




ANNUAL  
REPORT  
2022/2023




# The Journey to a Healthier You



## The Journey to a Healthier You

The Health Promotion Board (HPB) is dedicated to empowering Singaporeans in their pursuit of better health. To achieve this goal, HPB consistently innovates and ensures that its initiatives meet the evolving needs of the population. These initiatives cover and target a variety of domains including physical health, mental wellness and health screening.

By guiding individuals along their journey to better health and providing them with the necessary resources and education, HPB encourages everyone to take ownership of their own health. This focus on supporting Singaporeans through various health initiatives, empowers individuals to take personal responsibility for their health as well as spurs communities to take collective efforts towards achieving better health.



## 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 year 2022 saw the Health Promotion Board (HPB) bring our focus back to health promotion activities in the endemic new normal. In the past year, we also set the foundations to take health promotion to the next level under Healthier SG.

### Transforming Singapore's health promotion landscape

HPB plays an integral role under Healthier SG in helping Singaporeans take charge of their health and enable them to stay healthy. We continue to work with various government and community partners to expand our health and social ecosystem, so that our residents can have easy access to both self-directed and community-based healthy lifestyle programmes.

To this end, we are enhancing our Healthy 365 mobile app to help residents fulfil their health goals. A diet logging tool on the app, with a comprehensive calorie and nutrient library of over 3,000 commonly consumed local food and drinks, will allow residents to track their daily caloric intake. Residents can find listings of community-based physical activities run by HPB and community partners, such as Sport Singapore and People's Association, in

the app. In the months ahead, we will also provide residents with more personalised nudges based on their lifestyle activities. Through these efforts, residents will be able to gain better insights and feedback on their healthy lifestyle activities, towards achieving their health goals.

### Bringing healthy living to Singaporeans through partnerships

I am encouraged to see that last year, 180 new volunteers from different walks of life joined our Health Ambassador Network, to support us in engaging Singaporeans to lead healthier lifestyles and in running HPB's programmes and activities. We have also trained over 200 of our Health Ambassadors to prepare them in supporting the roll out of Healthier SG. They will play a key role in helping our residents come onboard the Healthy 365 mobile app, and guide them to take part in healthy living programmes.

Through partnerships with landlords, developers and business associations, we have brought our health promotion initiatives to the working population. By leveraging shared resources within precincts, industrial and business parks,

and business districts, HPB organised programmes that are tailored to suit the needs and demographics of workers in the Healthy Workplace Ecosystems (HWEs). As of 31 March 2023, there were 86 HWEs, benefitting over 451,000 workers.

HPB collaborates with the food industry to ensure that Singaporeans can have access to healthier food choices. The Ministry of Health and HPB announced the sodium reduction strategy in September 2022, aiming to reduce sodium intake by about 15% over five years. As part of the strategy, HPB introduced lower sodium meal guidelines under the Healthier Dining Programme (HDP) as well as expanded the range and variety of lower sodium salt, sauces and seasonings in the market. Through the HDP, over 260 million healthier meals, such as those lower in calories or cooked with wholegrains, have been served from April 2022 to March 2023. More than 3,000 food and beverage operators, hawker centres and coffee shops, with over 11,000 touchpoints in total, participate in the HDP.

### Promoting healthier lifestyles for our citizens

HPB has continued our efforts to normalise conversations around mental health and its importance to healthy living. Building on 2021's launch of the national mental well-being initiative, 'It's OKAY to Reach Out', the 2022 campaign encouraged our youths to reach out for support and seek help where necessary. The national portal for mental health and well-being resources, MindSG, was also enhanced for citizens to assess their mental well-being and has over 1 million users as of 31 March 2023.

Encouraging our youths to lead a nicotine-free lifestyle has been another priority area for HPB. We launched a campaign targeting youths and young adults in January 2023, and continued to work with our partners, including schools, on efforts to educate on the harms of smoking and vaping. Through our cessation counselling programmes, reaching more than 90 schools in Singapore,

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*We will continue to build on our existing efforts and strong partnerships to take health promotion to the next level.*

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we have also offered strong support for individuals to quit the habit.

### Celebrating our people

Many of our staff were recognised for their commitment and dedication in different areas of health promotion for the nation across various fronts, including those who made outstanding contributions to Singapore's fight against COVID-19. I want to applaud our staff who have exemplified teamwork and public spirit to be commended at various national awards, including the State-level National Awards (COVID-19) as well as the National Day Awards in 2022.

Moving into 2023, I look forward to another year of extending our reach into the community, to empower residents to take charge of their own health. We will continue to build on our existing efforts and strong partnerships to take health promotion to the next level. I am excited to see more Singaporeans join us in our journey to becoming a nation of healthy people.

► **Philip Lee**  
Chairman  
Health Promotion Board

## CEO'S REVIEW



Since joining the leadership team of the Health Promotion Board (HPB) in 2022, I have had the pleasure of working alongside highly passionate HPB officers, who are committed to building a nation of healthy people and empowering Singaporeans to take charge of their health. HPB continues to make good progress in building a health promoting ecosystem over the years, through forging successful industry partnerships, encouraging innovation and transformation through technology, and delivering impactful programmes to residents.

It is an exciting time for HPB, as Healthier SG brings preventive health to the forefront of healthcare efforts. We are working closely with the Ministry of Health (MOH), our healthcare clusters, and community partners to provide residents with access to a range of healthy lifestyle programmes and activities. These efforts will help support Singaporeans in making healthy living a way of life.

### **Empowering Singaporeans to take charge of their health and well-being**

HPB continues to encourage Singaporeans to take charge of their health through adopting healthier habits. We launched the Singapore Physical Activity Guidelines in June 2022

to help people of different ages understand the optimum levels and intensity of physical activity for better health benefits. We provided various education initiatives and resources to inform the public on ways to meet the guidelines.

To encourage Singaporeans to stay active, and to meet the national physical activity recommendations, we refreshed the National Steps Challenge™ to focus on moderate- to vigorous-intensity physical activity. Challenges based in communities and workplaces further motivated participants to work towards their fitness goals. Between April 2022 and March 2023, the National Steps Challenge™ had drawn over 700,000 participants.

HPB and the People's Association's 'Live Well, Age Well' programme supports the 2023 Action Plan for Successful Ageing, launched by the Ministerial Committee on Ageing. The programme offers a range of active ageing activities catered to the diverse needs and interests of our seniors, empowering them to improve their physical, mental and social health. The programme reached out to over 41,000 seniors between April 2022 and March 2023.

To reduce Singaporeans' sugar intake, the MOH and HPB rolled out mandatory nutrition labelling and advertising prohibitions for pre-packaged Nutri-Grade beverages that are higher in sugar and saturated fat content. The move will further guide consumers to make more informed and healthier choices. The Nutri-Grade measures will be extended to freshly prepared beverages by the end of 2023.

### **Expanding our health promotion efforts**

HPB increased the availability of healthier ingredients through the Healthier Ingredient Development Scheme. The scheme supports food manufacturers to innovate and develop a wider variety of healthier ingredients and products, and hence improve consumers' access to healthier meals. New ingredient categories, such as table salt, were added to allow more food suppliers to tap on the scheme. As of 31 March 2023, over 105 suppliers across 9 ingredient categories are onboard, offering over 350 healthier ingredient products, which are supplied to nearly 10,000 food and beverage institutional and retail outlets.

To promote healthier eating habits, HPB expanded the Eat, Drink, Shop Healthy Challenge (EDSH) to food delivery service, WhyQ, to reward those who choose healthier options when ordering in. A 90-day EDSH Challenge also encouraged participants to sustain their healthy behaviours for an extended period of time. 170,000 individuals participated in EDSH between April 2022 and March 2023.

HPB also delivers targeted programmes to workers in selected sectors, such as those with a higher proportion of mature workers as well as the gig economy. We scaled up our efforts to equip more workers with knowledge and skills on holistic health, and made health screening and customised health coaching sessions accessible to those with irregular work patterns. Between April 2022 and March 2023, the programme benefitted 4,600 participants.

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*HPB continues to make good progress in building a health promoting ecosystem over the years, through forging successful industry partnerships, encouraging innovation and transformation through technology, and delivering impactful programmes to residents.*

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### **Staying up to date with health promotion on the global stage**

On the international front, HPB further established ourselves as an innovative thought leader for health promotion and disease prevention. As a World Health Organisation Collaborating Centre for Health Promotion and Disease Prevention, we engage in regular exchanges and share best practices with various health agencies and stakeholders. In doing so, we gain valuable insights as we contribute to the global capabilities in health promotion.

HPB will continue to review our strategies and deliver impactful programmes to address the preventive health needs of the Singapore population. With the strong support of our partners and the passion and commitment of our people at HPB, the journey ahead for health promotion will continue to be a fruitful one.

► **Tay Choon Hong**  
Chief Executive Officer  
Health Promotion Board

## BOARD OF DIRECTORS



**Mr Philip Lee**  
Chairman  
Health Promotion Board

Vice Chairman  
Global Banking, Southeast Asia  
The Hongkong and Shanghai  
Banking Corporation Ltd



**Mr Tay Choon Hong**  
Deputy Chief Executive  
National Youth Council

Senior Director, Youth Division  
Ministry of Culture,  
Community and Youth  
[term ended 30 June 2022]



**Prof Chua Hong Choon**  
Deputy Group  
Chief Executive Officer  
[Strategy and Transformation]  
National Healthcare Group

Chief Executive Officer  
Khoo Teck Puat Hospital  
Yishun Health



**Prof Fatimah Lateef**  
Senior Consultant  
Department of Emergency Medicine  
Singapore General Hospital

Clinical Professor  
in Emergency Medicine  
Duke-NUS Medical School,  
Yong Loo Lin School of Medicine and  
Lee Kong Chian School of Medicine

Co-Director  
SingHealth Duke-NUS Institute  
of Medical Simulation (SIMS)



**Prof Chia Kee Seng**  
Professor  
Saw Swee Hock  
School of Public Health  
National University  
of Singapore  
[term ended 31 March 2023]



**Mr TK Udairam**  
Chief Executive Officer  
Sheares Healthcare  
International Holdings



**Prof Tan Chorh Chuan**  
Chief Health Scientist  
Executive Director,  
Office for Healthcare Transformation  
Ministry of Health  
[term ended 31 August 2022]



**Ms Low Yoke Kiew**  
Zonal Director Schools (North)  
Ministry of Education  
[term ended 31 March 2023]



**Dr Lim Kuo-Yi**  
Managing Partner  
Monk's Hill Ventures



**Mr Gerard Toh Wen-Wei**  
Partner, Audit  
KPMG LLP (Singapore)



**Ms Tang Zhi Hui**  
Director  
Industry Division  
[Climate Change and Sustainability],  
and Futures, Strategy and Plans Division  
[Strategy and Planning]  
Ministry of Trade and Industry  
[with effect from 1 September 2022]

## HPB LEADERSHIP



**Mr Tay Choon Hong**  
Chief Executive Officer  
(with effect from  
1 July 2022)



**Mr Koh Peng Keng**  
Chief Operating Officer



**Dr Annie Ling**  
Group Director  
Policy, Research  
and Surveillance



**Ms Joanna Chan**  
Group Director  
Programmes



**Dr Shyamala  
Thilagaratnam**  
Group Director  
Outreach



**Dr Chew Ling**  
Group Director  
Youth Preventive  
Service



**Dr Eu Oy Chu**  
Director  
Youth Preventive  
Dental Service  
(with effect from  
1 April 2022)



**Ms Audrey Tong**  
Director  
Physical Activity and Weight  
Management Division

Director  
Integrated Solutions

Director (Covering)  
Healthy Ageing  
Programmes Division



**Ms Ann Low**  
Director  
Healthy Food  
and Dining Division

Director (Covering)  
Preventive Health  
Programmes Division



**Mr Simon Lim**  
Director  
Workplace Health and  
Outreach Division

Coordinating Director  
Healthier SG Programme  
Management Office  
(with effect from  
1 October 2022)



**Mr Bryan Quek**  
Director  
Regional Health and  
Community Outreach Division



**Ms Vasuki Ultravathy**  
Director  
School Health and Outreach  
Division  
(with effect from 1 April 2022)



**Mr Terence Ng**  
Director  
Innovation Office  
Division  
  
Director  
Policy and Strategy  
Development



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



**Dr Tan Hwee Pink**  
Chief Data Officer  
Chief Data Officer's  
Office



**Dr Karen Cheong**  
Director  
Research, Evaluation  
and Monitoring  
(with effect from  
1 April 2022)



**Mr Foo Wei Young**  
Director  
Corporate and Industry  
Partnerships Division



**Ms Marissa Wong**  
Director  
Corporate Communications  
Division



**Ms Dawn Lee**  
Director  
Corporate Marketing Division



**Mr Tan Wearn Haw**  
Director-Designate  
Strategic Planning  
and Collaborations  
(with effect from  
1 to 31 December 2022)  
  
Director  
Strategic Planning  
and Collaborations  
(with effect from  
1 January 2023)



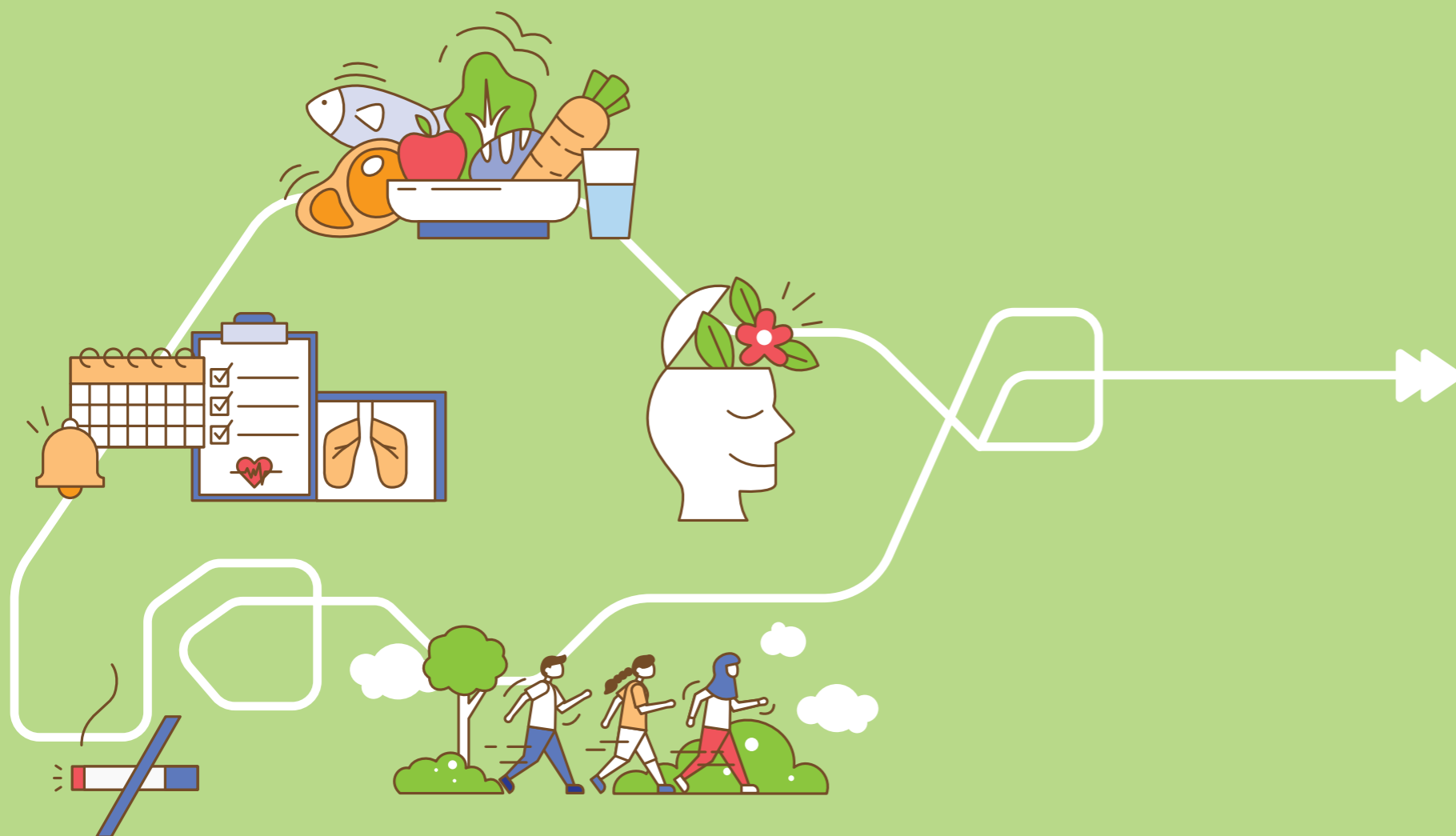
**Ms Angeline Foo**  
Director  
Risk Management,  
Operational Excellence  
and Compliance  
(with effect from  
9 September 2022)  
  
Director  
Internal Audit  
(with effect from  
1 February 2023)



**Ms Lek Yin Yin**  
Director  
Human Resources  
and Organisation  
Development Division  
  
Director  
Knowledge Translation



**Ms Janet Teo**  
Director  
Finance, Administration  
and Legal Division



## Encouraging Healthier Habits in the Community

The Health Promotion Board (HPB) promotes healthier lifestyles at a population level, driving nationwide health promoting initiatives. These include efforts with community partners and health advocates to engage Singaporeans in forming and sustaining healthy habits, such as keeping active, eating healthily and going for health screenings. To address the health concerns and needs of specific population segments, such as seniors, women and various ethnic communities, targeted initiatives are also introduced. Through this two-pronged approach of reaching the general population as well as specific groups, HPB ensures that health promoting initiatives remain accessible to all.

## Supporting a Healthier Nation



**Healthier SG** is a strategy that transforms Singapore's healthcare system by reshaping the population's health-seeking behaviours and lifestyles. It aims to prevent or delay the deterioration of health, reduce the burden on loved ones, extend healthy life years and improve residents' quality of life.

The Health Promotion Board (HPB) plays a key role, working alongside the Ministry of Health (MOH) and other partners to create an integrated health and social ecosystem where residents can access healthy lifestyle programmes, receive guidance in their health journeys, and initiate and sustain healthy living.

To augment the experience of residents towards a meaningful health journey, many

efforts have been introduced. The Healthy 365 mobile app which helps residents track their healthy lifestyle behaviours and gain access to community lifestyle programmes to fulfil their health goals, is being continuously enhanced. Additionally, HPB is working with other agencies to further extend the reach and accessibility of health promoting activities, to support residents in their journey of healthy living. HPB continues to also join forces with the healthcare clusters and community partners to enhance the process of referrals to activities and services, for better continuity of care and improved lifestyle programmes.

HPB will continue to support the objectives of Healthier SG to make it easier for residents to connect to a wide range of health promoting activities.

## Building a Healthy Food Ecosystem



Building a healthy food ecosystem has been the Health Promotion Board's (HPB) goal to ensure the availability and accessibility of healthier food choices. HPB adopts a comprehensive range of food strategies, which involves both regulation and promotional efforts, and working with whole-of-supply chain players, from food manufacturers to food retailers and food service operators, to bring more healthier options to Singaporeans.

The **Healthier Choice Symbol (HCS)** programme aims to empower Singaporeans to easily choose healthier food and beverage

(F&B) products when grocery shopping. As of September 2022, the HCS programme has achieved a market share of 31%, with over 4,000 HCS products available across 100 food categories such as packaged beverages, rice, noodles, bread and sauces.

Increasing the supply of healthier options in the F&B establishments such as food courts, hawker centres and coffee shops, is also important. The **Healthier Dining Programme (HDP)** has been ongoing since 2014, with HPB collaborating with F&B operators to offer healthier options such as lower-sugar beverages, lower-calorie

► The Healthier Choice Symbol programme helps Singaporeans make informed choices when grocery shopping, to encourage them to switch to healthier alternatives when preparing meals at home.



“We came to learn of the Healthier Dining Programme through HPB's marketing campaigns and joined the programme to attract customers who are more health-conscious to dine in our restaurant.”

– Lai Wenfu, R&D Manager (QA), Long John Silver's

meals and meals cooked with healthier oil, wholegrains, lower-sodium salt, sauces and seasoning. The Healthier Choice visual identifiers displayed on storefronts help consumers choose healthier options easily.

From April 2022 to March 2023, over 260 million healthier meals have been served through the programme. There are more than 3,000 F&B operators, hawker centres and coffee shops part of the HDP, with over 11,000 touchpoints in total. In April 2022, HDP guidelines for healthier children's meals were implemented, with restaurants such as Jack's Place and Swensen's as early adopters.

In June 2022, lower-sodium meal guidelines were launched alongside the national strategy for combating excessive sodium intake among Singaporeans. The range of affordable lower-sodium salt, both retail variants for home use and wholesale bulk packs for the food service sector, has also increased since 2022. Over 500 eateries, including hawker and coffee shop stalls, school canteens and caterers have begun using lower-sodium salt, sauces or seasoning.

► Lower-sodium guidelines were shared with attendees at a HDP networking session for food industry players.



► Lower-sodium salts and sauces were introduced at the HDP networking session, increasing awareness of healthier alternatives.



“HIDS has allowed Commonwealth Culinary Creations (CCC) to focus its R&D efforts to develop a range of low-sugar, wholemeal and multigrain products to supplement its low glycaemic index (GI) and high-fibre products which will benefit its extensive range of customers. The available grants allow CCC to better iterate its products by supporting trials, lab tests and packaging design.”

- Mr Joshua Jeyaraj, Senior Assistant Director, Commonwealth Culinary Creations Pte Ltd

### Supporting Food Manufacturers in Continuous Healthier Food Innovations and Commercialisation

To drive innovation in the food industry, the **Healthier Ingredient Development Scheme (HIDS)** was rolled out in July 2017, to support food manufacturers in the areas of product development, marketing and trade promotions to improve consumers' access to healthier meals.

