



CEO of HPB, Mr Zee Yoong Kang, with one of the winners, Manager in the Research and Strategic Planning Division, Isaac Koh.

“Isaac innovates by challenging the status quo and often rallies other colleagues to think out of the box. His ability to nudge fellow colleagues towards embracing an open mindset beyond their comfort levels has been a great value-add to the team.”

“One of Hazyl's strengths is her strong people-oriented personality. Well-liked by many within and beyond her department, Hazyl exemplifies the HPB values in her interactions with her colleagues and in her work. Her generosity in sharing her experiences and willingness to help new team members assimilate into the new environment make her a joy to work with.”



CEO of HPB, Mr Zee Yoong Kang, with a winner from the Preventive Health Programmes Division, Manager, Hazyl Ng.



Another winner, Senior Manager in the Obesity Prevention Management Division, Christine Lau, receiving her award from CEO of HPB, Mr Zee Yoong Kang.

“Christine takes pride in her work and makes a conscientious effort to ensure work is delivered well. Christine is also very meticulous in coaching her staff, ensuring that they are given sufficient knowledge and guidance before they take on work on their own.”

HPB Quality Service Award 2015

The HPB Quality Service Award recognises the outstanding efforts of employees who demonstrate service excellence in their work by going the extra mile and making a positive impact on their stakeholders. These award winners serve as service role models who inspire other colleagues to perform their best in their work.

In 2015, HPB presented the Quality Service Award to 109 individuals who achieved 21 Commendation awards, 73 Silver awards, 8 Gold awards and 7 Star awards. Commendation awards were also presented to six teams.

“Madam Hapizah is approachable and friendly towards the students and staff members. She is understanding and accommodates the school’s needs and schedule when she plans dental programmes for the school.”



Chairman of HPB, Mr Lucas Chow, with Assistant Manager, Dental Therapist, Hapizah Binte Hussin, Star Winner of the HPB Quality Service Award 2015.



Chairman of HPB, Mr Lucas Chow, with the Procurement Team who received the Quality Service Team Commendation Award.

“The procurement team provided us with strong support during the tender process. The team’s strong belief in their processes and professionalism in answering our queries helped to guide us towards the successful implementation of the tender.”

HPB Innovation Award 2015

The HPB Innovation Award aims to strengthen the culture of innovation by recognising and rewarding project teams who have made innovative breakthroughs to help realise HPB’s efforts in health promotion. To promote innovation in all aspects of HPB’s work, the awards were categorised under two categories — Health Promotion and Internal Systems.



Gold award winner — The National Steps Challenge™ team.

The National Steps Challenge™ team clinched the Gold award in the Health Promotion category for making it easy, fun and rewarding for Singaporeans to embark on physical activity at any time and any place.

“This is an innovative programme that has encouraged Singaporeans to be aware and increase their level of physical activity with a simple device on their wrist. This is a simple way to integrate healthy living into daily life and motivates users to take more steps.”

The Procurement team won the Gold award in the Internal Systems category for making significant improvements to HPB’s processes.

“The team raised the bar in HPB’s procurement practices through demand aggregation, which resulted in significant board-wide savings, faster turnaround time to meet market needs and improved operational efficiency.”



Gold award winner — The Procurement team.

PS21 Excellence in Public Service Award 2015 - Healthier Dining Programme

The Excellence in Public Service Awards (ExPSA) commends public officers and agencies for service and organisational excellence. Under ExPSA, the Best Practice Award recognises agencies that have implemented innovative and effective practices or programmes in key areas that are important to the Public Service, and supports the identification and sharing of best practices among the Public Service.

HPB's Healthier Dining Programme clinched the Best Practice Award in stakeholder



Best Practice Award — Healthier Dining Programme.

communications and engagement. Commended for its innovative approach to align the interests of stakeholders in the F&B industry, the programme has increased the availability of healthier food options for Singaporeans when they dine out.

PS21 Star Service Award 2015 (Individual) - Senior Dental Therapist, Ang Gim Hoon



Senior Dental Therapist, Ang Gim Hoon, receiving her award from Permanent Secretary (Public Service Division), Ms Yong Ying-I.

The PS21 Star Service Award acknowledges and rewards public officers who have consistently demonstrated high standards of service excellence. Their dedication, heart for others and commitment to excellent service serves as an inspiration for the public service.

HPB's Senior Dental Therapist, Ang Gim Hoon, received the PS21 Star Service Award for her professionalism, empathy and dedication to provide oral health care to both mainstream and special needs students. Well-liked by patients and school staff, and a role model to her colleagues, she has inspired many with her service standards and dedication as a dental therapist.

“Ensuring proper dental care for young patients is my priority. This keeps me focused and motivated in my role. I know I have made a positive impact on them when I see their beautiful smiles and when they no longer fear coming back for dental treatment!”

PS21 Star Service Award 2015 (Team) - School Health Service Team

The PS21 Star Service Team Award honours officers that have come together to deliver excellent service and in doing so, improve the lives of fellow Singaporeans. This award promotes the spirit of teamwork and encourages officers to work together for better service outcomes.

One of HPB's School Health Service teams, Team S2P, was recognised for going the extra mile to ensure that parents understand the importance of protecting their children against infectious diseases and children are immunised in accordance with the National Childhood Immunisation Programme.



PS21 Star Service Award (Team) — School Health Service team.

PS21 Excellence through Continuous Enterprise and Learning (ExCEL) Award 2015 - Healthy Workplace Ecosystem

The PS21 ExCEL Award recognises projects and policy initiatives that best embody the ExCEL spirit of continuous learning and innovation, as well as acknowledges the commitment and teamwork demonstrated.

HPB's Healthy Workplace Ecosystem programme was conferred the PS21 ExCEL Award for its innovative workplace outreach strategy. The strategy involves positioning co-located workplaces, or workplace clusters, as strategic units to engage in health promotion. This had brought about a paradigm shift to form new and unconventional health partnerships with real estate developers and building owners of these workplace clusters, as they use healthy living as a tenant engagement strategy.



PS21 ExCEL Awards — Healthy Workplace Ecosystem.

Excellent Service Award (EXSA) 2015

The Excellent Service Award (EXSA) is a national award that salutes individuals who deliver exceptional quality service. The award aims to develop service models for staff to emulate and create service champions in the major service industries.

Supported by SPRING Singapore, EXSA is managed by seven industry leads — Association of Singapore Attractions, Land Transport Authority, Public Service Division, Restaurant Association of Singapore, Singapore Hotel Association, Singapore Retailers Association and the Association of Banks in Singapore.

Seventy-seven HPB staff received 40 Silver awards, 29 Gold awards and 8 Star awards under EXSA 2015.

Eastern Health Alliance (EHA) Caring Award 2015

Within the healthcare industry, HPB's nurses and dental therapists were recognised for their efforts in caring for their patients. Thirty-nine HPB staff received the Silver awards in the Eastern Health Alliance (EHA) Caring Award conferred by Changi General Hospital.



President's Award for Nurses 2015

This prestigious annual award is the highest accolade in the nursing profession and honours the country's most outstanding nurses who have shown sustained and exceptional performances in their contributions to patient care, education, leadership, research and administration.

