

LET'S
BEAT
DIABETES



National
Steps™
Challenge

Shaping Healthy Behaviours, Impacting Lives

HEALTH PROMOTION BOARD
ANNUAL REPORT

2016/2017



I QUIT

02	HPB's Vision, Mission and Values
04	Chairman's Message
06	CEO's Message
08	Board of Directors
10	HPB Leadership
12	War on Diabetes
18	NurtureSG
22	Shaping Healthy Behaviours in Schools
44	Shaping Healthy Behaviours at Workplaces
56	Shaping Healthy Behaviours in the Community
90	Shaping Healthy Behaviours through Technology
94	Shaping Healthy Behaviours from Within
106	Corporate Governance
107	Financial Statements
143	Acknowledgements

Our Vision

**A nation
of healthy
people**



Our Mission

**Empowering
individuals
to take ownership
of their health
through:**

① Being a centre of excellence for **health promotion, disease prevention and patient education**

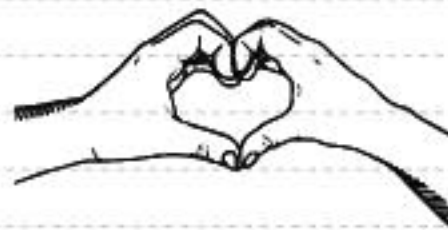
② Establishing, engaging and supporting **local and international partnerships**

③ Being a **people-centred organisation** that inspires and enables our employees to realise their full potential

Our Values

① **Care and concern**

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



② **Professionalism**

We do our work with **expert knowledge and skills**



③ **Integrity**

We maintain a **high standard of ethics** and manage resources responsibly



④ **Respect**

We treat everyone with **respect**



⑥ **Innovation**

We constantly seek **new and better ways** to promote health

⑤ **Commitment**

We are **committed** to do our best



The Journey to Good Health

“The health promotion journey is a never-ending but immensely rewarding one. Getting people to adopt healthier lifestyles, while a complex and ongoing challenge, pushes us to keep innovating our approaches.”

In 2016, the Health Promotion Board (HPB) marked 15 years of impacting the lives of Singaporeans, embedding healthy living into everyday life. In April 2017, I also concluded my eighth and last year serving as Chairman of the Board. Looking back at the journey, I am proud at how far we have come in encouraging Singaporeans to live healthy.

Success in health promotion

From health education to increase awareness and health literacy, to shaping the environment to affect Singaporeans' lifestyles and choices, the health promotion journey has been a dynamic and fruitful one.

Under our Food Strategy, we have made notable achievements in influencing Singaporeans' dietary consumption and purchases. As part of our efforts, the Healthier Choice Symbol is one of the most recognised and pervasive symbols in Singapore today. This visual identifier has been helping consumers make informed choices during grocery shopping.

In partnership with food and beverage establishments, our Healthier Dining Programme has also grown. There is now an increasing number of lower-calorie and healthier ingredient meal options for Singaporeans when they eat out.

We also rolled out Singapore's first pedometer-and-app based programme to encourage Singaporeans to lead active lifestyles. The nation-wide National Steps Challenge™ mobilised an unprecedented half a million Singaporeans to take more steps and move more.

We continue to affect the environments where Singaporeans work, live and play to provide seamless access to health-promoting initiatives. At workplaces, we reach out to our workforce through customised workplace health programmes. In childcare centres and schools, children and youth benefit from access to healthier meals. Within the community, we bring Singaporeans together in communal spaces for regular free exercise sessions.

Evolving our approach

The health promotion journey is a never-ending but immensely rewarding one. Getting people to adopt healthier lifestyles, while a complex and ongoing challenge, pushes us to keep innovating our approaches.

Pressing health challenges also bring to the fore the importance of preventive action. Like many developed and affluent countries, chronic diseases, such as diabetes, are a growing problem in Singapore. We also need to manage a rapidly ageing population. Against this backdrop, we need to ensure that our initiatives remain effective in addressing Singapore's health concerns.

One of the ways we have evolved has been our approach to health promotion. HPB has been an early adopter of behavioural economics in the public sector. We have shifted our approach from education and awareness building to applying behavioural insights to influence lifestyle choices.

Providing instant rewards for selecting a healthier meal, rallying peer support and social network systems, personalising progress reports and installing visual cues are some of the nudges we have introduced with success.

As Singaporeans become more tech-savvy and connected in the digital world, HPB has also found ways to keep health messages and information top-of-mind. Leveraging technology, the HealthHub portal provides Singaporeans with 24/7 access to personalised medical records and a suite of health-related content. New features continue to be added to extend the usefulness of the portal as a digital companion for healthy living.

Shaping a healthy nation

In my time with HPB, I have seen many committed individuals who have contributed to these advancements in health promotion - our partners across the public and private sectors, our Board of Directors and of course, our staff. Their collective effort has enabled us to encourage more and more Singaporeans to live healthy. I am proud to have been part of this journey.

Looking ahead, HPB will need to continually deepen its engagement with Singaporeans to influence choices, extend its collaboration with partners to increase the reach of initiatives, and remain innovative in finding ways to shape the nation's health. I wish HPB continued success as it forges ahead in its mission.

Lucas Chow
Chairman



Shaping Behaviours for a Healthy Nation

“Over the years, the Health Promotion Board has raised the ante on health-promoting efforts, from informing Singaporeans about living healthy to influencing sustainable behaviour change. In designing and implementing initiatives, we have sought to understand what motivates behaviour change and how Singaporeans respond to different environments and incentives.”

Health promotion has an integral role in Singapore's move beyond healthcare to health. Over the years, the Health Promotion Board (HPB) has raised the ante on health-promoting efforts, from informing Singaporeans about living healthy to influencing sustainable behaviour change.

In designing and implementing initiatives, we have sought to understand what motivates behaviour change and how Singaporeans respond to different environments and incentives.

Preventing the onset of disease

The unwavering focus on health promotion stems from the need to mitigate worrying health concerns. This includes the increasing rate of chronic diseases in Singapore, such as diabetes. Without any intervention, an estimated one million Singaporeans will be suffering from diabetes by 2050.

In 2016, HPB worked with the Ministry of Health to rally Singaporeans in a nationwide call to fight diabetes. We engaged Singaporeans from all walks of life on what more can be done in preventing and managing the disease. Over 2,000 Singaporeans responded with views on healthy eating, physical activity and health screening.

Shifting behaviours, shaping habits

Against a growing awareness on the importance of healthy living, HPB has continued to intensify efforts to turn healthy living intentions into actions.

We expanded our influence on Singaporeans' dietary choices, growing the number of healthier meals served by food and beverage outlets by three-fold, over three years. Today, some 26 million healthier meals are being served to Singaporeans by the 1,600 partners on board our Healthier Dining Programme.

The number of packaged food products in supermarkets and retail outlets carrying the Healthier Choice Symbol has also risen to 3,000 across 70 food categories. This widens the choices for Singaporeans, making it easier to choose healthy.

As a key member of the national NurtureSG Taskforce formed in 2016, responsible for instilling healthy living in the young, we deepened health promotion efforts targeted at children and youth. Across all levels, the focus on eating right from young has been stepped up. As at March 2017, 672 childcare centres, 357 mainstream schools and 13 Institutes of Higher Learning serve healthier meals.

In the second season of the National Steps Challenge™, we continued to nudge sedentary adult Singaporeans through the use of incentives and gamification, to be more active. More than 350,000

adult Singaporeans took up the challenge, doubling the number of sign-ups in season one. We found that 82 per cent of participants who were previously sedentary, increased the time they spent on physical activity after joining the challenge.

Across the island, free community exercise programmes have been extended to 72 neighbourhood parks and 27 shopping malls, increasing the accessibility for all Singaporeans to partake in exercise. By creating visibility of mass exercises in communal spaces, we also normalise the use of public spaces for group physical activity, encouraging more such activities.

Besides staying active and eating well, we continue to remind Singaporeans to safeguard their health. Our national screening programme, Screen for Life, keeps the importance of regular health screening and follow-up top-of-mind. With 70 per cent of the population found in workplaces, we have also brought screening and health coaching right to the doorsteps of workers. This has led to encouraging shifts in behaviours. Of those with abnormal screening results who returned for post-screening a year later, one in four have returned to a 'normal' health status in all aspects of their screening results.

Moving ahead in health promotion

We will build on the momentum achieved to take health promotion to the next level. In the development of our programmes, we will increase the application of insights and data analytics to effect behavioural change.

Beyond the organisation, we will deepen and broaden our collaborations with public and private sector partners. In doing so, we can turn more everyday environments into health promoting ecosystems, weaving healthy living into the lives of more Singaporeans.

I am excited at the opportunities that lie ahead for health promotion, as we shape a nation of healthy people.

Zee Yoong Kang
Chief Executive Officer



Mr Lucas Chow¹
Chairman
Health Promotion Board



Mr Philip Lee²
Chief Country Officer
of Singapore and
Vice Chairman of SEA,
Deutsche Bank AG



Mr Lim Teck Yin
Chief Executive Officer
Sport Singapore



Mrs Quak Bin Hwee
Vice Chairman
Markets and
Industries
Pricewaterhouse
Coopers LLP
(till 30 June 2017)



Prof Kenneth Kwek
Chief Executive Officer,
KK Women's and
Children's Hospital
(till 30 April 2017)
Chief Executive Officer,
Singapore General Hospital
(w.e.f. 1 May 2017)



Prof Chia Kee Seng
Dean
Saw Swee Hoek
School of Public Health
National University of Singapore



Mr Vithakamathan s/o Skariah
Executive Chairman
PSB Academy



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



Ms Low Khiah Gek³
Deputy Director-General of
Education (Schools)
and Director of Schools
Ministry of Education
(till 31 December 2016)
Chief Executive Officer,
Institute of
Technical Education
(w.e.f. 2 February 2017)



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

¹Term ended on 31 March 2017
²Assumed the role of HPB Chairman on 1 April 2017
³Term ended on 31 December 2016

Dr Shyamala Thilagaratnam
Director
Regional Health and
Community Outreach
Division



Mr Sim Beng Khoo
Director
Workplace Health
and Outreach
Division



Dr K Vijaya
Director
Youth Preventive
Services Division



Mr Zee Young Kang
Chief Executive Officer



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



Dr Chew Ling
Director
Research
and Strategic
Planning Division
(till 17 April 2016)
Director
Insights, Innovation
and Planning Division
(w.e.f. 18 April 2016)



Ms Joanna Chan
Director
Corporate and Industry
Partnerships Division
(till 17 April 2016)
Director
Obesity Prevention
Management Division
(w.e.f. 18 April 2016)



Ms Michelle Lim
Director
Finance and
Administration
Division



Ms Luk Yin Yin
Director
Human
Resources and
Organisation
Development
Division



Dr Annie Ling
Director
Obesity Prevention
Management Division
(till 17 April 2016)
Director
Policy, Research and
Surveillance Division
(w.e.f. 18 April 2016)



Mr Alex Fan
Director
School Health and
Outreach Division



Mr Gary Khoo
Director
Preventive
Health Programmes
Division



Mrs Tan Seok Lee
Director
Governance,
Risk and
Administration
Division
(till 31 May 2016)



Ms Dawn Lee
Director
Corporate
Marketing
Division



Ms Marlissa Wong
Director
Corporate
Communications
Division



War on Diabetes



TAKING STEPS TO PREVENT DIABETES

In April 2016, the Minister for Health, Mr Gan Kim Yong, declared War on Diabetes to help Singaporeans live lives free from diabetes, and for those with the condition, to manage it well. If left undetected, untreated or poorly managed, diabetes can lead to serious complications such as heart disease, stroke, kidney failure, and blindness. The Health Promotion Board (HPB) supports this fight against diabetes through health programmes and preventive health measures that encourage healthy living to avoid the onset and progression of diabetes.



Let's Beat Diabetes

The Let's Beat Diabetes campaign aims to educate the public that by taking the right steps, they can live free from the disease and for those with the condition, they can manage it better. Launched on 24 September 2016 by Minister for Health, Mr Gan Kim Yong, and Minister for Education (Schools), Mr Ng Chee Meng, the campaign highlights the key pillars in the fight against diabetes.

The launch event attracted more than 3,000 members of the public, 12 community groups and stakeholders from public healthcare institutions, all coming together to show their support in combating one of the most serious and prevalent health issues faced today.



Pledging to beat diabetes: (left to right) Minister for Education (Schools), Mr Ng Chee Meng, Minister for Health, Mr Gan Kim Yong, Madam Halimah Yacob, and Senior Minister of State for Health, Dr Amy Khor



The B.E.A.T mascots in the Let's Beat Diabetes campaign



Participants at the Let's Beat Diabetes launch event.



Unveiling of the Let's Beat Diabetes logo by Guests of Honour, Minister for Health, Mr Gan Kim Yong, and Minister for Education (Schools), Mr Ng Chee Meng

"Let's Beat Diabetes" has become a rallying call for Singaporeans to fight and stay ahead of the disease together, with the "B.E.A.T." representing key pillars in diabetes prevention and management - **B**e aware by knowing your risk and screening for diabetes, **E**at right and in moderation by choosing more wholegrains, fruits and vegetables, and reducing intake of sugar and saturated fat, **A**dopt an active lifestyle and engage in at least 150 minutes of physical activity weekly, and **T**ake control by aiming for a healthy weight and having regular health check-ups.

To create awareness and strengthen top-of-mind recall, HPB took to various platforms to communicate key messages. Prominent print and outdoor advertisements, including on billboards, bus shelters and taxis, increased the visibility and reach of the Let's Beat Diabetes campaign. A dedicated letsbeatdiabetes.sg website was also launched to provide a one-stop portal of diabetes-related information.



78%

of respondents surveyed recalled the key messages of the Let's Beat Diabetes campaign

81%

indicated the communications effectively created association with the campaign



4

out of 10 participants strongly recalled the advertisements for the campaign

War on Diabetes Public Engagement Exercise

HPB embarked on a public engagement exercise to seek views from Singaporeans on potential initiatives that could be put in place to encourage healthy living in Singapore and prevent the onset of diabetes.

Conducted between September and December 2016, the engagements focused on identifying barriers, gaps and issues hindering Singaporeans from adopting a healthy lifestyle.

Through a series of focus group discussions, face to face dialogues and listening points set up at community venues and workplaces, Singaporeans revealed that they understood the urgency in fighting diabetes and were aware about the need to adopt healthy behaviours.



Deputy Prime Minister, Mr Teo Chee Hean, putting across his views at one of the diabetes listening points



Guest of Honour, Madam Halimah Yacob, at an engagement session with the Malay community



Senior Minister of State for Health, Dr Amy Khor, with participants on a tour of stalls offering healthier food options, at an engagement session with the Chinese community

Participants also shared their views on how to effect a lifestyle change including making healthier food and drink options more easily available, running more exercise programmes in the community and workplaces to enable busy Singaporeans to stay active, and bringing health screening programmes to more workplaces and community venues.

The public engagement exercise formed a key platform to gather views from a wide spectrum of Singaporeans of diverse ages and backgrounds, including working adults, mature workers, youth, women and the different ethnic communities, on how to collectively win the war on diabetes as a nation.



The War on Diabetes Public Engagement Exercise gathered about

2,000

responses from five roadshows and 17 dialogue sessions

Diabetes Prevention Efforts in the Community

With everyone having a part to play in combating diabetes, HPB developed a support package for community partners including Group Representation Constituencies, Voluntary Welfare Organisations, temples and mosques, to engage residents in their communities in the fight against the disease. The support package consists of easy-to-understand, bite-sized information on the key pillars of diabetes prevention and management as well as healthier recipes and diabetes tip sheets tailored for different communities.

To complement this outreach effort, over 50 roadshows and events were also conducted in the community to raise the awareness of the disease and highlight the importance of adopting a healthy lifestyle.



As of March 2017, one of the diabetes prevention programmes piloted in Toa Payoh West-Balestier had reached more than

660 residents over six months

A close partnership with the Regional Health Systems is also important in whole-of-government efforts to tackle diabetes. In August 2016, HPB worked with the National Healthcare Group to roll out a pilot diabetes prevention programme in Toa Payoh West-Balestier. The programme aims to help residents who are pre-diabetic to better manage their health and condition through regular follow-ups and lifestyle changes.

Health coaches from the National Healthcare Group assist residents with weight management, body mass index tracking, blood pressure monitoring, and setting simple health goals for diet changes and exercise. Lifestyle intervention workshops are also conducted at the Residents' Committees.

To encourage residents to adopt a healthy lifestyle, fitness trackers have been provided to residents to enable them to monitor their physical activity levels. Residents also have access to HPB's exercise programmes, such as FIT+ and Community Physical Activity Programme, to enable them to increase their physical activity level.

The programme is very useful and beneficial. We get an opportunity to record how much exercise we have done. Otherwise, we wouldn't know that our exercise levels are not enough."

- Ms Linda Leong, participant of the diabetes prevention programme



NurtureSG



BUILDING THE RIGHT FOUNDATION FOR HEALTHY LIVING

Good health is the best foundation for the overall development of our children and youth. To shape and nurture healthy behaviours in our young, the NurtureSG Taskforce, led by the Ministry of Health and Ministry of Education, was set up to foster healthy habits from young by equipping our children and youth with the skills and knowledge to embrace healthy living and enhance their health outcomes. Recommendations from the Taskforce, which the Health Promotion Board (HPB) is a key member of, focus on key areas of physical activity and nutrition, mental wellbeing, and sleep to strengthen and deepen health promotion efforts for children from pre-schools to Institutes of Higher Learning.

NurtureSG

In 2016, the NurtureSG Taskforce was established to develop new strategies and strengthen existing programmes to address salient health issues and trends among children and youth, and bring health promotion beyond schools, into homes and the community.



Between April and June 2016, the NurtureSG Taskforce, which comprised representatives from various Ministries, HPB, the Early Childhood Development Agency, and Sport Singapore, conducted a public consultation with more than 900 Singaporeans, which revealed that insufficient physical activity and poor nutrition were among some of the key concerns of parents, caregivers, teachers, students and other key stakeholders.

The NurtureSG Taskforce had issued a suite of recommendations which focus on three key areas - physical activity and nutrition, mental wellbeing, and sleep. These recommendations enhance HPB's efforts in reaching out to promote healthy living and provide



Pre-school children having a healthy lunch which consists of wholegrains, vegetables and fruit

a supportive environment for our young to adopt healthy living practices and sustain healthy habits.

