

HEALTH PROMOTION BOARD
ANNUAL REPORT 2020/2021

Breaking Barriers Together

Breaking Barriers Together

2020 was a year the Health Promotion Board overcame barriers in many facets of health promotion. We rose to unprecedented challenges presented by the COVID-19 (Coronavirus Disease 2019) pandemic to safeguard public health, stepping up to the call of duty in healthcare and surveillance to prevent the spread of the disease raging worldwide. In the extraordinary year against a COVID-19 backdrop, we reinvented ourselves to keep healthy living accessible, pushed our digital boundaries towards precision in public health, and continued to help Singaporeans overcome barriers to healthy living.

VISION

A nation of healthy people

MISSION

Empowering individuals to take ownership of their health through:

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

OUR VALUES

We live our core values as One HPB

People-Centricity

Care for people; inspire healthy living

Innovation

Dare to try; learn quickly

Excellence

Do our best; keep getting better

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Chairman's Message



The milestones achieved despite a challenging year was the result of the tenacity and courage within the organisation to overcome barriers, and I am proud of our HPB staff. Besides fighting the coronavirus, we stayed committed in helping Singaporeans address hurdles to live healthier.

The year has been challenging for the Health Promotion Board (HPB) but we have risen to the challenge. Preventive health took on another meaning for us in 2020. Beyond enabling Singaporeans to keep healthy, we were at the fore, safeguarding public health in a landscape besieged by COVID-19.

COVID-19 response

When the coronavirus hit Singapore, HPB sprang into action with our staff performing their assigned roles tirelessly for many months that followed – in quarantine operations, providing care for patients at the Community Care Facility, COVID-19 testing operations, contact tracing and in safe distancing duties. Many Singaporeans also joined us to combat the virus as part of the swab testing teams. It was an unwavering display of solidarity, as everyone carried out their public service duty for a shared goal.

Beyond containment efforts, HPB also contributed to the progress of Singapore's COVID-19 vaccination programme. Our healthcare staff had stepped up in January 2021 to form mobile vaccination teams, visiting nursing homes and senior care centres to inoculate residents in these settings. Within two months, they visited more than 100 locations, providing seniors who were unable to visit the vaccination centres due to mobility issues, opportunities to be vaccinated.

Disease prevention

Throughout the year, the pandemic-related efforts consumed a major part of HPB's work as the organisation supported the nationwide fight on multiple fronts. Where HPB could carry on with its usual preventive health mandate with a leaner team, the organisation persevered, albeit on smaller scales.

With heightened awareness, during a time of pandemic, on the importance of staying healthy, the focus remained on encouraging Singaporeans to eat healthy, stay active, keep mentally well and practise healthy habits.

In particular, emphasis was placed on supporting the mental well-being of Singaporeans. This included mental wellness workshops offered to companies, which equipped working adults with the knowledge and skills to alleviate stressors arising from the pandemic. They learnt about stress management, good sleep management, as well as how to be supportive leaders and co-workers at the workplace.

Against the COVID-19 climate, we also supported the national agenda of communicable disease prevention. There were prominent efforts to reinforce good hygiene practices, and we partnered the private sector to distribute hand hygiene product samples islandwide. The initiative reached over 40,000 locations, including households of seniors,

low-income families, pre-schools and hawker centres, benefitting over 230,000 pre-schoolers and seniors in all.

Innovating for accessibility

Throughout the year, we sought innovative ways to provide Singaporeans with continued access to health programmes. The health coaching programme for workers in hawker centres and markets is one example where we modified group activities into individual health coaching sessions. Our health coaches visited stallholders and market shop retailers stall-to-stall to guide them on ways to keep healthy.

Concurrently, we stepped up the use of digital means to deliver preventive health programmes and information, through virtual programmes and online resources. In 2020, more than 160 workout videos were created for Singaporeans, enabling them to stay physically active, including within the comfort of their homes, as they stayed safe from COVID-19. Senior-centric physical activity programmes were also conducted virtually so that our seniors could stay socially connected and active.

In November 2020, My Health Booklet, a digital tool that provides an individual's health profile with their health screening information, was launched to help individuals track their personal health and screening needs. The digital solution offers Singaporeans greater convenience in monitoring their health screening results, and reminders to attend relevant screening when they are due. As of March 2021, more than 160,000 individuals have already come on board.

Co-creating solutions

Over the course of 2020, we continued to co-create solutions to look after our population health needs together with our partners. This included extending our reach to different segments of the population through our strong connections with grassroots and community organisations as well as faith-based organisations. During the periods where our on-ground health programmes could be carried out amidst continued vigilance against COVID-19, the unswerving support of our partners facilitated the smooth implementation of safe management measures, so that Singaporeans could continue to keep healthy, safely.

We also continued our close collaboration with other public agencies. A key development this year was a joint initiative with Sport Singapore to integrate the incentive frameworks used to reward healthy behaviours. The move seeks to enable HPB participants to convert the rewards they earn from participating in our programmes, into credits that allow them to partake in ActiveSG programmes or use their facilities. This further incentivises the population to adopt different ways to lead healthier lifestyles, making healthy living more widespread.

We have also made progress in the use of technology and behavioural insights to affect public health. Through our collaboration with Apple, the LumiHealth programme was conceived to motivate Singaporeans to take gradual steps and attain long-term health benefits against their personal lifestyles. While HPB contributes its experience in developing local public health programmes, Apple brings to the table its expertise in creating engaging digital experiences and a track record in data privacy.

Breaking barriers

The milestones achieved despite a challenging year was the result of the tenacity and courage within the organisation to overcome barriers, and I am proud of our HPB staff. Besides fighting the coronavirus, we stayed committed in helping Singaporeans address hurdles to live healthier.

We will keep sharpening our strategies to expand the prevalence of our health programmes while growing our partnerships. We will also develop more innovative solutions to mobilise the population to adopt and sustain healthy lifestyles in different ways. Advancing from the trail we left off in 2020, we will continue to turn obstacles into opportunities. This spirit will stay embedded in everything we do as we chart our forward plans in the coming year.

Philip Lee

Chairman
Health Promotion Board

CEO's Review



2020 has been a year packed with intensity and a deep sense of purpose. I thank all our staff and partners who supported our missions every step of the way. They have shown fortitude, dedication and agility in uncertain times.

When COVID-19 engulfed Singapore in 2020, we found ourselves involved in a fight of a lifetime with the rest of the nation. We had to respond with scale and agility, consolidating our efforts and resources into supporting whole-of-government action plans and operationalising COVID-19 testing. Across the Health Promotion Board (HPB), the bulk of our workforce, 460 officers, were devoted to these operations, while a remaining team kept our health promotion work going.

Mobilising teams

Our nurses and dental therapists were fielded to carry out quarantine operations, and at the Community Care Facility, they provided care for COVID-19 patients with mild or no symptoms. From various parts of HPB, we pooled a team of staff to support in contact tracing and safe distancing duties, contributing further to our national priorities.

In April 2020, HPB was appointed as the national agency to coordinate swab operations and support Singapore's testing strategy. We assembled a testing operations workforce, redeploying our staff from their regular responsibilities. As testing needs grew, HPB expanded the workforce, recruiting both medically trained professionals and other Singaporeans, with the strong support of our public and private sector partners.

Confronting COVID-19

On the ground, our swab teams conducted swab operations at different migrant worker dormitories and government quarantine facilities daily. After more than 350 operations, the systematic testing of migrant workers in dormitories was completed in August 2020. Adding to this milestone was the implementation of serology testing for over 300,000 dormitory-dwelling workers. These testing regimes were critical in decisions on the workers' return to their dormitories or workplaces.

Meanwhile, testing capacity was continually built up for the active surveillance of those returning to their workplaces after the Circuit Breaker. Besides screening more than 30,000 pre-school staff for COVID-19 ahead of pre-schools' phased reopening, we established Regional Screening Centres to carry out testing on a large scale. By June 2020, we had set up the first four screening centres to test workers in target sectors and specified community groups. These centres became an integral part of Singapore's testing operations, especially in supporting the fortnightly routine testing of workers in the target sectors.

When testing capacity had to be ramped up, we leveraged our strength in building partnerships to scale up operations rapidly. Working with partnering organisations to secure sites for swab operations and manpower required, we established over

20 Regional Screening Centres islandwide within four months, with over 2,000 trained swab operations staff on the ground daily. The expeditious scale-up in locations and manpower equipped us to meet the testing demands. Meanwhile, another team accelerated the developments of workflows, supply chain of essential goods and services, infection prevention protocols and IT systems, which were all vital to the safe, smooth running of the day-to-day operations. Amid the dynamic situation, the backroom forces adapted quickly to support the evolving on-ground needs. The agile response to the pandemic was a unified effort, banding the organisation together, as one.

Promoting health

Helming the testing operations on a national scale has been a hefty undertaking. It required a dedicated unit to oversee the operations and a Testing Operations Task Group was formed, with a management team looking into the clinical governance, manpower deployment and daily running of the operations.

With the new set-up focused on COVID-19 testing operations, we have been able to readjust HPB's focus back to our health promotion programmes, at a time when the importance of health and well-being has come to the fore. On this front, HPB continued to offer essential health services to Singaporeans amidst the pandemic. For instance, we implemented safe management measures for everyone's safety as we carried on with our school-based immunisation programme to protect our young against Tetanus, Diphtheria, Pertussis (Tdap) and the Human Papillomavirus (HPV). More than 37,990 primary school students received the booster dose of the Tdap vaccine, while over 52,000 secondary school female students underwent the HPV vaccination for protection against cervical cancer.

In the food and beverage space, our efforts in promoting healthier diets saw good outcomes amid challenges in the industry. Besides bringing new partners on board the Healthier Dining Programme to offer Singaporeans healthier options when eating out, we added new ingredient categories under the Healthier Ingredient Development Scheme to further expand the availability of healthier ingredients in the market. So far, 71 suppliers have tapped the scheme, offering over 240 healthier ingredient products.

Getting smarter

We have also been pursuing a more personalised delivery of health interventions to the community, capitalising on the sophistication in technology such as wearables, and data analytics.

In October 2020, we took this endeavour to a new level when we launched the LumiHealth programme together with Apple. LumiHealth encourages Singaporeans to adopt healthier habits through personalised nudges and incentives. The insights aggregated from LumiHealth will also enable us to provide Singaporeans with more tailored, relevant and timely health messages. This personalised approach aims to encourage behavioural changes more effectively.

Since its launch, we have seen strong interest with more than 100,000 downloads of the mobile app. Our long-term goal is to work with more partners to create an ecosystem of technology-enabled health promotion programmes for different population segments and benefit more Singaporeans.

Forging ahead

Looking back, 2020 has been a year packed with intensity and a deep sense of purpose. I thank all our staff and partners who supported our missions every step of the way. They have shown fortitude, dedication and agility in uncertain times.

Moving on, we intend to drive greater synergies across our programmes and harness health insights and technology even more to create people-centred solutions. We will also draw upon our past year's learnings to shape our future approaches in disease prevention, as we continue to forge ahead to keep our population healthy and well.

Zee Yoong Kang

Chief Executive Officer
Health Promotion Board

Board of Directors



MR PHILIP LEE

Chairman
Health Promotion Board

Vice Chairman
Global Banking, South East Asia
The Hongkong and Shanghai
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MRS QUEK BIN HWEE

Director (Independent Non-Executive)
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HPB Leadership



MR ZEE YOONG KANG
Chief Executive Officer



MR MAURICE TAN
Deputy Chief Executive Officer
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MR DENNIS SHEN
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Policy and Technology
(till 6 July 2020)



DR ANNIE LING
Group Director
Policy, Research and Surveillance

Group Director
Knowledge Translation
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DR CHEW LING
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Group Director
Youth Preventive Services Division
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DR K VIJAYA
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Rising to Challenges in a Pandemic

Banded as one, the Health Promotion Board (HPB) rose to monumental challenges presented by COVID-19, playing key roles in the nation's fight against the disease. Beyond stepping up to support whole-of-government needs at the outset of the pandemic, HPB led the national testing operations, which has continued to be instrumental in Singapore's surveillance strategy.

Mobilising the First Frontliners

When COVID-19 first hit local shores, the Health Promotion Board (HPB) dedicated a team of healthcare staff to battle COVID-19 alongside other healthcare workers at the frontlines. Non-healthcare staff were also committed to support resource needs in different pockets across the Public Service.

Supporting whole-of-government needs

In January 2020, HPB joined many other public agencies in the fight against COVID-19. To support the nationwide community contact tracing efforts, HPB gathered a 50-strong team of staff who were redeployed from their usual responsibilities to carry out **contact tracing** duties at the Ministry of Health. Many staff were also temporarily re-designated as **Safe Distancing Ambassadors** to support islandwide on-ground efforts, reminding Singaporeans to adhere to safe distancing measures.

HPB nurses, who are trained mask fit testers, also carried out **N95 mask fit testing** for general practitioners, clinic assistants and other frontline staff who were working in environments with higher risk of exposure to COVID-19. The mask fit testing process was necessary to ensure that healthcare staff and frontliners were adequately protected from the exposure to COVID-19 in the course of their work. During the year, over 4,000

mask fit tests were conducted. During the mask fit testing sessions, the nurses also provided training and education on the donning and removal of the personal protective equipment (PPE).

Playing active roles in quarantine operations

At the dawn of the outbreak, HPB's healthcare team of nurses and dental therapists was mobilised to play key roles in Singapore's **quarantine operations** to contain the spread of the disease. Together with Certis Cisco officers who were tasked to issue quarantine orders, the nurses and dental therapists visited households to serve temperature monitoring kits to individuals who needed to be quarantined.

During the process, quarantined individuals were taught how to use the temperature monitoring kit, which comprised a thermometer, surgical masks, a temperature recording chart and a brochure on temperature measurement. They were also advised by the nursing and dental staff on self-care, monitoring of their health and standard procedures to take upon the show of any relevant signs or symptoms. The Certis Cisco quarantine officers, before their deployment, also underwent training on infection prevention and control practices conducted by a team of HPB nurses.



Quarantine officers undergoing training on infection prevention and control practices conducted by HPB nurses.



A tele-consultation centre was set up to reach out to quarantined individuals who did not require in-person visits, to minimise the risks of transmission at the height of the pandemic.



Days following the first mobilisation, a group of HPB nursing staff were activated and deployed to Changi International Airport to manage incoming flight passengers from Wuhan and Hubei – COVID-19-affected regions in China in the early part of 2020.

Medical posts were set up in the arrival halls of the airport terminals, where incoming passengers were screened, triaged and provided temperature monitoring kits. They were also guided on the need to monitor their temperature and health for relevant symptoms, as well as the procedures to seek medical attention whilst under quarantine.

With a surge in the number of COVID-19 cases among migrant workers in April 2020, close to 180 HPB nurses and dental therapists were deployed to support the quarantine operations at the dormitories.

To reduce the risks of transmission at the height of the pandemic, a **tele-consultation model** was developed and implemented from April to July 2020, in partnership with Certis Cisco, for quarantined individuals who did not require in-person visits.

Stepping forward to care for the community

In April 2020, the Singapore Expo Convention Hall was converted into a **Community Care Facility** to treat, manage and provide support for individuals who tested positive for COVID-19 and had mild or no COVID-19 symptoms. Several private and public agencies jointly set up the facility and mobilised the manpower required to care for the patients.

More than 30 HPB nurses stepped forward to take on the healthcare roles at the Community Care Facility. They were trained and deployed to provide care for the patients on 12-hour shifts alongside doctors and other healthcare professionals from various healthcare institutions and agencies. The daily responsibilities of the healthcare staff at the Community Care Facility included monitoring patients' vital signs, taking blood or swab specimens for testing, administering medication and attending to emergencies when required.

At the Community Care Facility, patients were educated on a variety of health topics during their stay, such as hand hygiene, infection prevention and control, as well as falls prevention. Beyond clinical roles, the nurses also helped to organise daily exercises and activities for the patients, caring for both their physical and mental well-being, and offering the much needed support in a challenging time for all.

Setting Up for a Battle with COVID-19

As the COVID-19 situation intensified, the Health Promotion Board (HPB) was appointed as the national agency to support COVID-19 testing in April 2020, forming an integral part of the Ministry of Health's national testing strategy.

Building a workforce for national testing operations

The extensive testing operations required a huge workforce to start and keep up with Singapore's testing needs. These efforts included planning resources to cater for testing demands, scouting for suitable sites to set up swab facilities, developing systems to process appointments for groups that required testing, setting up stringent procedures and ensuring compliance, conducting the collection of specimens as well as managing resources to support the on-ground operations.

A **testing operations workforce** was rapidly set up, comprising 460 HPB staff, many of whom volunteered to support the operations. They took up varying roles, forming a team of resources that executed the testing operations safely and efficiently. As the nation's testing needs grew, thousands of Singaporeans were also recruited as swabbers, to be part of the battle against COVID-19.

Partnerships with different stakeholders in the public and private sectors such as e2i, SG Healthcare Corps, Workforce Singapore, a group of allied health service providers, as well as some aviation and hospitality companies, facilitated the recruitment of both medically trained professionals and non-medically trained individuals, enabling the quick scale-up of the swab operations team.

Staff deployed for on-ground operations were fitted with suitable N95 masks before deployment for their safety, and were equipped with the necessary knowledge and skills to manage their day-to-day responsibilities.

A **training roadmap** was established to ensure all staff were fully trained before their deployment. They completed training for essential skills including infection prevention and control practices, proper steps of donning and removing the personal protective equipment (PPE), as well as different swab techniques such as the nasopharyngeal swab procedure. Swabbers were also required to complete an on-the-job competency assessment to ensure they were ready for the role.

To complement these skillsets, those in supervisory roles also underwent training in First Aid and use of AED (Automated External Defibrillator), as well as client management and supervisory skills, to enhance their ability in responding to emergency situations and to manage teams with diverse backgrounds.

Establishing clinical standards and governance

A key part of the operations set-up was the development of clinical standards and protocols, and having processes in place to ensure compliance by teams on the ground.

A **clinical governance** team comprising doctors, nurses and dental therapists from HPB was formed to establish procedures as well as infection prevention and control practices, to safeguard the health and safety of both staff and the community that the operations served.

▶
A swab assistant undergoing on-the-job competency assessment under the supervision of a procedural supervisor.



Photography by: Melissa Ho, Health Promotion Board

Within a short time, the clinical governance team learnt new swabbing techniques that were not part of their normal clinical practice, and created new safety and operating protocols. Guidelines on infection prevention and control were developed and tailored for different operating environments as well as different swabbing methods. Audits and risk management processes were also put in place to ensure on-ground teams adhere strictly to the guidelines.

When many Singaporeans, mostly without healthcare experience, were recruited to support the testing operations, a **competency framework** based on safe practices, consistency and teamwork, was created by the clinical governance team to build and assess the competencies of swabbers and swab assistants undergoing on-the-job training. Stepping into the roles of procedural supervisors at swab facilities, the clinical governance healthcare staff assessed the competencies of the swab teams, audited their compliance with clinical standards during operations, and were tasked to assist in any medical emergencies on-site.

Steering the National COVID-19 Testing Operations

At the heart of Singapore's testing operations was the **Testing Operations Centre (TOC)**, a unit which was set up by the Ministry of Health (MOH) to aggregate the national testing demand and centrally manage the allocation of testing capacity. This was to ensure that critical national needs could be met, and would help laboratories manage workloads so that capacity would not be overwhelmed by sudden surges in demands.

As a multi-agency and cross-functional body, the TOC comprised teams from MOH, Health Promotion Board (HPB), the Singapore Armed Forces and the Defence Science and Technology Agency (DSTA). Having an oversight of all testing demands nationwide enabled the TOC to optimise Singapore's testing capacity, and ensure efficiency in swabbing and laboratory testing.

Planning and allocating resources for testing needs

To ensure that Singapore's laboratory testing capacity was able to meet surges in public health demands and emergency operations, the TOC, together with MOH, closely facilitated and monitored the scale-up plans of Public Healthcare Institutions (PHIs), government-linked laboratories and private laboratories, and worked towards addressing the challenges they faced.

To support serology testing at migrant worker dormitories, the TOC also worked closely with these laboratories to **build serology testing capabilities**, which enabled cases of individuals who were previously exposed to COVID-19 and had developed antibodies to be determined. This allowed for better optimisation of testing capacity and informed public health policies such as quarantine regimes.

A large part of the TOC's work was overseeing national **allocation of resources**, including swab and laboratory capacities. Working with MOH, polymerase chain reaction (PCR) laboratory testing resources were allocated based on public health considerations and operational needs. The allocation of resources was calibrated through critical assessments of prevailing public health risks, as well as sector lead agencies' optimisation of past allocated tests.

Managing and harnessing data for resource optimisation

For efficient tracking of demand and resource allocation, an **ICT system** was developed by HPB together with DSTA in mid-May 2020. The system was subsequently enhanced to unify various data sources from multiple sector lead agencies. This provided a detailed overview of the COVID-19 testing supply and demand situation.

The system, which was built with optimisation capability, enabled the TOC to assign resources swiftly and appropriately, and supported HPB in carrying out its swabbing operations efficiently. This allowed testing resources to be managed and allocated optimally nationwide, amid the large numbers to be swabbed every day, contributing towards the gradual resumption of economic and community activities in Singapore.

Ensuring compliance with standards and workflow

Beyond managing testing capacities, the TOC had to **ensure compliance with standards and workflow** by both laboratories and frontline swab operations.

▶ The ICT system which provided an overview of the COVID-19 testing supply and demand situation, enabled efficient allocation of testing resources.



Photograph: Courtesy of DSTA

For the safety of frontliners and the accuracy of test outcomes, the TOC worked closely with HPB's manpower deployment and clinical governance teams, to ensure that standard operating procedures were adhered to. Processes were enhanced over time, while training curriculum was constantly updated and key learnings were reinforced. When newer testing methods emerged, training sessions were also facilitated to upskill the frontline staff, and processes were calibrated.

Back-end, to ensure efficiency and precision of laboratory tests, the TOC engaged both the public and private laboratories to establish a set of standards, understand their challenges, and helped to onboard the new laboratories.

Specimen collection and techniques were aligned across the laboratories to provide timely test results, workflows were developed, and processes were streamlined. These established processes facilitated the smooth roll-out of new testing modalities such as the oropharyngeal/mid-turbinate nasal swab method in the latter part of 2020.

To reduce disruptions to business operations and thereby increase regular testing among the target groups in different sectors, the TOC started to collaborate with several public agencies and companies to build **self-swabbing capabilities** in October 2020. This enabled swabbing to be conducted by appointed healthcare professionals. Best practices for the operations were also recommended to the various stakeholders as part of the process.

Activating Testing Operations

The development of stringent protocols and training quickly paved the way for the Health Promotion Board's (HPB) COVID-19 testing operations. To optimise national resources, the testing regime adopted a targeted approach.

Taking the plunge into daily swab operations

From April till June 2020, HPB's testing operations largely focused on the **testing of migrant workers** residing in dormitories as well as individuals who were serving their quarantine or Stay-Home Notice at government quarantine facilities. The operations were carried out in close collaboration with other public agencies such as the Ministry of Manpower and Ministry of National Development, and private sector partners including Temasek Foundation and dormitory operators.

The testing operations spanned across different dormitories and quarantine facilities every day. Within the first month, more than 140 quarantine facilities and dormitories were assessed for their suitability and requirements for set-up before the operations commenced.

Up to 500 personnel including HPB staff, swabbers, swab assistants, administrative support staff and site supervisors were deployed for the swab operations at these sites daily. Supervisors managing the swab teams oversaw the set-up of the sites, and had to ensure swab teams' compliance with infection prevention and control protocols, smooth traffic flow of clients, timely delivery of necessary supplies, and that swab samples were packed and collected as planned. Swabbers and swab assistants also teamed up to conduct swabbing and specimen collection at swab stations temporarily set up at each site.

Before its first operation to conduct swabbing for a group of migrant workers at a government quarantine facility in Tanjong Gul, HPB established an **on-site workflow** after surveying the ground. The workflow guided the process of registration, verification of details and specimen collection, as well as duties of the trained swab team.

The workflow also included infection prevention and control practices, and procedures to manage the specimen collection kits.

To ensure specimens collected on-site could be processed for laboratory testing, HPB worked with the laboratories to establish a workflow to manage specimens, from labelling, collection, packing and storage to transportation of the specimens. The workflow was subsequently shared with all swab teams for their compliance during their operations.

Staying agile in a pandemic

The dynamic COVID-19 situation called for the need to be adaptable, and this adaptability was demonstrated through the agile response to new testing methods implemented and the emergence of new testing needs.

In May 2020, the **first pooled testing** was conducted at a dormitory, where close to 2,000 migrant workers were scheduled to be tested. The pooled testing method, which involves combining swabs of up to five individuals into one laboratory test, required on-ground operations to adapt to a new workflow in the registration and specimen collection processes, as well as in infection prevention and control practices.

In response to scaled-up testing needs in June 2020, **resources were developed** to guide site supervisors in assessing the suitability of sites to be used for swab testing. A checklist was provided, covering considerations such as adequacy of protection from harsh weather, space available for key operations and client flow, as well as conditions conducive for infection prevention and control protocols. The resources were also useful for other stakeholders involved in the testing operations to evaluate the readiness of site as well as the laboratories in supporting COVID-19 testing. Overall, they resulted in more efficient use of time and resources, and site supervisors were empowered to respond to the dynamic situation on-ground while keeping the swab teams and their clients safe.



Swab teams preparing for a swab operation in a migrant worker dormitory.

Photography by: Shrutika Mangharam, Health Promotion Board

More than 350 swab operations for hundreds of thousands of migrant workers were conducted across various fixed and temporary facilities, including purpose-built dormitories, non-purpose-built dormitories, factory-converted dormitories and government quarantine facilities. The systematic testing of migrant workers for the clearance of dormitories was completed in August 2020.

Mounting swab operations for target groups

As part of the national containment efforts to detect and ringfence cases of infection early, HPB works with Ministry of Health (MOH) to **mount special operations** where there could be higher risk of transmission.

In July 2020, HPB ran a one-time operation to conduct swabbing for close to 60 households in Tampines as a precautionary measure after MOH

had detected a few COVID-19 cases. Working closely with MOH's contact tracing centre, the operation collected swab specimens from individuals from the households for diagnostic testing. The learnings gathered during the operations guided future similar operations in the community.

Another swab operation involving over 14,000 staff who worked at bus depots and interchanges was carried out from July to August 2020 with the Land Transport Authority. Serological tests, where blood samples had to be collected, were included as part of the on-site testing. On-ground processes were set up to incorporate the need for both swab and blood samples collection. Prior to the operations, briefing sessions were also held with the swab teams to inform them about their roles and to provide guidance on managing the client's journey throughout the operations.

Expanding Testing Operations for Active Surveillance



Photography by: Shrutika Mangharam, Health Promotion Board



The procurement and logistics teams ensured a smooth flow of critical supplies to support the daily swab operations.

Maintaining the flow of critical supplies

In the backroom of the swab operations were the procurement and logistics teams maintaining the flow of **critical supplies and services**, heavily supporting the work of the frontline fight. To keep up with the daily operational needs, round-the-clock support was dedicated to source for the essentials, manage inventories, ensure smooth logistical flow of supplies and services to swab sites, and to plan for future needs.

With an urgency to cope with the pandemic amid a shortage of supplies in the marketplace when testing operations first commenced, HPB leveraged existing suppliers' resources and capabilities, and the whole-of-government network to pool supplies and services required for the expeditious set-up of the swab operations. These partners included the National Environment Agency, the Health Sciences Authority and ALPS, a public healthcare supply chain agency that provided supplies of personal protective equipment, hand sanitisers and disinfectant wipes.

