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INSPIRING Professionals
IMAGINING Tomorrow
ReINVENTING Healthcare

NHG EDUCATION

Singapore Health and Biomedical Congress 2022 Special: Healthier SG and The Shift to Prevention Care

by Grant Ng



The 20th edition of the Singapore Health and Biomedical Congress (SHBC) attracted close to 1,800 participants on-site at MAX Atria @ Singapore EXPO and virtually in its re-imagined hybrid format. Distinguished local and overseas experts were invited to the two-day congress held on 12 – 13 Oct 2022 to share their expertise and knowledge with healthcare professionals from National Healthcare Group (NHG) and beyond on two key areas: The New Era of Healthcare and NHG's River of Life Framework for Population Health.

The theme for this year's SHBC, 'Reinventing Healthcare', focuses on redesigning and transforming the healthcare ecosystem – in line with the Ministry of Health's (MOH) Healthier SG strategy – to address pertinent issues, such as living with COVID-19 as an endemic disease, and tackling challenges arising from Singapore's ageing population.

In his opening address, Professor Philip Choo, Group Chief Executive Officer, NHG, emphasised the importance of preparing the healthcare system to withstand the challenges ahead as the nation emerges from the pandemic.



Prof Philip Choo, Group Chief Executive Officer, NHG, giving his opening address

"NHG is committed to a 'One Care Plan' for each resident, facilitated by our 'River of Life' (ROL) framework. Our healthcare professionals across the care continuum will work hand-in-hand to integrate care around patients at every ROL stage," Prof Choo said, as he highlighted NHG's shift towards greater integration of care.

Minister for Health Ong Ye Kung, who graced the event, echoed Prof Choo and expanded on how the Healthier SG strategy would empower people to take charge of their own health.

During his keynote address, Mr Ong cited Prof Choo's "deadly traveller of life" analogy. He elaborated how some people with deteriorating health are moving down the traveller oblivious to the impending danger they are being carried towards. Healthier SG seeks to "save as many people as possible" by redesigning patient care at four stages of the traveller, said Mr Ong.

He believes that alerting people to this danger in the first stage may prevent them from getting onto the 'traveller of life' prematurely. Mr Ong raised the example of Health Promotion Board's public education efforts to encourage people to cut salt consumption. He noted that these efforts make an impact as they increase public awareness and help people "understand what kinds of food contain more salt".

For people in the early stages of chronic disease – those in the "initial part of the traveller (and) still moving slowly", Mr Ong believed that family doctors in the community play an integral role in preventive care as they can encourage people to make lifestyle changes and strengthen patient-doctor relationships to help people "get off" the traveller while they can.

Mr Ong shared that for those at the later stages of the traveller and are "unable to get off", Healthier SG will strengthen integrated care models to improve the care of chronic diseases. The focus would be placed on managing "their conditions well, (and) delay or prevent rapid disease progression and complications".

Finally, Mr Ong acknowledged that everyone would reach the "end of the traveller" at some point and shared his hopes for Singapore's healthcare to be strengthened, to allow its people to spend their final days in a familiar environment with their loved ones. He hopes that they will be able "to step off (the traveller) comfortably and with dignity at the end of (their) life journey".



Guest of Honour and keynote speaker, Minister for Health Ong Ye Kung addressing the SHBC participants

Catch up on all the SHBC 2022 sessions at your own pace until 13 Jan 2023!

*Access to on-demand sessions are only available to registered participants.

Singapore Health and Biomedical Congress 2022 Special:

"Innovation" to Adapt, Connect and Impact

by Grant Ng



Ms Brenda Lim (right) taking Minister Ong Ye Kung through this year's art pieces

Fifteen artwork submissions based on the theme 'Innovation' were showcased at this year's Singapore Health and Biomedical Congress (SHBC) Medical Humanities art exhibition. The pieces – ranging from artworks to poems and even a book – were chosen based on their ability to best capture the essence and complexities of 'Innovation' in the context of healthcare.

Medical Humanities Judge Ms Brenda Lim, reflected on the theme 'Innovation' and how it was vital for healthcare professionals in a transforming healthcare ecosystem.