HPB will increase opportunities for children and youth to participate in physical activity and provide greater access to healthier food choices in schools, strengthen mental resilience from a young age, and promote good sleep hygiene practices for parents, children and youth.

As part of its efforts, HPB will also engage key stakeholders such as parents, caregivers and teachers to develop their capacity in influencing positive behavioural change among children and youth. As parents and caregivers play a critical role in inculcating healthy habits from young by being good role models in healthy living, it is important to partner them to raise awareness of how they can improve their children's health, and strengthen their capabilities to motivate their young charges.



Senior Minister of State for Health, Dr Lam Pin Min, and Senior Minister of State for Education, Dr Janil Puthucherry, having a healthy lunch together with pre-school children

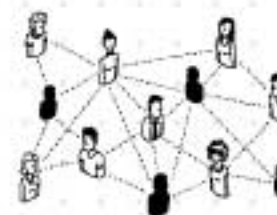


Senior Minister of State for Health, Dr Lam Pin Min, interacting with pre-school children during a visit

Insights from the NurtureSG public consultation showed that a healthy child:



eats well, sleeps well, is active and alert



interacts well with others, is adaptable and able to express themselves clearly

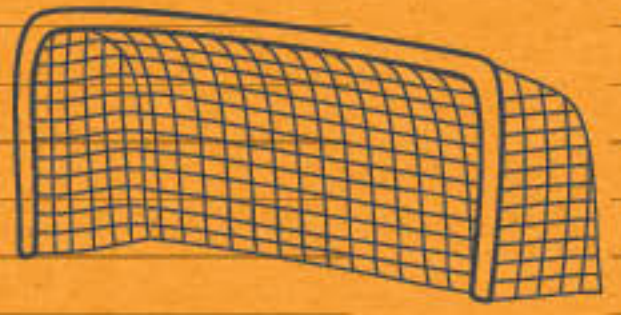


is happy, resilient, well-behaved, confident



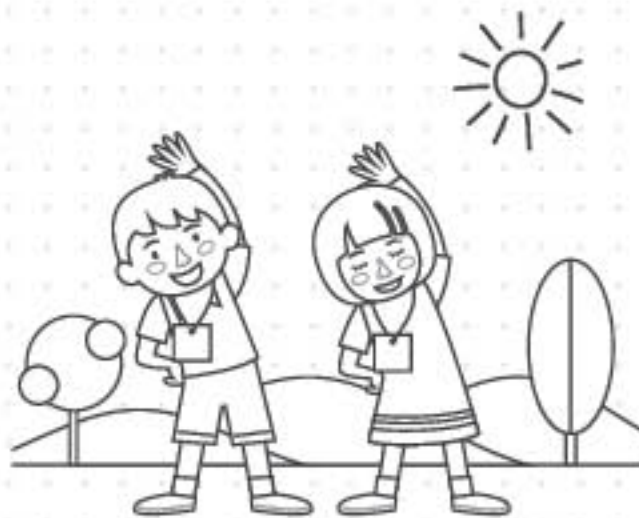
does not suffer from stress, is able to concentrate in school, manages emotions well

Shaping Healthy Behaviours in Schools



PROMOTING HEALTHY LIVING FROM YOUNG

Many healthy habits and practices are inculcated during the formative years of childhood. To encourage the young to make healthier choices and instill healthy living behaviour, the Health Promotion Board (HPB) actively engages schools and stakeholders such as parents and teachers through educational programmes and health-promoting initiatives to enhance health outcomes among Singaporean children and youths.



School-based Health Screening Programme

The School Health Service plays a vital role in delivering quality healthcare services to Singapore's school-going population through the School-based Health Screening Programme.



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

In 2016, the School Health Service covered 382 primary, secondary, religious and special education schools, where more than 322,000 students participated in the health screening.



A student having her vision checked as part of the School-based Health Screening Programme

Health-Promoting Pre-School Framework

A health-promoting pre-school has a strong and supportive culture and environment to inculcate healthy habits and behaviours that lead to better health and education outcomes among pre-schoolers.

The Health-Promoting Pre-School Framework encourages pre-schools to establish a structured approach to guide, monitor, sustain and assess health-promoting efforts in pre-schools for students, parents and staff.

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



As of
March 2017,

486
pre-schools have
been certified as a
health-promoting
pre-school

Health-Promoting School Framework

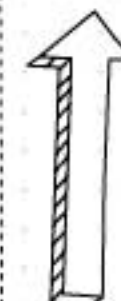
A framework similar to that established for pre-schools, the Health-Promoting School Framework encompasses primary and secondary schools, junior colleges and centralised institutes. The framework provides a structured approach to support schools in building a supportive health-promoting culture and environment.

The framework consists of processes and programmes for the general student population, targeted intervention for identified groups of students and capacity building for teachers and parents.

Schools are also provided with a Health Promotion Guide comprising the Health-Promoting School Framework and the latest details on HPB's programmes. With the guide and framework, schools are better able to plan for and implement health programmes for their students.

"The Health Promotion Guide is very useful in helping us to plan our calendar of health activities for the upcoming year. It is very comprehensive and HPB should continue with this approach."

— Ms Penny Ang, Head of Department for Physical Education, Greenridge Secondary School



Uptake across HPB's programmes in schools has increased by **61%** from 2015-2016 compared to 24% from 2014-2015

Health-Promoting Madrasah Programme

The Health-Promoting Madrasah Programme sees HPB collaborating closely with madrasahs to build a conducive environment that enables madrasah students to adopt healthy living habits. Through the programme, educational talks, workshops and resources are incorporated into the madrasah's curriculum.

The initiatives introduced in madrasahs include health-promoting skits, physical exercise and capacity-building workshops to engage students, teachers, parents and staff on healthy living topics such as healthy eating, physical activity and mental wellbeing. Since its introduction in 2015, the programme has benefitted more than 3,000 students from six madrasahs. A total of 238 students have also been trained as health advocates to provide support for their peers.



Madrasah students engaged in peer advocacy training during the Student Health Ambassador workshop

"The whole programme was implemented smoothly. The kids enjoyed themselves tremendously. The skit was fun, enjoyable and most entertaining."

— Madam Balkis Bte Hassan, Teacher,
Madrasah Alsagoff Al-Arabiah

School Health Executive Programme

Children spend most of their formative years in schools, making it a conducive environment to engage them to shape healthy behaviours from young. School Health Executives enable HPB to widen its reach through deeper engagement with schools in creating a healthy environment for children.



School Health Executives play a key role in recommending and coordinating suitable health promotion programmes for schools, as well as organising capacity-building programmes for teachers and parents. Through the School Health Executives, HPB is better able to evaluate the effectiveness of various health programmes and be more attuned to the schools' needs and strengths.

School-based Immunisation Programme

Childhood immunisation safeguards school-going children from vaccine-preventable communicable diseases. To ensure that they receive the recommended immunisations, HPB conducts the school-based immunisation programme in accordance with the National Childhood Immunisation Programme.

The School Health Service teams provide immunisation to school-going children to ensure a high immunisation coverage in each school and prevent the outbreak of infectious diseases in the community.

In 2016, the School Health Service introduced the Child Consent Portal - an online platform to facilitate parents' submission of medical information, consent on immunisation and oral health screening for their children.



38,811

Primary One students
immunised against
measles, mumps
and rubella

39,314

Primary Five students
immunised against
poliomyelitis

38,016

Primary Five students
immunised against
diphtheria, pertussis
and tetanus



A nurse administering an oral vaccine to a Primary Five student

Parents Workshops

HPB has designed a series of parents workshops to raise parents' awareness on the importance of good health for their child, and educate them on the available avenues to get help when needed. These workshops equip parents with the knowledge and skills to nurture their child's health.

Colours of the Mind is a workshop on mental health which helps parents to build on their child's strengths for better self confidence. The I See, I Do workshop helps parents to learn to be positive role models and how they can help their children cultivate healthy habits in daily living. Eat Right, Get Moving, which features a food preparation demonstration, highlights the importance of healthy eating and an active lifestyle for the growth of young children.



Parents are taught to identify the Healthier Choice Symbols and how to shop for healthier food options

87%

of parents are committed
to nurturing a healthier
lifestyle for their child after
attending the workshops

Student Health Ambassador Programme

Peer influence plays an integral role in the formative years of a child. As such, it is important to have in place a supportive network of youth advocates who can help to encourage the adoption of healthy habits and behaviours among their peers.



Since 2014, HPB has partnered the St John Brigade to groom their pool of cadets to become health advocates under the Student Health Ambassador Programme. By

equipping these primary and secondary school students with knowledge and skills on health matters, the youths are able to complement HPB's school-based programmes and positively influence their peers to adopt healthy habits and promote healthy living.



As of March 2017,

539

students from primary and secondary schools were trained through the Student Health Ambassador Programme



A group of students sharing about their project on health



A Student Health Ambassador sharing her ideas on how to champion healthy living in schools

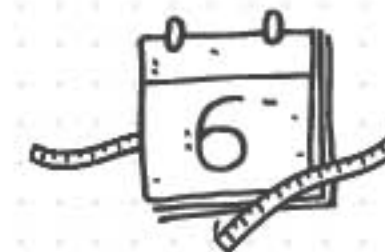
Student Health Advisor Programme

Under the Student Health Advisor Programme, professional nurses are stationed in participating schools to make it convenient for students to seek health-related advice.

Student Health Advisors serve as a focal point for health promotion, lifestyle counselling, and early identification and intervention of high-risk behaviours such as smoking, and health-related issues such as obesity and chronic conditions among youths.

Through individual or group health counselling sessions conducted at schools, the Student Health Advisors provide advice and guidance to students on health-related issues and where necessary, offer them timely interventions and follow-up. The support that they provide in schools helps to enhance the health and wellbeing of students as well as bolsters the efforts of the School Health Service.

As of March 2017, the Student Health Advisor Programme has been introduced to 40 secondary schools, three ITE Colleges, and five polytechnics. By end 2017, HPB plans to reach out to 50 secondary schools.



3,290

students completed a six-month weight management programme



44%

achieved weight loss or maintained their weight



37%

reduced smoking and

11%

quit successfully after three months

CULTIVATING HEALTHY EATING HABITS IN CHILDREN



Food preferences and eating habits are mostly shaped during the early years of childhood. The Health Promotion

Board's (HPB) healthy eating initiatives in schools establish a supportive environment for children and youths to make healthier choices and adopt good dietary practices that they can carry into adulthood.



Healthy Meals in Childcare Centres Programme

Healthy behaviours formed from young have a positive impact on a child's health and quality of life as they progress into adulthood. HPB's Healthy Meals in Childcare Centres Programme introduces pre-schoolers to healthy food options and shapes their food preferences from an early age.

Under the programme, participating childcare centres comply with food service guidelines that aim to reduce fat, sugar and salt in meals. These centres also 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.

Childcare centres are further equipped with culinary training and assessments, and workshops are conducted to help cooks and centre supervisors with menu planning and healthier cooking methods. They also learn to prepare meals with healthier ingredients such as brown rice and about appropriate food portioning for children.

Over **800** childcare centres are participating in the Healthy Meals in Childcare Centres Programme



More than **130** culinary training workshops have been conducted for childcare centres

Healthy Meals in Schools Programme

The Healthy Meals in Schools Programme is intended to foster healthy eating among students and help them receive the right proportion of nutrients necessary for their growing needs.

Canteen vendors from participating schools follow food service guidelines that reduce fat, sugar and salt, and promote serving wholegrains, fruits and vegetables in meals.

Additionally, HPB provides culinary training for canteen vendors to equip them with knowledge about healthy nutrition, and skills to prepare tasty and healthy meals using healthier ingredients. HPB also guides the school canteen committees in monitoring the food sold in schools. By the end of 2016, 357 mainstream schools have implemented the Healthy Meals in Schools Programme.



Healthier options served in canteens on board the Healthy Meals in Schools Programme

"I am unable to pack food for my daughter every day as I am a working mother. So it is a relief to know that she is getting proper and healthy meals in school."

— Madam Hema Veerakumar,
Mother of a Primary Two
student in Horizon
Primary School



Primary school students enjoying their healthy meals

Healthier Dining Programme

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



Under the programme, educational messages on healthy eating are installed in participating food and beverage outlets. HPB also offers nutritional consultancy services on campus to help tertiary institutions

provide lower-calorie meals. Food and beverage outlets are 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. HPB has scaled up efforts to increase the programme's reach and depth by including food and beverage outlets such as restaurants, cafes and kiosks on campus, under the programme.



As of March 2017, **52** participating food & beverage outlets in tertiary institutions are on board the Healthier Dining Programme



A student from the National University of Singapore buying a healthier meal with a \$2 discount voucher provided by HPB

Drink Water Campaign

In ongoing efforts to instil good water-drinking habits in primary school students, the Drink Water Campaign has been put in place to encourage students to drink water through fun and interactive activities.



The campaign includes an interactive 20-minute skit to educate students on the consequences of not drinking enough water. Students are served fruit-infused water after the skit. Another fun element for the students is a water cooler that will "talk" about the benefits of drinking more water to students who approach it.

As part of the campaign, participating schools are encouraged to appoint one water ambassador for each class to lead the class in drinking water during two water breaks. Participating schools are also provided with ambient installations such as pillar stickers, water cooler stickers and posters as visual reminders for students to drink more water. Students are each given a water bottle and bottle tag to encourage them to drink more water.

To involve parents in instilling the water-drinking habit, electronic direct mailers are sent to remind them on how they can encourage their child to drink more water daily.

By the end of March 2017, the campaign reached 90 primary schools.



Posters are displayed in schools to remind students to drink more water daily

GETTING ACTIVE TO GROW UP HEALTHY



The Health Promotion Board (HPB) believes in the importance of inculcating an active lifestyle from young, in order for

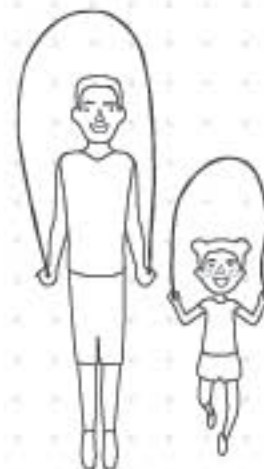
children and youths to enjoy a healthier quality of living and reduce the risks of chronic diseases later in life.



Fun Xplore

Fun Xplore is a pre-school healthy lifestyle programme which aims to inculcate positive lifestyle habits in overweight and severely overweight pre-schoolers and their parents, to help these children achieve a healthier weight.

Fun Xplore comprises a community-based cooking demonstration and food tasting session for parents to pick up nutrition tips on how to modify eating habits, and a Fundamental Movement Skills workshop conducted by Sport Singapore to encourage pre-schoolers to be physically active through enjoyment of play. This is complemented by a three-month phone coaching session for parents to monitor and sustain their efforts to help their children achieve healthier weight.



Under the Fun Xplore Programme

1,731

pre-schoolers and their parents participated in the community-based activities and phone coaching sessions in 2016

About **65%** of pre-schoolers reduced their body mass index to a healthier level by the end of the programme

Active Kids Programme

Targeted at overweight and severely overweight students between the ages of 7 and 12 years old, the Active Kids Programme aims to equip students with the knowledge and skills to manage their weight through healthy lifestyle habits. The three-month programme engages students and their parents through interactive workshops and personalised phone coaching sessions.

Under the Active Kids Programme, students learn about healthy eating through interactive games and food preparation, and how to adopt a physically active lifestyle through fun aerobic workouts such as KpopX Fitness, Hip Hop and Kids Zumba. Parent-and-child bonding sessions are also held for them to learn how to prepare a healthy meal together. Severely overweight students and their parents are offered additional sessions where they can exercise in community spaces, such as parks and SAFRA clubs, to improve their fitness level.

In the phone coaching sessions, lifestyle coaches provide support to parents in barrier solving and goal setting to help their child better change lifestyle habits and achieve a healthier weight in the long run.



A student learning to prepare a healthy meal through the Active Kids Programme



3,391

children participated in the Active Kids Programme in 2016



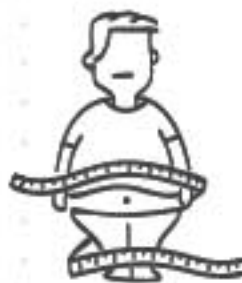
About

47%

of students reduced their body mass index to a healthier level by the end of the programme

ReFRESH Programme for Secondary School Students

Designed for overweight and severely overweight students between the ages of 13 and 17 years, the ReFRESH Programme aims to help the students achieve a healthier weight by instilling healthy lifestyle habits such as regular physical activity, healthy eating and maintaining a positive mindset.



The programme features interactive sessions of sports and games, aerobic workouts such as Piloxing, KpopX Fitness, motivation and weight management tips, and self-monitoring tools to track their progress.

7,737 students participated in the programme in 2016, and about 51 per cent of the students reduced their body mass index to a healthier level by the end of the three-month programme.



Encouraging secondary school students to be physically active through sports and games as part of the ReFRESH Programme

Mobile App Lifestyle Coaching Programme for Primary and Secondary School Students

To encourage primary and secondary school students to eat healthier and improve their fitness level, HPB piloted the Lifestyle Coaching Programme in primary schools between March and May 2016, and in secondary schools from November 2016 to February 2017.



The Lifestyle Coaching Programme is a mobile application-based weight management programme targeted at overweight and severely overweight primary and secondary school students. The programme comprises two parts: a child-friendly mobile application to track food intake and exercise, and to log height and weight, which also features videos and games that reinforce healthy habits, and mobile-based coaching for students and their parents via weekly video calls and an in-app chat to actively involve parents in understanding and monitoring their child's progress.



78%
of 123 primary and secondary school students who completed the 12-week programme achieved a reduction in their body mass index

"The programme was fun and enjoyable, and the app was quite easy to use. My coach was very encouraging, patient and nice. I am now more conscious about what and how much I eat."

— Ms Erica Koh,
Primary Four student

"It was especially hard during the first two weeks, as I struggled to change what I ate. However, after that, it got a lot easier. Eating healthy comes naturally now. This progress that the programme has brought about has shown me that it IS possible for me to eat healthy and lose weight by doing so."

— Ms Elizabeth Ong,
Secondary Three student



Students signing up for Season Two of the Rep with Steps Challenge at a roadshow held in Tampines Secondary School.

Rep with Steps Challenge Season Two

The Rep with Steps Challenge is a physical activity competition where students from participating secondary schools rally together to clock as many steps as possible to win prizes in the inter-school or intra-school challenge.

