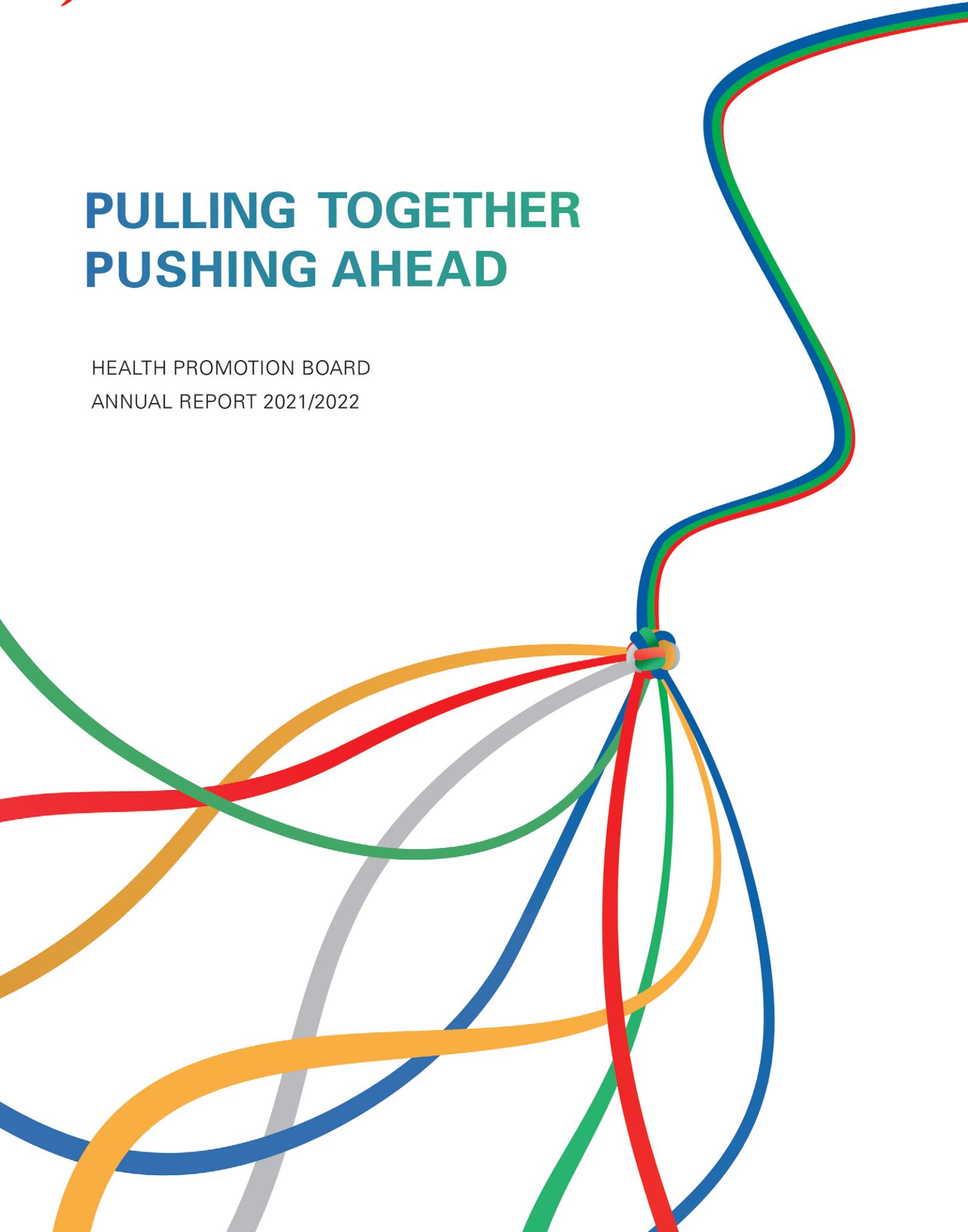


PULLING TOGETHER PUSHING AHEAD

HEALTH PROMOTION BOARD
ANNUAL REPORT 2021/2022



PULLING TOGETHER PUSHING AHEAD

In times beset by COVID-19 (Coronavirus Disease 2019), the Health Promotion Board (HPB) continued to pull together and push ahead with efforts to build resilience amid the pandemic, and grow the scale and reach of its health promotion initiatives.

In 2021, HPB adapted to the challenges posed by the evolving pandemic situation as Singapore progressively transitioned towards being a COVID-19 resilient nation. HPB continued to play an integral role in key national-level COVID-19 operational response. It brought vaccination service to vulnerable seniors and spearheaded the vaccination operations for children and youth, as well as scaled up the operations in sustained national testing and surveillance, including operationalising and scaling up the new Fast and Easy Testing regime.

Against this climate, HPB continued to empower and nudge Singaporeans towards healthy living by adapting to new norms in promoting holistic health and disease prevention, making healthy living pervasive and well-integrated into the living environment, and by harnessing technology and insights for citizen-centric solutions that promote healthier lifestyles.

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



“Despite the obstacles brought on by the pandemic, the Health Promotion Board remained focused on its strategic priorities and made good progress throughout the year.”

COVID-19 has been a test of our time. In 2021, we continued to see inevitable disruptions to daily lives and the impact of that on Singaporeans' lifestyles and health. Despite the obstacles brought on by the pandemic, the Health Promotion Board (HPB) remained focused on its strategic priorities and made good progress throughout the year.

Keeping up against COVID-19

The foremost national priority was carrying on with the undertaking from 2020 to support the evolving demands of national COVID-19 testing. Besides testing, HPB contributed to an integral part of the COVID-19 vaccination strategy, initiating efforts to boost vaccination rates among seniors. These included providing vaccination services to vulnerable groups, as well as rallying Singaporeans through a 'Let's Get Our Seniors Vaccinated' programme to support unvaccinated seniors through their vaccination journey, helping them understand its benefits. The latter saw more than 2,300 seniors taking up COVID-19 vaccination – a commendable outcome in a situation where every inch forward made a mile of difference.

Underscoring the importance of holistic health

HPB's call on seniors to stay protected against communicable diseases went beyond COVID-19. Public education efforts during

the year also kept seniors informed of other recommended immunisations, such as those against influenza and pneumococcal diseases.

Other aspects of health promotion were also stepped up across HPB as we underscored the importance of holistic well-being. An escalated focus was on mental resilience, considering stressors caused by the pandemic. As a strategy to normalise the topic of mental health, HPB launched its national mental well-being initiative, 'It's OKAY to Reach Out', to bring discussions on mental health to the fore. More than 124,000 Singaporeans were engaged through dialogue sessions across the island, workshops and webinars. This was complemented by ensuring that resources and information on mental well-being can be easily accessed with the roll-out of an online portal, MindSG.

There was also an expanded focus on child and maternal health. Recognising that parental support has a huge impact on a child's health, we empowered parents to play a more active role in their children's lifestyle behaviours beyond the school environment. Programmes were therefore structured with the intent to impart knowledge and skills needed for parents to support their children's physical and mental well-being.

Resources for parents were also strengthened, focusing on enabling them to gain insights into raising a healthy child in a holistic way. Parent Hub, an online parenting resource platform launched this year, offers parents and caregivers easier access to information covering mental well-being, nutrition and physical activity. Going even further upstream, the platform is also designed for parents-to-be, such as expectant mothers, to look after their maternal health and keep healthy during their pregnancies.

Partnering for healthier outcomes

Another area in which we saw positive developments was HPB's collaborations with its network of partners to increase the spread of healthy living options for better health outcomes.

One example was a concerted effort with various public healthcare institutions to enhance the accessibility of screening and follow-up services under the Screen for Life breast cancer screening programme. More centres for screening and follow-up services have been added in the central and eastern parts of Singapore, to enable residents to take up the subsidised services with greater convenience.

In engaging working adults to be healthier, HPB teamed up with Business Improvement District (BID) partners who leveraged health-promoting initiatives to enhance the vibrancy of their workplace precincts. By the end of March 2022, 78 business and industrial workplace clusters were on board with us to facilitate healthy workplace ecosystems that bring health programmes to over 440,000 workers.

Beyond our shores, our ties with our regional and global counterparts, such as the United Kingdom and Brunei, continued to fuel constructive cross-sharing of health

promotion best practices. Exchanges were centred around our disease prevention approaches, including how technology can be harnessed to affect populations' health. These engagements further strengthened HPB's learnings and connections in the international domain.

Developing people

People will always be at the core of organisational excellence. Our accomplishments in 2021 were made possible by a dedicated team of public officers who showed great character and teamwork in adversity. I am proud that several HPB staff received national acclaim this year for their immense contributions to the pandemic fight and their commitment in the different facets of health promotion.

Progressing forward

Progressing into 2022, the Board's focus will be on supporting HPB's leadership in its strategies to increase the prevalence of its health initiatives. By turning innovative concepts into realities and deepening collaborations with partners across the community, workplaces and schools, we will integrate healthy living even further into every part of Singaporeans' lifestyles.

Philip Lee
Chairman
Health Promotion Board

CEO'S REVIEW



“The goal is to effect positive changes in Singaporeans’ health in the long run. As we power ahead for this purpose, we will draw confidence from how the HPB team rose to the challenges of the last two years.”

2021 was especially meaningful as it marked the Health Promotion Board’s (HPB) 20th year in health promotion, and my last year as Chief Executive Officer in the organisation. It was also a year filled with unpredictable challenges, which the organisation once again took on with great resolve.

Pulling together for COVID-19 resilience

During the year, testing operations continued to be deployed to ringfence COVID-19 clusters detected in pockets of the community as new variants emerged. Our undaunted staff in the Testing Operations Task Group mounted over 200 large-scale special operations to test individuals across parts of Singapore – from Singapore’s borders to heartland settings such as hawker centres, markets and housing estates – all single-minded in stemming the coronavirus transmission.

Meanwhile, as part of the measures to reduce transmission in settings with mask-off activities, HPB was tasked to operationalise regular Fast and Easy Testing (FET) for targeted workforce segments. We swiftly brought the FET regime on stream, facilitating regular self-swabs supervised by employers and stood up Quick Test Centres for those unable to carry out such self-administered tests.

This was a massive undertaking – planning and operationalising the FET, sourcing for testing facilities, developing systems and workflows, logistics and on-ground support. The FET operations were ramped up progressively over the ensuing months to increase the accessibility of regular testing.

HPB’s support in the COVID-19 vaccination programme was also pivotal in Singapore’s transition towards COVID-19 resilience. We brought vaccination services to different population segments, including those who might otherwise have little or no access. Our nimble healthcare teams went from site to site, to inoculate residents in nursing homes and senior care centres, as well as homebound individuals with mobility or medical concerns. Over six months, they provided vaccination access to over 22,000 people. We also worked with key stakeholders such as the Ministry of Education, in phases, to establish vaccination centres and mobile teams catered for eligible students 12 to 17 years old, and subsequently, the 5- to 11-year-olds.

Pushing ahead with health promotion

While a part of HPB pulled together on the COVID-19 front, another part of us stayed the course to advance our health promotion priorities.

A good example was our continuous engagement with the food and beverage industry to grow the availability of healthier options in the consumer market. Despite difficult business conditions, it was heartening that several beverage chains joined the bandwagon to offer healthier choices while some of our existing partners expanded their range of healthier offerings. As a result, the number of touch points offering healthier options under the programme increased to over 12,000 this year.

In another instance, HPB leveraged the National Steps Challenge™ to motivate participants to regain their physical activity momentum amid the pandemic. We extended Season 5 with a bonus round of challenge from March to August 2021 and launched the sixth season in October 2021. The period following the start of the bonus round saw average daily step count increase by about 1,600 steps among our participants.

At schools, we continued to place emphasis on health screening for students to enable early detection and timely intervention of medical conditions. In 2021, health screening sessions were conducted for over 285,000 primary and secondary school students. They were screened for conditions including heart murmurs, scoliosis, vision abnormalities, as well as growth and development concerns.

Growing support for mental well-being

Beyond physical health, HPB also expanded our pool of peer supporters to support the mental well-being of Singaporeans. We organised training workshops for companies, as well as collaborated with Institutes of Higher Learning and community organisations to equip working adults and youth volunteers with knowledge of common mental health conditions and peer support skills. So far, through these structured programmes, about 11,000 youths and working adults have been trained as peer supporters so that they can care for their friends or co-workers in need.

Driving people-centred solutions

To create interventions engaging and relevant to our population, many parts of our health promotion efforts were underpinned by technology and data analytics. The LumiHealth app, for instance, had been encouraging participants to adopt healthier habits through personalised nudges and incentives since its launch in 2020. One year on, the app achieved over 200,000 downloads and positive outcomes. Notably, participants identified as part of a ‘Low Activity’ group before joining LumiHealth, increased their exercise minutes by over 88% after nine months of participation.

To help seniors benefit from such digital solutions, we worked with our community and public sector partners to acquaint seniors with HPB’s virtual programmes and Healthy 365, a mobile app that encourages healthier diets and active living through gamification.

Powering ahead

Technology and analytics will remain as key levers for us to reach the masses in relevant ways that spur healthier behaviours. The goal is to effect positive changes in Singaporeans’ health in the long run. As we power ahead for this purpose, we will draw confidence from how the HPB team rose to the challenges of the last two years. Moving forward, the organisation will continue to scale its reach far and wide, and deliver interventions that matter to our population and leave a lasting impact on Singaporeans’ lives.

Zee Yoong Kang

Chief Executive Officer
Health Promotion Board

BOARD OF DIRECTORS

Mr Philip Lee

Chairman
Health Promotion Board

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



Mr Lim Teck Yin

Chief Executive Officer
Sport Singapore
(term ended 31 March 2022)



Prof Tan Chorh Chuan

Chief Health Scientist
Executive Director
Office for Healthcare
Transformation
Ministry of Health



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, Yong Loo Lin and
Lee Kong Chian Medical Schools

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



Mr Tay Choon Hong

Deputy Chief Executive
National Youth Council

Senior Director, Youth Division
Ministry of Culture,
Community and Youth



Mr Thali Koattiath Udairam

Chief Executive Officer
Sheares Singapore /
International



Prof Chia Kee Seng

Professor
Saw Swee Hock
School of Public Health
National University
of Singapore



Ms Low Yoke Kiew

Zonal Director Schools North
Ministry of Education



Dr Lim Kuo-Yi

Managing Partner
Monk's Hill Ventures



Mr Gerard Toh Wen-Wei

Partner, Audit
KPMG LLP in Singapore



HPB LEADERSHIP



Mr Zee Yoong Kang
Chief Executive Officer
(till 31 March 2022)



Mr Koh Peng Keng
Chief Operating Officer

Group Director
Testing Operations
(till 14 January 2022)



Dr Annie Ling
Group Director
Policy, Research and
Surveillance

Group Director
Knowledge Translation



Mr Terence Ng
Director
Innovation Office Division

Director
Policy and Strategy Development
(with effect from 18 June 2021)

Director
Staff Coordination and
Interface with Ministry of Health
(with effect from 18 June 2021)



Mr Gary Khoo
Director
Healthy Ageing
Programmes Division
(till 31 August 2021)

Director
Preventive Health
Programmes Division
(till 31 August 2021)



Ms Joanna Chan
Group Director
Programmes



**Dr Shyamala
Thilagaratnam**
Group Director
Outreach



Dr Chew Ling
Group Director
Youth Preventive
Service Division



Ms Audrey Tong
Director
Physical Activity and Weight
Management Division

Director (Covering)
Healthy Ageing
Programmes Division
(with effect from
1 September 2021)



Ms Ann Low
Director
Healthy Food
and Dining Division

Director (Covering)
Preventive Health
Programmes Division
(with effect from
1 September 2021)

HPB LEADERSHIP



Mr Simon Lim
Director
Workplace Health
and Outreach Division



Mr Bryan Quek
Director
Regional Health and
Community Outreach Division



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



Dr Tan Hwee Pink
Director
Research, Collaborations
and Analytics Division
(till 31 December 2021)



Ms Michelle Lim
Director
Finance and
Administration Division
(till 30 November 2021)

Chief Data Officer
Chief Data Officer's Office
(with effect from 1 January 2022)



Ms Marissa Wong
Director
Corporate Communications
Division



Ms Dawn Lee
Director
Corporate Marketing Division



Mr Foo Wei Young
Director
Corporate and Industry
Partnerships Division



Ms Janet Teo
Director
Finance, Administration
and Legal Division
(with effect from 20 December 2021)



Ms Lek Yin Yin
Director
Human Resources
and Organisation
Development Division

Director
Knowledge Translation

TOWARDS COVID-19 RESILIENCE

To support Singapore's transition into a COVID-19 resilient nation, the Health Promotion Board (HPB) stepped up to provide different segments of the population with access to COVID-19 vaccination. HPB also continued to support heavily in national testing and surveillance efforts throughout the year, including spearheading the set-up of the Fast and Easy Testing operations for workers in higher-risk settings and scaling up the operations for the wider community as Singapore shifted towards the self-testing regime.

Resilience



Providing Access to COVID-19 Vaccination

Getting seniors vaccinated

In 2021, the Health Promotion Board (HPB) continued to support the nationwide COVID-19 vaccination exercise. **Mobile vaccination teams**, comprising doctors and nurses, were deployed to inoculate seniors on-site in nursing homes and eldercare centres, as well as homebound individuals with medical or mobility concerns at their residences. To ensure seamless operations and minimise disruptions to the seniors, HPB collaborated with other public agencies, including the Ministry of Health (MOH), the Agency for Integrated Care (AIC), and the Ministry of Social and Family Development, as well as community organisations such as TOUCH Community Services and Kwong Wai Shiu Hospital to carry out the vaccinations.



HPB nurses visited homebound individuals to provide them with COVID-19 vaccination services.

HPB's mobile vaccination teams educated the seniors and their next-of-kin on the importance of being vaccinated and addressed concerns they had about the COVID-19 vaccination. Every resident was assessed by a doctor prior to the vaccination and was monitored closely for any signs of allergic reaction to the vaccine.

When operations were expanded to increase COVID-19 vaccination coverage, HPB, together with MOH, developed strict operating procedures and provided training to medical service providers, enabling the scale-up of COVID-19 vaccination nationwide. By the end of HPB's mobile vaccination operations in June 2021, over 22,000 individuals were inoculated. For its contribution to this nationwide exercise, HPB received the 'Friends of Community Care Award' presented by AIC.

To further boost COVID-19 vaccination rates among seniors, in August 2021, HPB developed and rolled out the **Let's Get Our Seniors Vaccinated** programme, rallying the community's support to encourage unvaccinated seniors aged 60 and above to go for their vaccinations so they can better protect themselves and their loved ones.

The programme, which ran until the end of November 2021, sought to motivate the community to help seniors better understand the importance and benefits of the vaccination. It also encouraged individuals to support the seniors throughout their vaccination journey, including helping them with their concerns and accompanying them to the vaccination centres. For the time and effort taken to provide care and support for the seniors, referrers were offered a token of appreciation for successful referrals.

The programme was widely communicated to residents through mass media and by working with partners to raise awareness about the initiative at locations often visited by seniors, such as retail pharmacies and supermarkets. To facilitate participation in the programme, registration-cum-information counters were set up at 36 vaccination centres across Singapore. Through the programme, over 2,300 unvaccinated seniors were successfully referred and completed the primary regime of the COVID-19 vaccination.

Vaccinating children and youth

In May 2021, vaccination **for children and youth aged 12 to 17** commenced as part of the national vaccination regime. HPB, in partnership with the Ministry of Education (MOE), rolled out vaccination services at three Institutes of Technical Education, and three mobile vaccination teams were deployed to 21 special education schools. By August 2021, over 102,000 vaccinations were carried out for children and youth at these sites.

As part of Singapore's phased approach in its vaccination regime, HPB extended its operations to vaccinate **children aged five to 11 years** in January 2022.

A paediatric vaccination centre was set up in January 2022 at Yusof Ishak Secondary School, to support the nationwide exercise by attending to the vaccination of children in the north-east region of Singapore. Working closely with MOE and staff from the school, the centre was operationalised within two weeks. The set-up of the centre quickly boosted the accessibility of COVID-19 vaccination in the community, complementing services at other centres offering paediatric vaccination.



A staff at the vaccination centre advising a child on how to monitor his health after the vaccination.

Additionally, six HPB mobile vaccination teams provided vaccination services at 41 special education schools, including early intervention centres for pre-schoolers. To help children with special needs feel more at ease, the vaccination teams made extra effort to reassure each child by explaining every step of the process and ensure enough time for each child to be prepared and ready before proceeding with the vaccination.

By the end of March 2022, more than 27,000 vaccinations were carried out for children aged five to 11 years at these sites.



Vaccination centres were established together with partners to cater for vaccination of children and youth.

Ringfencing Clusters in the Community

Launching special operations

Complementing the national vaccination programme was continuous COVID-19 testing efforts to ringfence clusters in the community as early as possible. The year 2021 saw a new wave of transmission in the community following an outbreak linked to a new variant. To stem the virus spread, the Health Promotion Board (HPB) mounted over 200 large-scale special testing operations from April 2021 in many parts of Singapore.

At **Singapore Changi Airport**, to identify individuals who could have been infected as part of a growing cluster, a testing site was rapidly set up in April 2021 at the airport for the testing of all airport workers, including immigration officers, food and retail mall workers, as well as cleaning employees. Nearly 19,000 airport workers were tested over the period of the special operation.

When COVID-19 infections were detected in some education institutes and bus interchanges, the special operations were

expanded to cover testing of the **school-going population and bus captains** at the Regional Screening Centres (RSCs) to contain the spread. In planning the operations, several factors were taken into consideration. These included having to ensure the students were still able to attend their mid-year examinations and that public transport services were not compromised.

Several shopping malls in various parts of Singapore also saw clusters emerge, resulting in the need to ensure **individuals working in the malls**, such as retail and cleaning employees, were tested for COVID-19. Swabbing facilities were quickly established on-site with infection prevention and control measures in place as soon as the testing locations were assessed.