"We need to be bold and courageous to lead teams; to be open-minded; to innovate; seek out opportunities and to maintain care delivery standards while also managing scarce resources within healthcare," said Ms Lim, who is the Head of Nursing at National Skin Centre.

For the first time, a judge's showcase by Ms Lim, was presented at the exhibition booth. Her artistic illustrations featured the challenges that nurses and healthcare providers faced during the height of the COVID-19 pandemic and shone light on how their innovative spirit enabled them to overcome unprecedented changes when faced with limited resources and manpower.

The art exhibition was also graced by Guest of Honour and Minister for Health Ong Ye Kung who took some time to tour the booth to appreciate the different pieces.



[Click here to view all of this year's artworks!](#)

This year's winning artwork "Call Me Maybe" created by Mr Zhang Zhongwei, Senior Case Manager, Institute of Mental Health depicts the ingenuity of case managers who helped patients from low socio-economic status "connect with the world, their careers, and loved ones". The work of Mr Zhang and the case managers demonstrated the importance for mental health professionals to be creative in improving access to care for those in need. It highlights the feats that can be achieved when healthcare professionals work together to improve patient experience and ultimately make lives better for everyone involved.

Singapore Health and Biomedical Congress 2022 Special:

Therapeutic Patient Education – Moving Beyond Information

In alignment with National Healthcare Group's (NHG) shift towards better integration of care, NHG Education and College have been gradually introducing various Therapeutic Patient Education (TPE) initiatives to empower patients to take greater ownership of their health, and help strengthen their partnership with the Healthcare Providers (HCP).

Unlike traditional Patient Education (PE) methods, where health-related information and advice are passively transmitted to and consumed (if it does) by the patient, TPE makes the patient an active participant of his/her own health and treatment. This was shared by the panellists of the "Beyond Information towards Transformation through Enabling Therapeutic Patient Education" track at this year's Singapore Health and Biomedical Congress.

"We aim to achieve this through equipping them (the patients) with knowledge and competencies, and make them aware of the disease conditions, the treatment and how they can manage their conditions," said panellist Mr Lim Wei Beng, Deputy Director, NHG College.

"And we are not just equipping the patients. I think it's also important to look at equipping the family members and the caregivers (as well as the healthcare providers) with TPE knowledge and skills."

Moving from Patient Education to Therapeutic Patient Education

Fellow panellist Dr Yeo Pei Shan, Consultant (Endocrinologist), Tan Tock Seng Hospital, shared that PE has always been conducted in an unstructured, opportunistic, and in a "piecemeal" fashion – like giving the patient a generic leaflet, patients receiving incongruent health advices from different healthcare professionals, etc., which unintentionally omits various considerations such as the patient's health literacy, cultural background, and socioeconomic status from the care delivery equation.

"A lot of patients found it very difficult to relate it back to their day-to-day living... to piece all the educational information into something that's actionable in their everyday lives, and how it can really impact their diabetes care and reduce their complications," said Dr Yeo.

Dr Kee Kok Wai, Consultant (Family Physician), NHG Polyclinics (NHGP), concurred that duplication and discrepancies of educational materials across healthcare institutions remain an issue with PE.

"As a family physician working at a polyclinic, I often hear my patients talking about slight differences in the diabetes care advice by different HCPs, especially when they transit from one institution to another," he said.

"A lot of effort is wasted on preparing similar (PE) materials... and they are usually developed in silos."

TPE aims to address these issues, said the panellists, through consolidating existing practices and educational materials, and creating a common language for all HCPs.

This approach would not only help to reduce duplicated efforts and the possibility of information discrepancies, but also allow for better coordinated and more holistic patient-related programmes and activities to be designed, they added.

Building the Appropriate Curriculum

However, the panellists cautioned HCPs and curriculum designers about adopting one-size-fits-all approaches when designing TPE curriculum, due to the complexity of patient conditions, background and delivery of care.