Similar to the National Steps Challenge™, the Rep with Steps Challenge aims to encourage students to sit less and move more by incorporating physical activity into their daily routine. It is designed to motivate youths to make a conscious effort to increase their level of daily physical activity anytime, anywhere.



Participating students are provided with a complimentary steps tracker to clock their daily steps and synchronise the data using HPB's Healthy 365 mobile application.

Prizes are awarded to the top 30 students as well as the top teams of each school with the highest average daily step count. The top 500 students across all schools with the highest average daily step count also received prizes. In Season Two, the Rep with Steps Challenge saw participation by 10,875 students from 28 secondary schools over eight weeks.



The top 100 stappers in the Rep with Steps Challenge at the final event held at BOUNCE Singapore

Steps for Good Challenge Season Two

Organised for tertiary students, the Steps for Good Challenge is an intra-institute physical activity competition held at Institutes of Higher Learning. The challenge aims to encourage students to integrate more physical activity into their daily routines and nudge them to sit less and move more.



Students are provided with a complimentary steps tracker which is paired with HPB's Healthy 365 mobile application to clock their daily steps. Participants are motivated by the prospect of raising funds for a social cause with the number of steps they clocked.

To rally students to clock more steps together with friends in a fun way, activities such as Ping-pong Frenzy, Dance Dance Revolution and Step Ladder are brought to the campus.

The second season of the Steps for Good Challenge which ran for five months reached over 34,000 students from the Institute of Technical Education (ITE) Colleges, National University of Singapore and polytechnics, which included Ngee Ann Polytechnic, Nanyang Polytechnic, Republic Polytechnic, Singapore Polytechnic, and Temasek Polytechnic.



Ready for a dance-off? Let's clock some steps!



A total of
34,357
students from
the Institutes of
Higher Learning
participated in
Season Two of the
challenge



Getting in more physical activity beyond steps!

Get Active! Roadshow

The Get Active! Roadshow is a platform for tertiary students to learn more about healthy living and to sign up for personalised health coaching. First piloted at ITE College West and Nanyang Polytechnic, the roadshow provides health screening for students to measure their body mass index and blood pressure, and analyse their breath using the smokerlyzer.



Students who are interested in improving their wellbeing can then speak to a lifestyle coach who will provide them with customised tips and a structured personalised health coaching programme.

The roadshow also featured a stepper machine where students were able to challenge their friends to a test of fitness levels.



The pilot roadshow at ITE College West and Nanyang Polytechnic saw over **70** sign-ups for the health coaching programme in January 2017

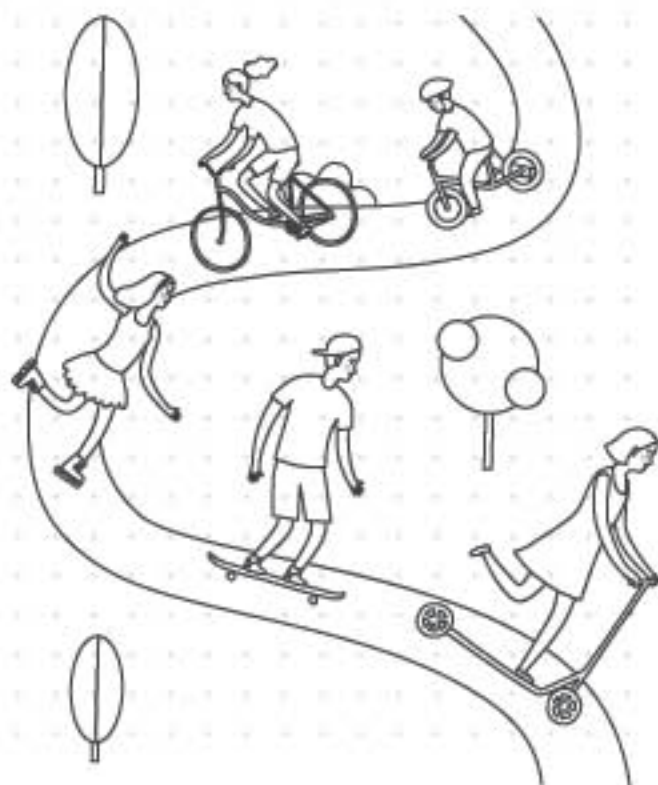


Participants competing to win attractive prizes at the Get Active! stepper challenge

SAFEGUARDING A BRIGHT AND HEALTHY FUTURE



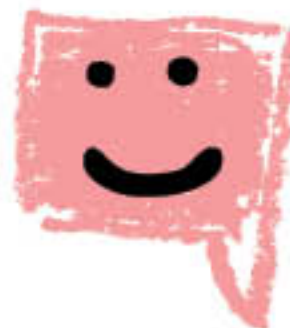
Healthy living is a lifelong journey that starts from childhood. To inculcate healthy behaviours from a young age, the Health Promotion Board (HPB) works closely with key stakeholders and schools to bring healthy living programmes to students and conduct health screening services to ensure a healthy head start for the younger generation.



Chucky Bird and Friends Programme

Emotional wellbeing is a key factor in ensuring that the younger generation grows up mentally healthy and resilient for their future. Chucky Bird and Friends is a programme targeted at lower primary school students to equip them with skills to properly manage their emotions from a young age.

Developed in consultation with teachers and counsellors, the 30-minute skit provides a fun and interactive avenue for students to learn the appropriate ways to manage their emotions such as learning how to calm down, make thoughtful decisions and seek help from trusted adults.



Chucky Bird and Friends Programme reached out to over

12,000
students

Oral Health Promotion in Pre-schools

HPB conducts the Oral Health Promotion in Pre-schools programme at childcare centres and kindergartens across Singapore, and at the School Dental Centre. The programme is aimed at raising awareness among parents and children on the importance of using optimally fluoridated toothpaste and to inculcate effective daily tooth-brushing habits from young.



Teachers at childcare centres are provided with training on oral health, where topics include the importance of caring for baby teeth, causes and prevention of tooth decay, and the supervision of tooth-brushing. Dental therapists also train

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

In addition to these efforts, dental therapists conduct interactive story-telling sessions as well as games and activities to engage the children in kindergartens on proper tooth-brushing techniques.



In 2016, the School Dental Centre performed various oral health and dental procedures for 6,691 pre-schoolers.

Oral Health Promotion programme conducted at

833

childcare centres and kindergartens



2,647

teachers trained in oral health



21,509

kindergarten children benefitted from oral care programmes

Oral Health Promotion and Dental Screening in Mainstream Schools

To improve the oral health of primary and secondary school students, HPB conducts oral health promotion programmes and provides dental screening for students in mainstream schools.

In 2016, HPB provided routine dental screening for 180,416 primary school students and 88,502 secondary school students. A total of 252,401 students from both primary and secondary schools were screened for active oral diseases.

Various oral health programmes are carried out in these schools, such as the Bright Smiles, Bright Future programme for Primary One students. This programme includes a video show, a classroom talk and individualised tooth-brushing exercise. Each student is given a tooth-brushing kit and an oral health checklist for their parents to follow-up at home.



A dental therapist conducting a tooth-brushing exercise for a Primary One student as part of the Bright Smile, Bright Future Programme

Another programme is the Plaque Disclosing Programme for Primary Three students, where they learn how to identify and remove dental plaque in a hands-on exercise. Primary Five students attend classroom talks that educate them on the causes, consequences and prevention of gum disease.

In conjunction with HPB's Healthy Lifestyle Festival Singapore 2016, a Kids Smile Contest was organised for Primary Six students to raise awareness of the importance of good oral hygiene. The contest saw a total of 1,459 student participants from 147 schools.

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

In October and November 2016, three mobile dental clinics were deployed to ITE College Central, ITE College East, and ITE College West. By making dental services available on-site, HPB aims to educate and reinforce good oral hygiene habits in ITE students and encourage them to take responsibility of their oral health.

Oral health screening is conducted during the deployment period of the mobile dental clinics and students who require follow-up treatment are scheduled for appointments. Treatments provided include fillings, scaling, polishing, dental sealants, X-rays and extractions.

As part of the oral health screening programme, students are also instructed on how to maintain good oral health and provided with an oral health kit to encourage them to practise good oral hygiene habits at home.

1,476

ITE students
received dental
screening



National Myopia Prevention Programme

The National Myopia Prevention Programme is aimed at delaying the onset of myopia and reducing its progression among school-going children in Singapore, through an early intervention strategy and vision screening for pre-schoolers. Under this annual programme, school children have their vision screened by nurses from the School Health Service.

To make eyewear more affordable for underprivileged students detected with myopia, HPB provides subsidised spectacle lenses through the Spectacles Fund Voucher Scheme. In partnership with over 700 participating optical shops and lens manufacturer Essilor Singapore, the Spectacles Fund Voucher Scheme has helped more than 35,000 needy students since 2008.

Under the scheme, HPB continued to work with Essilor Singapore in a roving optical shop initiative to make vision care accessible to needy students who have yet to utilise their vouchers after the annual vision screening in schools.

In March 2017, the Eye Care Week Carnival was held at HPB's HealthZone with the theme "Keep Myopia Away, Go Outdoors and Play". The carnival comprised four game stations and a 30-minute interactive workshop on increasing outdoor time. As research has shown that increased outdoor activity is effective against myopia, HPB has also stepped up efforts to offer more outdoor activities in schools.

"The initiative to have a roving optical shop is excellent as most of the parents under the Ministry of Education's Financial Assistance Scheme do not have the time and money to make spectacles. Some of our students have not changed their spectacles for a few years or did not get new spectacles even though they need it."

— Madam Rowena Wan, Teacher,
Boon Lay Gardens Primary School



A pre-schooler learning to identify good eye care habits through an interactive exhibit at the Eye Care Week Carnival



354,233

school students had
their vision screened

Shaping Healthy Behaviours at Workplaces



BRINGING CUSTOMISED WORKPLACE HEALTH PROGRAMMES TO MATURE WORKERS

Singapore's ageing population makes it imperative to look into the needs of the greying workforce. To ensure that mature workers can continue in productive employment for as long as they are able and willing to work, the Health Promotion Board (HPB) has stepped up efforts to expand and deliver workplace health programmes to mature workers in various sectors. Customised programmes tailored for the workers' health needs, work nature and lifestyles are made available, so that they can benefit from health interventions and continue in productive employment.



Health CHAMPS

In 2016, HPB expanded its efforts to make healthcare accessible to mature workers by rolling out workplace health programmes to benefit workers in the education sector.

Under the Health CHAMPS programme, holistic workplace health programmes such as physical activity, voice care, mental wellbeing, nutrition, and women's health were introduced to teachers at schools under the Ministry of Education.

This initiative also provided targeted interventions such as exercise sessions and health talks to pre-school teachers at their workplaces. In addition, HPB collaborated with NTUC First Campus to bring health screening and follow-up interventions to its pre-school teachers.



The Health CHAMPS programme reached close to

2,000
school teachers and
more than

1,000
pre-school teachers



Health Starts with Us FIT+

HPB collaborated with the Singapore General Hospital to conduct Health Starts with Us FIT+, a 12-week programme aimed at engaging ancillary workers in the healthcare sector.

Launched in September 2016, the programme reached out to more than 200 ancillary healthcare workers. The workers were given time off to participate in the programme during work hours, which was targeted to increase strength, balance and flexibility among mature workers. The programme is being scaled up to reach more ancillary workers.

More than

200

ancillary healthcare
workers participated
in the Health
Starts with Us FIT+
programme



72%

of participants
attended at least eight
intensive sessions

"After the 12-week programme, I feel healthier and younger. I always try my best to do whatever is taught during the exercise session. I want to be in good health so I am able to play and run with my grandchildren."

— Madam Kallamah Tirunavukarasu,
Healthcare Assistant, Singapore
General Hospital

"Thanks to the health coaching sessions, I have managed to achieve my weight goal. During these sessions, I learnt how to make better food choices, such as having more wholegrains, fibre and fruits, while reducing my sugar intake and foods high in fat."

— Mr Lee Chai Seng, SBS Transit
Senior Bus Captain

Healthier Workers, Happier Workers

Since the inception of the Healthier Workers, Happier Workers programme in 2015, it has scaled up to benefit more than 6,000 bus captains from Tower Transit, SBS Transit and SMRT.

Following a workplace health risk assessment, an ergonomics intervention programme was implemented to equip bus captains with practical skills such as driving ergonomics and how to manage occupational issues. Health coaching sessions were also conducted for bus captains to learn how to manage chronic diseases through healthy lifestyle practices.

With the support of the National Transport Workers Union, healthier food options were made available at bus depots and interchanges to make healthy eating accessible to bus captains.

More than

6,000

bus captains have
benefitted from the
Healthier Workers,
Happier Workers
programme



KEEPING THE WORKFORCE ACTIVE AND HEALTHY

An active and healthy workforce contributes to better productivity and enhanced performance at work. The Health Promotion Board (HPB) continues its efforts to make healthy living options more easily available and accessible at the workplace, in order to encourage working adults to incorporate more physical activity in their daily routines and adopt healthier lifestyle habits, such as opting for healthier food options.



Sunrise in the City

The Sunrise in the City initiative sees HPB collaborating with key gym partners to provide regular workout opportunities to the working community. The sessions are conducted at accessible locations to make it convenient for working adults.

Originally designed to provide working adults an opportunity to kick-start their work day with an energising workout, the programme has been expanded to include lunch time and weekend sessions.

Participants can try up to 34 different types of workouts, including aerobic dance fitness, mind-body programmes, strength and conditioning workouts, and multi-dimensional stretches. The workouts are suitable for all fitness levels, and help to motivate working adults to participate with ease and stay active to fight a sedentary lifestyle.

Under this initiative, participants can also make use of the facilities provided by the various gyms and studios during their workout sessions.

9 partners supporting
Sunrise in the City at

24 different
touchpoints



66
workout sessions
available each week

Sunrise in the City has over

13,000 members

i-Run

i-Run is another physical activity initiative by HPB which promotes physical activity, lifestyle change and social cohesion through group exercise.

Through i-Run, HPB hopes to encourage working adults to form interest groups and run at their own time and convenience, and start a sustainable leisure time physical activity. i-Run is open to individuals of all fitness levels, allowing both beginners and avid runners as well as corporate groups to use this weekly workout platform to improve their fitness levels. This will contribute to better productivity and work-life balance.



An i-Run session at Labrador Park

i-Run is
conducted

3 times
per week

i-Run enables participants to build up their fitness levels through weekly runs along scenic routes and iconic locations, led by professional trainers and pacers. The trainers also offer tips on how to improve cardiovascular fitness, and conduct running clinics to educate participants on running techniques and how to prevent running injuries.

Each i-Run session
sees an average of

80 runners



i-Run is a permanent feature at
Car-Free Sunday SG

Fitness@Work

Through initiatives such as Fitness@Work, HPB has been establishing a social norm of using public spaces for physical activity. This helps to encourage people to incorporate regular physical activity into their everyday routines.

Organised at various iconic locations, Fitness@Work makes physical activity more pervasive, enjoyable and accessible to everyone. Participants can enjoy moderate to vigorous weekly aerobic exercises that build up their endurance and fitness levels, leading to better health benefits.

Led by professional fitness and dance trainers, Fitness@Work sessions are specially choreographed to suit participants of different fitness levels. The sessions comprise mixed aerobics and dance workouts such as Zumba, KpopX Fitness, and Kickboxing.

Fitness@Work sessions
scaled up to include

3 new iconic locations
- Bayfront event space,
The Lawn at Marina Bay,
and Plaza Singapura

Fitness@Work is now a
permanent feature at Car-Free
Sunday SG

Over **2,000**
participants participated in
the first-ever fitness countdown
New Year party in front of the
iconic National Gallery Singapore

EXTENDING WORKPLACE HEALTH PROMOTION EFFORTS TO SMEs

Small and Medium Enterprises (SMEs) may face various constraints in implementing workplace health promotion programmes for their workers, including a lack of demand, limited experience in planning such efforts, and a tight budget. To support SMEs on their workplace health promotion journey, the Health Promotion Board (HPB) has developed a new scheme to provide SMEs with greater flexibility and affordability in rolling out health programmes.

SME Workplace Health Package

HPB has introduced the Small and Medium Enterprises (SME) Workplace Health Package to target workers in the SME sector.

Piloted in September 2016, the SME Workplace Health Package aggregates demand for health programmes among SMEs, making workplace health programmes hassle-free and more affordable.

Under this initiative, SMEs are given access to a selection of simple plug-and-play health programmes which are co-funded by HPB. This simplifies for SMEs the process of coming on-board HPB's health programmes and gives them the flexibility to pick and choose programmes that best suit their workers' needs and schedules.

As of March 2017, the SME Workplace Health Package has attracted

88 SMEs with
close to

1,500
workers participating



"We like how the health programmes for SMEs have been designed. It is hassle-free for us to introduce impactful yet cost-effective health programmes to our employees. We believe our employees will benefit from the company's efforts in establishing a healthy workplace culture through such initiatives to promote a happier and more productive workforce."

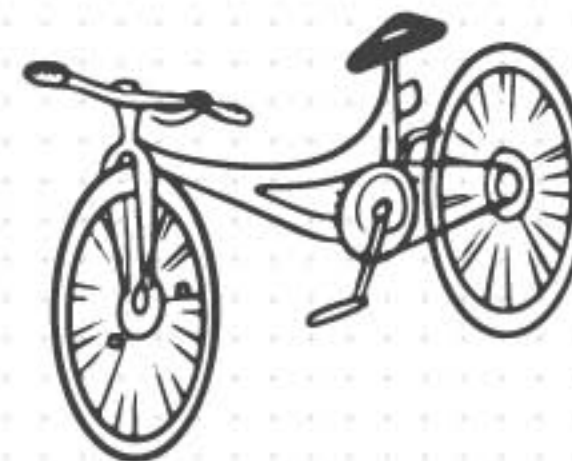
— Ms Evelyn Yap, HR Manager, Finisar Singapore Pte Ltd



Onsite physical activity programme conducted for workers from various SMEs



Onsite health screening for SME employees



BOOSTING MENTAL WELLBEING AT THE WORKPLACE

Beyond bringing healthy living to workplaces through physical activity programmes and making healthier food choices available, the Health Promotion Board (HPB) also reaches out to working adults to improve their mental wellbeing. This enables the working population to better manage stress and build their resilience when faced with workplace challenges.



