

PARTNER OF LABOUR MOVEMENT

Clara Wee

Chief Human Resources Officer

National University Hospital

Nominated by the Healthcare Services Employees' Union.

Clara Wee previously served as the Group Chief Human Resource Officer (GCHRO) of the National University Health System (NUHS) cluster till 2015 and is presently the National University Hospital's (NUH) Chief Human Resource Officer (CHRO). As the previous GCHRO of NUHS and the CHRO of NUH, Clara played a key role in negotiations on collective agreements, performance bonuses and annual increments. After stepping down as the GCHRO of NUHS, she supported industrial relations and other negotiations with the Healthcare Services Employees' Union (HSEU). She continued to work closely and in collaboration with HSEU.

Sister Clara was instrumental in signing the first NUHS collective agreement after re-clustering with the Healthcare Services Employees' Union (HSEU) in 2018 to harmonise the terms and benefits for NUHS staff across the institutions within the NUHS cluster. She continued to be actively involved in negotiations for the subsequent collective agreements in 2020 and 2022. To promote better workers' wage outcomes, she worked closely with HSEU to understand the workers' remunerative feedback. The collective agreement of 2022 saw significant enhancements to shift allowances, benefitting 60 per cent of NUHS employees. Also, it expanded the scope of representation of professionals, managers and executives to 90 per cent of the workforce in NUHS.

Sister Clara is a staff-centric CHRO who cares deeply about staff livelihood and well-being. For instance, during HSEU's negotiations for the annual increment and performance bonuses of staff in 2023, she strongly supported HSEU's call to apply the National Wages Council guidelines for sustained wage growth for lower-wage workers to the bottom 20th percentile wage level of the cluster's workforce instead of the national level. Clara also supported HSEU's call to recognise staff's efforts when transitioning to an endemic setting through a competitive bonus payout.

As someone deeply concerned about staff well-being, Clara encouraged the implementation of workplace initiatives to improve staff welfare holistically. To better care for staff's mental health and well-being, Clara supported the partnership between the NUHS and the Association of Psychotherapists and Counsellors Singapore in 2018 to provide confidential counselling services for staff.

Beyond mental well-being, Clara also cares for the financial well-being of staff. She strongly backed the partnership between NUH, HSEU, and MoneyOwl in 2022 to promote and provide a corporate financial wellness programme for NUH staff. She actively encouraged NUH staff to upgrade their financial life skills and learn to plan for retirement adequacy through MoneyOwl's financial wellness programme and financial literacy webinars/workshops.

Clara also represents the NUHS cluster on the Tripartite Workgroup for the Prevention of Abuse and Harassment of Healthcare Workers, where she has strongly advocated for the safety and welfare of staff. She was a panel member at an engagement session organised by HSEU on the preliminary recommendations that the Tripartite Workgroup released in early 2023. She earnestly listened to the concerns of our union leaders at the engagement session and, together with the Workgroup, assured them that the safety and welfare of the staff were their top priorities.

To improve staff work prospects, Clara deeply appreciates and champions the Ministry of Health-led job redesign of support care staff, such as Patient Service Associates and Healthcare Assistants, to expand their job scope and take on more clinical roles. With the job redesign, the support care staff can look forward to better career progression and wages.