The efforts in supply chain management secured many goods and services that were key to the operability of Singapore's national testing regime. They covered medical supplies, serology services, leasing of swab operation sites, retrofitting services, facilities and logistics management services, manpower recruitment and training services, as well as general supplies needed for running the daily operations.

Inventory and logistics of the essential supplies were planned and managed, often on short notice, to support the frontlines' rapidly evolving needs. These efforts supported more than 40 dormitories and government quarantine facilities islandwide each day during the initial period from April to June 2020. Keeping the delivery of supplies going enabled the swab operations to be carried out by the swab teams without disruption.

Besides diagnostic testing in migrant worker dormitories and the community, active surveillance testing was started among target groups to detect cases early and reduce the risk of large COVID-19 clusters from developing. With an expansion in the national testing regime, the Health Promotion Board (HPB) set up Regional Screening Centres (RSCs) that could carry out COVID-19 swab testing on a large scale.

Screening of pre-school staff

In May 2020, RSCs were deployed at temporary sites to carry out **COVID-19 testing for pre-school staff**, ahead of the phased reopening of pre-schools following the Circuit Breaker period. All pre-school and early intervention staff had to undergo a one-time swab test as a precautionary measure to protect returning pre-schoolers.

The operations were planned, set up and completed over a span of three weeks together with the Ministry of Education and Early Childhood Development Agency. The pre-school centres facilitated the preparatory process, informing the pre-school staff of their appointment and testing details. HPB partnered several polytechnics which provided sites within their premises for the testing exercise. Temasek Foundation also assisted to augment the initial manpower required to conduct

testing and to establish Farrer Park Hospital as a designated facility for staff who needed to be re-tested.

On the ground, transportation for the pre-school staff as well as their swab test journey – from registration to the swab test and exit – were planned and set up before the operations commenced. Over 30,000 swab tests were conducted for both teaching and non-teaching staff across all pre-schools and early intervention centres.

Setting up RSCs at dedicated sites to meet testing demand

With the gradual reopening of more workplaces, other target groups were identified for COVID-19 routine testing. They were workers who were returning to work in the construction, marine and process sectors as well as frontline workers supporting COVID-19 operations.

To support testing needs, HPB began to set up **RSCs at dedicated sites** from June 2020. Within three months, HPB assessed more than 75 sites for suitability as locations for screening and testing, together with partnering agencies such as the Singapore Land Authority, Ministry of National Development and Urban Redevelopment Authority.



Testing sites were set up for the testing of pre-school staff with safe distancing as well as infection prevention and control measures in place.





◀ The Float @ Marina Bay was among the first locations used for a Regional Screening Centre set up by HPB.

Suitability of the sites were evaluated based on accessibility, space and the time required for set-up. The site chosen had to be conveniently located and accessible to those who needed to come for testing, and would have minimal disruption to the community. It must have sufficient vacant spaces to be used for the testing set-up and be large enough to put in place all the strict measures to protect those being tested, the staff in the centre and the community around.

To effect testing operations quickly, many RSCs were retrofitted from existing vacant infrastructure. HPB worked closely with partner organisations and grassroots leaders to manage the **sites set-up** process. Safe management measures were implemented, including pre-registration for appointments, queue management, safe distancing, SafeEntry scanning, temperature taking, and infection prevention and control protocols.

With the massive scale of swab operations at the RSCs, digital systems were also enhanced to efficiently facilitate appointment booking and registration, and track laboratory test results.

At the inception of RSCs, multiple target groups were identified for screening at the centres. They included workers from the various sectors – construction, marine and process workers, frontline workers supporting COVID-19 operations, individuals under quarantine, those who were exiting Stay-Home Notice (SHN), as well as individuals with acute respiratory infection (ARI) referred by doctors. To optimise space and operational efficiency within the centres, HPB carefully planned the workflows to segregate the different groups to be tested.

The first four RSCs were set up at the Old Police Academy, The Float @ Marina Bay, Bukit Gombak sport hall and Bishan sport hall. Over the course of 2020, more sites were set up islandwide in phases while some were returned to the site owners when their leases ended.

Coordinating testing of target groups

To support the screening requirements for workers in the identified **construction, marine and process sectors**, HPB worked closely with sector lead agencies, such as the Building and Construction Authority (BCA) and Economic Development Board (EDB).

Workflows were drawn up with the sector lead agencies to coordinate the testing process, including setting up appointments for the workers to be tested at the RSCs.

Under the testing regime, **individuals diagnosed with ARI** could also be referred for testing at selected RSCs, Public Health Preparedness Clinics and selected polyclinics. The public agencies and health institutions involved – HPB, Ministry of Health (MOH), Agency for Integrated Care (AIC), MOH Holdings and primary care institutions such as polyclinics and general practitioner clinics – coordinated efforts to ensure the smooth implementation of the process. Working closely with AIC, HPB prepared doctors on the process to refer ARI-diagnosed patients to the RSCs. Trained swabbers were also subsequently deployed to the polyclinics to conduct the swab tests and enable nurses at the polyclinics to resume their clinical duties.

Another target group was **travellers** who were required to undergo testing at the end of their SHN period. HPB worked in close collaboration with the relevant public agencies that oversee inbound and outbound travels, to schedule swab test appointments for the travellers and to facilitate the return of their test results. Over the year, swab operations for the testing of travellers kept up with the evolving national testing strategy due to the dynamic global COVID-19 situation, and the efforts entailed rapid response in implementing operations on the ground.

In late August 2020, COVID-19 testing was further extended to **specific community groups**. MOH and HPB, together with other public agencies, progressively reached out to identified community groups to offer one-time COVID-19 testing. The targeted surveillance testing operations, which aimed to provide a better picture of prevalence of the virus within the population, covered community groups such as taxi and private hire car drivers, food delivery personnel, as well as stallholders at hawker centres, markets and similar food and beverage establishments such as coffeeshops.

Roving operations were deployed in different parts of Singapore for the testing of these identified groups with support from various sector lead agencies. They included the Singapore Food Agency, Enterprise Singapore, Housing and Development Board, National Environment Agency, Town Councils and People's Association. With the concerted effort, close to 160 surveillance operations have been deployed for testing of the community groups as of March 2021.

Operationalising Rostered Routine Testing

With the systematic testing of migrant workers in dormitories progressively completed, **Rostered Routine Testing (RRT)** was fully implemented by August 2020 jointly with the Ministry of Manpower (MOM) and other sector lead agencies. Workers staying in dormitories, workers in the construction, marine and process sectors, those who had to go into the work sites, and frontline workers supporting COVID-19 operations were required to undergo swab tests periodically. The routine testing became an integral part of the nation's continuous active surveillance to safeguard public health.

Partnerships with other organisations in both public and private sectors were key in the implementation of routine testing for the workers.

To ensure accessibility of RRT, swab tests were conducted centrally at the RSCs as well as in large-sized dormitories, where swab facilities were set up. Through collaborative efforts with sector lead agencies such as MOM, BCA and EDB, workflows were established to communicate the need for workers to be tested and to facilitate the scheduling of their swab test appointments. Working with private partners such as Temasek Foundation also facilitated the use of sites for swab operations and boosted the swab workforce, both of which enabled RRT to be rolled out efficiently.

Enhancing Testing Operations



◀ A worker undergoing his Rostered Routine Testing in the Regional Screening Centre set up at Cochrane Recreation Centre.

Another crucial factor in the RRT implementation was technology enablement. To manage the large volume of swab tests to be routinely conducted daily across different RSCs and dormitories, HPB developed the **Swab Registration System (SRS)**, an appointment booking and registration system for HPB to plan and run its swab operations. It has supported registration by employers in the target sectors and has enabled sector lead agencies to monitor testing progress and follow-up.

Launched in August 2020, the SRS has made scheduling of RRT appointments easier and convenient for employers. They can select their preferred swab locations and testing dates from the different RSCs and swabbing facilities in selected dormitories for their workers. The system's automated scheduling feature minimises the need for manual scheduling by employers as successive RRT appointments are automatically scheduled once the workers attend their first appointment. A mobile version of SRS was also rolled out for greater convenience across surveillance testing of various target groups.

Several enhancements have been made to the SRS to ease navigation, and the system has become a key enabler in scaling up and increasing the adoption of RRT over time.

Scaling up operations to increase testing capacity

HPB progressively ramped up its testing operations, with an **expansion of its swab workforce**. By October 2020, over 2,000 swab operations staff were on the ground daily, seven days a week, to conduct swabbing and to ensure the implementation of safety measures and the smooth running of the testing process.

The same period also saw a **scale-up in the number of RSCs** across Singapore. The RSCs catering to the community segments were located at sites not far from housing estates, while RSCs used for the routine testing of migrant workers and workers in the construction, marine and process sectors were sited near industrial areas and workplaces. As of March 2021, there were more than 20 RSCs islandwide to cater to the nation's testing needs. The ramp-up in operations expanded testing capacity and increased the accessibility and convenience for those who needed to be tested.

Testing operations continued to be enhanced throughout the year. To raise efficiency in testing and improve client experience, the Health Promotion Board (HPB) introduced several initiatives.

Increasing adoption of Rostered Routine Testing

To increase the adoption of Rostered Routine Testing (RRT) among employers and workers in target sectors, beyond increasing testing capacity, there were continual efforts to improve the RRT operations. Initiatives were implemented with the support of the Ministry of Health (MOH), Ministry of Manpower (MOM), Building and Construction Authority and Economic Development Board, with an aim to enhance the convenience of RRT and experience of employers and workers in the routine testing.

In September 2020, HPB started the gradual roll-out of a new method of swabbing – the **oropharyngeal/mid-turbinate nasal swab method**. The swab workforce was trained to carry out this swabbing method to lessen the discomfort that some workers experienced during their regular swabbing. By October 2020, the new method was deployed across all RSCs and dormitories conducting RRT.

Evening swabbing services in the dormitories were also made available from October 2020 onwards, and by March 2021, there were a total of 29 evening swab operations conducted at swab facilities in the dormitories, providing greater flexibility for employers and workers. In the same month, HPB introduced the **On-Site Swab Model (OSSM)**, where swab teams were deployed to the worksites of eligible companies to conduct tests for their workers. At the end of the financial year, 12 companies were adopting the OSSM model, under which HPB was providing swab services for these companies at 16 swab sites.



▶ A swabber learning the oropharyngeal/mid-turbinate swab method.

Photography by: Farah Rezal, Health Promotion Board

Supporting National COVID-19 Vaccination Efforts



A lab assistant preparing the antigen rapid test device with swab specimen for analysis.

Adding other testing capabilities to swab operations

When more testing methods became available, **serology testing** was implemented besides polymerase chain reaction (PCR) tests to detect both symptomatic and asymptomatic cases. While PCR tests are used to diagnose current or new infections, serology tests identify those who have been infected in the past, by detecting the presence of COVID-19 antibodies in blood samples.

In dormitories where incidence of infections was high, a combination of serology as well as PCR tests was used as part of the national testing strategy. To support the regime, HPB planned and coordinated the large-scale testing operations across the dormitories together with MOH and MOM, ensuring that on-ground testing workflows catered for the need to collect and transport both swab and blood samples for laboratory testing.

As of March 2021, HPB has conducted serology testing for over 300,000 workers in dormitories at least once. Mandatory on-arrival serology testing of foreign domestic workers and confinement nannies also started in February 2021.

To support these serology testing operations, HPB started to develop its own serology testing capability in September 2020, training a special team of swabbers in phlebotomy. By March 2021, it has built up a growing pool of 24 trained and deployable phlebotomy-trained swabbers.

Besides the implementation of serology tests, the **use of antigen rapid tests (ART)**, which yield results in a shorter timeframe, was piloted in October 2020, as part of the RRT of 1,000 migrant workers. Before conducting the ART pilot that took place at SCM Tuas Lodge dormitory, HPB's swab teams were upskilled on the processes in specimen collection and preparation.

Following the pilot in November 2020, HPB substantially scaled up its ART capability. By the end of December 2020, close to 900 swabbers, swab assistants and administrative staff had undergone training and assessment to perform ART. HPB also started to conduct one-time ART operations, which included the testing of students residing in hostels at four autonomous universities and the Members of Parliament before the first Parliament sitting.

As Singapore geared up on its COVID-19 vaccination exercise, the Health Promotion Board (HPB) deployed 50 doctors, nurses and administrative staff to form mobile vaccination teams (MVT) to reach out to vulnerable seniors, who might find it challenging to visit a vaccination site in person due to mobility issues.

Working closely with the Ministry of Health, the Agency for Integrated Care and Ministry of Social and Family Development, six HPB MVT teams organised and planned the exercise with nursing homes and elder care centres to bring vaccination on-site at these places.

In preparation for the vaccination, the teams helped the residents or their next-of-kin understand the importance of getting vaccinated, and addressed the concerns that they had about the COVID-19 vaccination.

Prior to being vaccinated, every resident was assessed by either a doctor or a nurse if he or she was fit for vaccination, and was monitored closely for signs of allergic reactions post-vaccination.

By March 2021, the teams completed over 300 deployments covering more than 100 locations across Singapore.



Mobile vaccination teams deployed by HPB visited nursing homes and elder care centres to provide seniors in these settings with access to COVID-19 vaccination.

People in Focus

Amidst the COVID-19 pandemic, hundreds of our staff, joined by thousands of Singaporeans, came to the fore to battle the coronavirus, demonstrating agility, unity and tenacity towards a common goal. Thirteen individuals in the Health Promotion Board's (HPB) COVID-19 response workforce share glimpses of their fight in 2020, representing the many other staff who rose to the unprecedented challenges.

Sisters on the Frontlines

Elaine Chua
Manager (Dental Therapy)
Youth Preventive Services



Chua Ann Hee
Assistant Head
Nursing and Clinical Standards
Youth Preventive Services



From promoting healthier lifestyles and oral care habits among young Singaporeans, to fighting the coronavirus in the field, siblings Elaine Chua and Chua Ann Hee have been serving the nation in different parts of HPB.

"I was activated on the morning of 29 January 2020 for a quarantine operation at Changi Airport," said Elaine, a dental therapist with HPB. "I cancelled all plans and reassigned my work immediately, so I could promptly report for my duty the next day. Before I knew it, I was at the Arrival Hall of the airport managing passengers who needed to be quarantined."

Working alongside quarantine officers who served the incoming flight passengers their quarantine orders, Elaine's task was to issue temperature monitoring kits to passengers who had to be placed under quarantine and advise them on the steps to seek medical attention during their quarantine.

In parallel, her younger sister, Ann Hee, Assistant Head of Nursing and Clinical Standards at HPB, was assigned to lead a team of healthcare staff to serve Home Quarantine Orders at different households. She was also part of the emergency response team receiving the first batch of Singaporeans evacuated from Wuhan.

"Leading a team in the pandemic was a high stress role. Everyone was concerned about the risk involved in the early days when so little was known about the virus," she said.

Still, Ann Hee drew on her experience during her SARS deployment in 2003, and led her team with composure, constantly planning ahead and ensuring her team's adherence to the infection prevention and control protocols.

"After the airport operations, our paths crossed," the sisters recollected. They were both stationed at the quarantine operation headquarters, where a team of HPB nurses and dental therapists were on standby to be mobilised for quarantine operations.

Ann Hee was glad to be able to fight the pandemic together with Elaine, while Elaine was impressed by the way Ann Hee led her team. One thing in common was, both felt a sense of pride carrying out their public service duty.

Following the stint in the quarantine operations, Elaine volunteered to be redeployed to the Community Care Facility (CCF) at Singapore Expo to care for patients who tested positive for COVID-19 and had mild or no symptoms.

"The darkest period for me was when a staff at the CCF tested positive. While waiting for my swab test result, I was weighed down by worries of the possibility of being tested positive," said the mother of three.

Ann Hee was there to provide emotional support to her sister and thankfully, Elaine's test result came back negative.

Despite the experience, Elaine did not flinch when asked to support HPB's testing operations as a procedural supervisor – a role which required her to enter swab sites to oversee a team of 70 swabbers and swab assistants, assess their competencies and audit their infection control practices.

Elaine recalled, "At the end of the day, I would always be the last to leave, to make sure all staff had discarded their personal protective equipment (PPE) properly."

Like Elaine, Ann Hee often reminded her team to stay safe. She was also attentive to their welfare, checking on their well-being regularly.



We felt a sense of pride carrying out our public service duty.

Elaine Chua and Chua Ann Hee

"I offered to be on duty on my rest days, so that my teammates could rest. We were always ready to put in the extra time to help one another because we knew we were in this together," she said.

Ann Hee subsequently joined the mobile vaccination team when Singapore started its vaccination exercise. Her team of 30 nurses was deployed to inoculate seniors at nursing homes and senior care centres. As the Assistant Head Nurse, Ann Hee not only designed the operations and clinical procedures for the on-ground teams but also supervised the on-ground execution.

"It was very encouraging when I heard that the centres we worked with were appreciative of the service especially for seniors with mobility issues," Ann Hee said.

Even though it was tough to be out in the field, Ann Hee and Elaine never thought of giving up throughout their deployment.

Thinking of the days she was often on night duties, Elaine said, "My daughter would call me before her bedtime and I would always comfort her that I would be home by the time she woke up the next morning."

Like many others on the frontlines, family support, teamwork and a passion to serve saw the sisters through the toughest days.



Photography by: Dr Shyamala Thilagaratnam, Health Promotion Board



HPB nurses and dental therapists as well as Certis Cisco officers traversed the length and breadth of Singapore to issue Home Quarantine Orders to those who were required to be quarantined.



Photography by:
Dr Shyamala Thilagaratnam, Health Promotion Board



Photography by: Dr Shyamala Thilagaratnam, Health Promotion Board



When serving Home Quarantine Orders, quarantine kits were issued, temperatures checked and advice given to the affected persons on how to monitor themselves for signs and symptoms of infection.



Photography by: Dr Shyamala Thilagaratnam, Health Promotion Board



Regina Hong
Assistant Director
Workforce Planning and
Talent Development
Human Resources

Moving Teams



Jeffrey Ler
Assistant Director
Regional Health and
Community Outreach

At HPB, the Human Resources department had just redeployed a batch of HPB officers to support the whole-of-government needs against COVID-19, when Regina Hong in the Workforce Planning team was called to double down on the board-wide resourcing efforts.

“We were asked to put together a workforce in the hundreds within one week and grow it to the thousands within a month for the COVID-19 testing operations that HPB was to undertake,” said Regina.

“While I had expected the need for recruitment given our additional role in Singapore’s testing efforts, the speed at which we had to bring in the scale of manpower was unimaginable,” she added.

With so little time and so much to accomplish, Regina got down to work immediately. There was simply too much at stake for the nation if the task was not achieved.

Stepping up to the huge task of manpower deployment for our swab operations was like a crash course in human resource and people management for me. But I was all revved up to join and do my part.

Jeffrey Ler

Looking first within HPB, Regina and her team started to engage staff from different departments, many of whom stepped forward to be redeployed.

Beyond filling the immediate roles in the frontlines, Regina had to think out of the box to scale up the manpower rapidly.

“Within weeks, we reached out to different public and private sector partners, to gather a pool of medically trained professionals and recruited many other Singaporeans, including individuals from the aviation and hospitality industries impacted by the pandemic,” said Regina.

Among the HPB staff redeployed to the testing operations was Jeffrey Ler from the Regional Health and Community Outreach division. He was assigned as the second-in-charge in the manpower deployment team in the testing operations. Jeffrey did not know what to expect but was eager to join in the fight against COVID-19.

“Stepping up to the huge task of manpower deployment for our swab operations was like a crash course in human resource and people management for me. But I was all revved up to join and do my part,” said Jeffrey.

Like an extended arm of the Human Resources department, Jeffrey’s team was responsible for deploying the swab workforce across more than 40 swab sites each day. Despite his readiness to take on the mammoth task, the learning curve was steep.

His immediate focus was to get the swab teams trained within four days for their first deployment. Jeffrey recounted, “Our first and foremost responsibility was to ensure the safety of the

deployed teams, so it was crucial for them to be well-versed in all the infection prevention and control practices.”

Jeffrey and Regina’s teams worked closely together in the training of the new hires.

“The swab teams had to be well equipped with the knowledge and skills required to perform their work safely and competently, and this required both classroom and on-the-job (OJT) training. They were also assessed by a team of procedural supervisors comprising our healthcare staff during their OJT,” explained Regina.

Going on-site to ensure the OJTs were conducted smoothly and that operations were running well with newly deployed staff was part of Jeffrey’s job. This was on top of his daily responsibilities of ensuring adequate manpower for each site, arranging for staff’s transport to remote sites, and planning for contingencies.

With the load of deployment and management of thousands on their shoulders, and often on short notice, the pressure was on Jeffrey and Regina to get things done quickly and smoothly.

“It felt like we were carrying a huge tanker, and nothing must go amiss. Our schedulers were practically working round the clock to ensure the deployment was all arranged properly as fast as they could. The pressure was intense,” said Jeffrey.

As his scheduling team would often be exhausted from many late nights managing the manpower needs, Jeffrey learnt just how vital active listening was, especially in a high stress environment for all,



Keeping one another encouraged as we worked through days and nights together, toughened us as a team even though we had to make personal sacrifices.

Regina Hong

“Sometimes, the team just wanted to share their feelings or get their emotions out and it was my responsibility to be there for them.”

Regina felt the same way, “We understood the odds they were up against, so it was necessary to help them keep well and safe during their deployment, even if it meant having to spend more time and resources managing their well-being.”

Beyond well-being, resilience too was important at such times.

Regina witnessed the strength and grit in each of her teammates, “Keeping one another encouraged as we worked through days and nights together, toughened us as a team even though we had to make personal sacrifices.”

For Jeffrey, his time in the testing operations was trying but eventful. “I miss the once-in-a-lifetime camaraderie with my ex-teammates, but it has made me cherish what I have now more. I also know now that I have the resolve in me to see things through, no matter how challenging they seem.”



Photography by: Farah Rezal, Health Promotion Board



Swabbers had to undergo training which covered infection prevention and control practices, the right way of wearing their personal protective equipment and swabbing techniques for specimen collection, before they were deployed for on-site duties.



Photography by: Farah Rezal, Health Promotion Board



Photography by: Farah Rezal, Health Promotion Board



Dr Premila Hirubalan
Assistant Director
Student Health Centre
Youth Preventive Services

Keeping Standards and Spirits High

Dr Premila Hirubalan was just wondering if she could do more to help with the COVID-19 situation, when she was called up to join the swab force on the ground. She welcomed the call at once.

“Soon after the team was appointed, we quickly realised we had become the authority in the clinical procedures for the testing operations.”

A doctor by training, Premila had been working in HPB’s Youth Preventive Services for barely seven months when she was plucked to join the clinical governance team in April 2020.

Her team was entrusted to develop infection prevention and control protocols, clinical processes for the swab procedures, and competency frameworks for assessing the swab teams. These required Premila and her teammates to be experts in swabbing methods, and to be familiar with the operational workflows.

“I was very eager to put together the procedures as we were racing against time to get the swab teams ready. Yet, safety also had to be a priority, so there were rounds of assiduous planning before we achieved a set of stringent standards.”



With the intense pressure to come up quickly with something workable, reminding one another that we were in it together gave us the strength to see through our urgent task at hand.

Dr Premila Hirubalan

Premila’s outgoing and positive personality proved to be effective in rallying her team to come up with the standards and processes within the shortest time.

“With the intense pressure to come up quickly with something workable, reminding one another that we were in it together gave us the strength to see through our urgent task at hand,” said Premila, who had to juggle multiple responsibilities, including ensuring all her staff stayed safe.

Premila led a team of more than 50 HPB nurses and dental therapists, to train and assess more than 900 swabbers and swab assistants, as well as to audit on-ground practices. With each new swabbing method being rolled out, they also had to upskill the swab workforce.

“We worked closely with the manpower deployment team and the site managers to make sure there was no downtime when training was arranged,” she explained. “It was plain teamwork.”

Weekends were fleeting and they hardly saw their families initially, said Premila. “We just kept very focused on our work because we wanted to contribute to the national battle.”

Premila’s job certainly came with demands. But if she had to do it over again, she gladly would. Amazed by how her colleagues from all over HPB came together to get the testing operations up and running, Premila was touched by the show of camaraderie.

“My stint in the testing operations was an eye opener. It has shown me that anything is achievable with a positive mindset, togetherness and perseverance,” she said.

A Test of Limits



Vasuki Utravathy
Senior Deputy Director
School Health and Outreach

In May 2020, Vasuki Utravathy was asked to be the team lead of the planning branch at the Testing Operations Centre (TOC). Her new role – to optimise and manage COVID-19 testing capacity across the island.

When Vasuki was first told about her new responsibilities in the nationwide swab operations, she worried if she was up to the challenge. It required her to know first-hand what was happening on the ground in an unprecedented and ever evolving situation. Vasuki took on the new role with uncertainty, but a strong sense of purpose, knowing that testing was critical for Singapore’s safe reopening.

“When I learnt of all the other colleagues who would join me in the TOC team, I knew that even if we didn’t know what we were in for, we could overcome the challenges together,” said Vasuki.

She quickly read up about the types of COVID-19 testing being used to foresee the challenges ahead and direct the team’s focus for the following months. Under her leadership, her team rapidly set up phlebotomy services for serology analysis, and piloted newer ways of collecting COVID-19 specimens for polymerase chain reaction (PCR) tests as well as evaluating new testing modalities.

Swabbers, laboratories, clients and partners had to be brought up to speed quickly with these new methods of specimen collection, and any new test or specimen collection had to be done, at times, within a week. Vasuki was often the bearer of such news and would have to explain to the affected parties why the change was necessary and the urgency.



When I learnt of all the other colleagues who would join me in the TOC team, I knew that even if we didn’t know what we were in for, we could overcome the challenges together.

Vasuki Utravathy

For months, her team had to be in the office every day, even on Sundays and public holidays. During that time, she hardly had time for her family. She left for work before her children woke up and returned home after they went to bed.

“We would be in meetings from 8 am to midnight in the early days, answering questions, consolidating the needs and clarifying instructions with many different stakeholders on testing operations,” said Vasuki. But there was only one goal in mind that kept Vasuki and her team going – to keep Singapore and Singaporeans safe.

When Vasuki returned to her business-as-usual role, she missed the adrenaline rush of the TOC’s work, and often recalled the lessons learnt, the invaluable experience gained and the strong bonds forged in the face of adversity.

“After witnessing the guts of our Board to dive into rough waters for the nation, I am confident we will be able to step up should a similar situation ever occur again,” said Vasuki.



Photography by: Dr Shyamala Thilagaratnam, Health Promotion Board

HPB nurses helped ensure that COVID-19 frontliners were properly fitted with N95 masks before they got to work, whether in hospitals, at swab centres or at the quarantine facilities.



Photography by: Dr Shyamala Thilagaratnam, Health Promotion Board

Lum Wai Lang
Assistant Director
Procurement



Driving Towards One Purpose

Muhammad Faizal
Senior Manager
School Health and Outreach



The roads were rather empty except for the occasional shadows of the trees along the roads. Faizal had just delivered a batch of supplies to a swab site and was on his way to another.

Muhammad Faizal, Senior Manager at the School Health and Outreach division, recalled how he and his teammates had to deliver essential supplies with bare minimum manpower in the early days of the COVID-19 testing operations, which started during Singapore's Circuit Breaker period in April 2020.