From July 2021, there was aggressive testing of individuals who worked at or had visited some of the fishery ports as well as some of the **hawker centres, wet markets and KTV lounges**, as part of the measures to rein in clusters early. HPB operationalised large-scale community testing for more than 100 hawker centres and wet markets, utilising its island-wide network of 21 RSCs.

To assist senior workers who could not be contacted through digital means or could not travel far for testing, HPB teamed up with the National Environment Agency and Housing and Development Board (HDB) to engage them personally and specially arrange their testing at RSCs nearer to their residences.



COVID-19 testing being carried out for mall employees at a swabbing facility established on-site.

Concurrently, with the detection of the coronavirus through the national wastewater surveillance programme in some HDB estates, HPB conducted pre-emptive special operations for **residents in various housing estates** such as Ang Mo Kio, Hougang and Bukit Merah, setting up testing facilities at the void decks and pavilions. Special care was taken together with the People's Association and Town Councils to ensure that these temporary testing sites would not affect residents' daily routines. More than 30 operations were conducted at housing estates, including those where clusters were detected, across the island from May till August 2021.

Supporting regimes of health risk advisories

Apart from special operations, to support the Health Risk Alert and Health Risk Warning protocols, community operations were also carried out through polymerase chain reaction tests at designated RSCs for members of the public who had visited hospitals or malls with cluster outbreaks. HPB conducted more than 20 such operations during the year.

Operationalising Singapore's Self-testing Regime

Implementing Fast and Easy Testing

In June 2021, the Health Promotion Board (HPB) was appointed by the Ministry of Health (MOH) as the coordinating agency for the implementation of the regular **Fast and Easy Testing (FET)** regime.

The regime, which used antigen rapid tests (ART), required individuals working in settings with unmasked clients or patrons, or where there is prolonged contact between individuals, to administer supervised self-tests routinely. Such high-risk settings included dine-in food and beverage establishments, personal care services, gyms and fitness studios. The FET regime served to reduce the turnaround time for testing so that COVID-19 cases were detected earlier to reduce transmission when more activities resumed.

A team of HPB staff pulled together to operationalise and oversee the implementation of the testing regime. They undertook the full range of coordinating responsibilities, including planning and operationalising the FET for the affected sectors, identifying suitable sites to set up testing facilities, developing technical systems and workflows, managing logistics and services, and developing rigorous infection prevention and control procedures for compliance. The team also looked into training and deploying the necessary manpower resources on-ground to support the daily FET operations.

Under the FET, the target workforce segments had to undergo Rostered Routine Testing (RRT) and the Vaccinate or Regular Tests (VoRT). To implement these testing policies across the different sectors, HPB collaborated with other key public agencies overseeing the sectors, onboarding them and working closely with them to implement the testing regime for the identified workforce.



Photography by: Shrutika Mangharam, Health Promotion Board

A swab staff preparing for specimen collection during COVID-19 testing.

Two main avenues – the **Employer Supervised Self Swab (ESSS)** and **ART at Quick Test Centres (QTCs)** – were offered for employers and workers to administer the regular tests, based on the assessment of public health risks, the various agencies' requirements and feasibility in conducting the self-administered tests.

For companies who were able to conduct the ESSS, HPB undertook the distribution of ART kits to the sectors and companies with the support of the lead agencies. In ensuring that manpower resources were adequately skilled to oversee the self-administered tests under the ESSS, a training programme was offered to supervisors of the companies to equip them with the necessary knowledge and skills.

The training processes were put together with the HMI Institute of Health Sciences, and best practices and workflows were also developed for the sector agencies.

To support the testing of workforce segments which were unable to conduct the ESSS, HPB began setting up QTCs in June 2021 to serve their testing needs. At the QTCs, trained personnel would supervise the entire self-swabbing process, as well as guide individuals on the steps to perform the self-swab through a demonstration first before the actual self-administered test. Within a span of two months, 20 sites were identified and developed into QTCs across the island through partnerships with other public agencies and community partners.

Supporting FET needs

The HPB-led FET operations were enabled by key functions such as technology and data management, standards management, as well as logistics and supply chain management.

As the volume of tests to be routinely conducted across the sectors and at the QTCs was large, the ability to manage the scale of operations was vital. HPB leveraged its existing **Swab Registration System (SRS)** to facilitate the workers' booking of swab appointments and registrations at the QTCs and direct transmission of test results to MOH. With the SRS, companies supervising their employees for the self-administered tests could also submit their employees' test results with convenience. This enabled more efficient use of public resources as the testing of Singapore's workforce grew in prevalence.

In July 2021, HPB also established an e-commerce delivery system, adopting a self-collection system of ART kits, which enabled test kits to be distributed efficiently. The efforts supported the distribution of test kits across 140 collection sites for employees from more than 15,000 companies and the QTCs.

Guided by the standard operating procedures jointly established by HPB and MOH, **operational processes and workflows** were developed for compliance in the frontlines and back-end. They included the layout and set-up of the testing sites, administering of the ART, as well as infection prevention and control guidelines for FET operations at the QTCs and at sites designated by companies conducting the ESSS.

To educate employers on the processes involved in the FET regime, HPB ran a public education campaign, and supported the various sector agencies in **communicating the requirements and processes** to companies

and their employees. A contact centre was also formed to address queries related to FET and to coordinate with the other agencies' contact centres. These efforts played a crucial part in strengthening the awareness and understanding of the self-testing regime among the affected workforce segments.

From September 2021, HPB also facilitated the voluntary **time-limited eight-week RRT** for workplaces. The regime encouraged workplaces to initiate regular testing for eligible workers over a period of two months following the rise in COVID-19 infections in the community. Working with the various sector agencies, HPB supported in the distribution of ART kits via express door-to-door delivery to companies that applied to undergo the voluntary RRT, enabling them to carry out their weekly self-swabs for better surveillance.

Scaling Up Testing Capacity

Facilitating new operating models

When COVID-19 testing had to be scaled up over the year, the Health Promotion Board (HPB) facilitated new operating models for the testing of Singapore's population, enabling more sustainable use of public resources.

Companies that were approved by the Ministry of Health (MOH) to engage healthcare providers to set up polymerase chain reaction (PCR) testing operations at their premises were onboarded by HPB. Such options that allowed companies to tap non-public resources helped to preserve public testing capacity for operations required to ringfence large COVID-19 clusters quickly, especially against any surges. The operating model also provided companies with better convenience as workers could take their routine tests at their work premises.



Quick Test Centres were set up to support the Fast and Easy Testing regime, with trained personnel supervising and guiding individuals on the steps to perform self-administered COVID-19 tests.

Increasing the agility of testing

Supplementing the PCR testing efforts was the scale-up of Singapore's self-testing capabilities. To increase the regular Fast and Easy Testing (FET) capacity for workers in higher-risk settings and to boost the accessibility of testing infrastructure to the wider community, HPB partnered with private providers to expand the network of Quick Test Centres (QTCs) island-wide. Working with MOH, HPB facilitated the set-up of **private QTCs**, and by December 2021, there were more than 80 QTCs across Singapore. With the increased capacity, members of the public could make an appointment to conduct a self-administered antigen rapid test (ART) under supervision by trained personnel.

Regional Screening Centres previously set up to conduct PCR Rostered Routine Testing were also converted into Combined Test Centres where both PCR and ART routine testing could take place. These centres could also serve targeted groups in separately located areas at the respective centres, such as individuals from the general community who were well or mildly symptomatic with acute respiratory infection.

Through innovative operating models, HPB worked with mall and hotel operators to erect **QTC booths** to increase the availability of testing facilities in multiple locations. The booths were designed to provide easy and convenient supervised ART services and were operated by qualified service providers. Following the installation of the first QTC booth in December 2021, more than 20 booths were set up island-wide at locations such as malls and hotels.



QTC booths were located at malls island-wide to provide members of the public with easy and convenient access to supervised ART services.

Broadening the availability of self-testing sites brought about greater convenience for many. They included those who needed to undergo supervised FET, pre-departure testing, pre-event testing and testing for travelling via the vaccinated travel lanes.

Staying Vigilant Against New Variant

With the emergence of the **Omicron variant** globally, Singapore took a precautionary approach with pre-emptive testing at its borders. HPB was activated to conduct special testing operations for incoming passengers who could be exposed to the new variant. A response team was assembled and deployed to the facility where the passengers were brought for polymerase chain reaction (PCR) testing. This was followed by testing of airport workers at designated facilities.

When the new variant was detected in Singapore in December 2021, the special operations were extended to communities working in other locations, including those in some food and beverage outlets and fitness centres. The workers were rostered at designated Combined Test Centres for PCR testing, and six special operations were carried out within one week.

In the face of the new variant of concern, HPB also supported the reinstatement of Rostered Routine Testing of frontline workers, including thousands of airport workers and crew members, as well as the testing of travellers who had to undergo antigen rapid tests and PCR tests. This included the set-up of COVID-19 testing operations at Woodlands Temporary Bus Interchange for individuals travelling via the land vaccinated travel lane between Singapore and Malaysia.

Caring for the Community in Times of COVID-19

Beyond placing teams in the frontlines to battle COVID-19, the Health Promotion Board (HPB) also supported Singaporeans in other ways during the pandemic, through the second-phase implementation of the **Grocery Voucher Scheme** in October 2021.

The scheme was part of the Care and Support Package introduced by the Ministry of Finance (MOF) in 2020 to provide support to Singaporeans who might be concerned about coping with their household expenses during the period of extraordinary economic uncertainty. All Singaporeans aged 21 years and above, who live in one-room and two-room Housing and Development Board flats and do not own more than one property, were eligible to receive grocery vouchers in two phases – \$300 in 2020 and \$100 in 2021.

Working with MOF and other public agencies such as the Central Provident Fund Board (CPF Board) and People's Association, HPB facilitated the scheme implementation through its wide network of Healthier Choice Symbol partners, including FairPrice, Giant, Prime Supermarket and Sheng Siong Supermarket. Eligible Singaporeans could use the grocery vouchers disbursed by MOF at HPB's partnering supermarkets to purchase groceries.

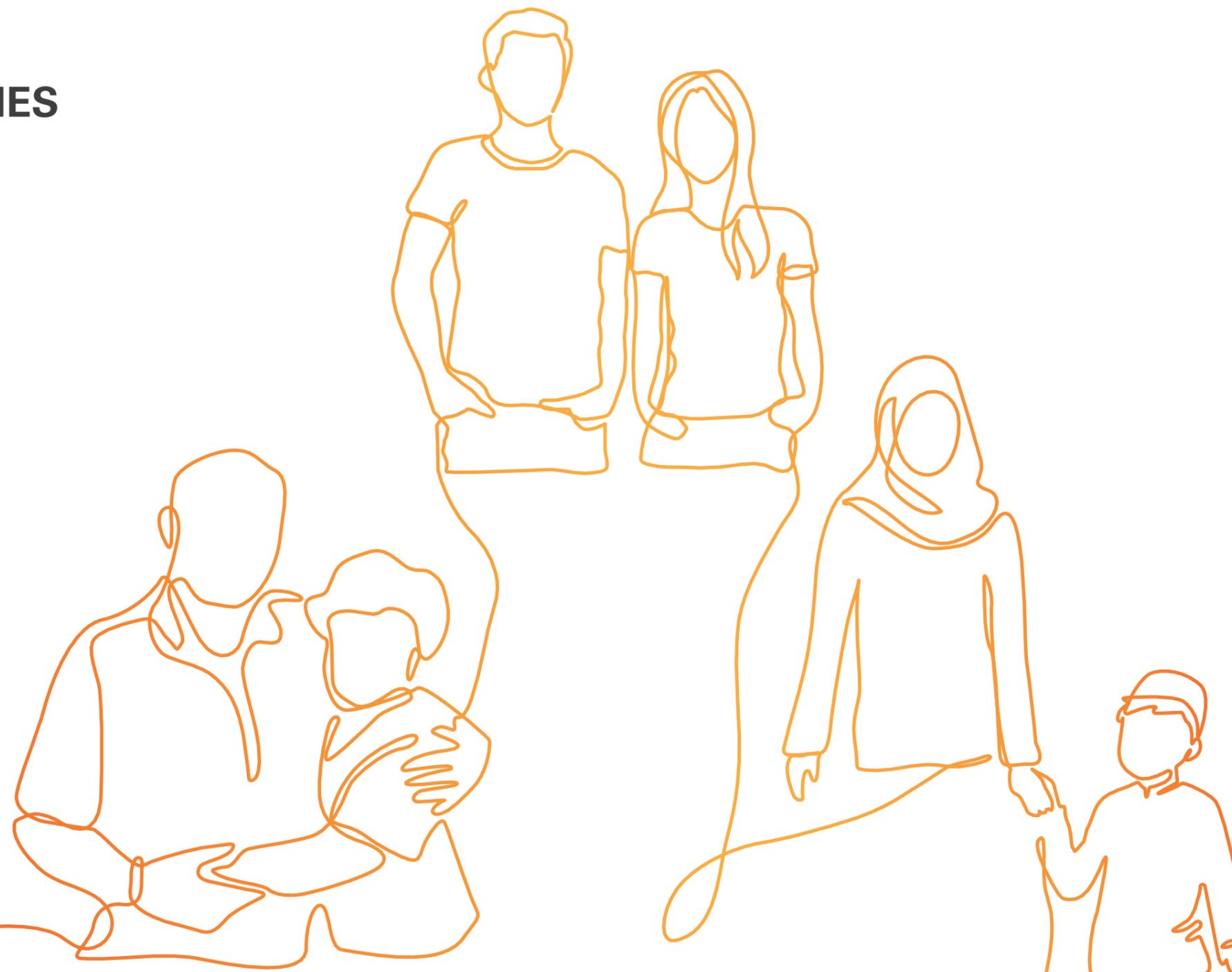
To promote healthier choices, those who purchased products carrying the Healthier Choice Symbol were able to receive additional discounts, which offered additional support under the nationwide scheme. The Grocery Voucher Scheme, in its second phase, benefitted over 160,000 eligible recipients as of March 2022.



HPB facilitated the implementation of the Grocery Voucher Scheme, leveraging its wide network of Healthier Choice Symbol partners.

NATIONWIDE ACCESS TO HOLISTIC HEALTH PROGRAMMES

The Health Promotion Board (HPB) drives nationwide health promoting initiatives for the holistic well-being of Singaporeans. Besides focusing on obesity prevention, chronic diseases and mental well-being, HPB also provides education and access for Singaporeans to understand and take action against vaccine-preventable and communicable diseases. Together with a wide network of community partners and health advocates, these initiatives are brought to residents' doorstep and embedded in their daily environments, providing access and convenience to healthy living options.



Scale

Advancing Efforts with the Food and Beverage Industry

In a continuous push to increase the prevalence of healthier diets, the Health Promotion Board (HPB) works with whole-of-supply chain players, from food manufacturers to food retailers and food service operators, to expand the availability of healthier alternatives.

The **Healthier Ingredient Development Scheme (HIDS)**, which was introduced in 2017, has been encouraging food manufacturers, through a grant, to innovate, develop and promote the uptake of a wider variety of healthier ingredient products.

The scheme, which comprises two sub-schemes – the Healthier Choice Development Scheme and the Go-to-Market Scheme – had new ingredient categories added in 2021, to include more wholegrain products, sweet spreads and table salt, to support Singaporeans in reducing their sugar and sodium consumption. With the addition of the new categories, more suppliers were able to tap the grant in 2021. By March 2022, 95 suppliers across nine ingredient categories were on board the scheme, offering over 300 healthier ingredient products supplied to more than 10,000 food and beverage operators, retail outlets as well as establishments such as schools, hospitals and canteens at workplaces.

In the food services sector, HPB works collaboratively with operators for the **Healthier Dining Programme (HDP)** to make healthier dining options more accessible. Under the programme, partners are supported in the reformulation of their menu items to offer meals or beverages that are lower in calories, sugar or use healthier ingredients such as wholegrains, healthier cooking oils, lower sodium salt, sauces and seasonings. These partners are provided with the HDP visual identifiers to display on their storefronts, to encourage consumers to choose healthier dishes that are available in-store.

In 2021, despite operational challenges faced by the food services industry due to COVID-19, the programme drew new beverage partners such as BaWangChaJi, R&B Tea, Yikowei and Dal.Komm Coffee. Several existing partners, such as Yolé and Mr Bean, also expanded their healthier offerings with more lower-sugar or wholegrain options. As of March 2022, a total of 3,000 food and beverage operators, hawker centres and coffee shops with more than 12,000 touch points had served over 240 million healthier meals under the programme.

“The Healthier Ingredient Development Scheme has assisted us in accelerating our innovation process. Not only does it enable us to engage third-party experts, it also facilitates the commercialisation of our wholegrain products. This approach of facilitating the product development process and consumer engagement, is important in helping us sustain a long-term change in consumption behaviour.”

Mr Ang Khim Wee, Head of Business Development, Lim Kee Food Manufacturing Pte Ltd



Healthier dishes are offered by food and beverage establishments under the Healthier Dining Programme.

Another ongoing initiative to enable Singaporeans to incorporate healthier options into their diets is the **Healthier Choice Symbol (HCS)** programme, which started in 2001. Food and beverage manufacturers on the programme are guided to offer pre-packaged food products that are generally lower in sugar, saturated fat or sodium, or are higher in calcium or wholegrains as compared to other regular products within the same category. The products, made available in retail stores such as supermarkets, are labelled with a HCS visual identifier that makes it easier for consumers to identify healthier choices when they pick up their groceries.

In 2021, HPB continued to grow the availability of healthier options through close collaborations with the industry, pushing the retail market share of HCS products up from 27% a year ago to 29% as of September 2021. By March 2022, the programme had made available 4,500 HCS products across 100 food and drinks categories in the market to offer consumers a wide selection of healthier options.



The Healthier Choice Symbol helps consumers identify healthier choices when they pick up their groceries.

“We have seen an increase in sales for certain product categories over the years, especially for our rice bowl and porridge products. We believe the Healthier Dining Programme is a value-add to our business as our brand has always been known to serve healthier products and being accredited under the programme makes us more credible.”

Ms Lai Jia Chee, Assistant Research and Development Manager, Mr Bean

In particular, the year saw major manufacturers reformulate and launch a series of lower-sugar beverages ahead of the new ‘Nutri-Grade’ legislation, which will take effect in 2022.

In 2019, the Ministry of Health and HPB announced two new regulatory measures for prepacked beverages – the mandatory ‘Nutri-Grade’ labels and advertising prohibitions. Together, they aim to empower Singaporeans to make more informed, healthier choices and accelerate industry reformulation to reduce sugar levels in beverages. The regulations were published in December 2021, and will take effect in December 2022. Ahead of the effective date of the measures, early success in the acceleration of reformulation efforts was observed. From FY2017 to FY2019, the proportion of healthier choice beverages in the market increased from 59% to 72%, and the median sugar level of beverages decreased from 8.5 to 6.3 grams per 100 ml.

In addition to prepacked beverages, the measures will be extended to freshly prepared beverages, which are another key and growing source of sugar intake among Singaporeans. Approximately 3,000 industry players, including major bubble tea and coffee chains, were engaged from February to March 2022 as part of a consultation to gather feedback on the specifications for the implementation of the measures for this sector.

Encouraging Healthier Diets

Complementing upstream efforts to bring more healthier food and beverage choices to the consumer market, the Health Promotion Board (HPB) nudges Singaporeans to adopt healthier eating habits through the **Eat, Drink, Shop Healthy (EDSH) Challenge**. Consumers who take part in the programme get to earn Healthpoints when they choose healthier options, and the points can be used to redeem rewards such as grocery vouchers. By making healthier choices rewarding, HPB encourages Singaporeans to switch to healthier alternatives in their daily consumption.

A key enabler of the EDSH Challenge is HPB’s Healthy 365 mobile app, a digital platform on which participants earn their rewards. The app was enhanced in 2021 to improve the experience of participation,

“Through the EDSH Challenge, we have observed that, over time, more customers are actively asking for less sugar for their drinks. The programme also offers a good incentive to encourage customers to choose our healthier drinks.”

Mr Ivan Chua, Director, Each-A-Cup

enabling users to keep track of the number of healthier items purchased or consumed in a weekly food passport. A new one-touch ‘Call Customer Care’ feature and enhanced function for scanning of receipts of healthier purchases have also brought greater convenience to participants.

Over the year, many Healthier Dining Programme partners such as Wok Hey, LiHO and Coffee Bean & Tea Leaf teamed up with HPB on the EDSH Challenge, providing more touch points where Singaporeans can earn rewards for choosing healthier options under the programme.

In November 2021, HPB ran a two-month thematic challenge that nudged consumers to choose lower-sugar beverages and desserts. Public education on the benefits of lower-sugar options was amplified across multiple communication platforms online and offline. The thematic challenge, which was supported by 30 partners, drew a huge following that resulted in a surge in sign-ups for the programme by 28,000. By the end of March 2022, the number of sign-ups for the EDSH Challenge had notched up to 945,000.

Apart from encouraging healthier choices in food and beverage purchases, HPB advocates the use of ‘My Healthy Plate’ as a practical visual guide for Singaporeans to understand and adopt the concept of a balanced meal.



The ‘Quarter, Quarter, Half’ campaign encouraged Singaporeans to follow the ‘My Healthy Plate’ guide for a healthier and balanced meal.

From March to June 2021, HPB ran a campaign entitled ‘**Quarter, Quarter, Half**’ to encourage the use of ‘My Healthy Plate’ to guide Singaporeans on the correct proportions of different food groups – a quarter plate with wholegrains, a quarter plate with good sources of protein, and half a plate with fruits and vegetables. The campaign shared many actionable tips for all meal occasions, and a catchy jingle was introduced to reinforce the key messages of the ‘My Healthy Plate’ concept.

The engagement effort garnered a reach of over 2.97 million people, with the campaign video generating more than 1.89 million views during the campaign period. The ‘My Healthy Plate’ website also saw heightened interest between March and June 2021, attracting visits that were over seven times the traffic prior to the campaign. In a post-campaign evaluation survey, more than 60% of respondents reported an increase in the adoption of the ‘Quarter, Quarter, Half’ concept to achieve healthier, balanced meals.