Nurse Manager, Zeenat Binte Mohd Salim, was one of seven recipients of the President's Award for Nurses 2015.

Zeenat provides nursing services and health promotion programmes to school children and has been an inspirational role model and mentor to other nurses. Zeenat helps to coach nurses to prepare them for higher clinical and managerial roles. Her contributions in HPB for the past 27 years demonstrate her enthusiasm, professionalism and dedication to public health nursing.



Nurse Manager, Zeenat Binte Mohd Salim (second from left), received the President's Award for Nurses from President Tony Tan Keng Yam. With them are (from left) Minister for Health, Mr Gan Kim Yong, Mrs Mary Tan, and Chief Nursing Officer, Ms Tan Soh Chin.



Best Companies for Mums 2015 Awards – Most Supportive Supervisor Award

At the Best Companies for Mums 2015 Awards Ceremony organised by the NTUC Women's Development Secretariat (WDS), supported by the Tripartite Alliance for Fair and Progressive Employment Practices (TAFEP), Assistant Principal Dental Therapist from the School Dental Service, Sng Lee Noi, received the Most Supportive Supervisor Award. Lee Noi demonstrated exceptional efforts in making flexible work arrangements work for her staff. The award reinforced the Board's success in helping employees have better work-life harmony and amplifies efforts in making the workplace friendly for working mums.



Assistant Principal Dental Therapist, Sng Lee Noi (second from left), received the Most Supportive Supervisor Award with her nominee, Higher Dental Therapist, Elaine Chua Ann Yew (third from left). With them are NTUC WDS Director Ms Sylvia Choo, (left) and TAFEP General Manager, Mrs Roslyn Ten (right).

Making Healthy Living An Integral Part of HPB Culture

HPB walks the talk by being a role model in workplace health and implementing wellbeing programmes to make healthy living an integral part of HPB's culture.

The employee-led Healthy Workforce Committee has continued to introduce a variety of health and wellbeing initiatives for employees. The wide range of programmes and activities catered to the diverse interests of employees and included Friendship Games Day, Active Fridays, sports interest groups, lunchtime classes and pantry parties where healthy recipes are shared.



HPB Friendship Games Day 2015.

Corporate Governance

The Health Promotion Board (HPB) was established on 1 April 2001 to perform the functions, objects and duties set out in the Health Promotion Board Act (Chapter 122B) (the Act). HPB was also registered as a charity (Registration No: 01810) under the Charities Act (Chapter 37) since 17 September 2004.

Board of Directors

The Board of Directors (the Board) comprises ten independent members from a variety of sectors including academia, audit, finance, healthcare and the public sector. It is committed to ensuring the highest standards of corporate governance and managing operations and programmes well to achieve its objectives. The Board reviews and approves HPB's strategies, plans and financial budgets to ensure that activities and resources allocated are optimised to meet HPB's objectives and key priorities. It ensures that internal control systems and processes are in place to comply with applicable laws and regulations and to preserve integrity and transparency within HPB. The Board also approves documented human resource policies in the key areas of recruitment, remuneration and benefits.

There are four board committees with written terms of reference approved by the Board. These committees are the Personnel Board, Audit & Risk Management Committee, Medical and Dental Board, and the Investment Committee. Each committee helms the different aspects of strategic and operational management and control.

The members of the Board are paid allowances based on the rates set by the Public Service Division, which ranges from \$5,625 to \$22,500. The total board member allowances for FY2015/2016 is \$106,875.

Disclosure & Transparency

There are clear policies and procedures for board members and staff to declare, prevent and address potential or actual conflict of interest. Where conflict of interest arises, they do not vote or participate in discussions and decision-making on the subject matter.

All staff are expected to uphold the integrity of the Public Service to instil public confidence and trust by adhering to HPB's Code of Conduct. An Internal Disclosure (whistle-blowing) policy is also in place to empower staff to report wrongful practices in HPB directly to the Chairperson of the Audit & Risk Management Committee or to the Chairman of the Board.

Among the top three HPB key executives in FY2015/2016, one key executive receives annual remuneration between \$500,000 and \$600,000 while the other two key executives receive annual remuneration between \$400,000 and \$500,000. The annual remuneration includes salary, bonus, benefits and employers' CPF contributions.

Reserve Policy Statement

HPB manages its reserves judiciously and reviews it annually to ensure long-term financial sustainability. As at 31 March 2016, our reserves stood at \$39.5m (or 19% of HPB's annual expenditure) and are unrestricted for use to fund capital and operational requirements, including the funding of deficits as and when they arise.

Health Promotion Board

ANNUAL FINANCIAL STATEMENTS

31 March 2016

General information

Board members

Mr Lucas Chow, Chairman	
Ms Amy Hing Nguk Juon	
Prof Kenneth Kwek Yung Chiang	
Mr Lim Teck Yin	
Ms Low Khah Gek	
Dr Intan Azura Binte Mokhtar	
Mrs Quek Bin Hwee	
Prof Chia Kee Seng	(Appointed on 1 April 2016)
Mr Philip Lee Sooi Chuen	(Appointed on 1 April 2016)
Mr Vivakanadan s/o Sinniah	(Appointed on 1 April 2016)
Prof Lee Hin Peng	(Term ended on 31 March 2016)
Mr Lim Hock Chee	(Term ended on 31 March 2016)
Dr Kumaran s/o Rasappan	(Term ended on 31 March 2016)

Registered office

No. 3, Second Hospital Avenue
Singapore 168937

Auditor

Ernst & Young LLP

Banker

DBS Bank Ltd
United Overseas Bank Limited
Citibank N.A., Singapore Branch

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Statement by Health Promotion Board

We, Lucas Chow and Zee Yoong Kang, on behalf of Health Promotion Board (the “Board”), do hereby state that, in our opinion:

- (i)

The accompanying statement of financial position, statement of comprehensive income, statement of changes in equity and statement of cash flows together with the notes thereto are drawn up so as to give true and fair view of the financial position of the Board as at 31 March 2016 and the financial performance, changes in equity and cash flows of the Board for the financial year then ended; and
- (ii)

At the date of this statement, there are reasonable grounds to believe that the Board will be able to pay its debts as and when they fall due.

On behalf of the Board



Lucas Chow
Chairman



Zee Yoong Kang
Chief Executive Officer

Singapore
28 June 2016

Independent auditor's report

For the financial year ended 31 March 2016

Independent auditor's report to the member of the Health Promotion Board

Report on the financial statements

We have audited the accompanying financial statements of Health Promotion Board (the "Board"), which comprise the statement of financial position as at 31 March 2016, statement of comprehensive income, statement of changes in equity and statement of cash flows for the financial year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the Health Promotion Board Act (Chapter 122B) (the "Act") and Statutory Board Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements are properly drawn up in accordance with the provisions of the Act and Statutory Board Financial Reporting Standards so as to present fairly, in all material respects, the financial position of the Board as at 31 March 2016 and the financial performance, changes in equity and cash flows of the Board for the financial year ended on that date.