"We had to drive to different parts of the island almost every day to deliver boxes of necessities such as full sets of personal protective equipment (PPE), hand gloves, sanitisers, disinfectant wipes and even IT equipment to the different swab sites," recalled Faizal. He was thankful, nevertheless, for the deployment as it gave him the opportunity to do his part for his country.

Stepping into the world of logistics for the first time, Faizal began his deployment in the testing operations when HPB was appointed as the national agency to coordinate swab operations for Singapore's COVID-19 testing needs.

As the second-in-charge of the outbound logistics team, he had to ensure that the swab teams across more than 40 swab sites such as dormitories and government quarantine facilities had adequate essential supplies and equipment for them to run their daily operations. He fully understood the high level of responsibility as there had to be no disruption to the flow of supplies, Faizal said.

It was also Faizal's daily duty, at the end of each swab operation, to supervise his teams in collecting the unused supplies from the sites, as well as to make sure all items were properly disinfected and inventories were checked before preparing for the next day's deployment.

"Without any precedence in those early days, our immediate challenge was activating logistics on a large scale and coordinating the concurrent delivery of supplies to swab sites at different parts of Singapore at different timings every day," he shared.

"Together with our procurement team, we established the supply chain processes, from procurement to inventory management and delivery flow. We just had to keep refining our solutions in response to the daily-changing testing needs and learn on the job," said Faizal.

Lum Wai Lang, Assistant Director of Procurement, would attest to the challenges faced. The urgency of the situation required the procurement team to be fully mobilised and work round the clock to source and secure the essential supplies within very short timeframes, and this was compounded by the shortage of supplies in the market at one point.

"We had to iron out all our procurement needs, which were way different in scale from our business-as-usual needs," said Wai Lang.

Wai Lang was referring to goods and services ranging from medical supplies and swab site leases, to a list of services such as facilities management, retrofitting works, phlebotomy and serology services, call centre services, as well as manpower recruitment and training services.

"This was a huge operation for the team, and one that needed everyone to step in to get the operations up in record time. We adapted as swiftly as we could, including knocking on the doors of other public agencies and working with them to secure what we needed," said Wai Lang.

Like Faizal's team, there were also times when Wai Lang's team had to personally collect the supplies from the warehouse to help the logistics team keep the deliveries going.

As the swab operations depended heavily on both teams, weekends and public holidays soon became a thing of the past for them.

"Our logistics work could start as early as 5 am or as late as 10 pm, so losing track of days was common. Despite our lean team, we rotated our duties so that everyone would still get the much-needed periods of rest," said Faizal.



We adapted as swiftly as we could, including knocking on the doors of other public agencies and working with them to secure what we needed.

Lum Wai Lang



Photography by: Shrutika Mangharam, Health Promotion Board

While the journey had obstacles, the thought of needing to prevent the worsening of the COVID-19 situation kept Faizal and Wai Lang motivated.

"This was the time we all knew we could not crack under pressure. We came together as a close-knit force in the face of adversity, and it was heartening to see how all staff and partners joined hands to materialise the swab operations," said Wai Lang.



We just had to keep refining our solutions in response to the daily-changing testing needs and learn on the job.

Muhammad Faizal



Photography by: Dr Shyamala Thilagaratnam, Health Promotion Board



Photography by: Shrutika Mangharam, Health Promotion Board

Operations planning staff maintaining safe distancing at work.



Photography by: Shrutika Mangharam, Health Promotion Board

The frontline work was supported by backroom teams working tirelessly behind the scenes, where supplies such as quarantine kits, personal protective equipment and medical supplies were prepared.



Photography by: Dr Shyamala Thilagaratnam, Health Promotion Board



Overcoming the Odds with Will and Empathy

George Suah
Senior Manager
Regional Health and Community Outreach

With every piece of news about how COVID-19 was affecting Singapore, George Suah found himself unable to sit back and watch the situation unfold. He wanted to do his part in fighting the pandemic.

George was first deployed to contribute in the multi-agency quarantine operations, where he had to attend to the various needs of individuals who were quarantined. When the situation called for more manpower to operate COVID-19 testing, George transited immediately to his new role as an Operations Manager for the testing operations.

Taking a break between roles was not on his mind, as he saw his involvement as contributing in whatever way he could to the many fronts that needed to be fought in a pandemic.

This did not mean that George faced no challenges or had no concerns. As the Operations Manager, George was part of a team running several testing operations across Singapore, including in dormitories as well as Community Care Facilities.

"I needed to first overcome the psychological barrier of having to get up close with COVID-19, especially after hearing about positive cases at certain sites and knowing that my job would entail engagement with

personnel within those sites," said George. "But as I got more acquainted with the strict infection prevention and control practices that guided all of us, I overcame that concern."

Besides being involved in the planning and coordination of swab and serology testing operations, he was also in charge of the smooth running of day-to-day operations at different swab sites. As part of his role, he would also survey new sites for upcoming operations.

"On occasions, especially when extreme weather affected testing operations being held in sheltered areas outdoors, I could tell that the dormitory operators were naturally concerned about how the testing would be carried out. I assured them that no matter what, we would work closely with them to ensure operations would be carried out as smoothly as possible," said George.

With the fast-changing COVID-19 situation, the on-ground teams often found themselves having to adjust their plans in response to different scenarios. This meant managing a relentless pace of work and constant pressures.

"Adaptability and the can-do spirit were really important. Over time, they increasingly became a part of us, powering us to continue with the daily fight against the virus," said George.

While the work was daunting at first, he was glad to see his effort make a positive impact. He also learnt a lot from his experiences.

Working alongside many other committed Singaporeans who would make personal sacrifices to achieve their shared goals, George's biggest takeaway was, "Having a fighting spirit in times of crisis really provides the strength to overcome any difficulties!"



Adaptability and the can-do spirit were really important. Over time, they increasingly became a part of us, powering us to continue with the daily fight against the virus.

George Suah



From Flight to Fight

Sharul Nizam Bin Mohd Shalihin
Swabber
Testing Operations Task Group

When Sharul Nizam Bin Mohd Shalihin first joined HPB's swab operations in May 2020 and was deployed at migrant worker dormitories, he knew his role would not be easy. Besides having to don personal protective equipment (PPE) for long hours, he had to observe infection prevention and control practices to impeccable standards.

Sharul was among the many Singaporeans who stepped forward to battle COVID-19 at the frontlines. Before that, he was part of a cabin crew put on furlough when the aviation sector was hit by the pandemic. While Sharul was offered other temporary employments, he did not take up the offers. Instead, he decided to apply for the swabber role as he wanted to do something that would have a direct impact on helping the nation bring down the number of COVID-19 infections.

Sharul recalled the first day of his deployment was the hardest, as it was during the fasting month and he was not yet used to standing for long hours in full PPE, "I watched some of my team mates leave the operations because of fatigue. My supervisor also asked me to rest, but I wanted to persist and I kept focused on my goal."

Sharul's reluctance to see the team diminish in numbers kept him going. With the same conviction every day, he persevered through his first and subsequent months. There was a sense of satisfaction seeing how the tireless efforts of the swab workforce contributed to the progressive fall in the number of infections among migrant workers.

"When I learnt that the migrant workers were gradually returning to work, I felt a sense of relief!" shared Sharul.

Almost one year on, Sharul remained steadfast to his role, holding a strong belief in the purpose of HPB's testing operations. What continued to motivate him



When I learnt that the migrant workers were gradually returning to work, I felt a sense of relief!

Sharul Nizam Bin Mohd Shalihin



Photography by: Shrutika Mangharam, Health Promotion Board

every day was seeing many other civilians from all walks of life – stay-home mothers and business owners – staying on course for a common goal.

Due to his strong ability to inspire his team, he was promoted in March 2021 to a procedural supervisor. When asked about his future plans, Sharul replied resolutely that he would not hesitate to join the healthcare sector if an opportunity was to come along in the future.

On why the change of heart, his simple reply was, "It is more rewarding."



Photography by: Dr Shyamala Thilagaratnam, Health Promotion Board



Migrant workers queueing and registering their attendance to have their swab tests done in the dormitories.



Photography by: Shrutika Mangharam, Health Promotion Board



Photography by: Shrutika Mangharam, Health Promotion Board



Photography by: Dr Shyamala Thilagaratnam, Health Promotion Board



Photography by: Shrutika Mangharam, Health Promotion Board



Photography by: Shrutika Mangharam, Health Promotion Board



Photography by: Dr Shyamala Thilagaratnam, Health Promotion Board

On-ground swab operations teams were busy keeping operations safe and efficient amid the dynamic COVID-19 situation.



Photography by: Shrutika Mangharam, Health Promotion Board



Everyone played a role to ensure the specimen collection process could run smoothly.



Photography by: Dr Shyamala Thilagaratnam, Health Promotion Board



Photography by: Shrutika Mangharam, Health Promotion Board



Rachel Ngo
Deputy Director
Healthy Ageing Programmes

Building Sites through Building Partnerships

Rachel Ngo was assigned to lead the site acquisition team to identify possible locations for COVID-19 testing centres and the community surveillance team just weeks after learning about her pregnancy. She knew that having to juggle these roles in the intense COVID-19 climate would not be an easy task, but Rachel was single-minded about taking on the challenge.

"There were a lot of uncertainties, but one thing for sure, was that HPB had been given a very important role in battling COVID-19 and it was up to us to see through this very important mission," said Rachel.

Site acquisition was a completely new area to Rachel. Her team was responsible for securing a pipeline of sites within a short timeframe so that Regional Screening Centres could be set up and be scaled up if necessary.

With less than two weeks to identify, assess and prepare the sites needed, Rachel and her team quickly connected with colleagues from other

public agencies, and began to assess a list of sites and start a series of negotiations to secure suitable spaces.

To carry out such a massive task took a public service-wide effort. Rachel said, "I was extremely impressed and humbled by the whole-of-government spirit. Despite being from different agencies, these colleagues went all out to support HPB, every step of the way."

The Ministry of National Development who shared a list of possible sites, connected Rachel's team with the respective site owners. Colleagues from Singapore Land Authority also stepped in and gave them a crash course on renovation works, facility management and leasing agreements, as well as supported them in sizing the requirements and briefing the contractors during the initial period.

Many HPB staff came forward to help with site assessments amidst their own work schedules that were already packed to the brim. Rachel's teammates would also volunteer to be at the sites, to minimise her need to be out and about.

What would have taken Rachel's team more than two weeks, was then completed in under a week. "Colleagues from different teams came together quickly and focused on the tasks assigned to them. There was trust, tight cooperation and close communication which resulted in great camaraderie between teams and among individuals."

In her 16 years in HPB, Rachel's COVID-19 deployment has been the most enriching and meaningful public health stint for her. It was also a humbling experience when she saw how different public agencies came together to work seamlessly with HPB, joining forces in the nation's fight against the pandemic.



Colleagues from different teams came together quickly and focused on the tasks assigned to them. There was trust, tight cooperation and close communication which resulted in great camaraderie between teams and among individuals.

Rachel Ngo



Ong Yinn Liang
Manager
Physical Activity and Weight Management

An Invaluable Experience

Ong Yinn Liang was called upon to step up as a site manager to ensure smooth operations at the Regional Screening Centres (RSC). Yinn Liang took on the role with mixed emotions. He was excited to take on a different role and contribute at a national level, but also apprehensive, given the COVID-19 cases being identified and the unfamiliarity with what he would be dealing with.

Being at the frontlines, Yinn Liang had to make quick decisions and constantly adjust processes to cater to unpredictable situations on-site.

Coming from his regular role in the Physical Activity and Weight Management team, Yinn Liang recalled how he felt at the beginning, where everything was new and unfamiliar. As one of the first few to be deployed as site managers, Yinn Liang had no predecessors to guide him, and had to learn the ropes on the job, fast.

"It often felt like a swim-or-sink situation, and at times it was a challenge to keep up with the constant changes that were happening so rapidly," he shared.

As a young manager, while managing a team of swabbers, swab assistants and site supervisors felt daunting to Yinn Liang at times, he drew courage from his sense of purpose. "I constantly reminded myself to ensure that all safety and welfare needs were well taken care of. This was a heavy responsibility," he said.

Managing changes required to manpower allocation and the flow of operations to meet evolving needs also added to the tasks to be completed. After a day's work, Yinn Liang would press on with his administrative responsibilities and prepare for the next day's challenges.



I constantly reminded myself to ensure that all safety and welfare needs were well taken care of. This was a heavy responsibility.

Ong Yinn Liang

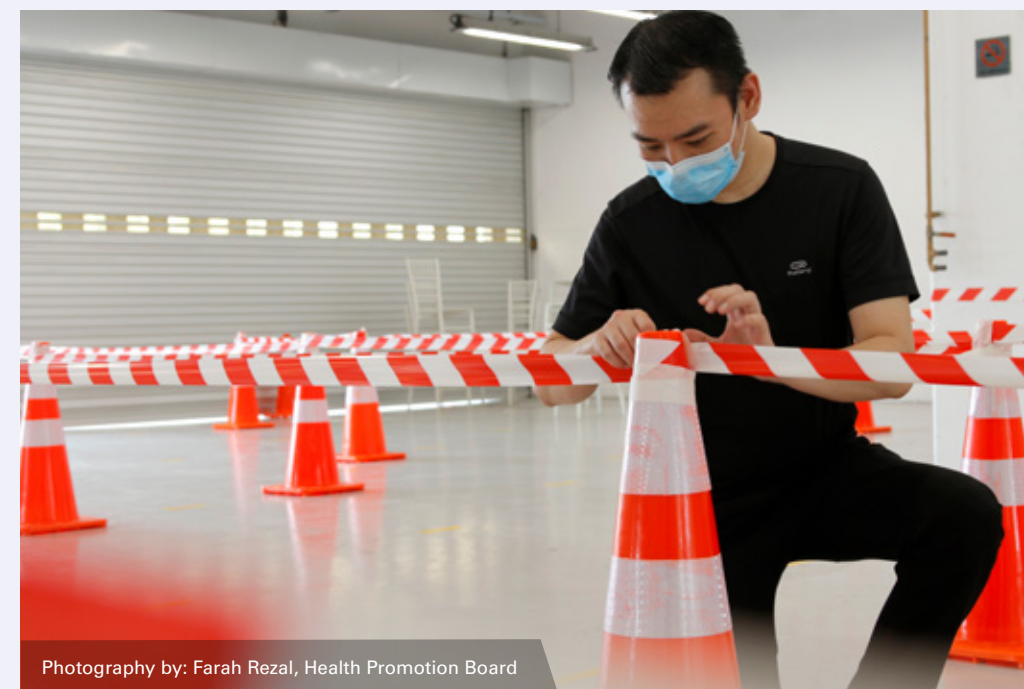
The hectic schedule did not get Yinn Liang down as his colleagues kept him going. "They were very thoughtful, occasionally bringing us drinks and snacks. Our bosses were also always checking in to ask how we were coping. These acts of kindness really helped me to push through the toughest days."

Yinn Liang also translated his experience in managing vendors in his regular work to help him in the RSC operations, always ensuring that he listened to different perspectives for more effective communication. To gain better insights into the operations and improve processes, Yinn Liang would devote time to personally observe all aspects of the operations and flow within the screening centre.

The experience was an invaluable and unforgettable one for Yinn Liang. The opportunity to manage a large team in a dynamic environment honed his leadership and decision-making skills, which were apparent to his colleagues, who noted that he emerged from his deployment as a more confident officer.



Photography by: Farah Rezal, Health Promotion Board



Photography by: Farah Rezal, Health Promotion Board

▶ Before setting up any Regional Screening Centre, there was extensive planning to ensure safety and infection prevention and control measures could be implemented.



Photography by: Farah Rezal, Health Promotion Board



Photography by: Farah Rezal, Health Promotion Board



Alice Ong
Deputy Director
Physical Activity and Weight Management

All for a Common Goal

“My computer became my new battleground,” said Alice Ong, HPB programme lead for COVID-19 Rostered Routine Testing (RRT).

With many of her colleagues serving in the swab operations team in the frontlines, Alice fought the battle alongside them from behind her computer. That work proved to be an equal challenge, involving the planning of routine testing operations for more than 300,000 workers in the construction, marine and process sectors as well as dormitories.

Working closely with fellow public officers across various agencies, including the Ministry of Manpower, Building and Construction Authority, and the Economic Development Board, she had to coordinate the needs of workers within their sectors, and establish processes and solutions to operationalise the RRT regime.

Alice dived straight into the uncharted waters, as there was no time to lose in arresting the spread of the virus.

“My team just hunkered down and started to create structures that we could operate in quickly,” recalled Alice. “We had to find solutions that could bridge the needs of the workers with our swab operations without the slightest delay, so that they could safely return to work as soon as possible.”

A key highlight of her team’s contribution was developing the Swab Registration System together with HPB’s IT team. That made the RRT process more efficient, as employers were able to book swab appointments for their workers with convenience. The system became a core part of the swab operations, providing one consolidated view of registration schedules and supported the tracking of daily tests to be done.

In her first six months, Alice worked round the clock, to the point where there was barely a distinction between day and night. Rest became a luxury when her thoughts were constantly being consumed by work.

The ability to manage the demands and large-scale operations of the RRT could be attributed to her experience in leading population-wide programmes such as HPB’s National Steps Challenge in her regular work.

“The scale of planning and operations was like another national-level challenge to me, as we had to work with our partners to mobilise massive groups to come for the routine testing,” said Alice. “But this time, our aim was one of national interest — to safeguard public health as we enable workers to resume work.”

Looking back, Alice saw the great teamwork as her biggest push. “Many times, we had to navigate our way in difficult, and almost impossible situations. However, when we pooled everyone’s efforts together, no problem was insurmountable!”



Many times, we had to navigate our way in difficult, and almost impossible situations. However, when we pooled everyone’s efforts together, no problem was insurmountable!

Alice Ong



With the Swab Registration System, employers could conveniently schedule appointments for their workers for routine testing.





Swabbers performing swab tests for workers from target sectors in the Regional Screening Centres at Bukit Gombak sport hall (left) and The Float @ Marina Bay (bottom).



Migrant workers in the construction, marine and process sectors queuing for their Rostered Routine Testing in the Regional Screening Centres.





Reinventing Health Promotion in the Community

Against the COVID-19 backdrop, the Health Promotion Board continued to make healthy lifestyles as accessible as possible for the community. This was achieved by reinventing its programming models and engagement strategies through innovative solutions to stay relevant and visible, as well as by keeping its effective network with community partners going.

Heightening Awareness on Disease Prevention and Mental Wellness

Across the world plagued by COVID-19, communicable disease prevention was a key focus for many in 2020. In Singapore, there were relentless efforts to prevent the spread of communicable diseases. The Health Promotion Board (HPB) supported these efforts by heightening awareness on keeping good hand hygiene, and on the importance of immunisation in preventing vaccine-preventable diseases. The situation also called for greater education and support around mental wellness of Singaporeans whose lives were impacted by the pandemic.

Keeping good hygiene top-of-mind

To complement national efforts in educating the public about personal hygiene, HPB ramped up communication efforts through its **hygiene education campaigns**. Messages on hand-washing were disseminated across various touchpoints to maintain top-of-mind awareness and promote good hand hygiene practices.

Engaging tips on how and when to wash hands were created and shared across digital channels. A 'Coolest Hand Wash Guide' jingle was produced

to educate the public on proper hand-washing steps, garnering more than 3 million views on YouTube and other digital platforms from March to October 2020. A video on 'How Germs Spread', which was created to help the public visualise the microscopic process of germs spreading, also demonstrated how germs could spread from touching common surfaces, and how proper hand-washing could prevent the spread. The video attracted over 990,000 views as of March 2021.

To engage different population segments, resources on good hand hygiene practices were developed and distributed to schools, workplaces, healthcare settings such as hospitals and polyclinics, and dormitories. Posters educating seniors on proper hand-washing techniques and reminding them on occasions to wash their hands were made available in the four main languages. In collaboration with the Ministry of Manpower, hand hygiene posters were also adapted into multiple languages for migrant workers. Virtual workshops were conducted in more than 200 companies and stickers encouraging good hand hygiene practices were made available on social messaging platforms to reach the younger audience.



Engaging videos and useful resources were developed to demonstrate proper hand-washing steps to educate the public about good hand hygiene practices.



Information on proper hand-washing techniques and samples of hand hygiene products were distributed to seniors at hawker centres.

To further support Singaporeans in observing good hygiene practices, from February to December 2020, HPB collaborated with partners such as Dettol and Lifebuoy to ramp up hand hygiene education, in particular, for pre-schoolers and seniors. Samples of **hand hygiene products** such as soap and hand sanitisers were distributed to over 40,000 locations, including households of seniors and low-income families, pre-schools and hawker centres. During these visits, the public was also coached on the techniques of hand-washing and sanitisation. These efforts reached more than 230,000 pre-schoolers and seniors.

Staying ahead by getting vaccinated

In November 2020, HPB launched the '**Stay One Step Ahead with Vaccinations**' campaign to encourage Singaporeans to get vaccinated against vaccine-preventable diseases such as influenza and pneumococcal disease. The campaign also raised awareness of the Ministry of Health's newly

announced subsidies and greater accessibility of subsidised vaccinations for eligible Singaporeans at Community Health Assist Scheme (CHAS) General Practitioner clinics and polyclinics.

In various vernaculars, a video highlighting the importance of vaccinations in preventing vaccine-preventable diseases was aired on television channels in healthcare settings, at residential areas in the heartlands and online platforms to reach seniors and caregivers. Vaccination messages were also delivered through other avenues including radio, outdoor media and social media channels, to serve as reminders to Singaporeans. Within healthcare settings, informative brochures and posters were developed to educate seniors and caregivers on vaccinations and vaccine-preventable diseases.

In 2020, HPB partnered multiple organisations in both public and private sectors, such as the Government Technology Agency, Ministry of Social and Family Development, Ministry of Education and

Early Childhood Development Agency, to further amplify the campaign messages on affordability and accessibility of vaccination on their various communication platforms. The campaign, which ended in February 2021, achieved more than 216,000 page views on HealthHub, and more than 800,000 video views on YouTube and other online platforms.

Keeping mental wellness in check

Anxieties around COVID-19 took a toll on many Singaporeans, both physically and mentally. While HPB's survey showed that Singaporeans were willing to extend emotional support to those around them, they expressed a lack of knowledge and confidence to do so.

To empower them to take the first step in supporting their peers who were going through a hard time, HPB ran the **'Hi #JustCheckingIn'**

campaign that equipped Singaporeans with tips and resources to initiate check-ins with their loved ones, navigate conversations with empathy and follow up with them to ensure that they were coping well. The campaign, which ran from January to March 2021, featured engaging bite-sized infographics, videos and stickers for mobile apps.

For greater reach and impact, HPB also collaborated with publishers, influencers, radio stations and over 40 commercial partners such as shopping malls, to further spread the campaign message to create a supportive environment for mental wellness. The campaign website hosting a wide range of mental wellness resources garnered over 159,000 page views by the end of the campaign, with more than half of the website visitors navigating the site to learn more about how they could initiate check-in conversations with their loved ones and to have supportive conversations with them.



◀ The **'Hi #JustCheckingIn'** campaign videos highlighted the importance of checking in with loved ones and extending emotional support to them.

Pursuing a Healthier Food Landscape

Promoting healthier diets remained a key focus for the Health Promotion Board (HPB) in 2020. Several milestones with the food industry took place during the year, with the aim to facilitate a food landscape that supports the nation towards improving their diet quality for better health outcomes.

Forging new partnerships to increase healthier meals

To encourage healthier choices among Singaporeans when dining out, HPB has been running the **Healthier Dining Programme (HDP)** since 2014. The programme aims to make healthier dining options as accessible as possible to consumers through partnerships with food and beverage operators. These partners offer meals or beverages that have lower calories or use healthier ingredients such as wholegrains, healthier cooking oils, fruits and vegetables. Their storefronts also carry the HDP visual identifiers that are easily recognisable.

In 2020, HPB strengthened its collaborations with existing partners such as The Connoisseur Concerto and Mr Bean by converting additional menu options into healthier ones, while forging new partnerships with food and beverage chains such as Wok Hey, Starbucks and The Coffee Bean & Tea Leaf.

HPB also collaborated with WhyQ, a food delivery service, to encourage Singaporeans to eat healthier at home. A series of promotional campaigns was launched jointly with the partner to incentivise consumers who select healthier options, such as lower-calorie and wholegrain dishes when ordering their meals from a list of hawker stalls. The foray into encouraging healthier home-delivered meals was extended when HDP partners such as Mamanda, Lagun Sari and FattyDaddyFattyMommy launched healthier tingkat menus to cater to the growing demand for tingkat services and eating at home during the year.

In 2020, 3,000 food and beverage operators with more than 11,400 touchpoints served 207 million healthier meals under the programme.

Broadening spectrum of healthier ingredients

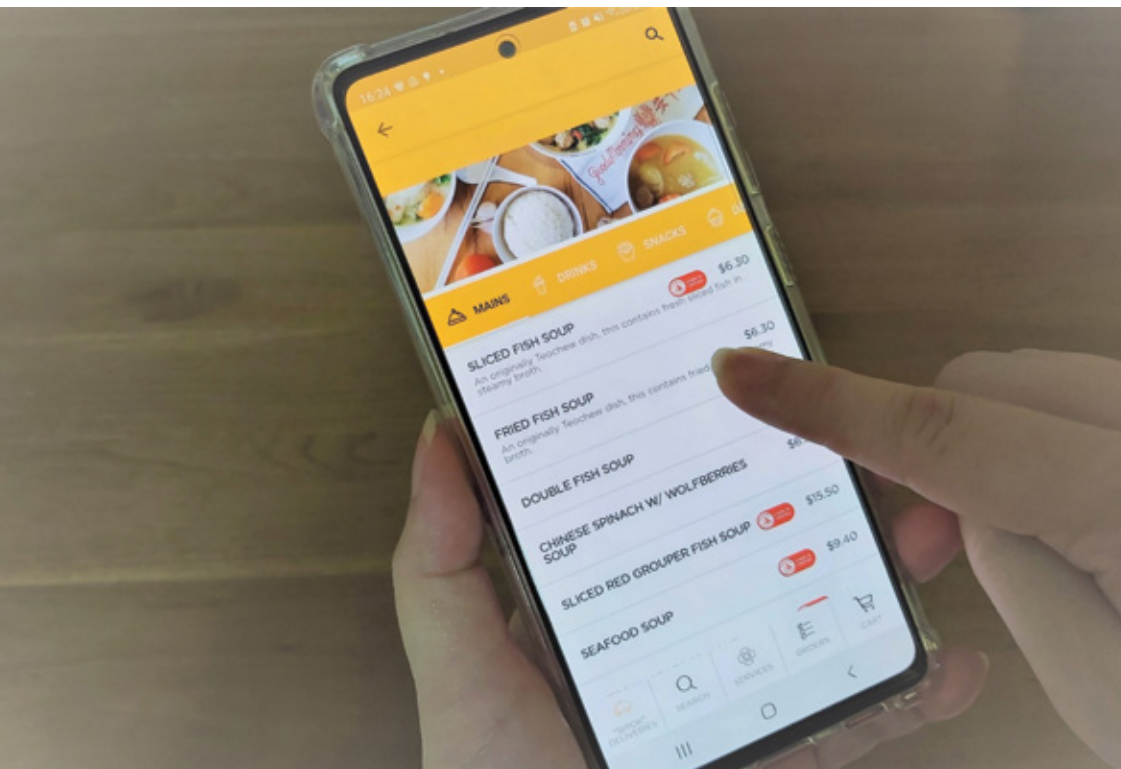
The **Healthier Ingredient Development Scheme (HIDS)**, introduced in 2017, has been another integral part of HPB's overall strategy to bring more healthier alternatives to Singapore's food landscape. The scheme enables food manufacturers to innovate and develop a wider variety of healthier ingredients and products, as well as to promote the uptake of healthier ingredients in Singapore's food service sector, through a grant.