Keeping Active Living Accessible

The Health Promotion Board (HPB) encourages Singaporeans to be physically active through a wide range of **Move It!** physical activity programmes. To bring such healthy living options closer to the community so that they are easily accessible, the programmes are made available at community spaces across the island, such as neighbourhood parks, shopping malls and atriums of office buildings.

In 2021, to stem COVID-19 transmission, HPB’s Move It! programmes conducted in person were halted during the Heightened Alert phases, in line with the national COVID-19 measures. Following these phases, the programmes were resumed swiftly with the prevailing safe management measures with the support of both public and commercial venue partners, such as the National Parks Board (NParks), Sport Singapore (SportSG), Singapore Armed Forces Reservists Association (SAFRA) and HPB’s network of Health Promoting Malls – malls that partner HPB to offer consumers healthier choices and activities. These partnerships facilitated the return of HPB’s physical activity programmes across the island progressively.

To enable Singaporeans who were primarily still working from home or would prefer to exercise from home to keep active, HPB pivoted to new programming models such as virtual workouts. Hybrid sessions were also introduced to offer participants either options of attending an on-ground session or via a live-stream session that simulates the on-ground experience, in the comfort of their homes. A total of 32,000 physical activity sessions were conducted across different programmes in varied modalities during the year.

Active Family Programme

The Active Family Programme provides opportunities for parent-child bonding through exercise and physical activities on weekends and during school holidays. It encourages children aged four to 12 and their parents to stay active together through engaging activities such as in-line skating, Nerf play, frisbee, skateboarding and archery.

In 2021, HPB collaborated with Sentosa and NParks to pilot an **orienteeing activity** as part of its efforts to introduce other non-game-based activities that also impart life skills. The activity, which was made available at three sites – Sentosa, Fort Canning Park and HortPark – entailed an experiential trail for parents and children to explore different attractions and scenic spots in Singapore. Importantly, it provided families with young children an opportunity to keep active as they bond with one another. Over 400 participants took part in the orienteeing trail during the three-month pilot. Following the good response of the pilot, orienteeing was included as a main activity in the Active Family Programme.

Quick HIIT

Quick HIIT is a programme providing high-intensity interval training (HIIT) conducted by professional trainers for individuals who are physically ready to engage in high-intensity exercises. Held at a variety of locations island-wide

every week, the programme consists of circuit training, functional exercises and callisthenics, aimed at improving muscular strength and endurance, cardiovascular fitness and mental resilience.

In April 2021, the Quick HIIT programme was included as part of the **NS Fitness Improvement Training (FIT) Programme** introduced by MINDEF Singapore, in collaboration with HPB and Sport Singapore. The NS FIT was rolled out to enable Operationally Ready National Servicemen (NSmen) to stay active and healthy after their full-time National Service and fulfil their annual fitness requirements.

With the inclusion of HPB's Quick HIIT programme, NSmen have the option and flexibility to work out regularly at their convenience in community settings such as parks, neighbourhood sports centres, stadiums and near their workplaces. As of March 2022, there were 52 weekly Quick HIIT sessions conducted across 30 locations in various parts of Singapore, that catered to NSmen's participation.



A parent and child bonding through the orienteeing activity at Sentosa as part of the Active Family Programme.



Photograph: Courtesy of MINDEF Singapore

The inclusion of HPB's Quick HIIT as part of the NS FIT Programme, offers flexibility and convenience for Operationally Ready National Servicemen to stay active in community settings.

Other physical activity programmes

To cater to different segments of the population, HPB runs a wide array of other physical activity programmes that are accessible to residents in different parts of Singapore. These include Sundays @ The Park, which features group workouts in neighbourhood parks on weekends; the Community Physical Activity Programme that offers a wide range of exercises of varying intensities for Singaporeans of all ages within community spaces near housing estates; Mall Workouts in Health Promoting Malls; as well as Sunrise InThe City classes conducted at HPB's partner gyms and studios.

Building Capabilities of Trainers

The **Basic Exercise Science (BES)** course introduced together with Republic Polytechnic and SkillsFuture Singapore in 2020 as part of the Health Promotion Board's (HPB) capability-building roadmap to upskill trainers who conduct HPB's physical activity programmes, has provided the trainers with an affordable learning and development opportunity since its roll-out.

Trainers who underwent the course were equipped with knowledge on the core fundamentals of exercise science and skills to conduct safe and quality exercise programmes for HPB participants. As of March 2022, over 200 trainers had completed the course, and those surveyed indicated a higher level of confidence in addressing basic physical activity-related queries from participants.

Galvanising the Community into Action

During the year, the Health Promotion Board (HPB) continued to leverage the **National Steps Challenge™** to get Singaporeans moving again amid the pandemic. The Challenge, a nationwide initiative launched in 2015, uses gamification and a fitness tracker, along with HPB's Healthy 365 mobile app, to encourage residents to stay active and reduce sedentary behaviour. It motivates participants to incorporate physical activity into their daily routines and rewards them when they achieve different physical activity milestones.

A **Bonus Round** was organised from March to August 2021, an extension of National Steps Challenge™ Season 5 to encourage Singaporeans to continue with their physical activity regimes. Following the launch of the Bonus Round, participants' step counts and moderate- to vigorous-intensity physical activity (MVPA) durations rebounded. About 80% of the participants who completed both 'Steps' and 'MVPA' reward tiers in the Bonus Round also remained active until the end of the challenge. In particular, the Bonus Round saw positive engagement among senior participants who achieved higher completion rates in clocking steps and engaging in MVPA.



The National Steps Challenge™ nudges Singaporeans to keep active and rewards them when they achieve different physical activity milestones.

To encourage Singaporeans to sustain their physical activity levels, National Steps Challenge™ Season 6 was launched in October 2021. As part of the programme, the **Community Challenge** component rallied residents in different Group Representation Constituencies (GRCs) to stay active as a community in a friendly competition with other GRCs. To spice up the engagement, theme-based activities such as the 'Team Steps Race' were organised for residents to form virtual teams and cheer one another on to clock steps. Across all 17 GRCs, more than 254,000 people signed up for the Community Challenge.

App-based **thematic challenges** were also organised over the six-month-long National Steps Challenge™ Season 6 to further engage Singaporeans while they clocked their steps towards their personal fitness goals. For example, a year-end thematic challenge entitled 'FIT-nish 2021 Challenge with Anytime Fitness' was run in collaboration with Anytime Fitness, nudging more than 140,000 participants towards their fitness goals before the end of 2021.

Beyond physical activity, National Steps Challenge™ Season 6 also incorporated a **Sleep Challenge** as a pilot initiative to nudge Singaporeans to take progressive steps to care for their well-being in a more holistic way by achieving adequate sleep regularly. To encourage participants to clock at least seven hours of sleep a day, an educational information drive about the physical and mental health benefits of sufficient sleep and practical ways to cultivate good sleep habits was rolled out.

An integral part of galvanising the community to participate in the steps challenge was HPB's collaboration with over 70 **corporate and community partners**. They included the People's Association, Silver Generation Office, Mendaki, HomeTeamNS and SAFRA who provided a wide network of touch points for

HPB's island-wide fitness tracker distribution. Beyond distribution venues, new partners such as online platforms Fave and Agoda, as well as food and beverage operators Swensen's, LiHO and Yolé, were also onboarded in Season 6 to offer participants new and attractive rewards within the programme.

The outreach and partnership efforts were complemented by **awareness-building campaigns** over both traditional and digital media platforms. In addition to physical touch points such as television, radio, buses and trains, an enhanced and targeted digital marketing strategy was also employed. There was an intensified effort to engage Challenge participants with regular and personalised nudges via in-app push notifications, electronic direct mailers and SMS. By the end of March 2022, Season 6 concluded with over 670,000 sign-ups and over 3 million visits to the National Steps Challenge™ website, reflecting its continued appeal to Singaporeans despite pandemic-related disruptions.

“Since joining the National Steps Challenge™, I have started walking regularly as it has helped me to achieve a healthier body mass index, better manage my health, and improve my body flexibility. The points I earn from clocking steps also give me a sense of achievement. Now, walking has become a habit for me and I always use the fitness tracker to monitor my daily physical activity level.”

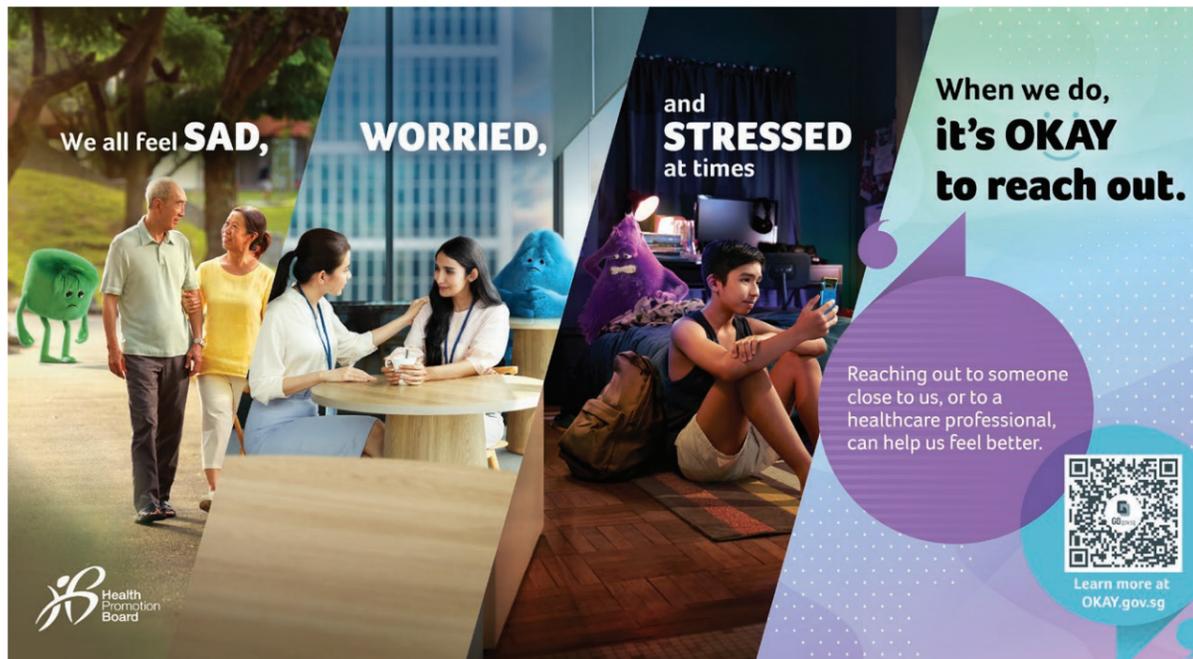
Mr Louis Loh, National Steps Challenge™ participant

Normalising Mental Health and Well-being

Beyond physical health, as concerns around the mental health of Singaporeans grew in prevalence amid the COVID-19 pandemic, the Health Promotion Board (HPB) intensified its efforts on mental well-being.

In October 2021, HPB launched the **'It's OKAY to Reach Out'** campaign with an aim to normalise the topic of mental health and well-being, generate deeper understanding and awareness of mental well-being and encourage Singaporeans to reach out for support when they feel overwhelmed. The campaign was launched at a virtual dialogue session, where Dr Janil Puthuchery, Senior Minister of State (Health) and Chair of the Interagency Taskforce on Mental Health and Well-being, together with other panellists, deep-dived into discussions on the importance of mental well-being, the benefits of reaching out for support and efforts by the government to help Singaporeans improve their mental well-being.

Following the virtual dialogue session, HPB continued to reach out to the population to sustain conversations on mental health and well-being and encourage individuals who feel overwhelmed to reach out for support. Through sharing of personal experiences by influencers and celebrities on social media platforms, television and radio interstitials, Singaporeans learnt about their struggles with mental health and how they got better through a supportive network. Mental health experts were also invited to radio talk shows to share common misconceptions about mental health and explain the merits of reaching out for support.



The 'It's OKAY to Reach Out' campaign was launched to normalise mental health and well-being and to encourage Singaporeans to reach out for support when they feel overwhelmed.

In addition to the broadcast and social media platforms, there were a series of community dialogue sessions held in all 17 Group Representation Constituencies in Singapore together with HPB's community partners such as the People's Association, activity-based workshops and educational webinars. These were rolled out for Singaporeans to learn more about mental well-being, how to reach out to seek support when feeling overwhelmed and support those they care for, as well as to pick up practical coping tips. More than 124,000 Singaporeans benefitted from these engagement sessions.

To sustain awareness, the campaign messages were amplified across multiple platforms, including broadcast channels, outdoor media and digital media. At the same time, several commercial partners, such as Gardenia and Stuff'd joined HPB in spreading mental health messages through their product packaging.

To complement the 'It's OKAY to Reach Out' campaign, HPB collaborated with whole-of-government partners to develop **MindSG**, a one-stop online portal. The portal, which provides Singaporeans with resources and information on mental health and well-being, pulls together content curated by mental health experts such as doctors and psychologists. This offers convenient access to resources that can support individuals in looking after their own mental well-being and caring for their loved ones. Launched in late November 2021, the pilot version of the website focused on providing information on self-care and mental well-being, including topics on sleeping well, and managing emotions and stress. As of March 2022, the portal had drawn over 480,000 page visits.



Workshops were conducted to equip participants with knowledge on mental well-being and practical coping tips.



MindSG provides Singaporeans with convenient access to resources and information on mental health and well-being.

As part of the overall mental health and well-being education efforts, HPB also continued to encourage Singaporeans to check in with their loved ones through the '**Hi #JustCheckingIn Virtual Journey**'. The initiative was developed to equip Singaporeans with supportive skill sets to initiate check-ins with their loved ones, navigate conversations with empathy and to follow up with them to ensure that they are coping well. Through an experiential journey online, participants learn to check in with those whom they care for and better support them. As of March 2022, more than 6,600 users had completed the virtual journey.

Supporting Mental Well-being of Different Population Segments

Fostering a supportive environment is important in developing a stronger mental health ecosystem in Singapore, and the Health Promotion Board (HPB) has been growing its pool of peer supporters through structured programmes for youth and adults, in schools and at workplaces. For example, the **peer support programme** in the Institutes of Higher Learning (IHL) equips student volunteers with knowledge of common signs and symptoms of mental health conditions and skills to reach out to support their peers. Similarly, at workplaces, a peer support programme is offered to employees so they can acquire skills to be supportive leaders and co-workers.

In 2021, HPB introduced nine additional modules to the peer support programme in IHLs to encourage continuous learning among the peer supporters, who learnt how to support peers online and provide psychological first aid through these modules. The additional training seeks to help peer supporters to better understand the issues faced by their peers and support them.

HPB also partnered with other public agencies and community organisations to increase the prevalence of peer support. Efforts included collaborating with Youth Corps Singapore to pilot **Project Re:ground** – a community peer support programme for youths transiting into the workforce, to help them cope with a key transition phase of their life. Together with the Public Service Division, HPB also kickstarted the **Wellness Ambassadors programme**, which trains public officers from different public agencies to be peer supporters within their organisations.

As of March 2022, about 11,000 youths and working adults had been trained as peer supporters, and about 900 public officers across different public agencies had volunteered to be trained as Wellness Ambassadors.

"I think the content covered is very beneficial and eye-opening, so it will be useful for more people to learn from this workshop."

IHL peer support programme participant

"I am now more willing to take the first step to approach my staff. I really feel like I am in the capacity to help others."

Workplace peer support programme participant

Beyond building pillars of support for mental well-being, HPB ran a campaign from May to July 2021 to raise awareness among seniors aged 50 and above on **vascular dementia** and ways to incorporate healthy lifestyle habits into their routines to reduce their risk. The habits include staying physically active, eating healthily, staying mentally active, being socially engaged and going for regular health screening.



As part of the campaign, a video was produced to help individuals understand how to take steps early to reduce their risk as vascular dementia can happen even to younger seniors. Educational content, with doctors sharing their insights on vascular dementia, was developed and social influencers were engaged to amplify these conversations through their social media channels. The campaign was well-received, with 90% of respondents in a post-campaign survey sharing that they practised at least three healthy actions learnt from the campaign.

Helping Seniors Age Actively

As part of the Action Plan for Successful Ageing launched in 2015 to enable Singaporeans to age confidently and gracefully, the Health Promotion Board (HPB) provides seniors with access to health promoting programmes to help them age actively and stay socially connected. A key focus area is HPB's **Active Ageing Programmes (AAPs)**, which help seniors aged 50 years or older adopt healthier eating habits, stay physically, mentally and socially active, as well as maintain their functional ability as they age.

The **Move It, Feel Strong (MIFS)** programme, for example, features group exercises for seniors to keep active through a variety of fun and engaging physical activities, including Zumba Gold, low-impact aerobics, KpopX Lite, tai chi and yoga. In 2021, MIFS was enhanced to incorporate exercises that help seniors improve and maintain their muscle strength, balance and flexibility. These are important in enabling them to carry out their daily living activities with ease and to reduce their risk of falls.

Close to 500 fitness instructors were specially trained in 2021, to conduct basic strength, balance and flexibility training exercises. During the workouts, the instructors would also share the benefits of such exercises and remind seniors to do them at least twice weekly. The enhanced MIFS programme was implemented island-wide in collaboration with partners such as the People's Association, various senior activity centres, religious organisations and social service agencies.

Another AAP that empowers seniors to lead healthier lifestyles is the **Seniors Health Curriculum**, a workshop-based programme that helps seniors understand the importance of staying healthy and socially connected, and equips them with knowledge and skills to do so through hands-on activities. The workshops cover physical activity recommendations, self-care skills for chronic disease management, as well as tips on healthy eating, falls prevention,



Seniors keeping active in a Zumba Gold session under the Move it, Feel Strong programme.

and mental well-being. Participants of the workshop also learn to navigate HPB's Healthy 365 mobile app and register for the AAPs using the app.

To educate seniors on falls prevention, HPB conducts the **Rolling Good Times** programme, where seniors learn about common fall situations and are equipped with basic strategies to minimise the risk of injury in the event of a fall. The six-week programme includes strength, balance and flexibility training exercises to help seniors maintain and improve their functional fitness as well as simple rolling techniques to minimise the impact of falls.

When on-site AAP sessions had to be scaled back due to COVID-19 measures in certain parts of the year, some of these programmes were made available online so seniors could continue to participate in these sessions at home. These included **virtual health workshops** and **virtual exercise classes** which were modified to include exercises of lower intensity.

To enable seniors to engage in the virtual programmes more easily, relevant content on the functions and use of such digital and

virtual platforms was shared with participating seniors. HPB also continued to engage them through various media platforms such as social media and over broadcast channels. At the same time, useful resources, including exercise videos and healthier recipes, were made available on the 'Stay Well to Stay Strong' online resource hub to help seniors continue to live and stay healthy.

More than 7,000 AAP sessions were conducted during the year, reaching 69,000 participants through on-ground sessions and 32,000 who participated in the virtual AAP sessions.

"The Rolling Good Times has been a wonderful programme to help us build our strength, and age actively and healthily... We need to continue to practise the skills we have learnt and treat them as a part of our daily life."

Mr Koh, Rolling Good Times participant

Preventing Communicable Diseases

To sustain the adoption of good personal hygiene and prevent the spread of infectious diseases, especially in a COVID-19 climate, the Health Promotion Board (HPB) continued to educate the public about the importance of personal hygiene with the **hand hygiene campaign** in October 2021. Through various platforms including the use of social media such as Facebook and YouTube, the campaign amplified messages that foster proper hand-washing habits.

Vibrant stickers with detailed hand-washing steps were also installed at 22 partners' high-traffic touch points, such as public restrooms in Health Promoting Malls, MRT stations and SAFRA clubs, to nudge proper hand-washing at moments that matter. For the first time, HPB also worked with an e-commerce partner to promote hand hygiene messages on product packaging. Stickers reminding people to wash their hands with soap and water for at least 20 seconds were placed on the packaging of 200,000 Shopee Supermarket grocery orders in November 2021.

In another effort to educate the young about the importance of adopting good hygiene habits, hygiene activity booklets, which contained engaging activities within, were disseminated to all pre-schools to reiterate the proper hand-washing steps and going for nationally recommended vaccinations.

Apart from maintaining good hygiene habits, **immunisation** also remains one of the best ways to protect children and adults from vaccine-preventable diseases such as influenza and pneumococcal diseases. In April 2021, HPB leveraged COVID-19 vaccination centres as a community touch point to share with seniors the importance of other recommended vaccinations under the National Adult Immunisation Schedule (NAIS). Over 5,000 seniors and caregivers were engaged through this exercise.

To further drive home the importance of immunisation, HPB disseminated letters to 65-year-old residents in November 2021 to educate them on the clinical importance of influenza and pneumococcal vaccinations and the subsidies available at Community Health Assist Scheme (CHAS) General Practitioner (GP) clinics and polyclinics.

Subsequently, in January and February 2022, letters were also sent to 20- to 26-year-old females to inform them about the nationally recommended vaccination against the Human Papillomavirus (HPV) and the subsidies available. The intent was to encourage young women to protect themselves against HPV, which can cause cervical cancer.

In September 2021, HPB launched the **Antimicrobial Resistance (AMR) campaign** in an ongoing effort to address the misperception that antibiotics can help to speed up recovery from viral infections. The campaign was rolled out through digital platforms and out-of-home media including at train stations and bus stops, spreading awareness of how antibiotics do not fight viruses such as flu and COVID-19.

HPB also supported the **Human Immunodeficiency Virus (HIV) prevention campaign** towards the end of the year, as part of a multi-agency effort implemented by the National Centre for Infectious Diseases. The public education campaign aimed to reduce stigma towards people living with HIV and encourage early detection of the virus. Through the lens of people with HIV who shared their challenges living with the virus and how they received support from the people around them, the campaign called on individuals to come forward for early HIV testing to enable early treatment.



The Antimicrobial Resistance campaign spread awareness on the appropriate use of antibiotics, highlighting that time, not antibiotics, is needed to recover from viral infections.

