



HMDP Visiting Experts FY26

**OFFICIAL PROGRAMME**Note:

The programme is accurate at the time of publication, and is subject to change at any time without prior notice.

EXPERT NAME

Professor Bruce Warner

START DATE

11 May 2026

END DATE

22 May 2026

SPECIALTY/TITLE OF PROGRAMME

Pharmacy Practice Advancement and Workforce Transformation

HOSTING INSTITUTION

Ministry of Health and National University Hospital

**Part I : Administrative Notes for Local Coordinators**

- 1 Local Coordinators should liaise with the relevant departments of the Public Healthcare Institutions/National Centres in all clusters when preparing the programme, and ensure there are inter-cluster collaborations i.e. mandatory visits to all clusters for the same specialty or discipline.
- 2 Please include the learning objectives for each activity.
- 3 The programme should comprise of sessions that are open to participants from all clusters, and participants attending any of the programme sessions should not be charged registration fees.
- 4 The programme should be submitted to MOH-MS&D at least 12 weeks prior to the start of the programme. Prior to that, the endorsement from the sponsor division must be sought. The sponsor division must be given at least 4 weeks of lead time for the endorsement.
- 5 The Expert must review and endorse the Final Programme before submitting to the MOH-MS&D. A digital signature or an email confirmation from the Expert suffices.
- 6 A Short Write-up on the visiting expert should be submitted together with the Final Programme for the Ministry's publicity efforts.

**For HMDP Programme with MOH Sponsor(s)**

|                    |                           |
|--------------------|---------------------------|
| MOH Division(s):   | Chief Pharmacist's Office |
| Officer's Name(s): | Ms Rajalakshmi Rajaram    |

**Part II : Endorsement by Visiting Expert**

I have reviewed and agreed to the Final Programme.

15 April 2026

DATE &amp; SIGNATURE OF EXPERT

| DATE AND DAY             | TIME              | ACTIVITIES                                                                                            | Training Objectives/Meeting Agenda                                                                                                                                                                                                                                                                                                     | NTP* (YES/NO) | VENUE AND CAPACITY                                           | NAME AND EMAIL OF COORDINATOR                                                                                                                                |
|--------------------------|-------------------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11 May 2026<br>(Monday)  | 10.00am - 12.00pm | <b>Welcome and briefing</b> with staff at Chief Pharmacist's Office (CPO), MOH                        | <ol style="list-style-type: none"> <li>Overview of healthcare systems in Singapore</li> <li>Overview of pharmacy practice and workforce development in Singapore</li> <li>Sharing of pharmacy practices in the United Kingdom, including e-pharmacy, tele-pharmacy, medication delivery systems and Independent Prescribing</li> </ol> | No            | Labrador Tower, Meeting Room 19-2                            | Ms Rajalakshmi Rajaram<br>Rajalakshmi_RAJARAM@moh.gov.sg<br><br>Ms Tang Xue Li<br>Tang_xue_li@moh.gov.sg<br><br>Ms Xie Qingxiao<br>qing_xiao_xie@nuhs.edu.sg |
|                          | 12.00pm – 2.00pm  | Welcome lunch and travel                                                                              | NA                                                                                                                                                                                                                                                                                                                                     | No            |                                                              |                                                                                                                                                              |
|                          | 2.00pm – 6.00pm   | <b>Site Visit 1: National Health Group (NHG) Cluster</b>                                              | <ol style="list-style-type: none"> <li>To discuss population health initiatives at NHG</li> <li>To identify areas for pharmacy practice transformation at NHG</li> </ol>                                                                                                                                                               | No            | Woodlands Health Campus (WHC)                                |                                                                                                                                                              |
| 12 May 2026<br>(Tuesday) | 8.30am – 11.30am  | <b>Closed-door meeting 1:</b> National Pharmacy Strategy (NPS) Refresh cum lunch (By invitation only) | To be shared separately                                                                                                                                                                                                                                                                                                                | No            | College Room, COMB                                           |                                                                                                                                                              |
|                          | 11.30am – 12.30pm | Travel                                                                                                | NA                                                                                                                                                                                                                                                                                                                                     | No            |                                                              |                                                                                                                                                              |
|                          | 12.30pm – 2.00pm  | <b>Lecture 1:</b> Pharmacy Workforce Development (Available as in-person or online)                   | <ol style="list-style-type: none"> <li>Understand various frameworks for the development of the pharmacy workforce</li> <li>Learn about the changing roles of pharmacy workforce in the United Kingdom</li> </ol>                                                                                                                      | No            | National University Health Systems (NUHS) Tower Block T07-04 |                                                                                                                                                              |
|                          | 2.00pm – 6.00pm   | <b>Site Visit 2: National University Health Systems (NUHS) Cluster</b>                                | <ol style="list-style-type: none"> <li>To discuss population health initiatives at NUHS</li> <li>To identify areas for pharmacy practice transformation at NUHS</li> </ol>                                                                                                                                                             | No            | National University Hospital (NUH)                           |                                                                                                                                                              |