Independent auditor's report

For the financial year ended 31 March 2016

Independent auditor's report to the member of the Health Promotion Board

Report on other legal and regulatory requirements

Management's responsibility for compliance with legal and regulatory requirements

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act. This responsibility includes implementing accounting and internal controls as management determines are necessary to enable compliance with the provisions of the Act.

Auditor's responsibility

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We conducted our audit in accordance with Singapore Standards on Auditing. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act.

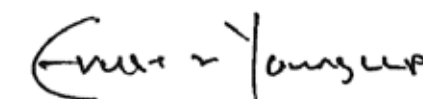
Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risk of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Because of the inherent limitations in any accounting and internal control system, non-compliances may nevertheless occur and not be detected.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.

Opinion

In our opinion:

- (a) the receipt, expenditure, investment of moneys and the acquisition and disposal of assets by the Board during the year are, in all material respects, in accordance with the provisions of the Act; and
- (b) proper accounting and other records required have been kept, including records of all assets of the Board whether purchased, donated or otherwise.



Ernst & Young LLP
Public Accountants and
Chartered Accountants
Singapore
28 June 2016

Statement of financial position

As at 31 March 2016

	Note	2015/2016 \$	2014/2015 \$
Non-current assets			
Property, plant and equipment	4	6,399,072	8,857,207
Intangible assets	5	9,490,624	9,507,296
		15,889,696	18,364,503
Current assets			
Financial assets at fair value through profit or loss	6	-	17,887,806
Receivables	7	1,151,039	1,686,199
Prepayments		689,906	759,227
Grant receivables	8	14,578,820	13,905,007
Cash and cash equivalents	10	104,934,450	65,577,196
		121,354,215	99,815,435
Current liabilities			
Payables and accruals	11	50,726,626	35,415,555
Grants received in advance	8	1,017,929	5,784,628
		51,744,555	41,200,183
Net current assets		69,609,660	58,615,252
Non-current liabilities			
Deferred capital grants	12	1,084,801	2,176,917
Obligations in respect of pension scheme	13	10,456,863	10,754,217
		11,541,664	12,931,134
Net assets		73,957,692	64,048,621
Equity			
Share capital	14	34,473,849	30,926,192
Accumulated surplus		39,483,843	33,122,429
		73,957,692	64,048,621

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Statement of comprehensive income

For the financial year ended 31 March 2016

	Note	2015/2016 \$	2014/2015 \$
Income			
Service maintenance income		1,345,273	1,329,392
Interest income		812,591	607,887
Other income		961,222	847,677
Net fair value gain on financial assets		-	601,478
Donation income		451,250	243,870
		3,570,336	3,630,304
Expenditure			
Staff cost	16	(81,841,510)	(75,483,127)
Programme and marketing expenses		(84,234,185)	(58,968,386)
General and administrative expenses		(24,887,751)	(23,153,200)
Information technology services and maintenance		(18,459,872)	(18,132,746)
Net fair value loss on financial assets		(21,648)	-
		(209,444,966)	(175,737,459)
Deficit before grants		(205,874,630)	(172,107,155)
Grants			
Government operating grants	9	213,138,390	172,893,742
Non-government operating grants	9	216,795	91,640
Deferred government capital grants amortised	12	1,312,859	1,553,879
		214,668,044	174,539,261
Surplus for the financial year		8,793,414	2,432,106
Other comprehensive income			
Actuarial losses on obligations in respect of pension scheme	13	-	(223,879)
Total comprehensive income		8,793,414	2,208,227

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Statement of changes in equity

For the financial year ended 31 March 2016

	Share capital	Accumulated surplus	Total
	\$	\$	\$
At 1 April 2015	30,926,192	33,122,429	64,048,621
Issuance of ordinary shares	3,547,657	-	3,547,657
Surplus for the financial year	-	8,793,414	8,793,414
Dividends paid (Note 15)	-	(2,432,000)	(2,432,000)
Total comprehensive income	-	6,361,414	6,361,414
At 31 March 2016	34,473,849	39,483,843	73,957,692
At 1 April 2014	27,096,534	30,914,202	58,010,736
Issuance of ordinary shares	3,829,658	-	3,829,658
Surplus for the financial year	-	2,432,106	2,432,106
Other comprehensive income	-	(223,879)	(223,879)
Total comprehensive income	-	2,208,227	2,208,227
At 31 March 2015	30,926,192	33,122,429	64,048,621

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Statement of cash flows

For the financial year ended 31 March 2016

	Note	2015/2016	2014/2015
		\$	\$
Cash flows from operating activities			
Deficit before grants		(205,874,630)	(172,107,155)
Adjustments for:			
Depreciation of property, plant and equipment	4	2,932,814	2,928,419
Amortisation of intangible assets	5	4,124,063	4,227,359
Loss on disposal of property, plant and equipment and intangible assets		298,180	3,468
Interest income		(812,591)	(607,887)
Net fair value loss/(gains) on financial assets		21,648	(601,478)
		(199,310,516)	(166,157,274)
Change in working capital:			
Receivables and prepayment		604,481	(643,956)
Payables and accruals		15,311,071	(2,194,164)
Obligations in respect of pension scheme		(297,354)	(461,666)
Net cash used in operating activities		(183,692,318)	(169,457,060)
Cash flows from investing activities			
Interest received		812,591	607,887
Investment in funds with fund manager		17,866,158	(619,779)
Purchase of property, plant and equipment	4	(772,859)	(2,806,347)
Purchase of intangible assets	5	(4,107,391)	(3,037,341)
Net cash generated from/(used in) investing activities		13,798,499	(5,855,580)
Cash flows from financing activity			
Government grants received		207,949,722	174,008,178
Other grants received/(refunded)		185,694	(44,432)
Proceeds from issuance of shares	14	3,547,657	3,829,658
Dividend payment	15	(2,432,000)	-
Net cash generated from financing activity		209,251,073	177,793,404
Net increase in cash and cash equivalents		39,357,254	2,480,764
Cash and cash equivalents at beginning of the financial year		65,577,196	63,096,432
Cash and cash equivalents at end of the financial year	10	104,934,450	65,577,196

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Notes to the financial statements

For the financial year ended 31 March 2016

I. Domicile and activities

Health Promotion Board (the “Board”) was established on 1 April 2001 under the provisions of the Health Promotion Board Act (Chapter 122B) (the “Act”) and is under the purview of the Ministry of Health. As a statutory board, the Board is subject to the directions of the Ministry of Health, and is required to implement policies and policy changes as determined by its supervisory ministry. The Board’s registered office is located at 3 Second Hospital Avenue, Singapore 168937.

The Board is also registered as a charity (Registration No: 01810) under the Charities Act (Chapter 37) since 17 September 2004.