Reducing Barriers to Health Screening

The Health Promotion Board (HPB) encourages Singaporeans to go for regular health screening and follow-up to detect health conditions early for timely intervention and better health outcomes, which can contribute towards a better quality of life.

Health screening is accessible and affordable in Singapore with the **Screen for Life (SFL) programme**, the national programme that provides heavily subsidised screening and follow-up services to eligible Singaporeans, made available at more than 1,100 Community Health Assist Scheme (CHAS) General Practitioner (GP) clinics. It covers screening tests and first follow-up consultation, where needed, for selected chronic medical conditions

and cancers – hypertension, diabetes, hyperlipidemia, obesity, and cervical, colorectal and breast cancers. (Breast cancer screening is offered at participating polyclinics at highly subsidised rates.)

As COVID-19 presented new challenges to how health screening services are traditionally conducted, a six-month **home-based health screening trial** was rolled out from July to December 2021 under the SFL programme, riding on new opportunities provided by tele- and mobile-medicine services. The trial tested the feasibility of offering home-based health screening and post-screening video consultation services. Eligible residents were invited to register for the trial and make an appointment with an appointed health screening service provider, who arranged for a team of medical staff to carry out the screening tests at the residents' homes.

Residents with abnormal screening results were provided with the options of either a video-based or in-person home-based follow-up consultation. During the consultation, the doctors explained the results and advised participants on the appropriate follow-up actions to take, similar to the current clinical follow-up model.



Health screening being carried out at a resident's home as part of the home-based health screening trial.



Singaporeans are encouraged to go for appropriate regular health screening, which is accessible and affordable with the Screen for Life programme.

“The home-based health screening is a great service to boost community health screening. Good for elderly citizens who may not be able to travel to clinics for their health screening.”

Mr Mohammad, a resident who participated in the home-based health screening trial

In 2021, HPB collaborated with various public healthcare institutions to enhance the accessibility of the **SFL breast cancer screening and follow-up** services, with the addition of two new screening centres at Eunos Polyclinic and Kallang Polyclinic, and a new reading and assessment centre to provide mammogram reading and follow-up services at Sengkang General Hospital. These developments will enable residents in the central and eastern parts of Singapore to go for their subsidised breast cancer screening and follow-up services with greater convenience.

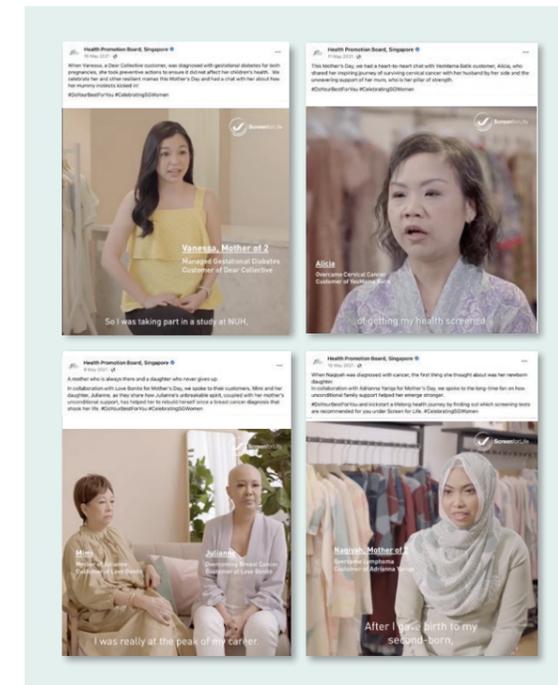
Raising Awareness on Screening and Follow-up

In November 2021, a **Screen for Life (SFL) public education campaign** was launched to address the misconception that “feeling fine” is an indication of good health and hence health screening is not needed. The campaign focused on the message that the body may feel fine even when it is not; using humour, the campaign demonstrated how a disease could be hidden in an individual, without symptoms or signs, and go undetected without health screening.

The campaign aimed to raise public awareness of accessible and affordable national health screening in Singapore. It also encouraged Singaporeans to visit HealthHub, an online portal, to find out which health screening tests were recommended for them as well as information on SFL subsidies. The public education efforts were rolled out digitally, and through out-of-home and broadcast media, nudging Singaporeans to go for regular health screening. Almost 170,000 logins were registered on the HealthHub portal by the end of the campaign in January 2022.

Riding on the special occasion of Mother’s Day in May 2021, the Health Promotion Board, together with the Women’s Health Committee, ramped up awareness through a **Mother’s Day campaign** to encourage regular health screening among women. Real-life accounts of four women with various health conditions were shared in a series of four videos; they related how they were motivated to triumph over the adversities either by their mothers or by drawing strength from their role as a mother.

Their stories conveyed the importance of early detection of health conditions through health screening and how timely interventions led to better treatment outcomes. The videos garnered over 810,000 views and the stories sparked positive responses on social media, with many members of the public expressing that they were encouraged and inspired by these women. Partnering local female-centric brands, the Mother’s Day campaign also rallied customers of these brands to share their personal experiences.



Four women with various health conditions shared real life accounts in a series of videos in the Mother’s Day campaign to encourage regular health screening among women.

“Thank you for inspiring so many women out there. Keep well and continue to inspire the people around you.”

Ms Lin, in response to the women’s personal stories on Facebook

Enhancing Support for Smoking Cessation

Since 2013, the **I Quit smoking cessation programme** by the Health Promotion Board (HPB) has been core in supporting smokers to stub out the habit by breaking down their quit journey into daily, small actionable steps. To help them sustain a tobacco-free lifestyle, individuals who participate in the programme are provided with knowledge, motivation and a supportive network throughout their quit journey.

In HPB’s continuous strive to reduce smoking prevalence in Singapore, the I Quit programme was enhanced on World No Tobacco Day in 2021, with new features to better support smokers under the programme.

A new triage survey was introduced to better understand the level of nicotine dependence and the quit preference of smokers who signed up for the programme before suitable interventions were recommended to them. In addition to supporting them through SMS, new cessation channels such as phone counselling via QuitLine and face-to-face counselling available at 40 pharmacies island-wide, were offered. With the new targeted approaches, interventions were more personalised and effective in engaging the participants.



The I Quit smoking cessation programme supports smokers to stub out the habit by breaking down their quit journey into small, actionable steps.

To provide more support to participants in their quit journey, the programme was extended from 28 days to six months. Studies have shown that smokers who stay tobacco-free for 28 days in a supportive environment are more likely to quit successfully. Beyond that, the duration of support was increased to include monthly follow-up phone calls and SMS to the participants after the first 28 days, to motivate them to remain tobacco-free and refrain from picking up the habit again.

In encouraging smokers to join the programme, HPB reached out to Singaporeans over digital platforms and virtual talks in the community and workplaces. In 2021, the I Quit campaign leveraged digitally personalised channels to raise awareness of the different customised smoking cessation interventions. It also employed refreshed visuals for the campaign and on the I Quit webpage to resonate with younger audiences.

During the year, almost 4,000 smokers signed up for HPB's smoking cessation programmes, and the I Quit webpage recorded close to 118,000 visits, 155% higher than the number of visits recorded in 2020.

Bringing Healthy Living into the Community

The Health Promotion Board (HPB) focuses on embedding healthy living in every possible touch point to enable Singaporeans to make healthier choices and form healthier habits as part of their daily lives. Health promoting programmes are made pervasive and accessible jointly with a vast network of partners in both public and private sectors, by bringing these options closer to the community.

Throughout the year, HPB collaborated with partners such as other public agencies, Regional Health Systems, community organisations and shopping malls to organise on-site and virtual programmes across Singapore. Various **physical activity programmes** such as Sundays @ The Park, Community Physical Activity Programme and Mall Workouts were brought to neighbourhood parks, malls and community spaces near housing estates for residents to keep active and bond with friends and family near their homes. Working with the National Parks Board, Town Councils, the People's Association (PA) and mall operators, these programmes were offered island-wide across more than 530 sites as of March 2022.

Senior-centric programmes were also conducted in different parts of Singapore through partnerships with PA, social service agencies and religious organisations. Residents 50 years and older were encouraged to attend the Move it, Feel Strong programme to improve and maintain their fitness, and to improve their health literacy by joining the Senior Health Curriculum virtually in the comfort of their home or on-site at accessible locations such as Community Clubs and senior activity centres.

Health workshops and screening sessions to help seniors keep healthy physically, mentally and functionally, were also run at such convenient places for seniors to participate in them. Examples include the Balik Kampung programme, which equips seniors with relevant knowledge and skills to strengthen their mental capacity and improve their mental well-being, as well as functional screening sessions that check seniors' vision, hearing and oral health to identify any concerns for early intervention.

To empower Singaporeans, especially seniors, to **adopt virtual platforms and digital solutions** for healthy living activities amid the pandemic, HPB worked with partners such as the Infocomm Media Development Authority (IMDA) and the Agency for Integrated Care during the year,



A senior checking his vision at a functional screening session.

to bring seniors on board HPB's Healthy 365 mobile app and the multi-agency HealthHub portal and educate them on the use of these platforms. The educational sessions were conducted at more than 50 SG Digital Office community nodes island-wide, and webinars were organised on Seniors Go Digital platforms. The outreach efforts saw more than 13,000 seniors download the Healthy 365 and HealthHub mobile apps. Over 700 ambassadors from IMDA were also trained to help seniors navigate the digital platforms.

“During the pandemic, Downtown East continued to host HPB’s workouts to promote exercise and healthy living among our shoppers and the public. We put in place safe management measures to safeguard the participants and other mallgoers so that everyone could enjoy the workouts safely.”

Ms Evelyn Loo, Director, Market Square, Marketing and Leasing, Downtown East



Seniors participating in the Balik Kampung programme, which seeks to help them maintain or improve their mental capacities.

Leveraging Partnerships to Expand Reach

Beyond bringing Health Promotion Board's (HPB) programmes to the community, HPB also worked closely with the Regional Health Systems (RHSes), social service agencies and other community partners to support regional and township-level preventive health initiatives.

In September 2021, the National Healthcare Group (NHG) and HPB rolled out the **NHG Community Intervention Programmes**. The initiative offers patients and residents in Singapore's central and northern zones structured workshops and coaching sessions to help them manage obesity and prevent diabetes. As of March 2022, 175 participants had been provided with HPB's fitness trackers to monitor their physical activity levels during and after the intervention period, to enable NHG to review the obesity management goals for each participant.

In November 2021, HPB collaborated with SingHealth Polyclinics in their launch of **HealthUp!**, a pilot programme focusing on population health. Other partners involved were Changi General Hospital, partner General Practitioners, Sport Singapore and Tampines grassroots organisations. Targeted at Tampines residents above 40 years old, the initiative helps Singaporeans adopt healthier lifestyle habits together with clinical treatment providers through an integrated approach.

Each resident is assigned to a well-being coordinator from SingHealth who customises a care plan, which includes virtual workshops and small group sessions led by certified coaches, to help participants plan their exercise regimes and adopt healthier habits as part of their lifestyles. The well-being coordinator subsequently refers the residents to relevant programmes organised by HPB where appropriate, such as Screen for Life, a national health screening programme, or other community lifestyle activities, to provide them with avenues to keep active in the community.

Apart from partnerships across organisations, HPB also expands its reach through its well-established **Health Ambassador Network**. The network is made up of individuals who volunteer to be healthy living advocates and who lend their support to HPB's programmes. With a shared passion for inspiring other Singaporeans to lead healthier lifestyles, they reach out to residents to promote healthy living programmes and messages within their communities.

In 2021, the Health Ambassadors actively encouraged and facilitated residents' participation in HPB-run programmes such as the National Steps Challenge™ that nudges Singaporeans to be active, and educated older residents on the use of the Healthy 365 mobile app at various community sites.

Throughout the year, HPB also continued to equip the Health Ambassadors with relevant knowledge and skill sets through structured programmes, which provided training to 230 volunteers. Collaborating with the RHSes, HPB's Health Ambassadors were trained to deliver health talks and conduct lower limb exercises for rehabilitating patients in hospitals, and the collaboration reached out to more than 150 patients during the year.

As part of capability building, knowledge and resources on health promotion are shared beyond HPB's Health Ambassador Network. The **Integrated Learning Hub**, set up by HPB and the RHSes in 2019, is a learning platform with consolidated health promoting courses offered across HPB and the three RHS clusters. It seeks to provide quality learning resources to health practitioners – health coaches, nurses, population health executives, volunteers including HPB's Health Ambassadors, as well as community partners such as the People's Association and social service agencies – to equip them with the skills and confidence to implement a wide range of health programmes.

In May 2021, the Integrated Learning Hub was expanded to include SG Go Digital webinars in partnership with the Infocomm Media Development Authority, to train more advocates in using the Healthy 365 mobile app and the HealthHub portal. As of March 2022, the Integrated Learning Hub had hosted 41 sessions of preventive health courses on topics ranging from health coaching to the planning of population-level health programmes.

"I will quite likely use and apply what I have learnt in the course made available through the Integrated Learning Hub to approach my work. With the focus on population health today, we are recognising the greater importance of providing and coordinating programmes and services based on the needs of residents. Hence, it will be helpful to learn more about how we can better understand the population's needs."

Ms Aileen Lim, Senior Executive, Community Health, National University Health System

Resonating with Ethnic Communities

Over the year, the Health Promotion Board (HPB) continued to connect with various ethnic communities and encourage them to adopt healthier lifestyle habits through culturally nuanced initiatives and partnerships with community and religious organisations.

Reaching out to the Malay community

Leveraging the festive period of Ramadan and Hari Raya, HPB launched a public education campaign to encourage the Malay community to adopt healthier habits. With an overarching message, **'Kita Dah Cukup Manis, Kurangkan OK?'** or 'We Are Sweet Enough, Reduce It OK?', the campaign encouraged the Malay community to make simple lifestyle changes, such as reducing their sugar intake for a healthier Ramadan and Hari Raya.



Following the launch over Facebook Live, the campaign ran from April to June 2021, and shared simple, actionable tips to lower sugar consumption such as preparing fruit-infused water and choosing packaged drinks with the Healthier Choice Symbol, across broadcast, print, out-of-home and social media channels.

During the campaign period, HPB joined hands with community partners, including the People's Association Malay Activity Executive Committees (MAECs), Mendaki, mosques and Malay-Muslim organisations such as the Tabung Amal Aidilfitri Trust Fund and Perdaus to distribute healthier groceries to 5,500 households during Ramadan.

Besides focusing on healthier diets, the campaign also encouraged smoking cessation by highlighting Ramadan as an opportune time for smokers to embark on their quit journey. HPB initiated virtual smoking cessation programmes with M³@Woodlands, engaging 17 interested participants during Ramadan. Post-Ramadan, HPB collaborated with the People's Association Malay Activity Executive Committees Council (PA MESRA) and Malay cultural group, Dikir Barat Kelana Purba, to spread messages encouraging tobacco-free lifestyles through the M³ Youth Festival in July 2021 that reached out to 1,500 youths.

Other on-ground outreach initiatives included organising virtual mental health workshops with M³, MAECs and mosques. More than 200 Malay residents benefitted from these workshops. The campaign reached an audience of over 2.8 million and majority of respondents in a post-campaign survey shared that they were inspired to stay healthy.

Beyond the festive season, HPB encouraged healthy living within the Malay community, working with various outreach partners. In October 2021, HPB supported M³@Jurong in organising the **#YokJalanAmal Virtual Walk Challenge**, encouraging Malay residents in Jurong to stay active while contributing

to a good cause. Over 200 Malay residents participated in the challenge that provided grocery packs containing healthier food items, recipes and tip sheets to about 70 Zakat recipients to promote healthier eating habits.

In an ongoing push to encourage ground-up initiatives for the Malay community, the annual **Jaga Kesehatan, Jaga Ummah (JKJU) Workplan and Awards** was organised in November 2021. The JKJU Workplan, which was conducted virtually, gathered over 100 participants from mosques, Malay-Muslim organisations and the healthcare sector to co-create healthy living initiatives and develop action plans to implement programmes for the Malay community. During the session, participants also shared best practices on ways to encourage the community to adopt healthier habits in the areas of nutrition, physical activity, tobacco control, health screening and mental well-being.

The JKJU Awards were held after the Workplan in the same month to celebrate the efforts and achievements of the JKJU mosques in 2019 and 2020. A total of six mosques were recognised for providing a range of regular on-site and virtual healthy living programmes and activities for their congregants to improve their health and well-being.

“The Jaga Kesehatan, Jaga Ummah Workplan and Award 2021 was a very good event that allowed the mosques to work together hand-in-hand with HPB and deliver health messages to the Malay community.”

Encik Muhd Khairul Jameel Yahya, Al-Amin Mosque

Resonating with the Indian community

In encouraging the Indian community to adopt healthier lifestyle habits, the **2021 Deepavali campaign entitled ‘Mella Mella’** or ‘Slowly Slowly’ underscored the importance of taking time to enjoy one another’s company and to be deliberate in making healthier choices as a community.

The campaign emphasised the use of ‘My Healthy Plate’ as a guide to balanced meals, the importance of eating in moderation, and how one could use healthier ingredients and culturally appropriate cooking methods for the festivities. Healthy living messages were shared across broadcast channels, outdoor media and social platforms, along with tips and simple strategies for living healthier. An engaging video was also created to resonate with the Indian community, garnering over 800,000 views.

To further nudge the Indian community to adopt healthier lifestyles beyond Deepavali, HPB collaborated with partners such as the Singapore Indian Development Association and Narpani to organise healthy living activities. These included **virtual health workshops** where participants learnt about healthier diets, physical activity and diabetes management, as well as the **distribution of healthier food items** to over 21,000 individuals from lower-income households.



The ‘Mella Mella’ campaign encouraged the community to make healthier choices during Deepavali.



The Jaga Kesehatan, Jaga Ummah Awards 2021 recognised efforts by mosques in providing healthy living programmes to help congregants improve their health and well-being.

Health promoting programmes were also brought to multiple touch points where the community often congregate, including places of worship, community centres and residents’ committees. For example, at the Singapore Khalsa Association, temple-goers were encouraged to take part in the National Steps Challenge™ to stay active and work towards their physical activity goals. More than 300 Indian residents signed up for the programme through such targeted platforms.

With the on-ground outreach and public education efforts that aimed to resonate with both the Malay and Indian communities throughout the year, HPB reached more than 58,000 individuals together with its partner organisations in 2021.

HOLISTIC SUPPORT FOR OUR YOUNG'S WELL-BEING

The Health Promotion Board (HPB) works with key stakeholders – schools, parents and caregivers – to equip them with knowledge and skills to support our children, from pre-schoolers to youths, in adopting a healthy lifestyle from young. Holistic support is provided across all touch points to build a health promoting community of support for our young, to inculcate healthy living habits in them, as well as care for their physical and mental well-being, including within pandemic-afflicted times.



Support

Providing Essential Health Services

In 2021, the Health Promotion Board (HPB) healthcare team was called up to assist in the nation's effort to battle the COVID-19 pandemic. A major part of its human resources was deployed to support operations such as vaccination. With schools being on home-based learning for much of the year, the normal on-site delivery of preventive health services was also disrupted. Within this environment, the HPB healthcare team adjusted its services to ensure that children and youth in Singapore continued to have access to essential preventive health services and programmes in the school setting.

Immunisation and health screening

The year 2021 marked the 100th year in which the **School Health Service** provided nationally recommended vaccinations and health screening for students in schools.

As part of HPB's ongoing focus to help children prevent and control vaccine-preventable communicable diseases, **age-appropriate immunisations** recommended under the National Childhood Immunisation Schedule were administered to primary and secondary school students.

Adapting to the dynamic and evolving COVID-19 situation, the healthcare teams reprioritised and adjusted operations to focus on ensuring students in schools could continue to receive their relevant immunisations, achieving herd immunity coverage for diphtheria and measles. Over 29,200 primary school students received the Inactivated Poliomyelitis Vaccine (IPV) and Tdap (Tetanus, Diphtheria and Pertussis)-IPV vaccines, while more than 3,400 primary and secondary school students received the MMR (Measles, Mumps, Rubella) vaccine.

The Human Papillomavirus (HPV) vaccination was also administered to eligible female secondary students for protection against cervical cancer. Over 35,600 Secondary 1 and Secondary 2 female students and over 16,600 Secondary 3, 4 and 5 female students received the HPV vaccination in 2021.

To enable early detection of medical conditions and facilitate timely intervention, **school-based health screening** sessions were carried out for more than 285,000 students across 355 primary and secondary schools, including Madrasahs and special needs schools, over the year. The children were screened for conditions such as heart murmurs, scoliosis, vision abnormalities, as well as growth and development concerns.

Vision screening

Under the annual health screening, the **National Myopia Prevention Programme (NMPP)** reoriented its focus in 2021 to delay the onset and progression to high myopia, through strengthening of clinical intervention for the younger age groups of students. New referral pathways to public healthcare institutions for atropine treatment for myopia control were rolled out to allow more eligible students to receive this treatment.

As part of the approach to encourage caregiver awareness of vision health and myopia, HPB piloted the use of printable home-based eye charts for upper primary students. The home-based eye chart is a simple vision screening tool to enable caregivers to test their child's vision at home and bring their child to see an optometrist if the results show that their child might have vision defects.

Feedback on the pilot from the caregivers indicated that the home-based eye charts were easy to use and provided a simple way to identify if the child required further review with an eyecare professional. When vision screening for Kindergarten 1 and 2 was suspended from the COVID-19 Phase 2 Heightened Alert period in May 2021, printable home-based eye charts were provided to all caregivers of pre-schoolers with the option to make an appointment to see an optometrist at HPB. To encourage caregivers to continue to play an active role at home, printed home-based eye charts will be provided to all Primary 5 students in 2022.

Oral healthcare

Dental services are provided to help children maintain good oral health and adopt good oral care habits during their formative years through the school-based **School Dental Service** and the **School Dental Centre** at HPB.

In 2021, more than 227,000 students were screened for their oral health. During the pandemic, when on-site delivery of dental services was impacted, a risk-stratified approach was adopted for children in primary and secondary schools. Oral health screening was conducted for Primary 1, 3, 4 and 6 students as well as Secondary 1, 2 and 3 students, so that those who did not receive dental services in 2020 due to the pandemic were able to do so in 2021.