In January 2021, the HIDS was revised into an umbrella scheme comprising two sub-schemes – the Healthier Choice Symbol Development Scheme, which focuses on supporting food manufacturers in their efforts to reformulate their ingredients and products, as well as the Go-to-Market Scheme that supports efforts in promoting the reformulated products to increase consumer adoption.



As a modern interpretation of traditional stir-fry, we provide the public with healthier options of a staple that we all love. Our Healthier Edition Series was curated by our chef from our main menu items, specially for diet watching folks. We want to shake away the misperception that healthy food can't taste good. Since joining the Healthier Dining Programme, we have seen a gradual rise in the number of consumers opting for our healthier series.

Jake Chia
Director, Wok Hey



Consumers are able to select healthier options such as lower-calorie and wholegrain dishes when ordering their meals from healthier dining partners that offer food delivery services.

Supporting healthier choices with new guidelines

Beyond facilitating the development and reformulation of healthier ingredients, HPB has been guiding Singaporeans to incorporate healthier options in their diet through the **Healthier Choice Symbol (HCS)** – a visual identifier that makes it easier for consumers to identify healthier food products when they pick up groceries at retail shops such as supermarkets. Products labelled with the HCS are generally lower in sugar, saturated fat or sodium, or are higher in calcium or wholegrains than other regular products within the same category.

As part of HPB's regular review of the guidelines to remain relevant in addressing the nutritional needs of Singaporeans, a revised set of HCS Nutrient Guidelines was released in April 2020. To support the War on Diabetes, the guidelines were revised

with updated scientific evidence, enhanced clarity on the food categorisations and changes to further improve the diet quality of Singaporeans, with a focus on reducing sugar intake.

A revised 'Handbook on Nutrition Labelling (Singapore)' was subsequently rolled out in June 2020 to introduce the revised nutrient claims guidelines. It also conveyed the need to include the 'Eat All Foods In Moderation' statement on product packaging and advertising materials, in a move to remind Singaporeans to consume all foods in moderation, including HCS products.

By March 2021, the number of HCS products has increased 13-fold since its launch in 2001, to 4,000 products across 100 food and drinks categories, including staple and non-staple foods. This extensive availability of HCS products has translated into a wide range of healthier options that Singaporeans can choose from to eat healthier.



With the help of the Healthier Ingredient Development Scheme, our company was able to work with local food research institutions to develop healthier alternatives to our local staples such as yellow noodles, kway teow, mee tai bak and mee kia without compromising the taste of the products. We have also managed to develop low GI (glycaemic index) variants of local noodles.

Kevin Lim
Associate Manager
Leong Guan Food Manufacturer

The year also saw new ingredient categories added under the HIDS, to include sweet spreads, table salt and other wholegrain products such as bread, buns, pau, flour and convenient meals. This expansion will further strengthen HPB's efforts in supporting the population to manage their carbohydrate and sodium intake. An industry webinar was also organised to engage suppliers and industry partners on the expansion of the ingredient categories.

As of March 2021, 71 suppliers across six ingredient categories have come on board the scheme. They offer over 240 healthier ingredient products supplied to more than 22,000 food and beverage operators, retail outlets, as well as establishments such as schools, hospitals and canteens at workplaces. These contributed to 223 million healthier meals served under the HIDS programme across Singapore in 2020.



Singaporeans are encouraged to choose healthier alternatives such as wholegrain staples for their home-prepared meals.





Tapping the Healthier Ingredient Development Scheme, we were able to do a more impactful marketing campaign to reach out to more people and help them understand the benefits of wholegrain rice. At the same time, the trade promotions offered to the food and beverage sector have also made them more receptive towards including wholegrain rice as part of their menu.

Wilson Er
Business Development Manager
Hong Lian Gim Kee

Measures to shift food and beverage market towards healthier options

As part of national efforts to combat diabetes, the Ministry of Health (MOH) and HPB announced in 2019 two new regulatory measures for pre-packaged beverages – the **mandatory 'Nutri-Grade' labels** and **advertising prohibitions**. These measures were meant to take effect from end-2021.

Over the course of 2020, MOH and HPB actively engaged the pre-packaged beverage industry to understand challenges faced by the industry stakeholders, especially the disruptions caused by the COVID-19 pandemic. The feedback gathered presented the need for companies to reprioritise their resources and focus on business exigencies, which would defer their plans to reformulate their products.

Through careful consideration of the industry's feedback and the local situation, MOH and HPB extended the implementation date of the measures for pre-packaged beverages by six months, to June 2022. The six-month extension will give the industry more time to reformulate their products in compliance with the measures.

In March 2020, MOH and HPB also announced the extension of these measures to freshly prepared beverages, a key source of sugar in our diets. Due to complexities in applying the 'Nutri-Grade' labels to such beverages that have diverse customisations and variants, industry consultations with key food and beverage chains, such as bubble tea and specialty coffee chains, were conducted to better understand how the 'Nutri-Grade' labels can be feasibly implemented. Consumer studies were also carried out to understand their general ordering practices at food and beverage establishments, and to gather suggestions on menu labelling. These findings will be reviewed and industry consultations will continue, to bring about a smooth and practical implementation of the measures for freshly prepared beverages.

Another development was the introduction of new guidelines under the existing **Whole-of-Government Healthier Catering Policy**. The policy requires all caterers engaged by government agencies to provide healthier meals as a default, in a bid to tackle diabetes. Under the current guidelines, all food catering procured by government agencies must include water, sugar served separately for hot coffee or tea, wholegrain staple options, no more than a certain number of deep-fried foods, and must be prepared with healthier oil.

As part of the continued efforts to encourage lower sugar, saturated fat and sodium intake among Singaporeans and to align with the latest 'Nutri-Grade' labelling measure for beverages, HPB introduced three new guidelines in 2020.

By May 2021, catered pre-packed beverages must be lower in sugar and saturated fat, meeting the thresholds under Grades A or B under the 'Nutri-Grade' grading system, while caterers must use lower-sodium salt, sauces and seasonings for all food preparation. By December 2022, freshly prepared beverages provided as part of catering must also be lower in sugar and saturated fat.

HPB will continue to work with all government agencies and the industry to incorporate these guidelines into catering contracts, and to encourage the reformulation of beverages and ingredients, to support caterers in offering menus with healthier alternatives.

Nudging healthier eating habits

HPB's nationwide **Eat, Drink, Shop Healthy (EDSH) Challenge** encourages Singaporeans to take small but achievable steps towards healthier eating habits. It nudges participants to choose healthier options when they dine out or do their grocery shopping.

Through scanning of their healthier purchases on HPB's Healthy 365 mobile app, participants are rewarded with Healthpoints for making healthier choices, and the points can be redeemed for rewards such as supermarket eVouchers.

National measures to curb the spread of COVID-19 during the year impacted outreach activities of the EDSH Challenge and HPB's healthier dining partners. In its continued efforts to drive demand for healthier food and beverage options, HPB strengthened its digital engagement with participants by enhancing the Healthy 365 mobile app and collaborated with partners to leverage their digital platforms, such as websites and mobile apps to reach out to consumers. Despite a year of challenges, the number of EDSH Challenge sign-ups grew by 40,000 participants to a total of 837,000 participants. HPB's pool of EDSH Challenge partners also expanded by 28%, adding over 390 touchpoints that offer healthier options islandwide.



The Eat, Drink, Shop Healthy Challenge rewards participants with Healthpoints and sure-win rewards for choosing healthier options.



Spurring Active Lifestyles in Unusual Times

The Health Promotion Board (HPB) has been creating opportunities for Singaporeans to stay active. Besides its Move It! programmes that are conducted in different parts of Singapore, HPB also nudges Singaporeans to be more active through its National Steps Challenge™, a nationwide movement that leverages wearable technology and the concept of gamification.

Moving to new ways of keeping active

The advent of COVID-19 put a halt to many community programmes in the year of review. In view of the situation, HPB trialled new ways to help Singaporeans stay active amidst the pandemic by adapting its **Move It!** programmes, which comprise a variety of exercise programmes, to suit participants' use at home.

A range of online exercise videos of programmes such as Quick HIIT and Sundays @ The Park were either live-streamed or uploaded onto

the 'Stay Well to Stay Strong' resource hub, an online platform created for Singaporeans to access useful healthy living tips and information amidst the pandemic. Individuals could tailor their workout regimes based on their personal needs and each workout featured three tiered options to cater to different fitness levels.

Over 160 workout videos were launched, enabling participants to stay physically active while staying safe from COVID-19. The exercise videos garnered more than 763,300 views.

In September 2020, HPB began to progressively resume its physical activity programmes on the ground, working closely with its partners to implement the required safe management measures for public health and safety. With gradual resumption of the programmes, more than 6,800 physical activity sessions have been conducted as of March 2021.



Online exercise videos were made available on the 'Stay Well to Stay Strong' resource hub, an online platform where Singaporeans can access healthy living tips and information.



On-ground programmes were conducted in smaller groups with safe management measures during the year to enable Singaporeans of all ages to keep active amid the pandemic.

Active Family

Active Family and Active Family Junior reach out primarily to parents with children four to 12 years old. A wide range of activities are organised at open community spaces, parks, shopping malls and stadiums on weekends for families to participate. These include activities that focus on fundamental movement skills in younger children as well as fun sports and games such as in-line skating and skateboarding.

Sundays @ The Park

Through Sundays @ The Park, adults are able to stay active with their friends and families near their homes, in neighbourhood parks and community spaces. Through a wide range of group exercises including Zumba, Piloxing and Kickboxing, the programme seeks to establish a social norm for physical activity within the community.

Community Physical Activity Programme

The Community Physical Activity Programme features a wide array of fun and exciting exercises of differing intensities to cater to the diverse needs and interests of both young and older adults. Partnering the People's Association, these activities such as cardio dance workout, yoga and stretch band exercises are held within community spaces for residents' convenience.



Sundays @ The Park is a very thoughtful programme that benefits participants who want to stay healthy and enjoy being outdoors.

A participant of Sundays @ The Park

Sunrise In The City

To encourage busy working adults to adopt healthier lifestyles, HPB collaborates with partner gyms and studios islandwide to conduct classes that are suitable for Singaporeans of varying fitness levels. These classes range from strength and conditioning exercises, aerobic dance fitness workouts, to high-intensity interval training. More classes and timeslots were introduced in the heartlands in 2020, offering Singaporeans who were telecommuting the convenience and flexibility to work out at different times of the day.



The importance of keeping fit has never been greater. HPB's Mall Workouts is a programme that enables our shoppers and the community around to lead healthier lifestyles, which is important in the national fight against COVID-19.

Sherman Seah
Events and Marketing Executive
Downtown East



Active living is brought closer to Singaporeans through programmes held in community spaces such as Mall Workouts, Quick HIIT and the Community Physical Activity Programme.

Mall Workouts

Partnering mall operators, HPB brings healthy living closer to Singaporeans in lifestyle destinations where they dine, shop and play. Workouts are organised in many such destinations to offer the community the convenience to participate in aerobic exercises such as Zumba, K-PopX Fitness and Piloxing.

Quick HIIT

High-intensity interval training (HIIT) sessions are conducted for those who are physically ready to engage in high-intensity exercises every week at a variety of locations spanning across Singapore. Led by professional trainers, the programme aims to improve participants' muscular strength and endurance, cardiovascular fitness and mental resilience. The types of training include circuit training, functional exercises and callisthenics.

Upskilling physical activity trainers

In 2020, a capability building roadmap was developed for the professional development of certified physical activity trainers who conduct HPB's Move It! programmes, to upskill them and enhance the delivery of HPB's programmes.



The National Steps Challenge™ nudged Singaporeans to stay physically active through app-based online thematic challenges during the year.

In December 2020, HPB collaborated with Republic Polytechnic and SkillsFuture Singapore to offer the **Basic Exercise Science (BES) course**, which provides trainers with an affordable, quality learning and development opportunity. More than 700 trainers engaged to conduct HPB's physical activity programmes were offered the BES course. Those who attended the course were equipped with knowledge on the core fundamentals of exercise science and skills to conduct safe and quality exercise programmes for HPB participants.

Making a dash for extra steps

The **National Steps Challenge™** is a nationwide physical activity movement leveraging wearable technology and the Healthy 365 mobile app, to encourage residents to stay active and reduce sedentary behaviours. Through gamification, the programme motivates Singaporeans to incorporate physical activity into their daily routines as well as exercise regularly during their leisure time, by rewarding participants when they achieve different milestones.

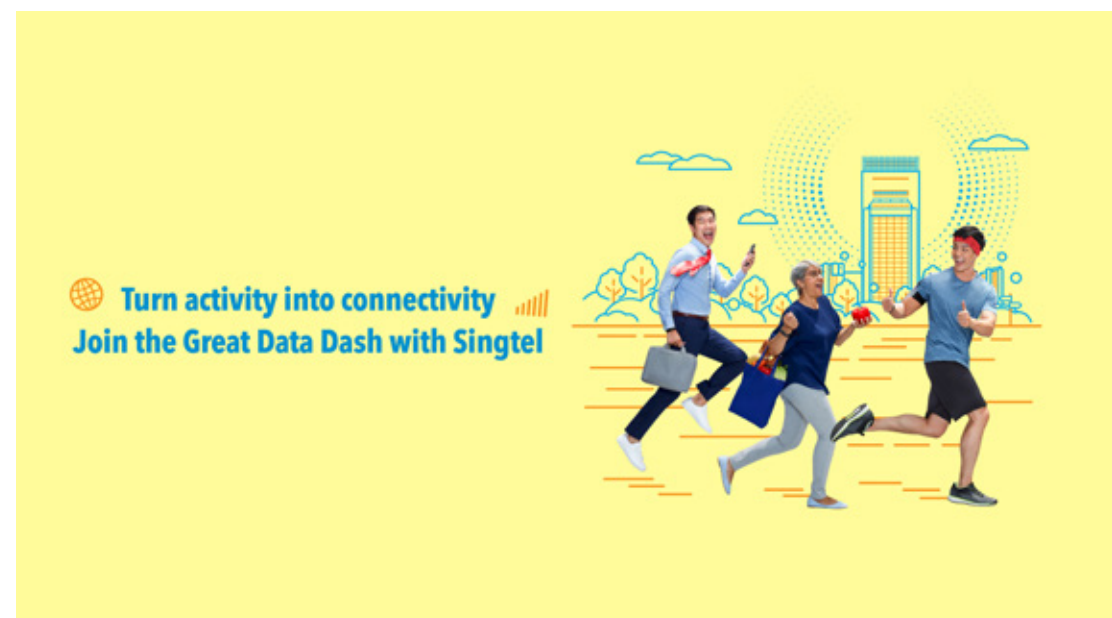
In Season 5, with the nation's phased reopening in the COVID-19 situation, app-based thematic challenges were organised to remind Singaporeans

about keeping active and to sustain their efforts towards their personal health goals. Participants were nudged to increase their levels of physical activity at their own pace.

From July to the end of August 2020, HPB teamed up with SingTel, a local telco, for the first time to run 'The Great Data Dash' thematic challenge, where challenge participants could use the 'StepUp' wellness platform within the SingTel app to earn local mobile data. The thematic challenge with SingTel attracted close to 50,000 participants.

In October 2020, Coca-Cola also supported the National Steps Challenge™ through the 'Sweat and Refresh Challenge with Coca Cola No Sugar®'. The thematic challenge prodded participants to meet their daily step goals and engage in moderate-to vigorous-intensity physical activities, to encourage healthy and active lifestyles.

Following the thematic challenges, the National Steps Challenge™ Season 5 Bonus Round was organised as an extension of the fifth season in March 2021. Singaporeans were encouraged to continue with their exercise regimes and to stay active by clocking steps, as many were telecommuting in the midst of the pandemic.



Innovating Access to Health Screening

Regular health screening and follow-up are key to early detection of health conditions. Timely intervention can prevent some conditions and lead to better health outcomes that will contribute towards a better quality of life. During the year, the Health Promotion Board (HPB) encouraged Singaporeans to go for regular health screening through awareness building, educational efforts and collaborating with partners to encourage health screening and follow-up, and promoting the use of digital tools to monitor individual screening needs.

Screening for better quality of life

To keep screening accessible and affordable, subsidies under the **Screen for Life (SFL)** programme were enhanced in September 2017. The programme, available at more than 1,100 Community Health Assist Scheme (CHAS) General Practitioner (GP) clinics, covers screening tests and consultations for selected chronic diseases – hypertension, diabetes, hyperlipidemia and obesity – and for cervical and colorectal cancers. Eligible citizens pay \$5 or less for a screening visit and follow-up consultation. HPB also offers breast cancer screening at participating polyclinics at highly subsidised rates.

To encourage Singaporeans to go for regular age- and gender-appropriate health screening and follow-up, the **Screen for Life campaign** entitled 'Endless Excuses' was launched in October 2020, to address common barriers that prevent people from wanting to know about their health status. Using humour, the campaign focuses on promoting screening as an empowerment tool and depicts the knowledge of one's health status as a gain instead of a loss. It also highlights pre-diabetes as a condition that is reversible when detected early and managed well through screening offered under the SFL programme.

The campaign has adopted an integrated approach to amplify the message on the importance of health screening across multiple channels. These include radio broadcasts, social media platforms, as well as through publicity in the heartlands at MRT stations, bus stops and interchanges.

Beyond educating the public about health screening, intervention is also a key to better health outcomes. SFL clients with abnormal screening results were followed up and managed by their GPs. Those with abnormal results for cancer screening were referred to participating public hospitals for further assessment and treatment.

In 2020, HPB piloted the **SFL tele-coaching** initiative to encourage positive lifestyle changes post-screening. Through this initiative, individuals who had gone for their health screening under the SFL programme and had abnormal screening results received coaching on healthier habits over a convenient telephone call.

The pilot, which was conducted between April 2020 and March 2021, benefitted over 200 individuals. Participants of the programme received personalised coaching on a range of healthy living topics such as nutrition, physical activity and weight management, along with setting health goals and carrying out their health action plans. They also learnt to navigate HPB's Healthy 365 mobile app, which offers useful recommendations of appropriate lifestyle programmes near their homes and/or workplaces, and resources to maintain a healthy lifestyle.

Tracking personal health and screening needs with convenience

In November 2020, the first iteration of **My Health Booklet** was launched following a series of focus group discussions with members of the public, as well as public and private healthcare providers. My Health Booklet is a tool available on HealthHub that encourages individuals to take responsibility for their health. It provides an individual's health profile with information on their health screening consolidated from the national health database. Developed as a mobile app, it aims to allow individuals access to their health information 'anytime, anywhere'. Individuals are empowered to take charge of their health by supplementing these records with self-input health information such as weight and blood pressure measurements to monitor their health status.



My Health Booklet allows individuals to access their health screening results at their convenience and set reminders to go for relevant health screening.



In the first iteration of the digital tool, users can access their latest health screening results, and set reminders to attend relevant health screening when due. They can also receive personalised recommendations on smoking cessation programmes and relevant tips on healthy living. As of March 2021, more than 160,000 users have come on board My Health Booklet.

The **screening eligibility checks service** rolled out in 2019 has enabled the public to check their eligibility for subsidised screening services under the SFL programme. Individuals are also able to locate the nearest CHAS clinics that they can visit for the recommended subsidised health screening. From April 2020 to March 2021, 119,000 Singaporeans have used the service.

Delivering FIT kits to seniors

To encourage annual colorectal cancer screening among those 50 years old or above, HPB continued to collaborate with voluntary welfare organisations such as the Singapore Cancer Society (SCS) in their

outreach efforts. With seniors' health and safety in mind amidst the pandemic and during the Circuit Breaker period, outreach efforts took on a new approach in 2020. Instead of the traditional route of encouraging seniors to visit their nearest retail pharmacies and polyclinics in person to pick up their Faecal Immunochemical Test (FIT) kits, SCS piloted a **FIT kit mailer programme** as a safer and hassle-free alternative for seniors.

Around 10,000 eligible clients who had their last screening between one and two years ago, were reminded through the mail to participate in the pilot. Those who indicated their interest in having the FIT kits mailed to them had theirs delivered to their mailboxes.

To intensify the screening uptake, SCS also launched an online platform, SCS FIT Portal, in late September 2020 for clients to indicate their preference should they prefer to have their FIT kits mailed to them.

Keeping Seniors Engaged in Healthy Ageing

The Health Promotion Board (HPB) collaborates with various government agencies and community organisations to provide seniors with opportunities and access to lead healthier lifestyles and stay socially connected. Programmes are organised together with these partners at different community settings islandwide, including Community Centres, Residents' Corners of the People's Association (PA) as well as Senior Activity Centres.

Engaging seniors to stay healthy and socially connected

In March 2020, to safeguard the health of seniors amidst the COVID-19 situation, on-ground senior-centric activities were suspended nationwide. To encourage seniors to continue staying healthy and active even as they stayed home, HPB rolled out several initiatives across mass media and online platforms.

In April 2020, HPB started reaching out to seniors with **healthy ageing tips** aimed at reminding them to keep healthy at home, through the 'Stay Well to Stay Strong' resource hub that was launched in February 2020 to enable Singaporeans to access useful information on physical and mental well-being. Social media channels such as Facebook and WhatsApp were used as avenues to engage the seniors in light of Singapore's Circuit Breaker measures.

HPB also partnered with Mediacorp to broadcast the television programme '**Learn Together with Me**'. The programme provided tips and useful information on healthy living, covering topics such as mental well-being, social connectedness, healthier eating and physical activity, in different vernacular languages. It was well-received by over 445,000 seniors. To further spread these healthy living messages, the content was also shared on several radio channels.

To support the seniors in keeping active, HPB developed and introduced a series of exercise videos featuring 30-minute at-home exercise routines suitable for their use. The videos have garnered over 736,000 views and 5,200 shares as of March 2021.

Bringing back Active Ageing Programmes with vigilance

One key platform where seniors can stay healthy and socially connected is through HPB's various **Active Ageing Programmes (AAPs)**, an initiative under the Community Networks for Seniors (CNS). The CNS is a whole-of-government initiative involving the Ministry of Health, PA, HPB and the Agency for Integrated Care (AIC) to reach out to more seniors, and to build stronger community support for seniors through joint efforts.

For many months in the year, the programmes were suspended due to national measures to curb the spread of COVID-19. When the situation permitted the resumption of some programmes, the AAPs were gradually brought back with safe management measures from September 2020.

Balik Kampung

HPB's Balik Kampung programme is a series of interactive psycho-social educational sessions that assist seniors aged 50 and above in building mental well-being capacity. The programme is conducted through mentally stimulating and engaging nostalgic activities to reduce the risk of developing mental health conditions such as dementia among seniors. Following the resumption of Balik Kampung with safe management measures, sessions were conducted remotely for seniors in small groups of five across different activity centres by an instructor who facilitated these sessions virtually. As of March 2021, the programme has benefitted close to 700 seniors who have attended 38 sessions across various locations islandwide.



Seniors participating in the Balik Kampung programme which aims to equip seniors with knowledge and skills to take care of their mental health.



Functional Screening

Functional Screening allows early identification and intervention to address vision, hearing or oral health decline to help seniors age well and enhance their quality of life. Since November 2020, HPB has resumed the Functional Screening sessions with safe management measures in place, providing screening services to more than 4,500 seniors.

Senior Exercises

Weekly Senior Exercises such as resistance band exercises and Zumba Gold carried out at senior activity centres enable seniors to keep active and improve their functional fitness while catering to their interests. Exercise routines were adjusted to adapt to safe management measures, such as excluding moves that require contact with other participants. Since July 2020, senior exercises have also gone virtual to enable seniors to exercise while at home.

Seniors Health Curriculum

The Seniors Health Curriculum is a series of interactive health workshops that equip seniors with knowledge and skills to improve and maintain their physical, mental and functional health. From November 2020, the curriculum was refreshed in phases to focus on facilitated learning about healthy ageing through group activities and peer education. The refreshed curriculum also includes tiered content catering to seniors of different literacy levels. The first module of the refreshed curriculum drew over 350 participants across 21 sessions.

Ramping up bone health education

Women above 50 years old are more prone to osteoporotic fractures as compared to men of the same age group, due to their smaller bones and hormonal changes that occur after menopause, causing them to lose bone mass more rapidly than men. The ageing population has also seen hip fracture cases among those in this age group rise steadily over the last decade.



◀ The Seniors Health Curriculum equips seniors with knowledge and skills to improve and maintain their physical, mental and functional health.



Our seniors enjoy the health and wellness talks organised by HPB as part of the Seniors Health Curriculum programme. The mental wellness topics are beneficial to our seniors, especially during this pandemic we are facing. After the talks, I also observe that they have a better understanding of mental wellness and the importance of exercising and eating well. The clear explanations and constant encouragement from trainers have motivated seniors to visit our senior activity centre to participate in more activities and to live an active lifestyle.

Stellas Ang
Assistant Centre Manager
NTUC Health Senior Activity Centre (Marsiling)

In partnership with the Osteoporosis Society of Singapore, HPB has been promoting the importance of maintaining good bone health through the **Bone Health Ambassadors** programme, to create awareness of falls prevention.

Under the programme, Bone Health Ambassadors are recruited through HPB's group of Health Ambassadors – volunteers who are healthy living advocates that support HPB's programmes – and its various community partners.

The Bone Health Ambassadors undergo training and assessment before they are deployed to support community-based outreach programmes. Trained ambassadors will be able to conduct bone health assessment using Osteoporosis Self-Assessment Tool for Asians (OSTA) and Fracture-Risk Algorithm (FRAX). They will also educate individuals on osteoporosis prevention and management, for example providing tips on simple weight bearing exercises and the nutritional requirements for good bone health. From September to November 2020, 250 Bone Health Ambassadors were trained.

Advancing in the Quit Journey

Supporting smokers in their journey to quit smoking continued to be a crucial part of the Health Promotion Board's (HPB) work throughout the year. To motivate and assist Singaporeans towards a tobacco-free lifestyle, efforts were focused on keeping smokers engaged through intervention efforts such as counselling, as well as public education.

Supporting smokers through counselling and education

HPB's smoking cessation programme, the **I Quit 28-Day Countdown**, remains vital in supporting smokers to kick the habit. The community-based programme encourages participants to take daily actionable steps to remain tobacco-free for 28 days by building a supportive network to help them embark on and sustain their quit journeys.

Over a period of 28 days, participants are empowered with knowledge, motivation and support to stay tobacco-free. Additional support is also available for participants who opt for QuitLine's phone counselling. When the use of smokerlysers to test nicotine levels in smokers was halted in the wake of COVID-19, remote cotinine tests were made available. Test kits were mailed to participants, whose test results and progress were virtually tracked periodically. In 2020, the I Quit programme reached about 4,800 smokers.

At workplaces, HPB continued to engage and support smokers through online talks and counselling programmes. Capacity building efforts such as training of Quit Smoking Consultants and educators was also conducted digitally to ensure a steady pipeline of trained personnel equipped to counsel and support participants in their efforts to quit the habit. More than 270 healthcare professionals and educators participated in these training sessions.

To encourage smokers to sign up for the I Quit programme, HPB ran the **I Quit campaign** throughout the year, harnessing social media and precision digital marketing to bring relevant

messages to its target audience. Riding on an increased sentiment around respiratory health amidst COVID-19, educational content on how smoking may increase one's risk of severe respiratory illness was developed to resonate with smokers. This resulted in over 163,000 unique visits to HPB's smoking cessation websites.