Experiential workshops such as the clay modelling workshop encourages participants to engage in hands-on therapeutic activities to help them learn how to manage their stress effectively

Workplace Mental Wellbeing Programmes

Targeted at employees and managers at workplaces, HPB's Mental Wellbeing Programmes are aimed at equipping workers with good mental health so that they can perform productively and cope well with challenges.

Messages on effective stress management are weaved into experiential workshops that offer activities such as clay modelling and terrarium building for participants.

The programmes also equip managers with knowledge and skills to support their staff. To encourage help-seeking behaviour, capacity-building workshops are conducted for human resources personnel and managers who are typically the first line of support for their staff. The one-day management training workshop covers information and tips on recognising common mental health issues, including how to engage staff who display signs of emotional distress.

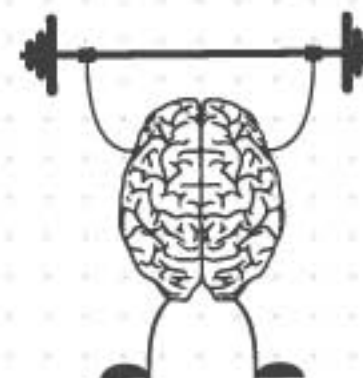
The workplace mental health workshops saw participation from more than **700** employees, managers and human resources personnel from industries which include hospitality, building and construction, education and food & beverage

"I have gained so much knowledge about mental health. A very big thank you also to the trainer for sharing her knowledge, experience and case studies. Looking forward to other workshops not only for myself, but also for my colleagues and friends as I believe these workshops are beneficial."

— Ms Patricia Sim, Operations Manager, VCT Group of Wineries Asia Pte Ltd



Employees participated in a terrarium building workshop where messages on coping with challenges and improving mental wellbeing are weaved in



Participants presenting their finished work at the end of the terrarium building workshop

STRENGTHENING HEALTHY WORKPLACE ECOSYSTEMS

The development of Healthy Workplace Ecosystems is a key approach in the Health Promotion Board's (HPB) commitment to bring healthy living to the doorstep of workers. This approach creates a supportive environment with health-promoting facilities and services for workers, and enables the demand for health programmes to be pooled together conveniently and in a cost-efficient manner. Through innovative partnerships with landlords and developers, workplace health programmes within the Healthy Workplace Ecosystems are customised to suit the needs of workers from various workplace clusters.

"The Healthy Workplace Ecosystem Initiative for our workplaces certainly complements our organisations' commitment to living healthily. We are happy to be working with HPB to integrate healthy living into the daily work life of our stakeholders."

— Ms Esther An, Chief Sustainability Officer, City Developments Limited

Healthy Workplace Ecosystem in Business Clusters

To make healthy living available and accessible at the workplace, the Healthy Workplace Ecosystem approach was piloted at Mapletree Business City in 2013. The approach has since been expanded to over 30 business clusters, including Millenia Tower, Tampines Concourse, South Beach, Capital Tower, OUE Bayfront, Paya Lebar Precinct, and Suntec Precinct.

The Healthy Workplace Ecosystem approach brings exercise programmes, health education sessions, healthier food options, and health screening to companies located in close proximity through aggregating demand to impact a greater number of workers.

To ensure that customised health initiatives are relevant and meaningful for participants in the clusters, HPB first conducted ground sensing to gain a better understanding of workers' needs and interests.

Based on findings that workers are generally desk-bound yet tech-savvy, evening group exercise sessions have been introduced to suit the workers' preference to exercise after work. App-based solutions such as the Corporate Challenge under the National Steps Challenge™, which leveraged the Healthy 365 mobile application, were also employed to nudge workers to sit less and move more.

Another health initiative, the Snap, Eat, Win, Challenge at the Singapore General Hospital campus, adopts a digital approach to drive the demand for healthier food options and encourage healthy eating habits among workers.

Since its introduction, the Healthy Workplace Ecosystem approach has garnered positive traction among workers. One in three workers have reported participating in one or more health-promoting activities within their cluster, while more than one in four workers have been choosing healthier meal options.

As of March 2017,

178,000

workers have benefitted from customised workplace health promotion programmes in over

30 business clusters



"Few SMEs have sufficient resources and knowledge to implement health programmes for their workers. Thus, we are very happy to see over 80 companies benefitting from the health screening and coaching programme at Tampines Industrial Park A. We will continue to work closely with HPB to reach out to more companies and bring more customised health programmes for workers in this industrial park."

— Ms Catherine Koh, President of the Tampines Small & Medium Enterprise Association

Healthy Workplace Ecosystem in Industrial Estates

The Healthy Workplace Ecosystem approach has been rolled out to industrial estates which house small and medium enterprises (SMEs). SMEs typically have smaller workforce sizes and limited or no access to health programmes.

As the majority of workers in SMEs are generally more mature than their younger counterparts in the business clusters, the health initiatives that have been introduced focus on the detection and management of chronic diseases, such as diabetes, high blood pressure and high blood cholesterol, to empower these mature workers to better care for their own health and make healthier choices.

Among the health initiatives that have been made available are basic health screening, monthly health coaching sessions, and smoking cessation programmes. Results to-date have been encouraging, such as improved biometric health indicators and increased medical follow-ups among at-risk mature workers.

With support from developers and tenant associations, HPB also scaled up efforts to expand the reach of the Healthy Workplace Ecosystem approach to more industrial clusters and bring workplace health programmes to more than 20,000 workers in the Ang Mo Kio, Bedok, Tampines and Kallang Basin industrial estates.



Shaping Healthy Behaviours in the Community



FOSTERING A NATION THAT EMBRACES HEALTHY LIVING

The Healthy Lifestyle Festival SG, organised by the Health Promotion Board (HPB), is an important milestone in the drive to make healthy living accessible, natural and effortless for all Singaporeans. Through interactive exhibits, lively demonstrations, and fun activities, the annual flagship event aims to show Singaporeans that pursuing a healthy lifestyle is both rewarding and attainable for everyone.



Healthy Lifestyle Festival SG 2016

The Healthy Lifestyle Festival SG, held from 30 September to 13 November 2016, brought roving roadshows to heartlands island-wide. Singaporeans were shown how pursuing a healthy lifestyle is both rewarding and attainable for everyone across everyday environments – within homes, workplaces, schools and neighbourhoods.

The month-long weekend roadshows culminated in an anchor event on 12 to 13 November 2016 at the Singapore Sports Hub and Kallang Wave Mall. More than 30 partners took part in the festival to feature healthier food and drinks, introduce a variety of physical activities, offer health screening, and provide smoking cessation and oral health advice.

In support of the government's effort in the War on Diabetes, the anchor event featured a dedicated "Let's Beat Diabetes" zone to educate and rally Singaporeans to fight against and stay ahead of diabetes. Visitors were reminded that preventing and managing diabetes begins with small lifestyle changes.



Home Zone

In the Home Zone, participants picked up tips on how to cook nutritious and tasty dishes from healthy cooking demonstrations and workshops. Participants also learnt to create their own DIY gym, using everyday items found in their home, to get a full body workout. There were also skits, games and contests to raise awareness of dementia and how to fight the spread of infectious diseases in the home environment.

School Zone

Participants who visited the School Zone's canteen learnt how to use HPB's "My Healthy Plate" as a guide to having healthy and balanced meals. Participants also learnt about oral health care and eye care, and free dental screenings were provided for pre-schoolers at the anchor event. A mini-basketball court set up attracted both adults and children, where everyone was encouraged to be more physically active.

Workplace Zone

The Workplace Zone showcased health tips that working adults can weave into their workday. One example was an office pantry with healthier snack and drink suggestions that workers can consider to satisfy their mid-afternoon hunger pangs. There were also interactive games and exhibits with tips on managing nicotine cravings and ways to support smokers on their quit journey. To promote the importance of a healthy mind, participants could also bring home a motivational quote written by calligraphers as a visual reminder to think and feel positive.

Neighbourhood Zone

At the Neighbourhood Zone, participants enjoyed complimentary body mass index screening and learnt about the types of health screening recommended for their gender and age group. At the hawker stalls set up in the zone, they also picked up advice and tips on how to switch to healthier food options when dining out, while sampling healthy and tasty food and drinks. To encourage participants of all ages to get active, there were mass workout sessions for adults and fun sports try-outs for children.

Scan to learn more about the Healthy Lifestyle Festival SG:



The Healthy Lifestyle Festival SG 2016 saw:

over
150,000
attendees across three
heartland roadshows
and the anchor event

close to
70%
of participants feeling
positively empowered
by festival activities

97%
of participants looking
forward to the next
year's festival



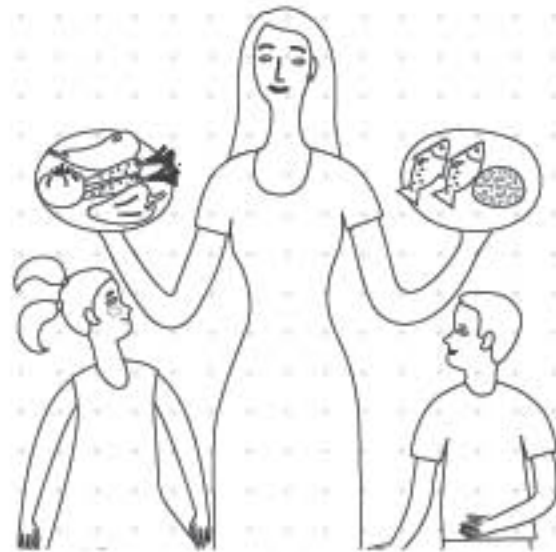
MAKING HEALTHY EATING EASIER AND EFFORTLESS

The Health Promotion Board's (HPB) Food Strategy is aimed at changing and improving the quality of Singaporeans' diet when they dine out and eat at home.



Through the Food Strategy, healthier food choices have been made more pervasive, easily available

and accessible, to encourage Singaporeans to practise healthy eating habits by choosing these healthier and tasty options.



Healthier Dining Programme

The Healthier Dining Programme is HPB's initiative to increase the availability and accessibility of healthier meals. This is done by partnering with food and beverage businesses to offer lower-calorie options, lower-sugar drinks and healthier ingredients such as wholegrains, fruits and vegetables as part of their permanent core menu offerings for Singaporeans when they eat out.

Participating partners can be easily identified by the Healthier Dining Programme identifier, as well as the visual identifiers on the healthier food items on the menu.

Participating restaurants offer at least three dishes that are lower-calories and/or wholegrain options, while beverage partners have 30% or at least five lower-sugar beverages within their range of drinks.

Food stalls at participating hawker centres and coffee shops provide at least one lower-calorie and/or wholegrain option, and drinks stalls promote lower-sugar drinks.

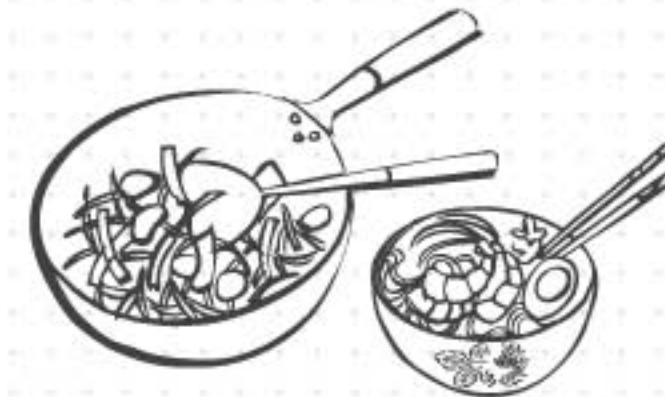


As of March 2017:



close to
1,600
food and beverage outlets including major restaurants island-wide offer healthier meal options

26 million
healthier lower-calorie meals have been sold



the Healthier Dining Programme was extended to include
1,286
hawker centre and coffee shop stalls

"Being in the Healthier Dining Programme helps us to be more easily recognised as a restaurant that offers healthier eating options. We have also seen a year on year increase in sales since the introduction of our healthier choice dishes in 2009."

— Mr Andrew Khoo, Director, Business Development and Operations, ABR Holdings Limited



Healthier Choice Symbol

To curb the increasing prevalence of obesity in Singapore and its adverse effects on health, the Healthier Choice Symbol programme was introduced in 2001. The symbol makes healthier options easily identifiable, guiding consumers to purchase healthier pre-packaged food products when they are grocery shopping.



According to the 2010 National Nutrition Survey, 68 per cent of Singaporeans have at least one home-cooked

meal a day for lunch or dinner. To encourage Singaporeans to use healthier ingredients when preparing meals at home, HPB partners the food industry to positively label food products that are the healthier option.

Between April 2016 and March 2017, HPB also stepped up efforts in engaging industry partners to reformulate and improve the nutritional quality of pre-packaged food products. To nudge a change in Singaporeans' purchase behaviour, HPB shifted from creating awareness to influencing the purchase of Healthier Choice Symbol products. This was done through on-ground consumer engagement such as using incentives and point-of-sale displays. HPB aims to increase the pervasiveness of these Healthier Choice Symbol products and grow the market share to 25 per cent by 2020.

As of March 2017,
there were

3,000

Healthier Choice
Symbol products
across 70 food
categories



Educating shoppers on the benefits of healthy eating through promotional roadshows

Eat, Drink, Shop Healthy Promotion

HPB rolled out an integrated campaign to encourage Singaporeans to make healthier choices when they decide on what to eat and what groceries to buy.

The Eat, Drink, Shop Healthy campaign covered the three key initiatives under the Food Strategy - to increase the availability of healthier meals when eating out, through the Healthier Dining Programme, less-sweetened drinks, and Healthier Choice Symbol packaged food products.

Held from July to October 2016, the campaign used tactical promotions and roadshows to engage consumers on choosing and repeating purchases of healthier options when they eat, drink and do their grocery shopping.

The campaign also featured a game card contest and a lucky draw promotion. Every purchase of healthier food products, meals or drinks at participating outlets entitled the consumer to a game card which rewarded them with either instant-wins or match-and-win prizes. Consumers could also participate in a monthly lucky draw through a simple text message mechanism.

A total of 6.6 million game cards were distributed in the 2016 campaign and 312,207 lucky draw entries were recorded, 13 times more than the same campaign in the previous year.

1.87 million
consumers were
reached through
online engagements



45,394

consumers
were engaged
at promotional
roadshows in
shopping malls



36,646

shoppers were
engaged at roadshows
in supermarket stores

The number of partners
who participated in the
campaign increased from
51 partners in 2015

to **132** in 2016



CHAMPIONING PHYSICAL ACTIVITY TO GET A NATION IN SHAPE



To help Singaporeans combat a sedentary lifestyle and maintain a healthy weight in a sustainable manner, the Health Promotion Board (HPB) continues to

run various physical activity and weight loss programmes to encourage Singaporeans to incorporate more physical activity into their daily routine and focus on sustained lifestyle change.



Sundays@The Park

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



Jointly supported by Sport Singapore and private fitness companies, these group workout sessions provide the community with a range

of exercises facilitated by qualified trainers, at no cost to the participants. Popular workouts include Zumba, KpopX, Piloxing and Bolly Dazz.

In addition, HPB leverages its partnership with the National Parks Board to bring Sundays@The Park to neighbourhood parks, providing a conducive environment which is easily accessible to the community.

Sundays@The Park also normalises the concept of regular group activity in available public spaces within residential vicinities, encouraging everyone to participate in these activities to stay active and healthy.

As of December 2016, Sundays@The Park had been scaled up to

72 parks



This scale up has enabled a reach of

14,000 unique participants

National Steps Challenge™ Season Two

The National Steps Challenge™ was formed to encourage Singaporeans with a sedentary lifestyle to weave more incidental physical activity into their everyday lives.



In Season Two of the National Steps Challenge™, HPB ramped up efforts to further extend the reach of the Challenge and increase the level of participation by introducing several new features.

According to the National Health Survey 2010, 39 per cent of adult

Singaporeans between the ages of 18 to 69 do not have sufficient physical activity. To nudge working adults to be more active, the Corporate Challenge called for employees to compete in a nationwide inter-company or intra-company steps challenge. Held from 14 November 2016 to 28 February 2017, the Corporate Challenge sought to bring out the competitive spirit in organisations and their employees to achieve the highest number of daily average steps for their respective companies.

To sustain interest and keep participation from waning in Season Two, HPB collaborated with public agency partners and commercial partners to introduce monthly thematic challenges designed to spur participants to clock more steps. These included a variety of recreational physical activities for participants of all ages which can be done individually or with family and friends.



Leveraging technology to empower participants to take charge of their own health, the National Steps Challenge™ integrates the use of a wearable steps tracker and HPB's Healthy 365 mobile application to allow participants to track their progress. In Season Two, participants could also choose from a wider variety of fitness wearables and different modes of tracking steps, making it even more accessible and convenient for Singaporeans to be physically active.

The sure-win reward tiers were also expanded from three to six with increasing difficulty levels to make it more challenging for participants and incentivise them to sustain the behaviour of incorporating more physical activity into their lifestyles.

More than **350,000** adult participants and **40,000** children and youth participants



More than **260** organisations and **65,000** working adults participated in the Corporate Challenge

Lose to Win™ Reunion Challenge

Aimed at encouraging adults with an unhealthy body mass index to achieve healthier living and their weight management goals, Lose to Win™ offers an eight-week structured weight loss programme. The programme consists of a series of activities, including group exercise and knowledge sharing sessions on nutrition and healthy eating.



Poster promoting the Lose to Win™ Reunion Challenge

Held from November 2016 to March 2017 at the Sports Hub and the National Stadium, the Lose to Win™ Reunion Challenge engaged current and past participants to spur them on in their journey.

During the Reunion Challenge, participants took part in physical activity workouts such as Cardio KickBoxing as well as FIT Challenge assessments. These activities provided participants with the opportunity to connect and support one another in their weight loss journeys.

More than

590

participants took part in the Reunion Challenge from November 2016 to March 2017



Lose to Win™ participants gathering for a mass workout together

Car-Free Sunday SG

HPB supports the monthly Car-Free Sunday SG initiative with popular physical activity initiatives such as i-Run and Fitness@Work.

First piloted in February 2016, Car-Free Sunday SG aims to promote active lifestyles and enhance liveability in the city, while moving towards a car-lite Singapore.

Various events and mass exercise activities have been organised at the Esplanade Park and Empress Lawn, including the HPB-SportSG Fitness Party and HPB's Healthier Food Zone, varying levels of exercise to suit individual needs and conditions. Brisk walks and workouts are also included as part of the exercise sessions.