When dental clinics in schools had to be closed during the COVID-19 Phase 2 Heightened Alert period, students who were not able to receive urgent dental treatment from dental clinics in schools were referred to the School Dental Centre for treatment. Secondary 4 and 5 students with moderate-to-high risk of caries were also offered tele-health advice on oral care.

Similarly, when the dental screening and fluoride application programme for Nursery 1 and 2 children were suspended to minimise the risk of COVID-19 transmission among pre-schoolers, HPB's dental therapists and dental officers reached out to parents of the affected groups of children to provide oral hygiene tips and advice through phone or video calls.

“Ms Jeslyn is very diligent and proactive in her work. Beyond caring for the students’ dental needs, she looks into creating a conducive environment, including ensuring a welcoming clinic, and also educates them on the importance of oral health.”

Mrs Trina Yee, Vice Principal, Zhonghua Primary School on Jeslyn Tan, HPB's Dental Therapist



The School Dental Centre continued to provide essential dental services to children during the COVID-19 Phase 2 Heightened Alert period.

Supporting with Lifestyle Coaching

Overweight and underweight students identified through the school health screening were referred to the **Student Health Centre** in the Health Promotion Board (HPB) to undergo biometric screening to identify metabolic risk factors such as abnormal blood pressure, lipids and/or glucose levels. Students requiring multi-disciplinary clinical care were referred to the National University Hospital's Endocrine Centre. The remaining students, together with their parents, were coached by HPB's team of nutritionists and nurses on behavioural changes focusing on diet, physical activity, sleep and stress management.

HPB's **Wellness Coaches** were deployed in primary and secondary schools as well as Institutes of Technical Education, to provide coaching services to help overweight students manage their weight in a healthy and positive manner. The Wellness Coaches also worked with school administrators to co-create programmes to address unhealthy lifestyle habits such as smoking, vaping and improving mental wellness among students.



Wellness Coaches provide coaching to students on weight management and lifestyle habits for better health.

In 2021, close to 15,000 students from 71 participating schools benefitted from this school-based initiative with almost half of them achieving weight loss. During the pandemic, HPB piloted the use of phone coaching and this further enabled HPB

to continue helping the students manage their weight even when the students were not able to meet their Wellness Coaches in person due to safe distancing measures.

In March 2022, HPB also embarked on a partnership with the KK Women's and Children's Hospital and Sport Singapore, on a 20-week **weight management programme** comprising physical activity, cooking demonstrations and motivational talks for parents and young children, which were conducted virtually.

Nurturing Healthy Habits in Pre-schoolers

To encourage healthy practices from early childhood, the **Healthy Pre-school (HPS) Accreditation** framework guides pre-schools to inculcate healthy behaviours such as active living and healthy eating, and recognises centres with comprehensive practices and programmes.

At the 'Basic' tier, the accreditation is accorded to pre-schools that support students in adopting healthy habits, such as serving healthier meals and providing opportunities for students to attain the recommended amount of physical activity. The 'Platinum' accreditation acknowledges pre-schools that go beyond the basic requirements, helping overweight students maintain a healthy lifestyle, conducting lessons on healthy lifestyles to instil healthy habits, as well as building up the capacities of parents, teachers and staff to provide healthier environments for their children to thrive in.

To support pre-schools in implementing initiatives under the HPS Accreditation framework, the Health Promotion Board (HPB) works closely with pre-school centre principals and teachers through regular consultation sessions to advise them on health promotion programmes and resources. As of March 2022, over 1,000 pre-school centres had attained the accreditation for the year of assessment 2021.

As part of the accreditation framework, HPB equips early childhood educators with age-appropriate resources, including exclusive programmes for 'Platinum' centres, to teach their students about healthy habits.

The **Plug-and-Play Series** is one programme offered exclusively to pre-school centres that achieve the 'Platinum' accreditation. The programme uses fun and interactive activities to engage and educate pre-schoolers about healthy living. For example, through the 'Healthy Lifestyle Puppet Show', pre-schoolers were taught about balanced diets, oral health, myopia prevention, sleep, hygiene and tobacco control. 'Healthy Food Adventure' sessions were also conducted to educate pre-schoolers on making healthier food choices and how to prepare healthy meals.

Since 2020, the Plug-and-Play series has been conducted to build up the awareness amongst pre-schoolers on healthy living. As of March 2022, 380 sessions of the Plug-and-Play Series had been conducted, reaching out to over 17,900 pre-schoolers.

"The HPB 'Healthy Lifestyle Puppet Show' was a good experience for the children as they were attracted to the lively animation. They could gain essential knowledge for keeping themselves safe and healthy. The children were excited when the music was played, and moved to the beat of the music. They liked this segment the most."

Ms Ivy Quek, Centre Principal, PCF Sparkletots @ Limbang Blk 543



The 'Healthy Lifestyle Puppet Show' taught pre-schoolers about healthy living through interactive activities.

Fostering Healthier Lifestyles with Schools

Recognising the importance of giving our young a healthy head start, the Health Promotion Board (HPB) works with schools to enable students to be immersed in an environment that supports healthy lifestyle adoption through joint efforts in preventive health programmes.

To promote active living among students from primary and secondary schools as well as Institutes of Higher Learning (IHL), the **Active Youth Programme** offers participants a range of low- to high-intensity workouts that promote fundamental movement skills and encourage regular exercise to meet nationally recommended physical activity levels. The programme consists of a variety of activities such as dance and cardio workouts, muscle and bone strengthening exercises, sports and games, as well as self-defence exercises.

In 2021, amid measures to curb COVID-19 transmission, HPB pivoted to offering the Active Youth Programme virtually so students could continue to keep active. The sessions were conducted by certified trainers over digital platforms such as Zoom, enabling students to take part in the programme

remotely either from their schools or at home. As of March 2022, over 3,000 students had participated in the programme.

Adopting proper diets is also key in a child's growing-up years. Research has shown that healthy habits formed in early childhood are more likely to follow the child through into adulthood and can impact his or her health and quality of life in the future.

To cultivate healthy eating from a young age, HPB works with schools to increase the availability of healthier meals to students through the **Healthy Meals in Schools Programme (HMSP)**. The programme encourages students to consume more wholegrains and less fat, salt and sugar in their daily meals. As part of the programme, meals served in schools have to meet the HMSP guidelines, incorporating the four main food groups of wholegrain, protein, vegetables and fruits, which provide the children with nutrients necessary for their growth.

In 2021, HPB piloted an interactive **educational programme on fruits and vegetables** in schools to enhance students' knowledge on the health benefits that come from this food group. To engage their interest

in healthier diets through hands-on activities, students were facilitated through a variety of competitive games with safe management measures in place, and were given educational collaterals at the end of the session. About 8,000 students from 16 primary and secondary schools participated in the pilot initiative which ended in March 2022. At the end of their participation, more than two-thirds of the students indicated an increase in their knowledge of the benefits of consuming fruits and vegetables.

HPB's collaboration with schools goes beyond promoting healthier diets and physical activity. Together with the Ministry of Education and IHLs, HPB encourages children and youth to lead **tobacco-free lifestyles** by educating them on the harms of smoking and vaping as well as the penalties associated with underage smoking and the use of imitation tobacco products.

Skits, talks and other age-appropriate activities are organised to encourage students to lead a tobacco-free lifestyle. In 2021, through interactive and age-appropriate activities in these programmes, over 77,000 students were equipped with simple techniques to cope with stress, stand up to negative peer pressure and refuse offers to smoke or vape.

In addition to the educational efforts, smoking cessation programmes supported underage smokers to kick the habit through counselling and workshops. For example, the programme, **STRENGTHS**, helped over 1,000 students to draw on their inner strengths to elicit behavioural change to kick the habit. It encouraged students to take part in healthy activities to deal with stress, anger, frustration or boredom in positive ways, and refocus their attention away from tobacco use. Individual phone counselling support through HPB's QuitLine was also offered to the youth smokers and vapers.

"I would like to thank HPB for offering the talk to our students... The video clips were relatable for the students. Coupled with the interactive element, it was interesting. The speakers were very fluent and adaptable to the situation."

Mr Chung Zhiwen, Subject Head, Student Management, Juying Secondary School

Empowering Parents and Caregivers

Parental support can have profound impact on a child's lifestyle during the developmental years. To empower parents and caregivers to foster a supportive environment where their children can thrive and stay healthy, the Health Promotion Board (HPB) equips them with knowledge and skills in different key areas of health such as nutrition, physical activity and mental well-being.

Supporting healthier practices

Since July 2021, the **Healthy Eating, Active Living (HEAL) Workshop** has been equipping parents and caregivers of pre-schoolers with knowledge on how to eat healthily and stay active as a family. Participants who joined the workshop learnt the importance of good nutrition, address common challenges with their children's eating behaviours, and how to make healthier food choices when eating at home and dining out. The workshop sessions offered practical ideas on how to prepare healthier snacks through recipe demonstrations, and shared useful examples of physical activities parents could do with their children. By the end of March 2022, the HEAL Workshop had benefitted a total of more than 500 participants across 11 sessions.



An educational programme on fruits and vegetables in schools helped students learn about the benefits of this food group.

Another initiative to help parents and caregivers support their children and the family in adopting healthy lifestyle practices was the introduction of the **Family Fun Time** pilot programme from December 2021. The programme enhances their literacy on a spectrum of health topics covering nutrition, physical activity and mental well-being, over a series of virtual workshops. The workshops provide fun and educational hands-on parent-child activities suitable for children three to six years old. Through these activities, healthy living tips and information are delivered in bite-sized, practical and actionable ways. As of March 2022, 16 sessions of Family Fun Time had been conducted, reaching 1,124 families.

“During the pandemic, Family Fun Time offered the best online activities with complimentary activity kits. We enjoyed a lot on weekends as a family, including the grandparents. We attended all sessions of the programme, and would not miss any of such wonderful activities.”

Mdm Srisha, Family Fun Time participant



Parents and caregivers are encouraged to foster a supportive environment, where their children can thrive and stay healthy.

HPB also piloted a **maternal and child health programme** from November 2021 to March 2022, offering postnatal-appropriate conditioning exercises such as yoga-based workouts and postnatal health workshops, to promote holistic well-being and build health literacy among parents in their postpartum stages.

The postnatal workout comprised on-site and virtual sessions to help postnatal women meet their recommended physical activity levels, work towards healthier body mass index and improve their fitness. Through yoga and other strength-building exercises, the workouts were designed to improve cardiorespiratory fitness, promote postpartum weight management, and importantly, strengthen participants’ core and pelvic floor muscles – fitness components that are key in the postpartum period.

As part of these workout sessions, tips and essential information on postpartum nutrition and mental health were also covered and discussed. New mothers were encouraged to share and learn about the common health concerns they experienced during the postpartum period. The workout pilot was conducted over 20 sessions and saw over 320 sign-ups.

In addition to keeping postnatal mothers active, the programme looked at addressing new parents’ questions on other domains of health and well-being. Two runs of the postnatal health workshops were organised to build health literacy in physical activity, nutrition and mental health. The workshops shared simple exercises that the participants could do together with their babies, content on signs and symptoms of postnatal depression, healthy sleep routines for children, as well as nutritional requirements and meal planning for postpartum mothers and weaning children. The workshops also provided a platform for participants to consult health professionals on the concerns they had and for participants to share their experiences with one another. The workshop pilot saw over 760 sign-ups.



Women in postpartum stages participating in a postnatal yoga session to improve their strength and fitness.

“The postnatal workout class was great, and I love the various tips for the different yoga poses. I hope such classes can be held regularly.”

Cheryl, a first-time mother in her postpartum stage

HPB also partnered with Thye Hua Kwan for the first time to organise the **‘Walk With Me 2021’** community walkathon in November 2021. The event rallied families with pre-schoolers through Thye Hua Kwan’s family service centres to clock steps and raise contribution of groceries for vulnerable families as they kept active.

Complementing the event was a week-long of daily interactive virtual activities where parents picked up good practices on nutrition, physical activity and mental well-being for themselves and their children. The activities ranged from Zumba workouts to parent-child workshops on healthy eating, active living and mental well-being. Close to 350 families participated in these activities.

Providing access to resources

To supplement HPB's programming and outreach efforts, several initiatives were introduced for parents and caregivers to access relevant health promoting resources. A one-stop pregnancy and parenting resource platform called **Parent Hub** was launched in April 2021, to provide useful information on raising healthier children across different developmental stages. The portal contains resources and articles on nutrition, mental well-being and physical activity, and features advice from medical practitioners. Parents can also register for HPB's programmes through the platform. Since its launch, Parent Hub has registered over 300,000 page views.

During the year, HPB started to disseminate its **'Keeping Children Healthy' parents' newsletters** in partnership with schools via channels such as the Ministry of Education's Parents' Gateway and parent support groups. Over the first two editions, which were released in February and March 2022, the newsletters informed parents about health programmes available in schools for their children, as well as shared tips, ideas and activities on how they could practise healthy behaviours at home, and raise healthy, resilient children through role-modelling the right behaviours.

Reaching out to parents through **social media posts** was another way in which bite-sized tips were shared with parents, including expectant parents, to help them overcome challenges in raising healthier children. The tips covered topics relevant to the parenting journey, such as cultivating healthier sleep habits from early childhood, limiting screen time for children, recipes for preparing healthier snacks, keeping active, as well as self-care tips for parents.



The 'Keeping Children Healthy' newsletter was disseminated to parents to share information on raising healthy and resilient children.

Caring for the Mental Well-being

The Health Promotion Board (HPB) continued to promote good mental well-being among children, parents and caregivers through the **Colours of the Mind** programme, which was evolved to offer greater benefits.

For parents with three- to six-year-old children, Colours of the Mind workshops were conducted virtually to support them in enhancing their child's mental well-being, social and emotional intelligence, and improve parent-child communication. Parents who participated in the workshop acquired the knowledge and skills to support their child's mental well-being, gained insights on more effective communication with their child and picked up self-care tips useful for their parenting journey.

In May 2021, HPB started an interactive workshop for both parents and their pre-schoolers under the Colours of the Mind programme, in addition to the workshop for parents. The newly introduced workshop features a variety of hands-on activities and games that demonstrate how parents can support their children's mental well-being as they bond with them, and offers parents an opportunity to practise their newfound skills to coach their children in overcoming challenges that they may face.

The year also saw the Colours of the Mind programme being extended to parents with children transitioning into secondary schools, to support their teenagers in adopting healthier lifestyles and caring for their physical and mental well-being. It addresses specific concerns commonly faced by secondary

school students such as stress management, overcoming challenges as a teenager, and building positive and meaningful relationships.

As part of HPB's focus to engage parents upstream, a pilot was initiated in June 2021 to expand the availability of the programme to expectant parents. The workshop for parents-to-be seeks to better inform them about the effects of stress on mother and baby, impart stress management skills, and help them recognise the signs and symptoms of prenatal depression and learn where they can seek help. Fathers-to-be also learn how to support their wives throughout the pregnancy.

As of March 2022, the Colours of the Mind workshops had drawn in more than 3,300 participants across various population segments.



Through Colours of the Mind workshops, parents can learn how to support their children's mental well-being and communicate more effectively with them.

HEALTHY LIVING FOR DIFFERENT WORKFORCE SEGMENTS

The Health Promotion Board (HPB) forges strategic alliances to create ecosystems that support working adults in leading healthier lifestyles, providing them with access to health programmes. In 2021, against the COVID-19 climate, HPB continued to roll out new initiatives and expanded programme offerings, working with its partners, to support both physical and mental well-being of the workforce, including mature workers in the hard-to-reach sectors.



Reach

Creating Ecosystems of Support

With the majority of Singaporeans in the workforce, workplaces remain a crucial setting where the Health Promotion Board (HPB) brings meaningful health programmes to working adults. Forging strategic partnerships has been key to creating healthy workplace ecosystems that support the workforce in leading healthier lifestyles. These partnerships include collaborations with public agencies, unions as well as private sector organisations and employers.

Tripartite Oversight Committee on Workplace Safety and Health

An important driver of a supportive workplace ecosystem in Singapore is the Tripartite Oversight Committee on Workplace Safety and Health. Comprising union, public and private sector representatives, the Committee has been driving workplace health and safety initiatives at the national level since 2014.

In 2021, the Tripartite Oversight Committee commenced its new term to develop and implement relevant Total Workplace Safety and Health (Total WSH) strategies to promote workers' safety, health and well-being. Co-chaired by Dr Janil Puthuchear, Senior Minister of State (Health), and Mr Zaqy Mohamad, Senior Minister of State (Manpower), the **Tripartite Oversight Committee on Workplace Safety and Health (2021-2024)** focuses on sustaining the impact of Total WSH initiatives in high-risk industries, business and industrial clusters, and in key sectors with higher proportion of mature workers.

To support these objectives, HPB has been playing an integral role as part of the Committee to engage companies and workers and encourage the adoption of workplace health and safety initiatives, in collaboration with the Ministry of Health, Ministry of Manpower and Workplace Safety and Health Council.

Building healthier ecosystems out of workplaces

Transforming workplaces into **Healthy Workplace Ecosystems (HWEs)** is one key strategy to support workers in leading healthier lifestyles. Working with partners such as landlords, developers and business associations, HPB leverages shared resources and amenities within precincts, business parks, offices and industrial buildings to provide workers with direct access to health promoting programmes at their workplaces. The programmes, including physical activities and health workshops, are tailored to the needs and demographics of workers in the HWEs.

Over the year, HPB continued to work with its partners to ensure health programmes remained accessible to workers in HWEs despite the pandemic, by pivoting to virtual offerings. Initiatives were also rolled out to keep workers engaged. For example, the 'Workout with The Stars' programme that featured a series of exercise sessions hosted by celebrities, was organised to encourage the working community to stay active. In January 2022, HPB also offered month-long health and wellness events and activities in a virtual 'Step Up Festival', attracting over 2,000 participants.

As of March 2022, the number of HWEs had grown to 78, comprising business and industrial sites, reaching out to over 440,000 workers.

The growth in reach was contributed significantly by outreach efforts and partnerships in the **Business Improvement Districts (BIDs)**, which were formed under the Urban Redevelopment Authority's pilot programme. In collaboration with private sector stakeholders in the BIDs, which typically have a huge workforce size, HPB injected health promoting programmes and activities into the precincts as part of the BIDs' place management efforts to enliven the precincts.

In August 2021, as part of its year-long series of regular health and wellness activities, HPB's inaugural BID partner, Marina Bay Alliance, organised a National Day celebratory event which incorporated mental well-being messages. Participants had the opportunity

to interact online through live chats and participate in a live fitness session virtually, working out to the 2021 National Day Parade song 'The Road Ahead'.

During the year, HPB also started its collaboration with the Marina Central BID. In conjunction with National Steps Challenge™ Season 6, a 'Skip for Steps' thematic challenge was held at the Marina Central precinct in January 2022. Over a span of five weeks, approximately 2,500 participants joined the challenge. The challenge culminated in a finale event, which saw a record number of participants skipping at the same time from eight different locations across the precinct and virtually from home, and was named the "Largest Mass Online Skipping" in the Singapore Book of Records.



Participants joined the 'Skip for Steps' thematic challenge, as part of HPB's collaboration with Marina Central Business Improvement District.

To benefit more workers, HPB piloted a new operating model in **partnership with facility management companies (FMCs)**. With the collaboration, workplace health programmes were promoted and implemented through the FMCs, for workers in office, industrial and mixed-use buildings, who would otherwise, have no direct access to health programmes. During the pilot, physical activities such as cardio exercises, martial arts and dance-based workouts, were available on-site and virtually for workers in buildings managed by CBRE Pte Ltd.

Focusing on Holistic Well-being at Workplaces

For companies to support their employees in adopting healthier lifestyles, the Health Promotion Board (HPB) provides affordable workplace health programmes under the **Workplace Outreach Wellness (WOW)** package. A comprehensive selection of cost-efficient programmes, co-funded by HPB, are available to companies of all sizes.

The programmes, ranging from physical activities, nutrition workshops and mental wellness workshops, to smoking cessation programmes and chronic disease management, are designed as a plug-and-play model for easy and hassle-free implementation by companies either on-site or virtually.

In 2021, despite the challenging business climate due to COVID-19, close to 500 companies took up the WOW package, with 30,000 employees participating in a variety of workouts, health workshops and health talks. Many benefitted from programmes covering physical activity, stress management, building mental resilience, mental health skills and capacity building, as well as sleep hygiene.

To offer greater support in mental well-being, more workshops focusing on building mental resilience and peer support workshops that equip employees with the skills to be supportive supervisors or co-workers, were added to the programmes. Demand for such mental wellness workshops increased by more than eight-fold in 2021 from the previous year.

To cultivate supportive work environments for workers' mental well-being, HPB supported the Workplace Safety and Health (WSH) Council in the launch of its inaugural **Workplace Mental Well-being Campaign** in December 2021, as part of the collaborative efforts under the Tripartite Oversight Committee on Workplace Safety and Health (2021-2024). The campaign highlighted the importance of mental well-being, and called on both employers and employees to take ownership of their mental health and normalise mental well-being at workplaces.

To promote company practices that foster an inclusive work culture and care for employees' mental wellness, WSH Council released a 'Workplace Mental Well-being' playbook that shared proven tips, guides and templates to equip employers with practical resources to bolster employee mental well-being. HPB's mental well-being programmes were among the resources shared with companies.

Beyond driving the adoption of health promoting programmes across workplaces, HPB has also been teaming up with the Building and Construction Authority (BCA) since 2018 on the **Green Mark for Healthier Workplaces scheme**, which places occupants' health and well-being at the forefront of office design through workplace health structure, policies and programmes.



Through HPB's peer support workshops, working adults are equipped with the skills to be supportive supervisors or co-workers.

To advance health promotion efforts through the scheme, HPB collaborated with BCA, the Ministry of Health Office for Healthcare Transformation and the Centre for Liveable Cities to co-create the 'Health and Well-being' badge under the revised BCA Green Mark 2021 framework, which took effect from November 2021. The badge is a new set of certification criteria that recognises new and existing buildings that facilitate physical and social well-being of occupants through their design, construction, operation and retrofit of the buildings.