The principal activities of the Board are to:

- (a) advise the Government, either of its own motion or upon request made to it by the Minister, on all matters connected with the promotion of good health and healthy lifestyles amongst the people of Singapore, including the formulation of policies, the creation of conditions and the provision of public facilities that are conducive to the promotion of good health and healthy lifestyle amongst the people of Singapore;
- (b) devise, organise and implement programmes and other activities for or related to the promotion of good health and healthy lifestyle amongst the people of Singapore, health education programmes and programmes and other activities for or related to the prevention or detection of diseases;
- (c) collaborate with any organisation to devise, organise and implement, or to provide support or assistance to any organisation in devising and implementing any of the programmes or activities referred to in paragraph 1(b);
- (d) monitor and conduct investigations and research into any matter relating to the health and nutritional statuses of the people of Singapore;
- (e) promote a healthy food supply in Singapore;
- (f) determine, establish and recommend nutritional standards and dietary guidelines, and guidelines for the provision of nutritional information;
- (g) provide healthcare services (including medical, dental, health-screening and immunisation services) to school children and such other persons or class of persons as the Board thinks fit;
- (h) provide consultancy services to Government departments, members of the healthcare industry and the private sector on matters relating to health education, the preservation and promotion of health, healthy lifestyles and healthy dietary practices and the prevention and detection of diseases; and
- (i) represent the Government internationally on matters related to or connected with health education, the preservation and promotion of health and the prevention and detection of diseases.

There have been no significant changes in the nature of these activities during the financial year.

Notes to the financial statements

For the financial year ended 31 March 2016

2. Summary of significant accounting policies

2.1 Basis of preparation

Statement of compliance

The financial statements of the Board have been prepared in accordance with the provisions of the Act and Statutory Board Financial Reporting Standards (“SB-FRS”). SB-FRS include Statutory Board Financial Reporting Standards, Interpretations of SB-FRS and SB-FRS Guidance Notes as promulgated by the Accountant-General.

Basis of measurement

The financial statements have been prepared under the historical cost basis except as otherwise described below.

Functional and presentation currency

The financial statements are presented in Singapore dollars, which is the Board’s functional currency.

2.2 Changes in accounting policies

The accounting policies adopted are consistent with those of the previous financial year except in the current financial year, the Board has adopted all the new and revised standards and interpretation of SB-FRS (“INT SB-FRS”) that are effective for annual periods beginning on or after 1 April 2015. The adoption of these standards and interpretations did not have any effect on the financial performance or position of the Board.

Notes to the financial statements

For the financial year ended 31 March 2016

2. Summary of significant accounting policies (continued)

2.3 SB-FRS and INT SB-FRS issued but not yet effective

The Board has not adopted the following standards and interpretations that have been issued but not yet effective:

Description	Effective for annual periods beginning on or after
SB-FRS 114 <i>Regulatory Deferral Accounts</i>	1 January 2016
SB-FRS 27 <i>Amendments to SB-FRS 27: Equity Method in Separate Financial Statements</i>	1 January 2016
SB-FRS 16, SB-FRS 38 <i>Amendments to SB-FRS 16 and SB-FRS 38: Clarification of Acceptable Methods of Depreciation and Amortisation</i>	1 January 2016
SB-FRS 16, SB-FRS 41 <i>Amendments to SB-FRS 16 and SB-FRS 41: Agriculture: Bearer Plants</i>	1 January 2016
SB-FRS 111 <i>Amendments to SB-FRS 111: Accounting for Acquisitions of Interests in Joint Operations</i>	1 January 2016
SB-FRS 1001 <i>Accounting and Disclosure for Non-Exchange Revenue</i>	1 January 2017
SB-FRS 115 <i>Revenue from Contracts with Customers</i>	1 January 2018
SB-FRS 109 <i>Financial Instruments, Illustrative Examples, Implementation Guidance and Amendments to Guidance on Other Standards</i>	1 January 2018

The Board expects that the adoption of the above pronouncements will not have a significant impact on the financial statements in the period of initial application.

Notes to the financial statements

For the financial year ended 31 March 2016

2. Summary of significant accounting policies (continued)

2.4 Property, plant and equipment

Property, plant and equipment are initially measured at cost, subsequent to recognition, property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use, and the cost of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

The cost of replacing a component of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Board and its cost can be measured reliably. The costs of the day-to-day servicing of property, plant and equipment are recognised in the income and expenditure statement as incurred.

Gains and losses on disposal of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and are recognised net within other income/other expenses in the income and expenditure statement.

Depreciation on property, plant and equipment is recognised as an expense in the income and expenditure statement on a straight-line basis over the estimated useful lives of each component of property, plant and equipment.

The estimated useful lives for the current and comparative periods are as follows:

Computers	3 to 5 years
Leasehold improvement	8 years
Furniture and fittings	8 years
Other equipment	3 to 10 years
Medical equipment	8 years
Motor vehicles	10 years

Capital work-in-progress included in property, plant and equipment are not depreciated as these assets are not yet available for use.

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted as appropriate.

Notes to the financial statements

For the financial year ended 31 March 2016

2. Summary of significant accounting policies (continued)

2.5 Intangible assets

Intangible assets that are acquired by the Board, which have finite useful lives, are measured at cost less accumulated amortisation and accumulated impairment losses. Intangible assets are amortised in income and expenditure on a straight-line basis over their estimated useful lives of 3 to 5 years, from the date on which they are available for use.

Computer software under development

Computer software under development are stated at cost. Expenditure relating to the capital work-in-progress are capitalised when incurred. No depreciation is provided until the intangible assets are ready for use.

2.6 Impairment of non-financial assets

The carrying amounts of the Board’s non-financial assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets’ recoverable amounts are estimated.

The recoverable amount of an asset or cash-generating unit (“CGU”) is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the assets or CGU. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of CGU.

An impairment loss is recognised if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognised in the income and expenditure statement.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset’s carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

Notes to the financial statements

For the financial year ended 31 March 2016

2. Summary of significant accounting policies (continued)

2.7 Financial instruments

(a) Financial assets

Initial recognition and measurement

Financial assets are recognised when, and only when, the Board becomes a party to the contractual provisions of the financial instrument. The Board determines the classification of its financial assets at initial recognition.

When financial assets are recognised initially, they are measured at fair value, plus, in the case of financial assets not at fair value through profit or loss, directly attributable transaction costs.

Subsequent measurement

The subsequent measurement of financial assets depends on their classifications as follows:

Financial assets at fair value through profit or loss

A financial asset is classified as fair value through profit or loss if it is classified as held for trading or is designated as such upon recognition. Financial assets are designated at fair value through profit or loss if the Board manages such investments and makes purchase and sale decisions based on their fair value in accordance with the Board’s documented investment strategies.

The Board has not designated any financial assets upon initial recognition at fair value through profit or loss.

Subsequent to initial recognition, financial assets at fair value through profit or loss are measured at fair value. Any gains or losses arising from the changes in fair value of the financial asset are recognised in income and expenditure. Net gains or net losses on financial assets at fair value through profit or loss include exchange differences, interest and dividend income.

Loans and receivables

Non-derivative financial assets with fixed or determinable payments that are not quoted in an active market are classified as loans and receivables. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in income and expenditure when the loans and receivables are derecognised or impaired, and through the amortisation process.

Derecognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income is recognised in income and expenditure.

Notes to the financial statements

For the financial year ended 31 March 2016

2. Summary of significant accounting policies (continued)

2.7 Financial instruments (continued)

(a) Financial assets (continued)

Regular way purchase or sale of a financial asset

All regular way purchases and sales of financial assets are recognised or derecognised on the trade date, i.e., the date that the Board commits to purchase or sell the asset. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace concerned.