Deterring tobacco use for better health

The Ministry of Health (MOH), in its ongoing efforts to reduce the use of tobacco, introduced the standardised packaging measures, which took effect in July 2020. The measures involve the removal of logos, colours, brand images and promotional information on the packaging of tobacco products as well as an increase in the minimum size of the mandatory graphic health warnings on packaging surfaces.

From extensive review and consultations with both the public and the industry conducted by MOH and HPB in 2019, views were gathered and carefully considered for implementation of the measures. To aid the tobacco industry in moving towards the full implementation of these measures, the industry was given a three-month transition period where products with standardised packaging were allowed to be sold alongside branded packs from April to end-June 2020.

Sustaining Outreach to Communities

The Health Promotion Board (HPB) reaches out to different segments of the population through partnerships with multiple stakeholders in the community. They include a network of grassroots organisations, public agencies, faith-based organisations, companies in the private sector as well as HPB Health Ambassadors.

Teaming up with partners for community engagement

Amid COVID-19, together with the People's Association (PA), HPB piloted virtual sessions of the senior-centric **Community Physical Activity Programme (CPAP)** in July 2020 to enable seniors to exercise at home. The sessions were led by an exercise instructor over Zoom, a video conferencing platform. With the support of PA, a total of 17 weekly Virtual CPAP sessions were rolled out across all 17 Group Representative Constituencies (GRCs). By the end of March 2021, 422 sessions have been held, benefitting over 10,600 participants.

When on-ground programmes were allowed to resume in the year, HPB worked closely with its **community partners** – PA, the Agency for

Integrated Care, Sport Singapore, shopping malls, National Parks Board, Town Councils and the Regional Health Systems – to restart healthy living activities progressively across different GRCs. To ensure that participants remained safe, HPB implemented safe management measures in these activities. Location assessments were conducted by the GRCs' Health Promoting Managers to ensure the necessary measures could be put in place.

A further reopening of the nation in December 2020 saw more on-ground activities return with the support of these partners. The activities include senior-centric CPAP sessions, functional screening sessions, as well as blended Balik Kampung sessions with on-site activities that are facilitated virtually to assist seniors in building their mental well-being capacity. They were held in partners' venues such as PA and Senior Activity Centres.

Throughout the year, HPB also continued to actively engage its **Health Ambassadors**, a group of volunteers who are healthy living advocates that provide support in HPB's programmes and campaigns. Over virtual platforms, HPB encouraged them to continue with their healthy living practices.

A virtual conference called 'HA Connect 2020' gathered more than 200 Health Ambassadors online in November 2020. It offered participants a meaningful platform to share and exchange ideas on how they kept to their healthy lifestyle habits amid challenges posed by COVID-19.

Three online enrichment programmes were organised from January to March 2021, to equip the volunteers with enhanced communication skills, IT literacy and skills in building emotional resilience. These programmes, which aimed to empower HPB's Health Ambassadors with more holistic knowledge and abilities, reached more than 150 volunteers.

Local anchors, who are Health Ambassadors trained to play leading roles in health promotion programmes and activities, as well as leaders of interest groups, also stayed connected with residents in their locales, reminding them to keep healthy in various ways. Besides conducting online exercises such as Chair Yoga and Pilates on digital platforms, some of them made use of technology to encourage residents to brisk-walk.

Bringing healthy living to ethnic communities

Leveraging festive seasons such as Hari Raya and Deepavali, HPB continued to reach out to the ethnic communities and encourage them to adopt healthier lifestyle habits. The Malay and Indian communities were encouraged to reduce their sugar consumption in food and beverages, to eat in moderation and to make healthier lifestyle choices such as quitting smoking. Healthy living messages were amplified through vernacular media platforms, as well as through social influencers and advocates.

During Ramadan and Hari Raya, the campaign '**Kita Dah Cukup Manis, Kurangkan OK?**' ('We Are Sweet Enough, Reduce It OK?') was rolled out. Tips to lower sugar consumption including fruit-infused water recipes, were shared across both mainstream and social media. Videos were developed together with social media influencer Abang J and the 'Have Halal Will Travel' Halal food guide for the 'Korang OK?' Facebook page, to demonstrate healthier

festive celebration tips and beverage recipes, in a light-hearted way. The '**Kita Dah Cukup Manis, Kurangkan OK?**' campaign garnered a reach of over 2 million, while the videos received 1.2 million online views.

For Ramadan 2020, a digital campaign themed '**Reflections**' was also launched on the 'Korang OK?' Facebook page and other social media platforms to inspire the Malay community to quit smoking. The campaign featured first-hand accounts of ex-smokers who shared about their quit journeys. To inspire other smokers in the community to kick the habit during the month of Ramadan, the ex-smokers shared how they had embarked on smoking cessation for better health, for their family and loved ones, and for better finances. These testimonials garnered over 16,000 online engagements throughout the campaign. Social posts illustrating ways to refrain from smoking were also shared online throughout the month.



Quitting smoking is not about whether you can or cannot do it. It's about how badly you want to quit the habit. I had to first convince myself that smoking was just a bad habit, not an addiction. After identifying when the urge to smoke would arise, I would replace smoking with taking a few deep breaths while having two fingers on my lips. That was how I succeeded quitting the habit 15 years ago.

A 'Korang OK?' Facebook page user inspired by the 'Reflections' campaign



Senior residents keeping themselves active at a Zumba Gold session in their neighbourhood.



During Ramadan and Hari Raya, the 'Kita Dah Cukup Manis, Kurangkan OK?' campaign shared tips on lowering sugar intake from food and drinks prepared in the festive season.

Beyond the festive period, HPB continued to engage with the Malay community through different outreach efforts to instil healthier habits.

In October 2020, HPB **collaborated with MENDAKI** to organise the Virtual Community Physical Activity Programme (CPAP) during the month-long MENDAKI Raikan Ilmu Festival. The programme sought to encourage Malay seniors to stay active while staying at home. Following the MENDAKI Raikan Ilmu Festival, HPB started to partner with the Bedok and Sembawang Malay Activity Executive Committees to organise weekly Virtual CPAP sessions, reaching out to more seniors in the Malay community.

Further efforts were also sustained on the 'Korang OK?' Facebook page to promote healthier choices. These included sharing useful information on national programmes such as the Screen for Life

programme to encourage regular screening and follow-up, the I Quit 28-Day Countdown programme to nudge the community towards tobacco-free lifestyles, and the 'Stay Well to Stay Strong' resource hub to support them in keeping healthy.

In encouraging the Indian community to adopt healthier eating habits, the 2020 Deepavali campaign entitled '**Ready for Deepavali?**' featured healthier recipes for festive dishes and beverages, to show the different ways feasts could be prepared during the festivity. Ways to reduce sugar intake, have a balanced diet as well as prepare festive dishes with healthier ingredients and cooking methods were some key highlights.

Partnering Instagram influencers, HPB reached out to over 500,000 users through conversations on healthy living tips, such as the preparation

of healthier Rangoli dishes and spiced water recipes. A music video produced jointly with Mediacorp promoting healthier habits garnered over 700,000 views, across various digital and social media channels such as Facebook, YouTube and meWATCH. Deepavali greeting stickers with healthy living messages were also created for use on social messaging platforms, and they were downloaded and installed over 55,000 times.

Besides inspiring the community to keep healthy during Deepavali, efforts promoting healthy eating and active lifestyles continued after the festive period through sustained outreach on social media platforms.

Supporting communities with grocery vouchers

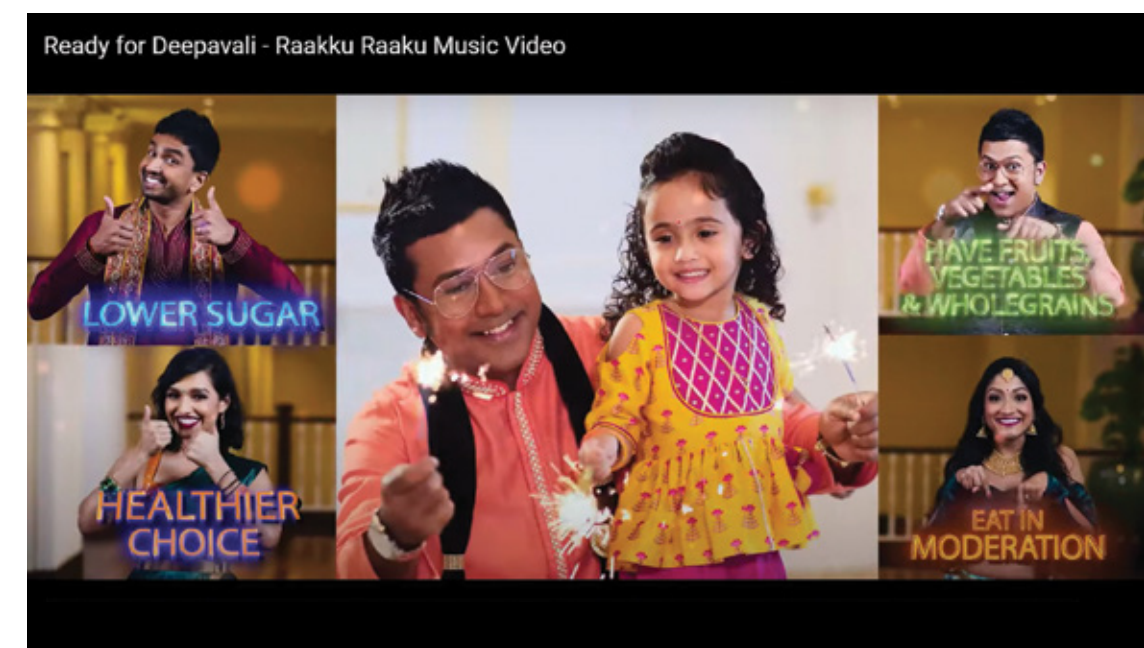
As part of the Unity and Resilience Budgets in 2020, the Care and Support Package was launched by the Ministry of Finance (MOF) to provide more assurance and support to Singaporeans who might be concerned about coping with their household expenses during the period of extraordinary economic uncertainty.

Under this Package, all Singaporeans aged 21 years and above, who live in one-room and two-room Housing and Development Board flats and do not own more than one property, are eligible to receive \$300 in grocery vouchers in 2020 and \$100 in 2021.

HPB led the implementation of the **Grocery Voucher Scheme** in October 2020, leveraging its established network of Healthier Choice Symbol partners, which include FairPrice, Giant, Prime Supermarket and Sheng Siong Supermarket. It was implemented together with other public organisations such as the MOF, Central Provident Fund Board and PA.

Eligible Singaporeans could use the grocery vouchers disbursed by MOF at the partners' retail outlets and supermarkets to purchase groceries. To encourage healthier eating, those who purchased Healthier Choice Symbol products were able to enjoy additional discounts – an added support that HPB's retail partners provided for the nationwide scheme. The Grocery Voucher Scheme has benefitted 155,000 eligible recipients as of March 2021.

A music video featuring healthier eating during Deepavali was shared on various digital and social media channels.





Fostering Healthy Lifestyles Among our Young

In creating a supportive environment for our young to embark on healthy lifestyles at an early age, the Health Promotion Board (HPB) continued its close collaboration with schools, equipped parents with the knowledge and skills to play active roles, and modified its programmes to provide continued care for the children's holistic health. When the pandemic imposed hurdles to carrying out on-ground programmes, HPB harnessed innovation and technology to continue with its health promotion efforts.

Equipping Schools and Parents to Build Supportive Environments

Equipping schools, educators and parents to create supportive environments for our young to lead healthier lifestyles remained a priority over the course of the year. While many on-site programmes were affected by the COVID-19 situation, the Health Promotion Board (HPB) kept its range of holistic programmes going through alternative means, to continue to support parents and educators in their roles to keep the next generation healthy.

Creating supportive environments through healthy pre-schools

HPB programmes inculcate healthy habits in children from early childhood. To encourage schools to actively promote healthy living among pre-schoolers, parents and their staff, the **Healthy Pre-school (HPS) Accreditation** is accorded to pre-schools with health promoting programmes and practices.



At the 'Basic' tier, the accreditation recognises pre-schools that support students in adopting healthy habits, such as serving healthier meals and adhering to the recommended active movement time. The 'Platinum' accreditation is for pre-schools that go beyond the basic requirements,

helping overweight students maintain a healthy lifestyle, conducting lessons on healthy lifestyles to inculcate behaviours and habit formation, as well as capacity-building for parents, teachers and staff to provide healthier environments for their children to thrive in.

As part of the HPS Accreditation framework, HPB equips pre-school teachers with resources to educate their students on healthy habits. In August 2020, the 'Healthy Superhero' online resource was launched to provide useful materials on oral health, good eye care and healthy eating. It was enhanced in November 2020 with the addition of sleep health information to support educators in building awareness around the importance of good sleep habits in pre-schoolers.

Since 2017, the Healthy Lifestyle Puppet Show has been offered to 'Platinum' accredited pre-schools. The interactive programme uses attractive visual cues to interest young children on health topics. Aimed at encouraging four- to six-year-olds to adopt a healthy lifestyle, the programme teaches pre-schoolers to have a balanced meal using the concept of 'My Healthy Plate', stay active through outdoor play, good eye care habits, the need for sufficient sleep, and the harms of smoking. Virtual sessions were piloted from December 2020.

To further support pre-schools in their HPS journey, a team of 16 **School Health Executives** work with pre-school centre principals to provide personalised consultations and advise them on suitable health promotion programmes for the pre-schools.

Online consultations with the School Health Executives were introduced in July 2020. As of March 2021, the School Health Executive digital consultations have provided support to almost 1,400 pre-schools.

▶ Health promoting programmes in pre-schools aim to inculcate healthier habits in children from early childhood.



Learning and development workshops for educators

Educators play an important role in encouraging children to adopt healthier lifestyle habits in their growing-up years, as children and youth spend a large amount of their time in the school environment. To support educators in nurturing our children's physical and mental well-being, HPB organises workshops to equip them with the knowledge and skills to play this role more effectively.

In 2020, training workshops such as '**Next Steps: Managing Transition to Primary School**' and '**Zippy's Friends**' were organised virtually for pre-school educators.

The workshops guide educators on helping pre-schoolers develop social skills to navigate their school environment, emotional skills to identify and express their feelings, and coping skills to deal with everyday challenges that they may face in primary schools.

In December 2020, HPB also resumed the **Childhood Food Allergy and Asthma Workshop** in collaboration with KK Women's and Children's Hospital (KKH). Conducted virtually by KKH, the workshop reached out to both pre-school and mainstream school educators to guide participants on managing food allergy and asthma in children.

As part of ongoing efforts to ensure that school campuses continue to support youth's mental well-being, the **Youth Mental Health for Educators workshop** was organised from June 2020 to equip educators and campus staff with skills to support students with mental health concerns. Held on virtual platforms, the interactive workshop conducted for secondary schools and Institutes of Higher Learning (IHLs) covered common mental health concerns in youth, ways to identify signs of stress and strategies to support the students, as well as encourage help-seeking and self-care behaviours.

As of March 2021, more than 40 sessions of educator workshops have been conducted, benefitting educators across different institutions from pre-schools, mainstream schools to IHLs.

Training canteen vendors to prepare healthier meals

As part of the **Healthy Meals in Schools Programme (HMSP)**, which aims to nurture a preference for healthier food and beverages

among children, culinary training is provided to primary and secondary school canteen vendors to enable them to prepare healthier meals for students.

The Basic Culinary Training workshop educates canteen vendors on HMSP guidelines, basic nutrition and healthier cooking methods. The Advanced Culinary Training workshop develops canteen vendors' culinary skills in taste enhancement using natural and healthier ingredients, offers ways to improve the visual appeal of healthier meals, and imparts knowledge on managing costs in food preparation. As of March 2021, 13 culinary training sessions have been organised with the necessary safe management measures in place.

Reaching out to parents

Parents are key to the development of a child's physical and mental well-being. To help parents support their children in leading healthier lifestyles in their growing-up years, HPB conducts programmes for parents to pick up knowledge and skills in a variety of health topics.



Through programmes such as the Myopia Awareness workshops, parents and children learnt about vision health and good eye care habits.



As part of its ongoing efforts to address childhood myopia that is prevalent in Singapore, HPB partnered with Plano® to hold a series of digital **Myopia Awareness** workshops, where parents and their children from pre-schools and primary schools learnt about holistic eye care from early childhood. Using the concept of storytelling, the workshops covered topics related to vision health such as causes and management of myopia as well as good eye care habits. Close to 4,300 parents and children attended these workshops in 2020.

HPB also organises workshops for parents on mental well-being. Conducted virtually, the **Colours of the Mind** programme equips parents with knowledge and skills to build and enhance the mental well-being, social and emotional intelligence as well as resilience of their pre-schoolers and primary school-going children.

Through case studies and interactive exchanges, parents can pick up practical tips and tools on managing their children's developmental journey, including ways to enhance their mental well-being and effective communication to support their children in overcoming challenges. As of March 2021, the workshop has reached out to more than 500 parents.



Topics covered in the Colours of the Mind workshop are very relevant to everyday challenges that caregivers may have.

Silvya Yap
Mother of a primary school-going child



Canteen vendors learnt about the Healthier Meals in Schools guidelines and healthier food preparation methods during a culinary training workshop.

Bolstering the Well-being of our Young

Amid the pandemic, Singaporeans had to adapt to many changes in 2020. At the Health Promotion Board (HPB), with a major part of its human resources being deployed to support the containment of COVID-19, there were extensive efforts to calibrate the delivery of HPB programmes against these challenges throughout the year. Programmes of public health significance such as immunisation and oral healthcare for our children and youth were prioritised to ensure targets continued to be met. Other efforts included pivoting to new models of engagement with our children and youth.

Modifying school-based immunisation and screening programmes

The **School Health Service** conducts age-appropriate school-based immunisation in schools. As vaccination is critical in protecting children from common childhood vaccine-preventable diseases and for Singapore to maintain a high immunisation coverage, HPB resumed its **school-based immunisation programme** with safe management measures from June 2020.

Age-appropriate immunisations recommended under the National Childhood Immunisation Schedule were provided to primary and secondary school students. In 2020, more than 37,990 Primary 5 students were given the booster dose of the Tdap (Tetanus, Diphtheria and Pertussis) vaccine, over 38,850 Primary 5 students received the Oral Polio vaccine, and close to 2,630 primary and secondary school students received the MMR (measles, mumps, rubella) vaccine. In secondary schools, the Human Papillomavirus (HPV) vaccination was administered to eligible female students for protection against cervical cancer. Over 18,400 Secondary 1 and over 33,600 Secondary 3 and 4 female students received the HPV vaccination in 2020.

To facilitate early health intervention and management among school-going children, the School Health Service also conducts school-based **health screening** for students. These include vision screening, screening for hearing impairment, medical screening, scoliosis screening, and growth and developmental assessment.



◀ A nurse from the School Health Service vaccinating a primary school student under the school-based immunisation programme.

▶ Vision screening was conducted by the Roving Optical Shop team for primary school students.



During the months of suspension of school-based health screening due to COVID-19, HPB consulted various specialists to develop new risk-stratified care pathways to ensure that students who required critical attention could be given the appropriate medical intervention and management within the new operating environment. Health advisories were provided to students and parents on the specific signs and symptoms to look out for, and the avenues through which they could seek medical advice when necessary.

The health screening programme gradually resumed for secondary school students from June 2020 and subsequently for pre-schoolers and primary school students from January 2021. About 207,000 students were screened.

As part of the annual screening exercise, vision screening is conducted for children under the **National Myopia Prevention Programme (NMPP)**, which seeks to delay the onset of myopia and reduce its progression among children and youth. Leveraging digital platforms to continue with health education for kindergarten students, HPB worked with its partners to organise engagement sessions on childhood myopia with the parents of these students.

Under the NMPP, underprivileged children can also benefit from the Spectacle Voucher Fund Scheme. Vouchers issued by HPB and its partner, Essilor Singapore, can be used to redeem spectacles at participating optical shops islandwide. Additionally, to make the redemption more convenient, the Roving Optical Shop was brought to some schools in 2020.



With the Roving Optical Shop, many of our students from underprivileged backgrounds are able to get a pair of spectacles, which will help them in their studies and their work when they go for their Industry Experiential Programme.

Elaine Sundaram
Manager of Student Affairs Unit
NorthLight School

Following the health screening programme in schools, students who required further clinical assessments and follow-up were referred to the **Student Health Centre** in HPB. The Student Health Centre and Lifestyle Clinic conducted medical assessments to help overweight and severely overweight students referred by schools to identify their risk factors, and counselled them on ways to improve their lifestyle habits such as adopting healthier diets and exercising regularly. The lifestyle coaching was carried out through a combination of individual, face-to-face sessions and phone coaching.

Lifestyle coaching and counselling in schools

The **Student Health Advisor Programme** has also been a core part of HPB's efforts to encourage and facilitate the adoption of healthy lifestyle habits among students since 2010. Student Health Advisors, comprising registered nurses and allied health professionals based in participating primary, secondary schools and Institutes of Technical Education, work with the schools to counsel and guide students on various health topics.

The Student Health Advisor provided me with useful information on healthier food and exercises, and tried to understand me better to assist me in achieving my health goals. Most importantly, her attitude towards me was positive.

A student from Bukit View Secondary School

They offer students guidance on how they can modify their lifestyles for better health outcomes as well as early identification and intervention of high-risk behaviours such as smoking and health issues, including obesity and chronic conditions.

As of March 2021, close to 12,700 students have benefitted from the programme, while nearly 10,000 students have attended the physical activities, smoking prevention and healthy lifestyle talks and roadshows organised by the Student Health Advisors.

Caring for oral health

Instilling good oral health habits in children is another important part of HPB's work. Dental therapists and officers of the School Dental Service and School Dental Centre educate children and parents on oral health and provide dental screening for children and youth, to detect diseases at an early age so that children and youth can receive timely treatment.

Within dental clinics in schools and mobile dental clinics rotated to secondary and Special Needs schools, **School Dental Service** dental therapists and officers provide biannual screening for school-going children as well as regular topical fluoride application to those assessed to be at risk of developing tooth decay.

In 2020, when many healthcare staff including dental therapists were redeployed to assist in the national fight against COVID-19, school-leaving and entrant-level students were prioritised for dental screening services in schools. Working closely with the Ministry of Education, dental screening and treatment in schools were conducted with adherence to safe management measures, including the provision of mouth rinse prior to any dental procedure.

▶ A dental officer providing treatment to a student at the School Dental Centre with infection prevention and control measures in place.



Students with more complex dental conditions continued to be referred to HPB's **School Dental Centre**, which also provides dental care to pre-schoolers, home-schoolers, and post-secondary school students from the Institutes of Technical Education, junior colleges and polytechnics.

To address queries from parents and patients on oral care during the Circuit Breaker and the initial phases of Singapore's reopening, tele-consultations were undertaken by dental officers. Those who required emergency treatment were asked to visit the School Dental Centre for treatment. Safe management measures within the School Dental Centre and the use of pre-procedural antibacterial mouth rinse for disinfection of the oral cavity continued throughout the rest of the year.

It is not easy to maintain all the safe management measures while still providing dental services to our students... Thank you for continually providing this important service to our students.

Adel Ong
Principal
Chua Chu Kang Secondary School



Dr Therese Loh and Dental Surgery Assistant Shairoon Nesa Begam are excellent. I'm impressed with the excellent service. There was so much care and tenderness in handling my son's needs!

Parent of Parveena James who visited the School Dental Centre

Close to 143,100 primary and secondary school students were screened for their oral health in 2020, and over 7,300 pre-schoolers visited the School Dental Centre for dental treatment.

Encouraging tobacco-free lifestyles from young

HPB's efforts in encouraging the younger generation to lead tobacco-free lifestyles are centred around the prevention of smoking initiation and supporting smoking cessation.

In September 2020, a toolkit dubbed **'A Smoke-free World'** was introduced for pre-school educators to educate pre-schoolers on the long-term and irreversible harmful effects of smoking through age-appropriate content.

The toolkit was co-developed with PCF Sparkletots @ Limbang Blk 543 as part of a new curriculum on fostering a smoke-free environment. Featuring an 'anti-smoking squad' comprising friendly animal characters, the toolkit adopts a storytelling approach with visually-appealing content to engage and help pre-schoolers understand the objectives of each lesson. Additional take-home activities such as

songs and games also enable the little ones to help spread the healthy living message to their family members. The toolkit was distributed to 300 pre-schools.

Reaching out to the youth segment, HPB partners Institutes of Higher Learning to conduct the **'Don't FOMO, Make Right Choices'** interactive workshop, to unravel common misconceptions about negative coping strategies on using tobacco, alcohol and illicit drug, and raise awareness of their harmful effects on health. The workshop also equips youth with positive coping strategies to deal with stress and provides training on exercising assertiveness against peer pressures to stay away from harmful activities. The students are encouraged to lead healthier lifestyles through activities such as sports and music.

Due to COVID-19, sessions were brought online, providing an opportunity for interactive resources and online features such as videos and online polls to be used, to engage the young audience.

To help youth break the habit of smoking, **STRENGTHS**, a programme that encourages smoking cessation among youth is jointly organised with mainstream schools and Institutes of Higher Learning. The programme helps participants draw upon their inner strengths to take charge of their own process of change, and shift their focus away from tobacco use by engaging in healthy activities. Motivational interviewing techniques are used by facilitators to equip participants with the knowledge and skills to kick the habit, and teach them coping strategies to better deal with common triggers to smoke, including stress, anger, frustration or boredom.

Due to COVID-19, the programme was suspended in April 2020. When the programme resumed in September 2020, it adopted a hybrid model combining online and on-site sessions. As of March 2021, 33 sessions of STRENGTHS have been conducted.

Building a network of peer support

Beyond physical health, HPB also collaborates with schools to build up mental health literacy and provide a supportive environment for youth. The **Youth Support Youth** programme, a structured peer support programme, equips youth with peer supporting skills to identify common signs and symptoms of youth mental health conditions, reach out to their peers who may require emotional support and encourage early help-seeking behaviours.

The programme was conducted online from July 2020, in the Institutes of Higher Learning. Students who participated in the programme shared that they found it useful in providing them with a better understanding of mental health and tips on helping their peers. Close to 740 students were trained as peer supporters in 2020.



The programme provides many useful resources and it is easy to understand.

A student who attended the Youth Support Youth Programme



Educators were equipped with a toolkit that adopts a storytelling approach, to teach pre-schoolers about the harmful effects of smoking.



Prioritising Health at Work

To support a focus on health at the workplace, the Health Promotion Board (HPB) is constantly finding opportunities to build healthier ecosystems, collaborate with partners and expand its programme reach. Amidst the COVID-19 pandemic, HPB has also pivoted to new modalities to keep health programmes accessible. These efforts seek to create supportive environments for a more productive workforce to benefit both workers and businesses.

Breaking New Grounds

Transforming workplaces into **Healthy Workplace Ecosystems (HWEs)** is one key strategy to support workers in achieving better health and well-being. The Health Promotion Board (HPB) brings health programmes directly to workplace clusters, so that healthy living is made more convenient for the workers.

In 2020, HPB continued to work with its partners, introducing new outreach models and impactful programmes to benefit different segments of the working population. As of March 2021, there were 68 HWEs, comprising business and industrial sites, reaching out to over 406,000 workers.