Engaging Mature Workers

The Health Promotion Board (HPB) has been supporting Singapore's mature workers in staying productive and active in the workforce by providing them with direct access to health programmes that equip them with knowledge and skills to adopt healthier habits, delay the onset of chronic diseases and keep well physically and mentally.

Throughout the year, HPB continued to engage sectors that have a higher proportion of mature workers, with a focus on those who might not have direct access to health programmes due to their work nature, shift patterns, irregular work hours or work locations. For example, in the transport sector, HPB continued to nurture a strong partnership with Go-Ahead Singapore to engage its workers through the **Healthier Workers, Happier Workers** programme.

Amid COVID-19 when on-site health coaching and health programmes could not be carried out, HPB worked with the public transport operator to leverage the company's mobile app and corporate newsletters to share bite-sized health tips, reminders and resources with the company's bus captains every month. The key health topics covered through these platforms included chronic disease management, healthy eating, physical activity, ergonomics and stress management.

Since 2020, the engagement efforts have reached over 1,000 workers at Go-Ahead Singapore.

“The Healthier Workers, Happier Workers is a good programme to help us gain knowledge about health matters. I look forward to reading the health topics every month.”

Mr Siva A/L Munusamy, Bus Captain



HPB worked with Go-Ahead Singapore to leverage the company's mobile app to provide health tips and resources for the employees.

In 2021, HPB also reached out to individuals working in the retail, food and beverage, cleaning and security sectors through its ongoing **Health in the Heartlands** initiative. Partnering with the Housing and Development Board (HDB), HPB brought health programmes to the doorstep of these workers at HDB heartland malls where they work and congregate.

Under the initiative, health coaches roved from store to store to engage tenants and workers individually with personalised health coaching on their lifestyle practices and habits. The health coaches offered relevant health tips and advice to participants who shared and discussed their health concerns, and guided them to set practical goals for a healthier lifestyle. As part of the health coaching programme, HPB's Health Ambassadors – volunteers who support HPB's programmes – were brought in to promote and encourage older workers to participate in the Active Ageing Programmes in their neighbourhoods to stay socially connected within their communities.

The National Steps Challenge™ Corporate Challenge (Heartland Malls) was also organised for the first time to encourage the mall workers to clock steps and be more active. Through the concept of a friendly competition, the challenge encouraged them to motivate one another to keep physically active and work towards their personal physical activity goals.

As of March 2022, over 5,000 workers across 25 heartland malls had benefitted from the Health in the Heartlands initiative.

Another segment of workers that has been a priority for HPB is the **gig economy workers** in Singapore, with many of them being 40 years and above. Over the last few years, HPB has been collaborating with key industry stakeholders such as platform owners of private-hire vehicles and food delivery services, as well as the NTUC Freelancers and Self-Employed Unit (NTUC U FSE), to offer customised health programmes to these freelance workers.

The programmes, which were brought directly to the freelancers on-site and through virtual modes, equipped the participants with knowledge and skills to take ownership of their health and adopt healthier lifestyle habits. Health screening and customised follow-up phone coaching were provided to them so that they could monitor their health status and take appropriate actions towards better health, such as having regular exercise and adopting healthier diets.

Beyond caring for physical health, mental well-being talks and workshops were also offered to help these freelancers better cope with stress and anxiety as COVID-19 continued to rattle Singaporeans' daily lives and routines. By the end of March 2022, close to 30 health screening sessions, health workshops and talks had been conducted for the gig economy workers.

“The health coaching is meaningful, and the coaches are sincere. I am glad that HPB makes the effort to bring such a programme to our workplace and shows care and concern to the workers in the mall.”

Ms Ho, an employee at Gek Poh Shopping Centre

“The partnership between HPB, NTUC U FSE and our associations has greatly benefitted many freelancers and self-employed persons who miss out on health and medical related benefits. We are delighted that the joint health programmes, especially the health screening sessions, were warmly welcomed.”

NTUC Freelancers and Self-Employed Unit (NTUC U FSE) representative

TECHNOLOGY-ENABLED AND DATA-DRIVEN HEALTH PROMOTION

In designing sustainable, citizen-centric interventions, the Health Promotion Board (HPB) has been growing capabilities in precision public health to nudge healthier lifestyle habits, harnessing technology and insights which underpin many facets of HPB's health promotion efforts. Beyond the organisation priorities, HPB also exchanges its learnings and experiences with other communities from the public and private sectors, as well as its international counterparts, to impact health at population levels.



Citizen-centricity

Delivering Solutions that Matter

Leveraging technology and data analytics, the Health Promotion Board (HPB) has been making conscientious shifts from a 'one-size-fits-all' approach to one that delivers personalised interventions to influence individuals' lifestyle behaviours and habits. The aim is to provide solutions that can empower and support Singaporeans in achieving better health outcomes over the long term.

Deepening understanding of Singaporeans

As part of the journey in developing citizen-centric public health interventions, HPB continues to leverage digital technology and draw on combined data across lifestyle domains to deepen its understanding of Singaporeans' lifestyles and habits. One such example is through the existing Health Insights Singapore (hiSG), a technology-enabled longitudinal study which offers insights into lifestyle behavioural patterns across health domains. In addition to physical activity and sleep patterns gathered via wearables, HPB has been using a digital diet logging tool with food photo-recognition capability on the hiSG mobile app to examine dietary intake and patterns of relationships across lifestyle domains.

For example, the meal logging tool, with enhanced user interface and inclusion of reminders, has facilitated a deeper capturing of what people eat and drink and their caloric consumption. This has allowed HPB to observe how meal patterns of Singaporeans had shifted during the COVID-19 pandemic in 2021. In particular, among those who reported gaining weight during this period, mealtimes had shifted later and snacking was more frequent. The observations, overlaid with physical activity and sleep patterns, showed that these changes in dietary patterns were accompanied by reduced physical activity, longer sleep duration and later bedtimes.

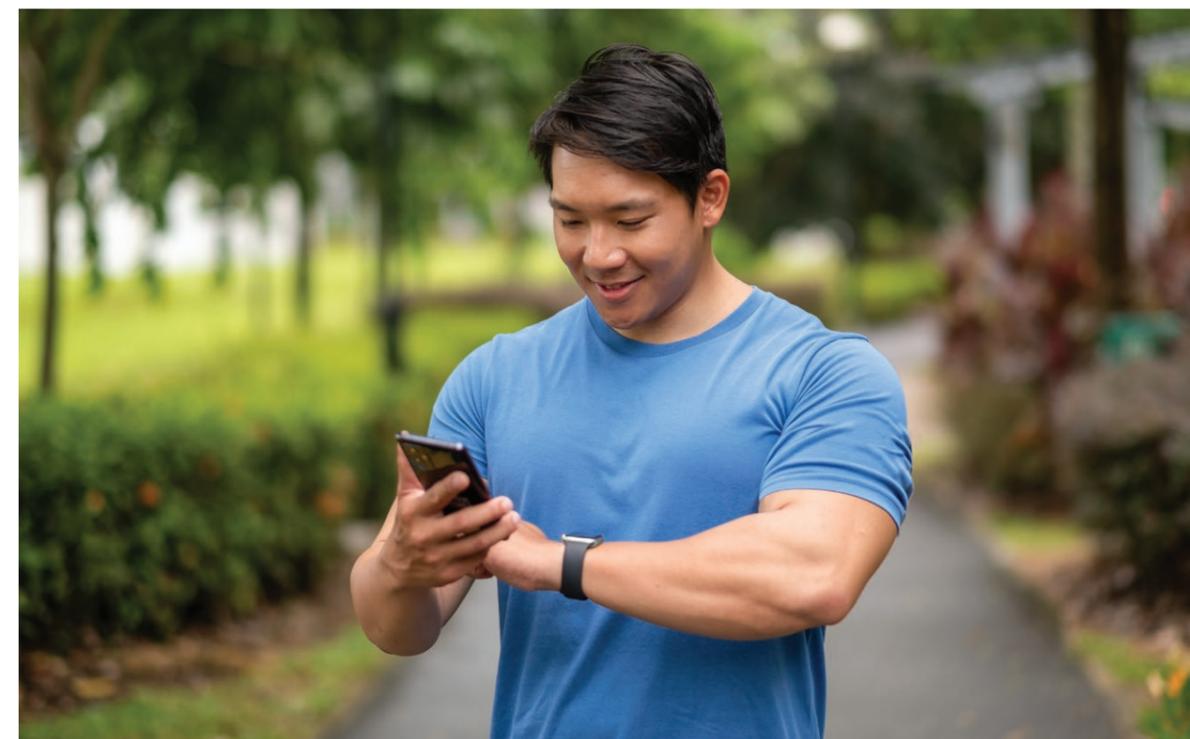
These altered patterns persisted throughout the pandemic. Understanding these patterns of relationships across lifestyle domains allows HPB to be more targeted and effective in its programmes and lifestyle interventions.

During the year, the meal logging tool was also adapted for use in other feasibility studies involving pre-diabetics and Acute Myocardial Infarction patients following their discharge from hospitals. HPB found that, by accompanying meal logging with coaching and personalised feedback based on physiological measures, individuals could make significant improvements to their dietary behaviours with positive impact on outcome measures such as reduced body mass index and improved blood glucose management.

Providing relevant and technology-enabled solutions

The translation and application of innovative health research insights continue to play a massive role in precision public health, enabling HPB to deliver interventions and solutions that are more relevant and targeted. For example, the **LumiHealth** programme, enabled by Apple Watch, encourages healthy lifestyle changes in participants through a personalised programme based on their health goals, where they earn rewards as they complete activities and wellness challenges.

Since its launch in October 2020, the LumiHealth mobile app has registered over 200,000 downloads, and served over 7 million challenges focused on health and wellness to help Singaporeans become more attuned to taking control of their health. The programme has been encouraging participants to be more active and to care for their mental well-being. As of October 2021, the programme resulted in an increase in daily exercise minutes among participants by over 39% as compared to the month before they started the programme. Participants identified as part of a 'Low Activity' group before joining LumiHealth saw the most benefit, increasing their exercise minutes by over 88% after nine months of participation.



HPB leverages technology and analytics to nudge healthier lifestyle behaviours.

“Ever since I started using the LumiHealth app a few months ago, I’ve been learning so much about the little things that I can do during my busy work schedules to better manage my health. I’m really glad LumiHealth has helped me to cultivate a healthier lifestyle and I hope to keep this up for as long as I can!”

Ms Sara Zaman, LumiHealth participant

Throughout the year, HPB also made several enhancements to its **Healthy 365 mobile app**. In encouraging Singaporeans to keep active amid the pandemic, new functions were added to the mobile app to facilitate participation in virtual and hybrid physical activity programmes, providing participants with the option to book and join workout sessions conveniently through the app.

With the launch of the Sleep Challenge pilot in National Steps Challenge™ Season 6, the mobile app was also configured with a sleep tracking feature, encouraging Challenge participants to clock the recommended sleep duration of at least seven hours a day and cultivate better sleep habits for a healthier lifestyle.

Enhancements were also made to Healthy 365 to improve user experience and incorporate new nudges into various programmes. The Eat, Drink, Shop Healthy Challenge, which rewards participants with Healthpoints for choosing healthier food and groceries, underwent an upgrade with an improved user interface, allowing participants to easily track the healthier foods, drinks and groceries they consume in a weekly food passport.

New in-app features were introduced. For example, the one-touch 'Call Customer Care' feature provides users with direct, convenient customer care access, while the scanning of receipts of healthier purchases was made easier with the function enhanced. These have enabled a seamless experience for participants to process their rewards earned from making healthier choices.

Making Healthy Lifestyles Rewarding

Harnessing the Healthy 365 mobile app and a wide network of partners, the Health Promotion Board (HPB) continued to make healthy lifestyles rewarding for Singaporeans. During the year, HPB's Rewards Programme was progressively enhanced to better engage the population and bring them greater convenience.

In July 2021, the **Rewards Programme Self-Service Portal (RPSS)** was rolled out. With the introduction of the one-stop business portal, eVouchers can be issued more efficiently as rewards to programme participants.

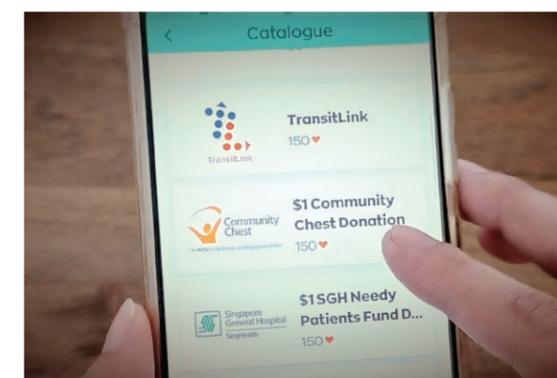
Besides easing the rewards issuance process for HPB's programmes and campaigns, the use of RPSS was also extended to other

public agencies such as the Singapore Customs, Ministry of Social and Family Development (MSF), Ministry of Education and Central Provident Fund Board (CPF). The public agencies onboarded were able to requisite, issue and track the redemption of HPB eVouchers through the portal for their corporate programmes.

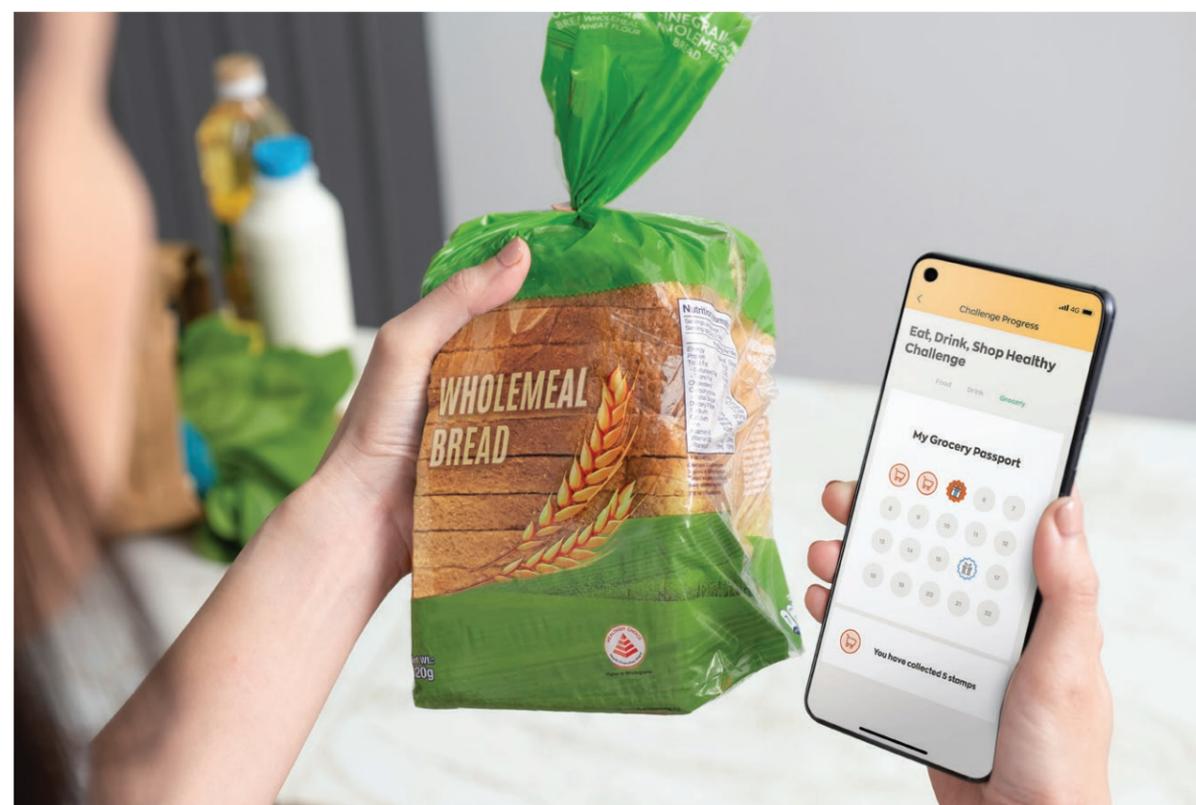
As of March 2022, the RPSS had supported over 50 campaigns since its launch, including HPB's Let's Get Our Seniors Vaccinated referral programme, I Quit smoking cessation programme and CPF's Good Health Award Programme.

The process to redeem **TransitLink eVouchers** from the rewards catalogue was also made easier. From a processing duration of 48 hours, the time was shortened to allow real-time redemption for better user experience. Users can top up the redeemed eVoucher value into their linked cards at the TransitLink Self-Help Ticketing Machines immediately after redemption on Healthy 365.

Besides redeeming eVouchers or other rewards, participants who earn Healthpoints through HPB's health programmes can also pay it forward with the donation feature in the rewards catalogue. Participants' Healthpoints can be converted into **donations to charities**, enabling them to contribute to a good cause as they keep healthy. In September 2021, HPB forged a new partnership with SGH Needy Patients Fund, in addition to its existing partner, Community Chest. The proceeds go towards helping needy patients with essential and lifesaving needs. Since the donation feature was added in 2020, over 15 million Healthpoints (worth \$100,000) had been converted into proceeds for donation as of March 2022.



Besides redeeming Healthpoints earned in HPB's Rewards Programme for TransitLink eVouchers real-time, participants can also convert their points into donations to charities.



The Eat, Drink, Shop Healthy Challenge rewards participants for choosing healthier options through the Healthy 365 mobile app.

“The HPB Rewards Programme portal has given MSF the convenience of issuing vouchers to recipients digitally. While our recipients enjoy a wide range of redemption options, MSF has benefitted from the hassle-free processes.”

Ashajit Kaur, Assistant Manager, Ministry of Social and Family Development

“Every dollar from the HPB Rewards Programme goes towards supporting patients and families who have exhausted all other funding options. Thank you so much for converting your Healthpoints to help patients in need.”

Ms Clara Lim, Director, Development Office, Singapore General Hospital

Advocating a Citizen-Centric Approach

Throughout 2021, the Health Promotion Board (HPB) participated in meaningful dialogues at several public health platforms to share its experiences in driving citizen-centric health promotion.

At the **Precision Public Health Asia 2021** conference, HPB joined a roundtable discussion where precision public health and the impact of recent technological advancements on population health outcomes were discussed. The conference, which took place in April 2021, was organised by the National University of Singapore (NUS) Saw Swee Hock School of Public Health, in partnership with the Government of Western Australia, Department of Health, and provided HPB an opportunity to contribute its views on the state of knowledge and application in precision public health.

To further promote awareness of precision public health, HPB Chief Executive Officer, Mr Zee Yoong Kang, took part in one of a six-part **podcast series** organised by NUS Saw Swee Hock School of Public Health. He shared with health industry practitioners about the LumiHealth programme, which uses personalised nudges to encourage healthier lifestyle habits, as a case study of how precision public health can be applied in a real-world setting.

To contribute to the wider healthcare community on health promotion, HPB also took a seat in a panel discussion at the **Singapore Health and Biomedical Congress** organised by the National Healthcare Group in October 2021. The discussion focused on the strategic importance of health promotion, disease prevention programmes and how disease prevention efforts can be incentivised.

In December 2021, HPB also participated in the **McKinsey Asia Week**, sharing its experience in honing precision in its health promotion efforts through digitally-enabled solutions for more effective outcomes in population health management. HPB was joined by McKinsey Partners and Associate Partners from the Asia office serving life sciences, healthcare, public and social sector clients in the region.

Deepening Global Exchanges on Population Health

International exchanges continue to be one of the key strategic approaches for the Health Promotion Board (HPB) to advance its health promotion efforts. Besides strengthening Singapore's global connections and enabling HPB to draw valuable insights from international best practices, they also present important platforms where Singapore's health promotion strategies and learnings can be promoted beyond its borders to advance its thought leadership and contribute to capacity building globally.

In 2021, HPB continued to foster international relations and enhance Singapore's presence as a thought leader within the global health community. It deepened relations with counterparts across several countries such as the **United Kingdom and Brunei**, where initiatives and learning journeys on obesity prevention were shared.

During the year, HPB hosted the **International Network of Health Promotion Foundations Annual Meeting 2021** virtually and the meeting welcomed representatives from ThaiHealth, VicHealth, Health Promotion Administration Taiwan, Korea Health, HealthWay and TongaHealth. At the meeting, the members

shared the impact of COVID-19 and strategies to sustain health promotion efforts and digital healthcare in their communities. Beyond providing an opportunity to further strengthen its relations with international health promotion foundations, the meeting served as a platform where HPB contributed its learnings and insights on resuming health promotion efforts as it moved towards a COVID-19 new normal.

HPB also engaged its global counterparts to cross-share strategies and approaches in health technology and promotion, disease prevention and population health surveillance. At two **Asia-Pacific Economic Cooperation workshops** held in September and November 2021, HPB presented on Singapore's cancer control policy and on urbanisation, population ageing and technology innovation. The engagement positioned Singapore as an active contributor to the international community and also allowed Singapore to learn from international best practices.

In December 2021, HPB was invited to speak at the **'World Health Organisation (WHO) 10th Global Conference on Health Promotion: Well-being, Equity and Sustainable Development'**. During the forum discussion on active living for health and well-being, HPB shared its learnings and experiences in the promotion of physical activity over the years. The sharing centred on how the scale and effectiveness of programme interventions were measured by leveraging digital technology and behavioural data, as well as the adoption of a systems-based approach together with stakeholders across the ecosystem to create convenient access to physical activity in the population's living environments.