(b) Financial liabilities

Initial recognition and measurement

Financial liabilities are recognised when, and only when, the Board becomes a party to the contractual provisions of the financial instrument. The Board determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value and in the case of other financial liabilities, plus directly attributable transaction costs.

Subsequent measurement

The measurement of financial liabilities depends on their classification as follows:

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading. Financial liabilities are classified as held for trading if they are acquired for the purpose of selling in the near term. This category includes derivative financial instruments entered into by the Board that are not designated as hedging instruments in hedge relationships. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

Subsequent to initial recognition, financial liabilities at fair value through profit or loss are measured at fair value. Any gains and losses arising from changes in fair value of the financial liabilities are recognised in income and expenditure.

Financial liabilities at amortised cost

After initial recognition, financial liabilities that are not carried at fair value through profit or loss are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in income and expenditure when the liabilities are derecognised, and through amortisation process.

Notes to the financial statements

For the financial year ended 31 March 2016

2. Summary of significant accounting policies (continued)

2.7 Financial instruments (continued)

(b) Financial liabilities (continued)

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognised in income and expenditure.

(c) Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is presented in the balance sheet, when and only when, there is a currently enforceable legal right to set-off the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

2.8 Cash and cash equivalents

Cash and cash equivalents comprise cash at bank, cash placed with Accountant-General's Department, cash placed with fund manager and cash on hand.

2.9 Impairment of financial assets

The Board assesses at each reporting date whether there is any objective evidence that a financial asset is impaired.

Financial assets carried at amortised cost

For financial assets carried at amortised cost, the Board first assesses whether objective evidence of impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. If the Board determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment loss is, or continues to be recognised are not included in a collective assessment of impairment.

If there is objective evidence that an impairment loss on financial assets carried at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. If a loan has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The impairment loss is recognised in income and expenditure.

Notes to the financial statements

For the financial year ended 31 March 2016

2. Summary of significant accounting policies (continued)

2.9 Impairment of financial assets (continued)

Financial assets carried at amortised cost (continued)

When the asset becomes uncollectible, the carrying amount of impaired financial assets is reduced directly or if an amount was charged to the allowance account, the amounts charged to the allowance account are written-off against the carrying value of the financial assets.

Objective evidence that financial assets (including equity securities) are impaired can include default or delinquency by a debtor, restructuring of an amount due to the Board on terms that the Board would not consider otherwise, or indications that a debtor or issuer will enter bankruptcy.

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed to the extent that the carrying amount of the asset does not exceed its amortised cost at the reversal date. The amount of reversal is recognised in income and expenditure.

In assessing collective impairment, the Board uses historical trends of the probability of default, timing of recoveries and the amount of loss incurred, adjusted for management's judgement as to whether current economic and credit conditions are such that the actual losses are likely to be greater or less than suggested by historical trends.

2.10 Grants

Government grants and contributions received by the Board from other organisations for the purchase of depreciable assets are taken to grants received in advance account in the first instance. They are taken to the deferred capital grants account upon the utilisation of the grants for the purchase of assets which are capitalised.

Deferred capital grants are recognised in the income and expenditure statement over the periods necessary to match the depreciation and write off of the assets purchased or donated, with the related grants. Upon the disposal of property, plant and equipment, the balance of the related deferred capital grants is recognised in the income and expenditure statement to match the net book value of the property, plant and equipment disposed.

Government and other grants received by the Board to meet operating expenses are recognised as income in the year these operating expenses were incurred and there is reasonable assurance that the Board will comply with the conditions attached to it. Government grants are accounted for on the accrual basis.

Government grants are grants received from government bodies, including statutory boards. Funds received from all other organisations are classified as non-government grants.

Notes to the financial statements

For the financial year ended 31 March 2016

2. Summary of significant accounting policies (continued)

2.11 Leases

Where the Board has the use of assets under operating leases, payments made under the leases are recognised in the income and expenditure statement on a straight-line basis over the term of the lease. Lease incentives received are recognised as an integral part of the total lease expense, over the term of the lease. Contingent rentals are charged to the income and expenditure statement in the accounting period in which they are incurred.

2.12 Employee benefits

Defined contribution plan

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an employee benefit expense in the income and expenditure statement in the periods during which services are rendered by employees.

Employee leave entitlement

Employee entitlements to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability for annual leave as a result of services rendered by employees up to the reporting date.

Short-term employee benefits

Short-term benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus if the Board has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Notes to the financial statements

For the financial year ended 31 March 2016

2. Summary of significant accounting policies (continued)

2.12 Employee benefits (continued)

Post employment benefits

Cost of providing defined retirement benefit scheme (the “HPB Pension Scheme”) is determined using the projected unit credit method, with actuarial valuations being carried out at least once in three years. The present value of obligation for all pensionable employees is determined by projecting each active employee’s benefits accrued from the starting date of their service with the Board (i.e., 1 April 2001) up to the valuation date, allowing for salary increases and the probability of earlier exits, and discounted using a long-term discount rate. The obligations to existing pensioners under the HPB Pension Scheme are calculated as the present value of pensions payable to the pensioners for their remaining lifetime.

At each valuation date, the total present value of obligation is compared to the book amount to determine the actuarial gain or loss. The Board recognises all actuarial gains and losses arising from post employment benefits in other comprehensive income and all expenses related to defined benefit plans in personnel expenses in income and expenditure statement.

Past service cost is recognised immediately to the extent that the benefits are already vested since the starting date of the pensionable employees’ service with the Board.

2.13 Revenue recognition

Interest income

Interest income is recognised on a time-proportion basis using the effective interest method.

Service maintenance income

Service maintenance income is recognised when the service is rendered.

Donation income

Donation income refers to contributions of goods or services in support of the Board’s programmes. Donation-in-kind are measured at the fair value of the goods or services received and are recognised upon delivery of the goods or services.

2.14 Related parties

Related parties are considered to be related to the Board if the Board has direct and indirect ability to control the party, jointly control or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Board and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

Notes to the financial statements

For the financial year ended 31 March 2016

3. Significant accounting estimates and judgements

The preparation of the Board’s financial statements in conformity with SB-FRSs requires management to make judgements, estimates and assumptions that affect the application of accounting policies and reported amounts of assets, liabilities, income and expenses at the end of each reporting period. Uncertainty about these assumptions and estimates could result in outcomes that could require a material adjustment to the carrying amount of the asset or liability affected in the future periods.

3.1 Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period are discussed below. The Board based its assumptions and estimates on parameters available when the financial statements was prepared. Existing circumstances and assumptions about the future developments, however, may change due to market changes or circumstances arising beyond the control of the Board. Such changes are reflected in the assumptions when they occur.

Pension expense

Pension expense is determined using certain actuarial estimates and assumptions relating to the discount rate used in valuing the defined benefit obligation and future expectations such as future salary increases, retirement age, and mortality rate of covered employees. These estimates and assumptions directly influence the amount recognised in income and expenditure. Further details about the assumptions used and sensitivity analysis are disclosed and further explained in Note 13 to the financial statements.