Encouraging the public to stay active through a whole-of-government initiative, Car-Free Sunday SG

HPB events organised in support of Car-Free Sunday SG have been attended by about

3,000
participants



FIT+

With the direct impact of functional fitness levels in older adults on their quality of life, HPB runs the FIT+ programme for seniors aged 60 years and above, to help improve and maintain their functional fitness.

FIT+ is a 12-week community intervention programme which combines pre- and post-assessments and a series of exercise sessions focusing on building strength, balance and flexibility in seniors with average to low physical function.

Hour-long exercise sessions are held once a week and these sessions are progressive in nature, with varying levels of exercise to suit individual needs and conditions. Brisk walks and workouts are also included as part of the exercise sessions.



Seniors taking part in the FIT+ programme that is conducted at community centres



Seniors participating in regular mass outdoor sessions

54 runs of FIT+ completed, reaching out to a total of

1,901
seniors



Active Family

As part of the recommendations of the nationwide NurtureSG action plan to foster healthy living for children, HPB has rolled out the Active Family programme to increase physical activity outside of the school curriculum and encourage parent-child bonding.

These family-friendly sessions, which give children, parents and grandparents the opportunity to enjoy fun and enriching activities together, are held at various sites across Singapore, from parks to sports centres and the Sports Hub, for the convenience of families, and to



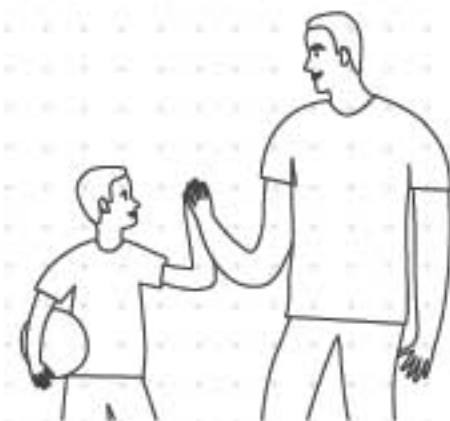
encourage them to participate and get active.



Since it was rolled out in February 2017, more than 1,000 parents and children have taken part in some 27 activities

and workout sessions, covering three areas — Experience Fitness, Games and Sports, Fitness-dance workouts, and ActiveSG Sports Academy Tryouts.

The Active Family programme is jointly organised with ActiveSG and enabled by the support of National Parks Board, Singapore Sports Hub and Sentosa.



More than **1,000** parents and children have participated in the Active Family programme since February 2017



A total of **27** physical activities have been organised under the programme

Active Men

Targeted at adult men of all fitness levels, the Active Men programme is a male-centric group exercise class that combines traditional callisthenic and body weight exercises with interval training and strength training.

Piloted in February 2017 at Bedok Reservoir Park and Choa Chu Kang Park, the programme introduced workouts consisting of sprints, functional exercises such as push-ups, squats and sit-ups, and various forms of plyometric and interval training, tailored for men.



The public trying out a circuit training session under Active Men, a pilot physical activity programme tailored for men

SUPPORTING SENIORS IN AGEING HEALTHILY

For seniors to age well, it is essential for them to be healthy physically, mentally, emotionally and socially. In support of Singapore's Action Plan for Successful Ageing, the Health Promotion Board (HPB) has rolled out a series of campaigns under the National Seniors' Health Programme to encourage and empower seniors to take charge of their health so they can remain active and healthy in their golden years.



Nutrition for Seniors

HPB introduced the Seniors Nutrition Campaign in May 2016 to help seniors understand the importance of good nutrition and provide them with tips on how to maintain a healthy and balanced diet.

With the nutritional needs of an adult changing with age and becoming increasingly important later in life, the campaign aimed to address findings of a study which showed that seniors are not having an adequate intake of calcium, not eating enough protein and eating less than the recommended two daily servings of vegetables.

Through the campaign, seniors were encouraged to consume sufficient protein by including meat, fish or tofu in every meal, increase their calcium intake, reduce intake of salt, and eat more wholegrains, fruits and vegetables.

A nutrition toolkit comprising a recipe book with easy-to-cook recipes and healthy eating tips was also developed to educate seniors on preparing healthy and tasty meals at home.

A nutrition guide and educational poster were also included in the toolkit. They provided information on essential nutrients and tips on incorporating food from different food groups to meet the dietary requirements of seniors.



Senior Minister of State for Health, Dr Amy Khor, preparing sardine sandwiches with seniors during the launch of the Seniors Nutrition Campaign

The campaign reached out to over **250,000** seniors and caregivers through various touch points



68% of seniors surveyed after the campaign demonstrated an awareness of the key messages

Falls Prevention Awareness

Falls are a common cause of injuries among seniors aged 65 years and above. Such accidents often result in serious health implications. HPB rolled out the Falls Prevention Awareness Campaign in July 2016 to educate seniors and their caregivers on five simple tips to reduce the risk of falls.

As part of the campaign, HPB collaborated with Alexandra Health System to develop a falls prevention guide for caregivers. The guide contained a falls risk checklist, information on the consequences of falling, tips on how to reduce the risk of falls by making simple changes to daily activities, and a home safety checklist to identify potential hazards.



The campaign highlighted five simple tips on how to prevent falls

A simplified version of the guide was also developed to better cater to seniors. With simple instructions and visuals, seniors were taught five simple tips on the importance of exercising regularly to build and maintain lower body strength and balance, keeping bones strong by having a calcium-rich diet, going for regular eye checks, wearing well-fitting non-slip shoes, and keeping the home safe and clutter-free.

Roadshows were also held across heartland locations to reach out to more seniors and their caregivers in the community. Copies of the falls prevention guide were also distributed at community centres, pharmacies, polyclinics and restructured hospitals, and the guide and an educational video were also made available online.

More than **120,000** falls prevention guides were distributed



Over **340,000** seniors, caregivers and members of the public saw the TV commercial, viewed the educational video or visited the website

70% of seniors surveyed post campaign demonstrated awareness of the key messages

Stroke Awareness

In conjunction with World Stroke Day on 29 October 2016, HPB launched its first Stroke Awareness Campaign to strengthen public understanding of the signs of stroke, highlight that stroke is a medical emergency, and emphasise that timely action is key to preventing serious complications. The campaign was supported by the Singapore National Stroke Association, Stroke Support Station, and the National University Health System.

F.A.S.T., which is used internationally, is a simple way for the public to remember and identify the common signs of stroke so that they can take immediate action. **F.A.S.T.** refers to—**F**ace: Is it drooping to one side? **A**rm: Can they lift both arms and keep them there? **S**peech: Does it sound strange or unclear? **T**ime: Call 995 immediately if you spot any of these signs.

Under the campaign, educational resources including an information booklet and educational video which contained tips on how to reduce the risks of stroke were developed. The campaign also sought to raise awareness through TV commercials and print advertisements.

On 5 November 2016, a public forum jointly organised by HPB and campaign partners was held for participants to learn about stroke prevention measures and post-stroke care, including available rehabilitation and support services. Stroke survivors and their caregivers were also in attendance at the forum to share their experience in managing the condition.



The campaign created awareness on how to identify the common signs of stroke



The campaign reached more than **725,000** seniors, caregivers and members of the public who watched the TV commercial, educational video or visited the website

Exercise for Seniors

To encourage seniors to stay active, HPB launched its second exercise campaign, "You Can Get Moving", to reach out to seniors aged 50 years and above, including those with reduced mobility. The campaign introduced seven sit-down exercises to build strength, improve balance and flexibility.

Developed by exercise specialists from HPB and supported by physiotherapists from NTUC Health and Sport Singapore, the campaign demonstrated to seniors the ease of exercising in the comfort of their own homes.

The exercises focus on upper body areas, including the arms, shoulders, chest and back, which are important areas as it helps seniors to perform day-to-day tasks such as carrying groceries and doing household chores. Seniors with reduced mobility, especially wheelchair-bound seniors, can also benefit from these exercises as they mostly rely on upper body strength to move around.

An exercise video and information poster were developed to provide seniors with easy-to-understand instructions and pictures on exercising safely and effectively.



The campaign introduced seven sit-down exercises for seniors

Seniors aged **50** years and above should take part in strength and balance exercises at least twice a week, in addition to 150 minutes of moderate-intensity physical activity each week



The campaign reached over **240,000** seniors, caregivers and members of the public who saw the TV commercial, viewed the educational video or visited the website



HPB Health Ambassadors demonstrating the sit-down exercises during the launch of the campaign

NURTURING GOOD MENTAL HEALTH FOR LIFE

Recognising the importance of good mental wellbeing for a healthy quality of life, the Health Promotion Board (HPB) continues its outreach efforts to raise awareness of dementia in the community, educate seniors about the importance of mental wellbeing and how it contributes to positive ageing, and empower them with knowledge and skills so that they can take charge of their own mental health.



Dementia Public Education

HPB's dementia public education campaign was rolled out from September to December 2016 to increase the public's awareness of the symptoms of the disease and encourage those affected to seek help early.

The radio and digital campaign sought to dispel myths that dementia is about forgetfulness and that the condition



is a normal part of ageing. The campaign also highlighted the symptoms of dementia and communicated the importance of early intervention. Under the campaign, educational resources by HPB, including an information

hotline and dementia booklet were made available.

In addition to the use of radio and digital platforms, on-ground skits about dementia and talks were also organised in the community to effectively connect with, and engage, seniors aged 50 years and above as well as their caregivers.



1.6 million
listenership was
reached through
the campaign

Nurture Your Mind

HPB's Nurture Your Mind is a community psychosocial education programme that seeks to improve the mental wellbeing of seniors aged 50 and above.

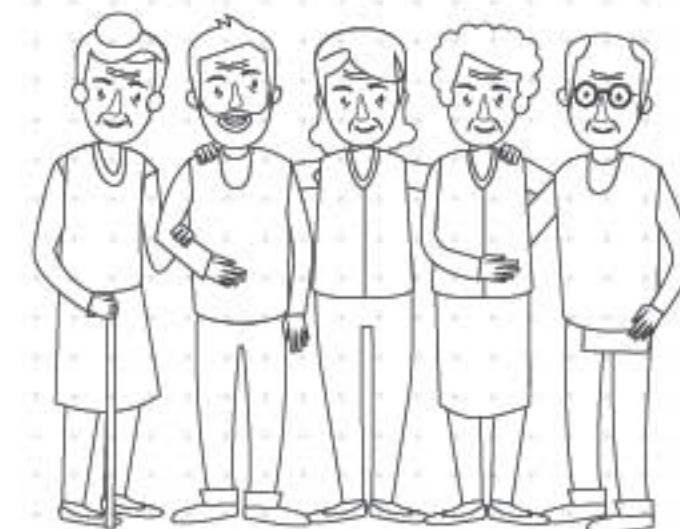


To reduce the risk of dementia and depression among seniors, the programme focuses on building their mental wellbeing capacity through mentally stimulating and engaging activities.

Under the programme, a series of interactive learning sessions were carried out, covering topics such as holistic healthy ageing, and various dimensions of mental wellbeing including self-esteem, cognitive efficacy, resilience, social intelligence, emotional intelligence, dementia and depression.



Facilitators helping seniors to fill a self-reflection worksheet at an interactive learning session



More than
5,890
seniors participated
in the Nurture Your
Mind programme

"The programme was informative and useful. I have learnt a lot about dementia. I used to avoid talking about such topics as it seems depressing and related to the end of life. However, after the programme I have learnt to be more positive."

— Mr Tan S.K., participant of Nurture Your Mind

ENCOURAGING SMOKERS TO KICKSTART THEIR QUIT JOURNEY

Many smokers consider the journey towards being smoke-free a daunting one. In recognition of this, the Health Promotion Board (HPB) has built a network of support to encourage smokers to take the next step to quit the habit for good.



I Quit

I Quit, a national anti-smoking initiative, adopts a community-based but personalised approach to build a network of support to help smokers of all ages make their first or next attempts to quit smoking.

Self-confidence appears to be an important factor in ensuring that smokers can bounce back from relapses along the way and persevere on their quit journey. Recognising the need to instill confidence in smokers so that they can successfully kick the habit, I Quit 2016 was centred on the theme of "Don't Quit Quitting". The

campaign featured former smokers sharing their quit experience and giving words of encouragement to spur participants to remain smoke-free.



Based on findings that smokers who stay smoke-free for 28 days are five times more likely to succeed quitting for good, HPB introduced the I Quit 28-Day

Countdown programme in 2013. The programme helps smokers break down quitting into daily actionable steps, empowering them with the knowledge, motivation, skills and support to remain smoke-free through the crucial period of 28 days.

Participants can choose when they would like to start their quit journey when they sign up for the programme. They will receive daily text messages with tips and inspiration messages throughout the 28-day countdown period to motivate them as they go through their quit journey. Those who require additional support have the option of weekly follow-up calls from Quitline, HPB's toll-free helpline.

At the end of 28 days, those who are confirmed to be smoke-free will receive shopping vouchers for their accomplishment.

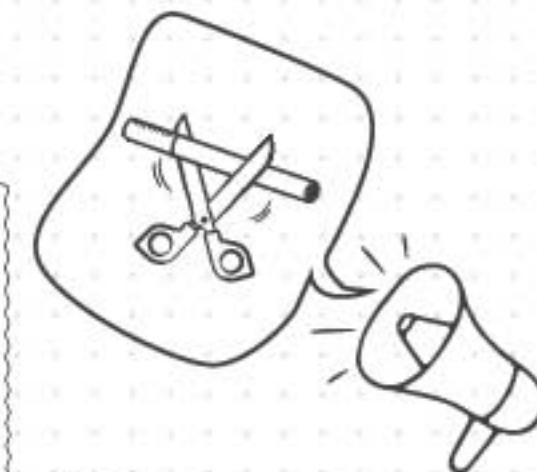
More than
16,000
sign-ups for I Quit 2016,
exceeding the target by
60%



An I Quit participant adding his snapshot to the pledge wall



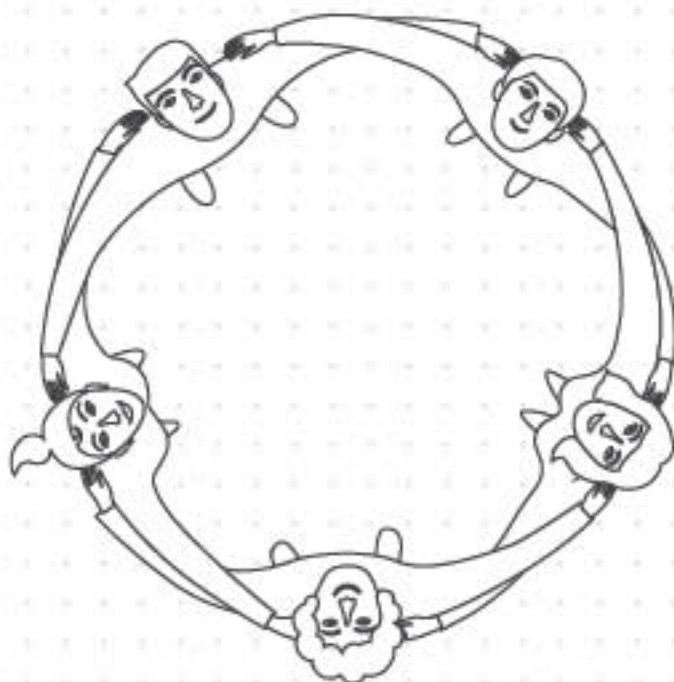
A participant testing out the smokerizer at the I Quit booth



Over
280
smoking cessation
touchpoints in the community

EMPOWERING ADVOCATES OF HEALTHY LIVING

Formed by the Health Promotion Board (HPB) in 2011, the Health Ambassador Network is made up of ordinary Singaporeans recruited from all walks of life. The Health Ambassadors serve as role models to their family, friends and colleagues, inspiring them towards healthy living. They lead by example and help to bring positive health messages and HPB's health programmes to the community on a more personal level.



Diabetes Prevention Talk by Health Ambassadors

In support of Singapore's fight against diabetes, HPB enlisted a group of Health Ambassadors to conduct diabetes prevention talks at various Senior Activity Centres and Residents' Committees. The talks aimed to educate seniors and raise their awareness on diabetes prevention and management through the sharing of simple health tips and advice.



The Health Ambassadors related well to the seniors as they were of similar ages and could converse in dialect. This proved effective in helping the seniors to understand the health topics better.

In 2016, the diabetes prevention talks conducted by the Health Ambassadors reached a total of 577 seniors across 18 sessions. At 12 of these sessions, resistance band exercises were also included to demonstrate simple exercises that can be done by seniors.

"The Health Ambassadors delivered the diabetes talk and exercise in a simple and clear manner. There was plenty of interaction and response, including a question and answer segment, which helped further the seniors' understanding. The class went well because the speaker was able to relate to the seniors."

— ECOLIFE! Hub (Tampines)

Health Ambassador Partnership with NTUC FairPrice and Foodfare

From June to August 2016, a total of 77 Health Ambassadors were deployed to NTUC FairPrice supermarkets and Foodfare outlets to encourage Singaporeans to make healthier shopping and dining choices.



At NTUC FairPrice supermarkets, the Health Ambassadors engaged shoppers and distributed information pamphlets to encourage them to choose products with the Healthier Choice Symbol.

The Health Ambassadors also visited NTUC Foodfare outlets to give out the information pamphlets and conduct surveys to raise awareness on the healthier options available at the food stalls.



About

61,000

shoppers were reached across

65

NTUC FairPrice supermarkets



14,000

diners were engaged across a total of

22

NTUC Foodfare outlets

PROMOTING HEALTHY LIVING IN THE COMMUNITY

The Health Promotion Board (HPB) has stepped up its efforts to make healthy living a pervasive feature in the community by bringing various health-promoting initiatives and healthy living options closer to residents. These include offering healthier dining options and providing educational health programmes, health screening, and group physical activities in community spaces.



Community Physical Activity Programme

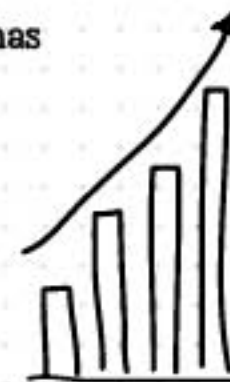
HPB rolled out the Community Physical Activity Programme in July 2016 in an effort to establish a social norm of using public spaces within residential vicinities for physical activity. Under the programme, which targets residents aged 18 years and above, exercises such as Zumba, pilates and yoga are led by instructors every evening.