"We need to have a multimodal approach that is culturally appropriate," remarked moderator, Dr Hoi Wai Han, Senior Consultant (Endocrinologist), Woodlands Health.



From left: Moderator, Dr Hoi Wan Han, with the panellists: Dr Yeo Pei Shan, Adj Asst Professor Sabrina Wong, Dr Ester Yeoh, Dr Kee Kok Wai, and Mr Lim Wei Beng

"Yes, we need to create a whole set of different types of programmes that cater to the needs as well as preferences of very different types of patients", concurred panellist Adjunct Assistant Professor Sabrina Wong, Senior Consultant (Family Physician), NHGP.

The panellists pointed that multiple variables and factors need to be taken into consideration when designing a TPE curriculum for patients, such as their age and overall fitness, the state of their condition/disease - and if they are also suffering from other comorbidities, cultural backgrounds, socioeconomic backgrounds, and level of health literacy.

To facilitate these TPE efforts require a large number of HCPs and even the entire organisation to be educated and trained as well, they said.

Training Beyond Individual Expertise

Dr Kee stressed that when upskilling HCPs for TPE, the focus should extend beyond the tools (e.g. curriculum, interventions, etc.) and each HCP's specialised expertise (e.g. medicine, nursing, etc.), to understanding the patient's social determinants of health.

"There are a lot of things about health coaching, influencing behaviour change... (but) what the patients really value... is usually about loneliness and certain social issues, rather than the medication or the diet," he said.

Dr Kee explained that gaining a better understanding of the patient's economic and social conditions will provide HCPs with valuable insights into how these factors influence the patient's management of their condition(s) and treatment journey; such as why the patient has the condition, why he/she only consumes unhealthy food, and why he/she is facing financial difficulties.

"Once these social issues are acknowledged or addressed... often with elderly patients, they do change their mind and attitudes towards relationship-based care," he said.

"(And) together with the continuum of care with the HCPs, we often see drastic changes after a few visits," he added. "They do follow the appropriate advice, and that really helps."

Echoing Dr Kee, Adj Asst Prof Wong said: "It is really the relationship that the patient has with that healthcare professional or relationship-based care.

"From my experience, when the elderly patient has formed that relationship and trust... they are able to change their behaviour or adapt to a healthier behaviour."

Panellist Dr Ester Yeoh, Senior Consultant (Diabetes Centre), Khoo Teck Puat Hospital, also shared the same sentiment: "One of the important strategies is finding what motivates the patients to change."

"You need to have conversations about their motivators, and what are some of the issues that they're facing, rather than focus on the actions and how to change," she said.

"I think these are important skills to learn as educators... to assess the patient and how to approach."

TPE Efforts in the Pipeline

Mr Lim noted that with these new initiatives and changes being introduced, it is important to have



assessments in place to check on the patients and HCPs' learning, and evaluations to ensure the effectiveness of the programmes.

"(Hence) having a (NHG Diabetes Management) school helped us encapsulate these concerns," he said.

"It helps us shift to see ourselves as educators who are responsible for the learning outcomes."

Along with the rest of the panellists, Mr Lim is part of the NHG Diabetes Management (DM) Education Workgroup that commissioned the creation of the NHG DM school in January 2021. The School aims to provide a reliable, culturally appropriate and evidence-based learning platform that enables patients living with pre-diabetes and diabetes and their caregivers to make decisions, promote self-directed problem solving, and foster active collaborations with their HCPs.

Some of the other TPE initiatives that the workgroup has been working on in the past year includes an App-based DM empowerment programme (BOOST), - a patient education resource library (NHG HealthApp), and postgraduate programmes that will be offered in collaboration with Nanyang Technological University Lee Kong Chian School of Medicine.

Looking to the future, the panellists shared that there will be a continued focus to expand current multimodal approaches, look at greater subgroups of diabetes patients, and explore the use of gamification and technology to nudge behavioural changes and early education for preventive care.

"I think everybody (involved in caring for the patients) needs to be able to carry out TPE... difference is whether you're just carrying out patient education or whether you're doing it therapeutically," said Adj Asst Prof Wong.