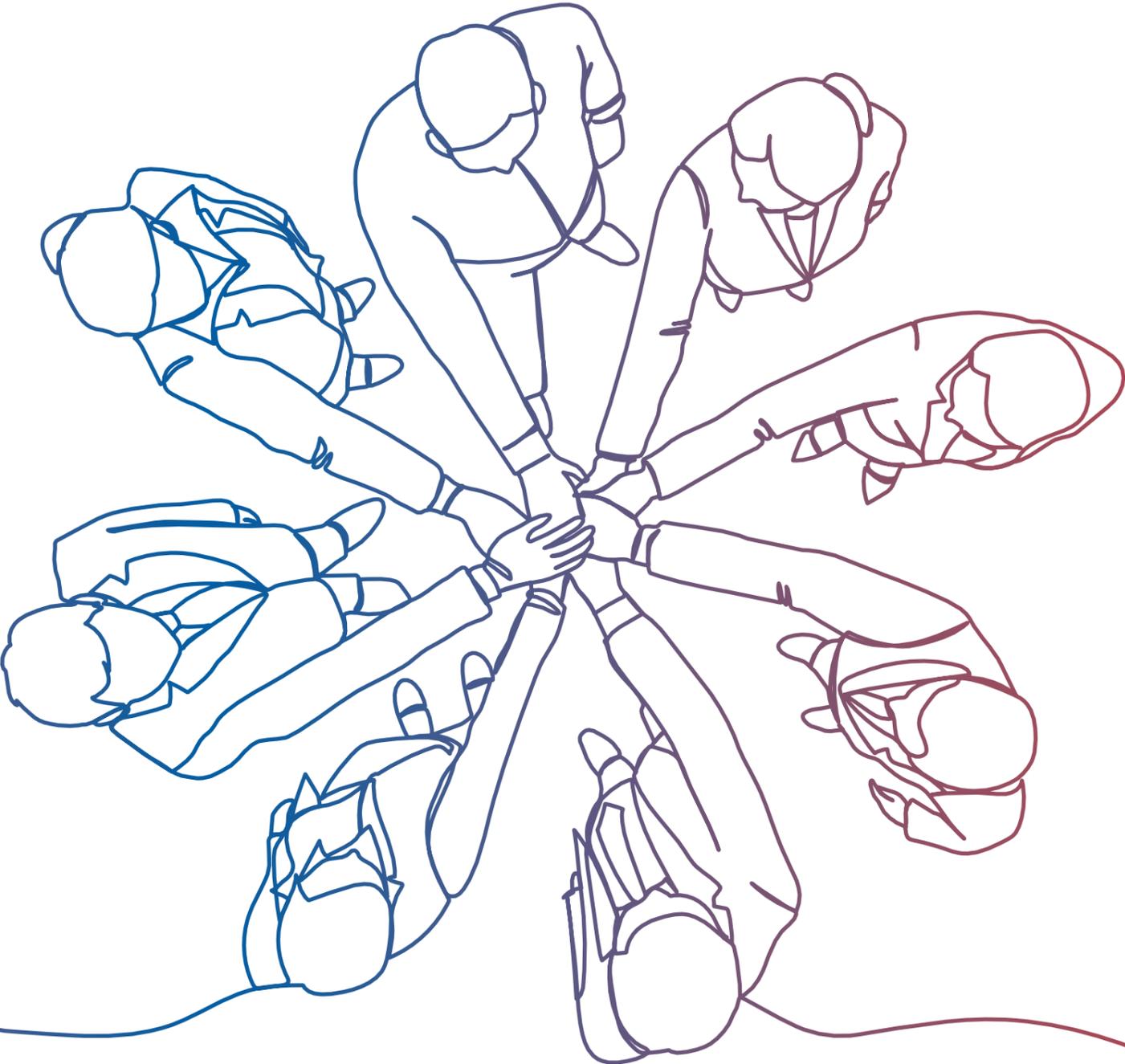
In another cross-sharing session with the **WHO Collaborating Centre for Digital Health** members on digital inclusion for older people in the Western Pacific Region, HPB took part in a panel discussion and spoke about the design of policies for digital inclusion of older people. The session was attended by Ministerial-level delegates and heads of international organisations.



Embedding healthier options into residents' everyday environment is part of HPB's approach to making healthy living accessible to its population.

AT THE HEART OF ORGANISATIONAL EXCELLENCE

At the heart of the Health Promotion Board's (HPB) organisational excellence is a team of HPB staff banding together and delivering the different initiatives that encourage Singaporeans to live healthier. To enable them to continue impacting the population's health with their fullest abilities, HPB constantly engages its staff to support their well-being, learning and development in the organisation, to nurture a resilient and future-ready workforce.



People

Supporting Employee Experiences in the New Normal

The Health Promotion Board (HPB) fosters a 'people-first' culture to support its workforce's resilience in navigating change as it transits into the next phase of its digital transformation journey and embraces the future of work. This includes providing an engaging and empathetic environment to understand staff's experiences and helping them feel valued and cared for.

Prioritising employee wellness

In 2021, as one part of the organisation continued to dedicate themselves to COVID-19 testing and vaccination efforts, another held the fort to push ahead with HPB's

health promotion priorities. Besides ensuring resourcing needs were met, HPB supported its staff to stay resilient and keep well.

During the year, HPB introduced a holistic suite of **policies and initiatives** to support staff's well-being, focusing on three key pillars – physical health, mental wellness and social well-being.

The policies and programmes were designed to help them cope with new work and life experiences in the evolving COVID-19 landscape. For example, a 'Recharge Week' initiative for staff to rest and recharge on dedicated days, and well-being tokens that can be used for wellness and/or recreational activities for them to spend quality time with their loved ones were introduced.

Staff were also able to access the counselling services available to public agencies, and **Wellness Ambassadors** were trained as peer supporters to be a positive and supportive force in their smaller communities. A HPB Peer Support Community was established to care for the Wellness Ambassadors and to create a social network for all to connect. Other health and well-being initiatives included health screening sessions and platforms facilitated for colleagues to connect outside of regular work, such as through interest-based activities. To encourage individuals to take care of themselves and those around them, **mental well-being tips and resources** were shared throughout the year via platforms such as staff newsletters.

Navigating new work arrangements

Amid a landscape where remote working was widely practised during the year, there was a strong focus on supporting staff as they adopt new ways of working productively and foster continuous collaborations.

To help its people stay connected across the organisation, staff were kept engaged and aligned with the organisation's forward plans through communication platforms such as Townhalls and internal newsletters. **'Leaders Conversations'** were also organised at HPB's Leaders' Townhalls as a platform for leaders to exchange ideas on supervisory practices that would better support their teams in the hybrid work arrangements, as well as build resilience, morale and care in their staff. A new column called **'Leaders' Perspectives'** was introduced in the internal newsletter to connect staff with their leaders' perspectives even as they worked from home.

Regular feedback from staff to understand their experiences helped HPB to support teams with useful **tools and resources** to adapt to evolved work arrangements. Officers were also supported to be digitally confident with literacy skills to pick up new ways of working, with at least 91% of those who underwent such skills training now equipped with basic digital literacy skills.

To inspire HPB staff to learn new ways of working and collaborate more productively, relevant **educational information** and **stories that build a positive organisational culture** were shared through a variety of internal engagement platforms. These engagement efforts aim to shift mindsets and shape an engaging and enriching environment for staff's perspectives and productivity to widen and grow, wherever they may work. Personality profiling such as DiSC workshops were also conducted board-wide to engage everyone to reflect on themselves and appreciate others' working styles for better communication and teamwork.

Recognising Learning Needs and Contributions

Growing competencies

To equip Health Promotion Board's (HPB) staff with abilities to stay relevant in their work and deliver citizen-centric public health interventions, efforts were made to encourage individuals to upskill their capabilities through curated resources and content aligned to learning themes and grow their competencies in harnessing data and technology.

A **functional skills competency framework** was completed in December 2021 to provide clarity on the competencies required of a future-ready workforce. The holistic framework offers diverse learning and development opportunities designed to empower staff across all job levels to enrich their perspectives, deepen their skill sets, as well as equip and prepare them for their next career milestones.

Over the course of 2021, with the roll-out of the competency framework, many HPB staff took up self-initiated micro-learnings on the Civil Service College's LEARN mobile app. Of the time spent on such learnings, almost 70% was dedicated to digitalisation or data-related content, both of which are key competencies in HPB's digital transformation journey.



HPB supports staff's well-being, focusing on their physical health, mental wellness and social well-being.



Staff are equipped with relevant competencies to deliver data-driven, evidence-based and citizen-centric public health solutions.

Besides the use of the LEARN app, there were **multiple learning pathways** made available for staff to develop their knowledge and skills. These include structured training programmes, bite-sized learning and curated resources shared with staff.

To promote a culture of enrichment for career development, the pilot **Young Officers Development Accelerator (YODA) Programme** for young managers and senior managers was completed in 2021. Officers were coached and mentored on their 'learning to learn better' developmental-readiness skills to navigate a complex and dynamic environment. The pilot concluded with positive feedback from the officers, coaches and mentors, and these insights will contribute to the enhancements of the YODA programme when it is extended to more officers in the future.

Recognising excellence and passion

In January 2022, HPB commemorated its **20th anniversary** and the **School Health Service's 100th year** in providing children and youth with access to essential health services. During the celebratory event, which took place in a hybrid online and on-site format with safe management measures, staff reflected on HPB's journey in Singapore's health promotion efforts and envisaged the prospects of precision public health as an integral part of

citizen-centric health promotion. HPB also leveraged digital interactive platforms that enabled staff to participate in the hybrid celebrations on-site and remotely.

In 2021, many HPB's staff were recognised for their passion and pursuit of excellence in their public service duties. They included six staff who were recognised in the **National Day Awards** – for their dedication and contributions to the health promotion work in Singapore.

Dr Lim Wanyi, Consultant and Deputy Director of School Dental Centre in Youth Preventive Service, received the Commendation Medal for her leadership in caring and promoting oral healthcare to children; Ms See Li Lin, Senior Manager of Health Screening and Management, received the Efficiency Medal for her instrumental role in developing and implementing the Diabetes Prevention Programme as part of the nation's War on Diabetes.

Staff who completed at least 25 years of service were recognised with the National Day Awards (Long Service Award) for their steadfast passion and commitment towards their roles in the organisation. They include Ms Letchumi d/o Kaniasan, Assistant Executive II of Finance and Administration, Ms Siti Aisha Binte Abdul Rahman, Higher Dental Surgery Assistant of Youth Preventive Service, Ms Anizah Binte Abbas, Senior Manager of Youth Preventive Service, and Ms Mageswari d/o Amaderlingam, Assistant Manager of Nursing in Youth Preventive Service.

On another front, Ms Chua Ann Hee, Assistant Head, of Nursing in Youth Preventive Service, received the Superstar Merit (Special Mention) Award for Nursing in the 2022 **Singapore Health Quality Service Awards**. For the last two years, Ms Chua went beyond her call of duty, undertaking responsibilities to set up and lead the operations of several COVID-19 vaccination drives. She was also part of the team deployed to the Home Quarantine Order Tele-consultation Centre that provided support to quarantined individuals in 2020.

CORPORATE GOVERNANCE

Corporate Governance

Corporate Governance

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

Board of Directors

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

There are four board committees with written terms of reference approved by the Board. These committees are the Personnel Board, Audit 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 below:

Position	Allowance for FY2021/2022 (\$)
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 & Transparency

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

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

Among the top three HPB key executives in FY2021/2022, one key executive receives annual remuneration between \$700,000 to \$800,000 and two between \$500,000 to \$600,000. The annual remuneration includes salary, bonus, benefits and employers' CPF contributions.

Reserve Policy Statement

HPB manages its reserves judiciously and reviews it annually to ensure long-term financial sustainability. As at 31 March 2022, HPB's reserves stood at \$56.2 million (or 9% 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

Three meetings were convened in FY2021/2022, on 5 July 2021, 14 September 2021 and 29 March 2022.

Current Appointment	Name	Attended
Chairman	Mr Philip Lee Sooi Chuen	3
Member	Prof Chia Kee Seng ^(c)	1
Member	Prof Chua Hong Choon	3
Member	Prof Fatimah Lateef	3
Member	Dr Lim Kuo-Yi	2
Member	Mr Lim Teck Yin ^(d)	2
Member	Ms Low Yoke Kiew ^(d)	3
Member	Prof Tan Chorh Chuan ^(d)	3
Member	Mr Tay Choon Hong	3
Member	Mr Gerard Toh Wen-Wei ^(a)	3
Member	Mr Thali Koattiath Udairam ^(b)	3

^(a) Chairman, Audit and Risk Management Committee

^(b) Chairman, Finance and Investment Committee

^(c) Chairman, Medical and Dental Board

^(d) Member, Audit and Risk Management Committee

ANNUAL FINANCIAL STATEMENTS

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STATEMENT BY DIRECTORS

We, Philip Lee Sooi Chuen and Koh Peng Keng, 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 2022 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



Koh Peng Keng
Interim Chief Executive Officer

13 July 2022

INDEPENDENT AUDITOR'S REPORT TO THE MEMBER OF HEALTH PROMOTION BOARD

For the financial year ended 31 March 2022

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”), Charities Act 1994 (the “Charities Act”) and Statutory Board Financial Reporting Standards in Singapore (SB-FRS) so as to give a true and fair view of the financial position of the Board as at 31 March 2022 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 2022;
- the statement of comprehensive income for the financial year then ended;
- the statement of changes in equity for the financial year then ended;
- the statement of cash flows for the financial year then ended; and
- the notes to the financial statements, including a summary of significant accounting policies.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (“SSAs”). Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of our report.

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

Independence

We are independent of the Board in accordance with the Accounting and Corporate Regulatory Authority Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (“ACRA Code”) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBER OF HEALTH PROMOTION BOARD (continued)

For the financial year ended 31 March 2022

Other Information

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

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

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

Responsibilities of Management and Those Charged with Governance for the Financial Statements

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

A statutory board is constituted based on its constitutional act and its dissolution requires Parliament's approval. In preparing the financial statements, management is responsible for assessing the Board's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Board or to wind up the Board or for the Board to cease operations.

Those charged with governance are responsible for overseeing the Board's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBER OF HEALTH PROMOTION BOARD (continued)

For the financial year ended 31 March 2022

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

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

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

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

Report on Other Legal and Regulatory Requirements

Opinion

In our opinion:

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBER OF HEALTH PROMOTION BOARD (continued)

For the financial year ended 31 March 2022

Basis for Opinion

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

Responsibilities of Management for Compliance with Legal and Regulatory Requirements

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Public Sector (Governance) Act, the Act, the Charities Act and the requirements of any other written law applicable to moneys of or managed by the Board. This responsibility includes monitoring related compliance requirements relevant to the Board, and implementing internal controls as management determines are necessary to enable compliance with the requirements.

Auditor's Responsibilities for the Compliance Audit

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Public Sector (Governance) Act, the Act and the requirements of any other written law applicable to moneys of or managed by the Board.

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



PricewaterhouseCoopers LLP
Public Accountants and Chartered Accountants
Singapore, 13 July 2022

STATEMENT OF FINANCIAL POSITION

As at 31 March 2022

	Note	2022 \$'000	2021 \$'000
Non-current assets			
Property, plant and equipment	4	25,631	18,463
Intangible assets	6	8,101	9,245
Financial assets, at amortised cost	7	14,996	14,993
		48,728	42,701
Current assets			
Receivables	8	6,053	3,730
Prepayments		3,264	3,551
Grant receivables	9	34,840	14,413
Cash and cash equivalents	11	212,527	186,944
		256,684	208,638
Current liabilities			
Payables and accruals	12	112,758	106,747
Lease liabilities	5	5,182	523
Grants received in advance	9	63,723	32,414
		181,663	139,684
Net current assets		75,021	68,954
Non-current liabilities			
Deferred capital grants	13	59	878
Lease liabilities	5	4,777	1,129
Obligations in respect of pension scheme	14	7,563	7,837
		12,399	9,844
Net assets		111,350	101,811
Equity			
Share capital	15	55,139	51,688
Accumulated surplus			
- General funds		56,211	50,123
		111,350	101,811

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

STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2022

	Note	General Funds		Restricted Funds		Total	
		2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Income							
Fees & charges	17	2,259	1,647	40,817	11,204	43,076	12,851
Sponsorship income	17	-	-	2,121	415	2,121	415
Donation income		-	-	861	1,691	861	1,691
Interest income		1,083	1,127	6	-	1,089	1,127
Other income	17	12	-	10	3	22	3
		3,354	2,774	43,815	13,313	47,169	16,087
Expenditure							
Staff cost	18	(99,481)	(93,192)	(52,650)	(116,121)	(152,131)	(209,313)
Programme, supplies & marketing		(126,543)	(87,317)	(271,410)	(131,405)	(397,953)	(218,722)
Maintenance		(12,687)	(23,395)	(28,479)	(15,978)	(41,166)	(39,373)
Fixed asset depreciation & amortisation of intangible assets		(10,936)	(9,940)	(3,132)	(3,527)	(14,068)	(13,467)
General & administrative		(2,471)	(2,259)	(23,257)	(17,462)	(25,728)	(19,721)
		(252,118)	(216,103)	(378,928)	(284,493)	(631,046)	(500,596)
Deficit before grants		(248,764)	(213,329)	(335,113)	(271,180)	(583,877)	(484,509)

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

STATEMENT OF COMPREHENSIVE INCOME

For the financial year ended 31 March 2022

	Note	General Funds		Restricted Funds		Total	
		2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000	2022 \$'000	2021 \$'000
Grants							
Government operating grants	10	255,902	214,039	334,253	270,919	590,155	484,958
Non-government operating grants	10	-	256	259	-	259	256
Deferred government capital grants amortised	13	422	506	601	261	1,023	767
		256,324	214,801	335,113	271,180	591,437	485,981
Surplus for the financial year		7,560	1,472	-	-	7,560	1,472
Other comprehensive income:							
Items that will not be reclassified subsequently to profit or loss:							
Actuarial losses on obligations in respect of pension scheme	14	-	(491)	-	-	-	(491)
Total comprehensive income		7,560	981	-	-	7,560	981

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

STATEMENT OF CHANGES IN EQUITY

For the financial year ended 31 March 2022

	Note	Share capital \$'000	Accumulated surplus General funds \$'000	Total \$
2022				
Beginning of financial year		51,688	50,123	101,811
Issuance of ordinary shares	15	3,451	-	3,451
Surplus and total comprehensive income for the year		-	7,560	7,560
Total transactions with owners, recognised directly in equity				
Dividends paid		-	(1,472)	(1,472)
End of financial year		55,139	56,211	111,350
2021				
Beginning of financial year		53,448	49,142	102,590
Issuance of ordinary shares	15	4,842	-	4,842
Return of ordinary shares	15	(6,602)	-	(6,602)
Surplus for the year		-	1,472	1,472
Other comprehensive income for the year	14	-	(491)	(491)
Total comprehensive income		-	981	981
End of financial year		51,688	50,123	101,811

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

STATEMENT OF CASH FLOWS

For the financial year ended 31 March 2022

	Note	2022 \$'000	2021 \$'000
Cash flows from operating activities			
Deficit before grants		(583,877)	(484,509)
Adjustments for:			
- Depreciation of property, plant and equipment		9,760	9,413
- Amortisation of intangible assets		4,327	4,054
- Net loss on disposal of property, plant and equipment		-	5
- Net loss on disposal of intangible assets		-	1,714
- Interest income		(1,089)	(1,127)
- Interest expense		315	150
- Actuarial losses on obligations in respect of pension scheme		-	(491)
		(570,564)	(470,791)
Changes in working capital:			
- Receivables		(2,012)	2,393
- Prepayment		287	(1,324)
- Payables and accruals		6,011	32,685
- Obligations in respect of pension scheme		(274)	764
Net cash used in operating activities		(566,552)	(436,273)
Cash flows from investing activities			
Additions to property, plant and equipment		(3,061)	(3,822)
Additions to intangible assets		(3,183)	(4,429)
Interest received		773	2,244
Net cash used in investing activities		(5,471)	(6,007)
Cash flows from financing activities			
Government grants received		601,233	506,336
Non-government grants received		268	277
Proceeds from issuance of shares		3,451	4,842
Return of shares		-	(6,602)
Principal repayment of lease liabilities		(5,559)	(5,755)
Interest paid		(315)	(150)
Dividends paid		(1,472)	-
Net cash provided by financing activities		597,606	498,948
Net increase in cash and cash equivalents		25,583	56,668
Cash and cash equivalents at beginning of financial year	11	186,944	130,276
Cash and cash equivalents at end of financial year	11	212,527	186,944

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

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 is also registered as a charity (Registration No: 01810) under the Charities Act 1994 since 17 September 2004.

The principal activities of the Board are to:

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

1. General information (continued)

- (h) provide consultancy services to Government departments, members of the healthcare industry and the private sector on matters relating to health education, the preservation and promotion of health, healthy lifestyles and healthy dietary practices and the prevention and detection of diseases; and
- (i) represent the Government internationally on matters related to or connected with health education, the preservation and promotion of health and the prevention and detection of diseases.

During the financial year, due to the COVID-19 pandemic, the Board continued to support whole-of-government needs at the outset of the pandemic and led the national testing operations, which has continued to be instrumental in Singapore's surveillance strategy. Further details are disclosed in Note 22 to the Financial Statements.

2. Significant accounting policies

2.1 Basis of preparation

Statement of compliance

These financial statements of the Board have been prepared in accordance with the provisions of the Public Sector (Governance) Act 2018, Act 5 of 2018 (the "Public Sector (Governance) Act"), the Health Promotion Board Act 2001 (the "Act"), Charities Act 1994 (the "Charities Act") and Statutory Board Financial Reporting Standards ("SB-FRS"). SB-FRS include Statutory Board Financial Reporting Standards, Interpretations of SB-FRS and SB-FRS Guidance Notes as promulgated by the Accountant-General.

Basis of measurement

The financial statements have been prepared in accordance with SB-FRS under the historical cost convention, except as disclosed in the accounting policies below.

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

2. Significant accounting policies (continued)

2.1 Basis of preparation (continued)

Interpretations and amendments to published standards effective in 2021 (continued)

On 1 April 2021, the Board adopted the new or amended SB-FRS and Interpretations of SB-FRS ("INT SB-FRS") that are mandatory for application for the financial year. Changes to the Board's accounting policies have been made as required, in accordance with the transitional provisions in the respective SB-FRS and INT SB-FRS.