By creating visible groups of people gathering at mass exercise sessions, HPB aims to encourage the incorporation of physical activity into the daily routines of Singaporeans and demonstrate the ease of keeping active and healthy.



The programme has grown from

5 sites to
150 sites since
its inception



Under the programme, over

90 sessions
are held every week
and attended by an
average of
25 residents

Healthier Catering Guidelines

The National Nutrition Survey 2010 showed that 60 per cent of Singaporeans eat out for lunch and/or dinner at least four times a week. This includes the consumption of food catered at events that Singaporeans attend.

To encourage healthier eating habits among Singaporeans, HPB has developed healthier catering guidelines to help consumers make healthier choices the easier choice at functions, meetings and events where catered food is provided.

The guidelines aim to increase the consumption of wholegrains in place of refined starchy staples, reduce the consumption of sugary drinks and proportion of high calorie options, and reduce the consumption of saturated fats.

HPB has worked with the People's Association (PA) to encourage their grassroots organisations to adopt HPB's healthier catering guidelines for food catered at their community activities and events from 2017.

To facilitate the adoption, a series of training sessions were planned for about 500 grassroots leaders to help them understand and promote the adoption of these guidelines in their constituencies at community events organised by PA. The first training session was held in December 2016 for about 120 members of the Women Executive Committee.



To promote healthy eating habits in the fight against diabetes, the People's Association will encourage grassroots organisations to adopt HPB's healthier catering guidelines for their community activities from 2017.

Community Health Posts

Residents aged 40 years and above now have easy access to health screening in their neighbourhood with the establishment of community health posts at



various Residents' Committees, Community Clubs, and the REACH Youth Powerhouse activity centre in Hong Kah North.

These community health posts, which operate on a weekly

basis, screen eligible residents for chronic diseases. Senior residents aged 60 years and above are also screened for functional decline of their vision, hearing and oral health.

In addition, health coaching services are provided to residents with chronic diseases. Trained health coaches work with residents to set health goals and provide tips on how they can make small changes to manage their conditions and lead a healthier lifestyle.

As of March 2017,

11 community health posts are in operation



A total of **296** participants have been screened at community health posts

342 unique participants have attended their first health coaching session

Seniors Health Curriculum for Clan Associations

To reach seniors through different platforms and educate them on the importance of health topics such as falls prevention, nutrition and mental wellbeing, HPB proactively brought the Seniors Health Curriculum to venues where seniors commonly congregate, in collaboration with clan associations.

Translation of critical health information into dialect further helped to facilitate understanding, and interactive question and answer sessions also increased the engagement level with seniors.

One such clan that HPB worked with was the Kong Chow Clan Association. Over the course of three days, about 50 seniors at the Kong Chow Clan Association participated in an interactive workshop to gain better knowledge on how to adopt a healthier lifestyle so that they can age well.



Senior participants from the Kong Chow Clan Association at the three-day interactive workshop on healthy ageing

Health Promoting Mall Programme

As one of the community spaces that is most frequented by Singaporeans, shopping malls are ideal locations to encourage everyone to get healthy together.

Under the Health Promoting Mall Programme, HPB works with mall operators to organise a range of activities and provide healthier options to make healthy living easy and accessible.

A Health Promoting Mall provides a range of opportunities for Singaporeans to incorporate healthy living habits into their daily lifestyles. These include regular workout sessions at event spaces, healthier dining options in food & beverage outlets, pharmacies with free smoking cessation advice and educational events that promote healthy living.

A key highlight of this programme is the free mall workout sessions, which are often held on weekday evenings or during the weekends. These workout sessions enable shoppers to engage in physical activity together with their friends and families in the comfort of an air-conditioned shopping mall.

As of 2016,

683 workout sessions have been conducted across

27 shopping malls

A total of **5,923** unique participants have attended mall workout sessions



2017 Health Calendars for Women

In support of the War on Diabetes, HPB partnered LadiesFirst, a local women's social group, to develop the 2017 Health Calendar on Diabetes, specifically targeted at women.

The Health Calendar includes messages on diabetes prevention, practical health tips and healthier recipes. These aid women, in their role as influencers in the household, to help their families reduce the risk of diabetes and lead healthy lifestyles, including eating right and making healthier food choices.

The calendars were distributed via the People's Association Women's Integration Network Council, various Voluntary Welfare Organisations and HPB's Health Ambassadors.

To ensure that more women can benefit from the calendar, an e-version of the Health Calendar was also made available on HealthHub, a one-stop health information portal.



The 2017 Health Calendars serve as a visual reminder for women to make healthier choices in their daily lives and influence their families to do the same

Since the health calendar was first introduced in 2013, almost **200,000** health calendars have been distributed to the community

STEPPING UP DEFENSES AGAINST INFECTIOUS DISEASES

Observing good hygiene practices and going for regular immunisation can

help to fight the spread of infectious diseases.

The Health Promotion Board (HPB) educates the public on

simple hygiene practices that can be adopted and offers immunisation programmes in the community to build up the nation's resistance against infectious diseases.



F.I.G.H.T. Campaign

The spread of infectious diseases such as influenza and Hand, Foot and Mouth Disease can be prevented by observing good hygiene.



HPB introduced the **F.I.G.H.T.** campaign to encourage the adoption of good hygiene practices and educate Singaporeans on the importance of being socially responsible in preventing the spread of infectious diseases.

The **F.I.G.H.T.** campaign encourages the public to adopt five simple practices to help prevent infectious diseases - **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.

Launched in two phases in June and September 2016, the campaign included advertising at MRT stations to create awareness and roadshows at Health Promoting Malls, where the public was educated on **F.I.G.H.T.** messages through interactive memory games and augmented reality installations.



Sharing the F.I.G.H.T. messages with members of the public



More than
2 million
Singaporeans
reached in
each phase of
the campaign

Community-based Vaccination Programme for Seniors

In continuing efforts to raise awareness on social hygiene and increase the uptake of immunisation among seniors, HPB partnered with the National Healthcare Group to bring its vaccination programme to the community.



HPB's Health Ambassadors were stationed at polyclinics to educate seniors on the importance of immunisation. Using interactive educational tools, seniors were, at the same time, educated on simple hygiene practices such as proper hand washing techniques to

prevent the spread of infection. Free vaccinations were also provided to seniors by the National Healthcare Group in various community settings close to the seniors' homes.



More than
2,000
seniors have received
vaccinations through
the community-based
vaccination programme



A Health Ambassador engages with a senior during a vaccination event

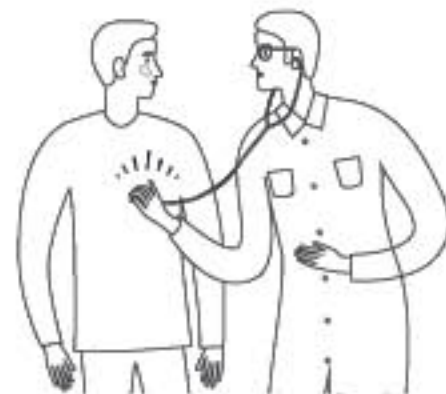
SCREEN FOR A BETTER QUALITY OF LIFE

Regular health screening can help detect diseases in their early stages. This in turn reduces the risk of serious complications, resulting in better health outcomes. The Health Promotion Board (HPB) has introduced the national screening programme, Screen for Life, to promote regular screening and follow up. To further drive the importance of screening, HPB also collaborates with various partners during key cancer awareness months to extend its public education efforts.



Screen for Life

Besides eating well and being more active, it is also important to go for regular health screening and follow-up as early detection and intervention can lead to better health outcomes.



To improve awareness and keep screening top-of-mind, HPB's national screening programme, Screen for Life, seeks to educate individuals on the right type of screening and immunisation they require across their life stages based on their age, gender and risk profile.

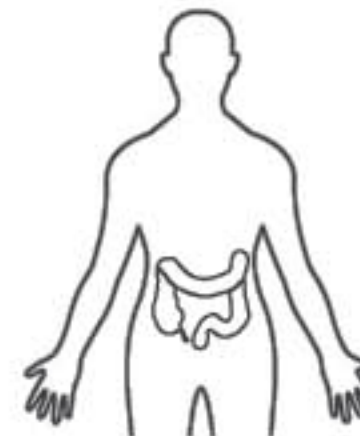
The programme encourages individuals to get screened for colorectal, breast and



cervical cancers as well as chronic diseases including diabetes, high blood pressure, high cholesterol and obesity. As part of efforts to increase screening uptake, a campaign was launched on various platforms, including roadshows, TV commercials, print advertisements, digital and social media, as well as outdoor advertising.

Colorectal Cancer Awareness Months

Held every year in March and September, the Colorectal Cancer Awareness Month is organised by the Singapore Cancer Society, with support from HPB, to raise awareness and encourage individuals aged 50 years and above to screen for colorectal cancer. The awareness campaign supports HPB's goals of increasing uptake of screening for colorectal cancer.



During the awareness months, Faecal Immunochemical Test (FIT) kits which help to screen for small amounts of blood in a person's stools, were made available to the public at no cost across Guardian and Watsons pharmacies, as well as at SingHealth and National Healthcare Group Polyclinics.

Women's Gynaecological Cancer Awareness Month

The Women's Gynaecological Cancer Awareness Month campaign aimed to create greater awareness of the three gynaecological cancers, namely uterine, ovarian and cervical cancers, among Singaporean women. The campaign focused on encouraging eligible women between 25 and 69 years old to screen for cervical cancer.



Under the initiative by the Singapore Cancer Society and supported by HPB, 171 general practitioners joined in the campaign from May to July 2016 to provide Pap smear screening at no cost. The campaign was also supported by KK Women's and Children's Hospital, National Cancer Centre Singapore, National University Cancer Institute, Singapore, National University Hospital, Singapore General Hospital, Parkway Cancer Centre, and Singapore O&G Pte Ltd.



Campaign poster to raise awareness of the importance of screening for cervical cancer

Breast Cancer Awareness Month

The Breast Cancer Awareness Month is held every October to remind women to invest in their health. It encourages them to take the initiative to learn about the signs and symptoms of breast cancer and more importantly, to go for regular mammogram screening and follow up with their doctor.



HPB, a key member of the Breast Cancer Awareness Month organising committee,

which also includes National Cancer Centre Singapore, Singapore Breast Cancer Foundation, National University Cancer Institute, Singapore, National University Hospital and Singapore Cancer Society, supported the initiative through a series of events under the theme of "Treasure the Breast Things in Life" to raise awareness of the disease.



BEAM15

Since 2013, HPB has been collaborating with the Breast Cancer Foundation on the Breast Cancer Foundation Encouragement for Active Mammograms 15 (BEAM15), an initiative aimed at encouraging more eligible women from the lower income group to take the step to get screened. The initiative supports HPB's objectives of increasing breast cancer screening uptake among women, as early detection and treatment can lead to better health outcomes.

Under BEAM15, eligible Singaporean women, aged between 50 and 69 years old, benefitted from fully paid-for mammography screening at 17 screening centres across the island. These were women who had valid Health Assist cards and never had screening mammograms (breast x-rays) or whose most recent mammogram was more than two years ago.



BEAM15 offered at **17** screening centres across Singapore

Over **11,000** women participated in mammography screening and benefitted from subsidies offered under the initiative



Health Coaching

HPB designed the Health Coaching programme to reach out to residents with chronic conditions. The objective is to help these residents manage their conditions through setting health goals and making changes to their lifestyle.



Residents identified their health goals and put them into action with help from a Health Coaching team comprising

counsellors, nutritionists, physical activity experts and trained Health Ambassadors known as Health Kakis.

The Health Kakis contacted the residents regularly to set achievable goals to improve their daily health habits relating to diet, physical activity and mental wellbeing. After the health goals were set, the Health Coaching team periodically discussed and reviewed the progress with the residents.

"This 'health kaki' role is very meaningful as I help the residents improve their health. I've also learnt better communication skills as a health kaki and have used these skills at home."

— Mr John Lam, a Health Kaki

As of March 2017, the Health Coaching programme reached more than

100 residents

Take Charge Programme

HPB's Take Charge Programme, conducted in community centres, residents' corners, and Voluntary Welfare Organisations, helps residents to understand chronic conditions and how to manage them through a healthy lifestyle.

Under the programme, a team of trained allied health professionals and nurse educators equips residents with the knowledge and skills to better manage existing chronic conditions such as obesity, high blood pressure and blood cholesterol, and diabetes. The programme weaves in storytelling and the life experiences of people living with chronic diseases, to bring to life how lifestyle behaviours can impact the management of chronic conditions, and how everyone can take charge of and improve their own health.

The Take Charge Programme reached

890 residents from

23 community sites as of March 2017



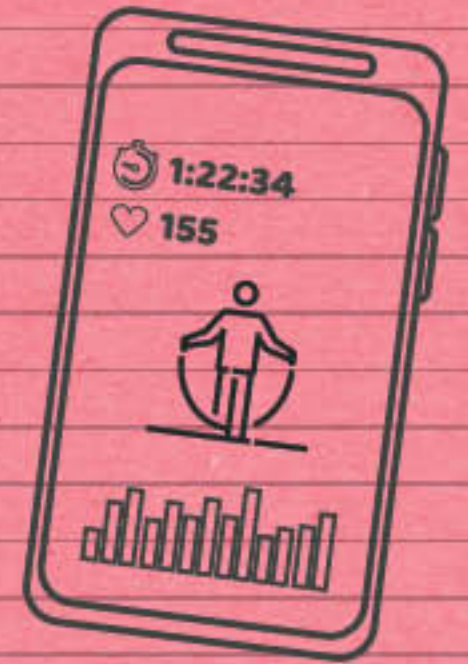
About **95%**

of residents learnt something new from the workshops and intended to apply them in their daily living





Shaping Healthy Behaviours through Technology



LEVERAGING TECHNOLOGY TO SHAPE HEALTHY BEHAVIOURS

In line with the Government's aim to build a Smart Nation by harnessing information technology to improve Singaporeans' lifestyles, the Health Promotion Board (HPB) has been leveraging technology to nurture a nation of healthy people by creating tech-savvy platforms which include HealthHub and the Healthy 365 mobile application.

These technology platforms help to further shape and influence Singaporeans' behaviour towards healthy living, and nudge them to take greater ownership of their own health and wellness.



HealthHub: Caregiver Access Module

Unveiled in 2015, HealthHub, Singapore's first online portal and mobile application providing personalised health information and services, has become a key digital companion for healthy living.

In its latest suite of enhancements, access to health records on HealthHub has been extended beyond parent and child to include caregivers, enabling them to help their care-receivers better manage their health.

The new Caregiver Access Module allows caregivers to access health records, check test results and view appointments, serving as a health assistant to caregivers by allowing them to conveniently take charge of administrative tasks such as health record keeping and monitoring, as well as appointment tracking. This helps to reduce the time caregivers need to spend on these tasks, so that they can pay more attention to their care-receivers.

As of March 2017, HealthHub has seen more than

10.5
million page views
on the portal
and close to

98,000
mobile application
downloads



Healthy 365 Mobile Application

The Healthy 365 mobile application was developed as a key technology platform to support HPB's National Steps Challenge™, a nationwide pedometer-based physical activity initiative aimed at encouraging Singaporeans to be more active.

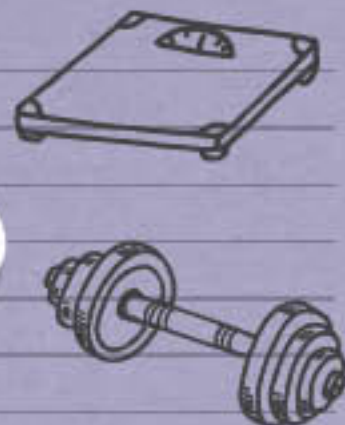
In the latest enhancements to Healthy 365, HPB introduced the 'Sync-For-Friends' function which allowed National Steps Challenge™ Season Two participants, who do not have a smartphone, to sync their step count using their family members' or friends' smartphones.

To reach out to working adults, a new Corporate Challenge feature was built into the Healthy 365 mobile application in the second season of the National Steps Challenge™. The new Corporate Challenge called for employees to compete in a nationwide, inter-company challenge. It also included an optional intra-company challenge which allowed departments or teams within the same organisation to compete with one another.

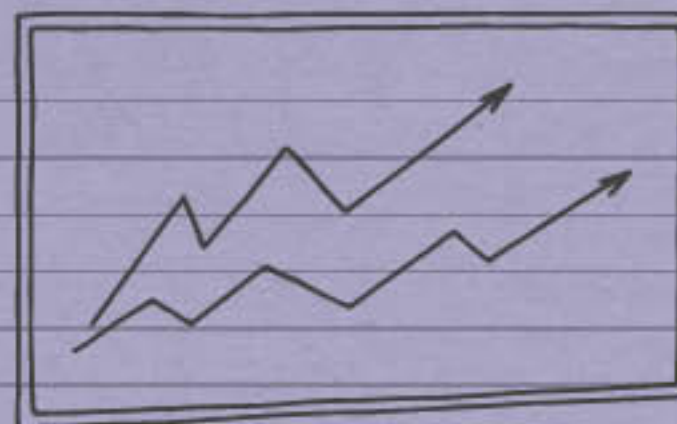
Features on Healthy 365 will be continually enhanced to improve user experience and functionality, as part of nudging Singaporeans to leverage technology to lead a healthier lifestyle.



Over
490,000
downloads of the Healthy 365
mobile application as of March 2017



Shaping Healthy Behaviours from Within



PUSHING THE BOUNDARIES FOR INNOVATION

The Health Promotion Board's (HPB) instils a culture of innovation that encourages its employees to push boundaries to better enable Singaporeans to live healthy. This is done through continuous learning and experimentation of new ideas to realise HPB's goal of shaping a nation of healthy people.



Learning through Different Pathways

To advocate a learning culture, and facilitate the transfer of knowledge and best practices, various organisation-wide platforms were created for HPB employees to share their knowledge and learn from one another.

In 2016, HPB introduced The Learning Pit Stop, which are brown bag sessions aimed at facilitating learning and sharing of experiences from real-life projects. These sessions enable employees to gain deeper insights into the challenges and success factors behind various HPB programmes.