Through two sub-schemes - the Healthier Choice Development Scheme and the Go-to-Market Scheme - the ingredient categories supported under the HIDS include oil, wholegrain products such as rice, noodles, bread, buns, pau, flour, convenience meals, beverages, desserts, sauces, and sweet

spreads. Table salt has also been added to the list of HIDS ingredient categories in support of the **sodium reduction strategy** introduced by the Ministry of Health (MOH) and HPB in 2022 to counter the increasing prevalence of hypertension in Singaporeans. The strategy aims to reduce sodium intake by about 15% over five years, which can spur significant improvements in blood pressure at the population level.

As of 31 March 2023, over 105 suppliers across 9 ingredient categories have joined the HIDS. Together, they offer over 350 healthier ingredient products and supply nearly 10,000 F&B institutional and retail outlets.

### Nudging Healthier Eating Habits Through Promotions and Gamification

HPB promotes healthier eating habits among the population through the **Eat, Drink, Shop Healthy (EDSH) Challenge** in the Healthy 365 mobile app as well as on-ground activations in the community, such as at hawker centres and shopping malls. EDSH participants who purchase healthier choice groceries, food and beverages at participating outlets can enjoy various promotions and earn Healthpoints to redeem rewards such as grocery vouchers all year round.

The EDSH Challenge was expanded to food delivery service, WhyQ, in July 2022 to encourage participants to choose healthier food when eating at home and earn rewards when linking the WhyQ app with their Healthy 365 account.

**A special EDSH 90-Day Challenge** took place from July to September 2022 to encourage participants to purchase one healthier choice item each day for 90 days.

Supported by integrated marketing across multiple platforms, on-ground activations, and partners' point-of-sale displays, the EDSH 90-Day Challenge attracted 53,000 new participants.

Between April 2022 and March 2023, 170,000 individuals participated in EDSH, bringing the total number of participants to 1.1 million since the inception of the Challenge in 2017.



▶ Shoppers redeeming chances to enjoy instant rewards with the Healthpoints earned when they make healthier grocery purchases.

“Qi Ji is proud to be a valued partner of the EDSH campaign and supports HPB's efforts by encouraging Singaporeans to make healthier food choices while preserving Singapore's culinary heritage.”

- Mr Kenneth Low, Senior Manager (Business Development), Qi Ji

“We had a great run in the participation of HPB's EDSH Challenge 2022 as we rewarded customers who purchased healthier drinks. LiHO TEA will continue to promote healthier drinks and we look forward to more collaboration opportunities with HPB in the future.”

- LiHO TEA

## Moderating Sugar Intake

HPB continues to work with MOH to introduce regulatory measures to reduce Singaporeans' sugar intake. Mandatory nutrition labelling and advertising prohibitions for pre-packaged Nutri-Grade beverages higher in sugar and saturated fat content were announced in 2019 and came into effect on 30 December 2022. These measures aimed to help consumers identify beverages that are higher in sugar and saturated fat, so they can make more informed, healthier choices; reduce the influence of advertisements on consumer preferences; and spur the industry to reformulate beverages. Under the new labelling requirements, beverages are graded according to their sugar and saturated fat content, from Grade "A" being the lowest in sugar and saturated

fat content, to Grade "D" being the highest. Beverages graded "C" or "D" must be labelled with a Nutri-Grade mark on the front-of-pack of its package.

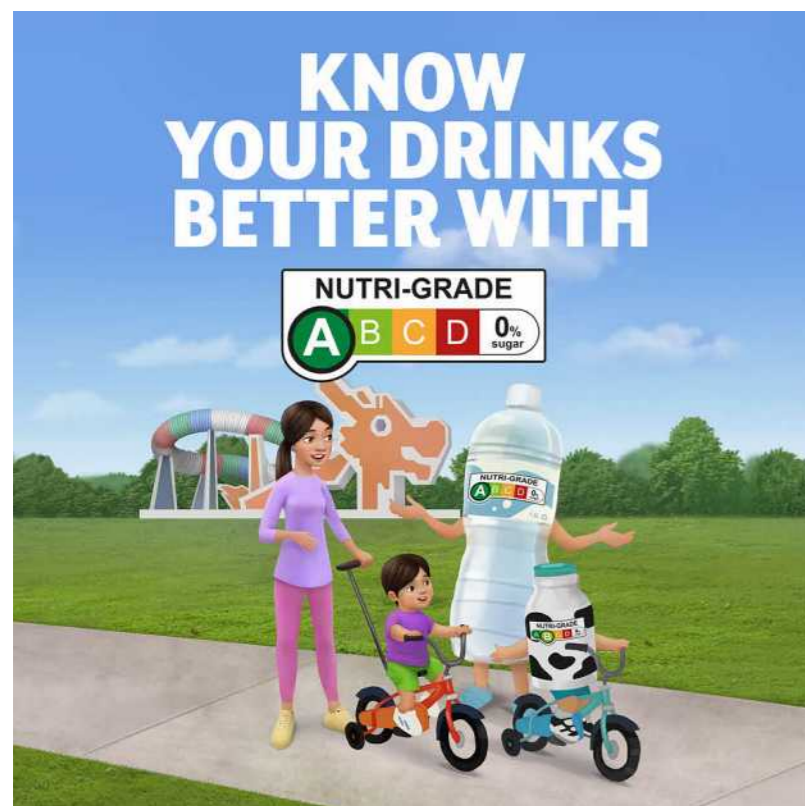
To encourage the industry to adopt the new measures and accelerate reformulation, HPB engaged closely with beverage manufacturers on the application of the new requirements. This contributed to early adoption by major manufacturers who applied the Nutri-Grade on their products' packaging ahead of the measures coming into effect.

A public education campaign was rolled out in December 2022 to help consumers understand the Nutri-Grade mark and how to use it to make healthier purchasing and consumption decisions. The campaign included advertisements in out-of-home channels and at retail points-of-sale.

Through a combination of regulatory measures, voluntary initiatives and demand-driven efforts, the median sugar level of pre-packaged beverages has been reduced from 7.1% in FY2017 to 4.6% in FY2021, and close to two-thirds of beverages in the market are now graded "A" or "B". This is more than double compared to FY2017, where only about 30% of pre-packaged Nutri-Grade beverages in the market would have been graded "A" or "B". The sales of these beverages have also increased from 37% in FY2017 to 71% in FY2021.

Additional measures for freshly prepared beverages are being finalised and targeted to come into effect by the end of 2023. Specifications based on the local context were developed and industry consultations with F&B establishments such as bubble tea and major coffee chains were conducted to ensure the feasibility of the specifications.

▶ HPB's Nutri-Grade public education campaign generated awareness and understanding, encouraging healthier purchases.



## Stepping up Towards a More Active Nation



In June 2022, the Health Promotion Board (HPB) and Sport Singapore (SportSG) launched the Singapore Physical Activity Guidelines, which was jointly developed by a committee of experts from medical, health promotion, sports and research fields.

The guidelines are aimed at helping Singaporeans better understand how to increase their physical activity levels and reduce sedentary behaviour. They detail recommendations on the duration, intensity, frequency and type of physical activity for different population segments – pre-schoolers, school children, adults, pregnant and postpartum women, persons with disabilities and older adults. Incorporating best practices from the World Health Organization's guidelines as well as localised practical tips and case studies, the guidelines encourage Singaporeans to meet the recommended levels of physical activity by engaging in a variety of physical activities for holistic health benefits.

Working with other public agencies and private sector partners, HPB encourages the adoption of the guidelines in various settings. Public education initiatives and online resources such as articles, infographics and videos also educate Singaporeans on ways to meet the national physical activity recommendations.

Through its broad range of community-based **MOVE IT programmes**, HPB also continues to offer a variety of workout sessions island-wide. The programmes incorporate key physical activity components that support participants in meeting the national recommendations, promoting aerobic fitness, strength, balance and flexibility.

▶ The Active Family Programme introduces new sports to children and reinforces a healthy and active mindset.



Activities of varying intensities under these programmes cater to a diverse population, reaching individuals of different age groups, with varied interests and fitness levels. The activities were conducted in different modalities such as on-site, virtually or in a hybrid format for the convenience of residents.

To cater to those on hybrid work arrangements, programmes such as Sunrise In the City, Quick HIIT and Active Family Programme were expanded in the heartlands with more session timings for participants to choose from. Health messages advocating key recommendations in the Singapore Physical Activity Guidelines were also delivered during the sessions, to educate participants on how to take charge of their health.

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*The trainers were very professional and knowledgeable. My children's coordination has improved, and they are able to listen to instructions. I am also glad that they had fun with their friends. With these types of activities, my children were able to learn more and improve their overall well-being.*

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- Mr Cai Ming Fey,  
Parent of Active Family Programme participants

▶ A Quick HIIT session taking place in a neighbourhood sports stadium.



▶ Participants keeping active through the True Fitness Hour workouts as part of National Steps Challenge™ Move for Wellness Challenge and Zentosa Fest. Photo credit: Sentosa Development Corporation



Towards the end of the financial year, HPB also embarked on its plan to progressively increase the availability of community physical activity programmes to pave the way for Healthier SG, which emphasises proactive preventive care and individuals taking charge of their health. The capacity of the programmes was gradually expanded to enable more residents to participate and keep active to meet the physical activity recommendations in the national guidelines.

In April 2022, the **National Steps Challenge™** was refreshed from a six-month-long seasonal programme to one that is available for participation all year round.

Through the Healthy 365 mobile app and a fitness tracker, the programme encourages participants to clock steps and engage in moderate- to vigorous-intensity physical activity (MVPA). Participants are empowered to manage their health by monitoring their progress towards a more active lifestyle. Working with partners in both public and private sectors, HPB organised challenges in the community and at workplaces to engage participants to work towards their fitness goals.

Between April 2022 and March 2023, the Scan and Win Challenge nudged participants to stay active by going around scanning QR codes scattered in different parts of Singapore such as parks, park connectors and iconic destinations, including the Night Safari and River Wonders. The challenge also encouraged participants to commute actively as they go about their lifestyle activities such as running errands or dining out in shopping malls.



▶ A family participating in classic beach station games organised during the National Steps Challenge™ Feel Refreshed with Every Move Challenge at Sentosa. Photo credit: Coca-Cola Singapore

In conjunction with the Singapore Tourism Board's Wellness Festival Singapore and Sentosa Development Corporation's Zentosa Fest, HPB organised the 'Move for Wellness Challenge' in June 2022 at Sentosa. The challenge attracted 119,000 sign-ups, where participants were engaged in a series of workouts by the beach and photo-taking boards placed around Sentosa prompted everyone to move more.

In collaboration with Coca-Cola, the 'Feel Refreshed with Every Move Challenge' was introduced in December 2022. The challenge was attended by 800 participants, who enjoyed a day of keeping active through classic beach station games at Sentosa's Siloso Beach.

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*At Coca-Cola, we're committed to supporting HPB's efforts in encouraging healthier lifestyles and diets through physical activity and choosing low- and no-sugar beverages such as our Coca-Cola Zero Sugar and Authentic Tea House. We're grateful for our partnership over the years and look forward to continuing to support HPB's initiatives such as the Eat, Drink, Shop Healthy Challenge and National Steps Challenge™.*

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- Ms Kimberly Lai, Communications and Sustainability Manager,  
Public Affairs, Coca-Cola Singapore

▶ HPB renewed its MOU with SportSG to promote active lifestyles, alongside other partners including National University Health System, MOH Office for Healthcare Transformation, National Healthcare Group, National University Health System, SingHealth and Exercise is Medicine Singapore.



In February 2023, HPB further streamlined the National Steps Challenge™ mechanics to encourage individuals who have been clocking steps to engage in more MVPA every week, working towards the national physical activity recommendations. Less active individuals were also encouraged to reduce their sedentary time in their daily routines.

As part of ongoing efforts to strengthen Singaporeans' awareness about the importance of MVPA, the 'Move with Jim the Fit Potato Challenge', a geolocation virtual race, kicked off in the same month with platform partner 42Race. The race attracted over 90,500 participants who were nudged

to engage in MVPA through seven specially-curated walking trails in different parks across the island. Besides keeping active, the participants were offered useful health and fitness tips which they could pick up as they explored the trails on the go.

Between April 2022 and March 2023, the National Steps Challenge™ had drawn over 700,000 participants.

A significant part of HPB's strategy in ensuring Singaporeans' accessibility to physical activity is forging meaningful collaborations with its partners. To underscore the continued partnership with SportSG, the **Memorandum of Understanding (MOU)** with SportSG was renewed in June 2022 at Our Tampines Hub, highlighting the joint efforts in enabling active lifestyles among Singaporeans.

In support of Healthier SG, the partnership between HPB and SportSG will see continued efforts in spreading awareness of the Singapore Physical Activity Guidelines, promoting resource and events sharing between the agencies, and exploring joint efforts in capability development in the fitness industry.

With the renewed MOU, HPB and SportSG will continue to drive Singapore's preventive health efforts through partnerships in the physical activity domain, across the community, schools and workplaces.

“42Race is honoured to collaborate with the Health Promotion Board for the National Steps Challenge™, aimed at promoting healthy living in Singapore. We are thrilled that we can be part of this nationwide initiative and we are committed to enhancing the gamified experience within the fitness and health sector.”

- Ms Zhou Mi, CEO & Co-founder, 42Technology Pte Ltd

## Making Resources for Mental Well-being Accessible



During the year, **MindSG**, the one-stop national portal for mental health and well-being resources, was enhanced with more features and content. The portal, developed by the Health Promotion Board (HPB) with whole-of-government partners,<sup>1</sup> collates content curated by mental health experts such as doctors and psychologists. Users can conveniently access credible and reliable content that supports them in caring for their own mental well-being, as well as those of family members and peers.

The enhanced portal includes information on how individuals can support others such as their children, parents or colleagues, content on mental health conditions such as dementia, and information on mental health services, resources and subsidies. The content has also been categorised based on user profiles (for example, teens, youths, adults and seniors), providing a more targeted delivery of information to different individuals.

Users can also access new features such as self-assessment tools to learn more about their risk of poor mental well-being, stress, anxiety and depression.

▶ New features such as self-assessment tools were introduced for users in 2022 to self-assess their risk of poor mental well-being, stress, anxiety and depression.

Enhancements have also been made so that MindSG is mobile-friendly and easier to navigate.

As of 31 March 2023, MindSG has over 1 million users since its launch in November 2021. HPB will continue to enhance the portal to provide more useful features and content to support Singaporeans in looking after their mental well-being.

▶ MindSG aims to provide Singaporeans with information, resources and tools to support them in looking after their mental well-being.



### Self-assessment tools

General  
Mental Well-being

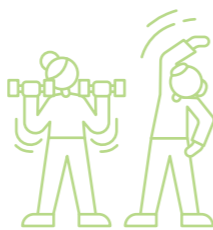
Stress

Depression

Anxiety

<sup>1</sup> The whole-of-government workgroup is made up of HPB, together with the Agency for Integrated Care, Institute of Mental Health, Ministry of Culture, Community and Youth, Ministry of Education, Ministry of Health, Ministry of Manpower, Ministry of Social and Family, National Council of Social Service and Tripartite Alliance for Workplace Safety and Health.

## Supporting Active Lifestyles for Seniors



The **'Live Well, Age Well'** programme by the Health Promotion Board (HPB) and the People's Association offers a suite of active ageing activities for seniors. Through the programme, seniors are empowered to boost their physical, mental and social health.

In 2022, the 'Live Well, Age Well' programme was implemented in the community, including Community Clubs/ Centres, Residents' Committee/ Residents' Network Centres and Active Ageing Centres. The programme will be gradually offered at more accessible locations nationwide. The programme reached out to over 41,000 seniors between April 2022 and March 2023.

The programme comprises six domains and includes initiatives such as senior-centric exercises and interactive workshops on mental well-being, nutrition and digital literacy.

The six domains are: **Live Active**, which engages and supports seniors in reaching their recommended physical activity levels, with a focus on improving seniors' strength, balance and flexibility; **Live Enriched**, which equips seniors with the necessary knowledge and skills to improve and maintain their physical, mental and functional health; **Live Nourished**, which empowers senior to adopt a healthy and balanced diet, with a focus on meeting the recommended intake of vital nutrients such as protein and calcium; **Live Assured**, which encourages regular health screenings and follow-ups; **Live Happy**, which educates seniors on the importance of their mental and social well-being, and to urge them to actively participate in social activities; and **Live Prepared**, which equips seniors with the knowledge and skills on building independence and enjoying a fulfilling retirement.

Various initiatives under the 'Live Well, Age Well' programme were gradually resumed so that seniors could continue to lead active and healthy lifestyles. From April 2022 to March 2023, Rolling Good Times, a six-week initiative to raise seniors' awareness of common fall situations and equip them with basic strategies to minimise the risk of injury should they fall, have benefitted over 400 seniors. Balik Kampung, a series of interactive psycho-social educational sessions to help reduce the risk of mental health conditions among seniors, was attended by more than 1,500 seniors in the same period.

### Enhancing Move It, Feel Strong

'Move It, Feel Strong' is a weekly group exercise initiative targeted at older adults. Since 2021, strength and balance exercises were introduced within the exercise to help seniors strengthen their muscles, and improve their balance and flexibility, so that they can continue to carry out Activities of Daily Living with ease and reduce their risk of falls.

In 2022, HPB consulted content experts from the Republic Polytechnic to pilot

*"I think this functional assessment is very good for seniors because it allows us to understand if our exercises are effective."*

- Centre Manager,  
Thye Hua Kwan Senior Activity Centre

a series of functional assessments for participants of 'Move It, Feel Strong'. The evidence-based assessments help provide seniors with a better understanding of their physical function so that they can take steps to improve on various aspects such as strength, balance and aerobic endurance.

### New Initiatives to Tackle Frailty

Under the 'Live Well, Age Well' programme, two new initiatives will be introduced to aid seniors identified as at risk or showing early signs of frailty: **Steady Lah** and the **Healthy Ageing Promotion Programme for You (HAPPY)**. They aim to improve seniors' functional ability especially in the physical function domain so seniors can remain independent longer. Both programmes were developed in partnership with the Regional Health Systems.

Originally created by the allied health team in Tan Tock Seng Hospital, Steady Lah is a 12-week initiative featuring progressive strength and balance exercises for enhancing muscle strength and functional mobility. The initiative also includes interactive activities to educate seniors on tips for a healthier diet which is rich in nutrients.

► Seniors learning strength and balance exercises in the Steady Lah initiative.

► Evidence-based assessments help seniors understand their physical function better.



HAPPY is adapted from an exercise programme in Japan and was subsequently localised and piloted by the National University Hospital. The initiative aims to help seniors improve their physical and cognitive functional ability through dual-tasking exercises incorporating cognitive tasks and strength and balance exercises. Seniors will carry out the exercises of increasing difficulty levels simultaneously.

HPB reviewed the HAPPY initiative in 2022 and enhanced the curriculum so that it can better target seniors who are at risk of being frail. Updates to the curriculum include progressive strength and balance training for enhancing muscle strength, as well as more interactive components.

Pilot runs of HAPPY and Steady Lah were conducted with 40 seniors in September 2022.

► Seniors engaging in a dual-task activity as part of the HAPPY initiative.



## Increased Accessibility Through Technology

To make it easier for seniors to search and register for activities they are interested in, an enhanced filtering function in the Healthy 365 mobile app was released in November 2022. With the enhancement,

seniors can search for 'Live Well, Age Well' initiatives based on location, event date and time, and by event mode – whether the event is conducted in-person or virtually.

To assist seniors who may require more help with digital services, HPB worked with the Infocomm Media Development Authority (IMDA) to incorporate the Healthy 365 mobile app into their Seniors Go Digital curriculum. Between April 2022 and March 2023, over 37,000 seniors were trained to use the app through IMDA's 37 SG Digital Community Hubs and 200 roving booths.

► The enhanced filtering allows seniors to search based on various filters, such as location, event date, event mode, and age group.

Filter Events

Location

Enter address, landmark or postal code

Event Date & Time

Enter date
Enter start time

Event Mode

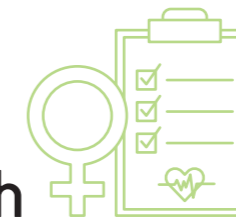
Virtual
In-Person

Suitable for

Young Children (0-6 years old)
Children & Youth (7-17 years old)
Young Adults (18-25 years old)
Adults (26-49 years old)
Older Adults (50 years old and above)

Clear filters
Apply

## Empowering Women's Health



► The 'Healthy Women, Healthier Families' Carnival featured many activities, encouraging and empowering women to take charge of their healthcare needs.

The 'Healthy Women, Healthier Families' Carnival took place on 16 October 2022 at One Punggol, bringing together health promoting efforts, events, and activities by members of the Women's Health Committee (WHC), of which the Health Promotion Board (HPB) is a member.

Themed 'Phases of a Woman's Life', the event aimed to educate women on their health needs across different phases of their life and common health issues faced by women. The Carnival featured activities congruent with the three focus areas of the WHC – young women's health, cancer screening and bone health.

Members of the WHC, along with their partners, joined the Carnival to engage women to take charge of their health. Talks and workshops were held to discuss the importance of bone health, good nutrition for mothers and children, as well as the need to attend regular cancer screening and vaccination.

Attended by about 1,400 participants, the Carnival was graced by Mdm Rahayu Mahzam, Senior Parliamentary Secretary (Health), as the Guest-of-Honour.

► Talks and workshops covered the importance of bone health, good nutrition, and regular cancer screening and vaccination.



