

SPEECH BY DR JASON CHEAH, CHIEF EXECUTIVE OFFICER, AGENCY FOR INTEGRATED CARE AT INSEAD 10TH ANNIVERSARY EDUCATION SCHOLARSHIP ON 10TH NOVEMBER 2010, 12.30 PM, INSEAD ASIA CAMPUS

Mr. Claude Janssen, Honorary Chairman of the INSEAD Board and Chairman of the International Council,

Mr. Claude Rameau, Deputy Chairman of the INSEAD Board & Co-President of France Angels,

Mr. J. Frank Brown, Dean of INSEAD,

Professor Ilian Mihov, Dean of Research, INSEAD,

Mr. Dipak Jain, Dean Emeritus of Kellogg School of Management and Dean Designate of INSEAD,

Ms. Ang Bee Lian, CEO of National Council of Social Service (NCSS),

Distinguished Guests,

Ladies and Gentlemen,

Introduction

1. Let me begin by saying “Happy 10th Anniversary in Asia” to INSEAD. I wish you many more years of success in your mission of creating value and transforming organisations through management education.
2. On behalf of the community healthcare sector, I thank you for your generous gift of five Executive Education Scholarships for their leaders. The Agency for Integrated Care (AIC) is privileged to be administering the scholarships on your behalf.

3. This gift from INSEAD will be a rare and valuable treat for the five selected leaders of the intermediate and long-term care (or ILTC) sector. They will be “groomed” by one of the world’s leading and largest graduate business schools, renowned in the area of leadership and strategy, and with a long-standing track record of developing global leaders.

Importance of Building Leadership in ILTC sector

4. The role of the ILTC sector is becoming increasingly important. The number of people aged 65 and above is expected to triple to 900,000 by 2030. Our growing ageing population and the demand for care to be delivered in the community in the form of rehabilitation, care support at home and longer-term care in nursing homes is rising.
5. As the national care integrator, it is all too clear to us that there is a pressing need for the ILTC sector, which has been receiving little attention in the past, to be up to mark.
6. Strong leadership is crucial to the continual process of working towards an excellent and self-sustainable ILTC sector. Many of the managers and leaders in the ILTC sector today are there by virtue of their personal conviction and passion to serve in this sector. Some have been in this sector for many years and moved up the ranks to hold senior positions in their VWOs, while others come from sectors such as finance and marketing. While all have the passion and determination to serve the community (which I applaud), most receive little or no

formal training in running a VWO – be it a nursing home or a day rehabilitation centre. As a result, they lack the skills and knowledge that are critical for them to successfully manage and bring the VWO towards organizational excellence.

7. The INSEAD Executive Education Scholarship therefore comes in very timely. It will provide an opportunity for these managers and leaders to undergo a more formalized training where they can be taught the various aspects of running their VWOs. Through these executive education programmes, these managers and leaders will be able to acquire relevant skills that will help them to run their VWOs better. They will be able to benefit from the strategic and innovative business methods taught by INSEAD and apply them back at their workplace. These programmes, such as Management Acceleration Programme (MAP), Competitive Strategy, Leading Successful Change, to name a few, will broaden their general business knowledge, deepen their competence in key functional disciplines and expand their leadership skills, bringing them to the next level. In addition, they will have the rare chance to learn not only from their trainers but also from their fellow course mates who hail from different sectors and countries. Cultivating highly skilled and professional leaders will ensure sound management of ‘silver’ services to meet the future challenges ahead.

8. Since the beginning, AIC has been very much involved in recognising the unmet training needs of the ILTC sector. We are constantly identifying various opportunities to equip and improve the capability of its workforce. In July this year, we launched the AIC Learning Institute to provide a one-stop gateway to a

wide range of training programmes, from nursing to leadership courses, to equip the ILTC workforce with relevant skills to do their jobs better.

9. We commend INSEAD for this innovative way of giving back to the community as this generous act certainly complements AIC's efforts in deepening the capabilities of ILTC professionals. We believe that the 'multiplier' effect of such a gift is tremendous. Through executive education, the leadership of the ILTC sector will be developed and equipped to drive organizational change and improvements, to better meet the care needs of their patients and clients.
10. On this note, I would again like to thank INSEAD for graciously presenting the ILTC sector with such a prestigious and welcomed present. It is a meaningful gift that would make a significant difference not just to the providers, but also to the health and lives of the elderly. We hope and look forward to a continued long-term collaboration with INSEAD.
11. Thank you.