The HPB Link-ED Talks, which cover a wide range of topics, including behavioural insights, analytics, and design thinking, is another platform where employees can benefit from team learnings. Guest speakers such as local academic experts have also been invited at this platform to share their latest research and findings to keep employees updated on the latest trends and developments in healthcare, allowing them to gain exposure to new ideas.



Project teams sharing their learnings and experiences at The Learning Pit Stop

Advocating Healthy Behaviors from Within

In the spirit of innovation, trials for new healthy living programmes and interventions are conducted among HPB employees, before being rolled out at the national level.



Red House captain, Ong Wei Keong, receiving the winning trophy for the National Steps Challenge-HPB House Challenge, from CEO of HPB, Mr Zee Yoong Kang

In addition to enjoying the benefits of new healthy living initiatives, employees are encouraged to provide feedback and give insights on what can be done to further fine-tune the implementation of these national programmes.

This approach facilitates faster learning as it enables teams to improve their design and delivery of programmes. It also deepens the organisation's engagement with employees, where employees feel they have a meaningful part to play in developing national-level initiatives.

One prime example was the collaboration between the National Steps Challenge™ working committee and the organisation's Healthy Workforce Committee to conduct the National Steps Challenge™-HPB House Challenge, a staff trial which contributed to the successful implementation of thematic challenges in the National Steps Challenge™ Season Two.



HPB Innovation Award 2016

The HPB Innovation Award was introduced in 2010 to strengthen the culture of innovation by recognising and awarding project teams who have developed outstanding innovations in their areas of work, to better nudge Singaporeans towards healthy living.

To promote innovation in all aspects of HPB's work, there are two award categories - the Enabling Processes category and the Health Promotion category.

The HPB Child Consent Portal programme team received the Gold award in the Enabling Processes category for the development of an online form for parents to provide consent for immunisation and dental services. This winning effort saw collaboration between the Youth Preventive Services Division and Chief Information Officer's Office to explore new processes and platforms to better meet the needs of busy working parents.

The Healthier Choice Symbol programme team clinched the Gold award in the Health Promotion category for their efforts in accelerating the adoption of Healthier Choice Symbol products. This initiative involved collaborating with industry partners to promote Healthier Choice Symbol offerings and influencing consumers at strategic touch points to opt for healthier choices.



The team that won the Gold Award in the Enabling Processes Category on stage with CEO of HPB, Mr Zee Yoong Kang



CEO of HPB, Mr Zee Yoong Kang, with the team that won the Gold award in the Health Promotion Category



PS21 Excellence through Continuous Enterprise and Learning (ExCEL) Award 2016 - Bringing Customised Healthcare to the Doorstep of Mature Workers

The PS21 ExCEL Award recognises projects and policies which best demonstrate the ExCEL values of continuous enterprise and learning, and rewards the most outstanding individuals or teams for their most innovative efforts.

HPB's Workplace Health and Outreach Division took the Gold PS21 ExCEL Award for the Most Innovative Project for their efforts in establishing a new standard to deliver customised healthcare initiatives to sectors with high concentrations of mature workers.



HPB's Workplace Health and Outreach team received the Gold award from Permanent Secretary (Education), Mr Neo Kian Hong



INSPIRING HEALTHY BEHAVIOURS FROM WITHIN

In alignment with the Total Workplace Safety and Health Act, the Workplace Holistic Health Committee was formed to lead strategies in making healthy living an integral part of the Health Promotion Board's (HPB) culture. This multidisciplinary team, together with HPB's Healthy Workforce Committee, seeks to create a safe work environment, and implement fun and meaningful interventions to improve the health and wellbeing of HPB staff.



Integrating Healthy Living into HPB Culture

Organised by the Healthy Workforce Committee, programmes for the wellbeing of staff such as recreational and sports activities have attracted strong participation.

Highlights included recreational activities that promote social bonding and mental wellbeing, such as visits to urban farms and The Green Corridor, as well as movie screenings and karaoke sessions. Employees also actively participated in lunchtime wellness classes and other interest group activities championed by HPB's own sports and craft enthusiasts.



The HPB Hair for Hope fundraising event saw 14 staff making a 'bald' statement to raise a total of S\$35,324 for the Children's Cancer Foundation. In recognition of the support for the foundation, HPB was conferred the Bronze award in the Corporate category of the Children's Cancer Foundation Philanthropy Award.



HPB staff raise funds for the Children's Cancer Foundation through participating in the Hair for Hope fundraising event.

SHAPING A PASSIONATE AND INNOVATIVE WORKFORCE TO INSPIRE HEALTHY LIVING

The Health Promotion Board's (HPB) fosters a culture where HPB staff share a passion for health promotion and preventive healthcare. This develops employees who are willing to push their limits in their learning, and go beyond the call of duty to inspire healthy living among fellow Singaporeans.



Leading the Way

At the heart of HPB is its people. Their aspirations and continuous development will determine HPB's success in the long run. In this respect, leaders play a crucial role in nurturing, empowering and steering employees towards achieving their best and delivering HPB's goals.

To nurture a strong community of leaders and help them hone effective leadership practices, HPB continued to focus on developing its leaders. A new middle management group, the Junior Executive Group, was introduced to support a leadership pipeline with a new generation of leaders.

The synergy between the new Junior Executive Group, the Leadership Group and Executive Group provides HPB with the necessary leadership capabilities, at every level, to achieve successful outcomes and scale new heights in health promotion.

Another key initiative under HPB's leadership development roadmap is the Leadership Coaching Programme. It is aimed at cultivating a coaching culture by equipping leaders with coaching skills and providing opportunities to reflect and share leadership journeys and challenges at monthly leadership learning platforms.

With a focus on fostering a strong culture of learning, the Leadership Group has also led the way by practising reflective conversations in the everyday leadership of their teams and the wider organisation.

RECOGNISING A PASSION FOR HEALTHY LIVING

The Health Promotion Board's (HPB) success is only possible with staff who believe passionately in what they do and who are motivated to go the extra mile in influencing healthy living. These HPB role models are accorded due recognition with various internal and external awards, and also profiled as inspiring public officers at the national level.



Eastern Health Alliance Caring Awards 2016

Within the regional healthcare system, HPB's nurses and dental therapists were recognised for their efforts in caring for their patients. 23 HPB staff received the Silver awards in the Eastern Health Alliance Caring Awards conferred by Changi General Hospital.

Excellent Service Award 2016

The Excellent Service Award is a national award that is conferred to individuals who have delivered outstanding quality service. The award is aimed at identifying service role models for staff to emulate and creating service champions in the major service industries.



Under the Excellent Service Award 2016, 74 HPB staff received 47 Silver awards, 21 Gold awards, and six Star awards.

Supported by SPRING Singapore, the Excellent Service Award is managed by industry leaders such as the Association of Singapore Attractions, Land Transport Authority, Public Service Division, Restaurant Association of Singapore, Singapore Retailers Association, and Association of Banks in Singapore.

Healthcare Humanity Awards 2016

The Healthcare Humanity Award is presented to outstanding healthcare workers who go the extra mile to provide care and comfort to their patients or care recipients. The annual award also aims to raise public recognition and respect for the healthcare profession as a noble one. This year, HPB's Dental Therapist, Ms Lee Eng Choon, was conferred this prestigious award.



Dental Therapist, Ms Lee Eng Choon, receiving the Healthcare Humanity Award from Senior Minister of State for Health, Dr Amy Khor

HPB Quality Service Award 2016

The HPB Quality Service Award recognises and rewards outstanding HPB employees who have demonstrated high standards of service excellence. These award winners serve as service role models who inspire other colleagues to perform their best in their work.

In 2016, HPB presented the Quality Service Award to 97 employees who achieved 71 Silver awards, 19 Gold awards and seven Star awards. Commendation awards were also presented to seven teams.



Higher Dental Therapist, Mr Cheong Wai Leong, receiving the Star award from CEO of HPB, Mr Zee Yoong Kang

"Beyond his job responsibilities as a dental therapist, Wai Leong often volunteers his services to provide dental career talks in schools to help promote the dental profession among the students. His enthusiasm and passion to serve has inspired the students, teachers and principals whom he has worked with."

— Ms Genevieve Chye, Principal,
Montfort Junior School



National Day Awards 2016

The Singapore National Day Awards recognise outstanding public officers for their excellent performance, consistent diligence and tireless dedication to their work.

Dr K Vijaya, Director of the Youth Preventive Services Division, was recognised for her significant contribution to Singapore's public healthcare throughout her 35 years of service. Among her notable achievements are maintaining the high standards of the School Health Service and implementing the iconic Singaporean fitness routine, the Great Singapore Workout, in 1993.



Dr K Vijaya, Director, Youth Preventive Services, together with Ms Cecilia Ang, Higher Executive II, School Health & Outreach

Higher Executive II of the School Health and Outreach Division. Ms Cecilia Ang, was also recognised for being a key advocate for health in schools, especially in the pre-school sector. Her exemplary qualities include a relentless commitment to her job, diligence in building competencies to achieve efficiency, and building strong teamwork with her peers.

For leading a team to manage the operations of the Singapore Cancer Registry, Ms Lee Bee Guat, Assistant Head of Nursing, Policy, Research and Surveillance, was the third HPB recipient of the National Day Awards. She actively pursued continuous improvements which resulted in greater efficiency for her team as well as other teams within the National Registry of Diseases Office.



NTUC Medal of Commendation Award 2016

HPB's Chief Executive Officer, Mr Zee Yoong Kang, was conferred the Medal of Commendation Award by the National Trades Union Congress for helping to advance labour management relations through HPB initiatives. These efforts include enhancing skills of lower income employees, and providing bursary awards to the children of the Amalgamated Union of Statutory Board Employees (AUSBE) and union members from the lower income group through the AUSBE-HPB U Care Bursary.



CEO of HPB, Mr Zee Yoong Kang, receiving the award from National Trades Union Congress Secretary-General Mr Chan Chun Sing

"The most rewarding moment in my job would be witnessing my patients grow from young and fearful children to cheerful and pleasant teenagers coming to see me at the clinic. It is about finding joy and purpose in going the extra mile to improve the lives of fellow Singaporeans through what you do."

— Dr Lim Wanyi, Associate Consultant, Youth Preventive Services

Public Service Video Series

At HPB, there is no lack of inspiring stories of staff who have gone above and beyond the call of duty to make a difference to the health of Singaporeans as well as to their colleagues. Such exemplary stories of passionate HPB staff are often shared on various social media platforms.

Besides inspiring the public through their passion to serve, these stories also contribute to building a strong employer branding for HPB and attract like-minded individuals to join the organisation.



Dr Lim Wanyi, Associate Consultant from the Youth Preventive Services Division, is a keen advocate for preventive dental health. She was featured in the Public Service Division's PS I Love You series and spoke about her personal experience in driving oral health promotion programmes in schools in an effort to create awareness on proper dental hygiene and educate children on good practices.

Dr Lim also shared her thoughts about children from families of lower socio-economic status who might neglect their dental health due to a lack of affordable care options, and her ability, in her role, to make a difference. As a HPB dental officer, Dr Lim has been able to reach out to these children to render quality oral and dental health care.

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 eight 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 FY2016/2017 is \$109,688.

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 FY2016/2017, one key executive receives annual remuneration between \$600,000 to \$700,000, one between \$400,000 to \$500,000 and another between \$300,000 to \$400,000. 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 2017, our reserves stood at \$48.5m (or 21% 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.



Page	Title
109	Statement by directors
110	Independent auditor's report
113	Statement of financial position
114	Statement of comprehensive income
115	Statement of changes in equity
116	Statement of cash flows
117	Notes to the financial statements

Statement by directors

We, Philip Lee Sool Chuen 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 2017 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:



Philip Lee Sool Chuen
Chairman



Zee Yoong Kang
Chief Executive Officer

Singapore
23 June 2017

**Independent auditor's report
For the financial year ended 31 March 2017**

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

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Health Promotion Board (the "Board"), which comprise the statement of financial position as at 31 March 2017, the statement of comprehensive income, statement of changes in equity and statement of cash flows of the Board for the financial year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Health Promotion Board Act, Chapter 122B (the "Act"), Charities Act, Chapter 37 (the "Charities Act") and Statutory Board Financial Reporting Standards in Singapore (SB-FRSs) so as to give a true and fair view of the financial position of the Board as at 31 March 2017 and of the financial performance, changes in equity and cash flows of the Board for the financial year ended on that date.

Basis for opinion

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Board in accordance with the Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Management is responsible for other information. The other information comprises the Statement by Directors set out on page 109.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of management and directors for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and SB-FRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition, and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

**Independent auditor's report
For the financial year ended 31 March 2017**

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

Responsibilities of management and directors for the financial statements (cont'd)

In preparing the financial statements, management is responsible for assessing the Board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Board or to cease operations, or has no realistic alternative but to do so.

The directors' responsibilities include overseeing the Board's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Board's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Board's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Board to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Independent auditor's report
For the financial year ended 31 March 2017**

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

Report on other legal and regulatory requirements

In our opinion, the accounting and other records required by the Act to be kept by the Board have been properly kept in accordance with the provisions of the Act.

- (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.

The Board did not hold any public fund raising appeals during the financial year.

Basis for opinion

We conducted our audit in accordance with SSAs. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Compliance Audit section of our report. We are independent of the Board in accordance with the ACRA Code together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.

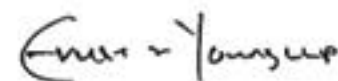
Responsibilities of management for compliance with legal and regulatory requirements

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 responsibilities for the compliance audit

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. 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 risks 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.



Ernst & Young LLP
Public Accountants and
Chartered Accountants
Singapore
23 June 2017

**Statement of financial position
As at 31 March 2017**

	Note	2016/2017 \$	2015/2016 \$
Non-current assets			
Property, plant and equipment	4	6,305,823	6,399,072
Intangible assets	5	5,046,975	9,490,624
		11,352,798	15,889,696
Current assets			
Receivables	6	2,531,882	1,151,039
Prepayments		301,488	689,906
Grant receivables	7	15,580,893	14,578,820
Cash and cash equivalents	9	113,939,153	104,934,450
		132,353,416	121,354,215
Current liabilities			
Payables and accruals	10	48,214,643	50,726,626
Grants received in advance	7	779,055	1,017,929
		48,993,698	51,744,555
		83,359,718	69,609,660
Net current assets			
Non-current liabilities			
Deferred capital grants	11	638,699	1,084,801
Obligations in respect of pension scheme	12	9,722,356	10,456,863
		10,361,055	11,541,664
		84,351,461	73,957,692
Net assets			
Equity			
Share capital	13	35,870,054	34,473,849
Accumulated surplus		48,481,407	39,483,843
		84,351,461	73,957,692

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 2017**

	Note	2016/2017	2015/2016
		\$	\$
Income			
Service maintenance income		1,343,611	1,345,273
Interest income		1,425,410	812,591
Other income	15	797,025	961,222
Donation income		1,191,265	451,250
		<u>4,757,311</u>	<u>3,570,336</u>
Expenditure			
Staff cost	16	(84,182,545)	(81,841,510)
Programme and marketing expenses		(99,936,052)	(84,234,185)
General and administrative expenses		(25,254,199)	(24,887,751)
Information technology services and maintenance		(19,516,493)	(18,459,872)
Net fair value loss on financial assets		-	(21,648)
		<u>(228,889,289)</u>	<u>(209,444,966)</u>
Deficit before grants		(224,131,978)	(205,874,630)
Grants			
Government operating grants	8	234,366,047	213,138,390
Non-government operating grants	8	214,999	216,795
Deferred government capital grants amortised	11	637,496	1,312,859
		<u>235,218,542</u>	<u>214,668,044</u>
Surplus for the financial year, representing total comprehensive income for the financial year		<u>11,086,564</u>	<u>8,793,414</u>

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 2017**

	Share capital	Accumulated surplus	Total
	\$	\$	\$
At 1 April 2016	34,473,849	39,483,843	73,957,692
Issuance of ordinary shares (Note 13)	1,396,205	-	1,396,205
Surplus for the financial year	-	11,086,564	11,086,564
Dividends paid (Note 14)	-	(2,089,000)	(2,089,000)
Total comprehensive income	-	8,997,564	8,997,564
At 31 March 2017	35,870,054	48,481,407	84,351,461
At 1 April 2015	30,926,192	33,122,429	64,048,621
Issuance of ordinary shares (Note 13)	3,547,657	-	3,547,657
Surplus for the financial year	-	8,793,414	8,793,414
Dividends paid (Note 14)	-	(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

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 2017

	Note	2016/2017 \$	2015/2016 \$
Cash flows from operating activities			
Deficit before grants		(224,131,978)	(205,874,630)
Adjustments for:			
Depreciation of property, plant and equipment	4	2,381,993	2,932,814
Amortisation of intangible assets	5	4,461,009	4,124,063
Loss on disposal of property, plant and equipment and intangible assets		18,090	298,180
Write-off of intangible assets		486,676	-
Interest income		(1,425,410)	(812,591)
Net fair value loss on financial assets		-	21,648
		(218,209,620)	(199,310,516)
Change in working capital:			
Receivables and prepayment		(704,899)	922,854
Payables and accruals		(2,511,983)	15,311,071
Obligations in respect of pension scheme		(734,507)	(297,354)
Net cash used in operating activities		(222,161,009)	(183,373,945)
Cash flows from investing activities			
Interest received		1,137,884	494,218
Withdrawal of funds with fund manager		-	17,866,158
Purchase of property, plant and equipment	4	(2,306,834)	(772,859)
Purchase of intangible assets	5	(504,036)	(4,107,391)
Net cash (used in)/generated from investing activities		(1,672,986)	13,480,126
Cash flows from financing activity			
Government grants received	7(a), 7(b)	233,219,144	207,949,722
Other grants received	7(c)	312,349	185,694
Proceeds from issuance of shares	13	1,396,205	3,547,657
Dividend payment	14	(2,089,000)	(2,432,000)
Net cash generated from financing activity		232,838,698	209,251,073
Net increase in cash and cash equivalents		9,004,703	39,357,254
Cash and cash equivalents at beginning of the financial year		104,934,450	65,577,196
Cash and cash equivalents at end of the financial year	9	113,939,153	104,934,450

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 2017

1. 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 2017**

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 2016. The adoption of these standards and interpretations did not have any effect on the financial performance or position of the Board.

