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Championing People in Healthcare

Healthcare is only as strong as the people who deliver it. Technology and infrastructure are essential, but it is people who turn capability into care. Clinical excellence, patient trust, service quality and organisational resilience are all deeply dependent on the workforce.

As Dr Loo Choon Yong, Executive Chairman and Co-Founder of Raffles Medical Group (RMG), reflects, "In healthcare, our competitive advantage may begin with strategy, but it is delivered through people."

From his experience, truly effective HR leaders go beyond managing people processes to shaping business outcomes. Early in his leadership journey, Dr Loo valued HR primarily as a functional support mechanism necessary for recruitment, policy management and employee relations. That perspective shifted as RMG grew in scale and complexity. He realised that true transformation could not be executed through operational directives alone.

"As organisations scale, the leadership question shifts from simply managing people to intentionally building organisational capability," he explains. "Having a strong CHRO helps leadership anticipate workforce risks, strengthen leadership capability, shape culture and ensure the organisation is prepared for the future."

To achieve this level of impact, functional expertise alone is insufficient. RMG CHRO and IHRP Master Professional Tanie Eio understands this firsthand. During her HR career, she made a deliberate pivot to become more strategically involved. "I strengthened partnerships with business leaders, aligned my team around operational and organisational priorities, and delivered measurable outcomes that mattered to the enterprise."

> **"In healthcare, our competitive advantage may begin with strategy, but it is delivered through people.**
> *- Dr Loo Choon Yong*

Igniting Workforce Transformation

This evolution in perspective for both Dr Loo and Tanie has proven crucial, especially since workforce challenges today are far more complex than a decade ago. As technological disruption redefines roles and capabilities, workforce planning has transitioned from headcount management to workforce reinvention. Employee expectations have also evolved, with greater emphasis on flexibility, wellbeing, purpose and meaningful leadership. At the same time, tighter labour markets and the structural challenges of an ageing population add further demographic pressures.

In the healthcare arena, these challenges are magnified. Workforce shortages, clinical burnout and retention of specialised talent are constant concerns. Sustaining productivity without compromising quality of care requires deliberate workforce strategies. As Dr Loo emphasises, "10 years ago, workforce discussions were largely operational. Today, they are deeply strategic."

To tackle these complexities, the Executive Chairman and CHRO jointly drive organisational transformation at RMG. With Dr Loo's full support, Tanie is leading a major organisational review under the Career

Dr Loo Choon Yong
Executive Chairman and Co-Founder
Raffles Medical Group

***Ms Tanie Eio** (IHRP Master Professional)*
Chief Human Resources Officer
Raffles Medical Group

Architecture project. This initiative provides greater structural clarity, maps out clear job responsibilities and constructs a more robust framework for career development – ultimately tailoring the workforce to align the Group's strategic vision and power future growth plans and evolving business needs.

Another key area is the enhancement of leadership capabilities. Recognising that successful healthcare organisations depend on strong leaders, Tanie, Dr Loo and RMG's senior leadership team drive professional growth via the Leadership Framework. By explicitly mapping out expected behaviours and leadership standards, this framework forms the bedrock for accountability, performance management, career advancement, succession planning and talent development.

Parallel to this, RMG is conducting a comprehensive evaluation of its Talent Development programmes. Designed to complement the framework, this review enhances leadership bench strength and

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> *- Ms Tanie Eio*

sharpens succession readiness, creating a sustainable talent pipeline geared towards advancing the Group's long-term expansion plans.

Navigating Technology and AI Disruption

As the pace of technology disruption hastens, particularly with AI and digital transformation reshaping the future of work, Dr Loo recognises that the challenge extends beyond operational efficiency to redefining workforce roles and capabilities.

Tanie insists, "This means HR must be at the forefront of conversations about AI." Walking the talk, she pursued advanced learning in AI leadership in a world-renowned institution to strengthen her ability to connect technology disruption with workforce strategy.

By providing strategic guidance on change management, workforce implications and capability building, she ensures that AI adoption balances enterprise goals with people outcomes. This critical advisory work is delivered directly through her seat on RMG's AI Taskforce, where she collaborates with Dr Loo and other senior executives to drive the organisation's future-of-work agenda.

Partnering for People

Tanie credits IHRP for elevating the HR profession over the last decade, empowering practitioners to become strategic partners of business leaders.

"IHRP has helped shift HR from being seen as operational to being recognised as a strategic profession with defined standards and competencies," she says. "As workforce complexity increases, institutions like IHRP provide the foundation for HR leaders to be commercially astute, digitally fluent and capable of influencing enterprise strategy."

At RMG, the partnership between the Executive Chairman and CHRO exemplifies the way forward for healthcare organisations. Together, they demonstrate that as the industry navigates technological disruption and workforce reinvention, a united front is vital to achieving long-term organisational resilience and capability building while preparing the workforce for a very different future.