3.2 Judgements made in accounting policies

In the process of applying accounting policies, the Board has made the following judgements which have the most significant effect on the amounts recognised in the financial statements:

Government operating grants

Government grants to meet operating expenses are recognised as income in the income and expenditure statement on the accrual basis in the year these operating expenses were incurred and there is reasonable assurance that the Board will comply with the conditions attached to it. For certain grants, the government agencies reserve the right to withdraw, withhold or reduce the amount of any funds approved but not yet disbursed or to call for the refund of all funds which have been disbursed to the Board if the conditions are not met.

Notes to the financial statements

For the financial year ended 31 March 2016

4. Property, plant and equipment

	Computers	Leasehold improvement	Furniture and fittings	Other equipment	Medical equipment	Motor vehicles	Capital work-in-progress	Total
	\$	\$	\$	\$	\$	\$	\$	\$
Cost								
At 1 April 2014	7,819,280	10,408,093	402,425	4,001,735	12,770,787	56,001	10,122	35,468,443
Additions	245,380	480,216	2,250	878,961	1,199,540	-	-	2,806,347
Reclassifications	10,122	-	-	-	-	-	(10,122)	-
Disposals	(792,300)	(50,472)	(214,845)	(86,953)	(476,458)	-	-	(1,621,028)
At 31 March 2015 and 1 April 2015	7,282,482	10,837,837	189,830	4,793,743	13,493,869	56,001	-	36,653,762
Additions	313,290	-	-	3,195	456,374	-	-	772,859
Disposals	(83,756)	-	-	(694,272)	(138,231)	-	-	(916,259)
At 31 March 2016	7,512,016	10,837,837	189,830	4,102,666	13,812,012	56,001	-	36,510,362
Accumulated depreciation								
At 1 April 2014	5,198,151	8,470,500	370,243	2,406,669	10,011,666	28,467	-	26,485,696
Depreciation for the financial year	991,989	645,097	7,875	693,977	583,881	5,600	-	2,928,419
Disposals	(792,300)	(50,472)	(214,845)	(83,485)	(476,458)	-	-	(1,617,560)
At 31 March 2015 and 1 April 2015	5,397,840	9,065,125	163,273	3,017,161	10,119,089	34,067	-	27,796,555
Depreciation for the financial year	911,592	625,088	7,853	727,013	655,668	5,600	-	2,932,814
Disposals	(83,756)	-	-	(400,519)	(133,804)	-	-	(618,079)
At 31 March 2016	6,225,676	9,690,213	171,126	3,343,655	10,640,953	39,667	-	30,111,290
Carrying amount								
At 31 March 2015	1,884,642	1,772,712	26,557	1,776,582	3,374,780	21,934	-	8,857,207
At 31 March 2016	1,286,340	1,147,624	18,704	759,011	3,171,059	16,334	-	6,399,072

Notes to the financial statements

For the financial year ended 31 March 2016

5. Intangible assets

	Computer software \$	Computer software under development \$	Total \$
Cost			
At 1 April 2014	42,176,606	275,140	42,451,746
Additions	2,406,720	630,621	3,037,341
Written off	(997,014)	-	(997,014)
At 31 March 2015 and 1 April 2015	43,586,312	905,761	44,492,073
Additions	4,107,391	-	4,107,391
Written off	(30,500)	-	(30,500)
Transfers	905,761	(905,761)	-
At 31 March 2016	48,568,964	-	48,568,964
Accumulated amortisation			
At 1 April 2014	31,754,432	-	31,754,432
Amortisation charge for the financial year	4,227,359	-	4,227,359
Written off	(997,014)	-	(997,014)
At 31 March 2015 and 1 April 2015	34,984,777	-	34,984,777
Amortisation charge for the financial year	4,124,063	-	4,124,063
Written off	(30,500)	-	(30,500)
At 31 March 2016	39,078,340	-	39,078,340
Carrying amount			
At 31 March 2015	8,601,535	905,761	9,507,296
At 31 March 2016	9,490,624	-	9,490,624

Notes to the financial statements

For the financial year ended 31 March 2016

6. Financial assets at fair value through profit or loss

	2015/2016 \$	2014/2015 \$
Quoted equity securities	-	2,137,770
Quoted debt securities	-	15,750,036
	-	17,887,806

The Board had placed funds with a fund manager to invest in equity and debt securities. The fund manager has the discretionary power and authority to manage the funds for a term of three years from 6 February 2013 in accordance with the agreed investment guidelines and mandates set out in investment management agreement (the "Agreement"). The Agreement had expired on 5 February 2016.

In prior year, the fund managed by fund manager comprise the following assets:

	Note	2015/2016 \$	2014/2015 \$
Quoted equity securities		-	2,137,770
Quoted debt securities		-	15,750,036
		-	17,887,806
Accrued interest, dividend and receivable from investment	7	-	210,437
Cash balances	10	-	769,690
		-	18,867,933

Following the expiry of the Agreement with the fund manager on 5 February 2016, the Board withdrew its fund with the fund manager and placed it with the AGD under CLM framework (see Note 10).

Annualised return of the portfolio at maturity on 5 February 2016 was 1.54% (as at 31 March 2015 : 2.2%).

Notes to the financial statements

For the financial year ended 31 March 2016

7. Receivables

	Note	2015/2016	2014/2015
		\$	\$
Trade receivables		100,289	189,455
Amount due from Ministry of Health		5,950	606,708
Other receivables		689,132	560,488
Security deposits		355,668	329,548
Total receivables		1,151,039	1,686,199
Add: Cash and cash equivalents	10	104,934,450	65,577,196
Grants receivables	8(a)	14,578,820	13,905,007
Total loans and receivables		120,664,309	81,168,402

Trade receivables

Trade receivables are non-interest bearing and are generally on immediate to 30 days’ terms. They are recognised at their original invoice amounts which represent their fair value at initial recognition.

Amount due from Ministry of Health

This amount refers to recoverable costs for payments made on behalf of Ministry of Health (31 March 2015: funding for information technology services and payments on behalf of Ministry of Health). It is non-trade in nature, non-interest bearing and to be settled in cash.

Other receivables

Included in other receivables are interest receivable from deposits under the Centralised Liquidity Management (“CLM”) Framework amounting to \$667,121 (31 March 2015: \$348,748) and receivables relating to investments amounting to Nil (31 March 2015: \$210,437).

Notes to the financial statements

For the financial year ended 31 March 2016

Receivables that are past due but not impaired

The Board has trade receivables amounting to \$11,833 (31 March 2015: \$157,851) that are past due at the end of reporting period but not impaired.

These receivables are unsecured and the analyses of their aging at the end of reporting period is as follows:

	2015/2016	2014/2015
	\$	\$
Less than 30 days	6,426	157,581
Past due 31 - 60 days	5,321	109
Past due 61 - 90 days	-	161
Past due 91 - 120 days	86	-
	11,833	157,851

Based on historical default rates, the Board believes that no impairment allowance is necessary. These receivables mainly arise from customers that have a good payment record with the Board.