2.3 Standards 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 109 <i>Financial Instruments, Illustrative Examples, Implementation Guidance and Amendments to Guidance on Other Standards</i>	1 January 2018
SB-FRS 1001 <i>Accounting and Disclosure for Non-Exchange Revenue</i>	1 January 2018
SB-FRS 115 <i>Revenue from Contracts with Customers Illustrative Examples</i>	1 January 2018
SB-FRS 110, SB-FRS 28 <i>Amendments to Effective Date of Amendments to SB-FRS 110 and SB-FRS 28</i>	To be determined
SB-FRS 115 <i>Amendments to Effective Date of SB-FRS 115</i>	1 January 2018
SB-FRS 116 <i>Leases Illustrative Examples and Amendments to Guidance on Other Standards</i>	1 January 2019
SB-FRS 115 <i>Amendments to SB-FRS 115: Clarifications to SB-FRS 115 Revenue from Contracts with Customers</i>	1 January 2018
SB-FRS 102 <i>Amendments to SB-FRS 102: Classification and Measurement of Share-based Payment Transactions</i>	1 January 2018

**Notes to the financial statements
For the financial year ended 31 March 2017**

2. Summary of significant accounting policies (cont'd)

2.3 Standards issued but not yet effective (cont'd)

Except for SB-FRS 109, SB-FRS 115 and SB-FRS 116, the Board expect that the adoption of the other standards above will have no material impact on the financial statements in the period of initial application. The nature of the impending changes in accounting policy on adoption of FRS 109, FRS 115 and FRS 116 are described below.

SB-FRS 109 *Financial Instruments*

FRS 109 introduces new requirements for classification and measurement of financial assets, impairment of financial assets and hedge accounting. Financial assets are classified according to their contractual cash flow characteristics and the business model under which they are held. The impairment requirements in FRS 109 are based on an expected credit loss model and replace the FRS 39 incurred loss model. The Board is currently assessing the impact of the new standard and plans to adopt the new standard on the required effective date.

SB-FRS 115 *Revenue from Contracts with Customers*

FRS 115 establishes a five-step model that will apply to revenue arising from contracts with customers. Under FRS 115, revenue is recognised at an amount that reflects the consideration which an entity expects to be entitled in exchange for transferring goods or services to a customer. The principles in FRS 115 provide a more structured approach to measuring and recognising revenue when the promised goods and services are transferred to the customer i.e. when performance obligations are satisfied.

The new revenue standard will supersede all current revenue recognition requirements under FRS. Either a full retrospective application or a modified retrospective application is required for annual periods beginning on or after 1 January 2018. Early adoption is permitted.

The Board is currently assessing the impact of the new standard and plans to adopt the standard on the required effective date.

SB-FRS 116 *Leases*

FRS 116 requires lessees to recognise most leases on balance sheets to reflect the rights to use the leased assets and the associated obligations for lease payments as well as the corresponding interest expense and depreciation charges. The standard includes two recognition exemption for lessees - leases of 'low value' assets and short-term leases. The new standard is effective for annual periods beginning on or after 1 January 2019.

The Board is currently assessing the impact of the new standard and plans to adopt the new standard on the required effective date. The Board expects the adoption of the new standard will result in increase in total assets and total liabilities.

**Notes to the financial statements
For the financial year ended 31 March 2017**

2. Summary of significant accounting policies (cont'd)

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.

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.

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.

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.

**Notes to the financial statements
For the financial year ended 31 March 2017**

2. Summary of significant accounting policies (cont'd)

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.

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:

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.

**Notes to the financial statements
For the financial year ended 31 March 2017**

2. Summary of significant accounting policies (cont'd)

2.7 Financial instruments (cont'd)

(a) Financial assets (cont'd)

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.

(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

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 the amortisation process.

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.

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.

2.8 Cash and cash equivalents

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

**Notes to the financial statements
For the financial year ended 31 March 2017**

2. Summary of significant accounting policies (cont'd)

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.

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.

**Notes to the financial statements
For the financial year ended 31 March 2017**

2. Summary of significant accounting policies (cont'd)

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.

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 2017**

2. Summary of significant accounting policies (cont'd)

2.12 Employee benefits (cont'd)

Post employment benefits

Cost of providing defined benefit retirement 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

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Board and the revenue can be reliably measured, regardless of when the payment is made. Revenue is measured at the fair value of consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duty.

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.

Other income

Other income refers mainly to clinic services fee, HealthZone admission fee and course fee. Income is recognised when the service is rendered.

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 2017

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 12 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 2017

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 2015	7,282,482	10,837,837	189,830	4,793,743	13,493,889	56,001	-	36,653,782
Additions	313,290	-	-	3,195	456,374	-	-	772,859
Disposals	(83,756)	-	-	(694,272)	(138,231)	-	-	(916,259)
At 31 March 2016 and 1 April 2016	7,512,016	10,837,837	189,830	4,102,666	13,812,012	56,001	-	36,510,362
Additions	158,121	-	-	6,033	1,526,768	-	615,912	2,306,834
Disposals	(61,760)	(34,686)	-	(18,768)	(538,928)	-	-	(654,142)
At 31 March 2017	7,608,377	10,803,151	189,830	4,089,931	14,799,852	56,001	615,912	38,163,064
Accumulated depreciation								
At 1 April 2015	5,397,840	9,065,125	163,273	3,017,181	10,119,089	34,067	-	27,796,585
Depreciation for the financial year	911,582	625,088	7,853	727,013	655,688	5,800	-	2,932,814
Disposals	(83,756)	-	-	(400,519)	(133,804)	-	-	(618,079)
At 31 March 2016 and 1 April 2016	6,225,676	9,690,213	171,126	3,343,685	10,640,983	39,867	-	30,111,290
Depreciation for the financial year	713,745	342,133	7,803	514,650	798,062	5,800	-	2,381,993
Disposals	(43,766)	(34,686)	-	(18,671)	(538,929)	-	-	(636,052)
At 31 March 2017	6,895,655	9,997,660	178,929	3,839,634	10,900,086	45,267	-	31,857,231
Carrying amount								
At 31 March 2016	1,286,340	1,147,624	18,704	759,011	3,171,029	16,334	-	6,399,072
At 31 March 2017	712,722	805,491	10,901	250,297	3,899,766	10,734	615,912	6,305,823

Notes to the financial statements
For the financial year ended 31 March 2017

5. Intangible assets

	Computer software	Computer software under development	Total
	\$	\$	\$
Cost			
At 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 and 1 April 2016	48,568,964	-	48,568,964
Additions	345,676	158,360	504,036
Written off	(11,676,888)	-	(11,676,888)
At 31 March 2017	37,237,752	158,360	37,396,112
Accumulated amortisation			
At 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 and 1 April 2016	39,078,340	-	39,078,340
Amortisation charge for the financial year	4,461,009	-	4,461,009
Written off	(11,190,212)	-	(11,190,212)
At 31 March 2017	32,349,137	-	32,349,137
Carrying amount			
At 31 March 2016	9,490,624	-	9,490,624
At 31 March 2017	4,888,615	158,360	5,046,975

Notes to the financial statements
For the financial year ended 31 March 2017

6. Receivables

	Note	2016/2017 \$	2015/2016 \$
Trade receivables		227,078	100,289
Amount due from Ministry of Health		297,467	5,950
Other receivables		1,651,193	689,132
Security deposits		356,144	355,668
Total receivables		2,531,882	1,151,039
Add: Cash and cash equivalents	9	113,939,153	104,934,450
Grants receivables	7(a)	15,580,893	14,578,820
Total loans and receivables		132,051,928	120,664,309

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. It is non-trade in nature, non-interest bearing, repayable on demand 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 \$954,647 (31 March 2016: \$667,121), unutilised fund for Workplace Health Grant from outsourced grant administrator refundable to HPB amounting to \$368,775 (31 March 2016: \$Nil) and Tote Board Community Healthcare grant paid on behalf of Tote Board amounting to \$310,187 (31 March 2016: \$Nil). The amount due from Tote Board is non-trade in nature, non-interest bearing, repayable on demand and to be settled in cash.

Notes to the financial statements
For the financial year ended 31 March 2017

6. Receivables (cont'd)

Receivables that are past due but not impaired

The Board has trade receivables amounting to \$154,568 (31 March 2016: \$11,833) 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:

	2016/2017	2015/2016
	\$	\$
Less than 30 days	153,015	6,426
Past due 31 - 60 days	48	5,321
Past due 61 - 90 days	1,250	-
Past due 91 - 120 days	-	86
More than 120 days	255	-
	<u>154,568</u>	<u>11,833</u>

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.

7. Grant receivables/(grants received in advance)

Grant receivables

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

	Note	2016/2017	2015/2016
		\$	\$
(a) Government			
At beginning of the financial year		14,578,820	13,905,007
Deferred capital grants	11	191,394	220,743
Recognised in the statement of comprehensive income	8	201,999,229	190,323,576
Grants received during the financial year		<u>(201,188,550)</u>	<u>(189,870,506)</u>
Grant receivable at end of the financial year		<u>15,580,893</u>	<u>14,578,820</u>

Notes to the financial statements
For the financial year ended 31 March 2017

7. Grant receivables/(grants received in advance) (cont'd)

Grants received in advance

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

	Note	2016/2017	2015/2016
		\$	\$
(b) Government			
At beginning of the financial year		983,659	5,719,257
Grants received during the financial year		32,030,594	18,079,216
Recognised in the statement of comprehensive income	8	<u>(32,366,818)</u>	<u>(22,814,814)</u>
At end of the financial year		<u>647,435</u>	<u>983,659</u>
(c) Non-government			
At beginning of the financial year		34,270	65,371
Grants received during the financial year		312,349	185,694
Recognised in the statement of comprehensive income	8	<u>(214,999)</u>	<u>(216,795)</u>
At end of the financial year		<u>131,620</u>	<u>34,270</u>
Total grants received in advance at end of the financial year		<u>779,055</u>	<u>1,017,929</u>

8. Grant recognised in the statement of comprehensive income

	Note	2016/2017	2015/2016
		\$	\$
Government operating grants			
Transferred from grants receivables	7(a)	201,999,229	190,323,576
Transferred from grants received in advance	7(b)	32,366,818	22,814,814
		<u>234,366,047</u>	<u>213,138,390</u>
Non-government operating grants			
Transferred from grants received in advance	7(c)	214,999	216,795

**Notes to the financial statements
For the financial year ended 31 March 2017**

9. Cash and cash equivalents

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

	2016/2017	2015/2016
	\$	\$
Cash at bank and on hand	26,163	8,673
Cash placed with Accountant-General's Department	113,912,990	104,925,777
Cash and cash equivalents in the statement of cash flows	<u>113,939,153</u>	<u>104,934,450</u>

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 1.24% to 1.49% per annum (2015/2016: 1.06% to 1.46%).

10. Payables and accruals

	2016/2017	2015/2016
	\$	\$
Trade payables and accruals	47,410,933	49,978,022
Amount due to the Ministry of Health	233,614	221,570
Security deposits	570,096	527,034
Total financial liabilities carried at amortised cost	<u>48,214,643</u>	<u>50,726,626</u>

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.

**Notes to the financial statements
For the financial year ended 31 March 2017**

11. Deferred capital grants

	Note	2016/2017	2015/2016
		\$	\$
At beginning of the financial year		1,084,801	2,176,917
Amount transferred from government grants	7(a)	191,394	220,743
		<u>1,276,195</u>	<u>2,397,660</u>
Amount transferred to income and expenditure statement:			
- to match depreciation of related assets		(337,812)	(566,813)
- to match amortisation of related assets		(276,368)	(447,867)
- to match net book value of related assets disposed		(23,316)	(298,179)
		<u>(637,496)</u>	<u>(1,312,859)</u>
At end of the financial year		<u>638,699</u>	<u>1,084,801</u>

12. 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 255, 2004, 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.

	2016/2017	2015/2016
	\$	\$
Present value of unfunded obligations	<u>9,722,356</u>	<u>10,456,863</u>

Notes to the financial statements
For the financial year ended 31 March 2017

12. Obligations in respect of pension scheme (cont'd)

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

	2016/2017	2015/2016
	\$	\$
At beginning of the financial year	10,456,863	10,754,217
Amounts recognised in the income and expenditure	309,001	343,359
Benefits paid	(1,043,508)	(640,713)
At end of the financial year	9,722,356	10,456,863

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

	2016/2017	2015/2016
	\$	\$
Current service costs	40,870	65,351
Interest on obligation	268,131	278,008
Total included in staff costs under other benefits and allowances	309,001	343,359

Principal actuarial assumptions

Principal actuarial assumptions at the reporting date:

	2016/2017	2015/2016
	%	%
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 (2015/2016: 62 years old).

At 31 March 2017, the weighted average duration of the benefit payment obligation was 16.4 years (31 March 2016: 17.4 years).

Notes to the financial statements
For the financial year ended 31 March 2017

12. Obligations in respect of pension scheme (cont'd)
Principal actuarial assumptions (cont'd)

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 2017		
Effect on service cost	817	(817)
Effect on defined benefit obligation	262,504	(262,504)
31 March 2016		
Effect on service cost	1,307	(1,307)
Effect on defined benefit obligation	282,335	(282,335)

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 2017		
Effect on service cost	(82)	82
Effect on defined benefit obligation	(9,722)	9,722
31 March 2016		
Effect on service cost	(131)	131
Effect on defined benefit obligation	(10,457)	10,457

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 2017		
Effect on service cost	368	(368)
Effect on defined benefit obligation	175,002	(175,002)
31 March 2016		
Effect on service cost	588	(588)
Effect on defined benefit obligation	188,224	(188,224)

**Notes to the financial statements
For the financial year ended 31 March 2017**

13. Share capital

	2016/2017		2015/2016	
	No. of shares	\$	No. of shares	\$
Issued and fully paid:				
At beginning of the financial year	34,473,849	34,473,849	30,926,192	30,926,192
Issuance during the financial year	1,396,205	1,396,205	3,547,657	3,547,657
At end of the financial year	35,870,054	35,870,054	34,473,849	34,473,849

During the financial year, the Board issued 1,396,205 shares (2015/2016: 3,547,657 shares) to the Minister for Finance under Section 22A of the Health Promotion Board Act for a total consideration of \$1,396,205 (2015/2016: \$3,547,657).

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

14. Dividends paid

	2016/2017	2015/2016
	\$	\$
Final dividend paid in respect of current financial year	2,089,000	2,432,000

15. Other income

	2016/2017	2015/2016
	\$	\$
Clinic services fee	460,863	488,049
HealthZone admission fee	118,751	109,429
Course fee	99,303	71,107
Others	118,108	292,637
	797,025	961,222

**Notes to the financial statements
For the financial year ended 31 March 2017**

16. Staff costs

	2016/2017	2015/2016
	\$	\$
Salaries and wages	69,585,343	67,438,585
Central Provident Fund contributions	9,070,194	8,741,752
Staff welfare and development	3,114,881	3,180,512
Other benefits and allowances	2,412,127	2,480,661
	84,182,545	81,841,510

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

	2016/2017	2015/2016
	\$	\$
Rental of premises from Ministry of Health	4,126,966	4,126,966
Information technology services from Government Technology Agency	5,066,627	4,709,062
Information technology services from Ministry of Education	773,536	802,856
Information technology services from National Library Board	756,113	847,394
Training services from Civil Service College	462,441	614,810

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:

	2016/2017	2015/2016
	\$	\$
Salaries and other short-term employee benefits	4,552,470	4,094,369
Post employment benefits	269,183	225,604
	4,821,653	4,319,973

**Notes to the financial statements
For the financial year ended 31 March 2017**

18. Commitments

Capital commitments

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

	2016/2017	2015/2016
	\$	\$
Commitments in respect of contracts placed as at reporting date	119,000	1,699,000

Lease commitments

Minimum lease payments recognised as an expense in statement of comprehensive income for the financial year ended 31 March 2017 amounted to \$4,423,718 (2015/2016: \$4,354,021).

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

	2016/2017	2015/2016
	\$	\$
Payable:		
Within 1 year	4,126,966	4,126,966
After 1 year but within 5 years	-	4,126,966
	<u>4,126,966</u>	<u>8,253,932</u>

Other commitments - Information Technology (IT) cost

Commitments in relation to IT cost contracted for at the reporting date but not recognised as liabilities are as follows:

	2016/2017	2015/2016
	\$	\$
Payable:		
Within 1 year	198,434	249,030
After 1 year but within 5 years	211,920	410,354
	<u>410,354</u>	<u>659,384</u>

**Notes to the financial statements
For the financial year ended 31 March 2017**

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

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 2016/2017	One year or less 2015/2016
	\$	\$
Financial assets		
Receivables	2,531,882	1,151,039
Cash and cash equivalents	113,939,153	104,934,450
Grants receivables	15,580,893	14,578,820
Total financial assets	<u>132,051,928</u>	<u>120,664,309</u>
Financial liabilities		
Payables and accruals	(48,214,643)	(50,726,626)
Net financial assets	<u>83,837,285</u>	<u>69,937,683</u>

**Notes to the financial statements
For the financial year ended 31 March 2017**

19. Financial risk management objectives and policies (cont'd)

(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.

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:

	2016/2017	2015/2016
	\$	\$
Cash placed with Accountant-General's Department	113,912,990	104,925,777

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 2017	284,782	(284,782)
As at 31 March 2016	262,314	(262,314)

**Notes to the financial statements
For the financial year ended 31 March 2017**

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 2017 were authorised for issue by the Board on 23 June 2017.

The Health Promotion Board's Annual Report FY2016/2017 editorial team would like to express our heartfelt thanks to the following colleagues and their family members for appearing in the Annual Report for FY2016/2017.

Our HPB Talents

War on Diabetes
Jeremy, Sumasni, Swee Suet

NurtureSG
Jake, Jo-Ann, Melissa

Shaping Healthy Behaviours in Schools
Amar, Jake, Seraphina, Tara

Shaping Healthy Behaviours at Workplaces
Ram, Reagan, Zhen

Shaping Healthy Behaviours in the Community
Haley, Nisha, Siong Yeo, Tee Hin

Shaping Healthy Behaviours through Technology
Aston, Khim Soo, Zuriana

Shaping Healthy Behaviours from Within
Amalyasa, Jeremy, Li Ping

Date of Publication: August 2017

Extremely faint, illegible text, likely bleed-through from the reverse side of the page. The text appears to be organized in a grid or table format, with multiple columns and rows of characters that are too light to read.



Health Promotion Board
3 Second Hospital Avenue
Singapore 168937

Tel: 6435 3500
Fax: 6438 3848

www.hpb.gov.sg