## Guiding Smokers Through Quitting



The Health Promotion Board's (HPB) **I Quit programme**, introduced in 2013, supports smokers and vapers who are contemplating to quit but are unsure how. Easily accessible to the community, the programme guides participants through the process of quitting over a period of six months.

through text messages, phone counselling through QuitLine or face-to-face counselling at retail pharmacies.

The I Quit programme was enhanced in 2022 to improve the user experience and increase convenience for participants. For example, the post-programme validation for smoke-free status was streamlined to allow participants to self-administer the validation test. Participants can request the test kits online, saving time and increasing convenience for the participants. As a form of encouragement for being smoke-free, participants can receive HPB eVouchers which can offset dining or grocery purchases after the test results have been uploaded and verified.

To inspire individuals to take the step to kick their smoking habit, HPB released a testimonial video on World No Tobacco Day 2022 featuring successful real-life quit stories of former smokers. The video gained over 18,000 views and contributed to a 70% increase in online registrations for the I Quit programme during the programme's campaign period. From April 2022 to March 2023, around 4,900 participants signed up for the programme.

In June 2022, HPB resumed on-ground activations for I Quit, which had been suspended during the COVID-19 pandemic, to recruit participants who were contemplating to quit. These activations were held at high-traffic locations and touchpoints within the community to encourage smokers to join the programme.

I Quit breaks down the daunting process of quitting into small actionable steps participants can take every day. Participants are also provided knowledge, motivation and support to refrain from smoking or vaping during their quit journey. The programme can be done

“  
There was this one time when the craving hit so bad, and I wanted to go down to the convenience store to get myself a pack of cigarettes. The SMS message from the I Quit programme came in and basically said, remember to hydrate and take a walk if a craving hits. So instead of buying a pack of cigarettes, in the end, I bought a bottle of water.

”  
- Mr Farihin,  
I Quit participant

“

Nowadays, the I Quit programme has face-to-face counselling and meetings with the pharmacist who acts as an accountability partner. It actually helps me to sustain my willpower and that really helps me a lot.

”

- Mr Karl,  
I Quit participant

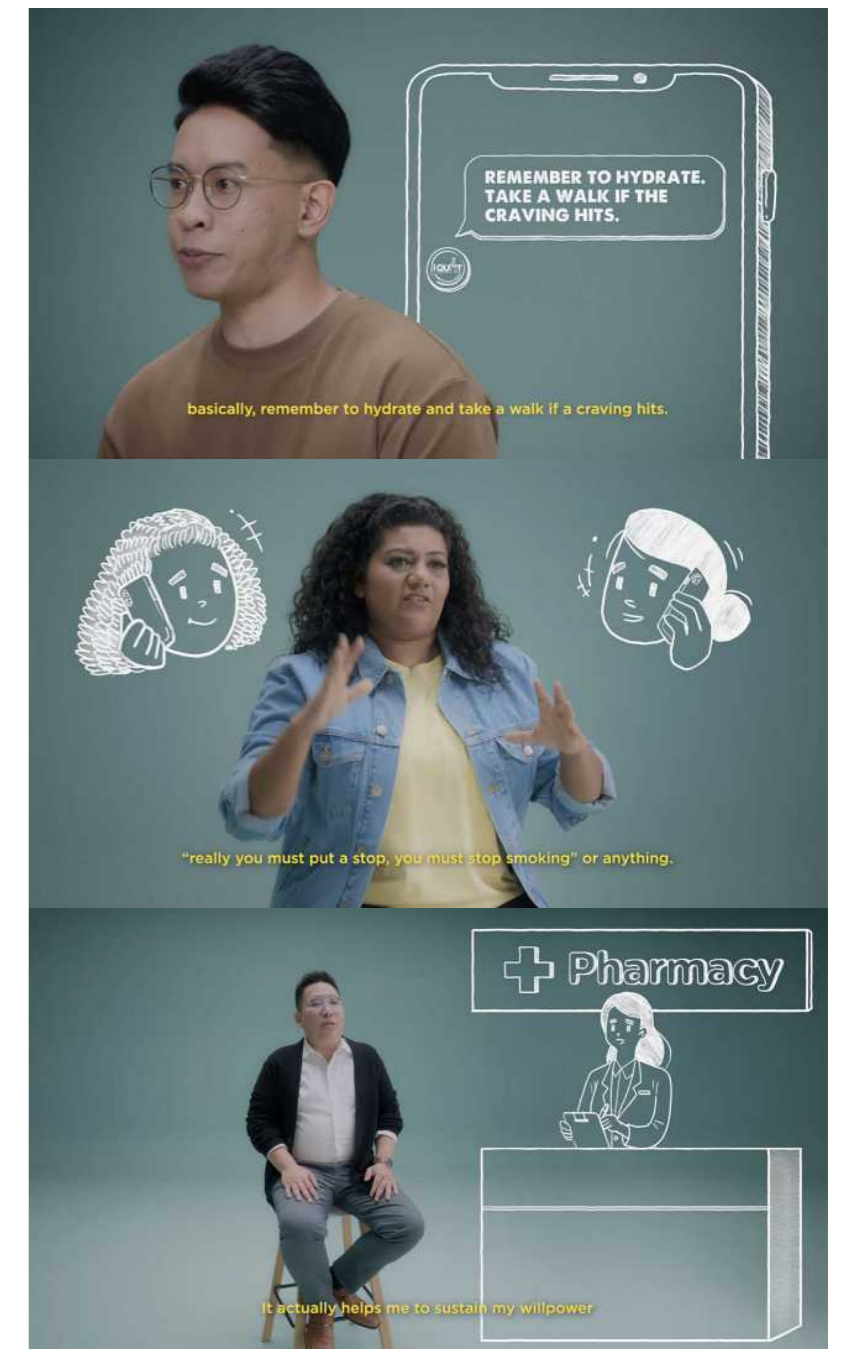
“

The I Quit programme that I went for was through phone counselling. I think I was really able to relate to the phone counsellor because she did not force me to stop smoking or anything. She gave me useful advice for when a smoking craving hits, such as relaxing my mind, drinking a big cup of water and waiting for one hour to see how I feel.

”

- Ms Teresa,  
I Quit participant

► Tailored to each participant's preferences and needs, the I Quit programme provides them with useful tips through text messages, phone and face-to-face counselling.



## Preventing Disease with Vaccinations



Vaccination is one of the most effective ways to prevent vaccine-preventable diseases. The number of pneumococcal vaccinations administered in 2022 was more than double as compared to 2021. Influenza vaccination

coverage also increased by more than 10% for seniors aged 65 and older in 2022 as compared to 2021.

The 2022 ‘**Prevent What’s Preventable with Vaccination**’ campaign, themed ‘Protect the Everyday You Love’, boosted awareness among seniors on pneumococcal vaccination and the available subsidies. It educated seniors on the affordability and accessibility of pneumococcal vaccination, what pneumococcal disease is, how it spreads, and how vaccination prevents the disease.

Videos highlighting the importance of vaccinations were also produced and broadcast across various platforms, including free-to-air TV channels, healthcare settings, as well as online platforms. In collaboration with MediaCorp artistes well known to seniors, 90-second educational videos were also produced to bring home the message of what pneumococcal disease is and how one can prevent it.

The Health Promotion Board also sent letters to more than 670,000 seniors aged 65 years old and above, to inform them about the nationally recommended vaccinations for adults, the available subsidies and where they can receive their subsidised vaccinations. Working with the Ministry of Health and Open Government Products, a Health Appointment System was also piloted to facilitate the booking of more than 55,000 subsidised pneumococcal and flu vaccinations.

► HPB sent letters to 65-year-olds and above to share the national recommendations to receive the pneumococcal and flu vaccinations.

PREVENT WHAT'S PREVENTABLE WITH VACCINATION  
Health Promotion Board

Dear Sir/ Madam,

**Get Vaccinated to Protect Yourself Against Pneumococcal Disease and Influenza (Flu)**

Protect yourself from getting serious complications such as:

- Lung Infection (Pneumonia)
- Blood Stream Infection
- Brain Lining Infection (Meningitis)
- Ear Infection

With these **3 simple steps**, you can stay one step ahead against vaccine-preventable diseases:

**STEP 1 Know What Vaccinations You Need**

The National Adult Immunisation Schedule (NAIS) recommends all who are 65 years old and above to take:

- Two different **pneumococcal vaccinations** for long-term protection:
  - One PCV13 and one year later,
  - One PPSV23
- One **flu vaccination** every year

See Frequently Asked Questions in the next page and scan QR code for details.  
<https://go.gov.sg/nais-brochure-eng>

**STEP 2 Know Where to Get Vaccination Subsidies (Recommended)**

Community Health Assist Scheme (CHAS) General Practitioner (GP) clinics

Subsidies For eligible seniors from their 65th birthday onwards

**STEP 3 Get Vaccinated**

**Walk in or contact** a CHAS GP clinic.

Scan QR code for locations of clinics.  
<https://go.gov.sg/chas-gp>

At participating clinics, you can **book** an appointment here.

Scan QR code for clinics available for booking.  
<https://go.gov.sg/book-health>  
(This is a pilot initiative by Open Government Products.)

For further queries, contact us at HPB\_Mailbox@hpb.gov.sg or 1800 223 1313.  
Communicable Diseases, Preventive Health Programmes | Health Promotion Board

2022



► Campaigns encouraged seniors aged 65 and above to book an appointment to get their recommended pneumococcal vaccination.

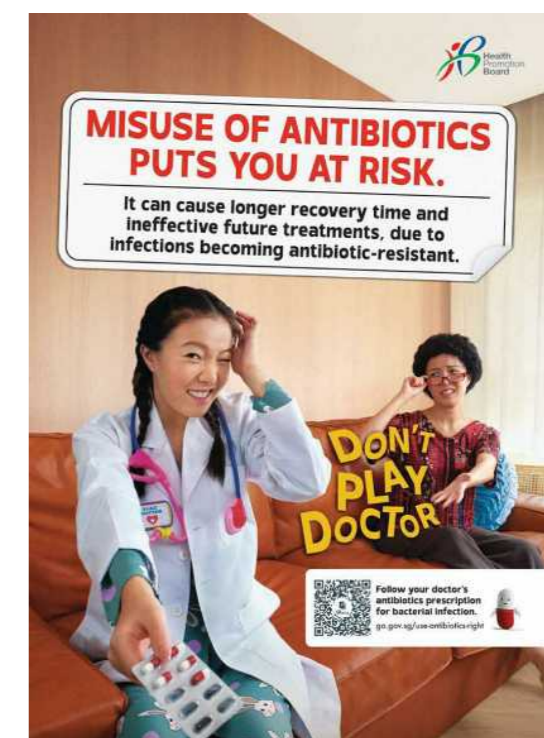
## “Don’t Play Doctor” to Prevent Antimicrobial Resistance



The **Antimicrobial Resistance (AMR)** campaign themed “Don’t Play Doctor” ran from November 2022 to March 2023, to educate the public on the dangers of antibiotic misuse which can lead to antibiotic resistance, ineffective future treatments and longer recovery times. The campaign also advocated against adjusting antibiotic dosage without a doctor’s advice.

The campaign messages were amplified on digital media channels, out-of-home advertisements at MRT stations and bus shelters, and through the use of TikTok to boost audience engagement.

► The Antimicrobial Resistance campaign highlighted the dangers of misusing antibiotics and the recommended action to take.



## “HIV Doesn’t Differentiate” to Address Low-risk Perception Towards HIV Screening

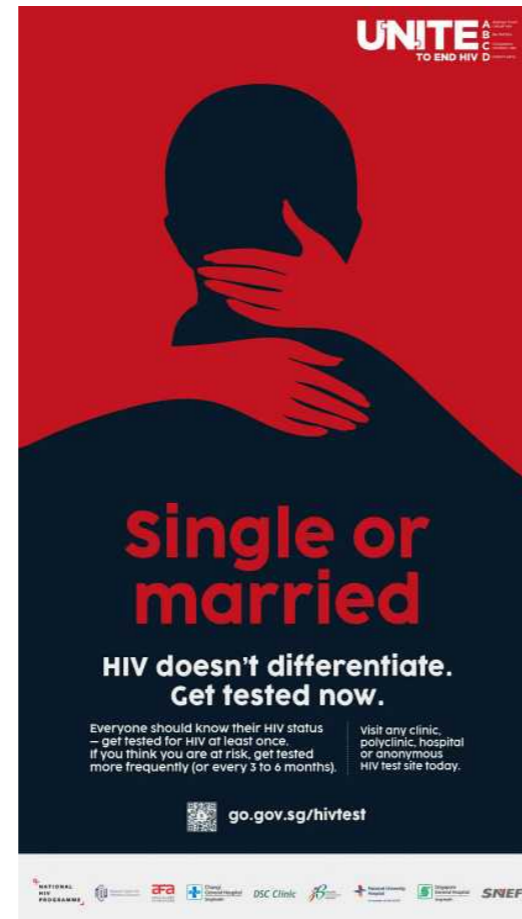


► Mass media campaigns were rolled out to normalise HIV screening as a health-seeking behaviour.



The FY2022 prevention of human immunodeficiency virus (HIV) mass media campaign, themed ‘**HIV Doesn’t Differentiate**’, encouraged HIV screening and early treatment for those at risk of infection.

The campaign was launched in conjunction with World AIDS Day on 1 December 2022. Eight partners, including the National Centre for Infectious Diseases, Action for AIDS, Changi General Hospital, Department of STI Control Clinic, the Health Promotion Board (HPB), National University Hospital, Singapore General Hospital and the Singapore National Employers



Federation (SNEF), congregated to end HIV transmission in Singapore.

Out-of-home and digital channels were used to reach the general public, drive awareness and create discussions around HIV and HIV screening. Posters were also distributed at selected entertainment outlets to encourage more active HIV screening among the targeted population.

The updated Guidelines on Managing HIV in the Workplace publication was also jointly released in December 2022 by the tripartite partners – HPB, SNEF and NTUC

U Safe, to rally companies to remove any stigma or discrimination surrounding HIV in the workplace so as to encourage voluntary testing and treatment for HIV where needed among their workforce.

HPB also collaborated with SNEF and the

Public Service Division on HIV prevention education at workplaces. As of 31 March 2023, more than 400 public officers from various agencies have attended HPB’s Workplace Infectious Diseases talks, which cover HIV education, since it was introduced in August 2021.

► The publication on Guidelines on Managing HIV in the workplace was updated.



► A three-tier approach was adopted in the guidelines to rally companies to remove stigma on HIV and provide a supportive and inclusive workplace environment.



## Highlighting the Benefits of Health Screening



The **Screen for Life (SFL)** campaign, which ran between February 2023 to April 2023, addressed the barriers to screening and promoted regular health screening and follow-up among Singaporeans. It educated the public on age- and gender-appropriate screening tests as well as the affordability of screening tests covered under SFL.

► Singaporeans are encouraged to go for regular health screening and follow-up to detect health conditions early for timely intervention and better health outcomes.



► The Screen for Life campaign emphasised the affordability of screening tests.



Themed ‘Good Things Must Share’, the campaign highlighted the affordable health screening available to Singaporeans at ‘\$5 or lower’, encouraging more to go for screening.

To amplify the importance of health screening, multiple media and digital channels were utilised alongside out-of-home publicity like wallscapes, posters and digital screens in public places across the island. Online and social media platforms were also used to address possible barriers to screening such as cost and the fear of the screening outcome.

To encourage more people to go for colorectal, cervical and breast cancer screening, the Health Promotion Board (HPB) works closely with community partners such as the Singapore Cancer Society and the Breast Cancer Foundation



through cancer awareness campaigns.

Three cancer awareness campaigns were held throughout the year to educate the community on the importance of early detection through regular health screening. **Breast Cancer Awareness Month** took place in October 2022, **Colorectal Cancer Awareness Month** in August 2022 and March 2023, and **Women's Gynaecological Cancers Awareness Month** took place from June to July 2022. These campaigns also highlighted the same message of the national SFL programme – that eligible individuals can undergo subsidised screening tests for these three cancers.

All three campaigns featured public webinars and educational talks, recording an attendance of over 4,600 participants. Campaign activities also included

educational videos, social media and roadshows to increase awareness. The distribution of faecal immunochemical test kits for colorectal cancer screening also resumed at polyclinics after a hiatus during the pandemic period. Other outreach activities included the Pink Ribbon Walk and the BrArt Exhibition where fashion, art and design were used as channels to raise awareness of breast cancer.

## Building Capabilities of Our Healthcare Partners in Screening

The 10<sup>th</sup> Screen for Life BreastScreen Singapore Seminar was held on 22 and 23 October 2022 as part of continued efforts in building and enhancing the capability of healthcare professionals and partners within the breast cancer screening community, specifically in

providing high-quality breast screening services. The theme, '20 Years and Beyond – Opportunities and Challenges', also commemorated the 20 years since the programme was launched in 2002.

The seminar, conducted in a hybrid manner to allow more participants to attend, was co-organised by HPB alongside its partners in various healthcare institutions. Over 200 healthcare professionals involved in breast cancer screening and care were in attendance, including radiologists, radiographers, pathologists, surgeons and nurses. The seminar also featured lectures delivered virtually by international speakers from Australia and Hong Kong. Local speakers from the various hospital partners also shared and discussed the latest practices in breast cancer screening and care.



► Mdm Rahayu Mahzam, Senior Parliamentary Secretary (Health), attended the 10<sup>th</sup> Screen for Life BreastScreen Singapore Seminar as the Guest-of-Honour.

## Reaching Out to the Community



### Engaging the Community

Introduced in 2011, the **Health Ambassador Network** comprises volunteers from different walks of life to champion a healthy lifestyle among fellow Singaporeans. From April 2022 to March 2023, 180 new Health Ambassadors joined the network.

Health Ambassadors support the Health Promotion Board (HPB) in building a healthy nation by engaging others to lead healthier lifestyles through HPB programmes and activities organised with community partners and organisations.

Health Ambassadors also play an important role in maintaining relationships within the community. The Health Ambassador Townhall and Health Ambassador Day, held in May and November 2022 respectively, were attended by 240 Health Ambassadors. During Health Ambassador Day, 26 Health Ambassadors were recognised for their contributions through the Service Recognition Scheme. Four networking sessions were also organised during the year, bringing together 125 Health Ambassadors to exchange their insights and experience in volunteering to support others in achieving good health.

► Health Ambassadors were recognised at the Health Ambassador Day in November 2022 for their efforts in encouraging healthier lifestyles in the community.



## Equipping Our Health Ambassadors

In preparation to support the rollout of Healthier SG, a transformation of our healthcare system to emphasise proactive preventive care, over 200 Health Ambassadors underwent training to help residents come onboard the Healthy 365 mobile app and guide them to take part in self-directed programmes and instructor-led community programmes. Another 80 Health Ambassadors were also trained by Infocomm Media Development Authority to help raise awareness of government digital platforms linked to initiatives under Healthier SG such as HealthHub and SingPass.

Since May 2022, over 30 Health Ambassadors have been trained as exercise leaders to conduct simple exercises and share basic health tips with seniors at eldercare centres, Sengkang and Outram community hospitals and Khoo Teck Puat Hospital. As of 31 March 2023, over 1,400 seniors have been engaged. Development courses were also conducted with some 80 Health Ambassadors to improve their communication and engagement skills and update them on the latest available health promoting initiatives and resources.

HPB also collaborated with the National Healthcare Group (NHG) in training Health Ambassadors to administer functional assessments for seniors who undergo health screening under HPB's Project Silver Screen initiative. Starting from July 2022, over 20 trained Health Ambassadors have conducted functional assessments for more than 420 seniors as of 31 March 2023.

To support mature workers in making a smooth transition, post-retirement, between their workplace and the community, 32 Health Ambassadors were deployed at 11 heartland malls to encourage mature workers to join in community health promotion activities. Leveraging the Healthy 365 mobile app, they engaged mature workers on the activities readily accessible to them.

► Under Healthier SG, Health Ambassadors play an important role in supporting residents to come onboard the Healthy 365 mobile app and participate in health promotion programmes.



► "Health studios" were set up at Kallang Polyclinic for patients visiting the polyclinic to find out more about various preventive health issues.



From April 2022 to March 2023, 774 mature workers downloaded the app and registered for activities near their residences.

Under HPB's partnership with NHG on the NHG Community Intervention Programme, residents undergo structured workshops and coaching sessions to help them manage obesity and prevent diabetes. In 2022, 200 of these residents were referred to join various HPB programmes as part of the intervention. Working with healthcare institutions such as Eunos and Kallang Polyclinics, preventive health messages were included outside the clinics. Health Ambassadors deployed also engaged over 750 visitors, encouraging them to sign up for programmes such as the National Steps Challenge™ and the Eat, Drink, Shop Healthy Challenge.

“

*Many thanks for the insightful sharing and training. I appreciate all the real-life examples cited to help the team better relate and understand the rationale of each phase. It was good that practical use cases could help us relate to our groundwork application. Thank you.*

”

- Ms Judy Yek,  
NHG Headquarters

► Partners at the launch of the SG Mental Well-Being Network learnt more about how Our Healthy Singapore Fund can support their efforts.



### Knowledge-sharing with Partners

HPB also continued its partnership with healthcare institutions to cross-train staff and volunteers through the **Integrated Learning Hub**, a platform to cross-share training resources. The platform, which brings together a community of population health practitioners, was extended to relevant community partners such as the People's Association and eldercare centres to equip their staff and volunteers with the expertise required to implement a wide range of population health programmes. Between April 2022 and March 2023, over 300 participants attended the courses under the Integrated Learning Hub.

### Supporting Ground-up Health Programmes

HPB set up the **Our Healthy Singapore Fund** to support partners to co-create health promotion programmes. Since the fund's inception in April 2022, HPB has received close to 80 ground-up health promoting proposals. As of 31 March 2023, seven proposals have been awarded, covering various health promotion efforts such as active ageing, physical activity and mental well-being.