Bringing tailored programmes to industrial estates

Since 2014, HPB has been transforming industrial estates into HWEs by bringing health activities to these settings, where a majority of the workers are from micro-SMEs (small- and medium-sized enterprises).

In its ongoing efforts to bring meaningful programmes to workers in these HWEs, HPB piloted an ergonomics programme in 2019 at selected industrial estates with a higher prevalence of mature workers. The job profile of these mature workers often entails bending and lifting of heavy items that can increase their risk of developing musculoskeletal disorders and injuries.

The pilot programme was further expanded to **Bedok Industrial Estate** where many of the workers were car mechanics and involved in metal works engineering. The ergonomics programme was customised for these workers, based on a pre-programme survey conducted to understand their needs. An ergonomist went on-site to observe the workers carrying out their work, and a survey was conducted to understand their lifestyles.

During the ergonomics sessions, workers were guided by a health coach on proper lifting techniques and exercises to help them build strength, balance, flexibility and to relieve work-related body pain. The sessions were conducted on a weekly basis at the HWEs.

As of March 2021, workplace health programmes implemented at the different industrial estates in Singapore have benefitted 177,000 workers.

Expanding health programmes to Business Improvement Districts

During the year, a new outreach model was developed to reach out to more workers in Singapore. Beyond partnering landlords, developers and business associations to create healthy ecosystems, HPB expanded its outreach through new partnerships with Business Improvement Districts (BIDs). These BIDs were formed through a programme piloted by the Urban Redevelopment Authority, to enhance the vibrancy of a precinct through place management efforts initiated by private sector stakeholders in the BIDs.

In 2020, HPB started its collaboration with the **Marina Bay pilot BID** to bring workplace health promotion programmes to office workers in the Marina Bay precinct. In March 2021, the partnership saw the launch of the 'Marina Bay Active' initiative, which features a year-long series of health programmes and fitness activities such as mass workouts, with an aim to encourage the working community there to adopt an active and healthy lifestyle.

The health and wellness activities organised by the BID were curated together with HPB, leveraging HPB's experience in creating healthy workplace ecosystems and conducting meaningful health programmes for workers.



Mass fitness workouts were organised by the Marina Bay pilot Business Improvement District for the office communities to keep active near their workplaces.



Organised with safe management measures in place, the activities were held at various locations within the precinct, including Marina Bay Financial Centre, One Raffles Quay, The Lawn and The Promontory at Marina Bay, making it convenient for workers in the precinct to participate.

With the first BID partnership successfully launched, HPB will explore other BIDs to bring workers on board the relevant health programmes provided in these precincts.

Shaping precincts into healthier workplaces

Over the course of 2020, HPB's efforts in shaping the Downtown Core and Orchard Road saw further progress. This was achieved through strategic collaborations with key partners who

have extensive business networks to bring relevant health programmes to workers in large workplace clusters.

HPB has been working with the Singapore National Employers Federation (SNEF) to develop structured programmes to suit different needs and preferences of the Downtown Core Business District workforce, a majority of whom are young working adults. The initiative, **Health@Downtown**, offers challenge-based activities, higher intensity physical activities and calisthenics fitness programmes for workers in the precinct. With the challenges posed by the COVID-19 pandemic, many of these activities have been conducted through a hybrid model comprising virtual and on-site sessions. As of March 2021, Health@Downtown has reached over 100,000 employees in the district.

Supporting the Well-being of the Mature Workforce

Health@Orchard is another ongoing initiative which is a collaboration between HPB and the Orchard Road Business Association (ORBA). The partnership aims to reach out to workers on the Orchard Road precinct, who are mostly employed in sectors such as retail, hospitality and food services. Due to the unstructured work patterns in these sectors, the workers typically have little or no access to health programmes.

Programmes brought to the Orchard Road workforce are customised to suit the profiles and demographics of the workers in the precinct, including stretching exercises to build strength and flexibility, ergonomics as well as nutrition workshops on healthy eating. As of March 2021, 28,000 workers have benefitted from these programmes.

Expanding into digital HWE programmes

When telecommuting became more prevalent during the year, HPB began to deliver its **HWE programmes on digital platforms**. These included regular virtual physical activity sessions and mental health workshops to

encourage the working population to continue to maintain a healthy lifestyle. During the year, over 650 sessions of these programmes were conducted.

There were also online events to keep workers engaged in healthy living activities. The **‘Snap to Wellness’** event organised over two weekends in December 2020 is an example of how HPB employed digital and social media platforms to conduct thematic events to encourage workers in the Marina Central BID to stay physically active. Through a list of quests posted on the event website, participants went in search for QR codes around the malls and buildings to complete the given tasks.

In the same month, for health and for a good cause, a two-week event **‘Run for a Cause’** was organised through the online platform in collaboration with SNEF, to remind workers in the Downtown Core HWE to keep active and stay healthy even in extraordinary times of a pandemic. Participants were challenged to accomplish weekly fitness goals. For every team that participated, SNEF made a donation to the Migrant Workers’ Assistance Fund. Over the two-week challenge, participants ran more than 12,000 kilometres.

In the year of review, the Health Promotion Board (HPB) remained committed in its engagement with the mature workforce. This was despite challenging conditions posed by COVID-19, when the usual group-based activities could not be carried out in large numbers due to safe management measures.

Adapting to new ways of engaging mature workers

As part of its ongoing efforts to provide mature workers in the food and beverage, retail and cleaning sectors with convenient access to health programmes, HPB has been running the **Health Chats @ Hawker Centres** programme for mature workers in hawker centres and markets since 2018. Monthly health checks and health coaching sessions have been organised for these mature workers. Tailored to their work schedules, the health coaching sessions offer bite-sized tips on relevant health topics such as chronic disease prevention and body pain management.

In the first half of the year, the Health Chats @ Hawker Centres programme was suspended due to COVID-19. Upon its resumption in September 2020, the programme which was



Prior to the health coaching sessions, I did not pay attention to the amount of sugary drinks I used to consume. However, since gaining new knowledge and health tips from the health coaches, I have started to watch my health more closely, especially my sugar intake.

Mr Teo
Chairman of Hawker Association
at Pasar 16 @ Bedok

normally conducted in a centralised location within each hawker centre was remodelled for the health and safety of the workers. Adopting a roving concept, health coaches visited the stalls and shops individually instead, engaging the stallholders, shop owners and workers, while adhering to safe management measures.



As part of the Health Chats @ Hawker Centres programme, health coaches visited stallholders to guide them on ways to keep healthy, covering topics such as hygiene, nutrition and mental wellness.





Among the various coaching sessions, I found the stress management one most useful, especially the card with various useful helplines.

Lee Siew Yar
A stallholder at Redhill Market

With the strong support of the National Environment Agency, Town Councils and hawker associations, HPB was able to bring the remodelled health coaching programme to various hawker centres islandwide, including Chong Pang Market and Food Centre, Bendemeer Market and Food Centre, Yuhua Market and Hawker Centre, and Chinatown Complex. By the end of March 2021, over 13,000 hawkers, market retailers and cleaners across 22 hawker centres have benefitted from the health coaching programme.

Going virtual was another way in which HPB stayed connected with the mature workforce and delivered workplace health programmes for them to stay healthy.

In September and October 2020, HPB collaborated with McDonald's, the North East CDC and partners such as NTUC LearningHub, to organise the **Annual Learning Carnival** for McDonald's staff. The four-day online event was organised to empower McDonald's branch managers and crew staff to adopt the right mindset in navigating technological disruptions.

Besides topics related to skills upgrading, participants were taught the importance of staying healthy through physical activity and caring for their mental well-being. They were also equipped with the knowledge to navigate HealthHub, a one-stop health portal and mobile app, to seek out health promoting information and resources to support their journey towards a healthier lifestyle.

The online carnival drew the participation of over 900 McDonald's staff.

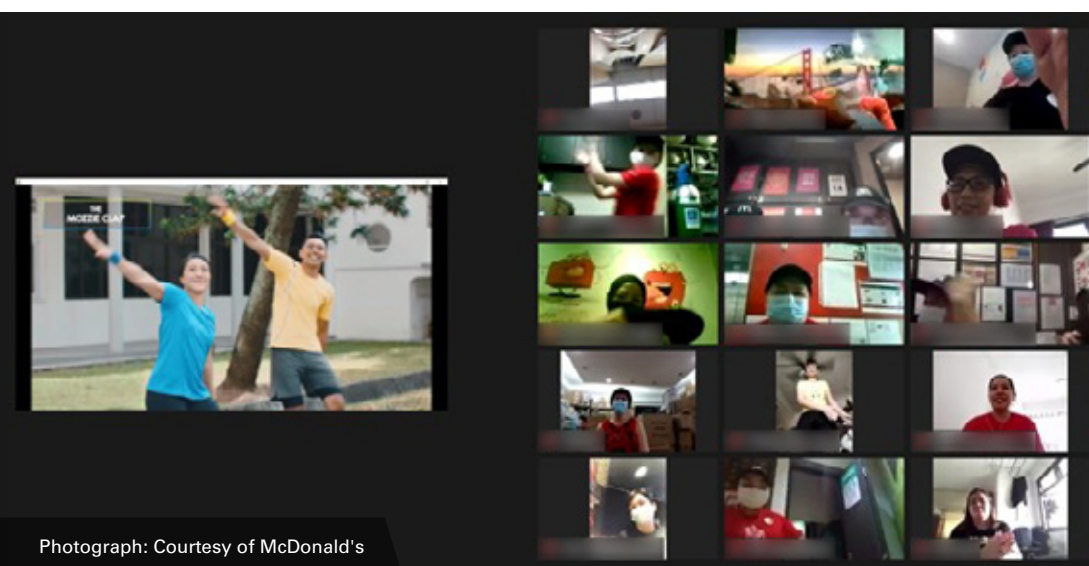


▶ A health talk on nutrition conducted for self-employed individuals.

Wellness for freelancers

With the rising trend of resident workers in the self-employed workforce, HPB recognises the importance to support the health needs of the freelance workforce. HPB collaborated with the NTUC Freelancers and Self-Employed Unit (U FSE) and other associations in 2019, with an aim to provide self-employed workers with access to health promoting programmes to stay healthy.

Wellness for Freelancers is one programme that has materialised from the partnership. It comprises a selection of customised health talks and workshops that cover topics such as chronic disease management, mental wellness, ergonomics and pain management, as well as nutrition. The programme is offered in both face-to-face and online modes to reach out to different freelance groups and provide meaningful health interventions during this period of the pandemic.



◀ McDonald's staff learning about the importance of staying mentally and physically healthy during the Annual Learning Carnival conducted online.

Photograph: Courtesy of McDonald's

Promoting Holistic Health at Workplaces

Promoting holistic health among workers is crucial to building a productive workforce. To facilitate healthier workplaces, a broad range of holistic programmes is made available for employers and businesses to support their workers in leading healthier lifestyles and taking charge of their personal well-being.

Affordable and relevant programmes for companies

Companies, whether they are small- and medium-sized enterprises (SMEs) or non-SMEs, can tap on the **Workplace Outreach Wellness (WOW)** package offered by the Health Promotion Board (HPB) to provide their employees with health programmes.



The workshop offers tips to identify symptoms of burnout, anxiety and depression, as well as how to help our peers in need, providing us with a good opportunity to learn practical skills to support others.

A WOW mental wellness workshop participant

Co-funded by HPB, the package supports companies of all sizes by providing a range of workplace health promotion programmes that are cost-efficient for them. It is also designed as a plug-and-play model for easy and hassle-free implementation by the companies.

Amidst the pandemic, the programmes offered under WOW were brought onto digital platforms from July 2020, catering to workers who were telecommuting from home – a predominant work arrangement for many in most part of the year.

The programmes ranged from physical activities, nutrition workshops and mental wellness workshops, to smoking cessation programmes and chronic disease screening at designated clinics.

As of March 2021, over 270 companies have leveraged the WOW package to implement health promoting programmes for more than 7,500 workers.

Supporting mental wellness of workers

In 2020, mental health concerns were magnified by the pandemic situation. HPB supported the mental wellness of workers through **mental wellness programmes** offered to companies under the WOW package. Focused on helping employees alleviate stressors arising from the pandemic, workshops conducted under these programmes covered topics such as stress management and good sleep management.

The programmes include workshops that equip supervisors and human resource managers with the knowledge and skills to be supportive leaders, and employees to provide support to their peers.

Participants who attended these workshops learnt to identify signs and symptoms of common mental health conditions, to engage their employees or peers to support them, as well as the importance of self-care.

Through programmes that offered bite-sized practical tips, participants learnt about stress management, resilience and positivity, as well as good sleep management.

Tripartite Oversight Committee on Workplace Safety and Health

Since 2014, the Tripartite Oversight Committee on Workplace Health, comprising representatives from the public and private sectors, has been driving workplace health and safety initiatives at the national level.

Co-chaired by former Senior Minister of State (Health) Dr Amy Khor and Senior Minister of State (Manpower) Mr Zaqy Mohamad,

the Tripartite Oversight Committee on Workplace Safety and Health (2017-2020) aimed to develop and drive a Total Workplace Safety and Health (Total WSH) strategy to promote safety, health and well-being of workers. The focus was to develop and promote Total WSH initiatives in high-risk industries, to enhance and sustain implementation of Total WSH in office, business and industrial clusters, and to enhance and sustain Total WSH for mature workers in key priority sectors.

As part of the committee, HPB has been supporting these objectives in partnership with the Workplace Safety and Health Council.

Through the tripartite partnership between government, industry and unions, more than 853,000 workers have been provided access to safety and health initiatives at their workplaces, and more than 224,000 workers have participated in these programmes.



Scaling the Digital Edge in Public Health

The Health Promotion Board (HPB) has been harnessing technology and insights to habituate Singaporeans towards healthier lifestyles. Together with its partners in 2020, HPB pushed out new technology-enabled solutions to level up its precision in public health intervention and grow the prevalence of healthy living.

Driving Precision to Personalise Health Promotion

To encourage behavioural changes towards healthier lifestyles, the Health Promotion Board (HPB) has been experimenting with the use of personalised nudges to increase the adoption of healthier habits. This personalised approach is part of HPB's ongoing focus to hone its precision in health promotion efforts for more effective outcomes. 2020 saw major developments in this domain to introduce new digital solutions, bringing about more customised health interventions.

Taking precision to the next level with LumiHealth

In October 2020, HPB and Apple jointly launched **LumiHealth**, a two-year programme that equips users with health information and solutions that are personal to their needs, and delivered to them directly.

The programme aims to drive behavioural change and improve health outcomes through personalised health interventions, where individuals are encouraged to take action on their health in a way that is relevant, motivating and attainable.

LumiHealth is the culmination of a two-year process that began with Singapore soliciting proposals from international healthcare and technology companies on ways to enrich the lives and health of its population. The collaboration brought together HPB's experience in developing local public health programmes, and Apple's expertise in innovative technology and creating engaging digital experiences. Targeted programmes such as LumiHealth complement other HPB population-wide programmes, to reach as many segments of Singaporeans as possible.

Created together with a team of physicians and public health experts, LumiHealth integrates the health information provided by the participant and activities recorded by the Apple Watch to recommend actions and weekly activity goals that are personalised to the individual. The degree of personalisation increases in precision and accuracy as more data is gathered, with the participant's consent.

Upon completing the personalised activities and wellness challenges, participants earn incentives in the form of eVouchers for taking small, everyday steps to stay healthy.

Beyond the direct benefits to participants of the LumiHealth programme, insights and learnings from the programme can also be applied to shape future public health interventions and efforts. They will allow for more effective ways to influence health and lifestyle choices, through tailored, relevant and timely messages. This will contribute to a reduction of preventable deaths and disabilities, and an improvement in the quality of lives of Singaporeans.

To raise awareness of the LumiHealth programme and how it empowers Singaporeans to take charge of their personal health, there was widespread publicity across different mass media channels both online and offline. Since its launch, LumiHealth has garnered interest across different age groups, and has seen more than 100,000 downloads of the mobile app.

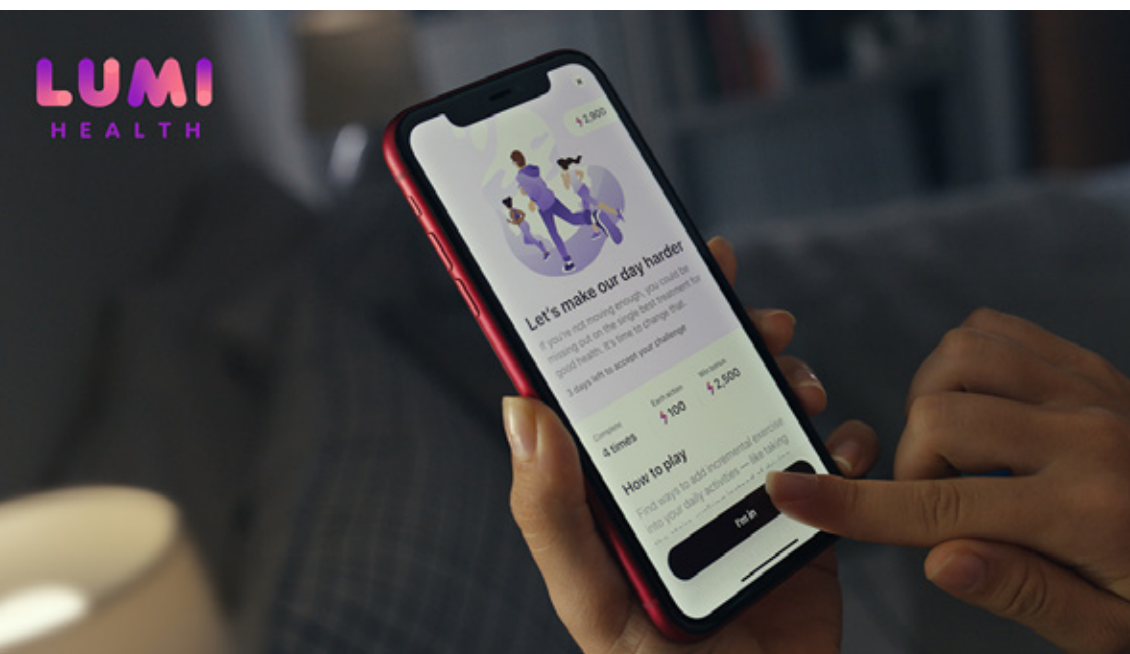
Customised coaching in Live Healthy SG

Launched in October 2019, the **Live Healthy SG** programme was a collaboration between HPB and Fitbit that used technology and analytics to nudge Singaporeans towards healthier lifestyles through sustained behavioural changes.

For a subscription to Fitbit Premium services, users could track their physical activities, sleep, nutrition and heart rate. Fitbit Premium could also guide users to adopt healthier habits through in-app video workouts, recorded audio sessions that promote mindfulness, and articles on nutrition. HPB also worked with Fitbit to curate useful, localised information, including information on salt and sugar content in popular local fare such as fishball noodle soup and common local breakfast options. This aimed to better cater to the needs of Singaporeans.

As part of the programme, **Fitbit Care** was launched in Singapore, where human health coaches were trained to provide one-on-one coaching on topics such as nutrition and weight loss within the Fitbit Apps. The platform was aimed at helping users reach their health goals faster than conventional coaching, with the health coaches co-creating actionable health plans together with the users.

The Live Healthy SG programme was severely impacted due to COVID-19. With the suspension of its outreach campaigns, acquisition of participants was inadvertently affected. Yet, when the programme was concluded in December 2020, it had managed to reach out to more than 22,000 participants.



LumiHealth aims to drive behavioural change and improve health outcomes through personalised health interventions.

Better engagement through technological enhancements

Apart from driving personalised health solutions with partners in the private sector, HPB made further progress in the development of the **Health Insights Singapore (hiSG)** mobile app, that supports the hiSG research study to gather rich insights into the lifestyle and health behaviours of Singaporeans.

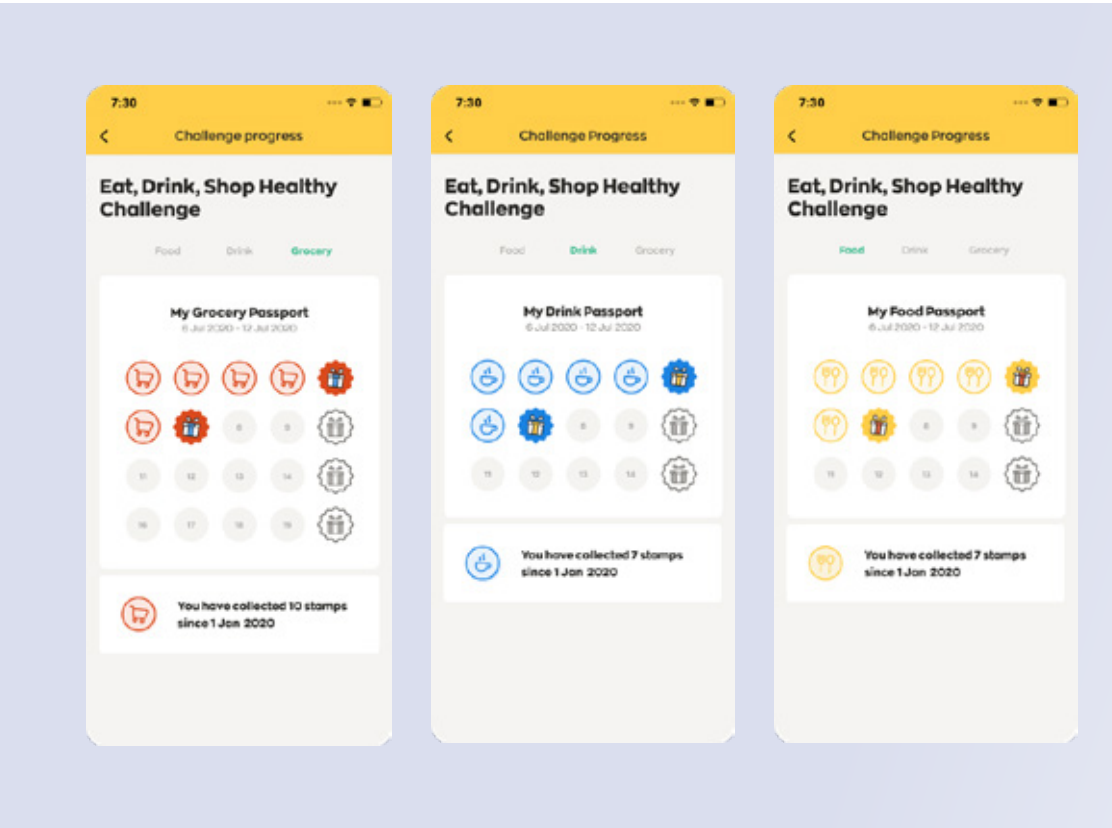
In August 2020, the hiSG mobile app was enhanced and renamed as hiSG+. The enhanced app included a redesigned meal logging user journey that supports a more complete capturing of food and drink consumption via manual entry or a photo-imaging function. Participants can also view their daily consumption, and review their

calorie count and meal timings across a timeline. Such technological enhancements facilitate the capture of richer data, allowing deeper insights to be derived through data analysis, so that relevant and meaningful health policies and programmes can be developed for Singaporeans.

During the year, HPB also continued to build on the success of its existing digital platform, the **Healthy 365** mobile app, to support its huge base of users in their pursuit of healthier lifestyles.

The mobile app encourages and enables users to adopt healthier habits by way of gamification and an in-app rewards mechanism, through which users can earn Healthpoints when they sign up for HPB programmes. Since its launch, the app has registered 2.4 million downloads as of December 2020.

On the enhanced Healthy 365 mobile app, participants can track their health journey and rewards information with greater ease when they join in-app challenges such as the Eat, Drink, Shop Healthy Challenge.



Enhancements were made to the Health Insights Singapore mobile app to facilitate the capture of richer data and allow deeper insights to be derived.

In a stride towards greater precision in public health, the entire architecture of Healthy 365 was redesigned for greater scalability and agility, to cater for personalisation of nudges on a larger scale. These nudges, which are automated, serve to improve participants' engagement in existing programmes and encourage them to join other HPB programmes that are relevant or useful to them.

Improvements were also made to the user interface and user experience to enable participants to track their health journey and

rewards information with greater ease. For example, under the Eat, Drink, Shop Healthy Challenge which nudges Singaporeans to take small but achievable steps towards consuming healthier meals, the various 'food', 'drink' and 'grocery' categories have been differentiated by icons and colours within the app. This has made it easier for participants to track their challenge progress in each category to habituate them towards healthier eating.

The enhanced app was rolled out in January 2021.

Expanding our Footprints Digitally

The Health Promotion Board (HPB) is constantly looking at ways to expand its reach, so that impactful programmes can be brought to more and more Singaporeans to benefit their health and quality of life. Technology-enabled solutions have enabled HPB to scale its reach in recent years, and this continued in 2020.

Making healthy living more rewarding

To encourage the adoption of healthy lifestyle habits, HPB works with commercial partners and other public agencies to make it more rewarding for Singaporeans to participate in health promoting activities. This is achieved through its **digital rewards programme** incorporated within the Healthy 365 mobile app. The programme enables Healthpoints to be redeemed for attractive digital rewards when Singaporeans partake in HPB programmes and campaigns.

In 2020, HPB elevated its efforts to expand its reach and engagement with more Singaporeans through its rewards programme. HPB brought on board new commercial partners such as Prime Supermarket and Sakae Sushi, which added to the existing 1,500 touchpoints offering healthier dining choices and widened the range of rewards offered. Not only did the expansion increase convenience for Singaporeans to live healthier, it also provided participants with more reward alternatives.

A new feature that offers participants an option to donate their Healthpoints to charities was also introduced, enabling Singaporeans to contribute towards a greater cause while keeping healthy. As of March 2021, the rewards programme has grown to over 700,000 active users.

In the year of review, HPB further expanded its presence through whole-of-government **partnerships with other public agencies**. An example was working with the Ministry of Education to encourage their staff to lead healthier lifestyles through the digital rewards programme.

HPB and Sport Singapore (SportSG) also collaborated to establish a more innovative and seamless incentive structure between the two agencies. With the partnership, Healthpoints accumulated can be converted into ActiveSG credits which can be used for the booking of ActiveSG facilities, programmes and activities, thereby offering Healthy 365 users additional options to redeem their Healthpoints.

The collaboration aims to incentivise greater participation across both HPB and SportSG programmes, and to make it more convenient for Singaporeans to adopt healthier lifestyles. As of March 2021, 7,200 Healthy 365 users have benefitted from the initiative.

Speeding up the roll-out of healthier products

HPB works with food and beverage industry partners to increase the availability and accessibility of healthier food choices for Singaporeans, through its Healthier Choice Symbol (HCS) and Healthier Dining Programme (HDP). In 2019, HPB launched a **one-stop online system** for companies in the industry to apply for the HCS and HDP with greater convenience.

▶ HPB's collaboration with SportSG allows Healthpoints accumulated on the Healthy 365 mobile app, to be converted into ActiveSG credits that can be used for booking ActiveSG facilities and joining its programmes.



The system aims to provide industry partners with a seamless end-to-end experience, from programme application to approval, facilitated by various new features such as real-time status report for the industry partners, automated alerts and reminders for any programme changes or new development. This significantly shortens the time required for companies' products to be approved and enables industry partners to bring healthier food choices to market more rapidly.

New modules were added to the system to allow companies to update their HCS product list yearly with greater convenience, and to notify companies on the need to reformulate their products and keep up with new or revised guidelines.

As of March 2021, the online system has served over 900 partners, bringing healthier food choices to Singaporeans more rapidly.