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|----------------------------|------------------|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|------------------------------------------------------------|--|
| 13 May 2026<br>(Wednesday) | 8.00am – 9.30am  | <b>Lecture 2:</b> Pharmacy Leadership Development (Available as in-person or online)                           | <ol style="list-style-type: none"> <li>1. Understand the importance of cultivating self-leadership as a foundation for leading others</li> <li>2. Understand systems leadership</li> <li>3. Learn about leadership development programmes in the United Kingdom</li> </ol>                                                                                                                            | No | National Cancer Centre Singapore (NCCS) Auditorium         |  |
|                            | 9.30am – 10.00am | Break                                                                                                          | NA                                                                                                                                                                                                                                                                                                                                                                                                    | No |                                                            |  |
|                            | 10.00am – 1.00pm | <b>Closed-door meeting 2:</b> Pharmacy Leadership Development Strategy (PLDS) cum lunch (By invitation only)   | To be shared separately.                                                                                                                                                                                                                                                                                                                                                                              | No | College Room, COMB                                         |  |
|                            | 1.00pm – 2.00pm  | Travel                                                                                                         | NA                                                                                                                                                                                                                                                                                                                                                                                                    | No |                                                            |  |
|                            | 2.00pm – 6.00pm  | <b>Training Workshop 1:</b> Leading change in pharmacy practice (Available as in-person only)                  | <ol style="list-style-type: none"> <li>1. Apply the leadership competencies i.e., systems thinking; adaptive capacity in uncertain environments and collaborative leadership across professional boundaries through creating change management strategies for pharmacy practice transformation</li> </ol>                                                                                             | No | Ng Teng Fong General Hospital (NTFGH) Jurong Community Hub |  |
| 14 May 2026<br>(Thursday)  | 9.00am – 12.00pm | <b>Roundtable Discussion on Education Continuum for Pharmacists</b> with Pharmacy Leaders (By invitation only) | <ol style="list-style-type: none"> <li>1. Overview of current challenges and opportunities in pharmacist education &amp; continuum assessment of existing educational pathways and identification of key gaps, bottlenecks, and emerging opportunities across the learning spectrum</li> <li>2. Alignment between educational outcomes and practice demands and discussion on bridging the</li> </ol> | No | Labrador Tower, Labrador Boardroom                         |  |

|  |                  |                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |    |                                    |  |
|--|------------------|------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|------------------------------------|--|
|  |                  |                                                                                                            | <p>gap between what pharmacists learn and what healthcare practice requires, ensuring graduates are equipped with relevant competencies</p> <p>3. Collaborative opportunities and innovation in educational delivery exploration of partnerships between relevant stakeholders such as National University of Singapore (NUS), healthcare institutions and Pharmaceutical Society of Singapore (PSS) to enhance educational approaches and delivery methods</p> <p>4. Vision for success development of a shared vision for the future of pharmacist education, including desired outcomes and success metrics for the education continuum.</p> <p>5. summary of key outcomes and commitments consolidation of discussion points, actionable next steps, and commitment to follow-up initiatives from participating pharmacy leaders</p> |    |                                    |  |
|  | 12.00pm – 1.00pm | Lunch                                                                                                      | NA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | No |                                    |  |
|  | 1.00pm to 3.00pm | <b>Chief Pharmacist's Office (CPO)</b><br><b>Internal meeting:</b> Pharmacist's Career Development Pathway | To be shared separately                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | No | Labrador Tower, Labrador Boardroom |  |