"I think it's easy to tick off a checklist and say, 'I've given the advice, it's done,' but whether the patient can translate that information into something they can act on requires skill."



Mr Lim Wei Beng sharing NHG College and Group Education's Therapeutic Patient Education efforts.



Residency Leadership Talk: Part 2 –

Becoming a Mindful Leader and Knowing Your True North

Thirty-four chief residents (CR) were inducted into their new leadership role during the National Healthcare Group (NHG) Residency Chief Resident Induction Programme, held on 15 July 2022.

These young new leaders nominated by their peers and juniors, will represent them as their voice (to the faculty, department and organisation), and will also oversee resident welfare, facilitate teaching activities, on top of their own training and clinical duties.

Three distinguished speakers, Professors Christopher Cheng, Paul Tambyah, and Adjunct Associate Professor Mabel Yap, were invited to share their leadership experiences and perspectives with these budding young leaders as they kick-start their leadership journeys.

In this second of this two-part series, the invited speakers shared their views on leading as a mindful leader, and balancing clinical work, family life and new duties as a leader.



Read Part 1 here!
Dealing with Failures and 'Influencing' Cultures

Becoming a Mindful Leader

Throughout the session, the speakers constantly reiterated the importance of being mindful.

"Mindfulness is truly being aware of what's happening and its effect around us," said Prof Yap. "The tender compassion aspect of mindfulness... is a bit lovey dovey... (but it is much needed) to hold ourselves when we go through a difficult time. But there is also a fierce compassion, where we draw boundaries, where we learn to say no, where we motivate each other, so the yin and yang side must balance..."



Guest speakers (from left): Prof Christopher Cheng, Prof Paul Tambyah, and Adj A/Prof Mabel Yap during the Q&A segment

"Mindfulness (practice) is not about being under the coconut tree, counting breaths... and doing nothing," said Prof Cheng to the laughter in the room. "It is not that, it is an inner game (with yourself)."

Prof Cheng cautioned about the way mindfulness is practiced, stressing that it should not be practiced in a "checklist" approach or KPI (key performance indicators) driven.

"It needs to be experiential... you have to be open about and to it, otherwise you can be mouthing the line (about mindfulness) but not practicing it," he said.

"You have to be able to walk the talk and not talk the walk."

Referencing the discussion about culture change, Prof Cheng stressed that mindfulness in this context is being aware that an outcome has been set, sufficient efforts and attempts have been made, and most importantly, to be at peace with the final outcome.

"The trick is knowing the difference," he said.

Knowing Your True North

"How do you come to terms with being parents, juggling the responsibilities of work, and now mentorship/leadership responsibilities?" asked another CR. "How do you deal with that?"

A common regret that the speakers cited was not being there for their loved ones, or having to sacrifice time spent with their loved ones.

"I have regrets for not spending enough time with my kids when they were younger," shared A/Prof Yap. "Because I took up the challenge of attending HMDP (Health Manpower Development Plan) ... and even though I travelled back and forth, I still missed out on certain first days in school."

"But you have the chance," she said, urging the CRs to realise what their core values are or where their true north lies, and refocusing their priorities.

"Can I take it (work) slower? While keeping to my core values, and still being able to give my best at work?" she asked.

"Can I ask myself when I am 80 years old, if I've lived up to my core values?"

For Prof Tambyah, it was his absence during his late father's illness which taught him a lesson that he will never forget.

He shared that his biggest remorse was leaving his mother to make critical medical decisions for his father, when he was on the flight back to Singapore from a conference in the US.

"I resolved never to let that happen again," he said.

"I do not want to be in the same situation, when I am not there when the person that you love needs you the most."

"You have to give up certain things, you can't have everything."

"I'm glad that you asked that question, it shows that we are all not just for personal glory, high achievers, climbing the leadership ladder... you are looking beyond yourself," said Prof Cheng.



This year's chief residents with the guest speakers

Echoing Prof Tambyah, he stressed the importance of prioritising family over work and career. In his family, Prof Cheng considers the family to be the "most important base to grow" oneself, and contribute to society.