## Encouraging Healthier Lifestyles Within the Ethnic Communities



The Health Promotion Board (HPB) continued to engage the various ethnic communities to encourage them to adopt healthier lifestyle habits through culturally-nuanced initiatives.

Leveraging festive periods such as Ramadan and Hari Raya, to encourage a healthy lifestyle, the **“Kita Dah Cukup Manis, Kurangkan OK?”** campaign focused on reducing sugar consumption in the Malay community during the festive season. With an emphasis on beverages and desserts, the campaign encouraged balance between eating right while enjoying the festivities. This was promoted alongside messages on smoking cessation to encourage quitting the habit for better health.

During Ramadan, HPB collaborated with 42 partners under the Jaga Kesihatan, Jaga Ummah (JKJU) network, which included mosques, Malay Activity Executive Committees (MAECs) and other Malay Muslim Organisations, to distribute healthier grocery packs to 8,500 families, reaching out to over 25,000 individuals.

In October 2022, HPB organised the **Bangkit Bersama! Hackathon** event, where participating youths developed proposals on how youth leaders can encourage their peers to seek support when they feel overwhelmed. These proposals covered ideas on equipping youths with skills to provide socio-emotional support to their peers and how to access relevant mental well-being resources to better prepare them to support others. Held at Kolam Ayer Community Club, the competition

was judged by a panel of partners from M<sup>3</sup>@Jalan Besar, members from the Malay Community Outreach Workgroup sub-committee on mental well-being, community partners and HPB. A total of 50 youths participated in the event. The proposals were shared with partners under the JKJU network.

HPB introduced the Saham Kesihatan initiative in 2022 to encourage more in the Malay Muslim community to adopt healthy lifestyles through forming community-led interest groups. These groups can design their own health promoting programmes, such as organising group exercises, to meet the participants' needs within their own communities. The initiative was piloted in two M<sup>3</sup>@Towns in Jurong and Tampines, involving close to 80 residents.

► Community partners and individuals were recognised at the annual Sihat Bersama JKJU event in November 2022, for promoting healthy living in the Malay community.



HPB collaborated with 64 JKJU partners to organise health promoting programmes such as physical activity sessions, smoking cessation talks and mental well-being workshops.

In November 2022, HPB organised the annual Sihat Bersama JKJU event, bringing together over 150 community partners. The event recognised 53 recipients, including mosques, M<sup>3</sup>@Towns, MAECs, commercial partners and voluntary welfare organisations, for their efforts and achievements between December 2021 and November 2022 for providing a supportive environment to improve the health and well-being of the Malay community. Two individuals were also recognised as Health Champions for their exemplary efforts in rallying residents to lead healthier lifestyles through the Saham Kesihatan initiative. A panel discussion with members from the Malay Community Outreach Workgroup, led by Senior Parliamentary Secretary for Health Mdm Rahayu Mahzam, also discussed key

► Online resources were made available to support the community in making healthier lifestyle choices.



health concerns in the Malay community and shared best practices in encouraging the adoption of healthy habits.

To reach out to the Indian community, HPB continued to leverage platforms such as places of worship, community centres and residents' committees to encourage the Indian community to adopt a healthier lifestyle.

During the Deepavali period, through a series of social media posts, a content partnership and a festive music video with MediaCorp's Vasantham, HPB ramped up efforts to push out messages on healthy eating. This was further amplified with on-ground events and leveraging TikTok to further engage the public.

During the festive period, HPB also collaborated with community partners such as Singapore Indian Development Association (SINDA), Narpani Pearavai and Sree Narayana Mission to distribute healthier food items to over 23,000 lower-income families. HPB also worked with SINDA, Narpani Pearavai and the Hindu Endowments Board on various health promotion activities such as community-wide Deepavali celebrations and health screening at temples.

Beyond Deepavali, efforts to promote healthy living within the Indian community focused on holistic health – healthy eating, physical activity, health screening and mental well-being. These efforts included discussions on health topics through radio, Facebook and YouTube channels, reaching over 100,000 viewers and listeners, collaborations with influencers on social media platforms, and videos featuring home chefs sharing healthy meal recipes. Between April 2022 to March 2023, HPB also reached out to over 6,000 participants through exercise sessions and health talks at the Central Sikh Temple and Silat Sikh Temple.

## Recognising Holistic Efforts Across Settings



In November 2022, the **Singapore HEALTH (Helping Everyone Achieve Lifetime Health) Award 2022** was held to recognise stakeholders who had advocated healthy living in pre-schools, at their workplaces and in the community. Graced by Dr Janil Puthucheary, Senior Minister of State (Health), and Mr Zaqq Mohamad, Senior Minister of State (Defence and Manpower), the award ceremony lauded 135 recipients.

They included organisations which had demonstrated holistic efforts to support their employees' physical and mental health through well-being programmes

“*I feel privileged when the people we serve trust me enough to share their personal experiences on their healthy living journey and the challenges that they face. I think it is very purposeful and meaningful that we, as Health Ambassadors, can support or at least lend them a listening ear.*”

- Mr David Tan, Health Ambassador, Winner of Health Ambassador Recognition Award 2022

► Panellists sharing their insights on general health trends and future opportunities for driving mental well-being in the new normal.



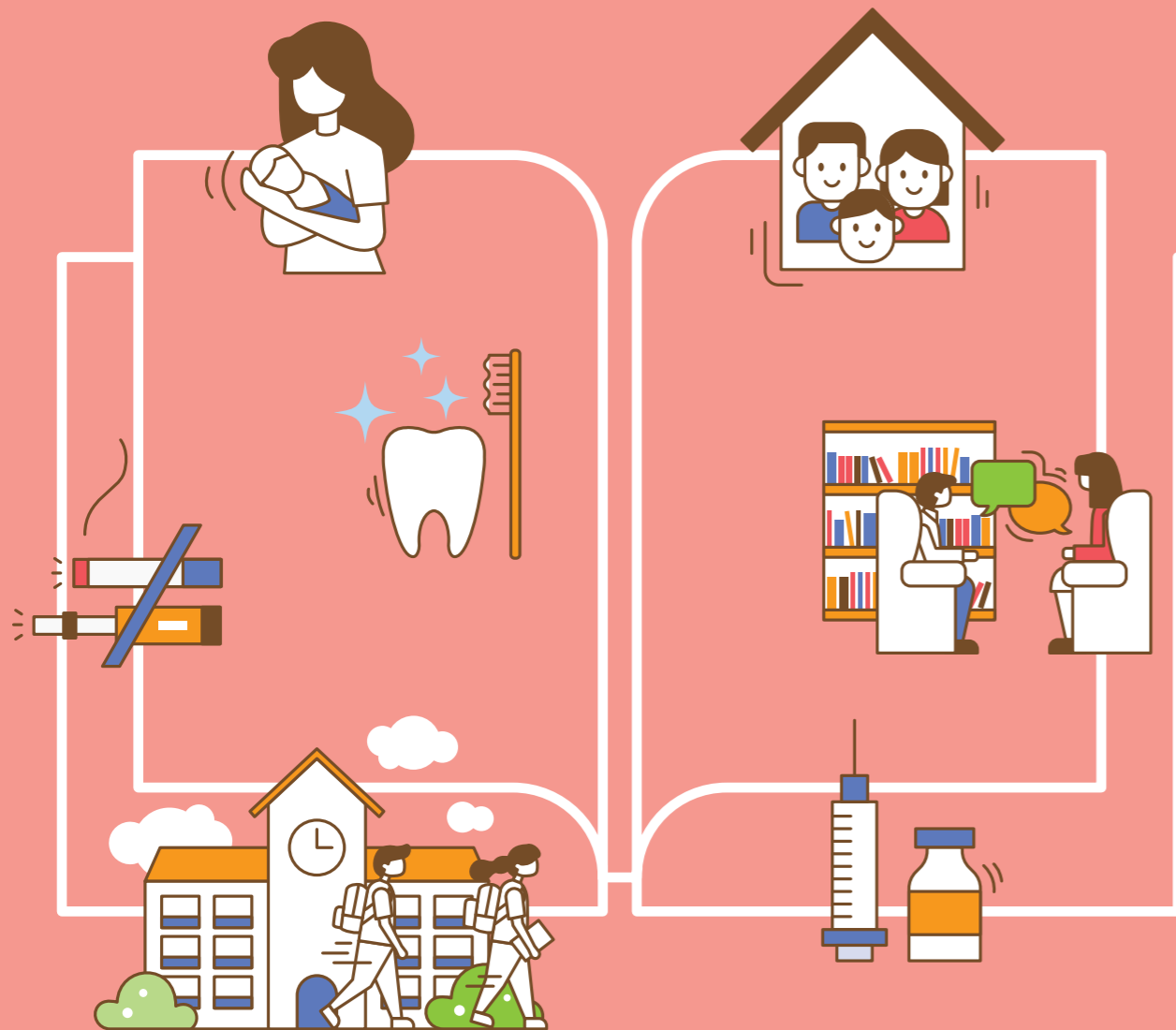
► Senior Minister of State Janil Puthucheary presenting the Healthy Pre-Schools (Platinum) Award to *Enfant Educare Pte Ltd.*

► Senior Minister of State Zaqq Mohamad presenting the Organisational Champion Award to *CBRE Pte Ltd.*



and practices, as well as pre-schools that had stayed resilient with comprehensive initiatives such as promoting balanced diets, mental well-being and good eye care. The Award also honoured Health Ambassadors who had supported extensively in the Health Promotion Board's programmes by leading health talks or exercise classes to empower Singaporeans to adopt healthier habits and by supporting rehabilitating patients in hospitals in their recovery journey.

A plenary discussion following the ceremony also gathered panellists from different settings to share best practices and insights on health trends and opportunities for driving physical and mental well-being in Singapore.



## Laying a Healthier Foundation for Our Young

The Health Promotion Board (HPB) collaborates with schools, parents and caregivers in supporting our children in all aspects of their health. From pre-school students to youths, HPB focuses on their diets, physical activity and mental wellness, as well as educates them on preventing bad habits. By engaging with parents and caregivers, HPB leverages their bonds as reliable pillars of support to care for the physical and mental well-being of our children.

## Improving School Health Services



The **School Health and Dental Services** continue to be the anchor in providing school-based preventive health and dental services for our students. With the easing of safe-distancing measures nationally in 2022, we ramped up resources to fully resume preventive health services in schools.

### School Health Screening and Immunisation

Health services provided for our students in schools include health screening for growth and developmental conditions such as vision and hearing impairment, scoliosis (curved spine) and weight issues (overweight and underweight). With the easing of COVID-19

▶ The Student Health Centre administers age-appropriate vaccinations under the school-based immunisation programme.



safe management measurements in 2022, the Health Promotion Board (HPB) increased the number of clinical teams providing health screening in schools, to continue reaching out to all students.

HPB continued to administer age-appropriate nationally recommended immunisations to primary and secondary school students, to ensure national herd immunity and personal protection against vaccine-preventable diseases. The human papillomavirus (HPV) vaccination was also administered to eligible female secondary school students to protect against cervical cancer. To deconflict with COVID-19 vaccination, students who recently received COVID-19 vaccinations were referred to the Student Health Centre at HPB to ensure that the recommended safety interval of two weeks between COVID-19 and routine vaccinations was observed. In 2022, 96% of primary school students were vaccinated with Diphtheria, Tetanus and acellular Pertussis/ inactivated poliovirus vaccine (DTaP/IPV), while 93% of Secondary 1 female students received the HPV vaccination.

### Streamlining Medical and Lifestyle Intervention Services

As part of HPB's future-proofing efforts, the School Health Service conducted an extensive medical review of its services in 2022, to streamline medical and lifestyle care pathways for students to ensure HPB's school health services and programmes are congruent with

public health impact and evidence-based actionable steps. Post-review recommendations have sharpened HPB's approaches to school-based health screening, immunisation and interventions to ensure accurate and timely referrals. These recommendations have also allowed for the introduction of more child-centric intervention programmes tailored to meet the evolving needs of our children and youth.

Key recommendations implemented in 2022 included enhancements of child-centric care pathways for early definitive management of growth and developmental conditions. HPB worked with the Regional Health Systems to streamline pathways allowing for early specialist intervention as needed. Such streamlining of our management has allowed for more definitive outcomes and has decreased unnecessary follow-ups.

For the myopia programme, efforts were aimed at reducing the progression to high myopia through early detection and referral for intervention. To provide additional support for needy students to manage their myopia, HPB and its partner, Essilor Singapore, introduced the Spectacle Voucher Fund Scheme in 2006. The scheme provides needy students with vouchers to redeem spectacles at participating optical shops across the island. As of 31 March 2023, over 50,000 students under financial assistance schemes have benefitted from this initiative since its inception. A roving optical shop, in collaboration with Essilor Singapore and their partners, visited selected schools so students could redeem the spectacles with greater convenience. In 2022, the roving optical shop benefitted about 4,700 students as it was extended to 87 primary schools, from 33 schools in 2018.

▶ HPB's myopia programme aims to prevent or delay the onset of myopia and reduce the progression among children.



Obesity was another priority health condition. To tackle the growing obesity concerns among school students, HPB enhanced its weight management approach for youth to allow for greater tailoring and coordinated care, by integrating personalised exercise prescriptions for students who are overweight and at risk of chronic conditions such as diabetes mellitus, hypertension, and hyperlipidaemia, into the consultation. Exercise prescriptions are specific plans for fitness-related activities and are done after dialogues with the students on their preferences and capabilities. These tailored prescriptions provide a more guided approach to lifestyle changes and enable the student's doctor and lifestyle coach to monitor and encourage compliance and address the barriers over time.

**School Dental Service (SDS)** takes care of the dental health of school children through level-based dental screening and the provision of basic dental treatment. The SDS continued to provide essential and timely dental screening and follow-up

▶ The School Dental Service provides dental treatment to school-going children.



▶ The refurbished Mobile Dental Clinics provide an improved space for dental treatments to be carried out.



care to children in mainstream primary and secondary schools. These included basic dental services such as fillings and extractions, preventive dental treatment in the form of fissure sealants and topical fluoride application and oral health education, and urgent dental services such as dental trauma management.

To build good oral health habits from young, SDS also provided screening services and oral health education to 1,100 pre-schools in 2022. This involved dental screening and topical fluoride application for Nursery 1 and 2 children at childcare centres. The programme adopts an upstream preventive health approach to ameliorate the prevalence of dental decay amongst young children. Early identification of dental disease through screening allows for timely intervention and prevention of worsening decay. At the same time, post-screening education resources were issued to parents to nudge good oral health habits at home.

### A Tailored Approach for Students in Special Education Schools

During the year, SDS reviewed and revised its dental treatment and management approach for special education students to focus on patient-centric care rather than a one-size-fits-all treatment model. Over 3,500 students from 11 special needs schools received dental screening and basic treatment via the SDS's newly refurbished Mobile Dental Clinics (MDC). MDCs now allow wheelchair access, with a mechanical lift platform that can transport a wheelchair from the ground up to the elevated mobile clinic.

More staff were deployed to support students who were more anxious. Parents were also invited to accompany their children during these screening sessions to allay anxiety. This also allowed opportunities for parental engagement in home care advice as well as treatment options, where necessary.

## Nurturing Healthy Lifestyles



The Health Promotion Board (HPB) works with schools to increase the availability of healthier meals to students and cultivate healthier eating habits from a young age through the Healthy Meals in Schools Programme (HMSP). Under the programme, meals incorporate foods from the four main food groups, carbohydrates, protein, fruit and vegetables, which provide children with the necessary nutrients for their growing needs.

In addition, HPB piloted the 'Roving Upskilling' programme with four primary schools between October 2021 and September 2022. As part of the pilot, chefs were engaged to identify nutrition gaps in the preparation methods and dishes served in school canteens in line with the HMSP guidelines. They also provided training on new or modified recipes for canteen vendors, engaging them directly in the preparation of healthier meals.

With the support from the participating schools, food tasting sessions were also conducted with students, teachers, and staff. This allowed chefs to improve the taste of the meals while ensuring they remained nutritious and balanced. To raise awareness of these new or modified recipes offered in canteens, these schools promoted the recipes to students, parents and teachers via different platforms, which included the schools' Facebook pages, announcements during recess period and posters in canteens.

The food tasting sessions yielded positive reviews, with respondents looking forward to the dishes being added to the school canteen menu. Through the pilot, 38 canteen vendors have benefitted from the

▶ A chef demonstrating how to prepare healthier meals to school personnel and canteen vendors, as part of the 'Roving Upskilling' pilot programme.



programme. They also reported increased demand for healthier meals in schools, with an increase of up to 75% in meal production meeting ingredient requirements compared to pre-programme preparations.

**The Healthy Pre-school Accreditation Framework** guides pre-school centres in promoting healthy behaviours in children, parents and staff. Under the framework, pre-schools are encouraged to serve healthier meals, promote active living through physical activity and build a healthy ecosystem. The framework also recognises pre-schools with comprehensive school-based health promotion practices.

The accreditation framework has two tiers — ‘Basic’ and ‘Platinum’. At the ‘Basic’ tier, the framework recognises pre-schools that support the adoption of healthy habits. The ‘Platinum’ tier recognises pre-schools that go beyond basic requirements, such as helping overweight students maintain healthier lifestyles, conducting lessons on healthy behaviours to promote good habits, supporting home-school partnerships for parents as well as building up capabilities of teachers and staff to provide healthier environments for students to thrive in.

As part of the accreditation framework, HPB provides resources for teachers to educate their students on healthy habits. These include exclusive programmes for pre-school centres that achieve the ‘Platinum’ accreditation. For example, the ‘Healthy Lifestyle Puppet Show’ educates pre-schoolers about a balanced diet, oral health, myopia prevention, sleep, hygiene, and tobacco control. ‘Healthy Food Adventure’ sessions are also conducted to educate pre-schoolers on healthier eating habits. HPB works closely with principals

▶ The Healthy Pre-school Accreditation Framework recognises pre-schools who inculcate healthy habits in children, parents and staff.



and teachers, supporting their compliance with the framework and providing advice on programmes and resources for their centres.

As of March 2023, 864 pre-schools have been accredited as ‘Platinum’, while 661 pre-schools have been accredited as ‘Basic’. The Singapore HEALTH (Helping Everyone Achieve Lifetime Health) Award 2022 also recognised 75 pre-school centres for being accredited ‘Platinum’ status for three consecutive cycles under the Healthy Pre-school Accreditation Framework.

Since 2011, the **Healthy Meals in Pre-schools Programme (HMPP)** has focused on promoting healthier eating habits in pre-schoolers, which include consuming more wholegrains and less fat, sodium and sugar.

“*At My First Skool, mealtimes are an extension to our approach of learning through experiences, and it is certainly never too early to encourage healthy eating habits amongst our young children.*”

- Ms Thian Ai Ling, General Manager,  
My First Skool & afterschool, NTUC First Campus,  
Winner of Healthy Pre-Schools (Platinum) Award 2022



▶ As part of the Active Youth programme, students participate in a range of physical activities.

Before the post-COVID resumption of the HMPP assessment in June 2022, HPB organised virtual culinary training sessions to familiarise pre-school staff with the guidelines. The sessions reached over 1,100 participants. Of the 200 who responded to a post-programme survey, all of them indicated that they found the sessions useful and 98% of them found the trainers engaging.

The revised HMPP guidelines were launched in November 2022 and aligned with the healthier food and drinks policy for government agencies. These revisions include using lower-sodium ingredients for food preparation and offering pre-packaged beverages that are both lower in sugar and saturated fat. By the end of 2023, pre-schools are also required to serve freshly prepared beverages that are graded as Nutri-Grade “A” or “B”. In addition, the revised guidelines include food service recommendations for babies and toddlers from 0 to 17 months old, which include information on serving sizes, suitable types of foods and healthier cooking methods.

To help pre-school operators understand and implement the revised guidelines,

virtual briefings in English and Chinese were conducted, with over 1,300 participants from about 860 pre-schools attending the sessions.

To promote active living among students from primary, secondary schools, and junior colleges as well as Institutes of Higher Learning (IHLs), the **Active Youth Programme** offers participants a range of physical activities including dance and cardio workouts, muscle and bone strengthening exercises, sports and games as well as self-defence exercises.

These one-hour sessions teach students the fundamentals of health and fitness by engaging in low-intensity and high-intensity exercises to improve their physical activity levels and encouraging them to meet the recommendations from the Singapore Physical Activity Guidelines. Over 10,000 students across more than 800 sessions have benefitted from the programme from April 2022 to March 2023.

In mainstream schools and IHLs, students also engage in the programme as part of their physical education classes or Co-curricular Activity groups.

# Normalising Mental Health and Help-seeking



► Key campaign visuals featured stories inspired by real stories to better relate to the youth audience, and to encourage them to seek help.



► To increase visibility and awareness, campaign posters were placed at bus stops and MRT stations near schools.

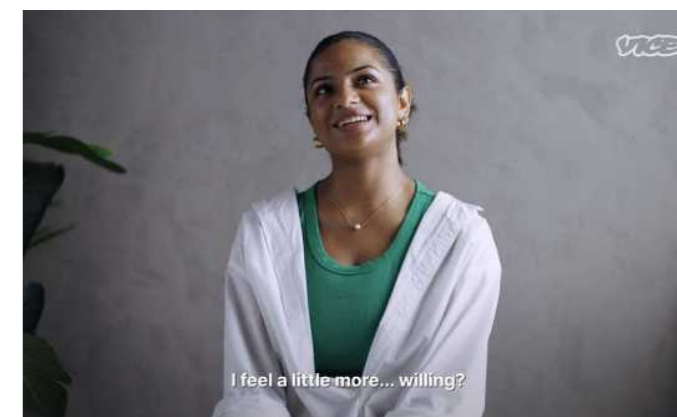


In 2022, the **'It's OKAY to Reach Out'** campaign, building on the inaugural launch in 2021, was rolled out to encourage youth to overcome hesitations to reach out for support and reassure them of the benefits of seeking help.