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|----------------------|------------------|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|-------------------------------------------------------------------------|--|
|                      | 3.00pm to 4.00pm | Break                                                                                                           | NA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | No |                                                                         |  |
|                      | 4.00pm – 6.00pm  | <b>Sharing Session and Discussion with Retail Pharmacies (Guardian, Watsons and Unity)</b> (By invitation only) | <ol style="list-style-type: none"> <li>1. Ways to advance pharmacy practice in community, influencing them to shift towards advancing population health through collaboration with Regional Health System (RHS)</li> <li>2. Developing community pharmacists</li> <li>3. Current state and future vision presentations by retail pharmacy chains</li> <li>4. Collaborative identification of community pharmacy practice advancement opportunities in alignment with national healthcare objectives (e.g. shift towards advancing population health through collaboration with RHS)</li> </ol> | No | Labrador Tower, Labrador Boardroom                                      |  |
| 15 May 2026 (Friday) | 9.00am – 12.00pm | <b>Training Workshop 2 (Part 1):</b> Foundations of Value-Based Care (Available as in-person only)              | <ol style="list-style-type: none"> <li>1. Understand Pharmacy Value-Based Care Models in UK</li> <li>2. Understand Singapore's strategic vision for value-based care transformation</li> <li>3. Explore practical tools and methodologies for measuring value-based outcomes in pharmacy services</li> </ol>                                                                                                                                                                                                                                                                                   | No | Ng Teng Fong Centre for Healthcare Innovation (CHI) CHI L6-006 & L6-015 |  |

|                          |                   |                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                    |    |                                                                     |  |
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|                          | 12.00pm – 2.00pm  | Lunch                                                                                                                             | NA                                                                                                                                                                                                                                                                                                                                 | No |                                                                     |  |
|                          | 2.00pm – 6.00pm   | <b>Training Workshop 2 (Part 2):</b><br>Singapore Pharmacy's Value-Based Care Framework Development (Available as in-person only) | <ol style="list-style-type: none"> <li>1. Design Setting-Specific Patient Stratification Frameworks</li> <li>2. Create Value-Based Metrics Dashboards</li> <li>3. Establish Cross-Setting Implementation Strategy</li> </ol>                                                                                                       | No | Ng Teng Fong Centre for Healthcare Innovation (CHI) L2-001 & L2-002 |  |
| 18 May 2026<br>(Monday)  | 9.00am – 11.30am  | <b>Closed-door meeting 3:</b> Pharmacy Practice Advancement (PPAS) Strategy (By invitation only)                                  | To be shared separately.                                                                                                                                                                                                                                                                                                           | No | College Room, COMB                                                  |  |
|                          | 11.00am – 12.30pm | Lunch cum travel                                                                                                                  | NA                                                                                                                                                                                                                                                                                                                                 | No |                                                                     |  |
|                          | 12.30pm – 2.30pm  | <b>Lecture 3:</b> Moving towards Pharmacist Independent Prescribing in the United Kingdom (Available as in-person or online)      | <ol style="list-style-type: none"> <li>1. Learn about pharmacists' journey towards independent prescribing in the United Kingdom</li> <li>2. Identify competencies, training and clinical governance needed for safe and effective independent prescribing practice</li> </ol>                                                     | No | Academia (White Space)                                              |  |
|                          | 2.30pm – 6.30pm   | <b>Site Visit 4: SingHealth (SH) Cluster</b>                                                                                      | <ol style="list-style-type: none"> <li>1. To discuss population health initiatives at SH</li> <li>2. To identify areas for pharmacy practice transformation at SH</li> </ol>                                                                                                                                                       | No | SGH                                                                 |  |
| 19 May 2026<br>(Tuesday) | 9.00am to 12.00pm | <b>Roundtable Discussion on NPS Refresh</b> with Pharmacy Leaders (By invitation)                                                 | <ol style="list-style-type: none"> <li>1. Understanding international trends, lessons relevant to pharmacy transformation and reflections on challenges commonly faced in other healthcare systems and how Singapore can anticipate or avoid them</li> <li>2. Discussion on priority areas for NPS Refresh collectively</li> </ol> | No | Labrador Tower, Labrador Boardroom                                  |  |