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

2.2 Property, plant and equipment

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

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

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

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

2. Significant accounting policies (continued)

2.2 Property, plant and equipment (continued)

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

2.3 Intangible assets

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

Computer software under development

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

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

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

2.4 Impairment of non-financial assets

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

2. Significant accounting policies (continued)

2.4 Impairment of non-financial assets (continued)

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

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

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

2.5 Financial assets

(i) Classification and measurement

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

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

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

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

At initial recognition

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

2. Significant accounting policies (continued)

2.5 Financial assets (continued)

(i) Classification and measurement (continued)

At subsequent measurement

Debt instruments

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

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

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

(ii) Impairment

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

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

(iii) Recognition and de-recognition

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

2. Significant accounting policies (continued)

2.5 Financial assets (continued)

(iii) Recognition and de-recognition (continued)

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

On disposal of a debt instrument, the difference between the carrying amount and the sale proceeds are 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 the assets purchased or donated, with the related grants. Upon the disposal of property, plant and equipment, the balance of the related deferred capital grants is recognised in the statement of comprehensive income to match the net book value of the property, plant and equipment disposed.

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

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

2.7 Cash and cash equivalents

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

2. Significant accounting policies (continued)

2.8 Payables and accruals

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

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

2.9 Share capital

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

2.10 Funds

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

(a) General funds

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

(b) Restricted funds

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

2.11 Revenue recognition

(a) Fees & charges

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

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 is measured at the fair value of the cash, goods and/or services received and is 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 employee benefit expenses in the statement of comprehensive income in the periods during which services are rendered by employees.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

2. Significant accounting policies (continued)

2.12 Employee benefits (continued)

(b) *Employee leave entitlements*

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

(c) *Short-term employee benefits*

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

(d) *Post-employment benefits*

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

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

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

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.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

2. Significant accounting policies (continued)

2.13 Lease (continued)

When the Board is the lessee (continued)

- **Short-term and low-value leases**

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

3. Critical accounting estimates, assumptions and judgements

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

(a) Pension expense

Pension expense is determined using certain actuarial estimates and assumptions relating to the discount rate used in valuing the defined benefit obligation and future expectations such as mortality rate of covered employees. These estimates and assumptions directly influence the amount recognised in the statement of comprehensive income. Further details about the assumptions used and sensitivity analysis are disclosed and further explained in Note 14 to the financial statements.

(b) Government operating grants

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

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
2022								
<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
<i>Net book value</i>								
End of financial year	4,870	3,750	171	4,665	2,983	8,744	448	25,631

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

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
2021								
<i>Cost</i>								
Beginning of financial year	10,105	9,703	280	19,537	3,217	8,886	627	52,355
Additions	2,454	-	-	401	536	1,274	1,543	6,208
Disposals	-	(1,384)	-	(1,714)	-	-	-	(3,098)
Transfer	-	-	-	5	-	-	(5)	-
End of financial year	12,559	8,319	280	18,229	3,753	10,160	2,165	55,465
<i>Accumulated depreciation</i>								
Beginning of financial year	3,303	8,794	184	13,527	411	4,463	-	30,682
Depreciation charge	2,527	164	14	1,244	333	5,131	-	9,413
Disposals	-	(1,384)	-	(1,709)	-	-	-	(3,093)
End of financial year	5,830	7,574	198	13,062	744	9,594	-	37,002
<i>Net book value</i>								
End of financial year	6,729	745	82	5,167	3,009	566	2,165	18,463

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

5. Leases - The Board as a lessee

Nature of the Board's leasing activities

Office space

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

Computers

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

There is no externally imposed covenant on these lease arrangements.

(a) Carrying amounts

ROU assets classified within Property, plant and equipment

	2022	2021
	\$'000	\$'000
Office space	8,744	566
Computers	1,025	1,076
	9,769	1,642

(b) Depreciation charge during the year

	2022	2021
	\$'000	\$'000
Office space	4,938	5,131
Computers	801	594
	5,739	5,725

(c) Carrying amounts

Lease liabilities

	2022	2021
	\$'000	\$'000
Lease liabilities - Current	5,182	523
Lease liabilities - Non-current	4,777	1,129
	9,959	1,652

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

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

(d) Interest expense

	2022	2021
	\$'000	\$'000
Interest expense on lease liabilities	315	150

(e) Lease expense not capitalised in lease liabilities

	2022	2021
	\$'000	\$'000
Short-term lease expense	3,217	9,873
Low-value lease expense	875	825
	4,092	10,698

(f) Total cash outflow for all leases in 2022 was \$9,752,207 (2021: \$16,602,859).

(g) Addition of ROU assets during the financial year 2022 was \$13,866,149 (2021: \$2,385,943).

(h) Reconciliation of liabilities arising from financing activities:

	Beginning of financial year	Principal and interest payment	Non-cash changes		End of financial year
			Interest expense	Additions - new leases	
	\$'000	\$'000	\$'000	\$'000	\$'000
2022					
Lease liabilities	1,652	(5,874)	315	13,866	9,959
2021					
Lease liabilities	5,021	(5,905)	150	2,386	1,652

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

6. Intangible assets

	Computer software \$'000	Computer software under development \$'000	Total \$'000
2022			
<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
Net book value			
End of financial year	7,961	140	8,101
2021			
<i>Cost</i>			
Beginning of financial year	48,267	465	48,732
Additions	535	3,894	4,429
Disposals	(6,449)	(887)	(7,336)
Transfer	-	-	-
End of financial year	42,353	3,472	45,825
<i>Accumulated amortisation</i>			
Beginning of financial year	38,148	-	38,148
Amortisation charge	4,054	-	4,054
Disposals	(5,622)	-	(5,622)
End of financial year	36,580	-	36,580
Net book value			
End of financial year	5,773	3,472	9,245

7. Financial assets, at amortised cost

	2022 \$'000	2021 \$'000
Beginning of financial year	14,993	14,989
Amortised discount	3	4
End of financial year	14,996	14,993

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

7. Financial assets, at amortised cost (continued)

	2022 \$'000	2021 \$'000
Quoted debt securities - Singapore	4,994	4,989
Unquoted debt securities - Singapore	10,002	10,004
Total debt securities	14,996	14,993

As at 31 March 2022, quoted and unquoted debt securities have nominal values amounting to \$5,000,000 and \$10,000,000, with coupons rates of 1.75% and 2.30% per annum and maturity dates on 1 February 2023 and 13 March 2023, respectively.

8. Receivables

	2022 \$'000	2021 \$'000
Trade receivables	740	21
Due from related parties		
- trade	-	131
- non-trade	2,647	2,058
Other receivables	1,796	723
Security deposits	870	797
	6,053	3,730

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 \$507,310 (2021: \$194,514) and ToteBoard Community Healthcare fund to repay to ToteBoard amounting to \$80,890 (2021: \$83,039). 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

For the financial year ended 31 March 2022

9. Grant receivables/(grants received in advance)

Grant receivables

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

	Note	2022 \$'000	2021 \$'000
(a) Government			
Beginning of the financial year		14,413	13,982
Recognised in the statement of comprehensive income	10	68,150	35,122
Grants received during the financial year		(47,723)	(34,691)
End of the financial year		34,840	14,413

Grants received in advance

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

	Note	2022 \$'000	2021 \$'000
(b) Government			
Beginning of the financial year		32,376	11,444
Grants received during the financial year		553,509	472,135
Recognised in the statement of comprehensive income	10	(522,005)	(449,836)
Amount transferred to deferred capital grants	13	(204)	(1,367)
End of the financial year		63,676	32,376

Grants received during the financial year included \$1,442,560 (2021: nil) for the purpose of dividend payment to Ministry of Finance.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

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	2022 \$'000	2021 \$'000
(c) Non-government - Temasek Foundation Cares CLG Limited			
Beginning of the financial year		38	17
Grants received during the financial year		268	277
Recognised in the statement of comprehensive income	10	(259)	(256)
End of the financial year		47	38

10. Grant recognised in the statement of comprehensive income

	Note	2022 \$'000	2021 \$'000
Government operating grants			
Transferred from grants receivables	9(a)	68,150	35,122
Transferred from grants received in advance	9(b)	522,005	449,836
		590,155	484,958
Non-government operating grants - Temasek Foundation Cares CLG Limited			
Transferred from grants received in advance	9(c)	259	256
		259	256

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

11. Cash and cash equivalents

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

	2022 \$'000	2021 \$'000
Cash at bank and on hand	59	23
Cash placed with Accountant-General's Department	212,468	186,921
Cash and cash equivalents in the statement of cash flows	<u>212,527</u>	<u>186,944</u>

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

The Board earns interest rate ranging from 0.29% to 0.41% per annum (2021: 0.28% to 1.52% per annum).

12. Payables and accruals

	2022 \$'000	2021 \$'000
Trade payables	7,220	3,448
Other payables and accruals	97,036	76,307
Due to related parties		
- trade	7,346	18,434
- non-trade	-	6,602
Security deposits	1,156	1,956
	<u>112,758</u>	<u>106,747</u>

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

Included in trade payables to related parties is the collection received on behalf of Ministry of National Development amounting to \$7,108,281 (2021: \$17,048,967) for stay-home-notice (SHN) accommodation.

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

13. Deferred capital grants

	Note	2022 \$'000	2021 \$'000
Beginning of the financial year		878	278
Amount transferred from government grants	9(b)	204	1,367
		<u>1,082</u>	<u>1,645</u>
Amount transferred to statement of comprehensive income:			
- to match depreciation/amortisation of related assets		(1,003)	(763)
- to match net book value of related assets disposed		(20)	(4)
		<u>(1,023)</u>	<u>(767)</u>
End of the financial year		<u>59</u>	<u>878</u>

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.

	2022 \$'000	2021 \$'000
Present value of unfunded obligations	<u>7,563</u>	<u>7,837</u>

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

14. Obligations in respect of pension scheme (continued)

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

	2022 \$'000	2021 \$'000
Beginning of the financial year	7,837	7,564
Amounts recognised in the statement of comprehensive income	137	177
Amounts recognised in other comprehensive income	-	491
Benefits paid	(411)	(395)
End of the financial year	<u>7,563</u>	<u>7,837</u>

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

	2022 \$'000	2021 \$'000
Interest on obligation	137	177
Total included in staff costs under other benefits and allowances	<u>137</u>	<u>177</u>

Sources for actuarial losses resulting from pension valuation as at 31 March 2022 are as follows:

	2022 \$'000	2021 \$'000
Effects of change in financial assumptions	-	481
Experience adjustments on plan liabilities	-	10
Actuarial losses recognised in statement of comprehensive income	<u>-</u>	<u>491</u>

Principal actuarial assumptions

Principal actuarial assumptions at the reporting date:

	2022 %	2021 %
Discount rate	<u>1.80</u>	1.80

Assumptions regarding future mortality are based on published mortality tables.

At 31 March 2022, the weighted average duration of the benefit payment obligation was approximately 10 years (2021: 11 years).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

14. Obligations in respect of pension scheme (continued)

Principal actuarial assumptions (continued)

Sensitivity analysis

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

	25 bp increase \$'000	25 bp decrease \$'000
2022		
Effect on defined benefit obligation	<u>196</u>	(196)
2021		
Effect on defined benefit obligation	<u>211</u>	(211)

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% decrease \$'000
2022		
Effect on defined benefit obligation	<u>249</u>	(249)
2021		
Effect on defined benefit obligation	<u>244</u>	(244)

15. Share capital

	2022		2021	
	No. of shares	\$'000	No. of shares	\$'000
Issued and fully paid:				
Beginning of the financial year	51,687,952	51,688	53,447,569	53,448
Issuance during the financial year	3,450,645	3,451	4,842,237	4,842
Return of share capital	-	-	(6,601,854)	(6,602)
End of the financial year	<u>55,138,597</u>	<u>55,139</u>	<u>51,687,952</u>	<u>51,688</u>

During the financial year, the Board issued 3,450,645 shares (2021: 4,842,237 shares) to the Ministry of Finance under Section 22A of the Health Promotion Board Act for a total consideration of \$3,450,645 (2021: \$4,842,237).

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

15. Share capital (continued)

In the previous year, the Board returned 6,601,854 shares to the Ministry of Finance due to the transfer of ownership of HealthHub for a total consideration of \$6,601,854.

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

16. Dividends

	2022	2021
	\$'000	\$'000
<i>Ordinary dividends paid or proposed</i>		
Final dividend paid in respect of the previous financial year of \$0.03 (2021: nil) per share	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	Over time	Total
	\$'000	\$'000	\$'000
2022			
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
2021			
Income from:			
- Service maintenance	-	948	948
- Swab testing operations	11,204	-	11,204
- Clinic service	694	-	694
- Sponsorship	-	415	415
- Others	5	3	8
Total revenue from contracts with customers	11,903	1,366	13,269

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

18. Staff costs

	2022	2021
	\$'000	\$'000
Wages and salaries	126,352	166,558
Employer's contribution to defined contribution plans	20,327	28,741
Staff welfare and development	1,335	6,399
Other benefits and allowances	4,117	7,615
	152,131	209,313

19. Related party transactions

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

(a) Sales and purchases of goods and services

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

	2022	2021
	\$'000	\$'000
<u>Sales of goods and services</u>		
Manpower cost for MOF-CARE project	20,497	-
Security deposit and electricity charges	664	-
HealthHub, swab operations and capex	10,147	-
Deployment of swab teamlets for on-site Rostered Routine Testing (RRT)	-	156
<u>Purchases of goods and services</u>		
Rental of premises	7,832	14,656
IT-related services	13,433	12,468
Standard ICT Operating Environment (SOE) subscription charges	351	357
GeBiz charges	1,030	855
Training services	-	325

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

19. Related party transactions (continued)

(b) Key management personnel compensation

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

Key management personnel compensation is as follows:

	2022 \$'000	2021 \$'000
Directors' fees	118	115
Wages and salaries	6,643	6,163
Employer's contribution to defined contribution plans	367	330
	<u>7,128</u>	<u>6,608</u>

20. Commitments

(a) Capital commitments

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

	2022 \$'000	2021 \$'000
Commitments in respect of contracts placed as at reporting date	<u>1,265</u>	<u>3,718</u>

(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:

	2022 \$'000	2021 \$'000
Not later than one year	281	1,525
Between one and five years	38	27
	<u>319</u>	<u>1,552</u>

Lease payments have been recognised as ROU assets and lease liabilities on the statement of financial position as at 31 March 2022, except for short-term and low value leases.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

20. Commitments (continued)

(c) Other lease commitments - Information Technology (IT) cost

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

	2022 \$'000	2021 \$'000
Not later than one year	207	47
Between one and five years	282	75
	<u>489</u>	<u>122</u>

Lease payments have been recognised as ROU assets and lease liabilities on the statement of financial position as at 31 March 2022, except for short-term and low value leases.

21. Financial risk management

Overview

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

Financial risk factors

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

The Board of Directors is responsible for setting the objectives and underlying principles of financial risk management for the Board. The management team then establishes the detailed policies such as risk identification and measurement, exposure limits to manage financial risk.

The finance personnel measure actual exposures against the limits set and prepare regular reports for the review of the management team and the Board of Directors.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

21. Financial risk management (continued)

The information presented below is based on information received by the management team.

(a) Market risk

(i) Interest rate risk

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

	2022	2021
	\$'000	\$'000
Cash placed with Accountant-General's Department	212,468	186,921

Sensitivity analysis

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

	25 bp increase	25 bp decrease
	\$'000	\$'000
As at 31 March 2022	531	(531)
As at 31 March 2021	467	(467)

(b) Credit risk

Credit risk refers to the risk that counterparty will default on its contractual obligation or commitment that it has entered into with the Board, resulting in financial loss to the Board.

(i) Risk management

The Board adopts the following policy to mitigate the credit risk.

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

21. Financial risk management (continued)

(b) Credit risk (continued)

(i) Risk management (continued)

For surplus cash and fixed deposits, the Board mitigates its credit risks by placing with banks and financial institutions, which are regulated.

For financial assets at amortised cost, other than cash and fixed deposits, the Board transacts with Ministries and Government Agencies and high credit quality non-related counterparties.

(ii) Credit rating

The Board uses the following categories of internal credit risk rating for financial assets which are subjected to expected credit losses under the 3-stage general approach. These four categories reflect the respective credit risk and how the loss provision is determined for each of those categories.

Category of internal credit rating	Definition of category	Basis for recognition of expected credit losses
Performing	Borrower or issuer has 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 2022 have been categorised as Performing and there is no material 12-month expected credit losses.

(c) Liquidity risk

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

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

21. Financial risk management (continued)

(c) Liquidity risk (continued)

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

	Less than 1 year \$'000	Between 1 and 2 years \$'000
At 31 March 2022		
Payables and accruals	(112,758)	-
Lease liabilities	(5,182)	(4,777)
At 31 March 2021		
Payables and accruals	(106,747)	-
Lease liabilities	(523)	(1,129)

(d) Capital risk

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

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

(e) Financial instruments by category

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

	2022 \$'000	2021 \$'000
Financial assets, at amortised cost	268,416	220,080
Financial liabilities, at amortised cost	122,717	108,399
Financial liabilities, at FVOCI	7,563	7,837

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

22. Impact of COVID-19

The COVID-19 pandemic has affected almost all countries of the world, and resulted in border closures, workplace closures, movement controls and other measures imposed by the various governments. To mitigate the effects of COVID-19 on Singapore's health and economy, the Singapore Government has implemented a series of precautionary and control measures to control the outbreak of COVID-19 in Singapore.

Management has assessed that there are no material adverse effects arising from the COVID-19 situation on the Board's results for the financial year ended 31 March 2022. The financial impacts on the Board's results for the financial year include the following, but are not limited to:

Income

- Fees and charges included \$40.8 million (2021: \$11.2 million) for the collection of fees from swab operations for various approved traveller groups and on-site deployment of swab teams for rostered routine testing, pre-event testing, fast and easy testing (FET), vaccinated travel lane testing and on-arrival testing.

Expenditure

- Staff cost included \$52.7 million (2021: \$115.5 million) for the engagement of swabbers, swab assistants, administrative staff, site supervisors and the management team for the testing operations. The swabbers were mainly deployed to the quarantine facilities and dormitories for swab operations.
- Programme, supplies and marketing expenses included \$189.3 million (2021: \$104.3 million) for short-term leases and maintenance of screening centres and operations, self-swab grants, logistics and warehousing, supplies, outsource services, etc.

Grants

- Government operating grants included \$243.6 million (2021: \$219.2 million) from the Ministry of Health to meet operating expenses relating to the swab operations.

23. Events occurring after balance sheet date

With effect from 1 April 2022, the Board completed the transfer of the national COVID-19 testing operations to the Ministry of Health. Matters relating to the transfer, including the transfer of assets, liabilities and staff were set out in the Memorandum of Understanding (MOU) signed by the Parties in April 2022.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

24. New or revised accounting standards and interpretations

Below are the mandatory standards, amendments and interpretations to existing standards that have been published, and are relevant for the Board's accounting periods beginning on or after 1 April 2022 and which the Board has not early adopted.

Amendments to SFRS(I) 1-1 Presentation of Financial Statements:

Classification of Liabilities as Current or Non-current (effective for annual periods beginning on or after 1 January 2023)

The narrow-scope amendments to SFRS(I) 1-1 Presentation of Financial Statements clarify that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. Classification is unaffected by the expectations of the entity or events after the reporting date (e.g. the receipt of a waiver or a breach of covenant). The amendments also clarify what SFRS(I) 1-1 means when it refers to the 'settlement' of a liability.

The amendments could affect the classification of liabilities, particularly for entities that previously considered management's intentions to determine classification and for some liabilities that can be converted into equity.

The Board does not expect any significant impact arising from applying these amendments.

Amendments to SFRS(I) 1-16 Property, Plant and Equipment: Proceeds before Intended Use (effective for annual periods beginning on or after 1 January 2022)

The amendment to SFRS(I) 1-16 Property, Plant and Equipment (PP&E) prohibits an entity from deducting from the cost of an item of PP&E any proceeds received from selling items produced while the entity is preparing the asset for its intended use. It also clarifies that an entity is 'testing whether the asset is functioning properly' when it assesses the technical and physical performance of the asset. The financial performance of the asset is not relevant to this assessment.

Entities must disclose separately the amounts of proceeds and costs relating to items produced that are not an output of the entity's ordinary activities.

The Board does not expect any significant impact arising from applying these amendments.

NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2022

24. New or revised accounting standards and interpretations (continued)

Amendments to SFRS(I) 1-37 Provisions, Contingent Liabilities and Contingent Assets:

Onerous Contracts – Cost of Fulfilling a Contract (effective for annual periods beginning on or after 1 January 2022)

An onerous contract is a contract in which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received under it. The unavoidable costs under a contract reflect the least net cost of exiting from the contract, which is the lower of the costs of fulfilling it and any compensation or penalties arising from failure to fulfil it. The amendment to SFRS(I) 1-37 clarifies that the direct costs of fulfilling a contract include both the incremental costs of fulfilling the contract and an allocation of other costs directly related to fulfilling contracts.

The Board does not expect any significant impact arising from applying these amendments.

25. Authorisation of financial statements

These financial statements for the financial year ended 31 March 2022 were authorised for issue by the Board on 13 July 2022.

ACKNOWLEDGEMENTS

The Health Promotion Board's Annual Report 2021/2022 editorial team would like to express our heartfelt appreciation to the colleagues and their family members for appearing as talents in the Annual Report 2021/2022:

Scale: Nationwide Access to Holistic Health Programmes

Amalyasa, Farah, Jasmine, Jeffrey, Seraphina

Support: Holistic Support for Our Young's Well-being

Anna, Jasmine, Jeremy, Noraini, Seth Aryan

Reach: Healthy Living for Different Workforce Segments

Farah, Jeffrey, Ram

Citizen-centricity: Technology-enabled and Data-driven Health Promotion

Badriyah, Chong Lin, Jasmine, Jeremy, Ram

People: At the Heart of Organisational Excellence

Darren, Jeffrey, Justina, Nuraini, Ram, Shrutika



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