The campaign highlighted the prevalence of conversations happening everywhere among youth to illustrate that talking about mental health and reaching out for help is normal. To better relate to youth, several stories covering a wide range of issues such as relationships, family and school-related topics were featured on digital and social platforms to encourage youth facing similar issues to overcome their fears and take the first step to reach out for support.



► Through partnerships with influencers and content publishers, authentic conversations and sharing by youths reassure that it is ok to reach out for support.

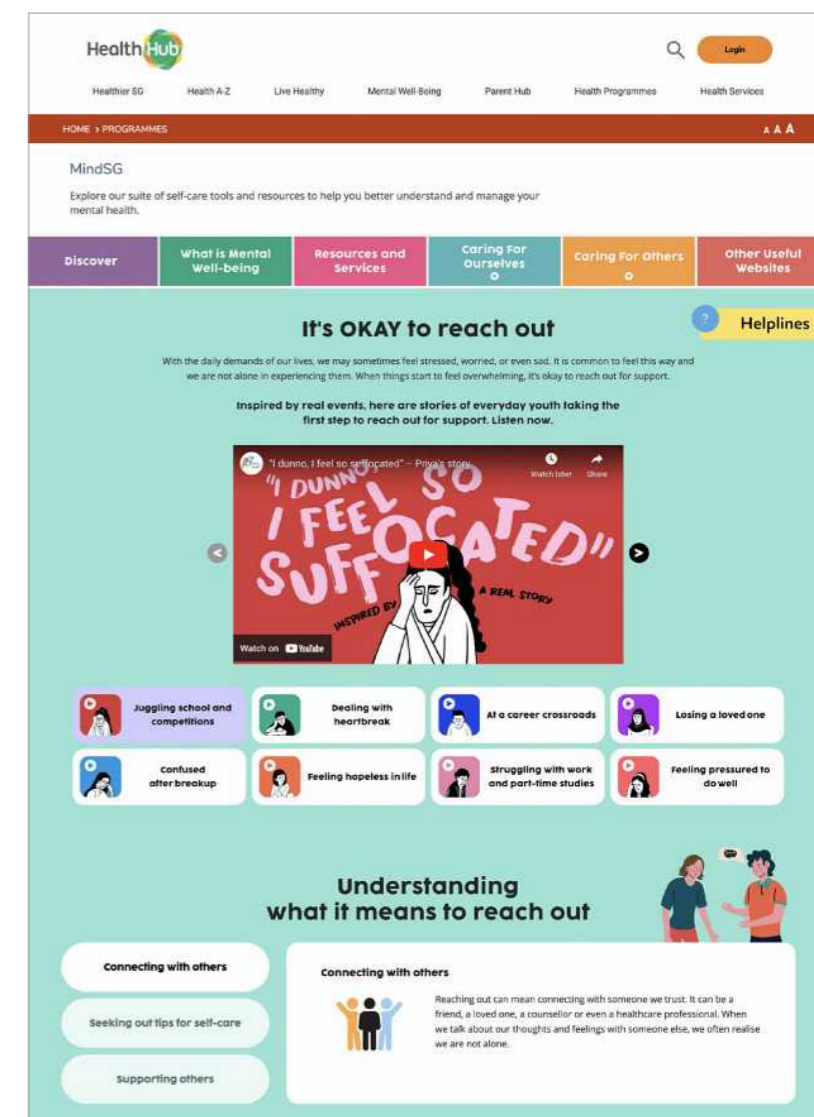


The stories were featured in video and audio formats and distributed on digital and social platforms targeted at youths.

During Mental Health Week in October 2022, four Institutes of Higher Learning (IHLs) ran an 'Open when' cards initiative with the support of the Health Promotion Board (HPB). Four thousand cards were distributed to youths at Nanyang Technological University, Singapore University of Social Sciences, Singapore Polytechnic and Singapore Management University. Youths reached out to support their peers by writing notes of encouragement on the cards. The initiative paved the way for youth to create a safe and caring environment where they could be open to talking about their feelings.

More engagement activities were brought to mainstream schools and IHLs from March 2023 to further encourage youths to reach out to their peers and loved ones for help.

► As of 31 March 2023, there have been more than 6 million video views and over 530,000 page views on the 'It's OKAY to Reach Out' campaign page.



► Students at the Singapore Management University, Singapore University of Social Sciences and Nanyang Technological University pen down words of encouragement and support for their peers in the 'Open when' cards initiative.



Parents are often the first line of defence in providing support for their children. The **'Spot the Early Signs'** Parent Education Campaign, which took place from September to November 2022, targeted parents of teenagers from 10 to 19 years old. Through the campaign, parents were directed to MindSG to learn about the emotional health and mental well-being needs of their children, identify normal signs of developmental behaviour and signs that could lead to issues of concern, as well as how to support their children's mental well-being.

“ Many students mentioned that the postcards were wonderfully designed. By the last week of October, all 1,000 postcards were cleared. The response was so overwhelming we had to refill the postcards every two to three days.

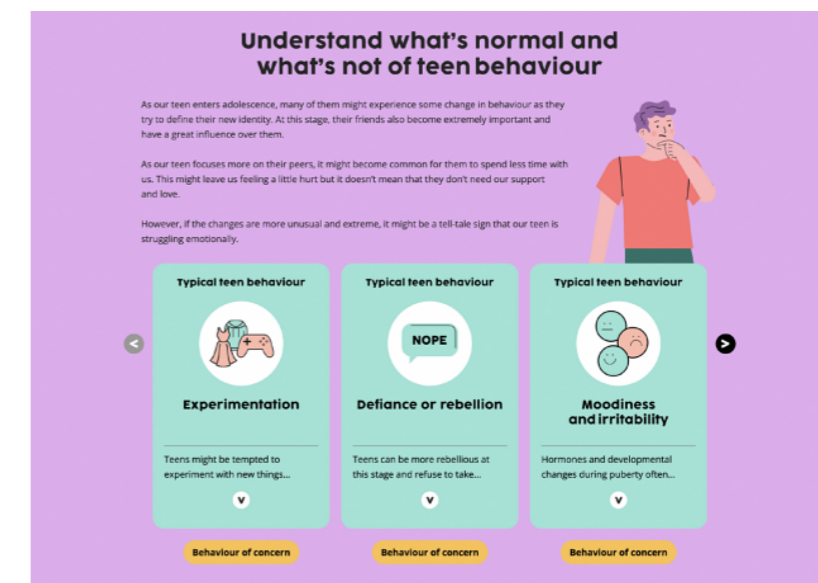
” - Mr Sim Ker Huei, peer supporter, Our Well-being Listeners' Chairman from the Singapore University of Social Sciences

HPB also collaborated with content partners and media platforms to feature stories and sharing by experts to guide parents on how to support their children. This included a 70-second short film and posts on social media to spread awareness of the importance of parental support and tips to spot the early signs of emotional distress. The short film hosted on HPB's YouTube page received over 2 million views, and the campaign website received over 147,000 unique page visits during the campaign period. Webinars

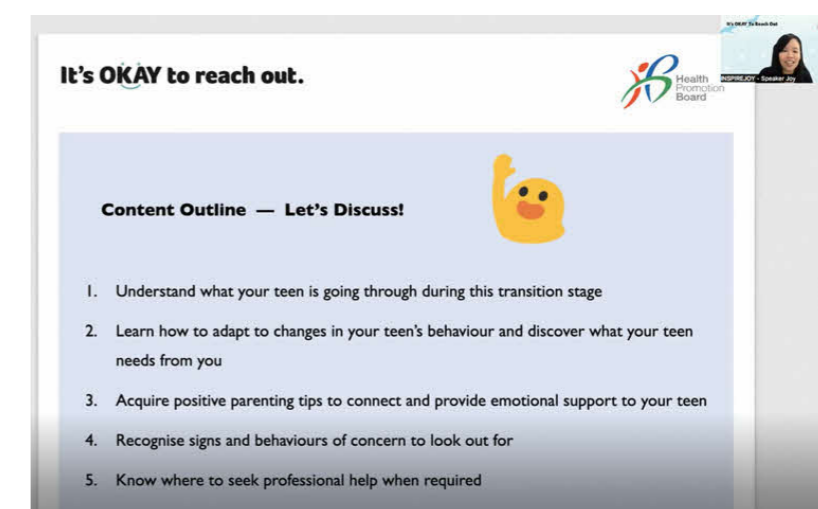
and workshops were also conducted for parents to learn how they can support their teenagers.

Post-campaign survey results showed that 78% of respondents agreed that the campaign captured their attention and inspired them to be more aware of changes in their teenagers. 80% of them were motivated to not only actively seek out information on how to emotionally support their child but also to reach out to support their child.

► MindSG provides information on how to spot behaviours of concern and tips on supporting teenagers emotionally.



► Webinars conducted for parents educate them on how they can better support their child.



## Promoting Nicotine-free Lifestyles



► Interactive quizzes during skits widen students' knowledge on the harms of smoking and vaping.



To promote a nicotine-free lifestyle among our young, the Health Promotion Board (HPB) organises programmes in primary schools, secondary schools and Institutes of Higher Learning (IHLs) to raise awareness of the benefits of leading a nicotine-free lifestyle. Skits during schools' assembly focus on preventing initiation by highlighting the harmful effects of smoking and vaping, debunking common myths surrounding them and sharing tips on how to stand up against peer pressure.

To ensure that the content is relevant, HPB pitches the messages according to the different student segments – 'Stay strong, Say No' skits for primary schools, 'Be Strong to Say No' skits for secondary schools and 'Don't FOMO' talks for IHLs. Talks conducted at IHLs also feature interactive quizzes and are integrated with

other relevant topics, such as the dangers of drugs and alcohol, and the importance of mental health and well-being.

To support smoking and vaping cessation for youth, HPB also provides face-to-face, group and individual counselling in more than 90 schools. To help youth smokers and vapers quit, HPB offers programmes with strategies for quitting and coping with withdrawal symptoms.

Student Health Advisors (SHAs) also provide tailored counselling on quitting to youth smokers and vapers in more than 60 schools. STRENGTHS, a group counselling programme, is offered to schools without SHAs. The programme adopts a strengths-based approach, encouraging students to adopt healthy coping mechanisms as opposed to

smoking or vaping, and channelling youths' attention away from smoking and vaping towards healthier alternatives, such as exercising. Outside of school, youths are supported through HPB's QuitLine's phone counselling services.

HPB collaborates with the Ministry of Education (MOE) and the Health Sciences Authority (HSA) to increase awareness of smoking and vaping among students and parents, and address smoking and vaping issues.

From June to September 2022, HPB partnered with MOE to engage 49 schools through the **Networked Learning Communities (NLCs)**. The NLCs involve key school personnel such as the Zone Director, Superintendents, Vice-Principals, Discipline Masters and Student Welfare Officers. At these engagement platforms, HPB highlights the programmes and resources it offers and gathers feedback for programme review. NLCs are also equipped with information about the harms and myths of smoking and vaping, and the penalties involved, which they can use to educate students.

In October 2022, HPB worked with HSA and MOE to issue a school advisory to all students and parents in primary schools, secondary schools and junior colleges, to remind them that vaping is illegal, has harmful health effects and is a gateway to smoking.

To equip parents with the skills and relevant information to engage their children on topics such as smoking, vaping and sexual health, HPB provided a video resource of the **Conversations with Your Teens on Smoking and Vaping and Sexual**

**Health** programme to parents in 2022.

The programme is targeted at parents who want to communicate better with their 10 to 14-year-old teenagers on such sensitive topics in a relatable manner.

The pre-recorded version of the live programme was shared with schools' parent support groups (PSGs), as well as placed on the MOE's online PSG Repository. Through the screening of the video, PSGs can easily disseminate tips that parents can use to engage in meaningful conversations with their youth. Parents learn how to listen to their youth respectfully and respond appropriately to their growing independence, as well as how to stay connected with them.

“  
*I like the programme very much because it teaches me ways to say no when offered a cigarette, as well as the benefits of not smoking.*  
”

- Primary 6 Student, Clementi Primary School

Five screenings were held from September to November 2022, reaching 170 parents, with 91% of them reporting an improvement in knowledge and 67% of them reporting increased confidence in communicating with their teenagers. Among the parents, 83% also found the information and tips useful.

# Supporting Parents and Caregivers



## Parent Role Modelling Campaign

The inaugural **Parent Role Modelling Campaign** was rolled out from 11 July to 16 October 2022. Targeting parents of children aged 3 to 10, the campaign emphasised the importance of role

modelling and informed parents of the small steps they could take to become role models for healthy living. Leveraging the 'You've got this' branding, parents were provided actionable tips and resources, such as parent-child activity kits.

The campaign was promoted across various platforms and through partnerships with well-known content creators. The campaign achieved a high awareness score of 79%, with a majority of the target audience agreeing that it was engaging and relevant, scoring 73% and 80% respectively. The initiatives were also further amplified with the support of various government agencies, maternity hospitals, and polyclinics, as well as commercial partners.

The campaign video attained 2.4 million views across social media platforms and YouTube, with the Parent Hub page seeing 322,411 unique page views during the campaign period.

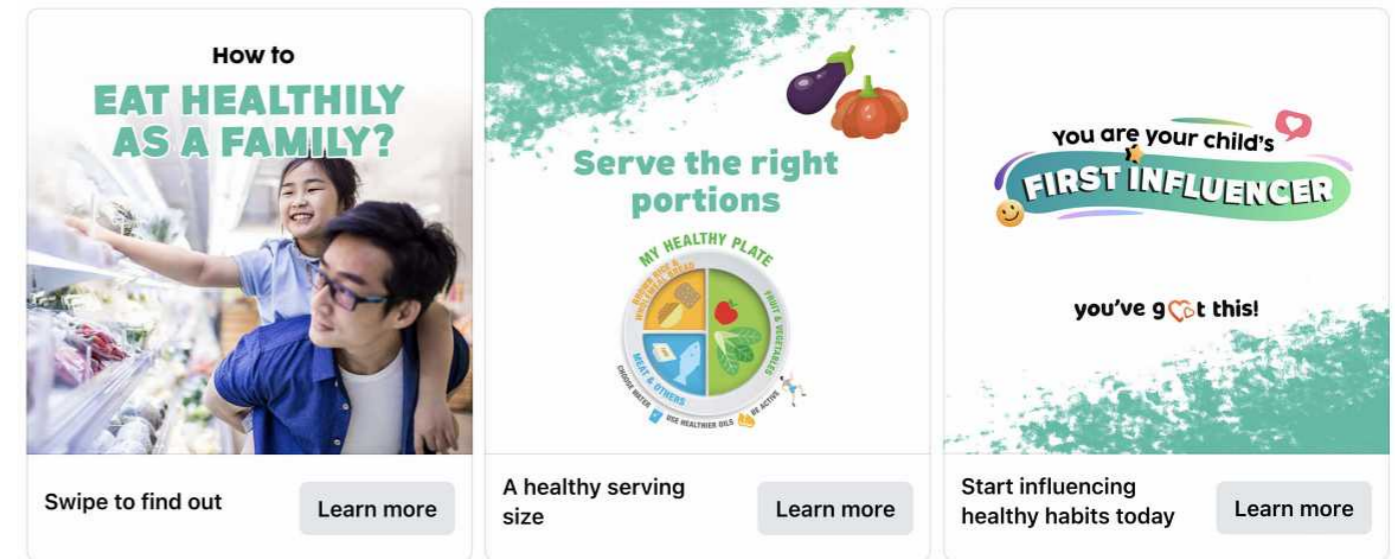
▶ A parent-child activity book provides parents with tips and resources to become role models for healthy living.



▶ The inaugural Parent Role Modelling Campaign was promoted across various platforms including MRT platform screen doors, bus stops and HDB lift displays.



▶ Bite-sized posts were published on social media platforms to encourage parents to be role models for healthy living.



## Parent Support Group Engagement

The Health Promotion Board (HPB) was invited by the Ministry of Education (MOE) to partner with them in their **Parent Support Group (PSG) engagement sessions** in January and September 2022. HPB shared tips and resources on mental health and well-being with the PSGs, and how parent workshops on supporting children in leading healthier lifestyles can be conducted.

Seminar in April was attended by 80 parents. HPB also supported Bedok Green Primary School's Healthy Eating, Active Living workshop in November, attended by 70 parents, where there was also a physical activity session for both parents and their children.

▶ The Healthy Eating, Active Living workshop conducted for parents and children at Bedok Green Primary School shared tips on how to eat healthier and keep active.



Through these engagement sessions, HPB strengthened its presence among schools as a strong partner for PSGs to advocate the importance of healthy living. A total of 128 PSG leaders from 70 primary schools, secondary schools and junior colleges attended these sessions.

HPB also supported two school-based PSG activities in 2022. A talk on stress management for children at Jing Shan Primary School's Mental Well-being

## Self-care Workshops for Parents

The mental well-being of parents has a significant impact on their children's mental well-being and development. In May 2022, HPB launched the **Dear Mama, It's Okay** and **Dear Papa, It's Okay** virtual

workshops to educate on the importance of self-care. The 'Parents-Only' version of the workshop provides practical tips to parents on stress management and improving their own mental well-being. The 'Parent-Child' version of the workshop includes interactive hands-on activities, such as a 'Get to know your family quiz', where children have an opportunity to create an e-card to show their appreciation to their parents.

HPB partnered with the Centre for Fathering in May and June 2022 to deliver two versions of the workshop, one targeted at mothers and another at fathers. In total, 10 sessions of the workshops were conducted, reaching out to 179 parents and 219 children. Representatives from the Centre for Fathering joined as guest speakers for the Mother's and Father's Day versions of the workshop, where they shared their own parenthood stories and tips on practising self-care.

In collaboration with My First Skool, which has a total of 146 pre-school centres, HPB delivered these workshops to more than 80 parents of pre-school children in July and August 2022. Leveraging My First Skool's Home Learning microsite platform, the collaboration allowed families to access the workshop easily through their own devices.

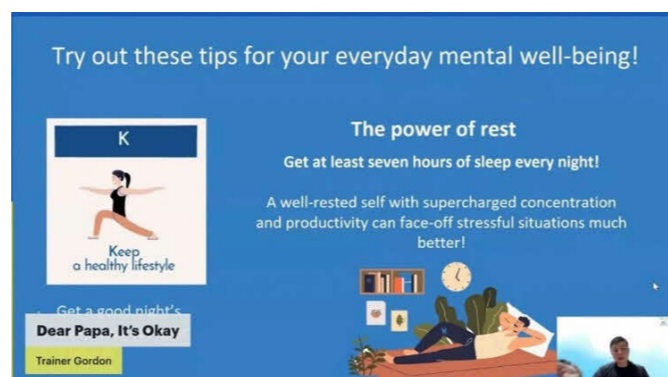
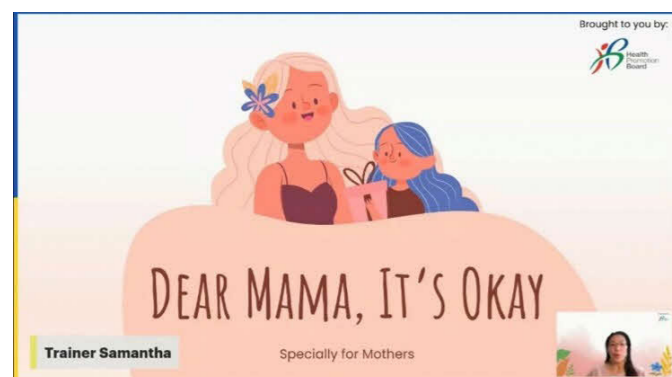
“

*I attended HPB's workshop on self-care for parents, and it was one of the most interactive webinars I have attended. The trainer was candid in sharing experiences that were related to the topic. The content could capture the audience and deliver the message well, and the presentation was excellent. Kudos to HPB for organising such amazing interactive presentations! I hope there will be more to come in future!*

”

- Ms Hafizah Kamal,  
mother of 2 children, aged 2 and 4

▶ Virtual workshops for parents provided useful tips for parents to practise self-care.



▶ At Singapore Indian Development Association's Project Give 2022, families bonded over making a Healthy Food Dice which can be used to plan creative, healthy meals at home.

## Family Fun Time

The **Family Fun Time** was a virtual programme for parents and caregivers of children from 3 to 6 years old to bond through hands-on activities and learn about adopting healthier lifestyles. Participants are also given activity kits such as the Healthy Food Dice, for families to plan creative meals and sustain healthy eating in a fun way at home.

The on-site version of the programme was introduced in June 2022 and subsequently evolved into a variety of on-site delivery formats. HPB also collaborated with various community organisations and government agencies such as the National Library Board, Sentosa Development Corporation, Singapore Indian Development Association and the People's Association Women's Integration Network Council, to bring the Family Fun Time programme to

more citizens, equipping them with the knowledge and skills for good practices on nutrition for themselves and their children. Through HPB's and its partners' events, HPB conducted 13 in-person sessions in 2022, reaching out to over 1,440 families.

“

*The Family Fun Time workshop was very informative and fun for children. Our daughter enjoyed it and learned the importance of healthy eating. The trainer was great and very interactive, engaging well with the children.*

”

- Mr and Mrs Kent Low,  
parents of 6-year-old daughter

## Eat Right, Feel Right

The **Eat Right, Feel Right** hybrid workshop targeted at grandparents and grandchildren was launched in October 2022. Recognising grandparents as one of the key caregivers of children, the workshop aims to share practical tips with grandparents on how they can inculcate healthier eating habits in their grandchildren. As of March 2023, over 12 on-site sessions and three virtual sessions were conducted, reaching over 300 grandparents and 280 children. The tips on encouraging healthier eating habits were also made into easy-to-understand infographics and shared with various partners including the Ministry of Social and Family Development, My First Skool, PAP Community Foundation and M.Y World, for them to amplify through their channels.

