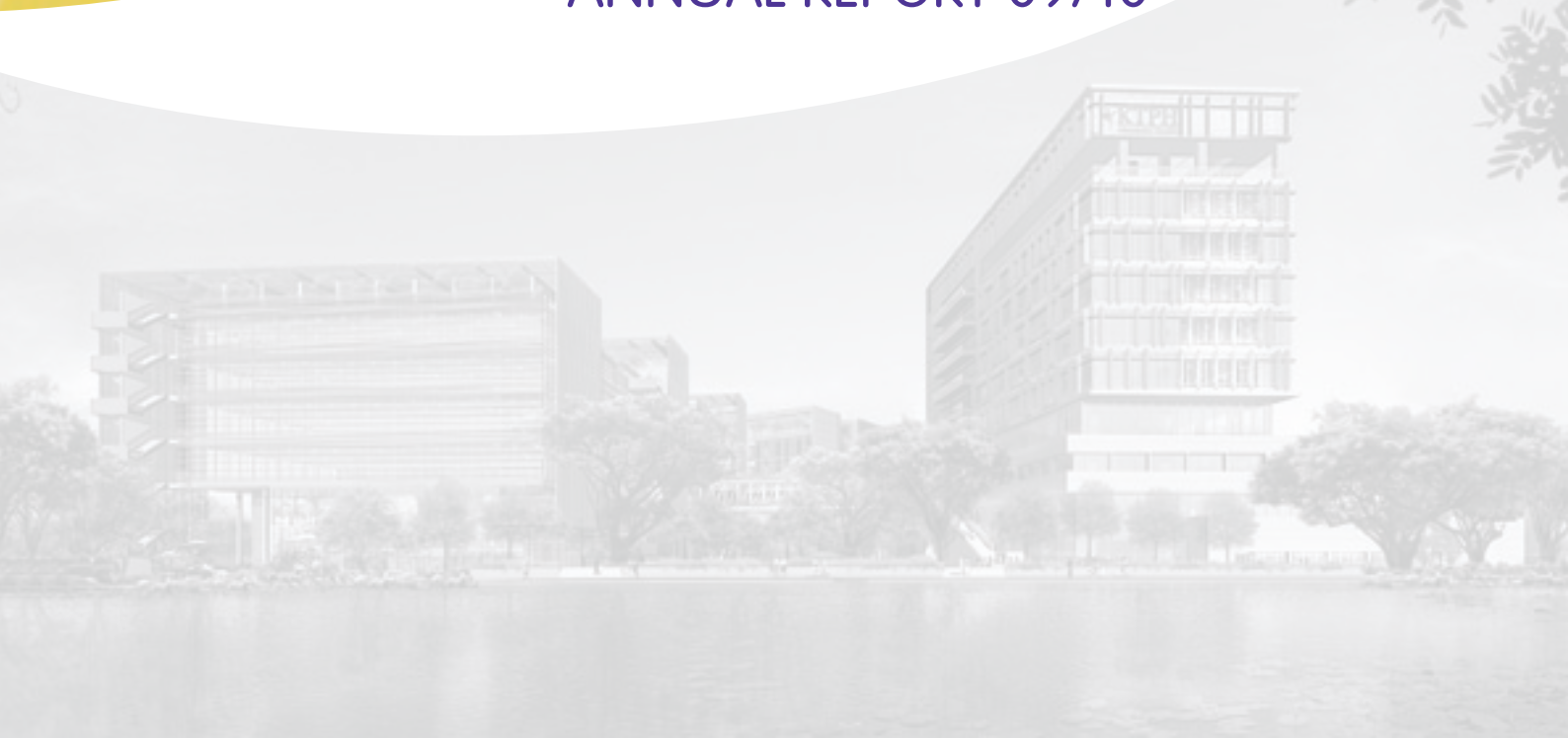




**Alexandra
Health**

UNVEILING A NEW CHAPTER ANNUAL REPORT 09/10



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Vision

Help our people live a long, healthy life and support them with thoughtful, dignified care to the end.

Mission

Provide good quality, affordable and hassle-free healthcare with science, love and wisdom.

A Message from Chairman, Alexandra Health

The year 2009 and the early months of 2010 were indeed a landmark period for the Board, management and staff of Alexandra Health. We closed a chapter in the history of Alexandra Hospital and took the first steps on an exciting journey of bringing quality healthcare to the North.

We took the best of what we knew, knocked on doors to gain wisdom from many partners and friends, and adapted best practices from many industries. We challenged old assumptions to come up with better ways of doing things. As Khoo Teck Puat Hospital (KTPH) progressively took shape, the planning process intensified. No detail was too small to ignore. The sense of urgency to open the hospital on time was matched in equal fervency of ensuring we create the best hassle-free experience for our patients.