Notes to the financial statements

For the financial year ended 31 March 2016

8. Grant receivables/(grants received in advance)

Grant receivables

The movement of grant receivables at the reporting date is as follows:

	Note	2015/2016 \$	2014/2015 \$
(a) Government			
At beginning of the financial year		13,905,007	13,835,721
Deferred capital grants	12	220,743	180,583
Recognised in the statement of comprehensive income	9	190,323,576	5,628,510
Receipts		(189,870,506)	(5,739,807)
Grant receivable at end of the financial year		14,578,820	13,905,007

Grants received in advance

The movement in grants received in advance during the financial year is as follows:

	Note	2015/2016 \$	2014/2015 \$
(b) Government			
At beginning of the financial year		5,719,257	5,424,922
Grants received during the financial year		18,079,216	168,268,371
Deferred capital grants	12	-	(708,804)
Recognised in the statement of comprehensive income	9	(22,814,814)	(167,265,232)
At end of the financial year		983,659	5,719,257

Notes to the financial statements

For the financial year ended 31 March 2016

8. Grant receivables/(grants received in advance) (continued)

Grant receivables in advance (continued)

	Note	2015/2016 \$	2014/2015 \$
(c) Non-government			
At beginning of the financial year		65,371	333,843
Grants received/(refunded) during the financial year		185,694	(44,432)
Deferred capital grants	12	-	(132,400)
Recognised in the statement of comprehensive income	9	(216,795)	(91,640)
At end of the financial year		34,270	65,371
Total grants received in advance at end of the financial year		1,017,929	5,784,628

9. Grant recognised in the statement of comprehensive income

	Note	2015/2016 \$	2014/2015 \$
Government operating grants			
Transferred from grants receivables	8(a)	190,323,576	5,628,510
Transferred from grants received in advance	8(b)	22,814,814	167,265,232
		213,138,390	172,893,742
Non-government operating grants			
Transferred from grants received in advance	8(c)	216,795	91,640

Notes to the financial statements

For the financial year ended 31 March 2016

10. Cash and cash equivalents

Cash and cash equivalents in the statement of cash flows consist of the following:

	Note	2015/2016 \$	2014/2015 \$
Cash at bank and on hand		8,673	6,692
Cash placed with Accountant-General's Department		104,925,777	64,800,814
Cash placed with fund manager	6	-	769,690
Cash and cash equivalents in the statement of cash flows		104,934,450	65,577,196

Deposits placed with Accountant-General's Department ("AGD") are centrally managed by AGD under the Centralised Liquidity Management ("CLM") Framework.

The Board earns interest rate ranging from 1.06% to 1.46% per annum (2014/2015: 0.74% to 0.99%).

11. Payables and accruals

	2015/2016 \$	2014/2015 \$
Trade payables and accruals	49,978,022	34,738,092
Amount due to the Ministry of Health	221,570	199,619
Security deposits	527,034	477,844
Total financial liabilities carried at amortised cost	50,726,626	35,415,555

Notes to the financial statements

For the financial year ended 31 March 2016

12. Payables and accruals (continued)

Trade payables

Trade payables are non-interest bearing and are generally on immediate to 60 days' terms.

Amount due to Ministry of Health

This amount refers to rental received by the Board on behalf of the Ministry of Health. They are non-interest bearing, unsecured and to be settled in cash.

12. Deferred capital grants

	Note	2015/2016 \$	2014/2015 \$
At beginning of the financial year		2,176,917	2,709,009
Amount transferred from government grants	8	220,743	889,387
Amount transferred from non-government grants	8	-	132,400
		2,397,660	3,730,796
Amount transferred to			
Income and expenditure statement:			
- to match depreciation		(566,813)	(601,967)
- to match amortisation		(447,867)	(948,444)
- to match net book value of assets disposed		(298,179)	(3,468)
		(1,312,859)	(1,553,879)
At end of the financial year		1,084,801	2,176,917

Notes to the financial statements

For the financial year ended 31 March 2016

13. Obligations in respect of pension scheme

The Board operates an unfunded defined retirement benefit plan for certain employees under the provisions of the Pension Act (Chapter 225, 2004 Revised Edition). The pension fund was set up by the Board on 1 April 2001.

In managing the risk arising from the pension scheme, the Board maintains sufficient cash balance to support benefit payments to employees who participated in the plan over the life of the plan. The benefit payment obligations are influenced by discount rate, future salary increases and life expectancy of employees. The pension scheme is a closed scheme for which there shall be no new entrants to the scheme.

The Board performed an actuarial valuation to determine the liability of the Board in respect of its defined retirement benefit plans. The amount of contribution is based on the actuarial valuation performed by Actuarial Consulting Group in May 2015.

	2015/2016	2014/2015
	\$	\$
Present value of unfunded obligations	10,456,863	10,754,217

Movements in the net liability recognised in the statement of financial position are as follows:

	2015/2016	2014/2015
	\$	\$
At beginning of the financial year	10,754,217	10,992,004
Amounts recognised in the income and expenditure	343,359	324,985
Amounts recognised in the statement of comprehensive income	-	223,879
Benefits paid	(640,713)	(786,651)
At end of the financial year	10,456,863	10,754,217

Notes to the financial statements

For the financial year ended 31 March 2016

13. Obligations in respect of pension scheme (continued)

The amounts recognised in the statement of comprehensive income are as follows:

	2015/2016	2014/2015
	\$	\$
Current service costs	65,351	113,009
Interest on obligation	278,008	211,976
Total included in staff costs	343,359	324,985

Sources for actuarial losses resulting from pension valuation are as follows :

	2015/2016	2014/2015
	\$	\$
Effect of change in financial assumptions	-	591,119
Effect on change in demographic assumptions	-	(439,720)
Experience adjustments on plan liabilities	-	(375,278)
Actuarial losses recognised in statement of comprehensive income	-	(223,879)

Principal actuarial assumptions

Principal actuarial assumptions at the reporting date:

	2015/2016	2014/2015
	%	%
Discount rate	2.62	2.62

Assumptions regarding future mortality are based on published mortality tables. The expected retirement age is at 62 years old (2014/2015: 62 years old).

Notes to the financial statements

For the financial year ended 31 March 2016

13. Obligations in respect of pension scheme (continued)

Sensitivity analysis

A 25 basis points change in discount rate at the reporting date would have increased/ (decreased) surplus for the financial year by the amounts shown below. This analysis assumes that all other variables remain constant:

	25 bp increase	25 bp decrease
	\$	\$
31 March 2016		
Effect on service cost	1,307	(1,307)
Effect on defined benefit obligation	282,335	(282,335)
31 March 2015		
Effect on service cost	2,260	(2,260)
Effect on defined benefit obligation	290,364	(290,364)

A 25 basis points change in future salary increment rate at the reporting date would have (decreased)/increased surplus for the year by the amounts shown below. This analysis assumes that all other variables remain constant:

	25 bp increase	25 bp decrease
	\$	\$
31 March 2016		
Effect on service cost	(131)	131
Effect on defined benefit obligation	(10,457)	10,457
31 March 2015		
Effect on service cost	(226)	226
Effect on defined benefit obligation	(10,754)	10,754

Notes to the financial statements

For the financial year ended 31 March 2016

13. Obligations in respect of pension scheme (continued)

A 10 percent change in mortality rate at the reporting date would have increased/ (decreased) surplus for the year by the amounts shown below. This analysis assumes that all other variables remain constant:

	10% increase	10% decrease
	\$	\$
31 March 2016		
Effect on service cost	588	(588)
Effect on defined benefit obligation	188,224	(188,224)
31 March 2015		
Effect on service cost	1,017	(1,130)
Effect on defined benefit obligation	193,576	(205,330)

14. Share capital

	2015/2016		2014/2015	
	No. of shares	\$	No. of shares	\$
Issued and fully paid:				
At beginning of the financial year	30,926,192	30,926,192	27,096,534	27,096,534
Issuance during the financial year	3,547,657	3,547,657	3,829,658	3,829,658
At end of the financial year	34,473,849	34,473,849	30,926,192	30,926,192

During the financial year, the Board issued 3,547,657 shares (2014/2015: 3,829,658 shares) to the Minister for Finance under Section 22A of the Health Promotion Board Act for a total consideration of \$3,547,657 (2014/2015: \$3,829,658).