“

*My granddaughter and I benefitted from the talk on balanced diets, which we frequently paid less attention to. The session not only gave us insights into better nutrition but also created an opportunity for further bonding between us.*

”

- Mr Wong Chong Wai, 72 years old, grandparent of a 6-year-old at Eshkol Valley Pre-school

## Screen Time Management Webinar

HPB collaborated with KK Women's and Children's Hospital and the Asian Medical Students' Association to conduct a **webinar on managing screen time** for parents of pre-schoolers to improve their children's physical and mental health.

As a result of publicity efforts by HPB and the Early Childhood Development Agency, about 200 parents participated and found the webinar useful and informative. The post-webinar survey showed that 89% of them were more aware of the importance of limiting screen time, as compared to 42% pre-webinar.

▶ Grandparents were able to learn more about how to prepare healthier meals for their grandchildren, as part of the Eat Right, Feel Right workshop.



## Empowering Youth to Do Good



▶ Participants and organisers of the HPB X YCM Youth Mental Well-being Workshop in December 2022.

Since 2022, the Health Promotion Board (HPB) has worked with the National Youth Council (NYC) to empower youths to develop and lead health promotion projects through the **Young ChangeMakers (YCM) grant**. The YCM grant provides seed funding of up to \$5,000, mentorship by YCM youth curators and networking opportunities for youth applicants.

In October 2022, HPB and NYC launched the inaugural HPB X YCM grant call for youth-led mental well-being projects. More than 30 youths registered their interest in the grant call. About 20 youth applicants participated in a workshop on advocating youth mental well-being through peer communication in December 2022 to kickstart their project ideation before they continued to further develop their project ideas in 2023.

▶ A participant of the HPB X YCM Youth Mental Well-being workshop shared about her experience.



**Pei Rong Cheo**  
Career Coach | Educator | Change-maker | Spe...  
6mo · 0

I started volunteering in the [#mentalhealth](#) space in 2020 when COVID-19 hit us. Our mental health is intricately connected with other aspects of our lives, such as our physical, occupational, and social wellness.

At the Youth Mental Well-being workshop organised by the [National Youth Council Singapore](#) and [Health Promotion Board](#) yesterday, I connected with youths who are also passionate about this cause. It was so inspiring to learn about their ideas, experiences, and ground-up initiatives. We discussed how we can improve our people relationships, facilitation, engagement, and project planning skills to increase our effectiveness in youth mental health advocacy work and initiate better ground-up projects targeted at youths.

💡 Really excited to be developing ideas to address a specific youth mental health problem that is close to my heart. There's still so much more to learn and do!

Grateful to [Brendan Tan](#), [Geraldine Soh](#) for organising this workshop and [@Pamela Chong](#) for the very energetic and engaging facilitation!

🗨️ Share your thoughts and connect with me if you are also passionate about this topic!

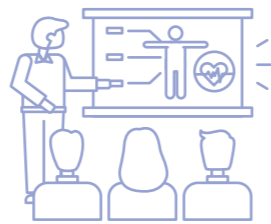
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## Collaborating Towards a Healthier Workforce

The Health Promotion Board (HPB) partners with stakeholders to create health promoting work environments and provide accessible health programmes to support the workforce in developing healthier lifestyles.

## Building Healthier Work Environments



As an integral part of the Tripartite Oversight Committee on Workplace Safety and Health, which drives workplace health and safety initiatives in Singapore, the Health Promotion Board (HPB) works with other public agencies, unions and private sector partners to encourage the adoption of workplace health programmes and practices through various approaches.

A key strategy is transforming workplaces into **Healthy Workplace Ecosystems (HWEs)** that facilitate workers' access to health promoting programmes such as mass workouts and health workshops. Through partnerships with landlords, developers and business associations, HPB leverages shared resources within precincts, industrial and business parks, and business districts to organise programmes that are tailored to suit the needs and demographics of workers in the HWEs. As of 31 March

2023, the number of HWEs had grown to 86 from 78 in the previous year, reaching over 451,000 workers.

In 2022, working communities in different HWEs were engaged through themed events beyond the regular activities available to them. Live It Up!, a wellness and community festival organised by CapitaLand and supported by HPB in June 2022 to promote holistic well-being, featured a wide range of uniquely curated programmes across CapitaLand's malls and workspaces. They comprised a series of physical and mental well-being activities such as Glow Stick Fitness, Jump Rope Fitness and Zentangle workshop, which drew over 700 participants.

The **Vertical Challenge**, a joint initiative with the Singapore National Employers Federation (SNEF) and Frasers Property, was also organised to encourage working adults in the Central Business District to keep active and contribute to a good cause at the same time. Participants took part in a friendly competition, climbing 39 flights of stairs at Frasers Tower. For every participation, Frasers Tower and SNEF donated \$20 to the Children's Aid Society to provide warm meals to children. Over 200 participants joined the challenge.

HPB has also been collaborating with **Business Improvement Districts (BIDs)** to accelerate outreach efforts to workers. These districts were established through the Urban Redevelopment Authority's pilot programme to enhance the vibrancy of precincts through place management efforts initiated by private sector stakeholders in the BIDs.



▶ A vertical challenge event engaged working adults in the Central Business District to keep active.  
Photo credit: Singapore National Employers Federation

In 2022, HPB sealed its partnership with Marina Central BID to enliven the Marina Central district. The partnership was cemented to integrate healthy living into the precinct and increase workers' access to health promoting initiatives that support

workers in being more active. Over 20,000 workers and tenants in the precinct will benefit from the collaboration, which will see a host of health activities designed and curated for the working community in the district.

## Engaging the Mature Workforce Towards Healthier Lifestyles



The Health Promotion Board (HPB) delivers targeted programmes to the doorstep of workers in priority sectors with a higher proportion of the mature workforce. Through these programmes, mature workers in the transport and logistics, education, cleaning, retail, food and beverage, healthcare and security sectors are provided access to health programmes relevant to their needs.

During the year, HPB worked closely with key partners such as the Early Childhood Development Agency and the Academy of Singapore Teachers under the Ministry of Education to organise health activities under **Health Champs**.

Launched in 2016, Health Champs is a workplace health promotion programme for working adults in educational settings, including pre-schools, schools, and

“  
The mental wellness workshop on building resilience and optimism at workplaces was very useful.  
”

- Participant from the Singapore Institute of Technology

Institutes of Higher Learning. Tailored to suit the needs of those working in the education sector, the programme comprises virtual and on-site health workshops that cover various topics such as mental wellness, nutrition and physical activities to foster healthier lifestyle habits among participants. Between April 2022 and March 2023, 8,400 individuals benefitted from Health Champs, bringing this to a total of over 42,000 participants since its launch.



▶ A Stretch and Tone exercise conducted for Nanyang Technological University staff during their staff wellness event.

“

*The Health Champs programme offered a meaningful and fruitful session on mental wellness and stress management.*

”

- Participant from the PAP Community Foundation

▶ Staff from the Institute of Technical Education College Central learning relaxation and mindfulness techniques during a Stretch and Breathe health session.



▶ Cleaners learning simple stretching exercises to better manage body aches and pain.



**In the cleaning sector** where employees are often scattered across multiple work sites and tend to have limited access to health promotion programmes due to their unstructured work patterns, HPB adopts a multi-pronged approach in engaging the mature workers. A key approach is bringing customised programmes to places where many cleaners employed by different companies congregate such as tertiary institutions, hawker centres, heartland malls, business precincts and industrial parks.

Collaborating with the Nanyang Technological University in June 2022, health programmes were brought to workers from several cleaning companies within the campus. The workers were given time off to participate in health screening and coaching sessions, which equipped them with health tips and information to take charge of their health and cultivate better work and lifestyle habits. The initiative enabled the workers to monitor their health and take appropriate actions towards healthier lifestyles such as engaging in regular physical activity and adopting healthier diets.

Over 7,100 cleaners had benefitted from the initiative, as of 31 March 2023.

Apart from the priority sectors, HPB also reaches out to the gig economy and self-employed workforce which comprises a high proportion of mature workers. They include taxi and private-hire vehicle drivers, delivery drivers, private tutors, creative freelancers, coaches and instructors.

“

*The stretching exercises were useful as they reduced my back ache.*

”

- Madam Chan Siew Ngoh, 55, Cleaner

▶ Cleaners attending a health screening at the Nanyang Technological University campus.



“

*The programme is good, as my cleaning staff received complimentary health screening on-site without the hassle of having to book an appointment at a clinic. They also picked up health tips to improve their health.*

”

- Ms Yusrina Binte Eunus, Cleaning Supervisor, Titan Facilities Management

In 2022, HPB ramped up its health initiative through more touchpoints to equip more gig workers and self-employed individuals with knowledge and skills to improve their physical and mental well-being. Together with key stakeholders and platform partners such as ComfortDelGro, Deliveroo, Foodpanda, Grab and NTUC Freelancers and Self-Employed Unit, workplace health programmes were made accessible to the workers who tend to have irregular work patterns. These include health screening for chronic diseases, customised follow-up health coaching sessions on topics such as nutrition, physical activity and mental well-being, physical activity sessions and mental well-being workshops.

Tailored to support the workers' health needs, the programmes were conducted in virtual and on-site modalities at touchpoints accessible to them. Through the programmes, participants acquired useful tips that they could practise in their own time for their physical and mental health such as stretching exercises and stress-coping techniques.

Between April 2022 to March 2023, the programme benefitted 4,600 individuals, bringing the total number of participants to 16,000 since its initiation in 2019. About 70% of participants who attended the mental well-being workshops reported to have gained more knowledge and learnt new skills to better care for themselves and improve their well-being.

“The tips on good posture shared by the health coach, such as sitting straight and coming out of the car to do some stretching exercises, helped me relieve the back pain I felt while driving.”

- Ms Suriani Bte Selamat, Grab driver

“I had not gone for any check-up in the hospital or health screening in the past. After participating in the health screening organised by HPB, I found my blood pressure to be a bit high. From there, I tried to cut down on unhealthy food and to exercise more.”

- Mr Thana Segaran A/L Sundram, Grab driver

▶ Mental well-being experiential workshop and health screening, including BMI and waist-hip measurements conducted for NTUC Freelancers and Self-Employed Unit members.



▶ A health screening session for Grab drivers and food delivery workers.



“In the past year, I had been experiencing cramps in my legs during sleep. Since joining HPB’s physical activity classes, the exercises have helped me to be more flexible and I experience fewer cramps during my sleep.”

- Ms Aw Sihui, GrabFood delivery partner



## Promoting Healthier Workplaces

To promote **healthier workplaces**, the Health Promotion Board (HPB) offers co-funded workplace health programmes to small- and medium-sized enterprises (SMEs) and non-SMEs through the Workplace Outreach Wellness (WOW) programme. Companies can choose from a range of curated offerings relevant to their employees and organisational needs to support their employees in leading healthier lifestyles.

The programme includes health screening and coaching, physical activities, as well as workshops on mental well-being, nutrition, ergonomics and smoking cessation. Since its introduction in 2020, nearly 1,000 companies had participated in at least one activity under WOW.

In May 2022, the National Steps Challenge™ Corporate Challenge was refreshed from a seasonal programme to one that companies could join at any time of the year and employees who participated in the challenge were encouraged to meet the physical activity milestones collectively by staying active as a team.

Through active engagements with the companies, participation in the refreshed Corporate Challenge increased by almost 20% from the previous year.

To encourage holistic efforts that engender well-being at workplaces, HPB also continued to partner with the Workplace Safety and Health Council to promote **Total Workplace Safety and Health** through programmes that place emphasis on both workplace safety and workers' health throughout the year.



## Leveraging Technology for a Healthier You

In the design of citizen-centric programmes to encourage healthy living, the Health Promotion Board (HPB) makes use of technology and behavioural insights. This allows HPB to continuously innovate and develop user experiences that can effectively engage and nudge Singaporeans towards adopting healthier lifestyle habits.

## Analysing for Insights



The **National Population Health Survey (NPHS)** is an annual population health survey that seeks to better understand the health and risk factors, as well as lifestyle practices of Singaporeans. It analyses demographics and health-related factors such as chronic diseases, exercise, health screening, mental well-being, nutrition and smoking, allowing the Health Promotion Board (HPB) to keep track of the prevalence of non-communicable diseases, health behaviours and risk factors of Singapore residents. With the data from the NPHS, HPB and the Ministry of Health can better formulate and assess policies and programmes to improve Singaporeans' health.

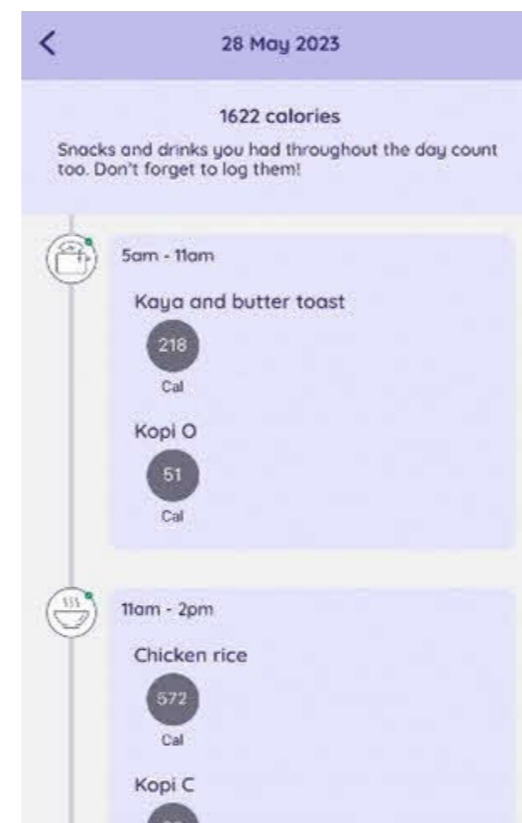
Findings from the NPHS are published annually and raise the general public's awareness of Singaporeans' health. It also identifies key areas and emerging trends to be focused on.

To gain insights into the health behaviours and risk factors of the youth population segment, the **Youth Health Survey**, which entails both surveys and health screening, was piloted in educational institutions. Self-reported data and data from urinary cotinine tests enabled better estimates of the prevalence of smoking and vaping practices among the youth.

Using technology, insights can also be applied to innovate for the future. With the integration of a diet logging tool on **Health**

**Insights Singapore**, a technology-enabled longitudinal study that examines the lifestyle behaviour patterns of citizens across health domains, HPB can better analyse Singaporeans' eating and drinking habits, besides their physical activity patterns. This provides a comprehensive overview of their lifestyles so HPB can better design citizen-centric programmes, such as providing more

▶ The digital diet logging tool allows users to track what they consume throughout the day and determine their total daily calorie intake.



▶ Youth Health Survey pilot health screening sessions in schools and Institutes of Higher Learning.



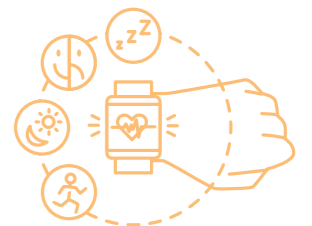
tailored feedback to participants based on key dietary patterns so that they can improve their eating behaviour.

With human-centric design and nudges, the tool is intuitive to use and encourages users to track what they consume, allowing them to be able to calculate their total daily calorie intake. This allows HPB to better understand individuals' dietary patterns, identify population segments at risk of poor dietary behaviours and deliver timely interventions and customised feedback to improve dietary behaviours.

The digital diet logging tool includes

food photo-recognition capabilities, so dietary intake and trends across lifestyle domains can be studied. Besides the photo recognition function, the platform has a comprehensive calorie and nutrient database of over 3,000 commonly consumed local food and beverages. This ensures HPB has a comprehensive understanding of the average citizen's diet.

Around 6,000 participants aged between 19 to 79 regularly utilised the tool in the study since 2018, logging their food and drinks for six days per month on average.



## Implementing Tech-driven Programmes

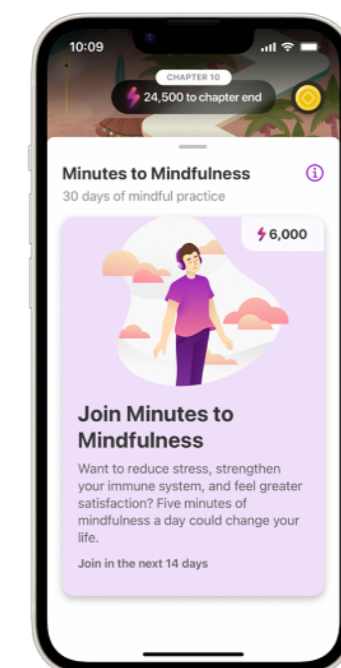
Since October 2020, **LumiHealth** has encouraged Singaporeans to take charge of their health and be more active. Enabled by Apple Watch, LumiHealth is an app-based holistic health and well-being programme. As of March 2023, LumiHealth has been downloaded over 411,000 times.

As of 31 March 2023, users have participated in over 25.3 million challenges that cover a variety of topics such as physical activity, nutrition, mental well-being and sleep. On average, participants increased their weekly exercise minutes by 35% compared to the month before downloading the app. In particular, participants who were identified as having low activity levels or higher body mass index (BMI) of 23 and above increased their weekly exercise duration by about 46% and 34% respectively.

Additionally, the programme encouraged users to take care of their mental health. Since its inception, participants have logged over 27.8 million mindful minutes on their Apple Watch. Around 80% of participants have completed mental well-being challenges, increasing their awareness and adoption of mental well-being management strategies.

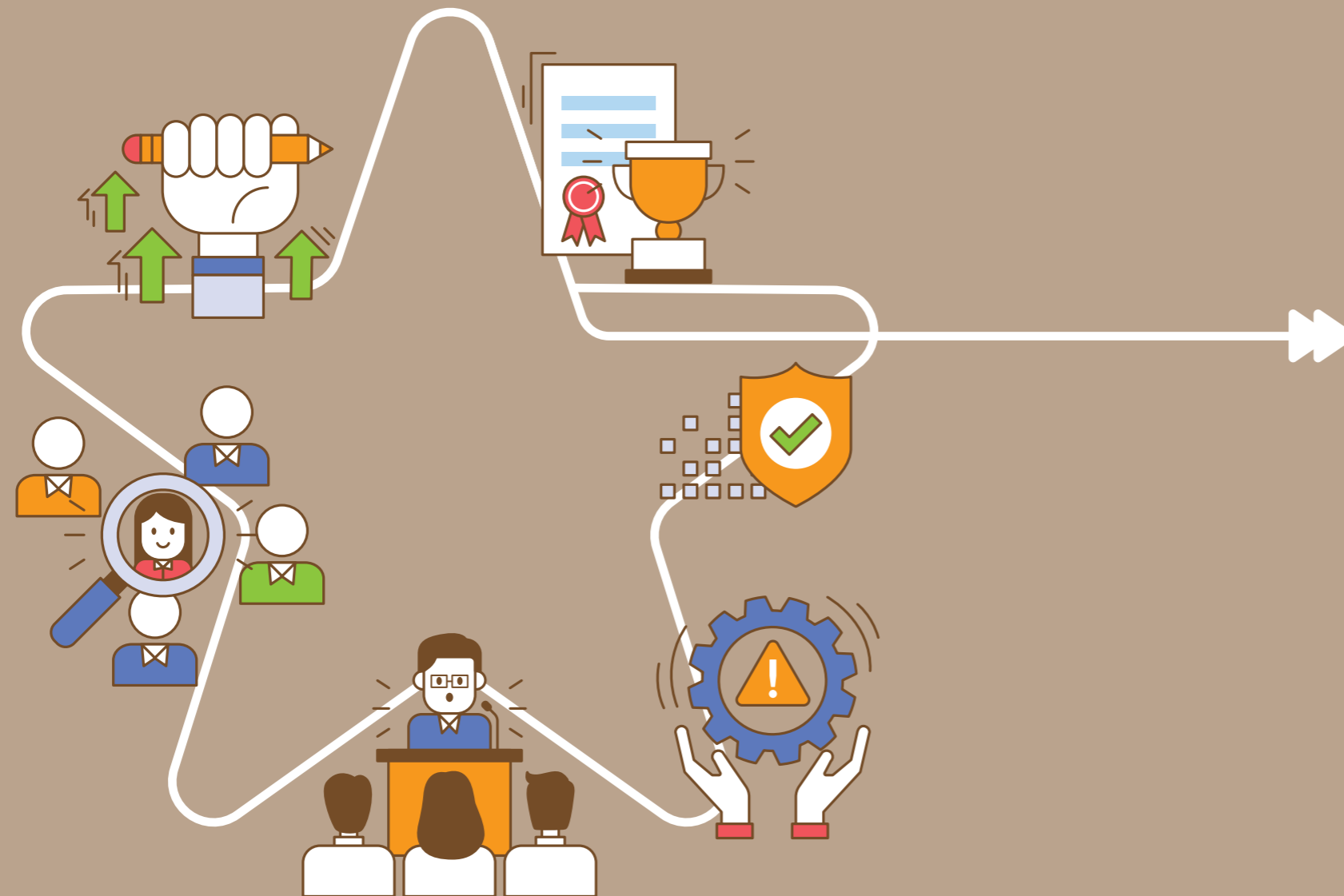
“For me, the journey was an eye-opener. I am a very happy and fit person today compared to when I started in November 2020.”

- Mr Muthu Vinayagam, LumiHealth user



▶ LumiHealth encourages users to take care of their mental health through challenges on mindfulness and mental well-being.





## Journeying Towards Excellence

The key to the Health Promotion Board's (HPB) organisational success is a shared commitment to delivering health promotion initiatives for a healthier Singapore. To achieve this, HPB actively engages with regional and international health promotion partners to share knowledge and expertise.