As a new healthcare cluster in Singapore, strategic directions and long terms plans were charted by the Board and management to deliver on our vision of helping Singaporeans live a long, healthy life and providing them with thoughtful, dignified care throughout their life journey.

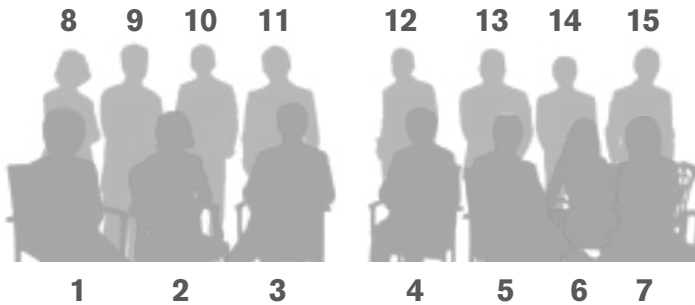
During the transition from Alexandra Hospital to KTPH, the Board was heartened by the hard work and perseverance of our people. Despite the challenges of opening a new hospital, our staff continued to provide the highest level of care and service to patients in Alexandra Hospital, and topped the Ministry of Health's Customer Satisfaction Survey for the sixth consecutive year.

This annual report is a fitting roundup of an eventful ten-year journey of Alexandra Hospital as well as the prologue to our beginnings in the North. On behalf of the Board and management of Alexandra Health, I would like to express our gratitude to staff and partners for their invaluable contribution towards the year's achievements.

The physical structure of KTPH is in place. Modern and new-generation as it may be, it is the people who work in it who must and can make all the difference. The important task ahead is to ensure we provide good quality, affordable and hassle-free healthcare for the patients under our care, and to prepare for the next steps in realising our vision to build an integrated healthcare hub for the North.

Jennie Chua
Chairman
Alexandra Health

Board of Directors



1 Chairman

Ms Jennie Chua

Board Chairman,
Chief Corporate Officer
Capitaland Limited

2 Board Member

Ms Elizabeth Khoo

Managing Director
York Hotel (Pte) Ltd

3 Board Member

Mr Dilhan Pillay Sandrasegara

Managing Partner
Wong Partnership LLP

4 Board Member

Mr Robert Chew

Former Executive Partner
Accenture

5 Board Member

Mr Tham Kui Seng

Former Chief Corporate
Officer
Capitaland Limited

6 Board Member

Ms Tan Sushan

MD and Head of South
Asia, Australia and
Offshore India for Private
Wealth Management,
Morgan Stanley



7 Board Member**Ms Mavis Khoo**

Chairman &
Managing Director
Goodwood Park
Hotel Ltd

8 Company Secretary**Ms Irene Png**

Chief Financial Officer
Alexandra Health

9 Board Member**Mr Roy Quek**

Deputy Secretary
(Health Policy)
Ministry of Health

10 Board Member**Dr Quek Peng Kiang**

General Practitioner
Corporation Clinic

11 Board Member**Mr Douglas Foo**

Chief Executive Officer
Apex-Pal International Ltd

12 Board Member**Mr Seah Moon Ming**

Deputy Chief Executive
Officer
ST Engineering Ltd

13 Board Member**Mr Ramlee bin Buang**

Executive Vice President
& Chief Financial Officer
Cerebos Pacific Ltd

14 Board Member**Mr Anthony Seah**

President
UGL Limited Asia

15 Board Member**Mr Tan Boon Khai**

Deputy Senior State Counsel
Deputy Public Prosecutor
Attorney-General's Chambers

(as at 31 March 2010)