"My wish for you, is that you will become that mindful leader, that transformational leader, because our whole society... community really depends on all of you," he said.

"You can only be as a good leader, as you are a good person, and that's your inner game."

Celebrating an Incredible Year of Teaching Excellence

by Grant Ng

On 26 October 2022, 46 awards were presented to healthcare educators, teams and departments at Yishun Health (YH) as it celebrated its 10th Year of Teaching Excellence. Held at Khoo Teck Puat Hospital (KTPH)'s auditorium, the award ceremony recognises the commitment and dedication of YH clinical educators towards education.

"I would like to extend my most sincere gratitude to all the teachers and education leads in medical, nursing, pharmacy, and allied health fraternities for their commitment and excellent work in educating the next generation, (and their) strong support to deliver high-quality education to the students," said Adjunct Associate Professor Yip Chee Chew, Education Director, YH in the opening address.

In a special address, Associate Professor Wong Teck Yee, Cluster Education Director (Pre-Professional Education), National Healthcare Group (NHG), echoed the sentiments of A/Prof Yip, emphasising the crucial role that clinical educators play in training tomorrow's healthcare professionals.

He acknowledged the clinical educators' dedication in mentoring students to be ready for future challenges, while also having gone through their own fair share of hurdles in the past two years as the pandemic forced them to modify and adapt to new technologies.



Awards were presented to clinical educators in the Medical, Nursing and Allied Health fields to celebrate their contributions towards clinical education

See the full list of awardees

well-wishes from Heads of Departments, esteemed guests and VIPs for 10 Years of Teaching Excellence made possible by the strong collaborations and commitment of educators in YH and NHG.

As the celebration proceeded, a host of performances were put on display for the educators. An acapella performance and an original song were performed by students from the Nanyang Technological University Lee Kong Chian School of Medicine and Ngee Ann Polytechnic respectively, to show appreciation to the clinical teachers, preceptors and mentors that taught them during their posting at KTPH.

The clinical educators were also treated to a surprise duet performance titled "We Really Care For You" by A/Prof Yip and A/Prof Phoa Lee Lan, Head and Senior Consultant of General Medicine, KTPH. The song recognises the vital role that the clinical educators in YH play, whilst also spurring them to continue to "work together to create miracles for all".

The celebration concluded with A/Prof Wong presenting A/Prof Yip with a signature board bearing



Acapella performance of "Just The Two of Us" by LKCMedlee, students from the Lee Kong Chian School of Medicine.



Audience celebrating the achievements of the clinical educators in Yishun Health.



(Top) Adj A/Prof Yip Chee Chew, Education Director, KTPH giving his opening address to the healthcare educators

(Bottom) Special address by A/Prof Wong Teck Yee, Cluster Education Director (Pre-Professional Education), NHG

**NUSMedACE 2022:
Through Challenges,
Education Prevails**

This year's National University of Singapore Yong Loo Lin School of Medicine (NUS Medicine) Appreciation for Clinical Educators (NUSMedACE), held virtually on Zoom, presented 50 awards to medical clinicians, residents and departments from National Healthcare Group (NHG).

In his address, Professor Chong Yap Seng, Dean, NUS Medicine, applauded the efforts of clinical educators for their adaptability in using digital tools – virtual and augmented technology – to tackle the changes in medical education brought about by the COVID-19 pandemic. He also acknowledged the difficulty educators face having to reinvent themselves, to find ways to best teach their students, and build relationships with patients and partners to ensure their patients receive the best care.

“Thank you for inspiring and spurring our students to strive for excellence, and make a positive difference in the lives of the patients that they will care for one day,” he said.

“I salute and appreciate every single one of you for your commitment to ensure the medical and nursing students of NUS Medicine become digitally savvy, compassionate doctors and nurses who will strive and be fit for purpose for the healthcare challenges of the 21st century.”