With the online system, new applications or updates are more efficient. It allows us to monitor the progress of our applications, and greatly improves the speed-to-market for all of Yeo's latest Healthier Choice Symbol products and recipe upgrades.

Christopher Chua
Head of Group Marketing
YHS (Singapore) Pte Ltd



Forging Resilience Together

As a key influencer in health promotion, the Health Promotion Board (HPB) plays a strategic role in affecting the healthcare and preventive health ecosystem. Through sharing the learnings from its involvement in the fight against the coronavirus pandemic, HPB contributes to the wider community, forging resilience together with both local and global partners. It also grows its resilience internally and ensures it continues to deliver public service that is impactful in meeting the population's needs.

Shaping the Health Promotion Ecosystem

The COVID-19 pandemic upended the world and set stakeholders in the health promotion ecosystem rethinking their solutions in the evolved landscape.

During the year, the Health Promotion Board (HPB) contributed to the wider community in this space through meaningful discourse and exchange of learnings, derived from its experience in running COVID-19 response operations while staying committed to promoting health in challenging times.

Contributing learnings and best practices to the wider community

In June 2020, HPB Chief Executive Officer, Mr Zee Yoong Kang, joined a group of panellists in a discussion focusing on the impact of COVID-19 on daily lives of the populace in the region.

Themed **‘Surviving and Thriving in a Pandemic: Well-being in a Time of Crisis’**, the online event was organised by the University of London (UOL), with over 100 invited guests, including the alumni and partners of UOL based in Singapore, Hong Kong and Malaysia.

On the panel, Mr Zee discussed how HPB stayed committed to maintaining the well-being of a population in a time of great stress and ill health of those suffering from the pandemic. He highlighted the importance of creating social norms for citizens to take ownership of their personal health and safety, including hygiene practices and safe management measures.

Another exchange on COVID-19 learnings and best practices took place at the **‘Global Digital Health Innovation Summit’**, which was held as an online event in December 2020.

At the summit organised by Digital Health & Care Innovation Centre and Kaiser Permanente, HPB shared the importance of data concordance and how the harmonising of information contributed towards the development of a central system, which supported HPB in carrying out Singapore’s nationwide COVID-19 testing operations.

HPB was joined by speakers from other prominent institutions such as the Digital Health and Innovation of the Bill & Melinda Gates Foundation, The Permanente Federation and the Digital Health & Care Institute.

In November 2020, HPB also participated as a panellist in the **‘Keeping Singapore Healthy’** webinar, together with other panellists from the Ministry of Health Office for Healthcare Transformation and Prudential Insurance. Contributing to the discussion, HPB shared its approach to health promotion by harnessing technology and insights to deliver programmes that nudge healthier behaviours.

Encouraging industry innovation

At the **Asia Pacific Health, Fitness and Wellness Summit**, an industry-wide conference organised by FIT Summit, HPB engaged the health and fitness industry to rethink the way health and wellness programmes could be delivered and to embrace innovation in the evolved health landscape.

Leveraging the platform that reached out to leaders in the industry in December 2020, the engagement sought to invoke greater thought leadership in addressing the challenges posed by the pandemic.

▶ HPB shed light on how the health and fitness industry could innovate their offerings through technology and partnerships for better customer engagements at the Asia Pacific Health, Fitness and Wellness Summit 2020.



The event, organised as a hybrid virtual and on-site conference, saw 200 attendees including notable industry players such as Anytime Fitness and True Fitness.

Drawing lessons from the COVID-19 pandemic, HPB highlighted how local players in the health and wellness ecosystem should revisit their business models and address challenges in the new normal with agility and innovation. These include exploring new programme delivery modes such as conducting health workshops

and activities through live streaming and over social media platforms, as well as the provision of online services to sustain Singaporeans’ accessibility to health programmes and information.

The importance of leveraging and creating meaningful partnerships was also emphasised as an effective way to affect the way Singaporeans can keep healthy. This could be through collaborations to develop technology or redesign products that motivate the public to lead healthier lifestyles.

Staying Resilient and Relevant as One HPB

Deepening global relations in health promotion

As part of its ongoing efforts to deepen relations with its global counterparts, HPB participated in the first global **World Health Organisation Collaborating Centre (WHOCC) seminar**. Conducted virtually in December 2020, the seminar saw a turnout of over 700 delegates representing WHOCCs from around the world.

At the seminar, World Health Organisation (WHO) Director-General, Dr Tedros Adhanom Ghebreyesus, and representatives from WHO Regional Offices presented on WHO's plans to widen the WHOCC network through new partnerships. Besides providing an opportunity for HPB to learn from collaborating centres in other regions, the seminar was a platform where HPB was able to contribute its views on the future priorities of WHOCCs.

In 2020, HPB also had **engagements with its global counterparts** to cross-share experiences and learnings from population-level programmes.

For example, an exchange was organised with counterparts in the United Kingdom to share HPB's strategic approach in leveraging technology and insights to foster healthier behaviours, as part of its national agenda in non-communicable disease prevention.

In another cross-sharing session with Thailand Health Promotion Foundation (ThaiHealth), HPB discussed its surveillance methodologies using the National Population Health Survey and tapping advancements in technology to draw insights on public health. During the sharing, HPB was also updated on ThaiHealth's strategy in promoting healthy living in Thailand.

Such exchanges continue to be an important part of HPB's work to strengthen its international connections and further health promotion beyond its borders.

The year witnessed many staff across the Health Promotion Board (HPB) step up beyond their daily responsibilities to battle COVID-19. With full activation of all teams within the organisation, whether in containing the spread of the virus or holding the fort to continue encouraging Singaporeans to keep well and healthy, it was necessary to ensure a supportive environment for all.

Caring for staff well-being

Recognising the challenges of manning the COVID-19 frontlines while sustaining HPB's regular organisational goals, HPB provided the much needed support for its staff throughout the year.

In 2020, HPB launched a suite of **Employee Assistance Programmes**, which comprised virtual mental wellness workshops, a dedicated staff mental wellness helpline, and cascaded board-wide messages on the importance of physical, emotional and mental wellness. Across teams, staff were encouraged to reconnect and frequently check in with one another. Welfare carepacks were also sent to staff to remind them about keeping well amid carrying out their public service duties.

To prepare for staff's transition back to their non-COVID-19 responsibilities in the latter half of 2020, engagements such as virtual townhalls were organised for employees and the organisation to stay connected, as well as to share the organisation's forward plans. Towards the end of the year, people policies, resources and engagement initiatives were introduced to support their transition back to their original roles.

In recognising HPB staff's dedication in times of the pandemic, an **EPIC Award (Special Edition)** was created. The EPIC Award is an annual HPB staff award that celebrates and recognises outstanding individuals who have exemplified the organisation's core values of 'Excellence', 'People-centricity' and 'Innovation' and have made a positive impact on others.

For the Special Edition award created during the extraordinary year, 64 staff were recognised for their outstanding efforts and commitment.

HPB's digital transformation journey

In September 2020, HPB achieved a significant milestone in its digitalisation journey, being one of the first public agencies to integrate a **new cloud-based system** into its operations to boost human resource, finance and procurement process efficiencies.

The new system brought about a better flow of information, empowering managers and staff with the information for more efficient decision-making. Accessibility of the system on mobile devices also enables essential tasks to be completed on the go, at any time of the day.

The development of the system started in 2019, when various public agencies gathered to offer insights that could contribute towards the final design of the system. As part of the process to develop one system to meet different needs, HPB learnt from the other public agencies, and adapted to new ways of working, including the adoption of new industry best practices.

The background is a solid teal color. It is decorated with several light blue, semi-transparent geometric shapes. These include various triangles and polygons of different sizes and orientations, some of which are layered on top of each other, creating a sense of depth and movement. The shapes are scattered across the frame, with a higher concentration of larger shapes towards the bottom and right sides.

Corporate Governance

Corporate Governance

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 eleven 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 resources 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 Finance & 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 FY2020/2021 is \$115,305.

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 FY2020/2021, one key executive receives annual remuneration between \$600,000 to \$700,000 and two between \$500,000 to \$600,000. 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 2021, our reserves stood at \$50.1m (or 10% 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.

Board Meeting Attendance

30 June 2020:

Mr Philip Lee Sooi Chuen
Prof Chua Hong Choon
Dr Lim Kuo-Yi
Mr Lim Teck Yin
Ms Low Yoke Kiew
Mrs Quek Bin Hwee
Mr Thali Koattiath Udairam
Prof Tan Chorh Chuan

Absent with apologies:

Prof Chia Kee Seng
Mr Tay Choon Hong

22 September 2020:

Mr Philip Lee Sooi Chuen
Prof Chia Kee Seng
Prof Chua Hong Choon
Dr Lim Kuo-Yi
Mr Lim Teck Yin
Ms Low Yoke Kiew
Mrs Quek Bin Hwee
Mr Thali Koattiath Udairam
Mr Tay Choon Hong

Absent with apologies:

Prof Tan Chorh Chuan

17 November 2020:

Mr Philip Lee Sooi Chuen
Prof Chia Kee Seng
Prof Chua Hong Choon
Prof Fatimah Lateef
Dr Lim Kuo-Yi
Mr Lim Teck Yin
Ms Low Yoke Kiew
Mrs Quek Bin Hwee
Mr Thali Koattiath Udairam

Absent with apologies:

Prof Tan Chorh Chuan
Mr Tay Choon Hong

Annual Financial Statements

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Statement by Directors

For the financial year ended 31 March 2021

We, Philip Lee Sooi 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 a true and fair view of the financial position of the Board as at 31 March 2021 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 Sooi Chuen
Chairman



Zee Yoong Kang
Chief Executive Officer

30 June 2021

Independent Auditor’s Report to the Member of Health Promotion Board

For the financial year ended 31 March 2021

Report on the Audit of the Financial Statements

Our Opinion

In our opinion, the accompanying financial statements of Health Promotion Board (“the Board”) are properly drawn up in accordance with the provisions of the Public Sector (Governance) Act 2018, Act 5 of 2018 (the “Public Sector (Governance) Act”), 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-FRS) so as to give a true and fair view of the financial position of the Board as at 31 March 2021 and of the financial performance, changes in equity and cash flows of the Board for the financial year ended on that date.

What we have audited

The financial statements of the Board comprise:

- the statement of financial position as at 31 March 2021;
- the statement of comprehensive income for the financial year then ended;
- the statement of changes in equity for the financial year then ended;
- the statement of cash flows for the financial year then ended; and
- the notes to the financial statements, including a summary of significant accounting policies.

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

Independence

We are independent of the Board in accordance with the Accounting and Corporate Regulatory Authority 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.

Independent Auditor’s Report to the Member of Health Promotion Board (continued)

For the financial year ended 31 March 2021

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the financial statements and our auditor’s report thereon.

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 Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the provisions of the Public Sector (Governance) Act, the Act, the Charities Act and SB-FRS, and for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

A statutory board is constituted based on its constitutional act and its dissolution requires Parliament’s approval. 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 wind up the Board or for the Board to cease operations.

Those charged with governance are responsible for 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.

Independent Auditor’s Report to the Member of Health Promotion Board (continued)

For the financial year ended 31 March 2021

Auditor’s Responsibilities for the Audit of the Financial Statements (continued)

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 those charged with governance 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.

Report on Other Legal and Regulatory Requirements

Opinion

In our opinion:

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

Independent Auditor's Report to the Member of Health Promotion Board (continued)

For the financial year ended 31 March 2021

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 Public Sector (Governance) Act, the Act, the Charities Act and the requirements of any other written law applicable to moneys of or managed by the Board. This responsibility includes monitoring related compliance requirements relevant to the Board, and implementing internal controls as management determines are necessary to enable compliance with the requirements.

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 Public Sector (Governance) Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Board.

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 Board's internal control. Because of the inherent limitations in any accounting and internal control system, non-compliances may nevertheless occur and not be detected.



PricewaterhouseCoopers LLP

Public Accountants and Chartered Accountants
Singapore, 30 June 2021

Statement of Financial Position

For the financial year ended 31 March 2021

	Note	2021 \$	2020 \$
Non-current assets			
Property, plant and equipment	4	18,462,588	21,673,233
Intangible assets	6	9,245,395	10,584,071
Financial assets, at amortised cost	7	14,992,600	14,988,900
		42,700,583	47,246,204
Current assets			
Receivables	8	3,729,416	7,243,572
Prepayments		3,551,250	2,227,195
Grant receivables	9	14,413,383	13,982,607
Cash and cash equivalents	11	186,943,646	130,275,816
		208,637,695	153,729,190
Current liabilities			
Payables and accruals	12	106,746,868	74,062,604
Lease liabilities	5	522,773	4,677,727
Grants received in advance	9	32,413,500	11,460,802
		139,683,141	90,201,133
Net current assets		68,954,554	63,528,057
Non-current liabilities			
Deferred capital grants	13	877,766	277,530
Lease liabilities	5	1,128,805	343,139
Obligations in respect of pension scheme	14	7,837,482	7,564,228
		9,844,053	8,184,897
Net assets		101,811,084	102,589,364
Equity			
Share capital	15	51,687,952	53,447,569
Accumulated surplus			
- General funds		50,123,132	49,141,795
- Restricted funds		-	-
		101,811,084	102,589,364

The accompanying notes form an integral part of these financial statements.

Statement of Comprehensive Income

For the financial year ended 31 March 2021

		General Funds		Restricted Funds		Total	
	Note	2021	2020	2021	2020	2021	2020
		\$	\$	\$	\$	\$	\$
Income							
Fees & charges	17	1,646,911	2,686,432	11,203,815	312	12,850,726	2,686,744
Sponsorship income	17	-	-	415,284	6,208,326	415,284	6,208,326
Donation income		-	-	1,690,788	1,602,958	1,690,788	1,602,958
Interest income		1,127,098	2,194,196	-	-	1,127,098	2,194,196
Other income	17	449	-	3,395	-	3,844	-
		2,774,458	4,880,628	13,313,282	7,811,596	16,087,740	12,692,224
Expenditure							
Staff cost	18	(93,191,965)	(85,647,360)	(116,121,112)	(123,611)	(209,313,077)	(85,770,971)
Programme, supplies & marketing		(87,316,804)	(69,720,187)	(131,404,769)	(124,383,120)	(218,721,573)	(194,103,307)
Maintenance		(23,395,112)	(17,059,694)	(15,977,749)	(7,099,083)	(39,372,861)	(24,158,777)
Fixed asset depreciation & amortisation of intangible assets		(9,940,327)	(7,256,727)	(3,527,162)	(2,304,247)	(13,467,489)	(9,560,974)
General & administrative		(2,258,973)	(1,559,593)	(17,462,302)	(16,350,925)	(19,721,275)	(17,910,518)
		(216,103,181)	(181,243,561)	(284,493,094)	(150,260,986)	(500,596,275)	(331,504,547)
Deficit before grants		(213,328,723)	(176,362,933)	(271,179,812)	(142,449,390)	(484,508,535)	(318,812,323)

The accompanying notes form an integral part of these financial statements.

Statement of Comprehensive Income (continued)

For the financial year ended 31 March 2021

		General Funds		Restricted Funds		Total	
	Note	2021	2020	2021	2020	2021	2020
		\$	\$	\$	\$	\$	\$
Grants							
Government operating grants	10	214,039,280	185,907,132	270,918,989	141,200,399	484,958,269	327,107,531
Non-government operating grants	10	255,640	-	-	1,248,991	255,640	1,248,991
Deferred government capital grants amortised	13	506,140	120,423	260,823	-	766,963	120,423
		214,801,060	186,027,555	271,179,812	142,449,390	485,980,872	328,476,945
Surplus for the financial year		1,472,337	9,664,622	-	-	1,472,337	9,664,622
Other comprehensive income:							
Items that will not be reclassified subsequently to profit or loss:							
Actuarial losses on obligations in respect of pension scheme	14	(491,000)	-	-	-	(491,000)	-
Total comprehensive income		981,337	9,664,622	-	-	981,337	9,664,622

The accompanying notes form an integral part of these financial statements.

Statement of Changes in Equity

For the financial year ended 31 March 2021

	Note	Share capital \$	Accumulated surplus General funds \$	Restricted funds \$	Total \$
2021					
Beginning of financial year		53,447,569	49,141,795	-	102,589,364
Issuance of ordinary shares	15	4,842,237	-	-	4,842,237
Return of ordinary shares	15	(6,601,854)	-	-	(6,601,854)
Surplus for the year		-	1,472,337	-	1,472,337
Other comprehensive income for the year	14	-	(491,000)	-	(491,000)
Total comprehensive income		-	981,337	-	981,337
End of financial year		51,687,952	50,123,132	-	101,811,084
2020					
Beginning of financial year		46,304,531	41,780,173	-	88,084,704
Issuance of ordinary shares	15	7,143,038	-	-	7,143,038
Surplus for the year		-	9,664,622	-	9,664,622
Total comprehensive income		-	9,664,622	-	9,664,622
Total transactions with owners, recognised directly in equity					
Dividends paid	16	-	(2,303,000)	-	(2,303,000)
End of financial year		53,447,569	49,141,795	-	102,589,364

The accompanying notes form an integral part of these financial statements.

Statement of Cash Flows

For the financial year ended 31 March 2021

	Note	2021 \$	2020 \$
Cash flows from operating activities			
Deficit before grants		(484,508,534)	(318,812,323)
Adjustments for:			
- Depreciation of property, plant and equipment		9,413,306	7,120,333
- Amortisation of intangible assets		4,054,183	2,440,640
- Net loss on disposal of property, plant and equipment		5,119	1,392
- Net loss on disposal of intangible assets		1,713,630	-
- Interest income		(1,127,098)	(2,194,196)
- Interest expense		149,642	122,759
- Actuarial losses on obligations in respect of pension scheme		(491,000)	-
		(470,790,752)	(311,321,395)
Changes in working capital:			
- Receivables		2,393,216	1,380,115
- Prepayment		(1,324,055)	(853)
- Payables and accruals		32,684,264	18,625,316
- Obligations in respect of pension scheme		764,254	(195,326)
Net cash used in operating activities		(436,273,073)	(291,512,143)
Cash flows from investing activities			
Additions to property, plant and equipment		(3,821,837)	(7,591,592)
Additions to intangible assets		(4,429,137)	(6,122,539)
Interest received		2,244,337	2,092,917
Net cash used in investing activities		(6,006,637)	(11,621,214)
Cash flows from financing activities			
Government grants received		506,334,930	333,046,812
Non-government grants received		277,100	2,900,411
Proceeds from issuance of shares		4,842,237	7,143,038
Return of shares		(6,601,854)	-
Principal repayment of lease liabilities		(5,755,231)	(4,658,231)
Interest paid		(149,642)	-
Dividends paid		-	(2,303,000)
Net cash provided by financing activities		498,947,540	336,129,030
Net increase in cash and cash equivalents		56,667,830	32,995,673
Cash and cash equivalents at beginning of financial year	11	130,275,816	97,280,143
Cash and cash equivalents at end of financial year	11	186,943,646	130,275,816

The accompanying notes form an integral part of these financial statements.

Notes to the Financial Statements

For the financial year ended 31 March 2021

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. General information

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 Ministry of Health. As a statutory board, the Board is subject to the directions of 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;

Notes to the Financial Statements

For the financial year ended 31 March 2021

1. General information (continued)

- (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.

During the financial year, due to the COVID-19 pandemic, the Board stepped up to support whole-of-government needs at the outset of the pandemic and led the national testing operations, which has continued to be instrumental in Singapore’s surveillance strategy. Further details are disclosed in Note 23 to the Financial Statements.

2. Significant accounting policies

2.1 Basis of preparation

Statement of compliance

These financial statements of the Board have been prepared in accordance with the provisions of the Public Sector (Governance) Act 2018, Act 5 of 2018 (the “Public Sector (Governance) Act”), the Health Promotion Board Act, Chapter 122B (the “Act”), Charities Act, Chapter 37 (the “Charities 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 in accordance with SB-FRS under the historical cost convention, except as disclosed in the accounting policies below.

The preparation of these financial statements in conformity with SB-FRS requires management to exercise its judgement in the process of applying the Board’s accounting policies. It also requires the use of certain critical accounting estimates and assumptions. The areas involving a higher degree of judgement or complexity, or areas where estimates and assumptions are significant to the financial statements are disclosed in Note 3.

Notes to the Financial Statements

For the financial year ended 31 March 2021

2. Significant accounting policies (continued)

2.1 Basis of preparation (continued)

Interpretations and amendments to published standards effective in 2020 (continued)

On 1 April 2020, the Board adopted the new or amended SB-FRS and Interpretations of SB-FRS (“INT SB-FRS”) that are mandatory for application for the financial year. Changes to the Board’s accounting policies have been made as required, in accordance with the transitional provisions in the respective SB-FRS and INT SB-FRS.

The adoption of these new or amended SB-FRS and INT SB-FRS did not result in substantial changes to the Board’s accounting policies and had no material effect on the amounts and disclosures reported for the current or prior financial years.

2.2 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.

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset only when it is probable that future economic benefits associated with the item will flow to the Board and the cost of the item can be measured reliably. All other repair and maintenance expenses are recognised in profit or loss when incurred.

Depreciation on property, plant and equipment is recognised as an expense in the statement of comprehensive income 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:

	Useful lives
Computers	3 to 5 years
Leasehold improvements	5 to 8 years
Furniture and fittings	8 years
Office equipment	3 to 10 years
Medical equipment	5 to 8 years
Motor vehicles	10 years
Office space	3 years or shorter of unexpired lease term

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

Notes to the Financial Statements

For the financial year ended 31 March 2021

2. Significant accounting policies (continued)

2.2 Property, plant and equipment (continued)

The residual values, estimated useful lives and depreciation method of property, plant and equipment are reviewed, and adjusted as appropriate, at each balance sheet date. The effects of any revision are recognised in profit or loss when the changes arise.

2.3 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 the statement of comprehensive income 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. Costs associated with maintaining the computer software are expensed off when incurred.

Computer software are subsequently carried at cost less accumulated amortisation and accumulated impairment losses. These costs are amortised to profit or loss using the straight-line method over their estimated useful lives of 3 to 5 years.

Costs directly attributable to the development of computer software are capitalised as intangible assets only when technical feasibility of the project is demonstrated, the Board has an intention and ability to complete and use the software and the costs can be measured reliably.

2.4 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.

Notes to the Financial Statements

For the financial year ended 31 March 2021

2. Significant accounting policies (continued)

2.4 Impairment of non-financial assets (continued)

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 profit or loss.

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.

A reversal of impairment loss for an asset is recognised in profit or loss.

2.5 Financial assets

(i) Classification and measurement

The Board classifies its financial assets into the amortised cost measurement category.

The classification of debt instruments depends on the Board's business model for managing the financial assets as well as the contractual terms of the cash flows of the financial assets.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payment of principal and interest.

The Board reclassifies debt instruments when and only when its business model for managing those assets changes.

At initial recognition

At initial recognition, the Board measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs that are directly attributable to the acquisition of the financial assets. Transaction costs of financial assets carried at fair value through profit or loss are expensed in profit or loss.

Notes to the Financial Statements

For the financial year ended 31 March 2021

2. Significant accounting policies (continued)

2.5 Financial assets (continued)

(i) Classification and measurement (continued)

At subsequent measurement (continued)

Debt instruments (continued)

Debt instruments mainly comprise of cash and cash equivalents, receivables, grant receivables and quoted and unquoted debt securities.

There are three prescribed subsequent measurement categories, depending on the Board's business model in managing the assets and the cash flow characteristic of the assets. The Board managed these group of financial assets by collecting the contractual cash flow and these cash flows represents solely payment of principal and interest. Accordingly, these group of financial assets are measured at amortised cost subsequent to initial recognition.

A gain or loss on a debt investment that is subsequently measured at amortised cost and is not part of a hedging relationship is recognised in profit or loss when the asset is derecognised or impaired. Interest income from these financial assets are recognised using the effective interest rate method.

(ii) Impairment

The Board assesses on forward looking basis the expected credit losses associated with its debt instruments carried at amortised cost.

For receivables, grant receivables and cash and cash equivalents, the general 3-stage approach is applied. Credit loss allowance is based on 12-month expected credit loss if there is no significant increase in credit risk since initial recognition of the assets. If there is a significant increase in credit risk since initial recognition, lifetime expected credit loss will be calculated and recognised.

(iii) Recognition and de-recognition

Regular way purchases and sales of financial assets are recognised on trade date - the date on which the Board commits to purchase or sell the asset.

Notes to the Financial Statements

For the financial year ended 31 March 2021

2. Significant accounting policies (continued)

2.5 Financial assets (continued)

(iii) Recognition and de-recognition (continued)

Financial assets are de-recognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Board has transferred substantially all risks and rewards of ownership.

On disposal of a debt instrument, the difference between the carrying amount and the sale proceeds is recognised in profit or loss.

2.6 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 statement of comprehensive income 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 statement of comprehensive income 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.

2.7 Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents include cash at bank, cash placed with Accountant-General's Department (AGD) and cash on hand.

Notes to the Financial Statements

For the financial year ended 31 March 2021

2. Significant accounting policies (continued)

2.8 Payables and accruals

Payables and accruals represent liabilities for goods and services provided to the Board prior to the end of financial year which are unpaid. They are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business, if longer). Otherwise, they are presented as non-current liabilities.

Payables and accruals are initially recognised at fair value, and subsequently carried at amortised cost using the effective interest method.

2.9 Share capital

Ordinary shares are capital injection by the Government in the Board and classified as equity. Incremental costs directly attributable to the issuance of new ordinary shares are deducted against the share capital account.

2.10 Funds

In view of the limitations and restrictions placed on the use of certain funds, resources for various purposes are classified for accounting and reporting purposes into separate funds in accordance with the activities or objectives specified for the use of those funds.

(a) General funds

General funds are available for use at the discretion of the management for the furtherance of the Board's objectives.

(b) Restricted funds

Restricted funds are those granted for a particular cause, the use of which is restricted to that cause.

2.11 Revenue recognition

(a) Fees & charges

The revenue for clinic services fee and course fee are recognised when the services are rendered over time on an hourly and daily basis respectively. Payment for the transaction price is due on the Board's credit term policy at the time the invoice is issued to the customers.

Notes to the Financial Statements

For the financial year ended 31 March 2021

2. Significant accounting policies (continued)

2.11 Revenue recognition (continued)

(a) Fees & charges (continued)

The Board provides service maintenance to the tenants of the building located at 3 Second Hospital Avenue, Singapore 168937. The revenue is recognised when the services are rendered over time on a monthly basis. Payment for the transaction price is due on the Board's credit term policy at the time the invoice is issued to the tenants.

As the national agency to support COVID-19 testing, the Board recognises revenue from swab operations for various approved traveller groups and on-site deployment of swab teams for rostered routine tests over the period when the services have been rendered.

(b) Sponsorship income

Sponsorship income refers to contributions of cash, goods and/or services in support of the Board's programmes and the Board is expected to provide publicity entitlement of approximately equal value to the sponsors. Sponsorship-in-kind are measured at the fair value of the cash, goods and/or services received and are recognised over time when the publicity entitlements are rendered.

(c) Donation income

Donation income refers to outright donations in kind in support of the Board's programmes with no benefits given to the donors.

(d) Interest income

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

2.12 Employee benefits

Employee benefits are recognised as an expense, unless the cost qualifies to be capitalised as an asset.

(a) Defined contribution plans

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 statement of comprehensive income in the periods during which services are rendered by employees.

Notes to the Financial Statements

For the financial year ended 31 March 2021

2. Significant accounting policies (continued)

2.12 Employee benefits (continued)

(b) 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.