Senior Management

Chief Executive Officer



MR LIAK TENG LIT

Senior Management Team



Deputy CMB, Head and Senior Consultant, General Surgery
A/PROF KENNETH MAK



Deputy CMB, Head and Senior Consultant, Laboratory Medicine
DR WONG MOH SIM



Deputy CMB, Head and Senior Consultant, Anaesthesia
A/PROF KOH KWONG FAH



Chief Operating Officer
MRS CHEW KWEE TIANG



Chief Financial Officer
MS IRENE PNG



Chief Human Resource Officer
MS LYNN GAN



Chief Information Officer, IT and Systems
MR ALVIN ONG SW



Chief Transformation Officer
MR LAU WING CHEW



Director, Nursing
MS LOW BENG HOI



Director, Medical Affairs and Innovation
DR EUGENE SHUM



Director, Corporate Communications
MS CECILIA PANG



Director, Operations
MR NG KIAN SWAN



Director, Operations
MS YEN TAN



Director, Quality Management Office
MS CHEONG CHOY FONG

Chairman, Medical Board**A/PROF PANG WENG SUN****Clinical Heads of Departments**

Head and Senior
Consultant, Acute and
Emergency Care Centre
DR FRANCIS LEE



Head and Consultant,
Cardiology
DR ONG HEAN YEE



Head and Senior
Consultant,
Dental Surgery
DR WU LOO CHENG



Head and Senior
Consultant,
Diabetes Centre
A/PROF SUM CHEE FANG



Head and Senior
Consultant,
Diagnostic Radiology
PROF WILFRED PEH



Head and Senior
Consultant,
General Medicine
A/PROF SIN FAI LAM



Head and Senior
Consultant,
Geriatric Medicine
DR JAMES LOW



Head and Consultant,
Health for Life Centre
DR MICHAEL WONG



Head and Senior
Consultant, Ophthalmology
and Visual Sciences (Eye)
DR YIP CHEE CHEW



Head and Senior
Consultant,
Orthopaedic Surgery
DR CHIN THAIM WAI



Head and Senior
Consultant,
Otolaryngology (ENT)
DR PAUL MOK



The proposed
Khoo Teck Puat
Hospital



Unveiling a New Chapter



Bringing **Quality**
Healthcare
to the North



Watch us grow
to meet your
Medical
Needs





Ready

2010



For the few years when Khoo Teck Puat Hospital (KTPH) was under construction, endearing images of young children of our staff dressed up as healthcare providers graced the hoarding surrounding the site.

It articulated our commitment that the hospital will “grow up” by 2010 to serve the medical needs of the community. The 550-bed modern and new-generation hospital will be Alexandra Health’s first step in bringing integrated healthcare to the North.



Generation after
Generation



We will **grow up**
in time for you

Needs





Alexandra Health: The New Chapter

The healthcare cluster Alexandra Health was established in 2008 to manage Alexandra Hospital and Jurong Medical Centre, as well as plan and commission the new Khoo Teck Puat Hospital (KTPH) in Yishun. From the outset, we promised the community in the north that the new hospital will open in 2010, to bring quality and affordable healthcare to the residents there.

The team from Alexandra Hospital moved to their new home, KTPH, in 2010. This 550-bed acute care facility is the cluster's anchor hospital. To provide comprehensive, integrated care in this region, a community hospital will be built nearby and medical centres will be set up, to provide residents with access to appropriate care that best meets their healthcare needs.

Much of 2009 was spent preparing for the transition to and the commissioning of the new KTPH. At the same time, we did not allow this to distract us from maintaining the highest standards of care that patients have come to expect at Alexandra Hospital. It was like transferring pilots and crew while both planes were flying in mid-air. For the staff, it was a once-in-a-lifetime, exhilarating experience.

Maintaining Patients' Satisfaction for the 6th Year Running

Despite planning for the move to KTPH, our staff continued to provide the best patient care at Alexandra Hospital (AH). We stayed true to our 'Every Patient, the Only Patient' philosophy, where every patient was given undivided attention and was always at the centre of all that we did. This enabled AH to top the Ministry of Health's Customer Satisfaction Survey 2009 for the sixth consecutive year.

This annual survey, conducted by the Ministry of Health, assessed patient satisfaction with restructured hospitals and polyclinics. Patients gave AH an "Excellent" rating in all categories surveyed, including facilities available; the care, knowledge and skills of our doctors and nurses; and whether explanations were clear enough. Our score of 84.7% was also an improvement from the previous year's high score of 83.3%.

Our philosophy of putting patients first will remain as the bedrock of our care at KTPH.



Our Patients Said...

"Nurses were helpful, caring and attentive."

"Doctors were professional, knowledgeable and showed concern for patients."

"Registration was swift and the procedures well explained."

"The garden was well maintained. Wards and toilets were clean."

OVERALL SATISFACTION

% Excellent or Good

FY09	84.7
FY08	83.3
FY07	83.4
FY06	79.6
FY05	72.6

ALEXANDRA HEALTH SERVICE CLASSIFICATION

W World Class • **E** Excellence Class • **N** Normal Class • **P** Poor

FY	09	08	07	06	05
Facilities	E	N	E	N	N
Care Coordination	E	N	N	E	N
Knowledge/Skills of Doctors	E	N	N	E	N
Knowledge/Skills of Nurses	E	N	N	E	N
Care/Concern of Doctors	E	N	N	N	N
Care/Concern of Nurses	E	N	N	E	E
Staff Explanation is Clear	E	N	N	N	N

Refining our Vision and Mission

With the transition from managing a single hospital to becoming a healthcare cluster, Alexandra Health had to re-define its purpose and directions, as well as clarify our brand values and identity.