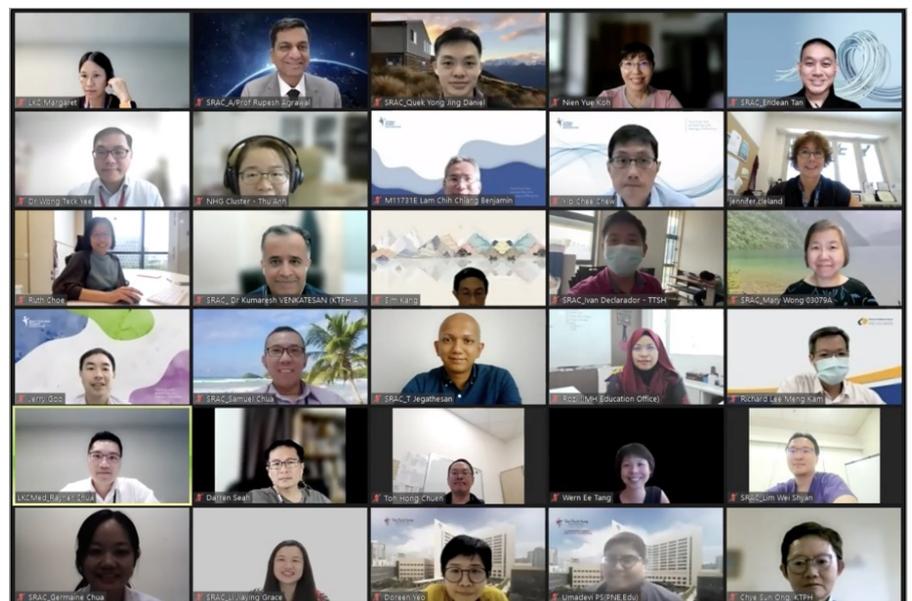
Prof Chong Yap Seng, Dean, NUS Medicine sharing words of appreciation to the clinical educators of NHG

**See the full list of
NUSMedicine Teaching
Awardees AY2021/22**

NTU LKCMedicine Introduces New Awards to Recognise Healthcare Professionals

Eighteen individual and department awards were presented to healthcare professionals from National Healthcare Group (NHG) in the newly initiated Nanyang Technological University (NTU) Lee Kong Chian School of Medicine (LKCMedicine) Special Recognition Awards (SRA). The awards recognise individuals and departments that have made outstanding contributions in teaching, research supervision, and supporting student experience.

In her address to the participants, Professor Jennifer Cleland, Vice-Dean (Education), NTU LKCMedicine shared that the SRA was developed when “we, LKCMedicine realised that we have so many great clinical



Participants and winners of the LKCMedicine Special Recognition Award posing for a photo after the ceremony

educators contributing to the education and training of the LKCMedicine students, and we didn't actually have a formal mechanism to recognise their contribution and their expertise”, she said.

Prof Cleland also noted that an outstanding number of educators were nominated in its inaugural launch of the award, and is confident that the number will continue to rise in the coming years as the award grows in recognition.

“We would like to take this opportunity to thank you for your valuable contribution to LKCMedicine education. Your education inputs and efforts have helped the school achieve the vision of being an excellent institution in redefining medicine and transforming healthcare in Singapore,”

said Professor Joseph Sung, Dean, NTU LKCMedicine, in his congratulatory message to all winners.

**See the full list of
Lee Kong Chian
School of Medicine
Special Recognition Awardees**



NHG Education Webinar: Developing Successful Mentoring Relationships In Search of a Suitable Mentoring Model

Knowledgeable, caring, interested, accessible, humble, and respectful were some responses from the attendees of the 'NHG Education Webinar Series: Developing Successful Mentoring Relationships', when asked which qualities made their past and present mentors most inspiring.

"Absolutely!" said speaker Professor Subha Ramani, Associate Professor of Medicine (Harvard Medical School, Boston, Massachusetts) who was invited by National Healthcare Group (NHG) College to speak about mentoring relationships and the different types of mentors.

What is Mentoring?

The term "mentor" which has its origins in Greek Mythology (Homer's Odyssey), is now synonymous with "teacher, counsellor, coach, facilitator, motivator and friend"; often used to describe a senior person guiding a junior or less-experienced individual, shared Prof Subha, who is also the current president of the Association for Medical Education in Europe (AMEE).