## Collaborating and Sharing with Global Partners



► Health Promotion Board's Chief Executive Officer, Mr Tay Choon Hong, meeting Head of Brunei's Health Promotion Centre, Dr Norhayati binti Hj Md Kassim.



► HPB representatives led by Chief Executive Officer, Mr Tay Choon Hong, with representatives from the Brunei Health Promotion Centre.



### International Collaborations in Key Regional Conferences

The Health Promotion Board (HPB) stays up to date on best practices in the field of preventive healthcare, participating in key conferences to exchange experiences and knowledge. This enables the organisation to be at the forefront of innovation and thought leadership for health promotion and disease prevention.

HPB's Chief Executive Officer, Mr Tay Choon Hong, presented on the National Steps Challenge™ at the **2<sup>nd</sup> Association of Southeast Asian Nations (ASEAN) Digital Public Health Conference** in November 2022. Hosted by the Ministry of Finance and Economy (Brunei), Ministry of Health (Brunei) and the Brunei Investment Agency, the event was attended by over 100 guests including policymakers from various health agencies and stakeholders. Mr Tay shared Singapore's precision public health strategy and the design principles of HPB's programmes, as well as learning points that could be applicable to other contexts.

At the subsequent panel discussion on 'Opportunities and Challenges of Health Promotion and Disease Prevention in the Digital Era', Mr Tay proposed improved documentation methods and sharing sessions to support the health promotion journeys of other countries. He also encouraged collaboration among nations, such as by sharing behaviour modification data to facilitate the designing of health promotion programmes. HPB representatives also visited fellow health promotion counterparts at Brunei's Health Promotion Centre.

### International Collaborations with Health Promoting Agencies

In HPB's work, strong bilateral relations with international health promotion organisations are important to enable the exchange of best practices in dealing with NCDs. International engagements allow HPB to gain valuable insights as well as share its strategies and expertise to contribute to the global capability for health promotion.

As a World Health Organisation Collaborating Centre for Health Promotion and Disease Prevention, HPB works with health promotion institutions around the world and hosts valuable exchanges and discourse on the prevention of NCDs. In 2022, these included engagements with the WHO Western Pacific Regional Office (WPRO) and Dr Rabindra Abeyasinghe, the WHO country representative to Malaysia, Brunei and Singapore. HPB's Precision Public Health framework was also featured in the WPRO's Regional Action Framework for NCD Prevention and Control in the Western Pacific. This profiled Singapore's thought leadership in health promotion and its contributions to increasing health promotion capabilities in the region.

► HPB hosted representatives from VicHealth.



Director (Innovation Office) Mr Terence Ng presented virtually at the **4<sup>th</sup> Regional Forum of World Health Organization (WHO) Collaborating Centres in the Western Pacific** in November 2022. The sharing covered HPB's precision public health journey and how technology and data-driven approaches are utilised to deliver tailored health interventions to individuals, as well as deepen citizen engagement in sustaining healthy living. Through this platform, HPB and other health promotion agencies, shared with regional leaders ways to accelerate innovation in the healthcare industry. This supports the WHO Western Pacific Region's vision of 'For the Future: Towards the Healthiest and Safest Region', where member states are encouraged to innovate practices and adopt new technologies to advance their healthcare systems.

Dr Chew Ling, Head of the World Health Organisation Collaborating Centre for Health Promotion and Disease Prevention, HPB, spoke at the **National University of Singapore Saw Swee Hock School of Public Health's ALPHA Fellowship Programme** in June 2022. She shared HPB's strategic approaches to health promotion and evaluation. The discussion aimed to inspire the future generation of public health leaders in the region and supported Singapore's efforts in nurturing a shared future for ASEAN countries in the health agenda.

HPB also took part in the **ASEAN Health Cluster's 'Meeting on Responding to Non-Communicable Diseases (NCDs) amidst the COVID-19 Pandemic'** hosted by the Philippines in April 2022. HPB shared its learnings and renewed approaches to health promotion while adapting to behavioural changes in the population arising from the impact of the COVID-19 pandemic. The exchange of knowledge at the meeting further informed the regional participants of the various NCD interventions and strategies to counter future diseases.

▶ HPB was visited by representatives from the Seoul Metropolitan Government.



HPB also hosted visits from international partners, including delegations from Thailand, The United Kingdom, Mongolia, Australia and South Korea. These visits allowed the exchange of information regarding topics such as obesity, tobacco use and mental health. HPB also participated in virtual meetings under the International Network of

Health Promotion Foundations, engaging with representatives from ThaiHealth, VicHealth, TongaHealth and other health promotion organisations to share best practices in dealing with NCDs.

### Sharing Knowledge and Expertise

To support the global development of capability, standards and frameworks for health promotion, HPB continues to share knowledge and expertise across regional and international platforms. For the NOURISHING Framework, a database which provides an overview of government policies from around the world promoting healthy diets, that is hosted on the World Cancer Research Fund International website, as well as the ASEAN School Nutrition Package, HPB shared information on HPB policies to help develop improved standards and frameworks for all health promotion bodies. HPB also contributed to the Southeast Asia Tobacco Control Alliance's online resource hub to support health policies on reducing the influence of tobacco products.

## Engaging and Recognising Our Staff



As the Health Promotion Board (HPB) progresses towards its vision of a Healthier Singapore and Precision Public Health, it continues to endorse a **'people-first' culture** and engages its staff throughout the year.

### People-first Engagement

Over the year, HPB staff were regularly engaged in the organisation's key priorities, latest developments and values across various board-level and smaller group platforms. Internal communications

platforms such as townhalls, digital newsletters and knowledge-sharing sessions support alignment on the organisation's directions amongst staff. HPB's strong emphasis on inclusivity and a 'people-first' culture have also led to carefully designed staff engagements, such as dialogues, fireside chats and engagement surveys. These aim to provide avenues of feedback so that staff's voices can be heard and their needs identified, in order for targeted support to be provided.



▶ Board-level events such as townhalls were platforms to engage HPB staff on the organisation's priorities and developments, and recognise staff for their contributions.

At HPB's year-end celebration, staff shared perspectives on the most significant and memorable milestones for the year in their HPB work, and exemplary individual and team contributions were recognised through HPB's annual internal awards.

For the first time in two years after the COVID-19 pandemic, HPB staff also gathered to reflect on their meaningful contributions to public health at a National Day Observance Ceremony.

### People Wellness @ HPB

To support the well-being of staff, HPB's holistic health framework promotes mental, social and physical well-being through education and activities, supportive workplace policies and culture and comprehensive medical benefits.

Policies, resources and programmes were designed to support staff with a flexible work environment. Amidst work schedules, protected time has also been built in as an HR practice, enabling HPB staff and their

teams to have some time to also partake in activities of their choice that support their well-being.

### Developing Our People

Due to the rising complexity, growing challenges and rapid changes in the operating environment, HPB leveraged the **Competency-Driven Growth** approach in all areas of human resource activities, including recruitment, performance management, career, and individual and talent development.

To provide more holistic and varied development pathways for staff, the career development ecosystem was enhanced. HPB's Career Development and Individual Development Planning competency-based approach empowers staff to systematically identify targeted learning and career opportunities. To help staff plan for their professional and personal development, the HPB Career Development Playbook and a structured Career Planning workshop were also launched.

► HPB staff are empowered to identify learning and career opportunities, as well as to equip themselves with relevant competencies.



As part of the Competency-Driven Growth approach, HPB staff were also encouraged to build up their core, leadership and data analytics competencies. To enhance data literacy and analytics capabilities, as well as promote a culture of good data management, Data Analytics Competency Playbooks, sharing sessions and training opportunities were implemented within HPB.

In 2022, 22 sessions of in-house data analytics programmes were organised to equip staff with the necessary skills. To increase data literacy among staff, 'Digibite Wednesday', a quarterly sharing session, was also launched in October 2022. In the inaugural session, 35 attendees from 16 departments discussed how a central analytics dashboard could help staff analyse data. During the year, close to 60 staff were trained and kept up to date on data security measures.

### Developmental Opportunities at HPB

To enable staff to gain exposure and insights beyond their existing roles, talent development initiatives are also in place. Staff have access to opportunities such

as internal job rotations and whole-of-government short-term opportunities through gigs and secondments. In 2022, five staff members were awarded sponsorship and scholarship opportunities to grow their domain expertise and prepare for new job responsibilities as part of talent and leadership development.

The Young Officers Development Accelerator Programme welcomed the second batch of managers in 2022, following the success of the pilot run in 2021. Staff worked with their coaches and mentors to enhance their skills and achieve planned goals during the one-year structured programme.

Beyond staff programmes, HPB also collaborates with academic institutions to offer their students industry experience and introduce them to the meaningful work done in HPB and the work opportunities available. Some of these employment opportunities include on-the-job internships, mentorship and networking programmes and relevant industry projects. Following their positive work experiences, interns have also returned to join HPB as permanent staff.

### Supporting Our Workforce More Effectively

HPB's investments in human resources transformation efforts allow it to better support its workforce. Since April 2022, HPB has leveraged VITAL's whole-of-

government system to manage payroll processing. VITAL is the Singapore Public Service's central agency for corporate shared services, managing and transforming corporate service delivery for the whole-of-government.



## Celebrating Excellence and Commitment

The Health Promotion Board (HPB) recognises exemplary staff who show passion and commitment in pursuing excellence in their duties through multiple platforms. HPB recognises and celebrates our staff's dedication and pursuit of excellence in their public service duties.

Operating Officer, who both received the Pingat Pentadbiran Awam 'PPA' (The Public Administration Medal) (Gold). HPB, alongside the Testing Operations and Vaccination Operations teams, was also awarded The President's Certificate of Commendation for our contributions.

### EPIC Awards 2022

To celebrate those who strongly demonstrate the organisation's core values of 'Excellence', 'People-centricity', 'Innovation' and a willingness to 'Collaborate for impact' (EPIC), 170 HPB employees and 19 projects were recognised at HPB's internal EPIC Awards in December 2022. Long Service Awards were also given out to 30 colleagues in recognition of their long-term dedication and commitment in supporting HPB's vision of a healthier Singapore.

### National Day Awards 2022

Six staff members were recognised for their hard work and dedication to health promotion work for the nation across various fronts at the National Day Awards (NDA) 2022.

Ms Kris Ong, Deputy Director of the Workplace Health and Outreach Division, and Mr Yeo Khan Tze, Deputy Director of the Innovation Office, were both awarded the Commendation Medal. They played vital roles as part of the COVID-19 swab operations by setting up operational procedures, supporting manpower deployment and ensuring that the team morale stayed high.

### National Awards (COVID-19) 2022

Many dedicated staff contributed to our nation's fight against COVID-19 at the height of the pandemic from January 2020 to May 2022. In recognition of their efforts, 53 HPB staff were commended at the State-level National Awards (COVID-19) in December 2022. Notable awardees included Mr Zee Yoong Kang, HPB's former Chief Executive Officer, and Mr Koh Peng Keng, HPB's Chief

Mr Tan Soon Lee, Senior Manager of Youth Preventive Service (Dental Therapy), and Ms Lynn Ng, Executive Manager of Human Resources and Organisational Development, were awarded the Efficiency Medal. Mr Tan stepped out of his comfort zone and joined the COVID-19 school vaccination team and was commended for the excellent care that

he gave to his patients. Ms Ng demonstrated independence and was quick to implement innovative methods to ensure organisational learning could continue despite the pandemic restrictions.

Ms Christine Yeo, Senior Manager of Youth Preventive Service (Dental Therapy), and Ms Rahmah Binte Sulaiman, Principal Enrolled Nurse of Youth Preventive Service, received the NDA Long Service Medal in recognition of their 25<sup>th</sup> and 29<sup>th</sup> year of service respectively.

► HPB staff were recognised for their hard work and dedication at the National Day Awards 2022.



## COVID-19 Public Service Transformation Award

HPB's contributions to whole-of-government efforts in protecting Singaporeans during the COVID-19 pandemic were recognised at the COVID-19 Public Service Transformation Awards on 6 July 2022.

The awards for HPB include the 2022 One Public Service Awards for COVID-19 Vaccination Operations and Enhanced Stay-Home Notice Operations, the 2022 Agility Awards for Building Enterprise Resilience during COVID-19 and Enabling Public Health Preparedness Clinics during COVID-19, the 2021 One Public Service Award for HPB's COVID-19 Polymerase Chain Reaction Testing Capacity Expansion, and the 2021 Agility Award for HPB's Testing Operations Centre C2.

## Tan Chin Tuan Nursing Award

Ms Zaithon Binti S. Abdul Kader, Principal Enrolled Nurse, Youth Preventive Service, was conferred the 16<sup>th</sup> Tan Chin Tuan Nursing Award for Enrolled Nurses on 21 November 2022. The national award honours her for her dedication to advancing her nursing skills.

► HPB's COVID-19 Vaccination Operations were recognised for their contribution at the COVID-19 Public Service Transformation awards.



# 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 registered as a charity (Registration no: 01810) under the Charities Act [Chapter 37] since 17 September 2004 and has been deregistered effective 31 October 2022.

## Board of Directors

As at 31 March 2023, the Board of Directors (the Board) comprises nine 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 and Risk Management Committee, Medical and Dental Board, and Finance and 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 a tiered structure, which takes into consideration the different workload and responsibilities held by the various members as shown:

Position	Allowance for FY2022/2023 (\$)
Chairman of the Board	22,500
Chairman of Audit and Risk Management Committee	16,875
Member of Audit and Risk Management Committee and Chairman of Sub-Committee	11,250
Member	5,625

## Disclosure and 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.

Among the top three HPB key executives in FY2022/2023, three key executives receive annual remuneration between \$500,000 and \$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 2023, HPB's reserves stood at \$78.7 million (or 21% of HPB's annual expenditure) and are unrestricted for use to fund capital and operational requirements, including the funding of deficits as and when they arise.

# Board Meeting Attendance

Four meetings were convened in FY2022/2023, on 20 June 2022, 27 September 2022, 6 December 2022 and 13 March 2023.

Appointment	Name	Attended
Chairman	Mr Philip Lee Sooi Chuen	3
Member	Prof Chia Kee Seng <sup>(c)</sup>	2
Member	Prof Chua Hong Choon	2
Member	Prof Fatimah Lateef <sup>(d)</sup>	3
Member	Dr Lim Kuo-Yi	2
Member	Ms Tang Zhi Hui (with effect from 1 September 2022)	2
Member	Ms Low Yoke Kiew <sup>(d)</sup>	4
Member	Mr Gerard Toh Wen-Wei <sup>(a)</sup>	4
Member	Mr TK Udairam <sup>(b)</sup>	4
Member	Prof Tan Chorh Chuan <sup>(d)</sup> (term ended 31 August 2022)	1
Member	Mr Tay Choon Hong (term ended 30 June 2022)	1

<sup>(a)</sup> Chairman, Audit and Risk Management Committee

<sup>(b)</sup> Chairman, Finance and Investment Committee

<sup>(c)</sup> Chairman, Medical and Dental Board

<sup>(d)</sup> Member, Audit and Risk Management Committee

# Risk Management and Internal Controls

## Risk Management

The Risk Management Steering Committee was established in June 2022 to maintain oversight of risk management in the Health Promotion Board (HPB). It is supported by the Risk Management, Operational Excellence and Compliance Division, in partnership with divisions across the organisation. This ensures the continued effectiveness of HPB's controls and that HPB's work is conducted in compliance with all relevant policies, guidelines and internal procedures.

There is also an integrated Risk Management Framework in place, to identify, assess, monitor and manage risks and opportunities which may impact HPB in achieving its objectives. Based on the ISO 31000 Risk Management Standard, the framework sets out the governance structure for managing risks, HPB's assessment approach as well as risk categories. Risk management and mitigation strategies make up a vital part of HPB's daily operations, annual planning and budget.

## Whistle-blowing Policy

An Internal Disclosure (whistle-blowing) policy is also in place to empower staff to report wrongful practices in the HPB, which goes to secured channels manned by the Internal Audit Function. Information provided is safeguarded and all cases are reported to the Audit and Risk Management Committee.

## Internal Audit

The Internal Audit function (IA) reports to the Audit and Risk Management Committee (ARMC) and operates independently from the other divisions of HPB. The role of IA is to provide independent and objective assurance to the management and ARMC on the adequacy of governance, risk management and controls processes within HPB. This is aligned to the Code of Ethics and the International Standards for the Professional Practice of Internal Auditing set by the Institute of Internal Auditors.



# Annual Financial Statements



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## Statement by Directors

*For the financial year ended 31 March 2023*

We, Philip Lee Sooi Chuen and Tay Choon Hong, 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 2023 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



**Tay Choon Hong**  
Chief Executive Officer

5 July 2023

## Independent Auditor's Report to the Member of Health Promotion Board

*For the financial year ended 31 March 2023*

### 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 2001 (the “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 2023 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 2023;
- the statement of comprehensive income for the financial year ended 31 March 2023;
- 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 2023*

### 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 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 2023*

### 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:

- 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 and the requirements of any other written law applicable to moneys of or managed by the Board; and
- 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 2023

### 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 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, 5 July 2023

## Statement of Financial Position

As at 31 March 2023

	Note	2023 \$'000	2022 \$'000
<b>Non-current assets</b>			
Property, plant and equipment	4	18,679	25,631
Intangible assets	6	4,486	8,101
Financial assets, at amortised cost	7	4,896	14,996
		<b>28,061</b>	48,728
<b>Current assets</b>			
Receivables	8	6,746	6,053
Prepayments		3,162	3,264
Grant receivables	9	8,207	34,840
Cash and cash equivalents	11	192,132	212,527
		<b>210,247</b>	256,684
<b>Current liabilities</b>			
Payables and accruals	12	78,481	112,758
Lease liabilities	5	4,667	5,182
Grants received in advance	9	15,432	63,723
Provision for contribution to consolidated fund	19	2,289	-
		<b>100,869</b>	181,663
<b>Net current assets</b>		<b>109,378</b>	75,021
<b>Non-current liabilities</b>			
Deferred capital grants	13	220	59
Lease liabilities	5	45	4,777
Obligations in respect of pension scheme	14	7,257	7,563
		<b>7,522</b>	12,399
<b>Net assets</b>		<b>129,917</b>	111,350
<b>Equity</b>			
Share capital	15	51,237	55,139
Accumulated surplus			
- General funds		78,680	56,211
		<b>129,917</b>	111,350

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

## Statement of Comprehensive Income

For the financial year ended 31 March 2023

	Note	General Funds		Restricted Funds		Total	
		2023	2022	2023	2022	2023	2022
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Income</b>							
Fees & charges	17	2,566	2,259	-	40,817	2,566	43,076
Sponsorship income	17	-	-	1,758	2,121	1,758	2,121
Donation income		-	-	687	861	687	861
Interest income		2,687	1,083	-	6	2,687	1,089
Other income		114	12	-	10	114	22
		<b>5,367</b>	3,354	<b>2,445</b>	43,815	<b>7,812</b>	47,169
<b>Expenditure</b>							
Staff cost	18	(101,532)	(99,481)	(532)	(52,650)	(102,064)	(152,131)
Programme, supplies & marketing		(152,057)	(126,543)	(50,857)	(271,410)	(202,914)	(397,953)
Maintenance		(17,759)	(12,687)	(28,214)	(28,479)	(45,973)	(41,166)
Fixed asset depreciation & amortisation of intangible assets		(10,478)	(10,936)	(1,581)	(3,132)	(12,059)	(14,068)
General & administrative		(1,352)	(2,471)	(13,686)	(23,257)	(15,038)	(25,728)
		<b>(283,178)</b>	(252,118)	<b>(94,870)</b>	(378,928)	<b>(378,048)</b>	(631,046)
<b>Deficit before grants</b>		<b>(277,811)</b>	(248,764)	<b>(92,425)</b>	(335,113)	<b>(370,236)</b>	(583,877)

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

## Statement of Comprehensive Income (continued)

For the financial year ended 31 March 2023

	Note	General Funds		Restricted Funds		Total	
		2023	2022	2023	2022	2023	2022
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Grants</b>							
Government operating grants	10	310,133	255,902	90,499	334,253	400,632	590,155
Non-government operating grants	10	-	-	1,926	259	1,926	259
Deferred government capital grants amortised	13	(4)	422	-	601	(4)	1,023
		<b>310,129</b>	256,324	<b>92,425</b>	335,113	<b>402,554</b>	591,437
<b>Surplus before contribution to consolidated fund for the financial year</b>		<b>32,318</b>	7,560	-	-	<b>32,318</b>	7,560
Contribution to consolidated fund	19	(2,289)	-	-	-	(2,289)	-
<b>Surplus for the financial year</b>		<b>30,029</b>	7,560	-	-	<b>30,029</b>	7,560
<b>Total comprehensive income</b>		<b>30,029</b>	7,560	-	-	<b>30,029</b>	7,560

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

## Statement of Changes in Equity

For the financial year ended 31 March 2023

	Note	Accumulated surplus		Total \$'000
		Share capital \$'000	General funds \$'000	
<b>2023</b>				
<b>Beginning of financial year</b>		<b>55,139</b>	<b>56,211</b>	<b>111,350</b>
Issuance of ordinary shares	15	16,778	-	16,778
Cancellation of ordinary shares	15	(20,680)	-	(20,680)
Surplus and total comprehensive income for the year		-	30,029	30,029
<b>Total transactions with owners, recognised directly in equity</b>				
Dividends paid	16	-	(7,560)	<b>(7,560)</b>
<b>End of financial year</b>		<b>51,237</b>	<b>78,680</b>	<b>129,917</b>
<b>2022</b>				
<b>Beginning of financial year</b>		<b>51,688</b>	<b>50,123</b>	<b>101,811</b>
Issuance of ordinary shares	15	3,451	-	3,451
Surplus and total comprehensive income for the year		-	7,560	7,560
<b>Total transactions with owners, recognised directly in equity</b>				
Dividends paid	16	-	(1,472)	<b>(1,472)</b>
<b>End of financial year</b>		<b>55,139</b>	<b>56,211</b>	<b>111,350</b>

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

## Statement of Cash Flows

For the financial year ended 31 March 2023

	Note	2023 \$'000	2022 \$'000
<b>Cash flows from operating activities</b>			
Deficit before grants		<b>(370,236)</b>	(583,877)
Adjustments for:			
- Depreciation of property, plant and equipment		<b>8,936</b>	9,760
- Amortisation of intangible assets		<b>3,123</b>	4,327
- Interest income		<b>(2,687)</b>	(1,089)
- Interest expense		<b>183</b>	315
		<b>(360,681)</b>	(570,564)
Changes in working capital:			
- Receivables		<b>948</b>	(2,012)
- Prepayment		<b>102</b>	287
- Payables and accruals		<b>(34,277)</b>	6,011
- Obligations in respect of pension scheme		<b>(306)</b>	(274)
<b>Net cash used in operating activities</b>		<b>(394,214)</b>	(566,552)
<b>Cash flows from investing activities</b>			
Additions to property, plant and equipment		<b>(2,467)</b>	(3,061)
Additions to intangible assets		<b>(3,311)</b>	(3,183)
Disposal of property, plant and equipment		<b>483</b>	-
Purchase of investments		<b>(4,927)</b>	-
Disposal of investments		<b>15,000</b>	-
Interest received		<b>1,073</b>	773
<b>Net cash provided by/(used in) investing activities</b>		<b>5,851</b>	(5,471)
<b>Cash flows from financing activities</b>			
Government grants received		<b>379,140</b>	601,233
Non-government grants received		<b>1,917</b>	268
Proceeds from issuance of shares		<b>145</b>	3,451
Return of shares		<b>(244)</b>	-
Principal repayment of lease liabilities		<b>(5,247)</b>	(5,559)
Interest paid		<b>(183)</b>	(315)
Dividends paid		<b>(7,560)</b>	(1,472)
<b>Net cash generated from financing activities</b>		<b>367,968</b>	597,606
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>(20,395)</b>	25,583
<b>Cash and cash equivalents at beginning of financial year</b>	11	<b>212,527</b>	186,944
<b>Cash and cash equivalents at end of financial year</b>	11	<b>192,132</b>	212,527

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

# Notes to the Financial Statements

For the financial year ended 31 March 2023

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 2001 (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 was registered as a charity (Registration No: 01810) under the Charities Act 1994 since 17 September 2004. Effective from 31 October 2022, the Board has been deregistered as a charity.