The shareholder is entitled to receive dividends as and when declared by the Board. The ordinary shares have no par value.

Notes to the financial statements

For the financial year ended 31 March 2016

15. Dividends paid

	2015/2016	2014/2015
	\$	\$
Final dividend paid in respect of current financial year	2,432,000	-

16. Staff costs

	2015/2016	2014/2015
	\$	\$
Salaries and wages	67,438,585	62,721,182
Central Provident Fund contributions	8,741,752	8,077,638
Staff welfare and development	3,180,512	3,267,814
Other benefits and allowances	2,480,661	1,416,493
	81,841,510	75,483,127

Notes to the financial statements

For the financial year ended 31 March 2016

17. Related party transactions

During the financial year, the Board engaged in various transactions in the ordinary course of its operation with entities related to the Board at prevailing prices or on customary terms and conditions. These transactions could have been replaced with transactions with other parties on similar terms and conditions.

Nature and amount of individually significant transactions

	2015/2016	2014/2015
	\$	\$
Rental of premises from Ministry of Health	4,126,966	3,821,265
Information technology services from Infocomm Development Authority of Singapore	4,709,062	5,366,015
Information technology services from Ministry of Education	802,856	824,247
Training services from Civil Service College	614,810	386,602

Key management personnel compensation

Key management personnel of the Board are those persons having the authority and responsibility for planning, directing and controlling the activities of the Board.

Key management personnel compensation is as follows:

	2015/2016	2014/2015
	\$	\$
Salaries and other short-term employee benefits	4,094,369	3,380,169
Post employment benefits	225,604	171,905
	4,319,973	3,552,074

Notes to the financial statements

For the financial year ended 31 March 2016

18. Commitments

Capital commitments

Capital commitments approved but not provided for in the financial statements are as follows:

	2015/2016	2014/2015
	\$	\$
Commitments in respect of contracts placed as at reporting date	1,699,000	5,466,000

Lease commitments

Commitments in relation to operating leases contracted for at the reporting date but not recognised as liabilities, are payable as follows:

	2015/2016	2014/2015
	\$	\$
Payable:		
Within 1 year	4,126,966	4,126,966
After 1 year but within 5 years	4,126,966	8,253,932
	8,253,932	12,380,898

19. Financial risk management objectives and policies

Overview

Risk management is integral to the whole business of the Board. The Board has a system of controls in place to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. The management monitors the Board's risk management process to ensure that an appropriate balance between risk and control is achieved.

The Board has exposure to the following risks from its use of financial instruments:

- Liquidity risk
- Credit risk
- Interest rate risk

Notes to the financial statements

For the financial year ended 31 March 2016

19. Financial risk management objectives and policies (continued)

Overview (continued)

This note presents information about the Board's exposure to each of the above risks, the Board's objective, policies and processes for measuring and managing risk. Further quantitative disclosures are included throughout these financial statements.

(a) Liquidity risk

The Board has minimal exposure to liquidity risk as its operations are funded by government grants. The Board has ensured sufficient liquidity through the holding of highly liquid assets in the form of cash and cash equivalents at all times to meet its financial obligations.

The table below summarises the maturity profile of the Board's financial asset and liabilities at the end of reporting period based on contractual undiscounted payments:

	One year or less 2015/2016	One year or less 2014/2015
	\$	\$
Financial assets		
Receivables	1,151,039	1,686,199
Cash and cash equivalents	104,934,450	65,577,196
Grants receivables	14,578,820	13,905,007
Total financial assets	120,664,309	81,168,402
Financial liabilities		
Payables and accruals	(50,726,626)	(35,415,555)
Net financial assets	69,937,683	45,752,847

Notes to the financial statements

For the financial year ended 31 March 2016

19. Financial risk management objectives and policies (continued)

(b) Credit risk

Credit risk is the risk that a counterparty to a financial instrument will fail to discharge an obligation or commitment that it has entered into with the Board.

At the reporting date, the maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

Surplus cash and fixed deposits are placed with banks and financial institutions, which are regulated. Investments are managed by professional fund managers, which are regulated.

Concentration of credit risk relating to receivables and grant receivables is limited since they are recoverable from Ministries and Government Agencies.

(c) Interest rate risk

At the reporting date, the interest rate profile of the interest bearing financial instruments are as follows:

	2015/2016	2014/2015
	\$	\$
Cash placed with Accountant-General's Department	104,925,777	64,800,814
Quoted debt securities placed with fund manager	-	15,750,036
	104,925,777	80,550,850

Sensitivity analysis

A 25 basis points change in interest rates at the reporting date would have increased/(decreased) surplus for the year by the amounts shown below. This analysis assumes that all other variables remain constant:

	25 bp increase	25 bp decrease
	\$	\$
As at 31 March 2016	262,314	(262,314)
As at 31 March 2015	201,377	(201,377)

Notes to the financial statements

For the financial year ended 31 March 2016

20. Capital management

The Board defines “capital” as share capital and accumulated surplus. The Board’s policy is to maintain a strong capital base to safeguard the ability to meet its long-term needs and to maintain creditor and market confidence.

There were no changes in the Board’s capital management approach during the financial year. The Board is not subject to externally imposed capital requirements.

21. Authorisation of financial statements

The financial statements for the financial year ended 31 March 2016 were authorised for issue by the Board on 28 June 2016.

ACKNOWLEDGEMENTS

The Health Promotion Board’s Annual Report FY2015/2016 editorial team would like to express our heartfelt thanks to the following colleagues and their family members for appearing in the Annual Report for FY2015/2016.

Our HPB Talents

Healthy Living in the Community

Haley, Nisha, Siong Yeo, Sumasni, Tee Hin, Zhen

Healthy Living in the Workplace

Jeremy, Li Ping, Melissa, Ram, Swee Suet, Zuriana

Healthy Living in Schools

Amar, Jake, Keira, Kaylia, Seraphina, Tara

Healthy Living Through Behavioural Insights and Technology

Amalyasa, Aston, Jo-Ann, Khim Soo, Nashita, Reagan

Realising Healthy Living from Within

Anu, Hazyl, Janelle, Mageswari, Sharon, Swee Lan, Wai Leong, Wendy



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