(c) 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.

(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 the statement of comprehensive income.

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.

Notes to the Financial Statements

For the financial year ended 31 March 2021

2. Significant accounting policies (continued)

2.13 Lease

When the Board is the lessee

At the inception of the contract, the Company assesses if the contract contains a lease. A contract contains a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Re-assessment is only required when the terms and conditions of the contract are changed.

- Right-of-use assets

The Board recognised a right-of-use asset and lease liability at the date which the underlying asset is available for use. Right-of-use assets are measured at cost which comprises the initial measurement of lease liabilities adjusted for any lease payments made at or before the commencement date and lease incentive received. Any initial direct costs that would not have been incurred if the lease had not been obtained are added to the carrying amount of the right-of-use assets.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Right-of-use assets (except for those which meets the definition of an investment property) are presented within “Property, plant and equipment”.

- Lease liabilities

Lease liability is measured at amortised cost using the effective interest method. Lease liability shall be re-measured when:

- There is a change in future lease payments arising from changes in an index or rate;
- There is a change in the Board’s assessment of whether it will exercise an extension option; or
- There are modifications in the scope or the consideration of the lease that was not part of the original term.

Lease liability is re-measured with a corresponding adjustment to the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Notes to the Financial Statements

For the financial year ended 31 March 2021

2. Significant accounting policies (continued)

2.13 Lease (continued)

When the Board is the lessee (continued)

- Short-term and low-value leases

The Board has elected to not recognise right-of-use assets and lease liabilities for short-term leases that have lease terms of 12 months or less and low value leases. Lease payments relating to these leases are expensed to profit or loss on a straight-line basis over the lease term.

3. Critical accounting estimates, assumptions and judgements

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(a) 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 mortality rate of covered employees. These estimates and assumptions directly influence the amount recognised in the statement of comprehensive income. Further details about the assumptions used and sensitivity analysis are disclosed and further explained in Note 14 to the financial statements.

(b) Government operating grants

Government grants to meet operating expenses are recognised as income in the statement of comprehensive income 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 2021

4. Property, plant and equipment

	Computers	Leasehold improvements	Furniture and fittings	Medical & other equipment	Motor vehicles	Office space	Capital work-in-progress	Total
	\$	\$	\$	\$	\$	\$	\$	\$
2021								
<i>Cost</i>								
Beginning of financial year	10,105,320	9,703,092	280,531	19,537,191	3,216,450	8,886,121	626,658	52,355,363
Additions	2,454,028	-	-	400,699	536,050	1,274,365	1,542,638	6,207,780
Disposals	-	(1,384,063)	-	(1,714,374)	-	-	-	(3,098,437)
Transfer	-	-	-	5,403	-	-	(5,403)	-
End of financial year	12,559,348	8,319,029	280,531	18,228,919	3,752,500	10,160,486	2,163,893	55,464,706
<i>Accumulated depreciation</i>								
Beginning of financial year	3,302,389	8,794,036	184,348	13,527,238	410,697	4,463,422	-	30,682,130
Depreciation charge	2,527,464	164,199	13,964	1,243,665	333,334	5,130,680	-	9,413,306
Disposals	-	(1,384,063)	-	(1,709,255)	-	-	-	(3,093,318)
End of financial year	5,829,853	7,574,172	198,312	13,061,648	744,031	9,594,102	-	37,002,118
Net book value								
End of financial year	6,729,495	744,857	82,219	5,167,271	3,008,469	566,384	2,163,893	18,462,588

Notes to the Financial Statements

For the financial year ended 31 March 2021

4. Property, plant and equipment (continued)

	Computers	Leasehold improvements	Furniture and fittings	Medical & other equipment	Motor vehicles	Office space	Capital work-in-progress	Total
	\$	\$	\$	\$	\$	\$	\$	\$
2020								
<i>Cost</i>								
Beginning of financial year	3,216,220	9,082,038	182,485	17,664,205	1,953,950	-	3,754,015	35,852,913
Adoption of SB-FRS 11	-	-	-	-	-	8,886,121	-	8,886,121
Additions	732,428	-	8,830	63,361	-	-	7,457,190	8,261,809
Disposals	(21,606)	(174,291)	-	(449,583)	-	-	-	(645,480)
Transfer	6,178,278	795,345	89,216	2,259,208	1,262,500	-	(10,584,547)	-
End of financial year	10,105,320	9,703,092	280,531	19,537,191	3,216,450	8,886,121	626,658	52,355,363
<i>Accumulated depreciation</i>								
Beginning of financial year	2,332,729	8,853,837	172,650	12,702,644	144,025	-	-	24,205,885
Depreciation charge	991,266	114,490	11,698	1,272,785	266,672	4,463,422	-	7,120,333
Disposals	(21,606)	(174,291)	-	(448,191)	-	-	-	(644,088)
End of financial year	3,302,389	8,794,036	184,348	13,527,238	410,697	4,463,422	-	30,682,130
Net book value								
End of financial year	6,802,931	909,056	96,183	6,009,953	2,805,753	4,422,699	626,658	21,673,233

Right-of-use assets acquired under leasing arrangements are presented together with the owned assets of the same class. Details of such leased assets are disclosed in Note 5.

Notes to the Financial Statements

For the financial year ended 31 March 2021

5. Leases - The Board as a lessee

Nature of the Board's leasing activities

Office space

The Board leases office space for the purpose of providing healthcare services (including medical, dental, health-screening and immunisation services) to school children and for use as corporate offices.

Computers

The Board leases computer equipment used to improve the concurrent user capacity and overall reliability of applications.

There is no externally imposed covenant on these lease arrangements.

(a) Carrying amounts

ROU assets classified within Property, plant and equipment

	2021 \$	2020 \$
Office space	566,384	4,422,699
Computers	1,076,160	558,514
	1,642,544	4,981,213

(b) Depreciation charge during the year

	2021 \$	2020 \$
Office space	5,130,680	4,463,422
Computers	593,932	111,703
	5,724,612	4,575,125

(c) Carrying amounts

Lease liabilities

	2021 \$	2020 \$
Lease liabilities - Current	522,773	4,677,727
Lease liabilities - Non-current	1,128,805	343,139
	1,651,578	5,020,866

Notes to the Financial Statements

For the financial year ended 31 March 2021

5. Leases - The Board as a lessee (continued)

(d) Interest expense

	2021 \$	2020 \$
Interest expense on lease liabilities	149,642	122,759

(e) Lease expense not capitalised in lease liabilities

	2021 \$	2020 \$
Short-term lease expense	9,872,989	3,895
Low-value lease expense	824,997	147,744
	10,697,986	151,639

(f) Total cash outflow for all leases in 2021 was \$16,602,859 (2020: \$4,809,870).

(g) Addition of ROU assets during the financial year 2021 was \$2,385,943 (2020: \$670,217).

(h) Reconciliation of liabilities arising from financing activities:

	Beginning of financial year \$	Principal and interest payment \$	Non-cash changes			End of financial year \$
			Adoption of FRS 116 \$	Interest expense \$	Additions - new leases \$	
2021						
Lease liabilities	5,020,866	(5,904,873)	-	149,642	2,385,943	1,651,578
2020						
Lease liabilities	-	(4,658,231)	8,886,121	122,759	670,217	5,020,866

Notes to the Financial Statements

For the financial year ended 31 March 2021

6. Intangible assets

	Computer software \$	Computer software under development \$	Total \$
2021			
<i>Cost</i>			
Beginning of financial year	48,267,443	464,775	48,732,218
Additions	535,417	3,893,720	4,429,137
Disposals	(6,448,741)	(886,653)	(7,335,394)
Transfer	-	-	-
End of financial year	42,354,119	3,471,842	45,825,961
<i>Accumulated amortisation</i>			
Beginning of financial year	38,148,147	-	38,148,147
Amortisation charge	4,054,183	-	4,054,183
Disposals	(5,621,764)	-	(5,621,764)
End of financial year	36,580,566	-	36,580,566
Net book value			
End of financial year	5,773,553	3,471,842	9,245,395
2020			
<i>Cost</i>			
Beginning of financial year	39,355,606	3,299,206	42,654,812
Additions	-	6,122,539	6,122,539
Disposals	(45,133)	-	(45,133)
Transfer	8,956,970	(8,956,970)	-
End of financial year	48,267,443	464,775	48,732,218
<i>Accumulated amortisation</i>			
Beginning of financial year	35,752,640	-	35,752,640
Amortisation charge	2,440,640	-	2,440,640
Disposals	(45,133)	-	(45,133)
End of financial year	38,148,147	-	38,148,147
Net book value			
End of financial year	10,119,296	464,775	10,584,071

7. Financial assets, at amortised cost

	2021 \$	2020 \$
Beginning of financial year	14,988,900	14,985,200
Amortised discount	3,700	3,700
End of financial year	14,992,600	14,988,900

Notes to the Financial Statements

For the financial year ended 31 March 2021

7. Financial assets, at amortised cost (continued)

	2021 \$	2020 \$
Quoted debt securities - Singapore	4,988,600	4,982,900
Unquoted debt securities - Singapore	10,004,000	10,006,000
Total debt securities	14,992,600	14,988,900

As at 31 March 2021, quoted and unquoted debt securities have nominal values amounting to \$5,000,000 and \$10,000,000, with coupons rates of 1.75% and 2.30% per annum and maturity dates on 1 February 2023 and 13 March 2023, respectively.

8. Receivables

	2021 \$	2020 \$
Trade receivables	20,836	4,151
Due from related parties		
- trade	130,663	3,615
- non-trade	2,058,003	5,287,840
Other receivables	723,144	1,557,102
Security deposits	796,770	390,864
	3,729,416	7,243,572

The non-trade receivables from the related parties are unsecured, interest free and repayable on demand.

Included in other receivables are interest receivable from deposits under the Centralised Liquidity Management ("CLM") Framework amounting to \$194,514 (2020: \$1,315,454) and ToteBoard Community Healthcare fund paid on behalf of ToteBoard amounting to \$83,039 (2020: \$204,803). The amount due from ToteBoard 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 2021

9. Grant receivables/(grants received in advance)

Grant receivables

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

	Note	2021 \$	2020 \$
(a) Government			
Beginning of the financial year		13,982,607	8,644,270
Recognised in the statement of comprehensive income	10	35,122,116	203,954,993
Grants received during the financial year		(34,691,340)	(198,751,057)
Amount transferred to deferred capital grants	13	-	134,401
End of the financial year		14,413,383	13,982,607
(b) Non-government - Temasek Foundation Cares CLG Limited			
Beginning of the financial year		-	1,634,878
Grants received during the financial year		-	(1,634,878)
End of the financial year		-	-

Grants received in advance

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

	Note	2021 \$	2020 \$
(c) Government			
Beginning of the financial year		11,444,260	301,043
Grants received during the financial year		472,134,590	134,295,755
Recognised in the statement of comprehensive income	10	(449,836,153)	(123,152,538)
Amount transferred to deferred capital grants	13	(1,367,199)	-
End of the financial year		32,375,498	11,444,260

Notes to the Financial Statements

For the financial year ended 31 March 2021

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

Grants received in advance (continued)

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

	Note	2021 \$	2020 \$
(d) Non-government - Temasek Foundation Cares CLG Limited			
Beginning of the financial year		16,542	-
Grants received during the financial year		277,100	1,265,533
Recognised in the statement of comprehensive income	10	(255,640)	(1,248,991)
End of the financial year		38,002	16,542

10. Grant recognised in the statement of comprehensive income

	Note	2021 \$	2020 \$
Government operating grants			
Transferred from grants receivables	9(a)	35,122,116	203,954,993
Transferred from grants received in advance	9(c)	449,836,153	123,152,538
		484,958,269	327,107,531
Non-government operating grants - Temasek Foundation Cares CLG Limited			
Transferred from grants received in advance	9(d)	255,640	1,248,991
		255,640	1,248,991

Notes to the Financial Statements

For the financial year ended 31 March 2021

11. Cash and cash equivalents

For the purpose of presenting the statement of cash flows, cash and cash equivalents comprise the following:

	2021 \$	2020 \$
Cash at bank and on hand	22,491	1,306
Cash placed with Accountant-General's Department	186,921,155	130,274,510
Cash and cash equivalents in the statement of cash flows	186,943,646	130,275,816

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 0.28% to 1.52% per annum (2020: 1.67% to 2.13% per annum).

12. Payables and accruals

	2021 \$	2020 \$
Trade payables	3,448,392	11,085,840
Other payables and accruals	76,306,789	59,729,157
Due to related parties		
- trade	18,433,623	-
- non-trade	6,601,854	1,838,311
Security deposits	1,956,210	1,409,296
	106,746,868	74,062,604

The increase in other payables and accruals are due to operational expenses relating to COVID-19 testing operations.

Included in trade payables to related parties is the collection received on behalf of Ministry of National Development amounting to \$17,048,967 (2020: nil) for stay-home-notice (SHN) accommodation.

The trade and non-trade payables to related parties are unsecured, interest free and repayable on demand.

Notes to the Financial Statements

For the financial year ended 31 March 2021

13. Deferred capital grants

	Note	2021 \$	2020 \$
Beginning of the financial year		277,530	263,552
Amount transferred from government grants	9(a), 9(c)	1,367,199	134,401
		1,644,729	397,953
Amount transferred to statement of comprehensive income:			
- to match depreciation/amortisation of related assets		(762,667)	(119,032)
- to match net book value of related assets disposed		(4,296)	(1,391)
		(766,963)	(120,423)
End of the financial year		877,766	277,530

14. Obligations in respect of pension scheme

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

In managing the risk arising from the pension scheme, the Board maintains sufficient cash balance to support benefit payments to employees who participated in the plan over the life of the plan. The benefit payment obligations are influenced by discount rate 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 Align SMA Pte Ltd as at 31 March 2021.

	2021 \$	2020 \$
Persent value of unfunded obligations	7,837,482	7,564,228

Notes to the Financial Statements

For the financial year ended 31 March 2021

14. Obligations in respect of pension scheme (continued)

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

	2021 \$	2020 \$
Beginning of the financial year	7,564,228	7,759,554
Amounts recognised in the statement of comprehensive income	177,000	181,703
Amounts recognised in other comprehensive income	491,000	-
Benefits paid	(394,746)	(377,029)
End of the financial year	7,837,482	7,564,228

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

	2021 \$	2020 \$
Interest on obligation	177,000	181,703
Total included in staff costs under other benefits and allowances	177,000	181,703

Sources for actuarial losses resulting from pension valuation as at 31 March 2021 are as follows:

	2021 \$	2020 \$
Effects of change in financial assumptions	481,000	-
Experience adjustments on plan liabilities	10,000	-
Actuarial losses recognised in statement of comprehensive income	491,000	-

Principal actuarial assumptions

Principal actuarial assumptions at the reporting date:

	2021 %	2020 %
Discount rate	1.80	2.40

Assumptions regarding future mortality are based on published mortality tables.

At 31 March 2021, the weighted average duration of the benefit payment obligation was approximately 11 years (2020: 12 years).

Notes to the Financial Statements

For the financial year ended 31 March 2021

14. Obligations in respect of pension scheme (continued)

Principal actuarial assumptions (continued)

Sensitivity analysis

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

	25 bp increase \$	25 bp decrease \$
2021		
Effect on defined benefit obligation	210,679	(210,679)
2020		
Effect on defined benefit obligation	202,569	(202,569)

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 \$
2021		
Effect on defined benefit obligation	244,352	(244,352)
2020		
Effect on defined benefit obligation	226,574	(226,574)

15. Share capital

	2021 No. of shares	\$	2020 No. of shares	\$
Issued and fully paid:				
Beginning of the financial year	53,447,569	53,447,569	46,304,531	46,304,531
Issuance during the financial year	4,842,237	4,842,237	7,143,038	7,143,038
Return of share capital	(6,601,854)	(6,601,854)	-	-
End of the financial year	51,687,952	51,687,952	53,447,569	53,447,569

During the financial year, the Board issued 4,842,237 shares (2020: 7,143,038 shares) to the Ministry of Finance under Section 22A of the Health Promotion Board Act for a total consideration of \$4,842,237 (2020: \$7,143,038).

Notes to the Financial Statements

For the financial year ended 31 March 2021

15. Share capital (continued)

The Board returned 6,601,854 shares (2020: nil shares) to the Ministry of Finance due to the transfer of ownership of HealthHub for a total consideration of \$6,601,854 (2020: nil).

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

16. Dividends

	2021 \$	2020 \$
<i>Ordinary dividends paid or proposed</i>		
Final dividend paid in respect of the previous financial year of nil cents (2020: 5 cents) per share	-	2,303,000

17. Income from contracts with customers

Disaggregation of income from contracts with customers

The Board derives income from the transfer of goods and services over time and at a point in time in the following major income streams:

	At a point In time \$	Over time \$	Total \$
2021			
Income from:			
- Service maintenance	-	947,810	947,810
- Swab testing operations	-	11,203,815	11,203,815
- Clinic service	-	693,896	693,896
- Sponsorship	-	415,284	415,284
- Others	5,205	3,844	9,049
Total revenue from contracts with customers	5,205	13,264,649	13,269,854
2020			
Income from:			
- Service maintenance	-	1,357,380	1,357,380
- Clinic service	-	443,074	443,074
- Clinical training	-	84,362	84,362
- Sponsorship	-	6,208,326	6,208,326
- Others	26,243	775,685	801,928
Total revenue from contracts with customers	26,243	8,868,827	8,895,070

Notes to the Financial Statements

For the financial year ended 31 March 2021

18. Staff costs

	2021 \$	2020 \$
Wages and salaries	166,558,007	71,742,258
Employer's contribution to defined contribution plans	28,740,667	10,122,449
Staff welfare and development	6,399,111	2,135,573
Other benefits and allowances	7,615,292	1,770,691
	209,313,077	85,770,971

19. Related party transactions

In addition to the information disclosed elsewhere in the financial statements, the following significant transactions took place between the Board and related parties at terms agreed between the parties:

(a) *Sales and purchases of goods and services*

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.

	2021 \$	2020 \$
Sales of goods and services		
Deployment of swab teamlets for on-site Rostered Routine Testing (RRT)	156,429	-
Training services	-	65,017
Purchases of goods and services		
Rental of premises	14,656,171	4,859,751
IT-related services	12,467,938	10,946,810
Standard ICT Operating Environment (SOE) subscription charges	356,707	209,667
GeBiz charges	854,819	801,302
Training services	325,326	112,409

Notes to the Financial Statements

For the financial year ended 31 March 2021

19. Related party transactions (continued)

(b) 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:

	2021 \$	2020 \$
Directors' fees	115,305	118,125
Wages and salaries	6,162,429	6,303,938
Employer's contribution to defined contribution plans	330,084	306,648
	6,607,818	6,728,711

20. Commitments

(a) Capital commitments

Capital expenditures approved but not provided for and not recognised in the financial statements are as follows:

	2021 \$	2020 \$
Commitments in respect of contracts placed as at reporting date	3,718,478	4,901,595

(b) Operating lease commitments - where the Board is a lessee

The future minimum lease payables under non-cancellable operating leases contracted for at the balance sheet date but not recognised as liabilities, are as follows:

	2021 \$	2020 \$
Not later than one year	1,525,012	42,245
Between one and five years	26,919	28,872
	1,551,931	71,117

Lease payments have been recognised as ROU assets and lease liabilities on the statement of financial position as at 31 March 2021, except for short-term and low value leases.

Notes to the Financial Statements

For the financial year ended 31 March 2021

20. Commitments (continued)

(c) Other lease 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:

	2021 \$	2020 \$
Not later than one year	47,218	521,244
Between one and five years	75,470	657,521
	122,688	1,178,765

Lease payments have been recognised as ROU assets and lease liabilities on the statement of financial position as at 31 March 2021, except for short-term and low value leases.

21. Financial risk management

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.

Financial risk factors

The Board's activities expose it to a variety of financial risks: market risk (including interest rate risk), credit risk and liquidity risk.

The Board of Directors is responsible for setting the objectives and underlying principles of financial risk management for the Board. The management team then establishes the detailed policies such as risk identification and measurement, exposure limits to manage financial risk.

The finance personnel measure actual exposures against the limits set and prepare regular reports for the review of the management team and the Board of Directors.

Notes to the Financial Statements

For the financial year ended 31 March 2021

21. Financial risk management (continued)

The information presented below is based on information received by the management team.

(a) Market risk

(i) Interest rate risk

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

	2021 \$	2020 \$
Cash placed with Accountant-General’s Department	186,921,155	130,274,510

(i) Interest rate risk (continued)

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 2021	467,303	(467,303)
As at 31 March 2020	325,686	(325,686)

(b) Credit risk

Credit risk refers to the risk that counterparty will default on its contractual obligation or commitment that it has entered into with the Board, resulting in financial loss to the Board.

(i) Risk management

The Board adopts the following policy to mitigate the credit risk.

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.

Notes to the Financial Statements

For the financial year ended 31 March 2021

21. Financial risk management (continued)

(b) Credit risk (continued)

(i) Risk management (continued)

For surplus cash and fixed deposits, the Board mitigates its credit risks by placing with banks and financial institutions, which are regulated.

For financial assets at amortised cost, other than cash and fixed deposits, the Board transacts with Ministries and Government Agencies and high credit quality non-related counterparties.

(ii) Credit rating

The Board uses the following categories of internal credit risk rating for financial assets which are subjected to expected credit losses under the 3-stage general approach. These four categories reflect the respective credit risk and how the loss provision is determined for each of those categories.

Category of internal credit rating	Definition of category	Basis for recognition of expected credit losses
Performing	Borrower or issuer have a low risk of default and a strong capacity to meet contractual cash flows.	12-month expected credit losses
Underperforming	Borrower or issuer for which there is a significant increase in credit risk. Significant in credit risk is presumed if interest and/or principal repayment are over credit terms (either on immediate to 30 days terms).	Lifetime expected credit losses
Non-performing	Borrower or issuer has known credit issues.	Lifetime expected credit losses
Write-off	There is no reasonable expectation of recovery and legal means of recovery has been considered.	Asset is written off

All financial assets measured at amortised cost as at 31 March 2021 have been categorised as Performing and there is no material 12-month expected credit losses.

(c) 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.

Notes to the Financial Statements

For the financial year ended 31 March 2021

21. Financial risk management (continued)

(c) Liquidity risk (continued)

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

	Less than 1 year \$	Between 1 and 2 years \$
At 31 March 2021		
Payables and accruals	(106,746,868)	-
Lease liabilities	(522,773)	(1,128,805)
At 31 March 2020		
Payables and accruals	(74,062,604)	-
Lease liabilities	(4,677,727)	(343,139)

(d) Capital risk

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 imposed capital requirements.

(e) Financial instruments by category

The aggregate carrying amounts of receivables, financial assets and financial liabilities at amortised cost are as follows:

	2021 \$	2020 \$
Financial assets, at amortised cost	220,079,045	166,490,895
Financial liabilities, at amortised cost	108,398,446	79,083,470
Financial liabilities, at FVOCI	7,837,482	7,564,228

Notes to the Financial Statements

For the financial year ended 31 March 2021

22. Reclassification of comparative information

Certain comparative amounts in the Statement of Comprehensive Income have been reclassified to conform to current year's presentation. The reclassification has no net impact on the financial statements of the Board.

	As previously reported			Reclassification			As restated		
	General Funds	Restricted Funds	Total	General Funds	Restricted Funds	Total	General Funds	Restricted Funds	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Statement of Comprehensive Income									
Income									
Service maintenance income	1,357,380	-	1,357,380	(1,357,380)	-	(1,357,380)	-	-	-
Fees & charges	-	-	-	2,686,432	312	2,686,744	2,686,432	312	2,686,744
Sponsorship income	6,208,326	-	6,208,326	(6,208,326)	6,208,326	-	-	6,208,326	6,208,326
Donation income	1,602,958	-	1,602,958	(1,602,958)	1,602,958	-	-	1,602,958	1,602,958
Other income	1,329,364	-	1,329,364	(1,329,364)	-	(1,329,364)	-	-	-
Expenditure									
Staff cost	(84,437,961)	(103,088)	(84,541,049)	(1,209,399)	(20,523)	(1,229,922)	(85,647,360)	(123,611)	(85,770,971)
Programme and marketing expenses	(65,153,582)	(101,419,456)	(166,573,038)	65,153,582	101,419,456	166,573,038	-	-	-
Programme, supplies & marketing	-	-	-	(69,720,187)	(124,383,120)	(194,103,307)	(69,720,187)	(124,383,120)	(194,103,307)
Maintenance	-	-	-	(17,059,694)	(7,099,083)	(24,158,777)	(17,059,694)	(7,099,083)	(24,158,777)
Information technology services and maintenance	(23,952,909)	(21,796,545)	(45,749,454)	23,952,909	21,796,545	45,749,454	-	-	-
Depreciation of property, plant and equipment	(7,120,333)	-	(7,120,333)	7,120,333	-	7,120,333	-	-	-
Amortisation of intangible assets	(2,440,640)	-	(2,440,640)	2,440,640	-	2,440,640	-	-	-
Fixed asset depreciation	-	-	-	(7,256,727)	(2,304,247)	(9,560,974)	(7,256,727)	(2,304,247)	(9,560,974)
General & administrative	(16,182,915)	(8,774,359)	(24,957,274)	14,623,322	(7,576,566)	7,046,756	(1,559,593)	(16,350,925)	(17,910,518)
Interest expense	(122,759)	-	(122,759)	122,759	-	122,759	-	-	-
Grants									
Government operating grants	196,263,074	130,844,457	327,107,531	(10,355,942)	10,355,942	-	185,907,132	141,200,399	327,107,531

Notes to the Financial Statements

For the financial year ended 31 March 2021

23. Impact of COVID-19

The COVID-19 pandemic has affected almost all countries of the world, and resulted in border closures, workplace closures, movement controls and other measures imposed by the various governments. To mitigate the effects of COVID-19 on Singapore's health and economy, the Singapore Government has implemented a series of precautionary and control measures to control the outbreak of COVID-19 in Singapore.

Management has assessed that there are no material adverse effects arising from the COVID-19 situation on the Board's results for the financial year ended 31 March 2021. The financial impact on the Board's results for the financial year include the following, but are not limited to:

Income

- Fees and charges included \$11.2 million for the collection of fees from swab operations for various approved traveller groups and on-site deployment of swab teams for rostered routine testing.

Expenditure

- Staff cost included \$115.5 million for the engagement of swabbers, swab assistants, administrative staff, site supervisors and the management team for the testing operations. The swabbers are mainly deployed to the quarantine facilities and dormitories for swab operations.
- Programme, supplies & marketing expenses included \$104.3 million for short-term leases and maintenance of screening centres and operations, logistics and warehousing, supplies, outsource services, etc.

Grants

- Government operating grants included \$219.2 million from the Ministry of Health to meeting operating expenses relating to the swab operations.

24. New or revised accounting standards and interpretations

Certain new accounting standards and interpretations have been published that are not mandatory for 31 March 2021 reporting periods and have not been early adopted by the Board. These standards are not expected to have a material impact on the Board in the current or future reporting periods and on foreseeable future transactions.

25. Authorisation of financial statements

These financial statements for the financial year ended 31 March 2021 were authorised for issue by the Board on 30 June 2021.

Acknowledgements

The Health Promotion Board's Annual Report 2020/2021 editorial team would like to express our heartfelt appreciation to the colleagues and their family members for appearing as talents in the Annual Report 2020/2021:

Reinventing Health Promotion in the Community

Zhen Ling

Fostering Healthy Lifestyles Among our Young

Dylan, Eliora



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