The principal activities of the Board are to:

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

# Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

## 1. General information (continued)

- (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.

The Board was appointed by Ministry of Health (the “MOH”) as the national agency to conduct COVID-19 testing in 2020 and the Board continued to support whole-of-government needs at the outset of the pandemic as well as the national testing operations up to 31 March 2022. In April 2022, the national testing operations were transferred to MOH.

## 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 2001 (the “Act”) and Statutory Board Financial Reporting Standards (“SB-FRS”). SB-FRS include Statutory Board Financial Reporting Standards, Interpretations of SB-FRS and SBFRS 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.

#### Interpretations and amendments to published standards effective in 2022

On 1 April 2022, 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.

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 2. Significant accounting policies (continued)

#### 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.

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.

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 2. Significant accounting policies (continued)

#### 2.3 Intangible assets (continued)

##### **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.

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.

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 2. Significant accounting policies (continued)

#### 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.

##### At subsequent measurement

##### Debt instruments

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.

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 2. Significant accounting policies (continued)

#### 2.5 Financial assets (continued)

##### (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.

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.

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 2. Significant accounting policies (continued)

#### 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.

#### 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 (continued)

For the financial year ended 31 March 2023

### 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 (continued)

For the financial year ended 31 March 2023

### 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 (continued)

For the financial year ended 31 March 2023

### 2. Significant accounting policies (continued)

#### 2.13 Lease

##### When the Board is the lessee

At the inception of the contract, the Board 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.

##### • 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.

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 2. Significant accounting policies (continued)

#### 2.14 Contribution to consolidated fund

Under Section 13(1)(e) and the First Schedule of the Singapore Income Tax Act, Chapter 134, the income of the Board is exempt from income tax.

In lieu of income tax, the Board is required to make contribution to the Government Consolidated Fund in accordance with the Statutory Corporations (Contributions to Consolidation Fund) Act, Chapter 319A. The provision is based on guidelines specified by the Ministry of Finance and is computed based on the net surplus of the Board for each financial year at the prevailing corporate tax rate for the Year of Assessment. Contribution to consolidated fund is provided for on an accrual basis.

### 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 (continued)

For the financial year ended 31 March 2023

### 4. Property, plant and equipment

	Computers \$'000	Leasehold improvements \$'000	Furniture and fittings \$'000	Medical and other equipment \$'000	Motor vehicles \$'000	Office space \$'000	Capital work-in- progress \$'000	Total \$'000
<b>2023</b>								
<i>Cost</i>								
Beginning of financial year	13,119	10,934	379	18,075	4,147	13,116	448	60,218
Additions	677	562	-	405	155	-	668	2,467
Disposals	(2,414)	(669)	(5)	(1,225)	-	-	-	(4,313)
Transfer	73	537	-	506	-	-	(1,116)	-
End of financial year	11,455	11,364	374	17,761	4,302	13,116	-	58,372
<i>Accumulated depreciation</i>								
Beginning of financial year	8,249	7,184	208	13,410	1,164	4,372	-	34,587
Depreciation charge	2,242	699	27	1,166	430	4,372	-	8,936
Disposals	(1,914)	(669)	(5)	(1,225)	-	-	-	(3,813)
Others	-	-	-	(4)	(13)	-	-	(17)
End of financial year	8,577	7,214	230	13,347	1,581	8,744	-	39,693
<b>Net book value</b>								
End of financial year	2,878	4,150	144	4,414	2,721	4,372	-	18,679

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 (continued)

For the financial year ended 31 March 2023

### 4. Property, plant and equipment (continued)

	Computers \$'000	Leasehold improvements \$'000	Furniture and fittings \$'000	Medical and other equipment \$'000	Motor vehicles \$'000	Office space \$'000	Capital work-in- progress \$'000	Total \$'000
<b>2022</b>								
<i>Cost</i>								
Beginning of financial year	12,559	8,319	281	18,229	3,753	10,160	2,164	55,465
Additions	878	1,873	108	111	394	13,116	448	16,928
Disposals	(318)	(774)	(10)	(913)	-	(10,160)	-	(12,175)
Transfer	-	1,516	-	648	-	-	(2,164)	-
End of financial year	13,119	10,934	379	18,075	4,147	13,116	448	60,218
<i>Accumulated depreciation</i>								
Beginning of financial year	5,830	7,574	198	13,062	744	9,594	-	37,002
Depreciation charge	2,737	384	20	1,261	420	4,938	-	9,760
Disposals	(318)	(774)	(10)	(913)	-	(10,160)	-	(12,175)
End of financial year	8,249	7,184	208	13,410	1,164	4,372	-	34,587
<b>Net book value</b>								
End of financial year	<b>4,870</b>	<b>3,750</b>	<b>171</b>	<b>4,665</b>	<b>2,983</b>	<b>8,744</b>	<b>448</b>	<b>25,631</b>

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 (continued)

For the financial year ended 31 March 2023

### 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

##### RQU assets classified within Property, plant and equipment

	2023 \$'000	2022 \$'000
Office space	4,372	8,744
Computers	293	1,025
	<b>4,665</b>	9,769

#### (b) Depreciation charge during the year

	2023 \$'000	2022 \$'000
Office space	4,372	4,938
Computers	732	801
	<b>5,104</b>	5,739

#### (c) Carrying amounts

##### Lease liabilities

	2023 \$'000	2022 \$'000
Lease liabilities - Current	4,667	5,182
Lease liabilities - Non-current	45	4,777
	<b>4,712</b>	9,959

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

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

(d) Interest expense

	2023 \$'000	2022 \$'000
Interest expense on lease liabilities	183	315

(e) Lease expense not capitalised in lease liabilities

	2023 \$'000	2022 \$'000
Short-term lease expense	167	3,217
Low-value lease expense	850	875
	1,017	4,092

(f) Total cash outflow for all leases in 2023 was \$6,446,496 (2022: \$9,752,207).

(g) There was \$Nil addition of ROU assets during the financial year 2023 (2022: \$13,866,149).

(h) Reconciliation of liabilities arising from financing activities:

	Beginning of financial year \$'000	Principal and interest payment \$'000	Non-cash changes		End of financial year \$'000
			Interest expense \$'000	Additions - new leases \$'000	
<b>2023</b>					
Lease liabilities	9,959	(5,430)	183	-	4,712
<b>2022</b>					
Lease liabilities	1,652	(5,874)	315	13,866	9,959

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 6. Intangible assets

	Computer software \$'000	Computer software under development \$'000	Total \$'000
<b>2023</b>			
<i>Cost</i>			
Beginning of financial year	45,402	140	45,542
Additions	563	2,748	3,311
Disposals	(5,788)	-	(5,788)
Transfer	83	(83)	-
End of financial year	40,260	2,805	43,065
<i>Accumulated amortisation</i>			
Beginning of financial year	37,441	-	37,441
Amortisation charge	3,123	-	3,123
Disposals	(1,985)	-	(1,985)
End of financial year	38,579	-	38,579
<b>Net book value</b>			
End of financial year	1,681	2,805	4,486
<b>2022</b>			
<i>Cost</i>			
Beginning of financial year	42,354	3,472	45,826
Additions	3,043	140	3,183
Disposals	(3,467)	-	(3,467)
Transfer	3,472	(3,472)	-
End of financial year	45,402	140	45,542
<i>Accumulated amortisation</i>			
Beginning of financial year	36,581	-	36,581
Amortisation charge	4,327	-	4,327
Disposals	(3,467)	-	(3,467)
End of financial year	37,441	-	37,441
<b>Net book value</b>			
End of financial year	7,961	140	8,101

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 7. Financial assets, at amortised cost

	2023 \$'000	2022 \$'000
Beginning of financial year	14,996	14,993
Maturity of financial assets	(15,000)	-
Addition of financial assets	4,896	-
Amortised discount	4	3
End of financial year	4,896	14,996
	2023 \$'000	2022 \$'000
Quoted debt securities - Singapore	4,896	4,994
Unquoted debt securities - Singapore	-	10,002
Total debt securities	4,896	14,996

As at 31 March 2023, debt securities are quoted and consists of two issues with nominal values amounting to \$4,000,000 and \$1,000,000 with coupon rates of 2.13% and 2.88% per annum and maturity dates on 1 June 2026 and 1 September 2027, respectively.

### 8. Receivables

	2023 \$'000	2022 \$'000
Trade receivables	85	740
Due from related parties (non-trade)	3,724	2,647
Other receivables	2,346	1,796
Security deposits	591	870
	6,746	6,053

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 \$2,147,243 (2022: \$507,310) and ToteBoard Community Healthcare fund to repay to ToteBoard amounting to \$411 (2022: \$80,890). The amount due to ToteBoard is non-trade in nature, non-interest bearing, repayable on demand and to be settled in cash.

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

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

#### Grant receivables

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

	Note	2023 \$'000	2022 \$'000
(a) <b>Government</b>			
Beginning of the financial year		34,840	14,413
Recognised in the statement of comprehensive income	10	376,736	68,150
Grants received during the financial year		(403,526)	(47,723)
Amount transferred to deferred capital grants	13	157	-
End of the financial year		8,207	34,840

#### Grants received in advance

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

	Note	2023 \$'000	2022 \$'000
(b) <b>Government</b>			
Beginning of the financial year		63,676	32,376
Grants (returned)/received during the financial year		(24,386)	553,509
Recognised in the statement of comprehensive income	10	(23,896)	(522,005)
Amount transferred to deferred capital grants	13	-	(204)
End of the financial year		15,394	63,676

Grants received during the financial year included \$7,333,200 (2022: \$1,442,560) for the purpose of dividend payment to Ministry of Finance.

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 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	2023 \$'000	2022 \$'000
(c) <b>Non-government</b> <b>- Temasek Foundation Cares CLG Limited</b>			
Beginning of the financial year		47	38
Grants received during the financial year		1,917	268
Recognised in the statement of comprehensive income	10	(1,926)	(259)
End of the financial year		38	47

### 10. Grant recognised in the statement of comprehensive income

	Note	2023 \$'000	2022 \$'000
<b>Government operating grants</b>			
Transferred from grants receivables	9(a)	376,736	68,150
Transferred from grants received in advance	9(b)	23,896	522,005
		400,632	590,155
<b>Non-government operating grants</b> <b>- Temasek Foundation Cares CLG Limited</b>			
Transferred from grants received in advance	9(c)	1,926	259
		1,926	259

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 11. Cash and cash equivalents

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

	2023 \$'000	2022 \$'000
Cash at bank and on hand	13	59
Cash placed with Accountant-General's Department	192,119	212,468
Cash and cash equivalents in the statement of cash flows	192,132	212,527

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 0.49% to 2.85% per annum (2022: 0.29% to 0.41% per annum).

### 12. Payables and accruals

	2023 \$'000	2022 \$'000
Trade payables	3,760	7,220
Other payables and accruals	71,754	97,036
Due to related parties		
- trade	2,198	7,346
- non-trade	326	-
Security deposits	443	1,156
	78,481	112,758

Included in trade payables to related parties relating to the collection received on behalf of Ministry of National Development amounting to \$Nil (2022: \$7,108,281) 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 (continued)

For the financial year ended 31 March 2023

### 13. Deferred capital grants

	Note	2023 \$'000	2022 \$'000
Beginning of the financial year		59	878
Amount transferred from government grants	9	157	204
		<b>216</b>	1,082
Amount transferred to statement of comprehensive income:			
- to match depreciation/amortisation of related assets		4	(1,003)
- to match net book value of related assets disposed		-	(20)
		<b>4</b>	(1,023)
End of the financial year		<b>220</b>	59

### 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 in March 2021.

	2023 \$'000	2022 \$'000
Present value of unfunded obligations	<b>7,257</b>	7,563

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

	2023 \$'000	2022 \$'000
Beginning of the financial year	<b>7,563</b>	7,837
Amounts recognised in the statement of comprehensive income	<b>133</b>	137
Benefits paid	<b>(439)</b>	(411)
End of the financial year	<b>7,257</b>	7,563

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 14. Obligations in respect of pension scheme (continued)

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

	2023 \$'000	2022 \$'000
Interest on obligation	<b>133</b>	137
Total included in staff costs under other benefits and allowances	<b>133</b>	137

#### Principal actuarial assumptions

Principal actuarial assumptions at the reporting date:

	2023 %	2022 %
Discount rate	<b>1.80</b>	1.80

Assumptions regarding future mortality are based on published mortality tables.

At 31 March 2023, the weighted average duration of the benefit payment obligation was approximately 9 years (2022: 10 years).

#### 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 \$'000	25 bp decrease \$'000
<b>2023</b>		
Effect on defined benefit obligation	<b>160</b>	<b>(160)</b>
<b>2022</b>		
Effect on defined benefit obligation	196	(196)

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 14. Obligations in respect of pension scheme (continued)

*Sensitivity analysis (continued)*

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

	10% increase \$'000	10% increase \$'000
<b>2023</b>		
Effect on defined benefit obligation	117	(117)
<b>2022</b>		
Effect on defined benefit obligation	249	(249)

### 15. Share capital

	2023		2022	
	No. of shares	\$'000	No. of shares	\$'000
<b>Issued and fully paid:</b>				
Beginning of the financial year	55,138,597	55,139	51,687,952	51,688
Issuance during the financial year	16,778,316	16,778	3,450,645	3,451
Return of share capital	(20,680,530)	(20,680)	-	-
End of the financial year	51,236,383	51,237	55,138,597	55,139

During the financial year, the Board issued 16,778,316 shares (2022: 3,450,645 shares) to the Ministry of Finance under Section 22A of the Health Promotion Board Act for a total consideration of \$16,778,316 (2022: \$3,450,645).

The Board returned 20,680,530 shares (2022: Nil) to the Ministry of Finance due to transfer of assets for a total consideration of \$20,680,530 (2022: \$Nil).

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

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 16. Dividends

	2023 \$'000	2022 \$'000
<i>Ordinary dividends paid or proposed</i>		
Final dividend paid in respect of the previous financial year of \$0.15 (2022: \$0.03) per share	7,560	1,472

### 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 \$'000	Over time \$'000	Total \$'000
<b>2023</b>			
Income from:			
- Service maintenance	-	1,449	1,449
- Clinic service	1,117	-	1,117
- Sponsorship	-	1,758	1,758
Total revenue from contracts with customers	1,117	3,207	4,324
<b>2022</b>			
Income from:			
- Service maintenance	-	1,316	1,316
- Swab testing operations	40,817	-	40,817
- Clinic service	946	-	946
- Sponsorship	-	2,121	2,121
Total revenue from contracts with customers	41,763	3,437	45,200

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 18. Staff costs

	2023 \$'000	2022 \$'000
Wages and salaries	86,021	126,352
Employer's contribution to defined contribution plans	12,215	20,327
Staff welfare and development	1,957	1,335
Other benefits and allowances	1,871	4,117
	<b>102,064</b>	152,131

### 19. Provision for contribution to Consolidated Fund

The contribution to the Consolidated Fund is based on 17% of the net surplus of the Board.

The Board had been a registered charity since 2004. As a registered charity, it was not required to make contributions to the Consolidation Fund. With effect from the Board's deregistration as a charity on 31 October 2022, the Board is liable to contribute to the Consolidated Fund.

### 20. 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.

	2023 \$'000	2022 \$'000
<u>Sales of goods and services</u>		
Manpower cost for MOF-CARE project	1,599	20,497
Security deposit and electricity charges	3,160	664
HealthHub, swab operations and capex	-	10,147
Consultancy services and IT maintenance	9,497	-

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 20. Related party transactions (continued)

#### (a) Sales and purchases of goods and services (continued)

	2023 \$'000	2022 \$'000
<u>Purchases of goods and services</u>		
Rental of premises	8,011	7,832
IT-related services	18,497	13,433
Secondment billing	1,981	-
Standard ICT Operating Environment (SOE) subscription charges	168	351
GeBiz charges	737	1,030
Maintenance of ICT subscription	709	-

#### (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:

	2023 \$'000	2022 \$'000
Directors' fees	105	118
Wages and salaries	7,792	6,643
Employer's contribution to defined contribution plans	419	367
	<b>8,316</b>	7,128

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 21. Commitments

#### (a) Capital commitments

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

	2023 \$'000	2022 \$'000
Commitments in respect of contracts placed as at reporting date	3,712	1,265

#### (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:

	2023 \$'000	2022 \$'000
Not later than one year	30	281
Between one and five years	4	38
	34	319

Lease payments have been recognised as ROU assets and lease liabilities on the statement of financial position as at 31 March 2023, except for short-term and low value leases.

#### (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:

	2023 \$'000	2022 \$'000
Not later than one year	205	207
Between one and five years	227	282
	432	489

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 22. 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. 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.

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:

	2023 \$'000	2022 \$'000
Cash placed with Accountant-General's Department	192,119	212,468

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 22. Financial risk management (continued)

Financial risk factors (continued)

(a) Market risk (continued)

(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 \$'000	25 bp decrease \$'000
As at 31 March 2023	480	(480)
As at 31 March 2022	531	(531)

(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.

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.

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 22. Financial risk management (continued)

Financial risk factors (continued)

(b) Credit risk (continued)

(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 2023 have been categorised as Performing and there is no material 12-month expected credit losses.

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 22. Financial risk management (continued)

Financial risk factors (continued)

(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.

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 \$'000	Between 1 and 2 years \$'000
<b>At 31 March 2023</b>		
Payables and accruals	(78,481)	-
Lease liabilities	(4,667)	(45)
<b>At 31 March 2022</b>		
Payables and accruals	(112,758)	-
Lease liabilities	(5,182)	(4,777)

(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.

## Notes to the Financial Statements (continued)

For the financial year ended 31 March 2023

### 22. Financial risk management (continued)

Financial risk factors (continued)

(e) Financial instruments by category

The aggregate carrying amounts of receivables, financial assets and financial liabilities at amortised cost are as follows:

	2023 \$'000	2022 \$'000
Financial assets, at amortised cost	211,981	268,416
Financial liabilities, at amortised cost	83,193	122,717
Financial liabilities, at FVOCI	7,257	7,563

### 23. Transfer of balances to Ministry of Health (MOH) relating to Testing Operations Task Group (TOTG)

The Board was appointed by the MOH as the national agency to conduct COVID-19 testing in 2020 and TOTG was set up to oversee the operations. In April 2022, TOTG was integrated into MOH's Crisis Strategy and Operations Group. With this integration, the Board is required to transfer any outstanding balances to MOH. Significant balances transferred include the net book value of Swab Registration System of \$2,675,870 and Testing Operations Centre Support System of \$1,127,180.

### 24. New or revised accounting standards and interpretations

Certain new accounting standards and interpretations have been published that are not mandatory for 31 March 2023 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 2023 were authorised for issue by the Board on 5 July 2023.

## Acknowledgements

The Health Promotion Board's Annual Report 2022/2023 editorial team would like to express our heartfelt appreciation to the colleagues and their family members for appearing as talents in the Annual Report 2022/2023:

### Encouraging healthier habits in the community

Amalyasa, Dr Lakshmi, Kok Teng

### Laying a healthier foundation for our young

Abel, Alia, Caleb, Clarice, Dr Wanyi

### Journeying towards excellence

Farah, Jeffrey, Ram





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