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|                            |                    |                                                                                                                                     | determine where the pharmacy sector must focus its energy and resources in the short, medium and longer-term, ensuring the refreshed NPS is aligned, evidence-based, future-ready, and agreed upon by the pharmacy stakeholders.                                                                                                                        |    |                                                            |  |
|                            | 12.00pm to 2.00pm  | <b>Lunch</b>                                                                                                                        | NA                                                                                                                                                                                                                                                                                                                                                      | No | Labrador Tower, Level 20 Collaborative Space               |  |
|                            | 2.00pm – 5.00pm    | <b>Chief Pharmacist's Office Internal meeting</b> with staff                                                                        | To be shared separately                                                                                                                                                                                                                                                                                                                                 | No | Labrador Tower, Meeting Room 16-2                          |  |
| 20 May 2026<br>(Wednesday) | 8.00am to 9.30am   | <b>Lecture 4:</b> Pharmacy practice advancement: Shifting from supply function to clinical roles (Available as in-person or online) | <ol style="list-style-type: none"> <li>1. Understand the drivers, stepwise approaches, quality assurance and measures of success for development of services</li> <li>2. Learn about key hospital clinical advancements</li> </ol>                                                                                                                      | No | Ng Teng Fong Centre for Healthcare Innovation (CHI) Hall 3 |  |
|                            | 9.30am – 10.00am   | Break                                                                                                                               | NA                                                                                                                                                                                                                                                                                                                                                      | No |                                                            |  |
|                            | 10.00am to 12.00pm | <b>Training Workshop 3:</b> Implementing Medication Supply Resiliency Strategies (Available as in-person only)                      | <ol style="list-style-type: none"> <li>1. Equip participants in understanding the roles and responsibilities with medication supply resiliency</li> <li>2. Discuss practical strategies to build resilient medication supply systems, focusing on supply chain understanding, stock management, and clinical alternatives during disruptions</li> </ol> | No | Ng Teng Fong Centre for Healthcare Innovation (CHI) Hall 3 |  |
|                            | 12.00pm – 2.00pm   | Lunch cum Travel                                                                                                                    | NA                                                                                                                                                                                                                                                                                                                                                      | No |                                                            |  |

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|                           | 2.00pm to 5.00pm | <b>Closed-door meeting 4:</b> Pharmacy Technician (Pharm Techs) workforce development leads (By invitation only) | To be shared separately                                                                                                                                                                                                                                                                                                                             | No | Labrador Tower, Labrador Boardroom                            |  |
| 21 May 2026<br>(Thursday) | 9.00am – 1.00pm  | <b>Training Workshop 4:</b> Advancing Care Models (Part 1) (Available as in-person only)                         | <ol style="list-style-type: none"> <li>1. Establish Pharmacy Practice advancement transformation principles and risk-based pharmaceutical care framework</li> <li>2. Define collaborative pathway roles within tiered care delivery model</li> <li>3. Build foundational understanding of harmonised PCS and value-based care principles</li> </ol> | No | Sengkang General Hospital (SKH) Motivation and Curiosity Room |  |
|                           | 1.00pm – 2.00pm  | Lunch                                                                                                            | NA                                                                                                                                                                                                                                                                                                                                                  | No |                                                               |  |
|                           | 2.00pm – 5.00pm  | <b>Training Workshop 4:</b> Advancing Care Models (Part 2) (Available as in-person only)                         | <ol style="list-style-type: none"> <li>1. Apply pharmacy practice advancement framework to community and transitional care settings</li> <li>2. Design sustainable community pharmacy integration models with population health focus</li> <li>3. Develop implementation strategies for scaling</li> </ol>                                          | No | Sengkang General Hospital (SKH) Motivation and Curiosity Room |  |
| 22 May 2026<br>(Friday)   | 9.00am – 12.00pm | <b>Closed-door meeting 5:</b> Developing Pharmacists (By invitation only)                                        | To be shared separately.                                                                                                                                                                                                                                                                                                                            | No | Moulmein Room, COMB                                           |  |
|                           | 12.00pm – 2.00pm | Lunch                                                                                                            | NA                                                                                                                                                                                                                                                                                                                                                  | No |                                                               |  |
|                           | 2.00pm – 5.00pm  | Debrief and report writing                                                                                       | <ol style="list-style-type: none"> <li>1. Progressing recommendations for practice advancement and workforce development</li> </ol>                                                                                                                                                                                                                 | No | Cuppage Room, COMB                                            |  |

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|  |  |  | 2. Seeking advice on prioritization of focus areas which are most impactful, how to build adoption from pharmacy stakeholders with sharing of lessons from United Kingdom when implementing pharmacy reforms |  |  |  |
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\*NTP – National Training Programme