"What mentoring is not... is to mould the mentee in one's own image, a 'mini-me', and (definitely) not using mentees for one's own professional advancement," she said, noting that the health professions industry tends to define mentoring poorly due to its association with the research relationship, productivity, and publication success of the research. This often shifts the focus away from mentee, towards the growth of the mentor or the success of the lab.

"Mentors are really guides-on-the-sides, it's (mentoring) all about the mentees," Prof Subha said, elaborating that mentoring should be a mentee-centric relationship that extends beyond task-orientation. "Task orientation is more for advisors and coaches," she said. "Mentors have a genuine interest in mentees' professional growth, and also personal growth."

Referencing Dr Laurent Daloz' model for mentoring relationships, Prof Subha urged the mentors to provide their mentees with high challenges (e.g. expectations, standards, etc.), whilst also giving them high support, which

"The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves."

Steven Spielberg



she believes will lead them towards empowerment and a growth mindset.

"(It is about) offer(ing) support during challenging periods, understanding the context and challenges, and continuing to encourage," she said.

Types of Mentoring

In recent times, newer mentoring models such as peer mentoring, group mentoring, and "personal board of directors", have been favoured over the more traditional mentoring model (especially in the business world), due to the flexibility, diversity and relatability it offers.

"It (mentoring) should be a bi-directional relationship," said Prof Subha, explaining that mentoring should go both directions that helps in the growth and development of both the mentees and their mentors; and not just having the mentee adapting to existing power differentials.

She highlighted that peer mentoring has gained traction due to its de-emphasis on hierarchy and "power differential"; as "you feel safer with a peer", and peer mentors tend to "better understand your challenges, because they are actually living through your challenges".

While most mentoring models focus on the less experienced and junior employee, reverse mentoring shifts the focus to having the senior team members (or executives) "mentored" by their junior counterparts; where they seek the opinions and perspective of the junior team member in areas such as new topics (e.g.

technology) and trends (e.g. social media, cultural), to gain a fresh perspective, seek feedback, whilst also showing that they value the junior team member's contributions.

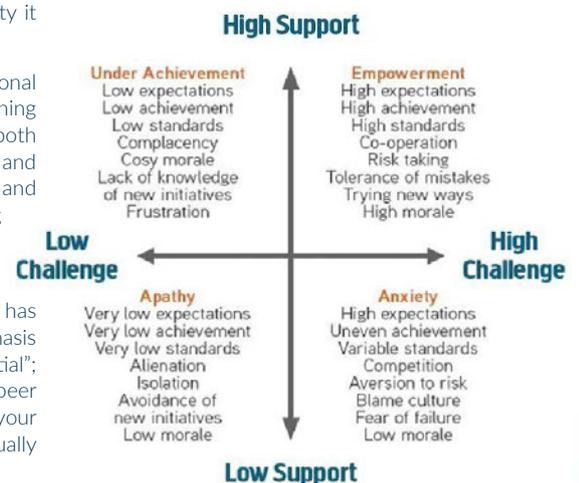
"Mentors' actually benefit quite a lot from just this relationship with their 'mentees,'" she said.

Which Mentoring Approach to Choose?

Regardless of the type of mentor-mentee relationship, Prof Subha stressed that mentors

should always aim to foster psychological safety, be altruistic, and possess a growth mindset that would allow their mentees to discover their own strengths, facilitate reflection on areas for improvement, and maximise their potential.

She also highlighted the importance for mentors to be self-aware of their own strengths and weaknesses. Acknowledging that they do not possess all the expertise to guide the mentee on every aspect of their goals and journey, and have the courage to reach out to someone else who has.



Credit: Dr Laurent A. Daloz, 1986, Effective Teaching and Mentoring

"The delicate balance of mentoring someone is not creating them in your own image, but giving them the opportunity to create themselves," said Prof Subha, quoting acclaimed filmmaker Steven Spielberg.

"I cannot define mentoring better than this quote."



Tech Tool Series Spotlight

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