OUR VISION

Help our people live a long, healthy life and support them with thoughtful, dignified care to the end.

Every word in our vision statement was chosen for a reason. We do not want to be a hospital that takes care of people only when they are ill. We want to help people to live healthy lives, starting with pre-illness care through health promotion. “Help” reflects our belief to work alongside with the patient in a collaborative rather than a prescriptive effort.

Throughout their healthcare journey, we must remember to treat our patients as we would our loved ones. Patients tell us to preserve their dignity even when they are critically ill. We can only do this when we are thoughtful about the patient’s physical and mental health and we will embrace this throughout their entire healthcare journey.

OUR MISSION

Provide good quality, affordable and hassle-free healthcare with science, love and wisdom.

We aim to provide clinical care using modern science and technology to deliver fast and accurate diagnosis and treatment. By building a team of good, highly qualified doctors and healthcare professionals, we will treat our patients with collective wisdom. Last but not least, we must love what we do and this will be translated into the high standards of care that we deliver to our patients.



Building our Brand

Our Brand is our identity. It allows others to know who we are, what we stand for as an organisation, and conveys the positive attributes associated with our hospital.

A REFRESHED LOGO

The Alexandra Hospital logo was refreshed to reflect the personality of the healthcare cluster and build on the good brand equity and reputation from managing Alexandra Hospital.

We kept the stylised icon of a person at the center of the logo as it reflects that the patient remains at the heart of all we do.

A new purple color was added to suggest exciting and vibrant aspirations ahead.



The leaf signifies the green and healing environment that has come to be associated with Alexandra Health.

The boldness of the new font reflects confidence and strength.

The adoption of a double stroke suggests growth from a hospital to a healthcare system and a collaborative approach with our patients, partners and staff.

OUR BRAND PROMISE

“Touching Lives, Pioneering Care, Making a Difference”

This tagline encompasses everything we want to do for our patients. First coined by Dr James Low, Head of Department and Senior Consultant of Geriatric Medicine, it reflects our promise to our patients and is a reminder to our staff to deliver on our promise.

Touching Lives

We must treat every patient as individuals, not as a digit. Every patient is the only patient and we must treat them with empathy and understanding like we would our own loved ones.

Pioneering Care

As a healthcare cluster, we aspire to transform the way we deliver healthcare not only through science, but also through wisdom of judgment and doing our work with love.

Making a Difference

When we have successfully achieved both of the above – when we heal someone or do something special for patients, we will make a difference in their lives.

The first step towards getting somewhere is to decide that you are not going to stay where you are.

~ Anonymous

Destination North: Planning our Strategy

The rising cost of healthcare, the aging population, increasing specialisation of doctors, as well as well-read and well-informed patients, all point to the need to re-examine the way we provide healthcare for the population. To ensure that Alexandra Health addresses the needs of the changing population, Chief Executive Officer Liak Teng Lit and Chairman of Medical Board, Associate Professor Pang Weng Sun, led various planning sessions over several weekends involving clinicians, allied health professionals, nurses and administrative staff, focusing on efforts to bring quality healthcare to the residents in the North.

Some of the questions that were tackled included:

- *What healthcare needs would a median family living in a 4-room HDB flat require?*
- *How can we deliver this in the most cost-effective way?*
- *How do we care for residents from the young to the elderly?*
- *Above all, how do we ensure that we provide a hassle-free experience for all our patients?*



The team concluded that rather than follow the traditional mode of care, where a patient sees several different specialists to treat different health problems, we wanted to provide coordinated care in teams to walk with our patients at different stages of their health journeys.

Under the traditional mode of care, an 85-year-old Uncle Tan suffering from incontinence, dementia, poor sight and diabetes would be treated by a urologist, an eye specialist, an endocrinologist and other doctors and specialists. Each consultation would require separate appointments. But under our coordinated approach, Uncle Tan would be managed by a geriatric team comprising of a geriatrician, incontinence nurse, dementia care nurse and an eye specialist who hold regular sessions within the geriatric clinic.

In addition, many health conditions can be prevented or predicted during a person's life and we want to anticipate such healthcare needs. We term this as anticipatory head-to-toe care of our patients.

For example, an obese 55-year-old Auntie April is at high risk of hypertension and diabetes. If these conditions are not well-controlled, more health problems can be predicted, including blindness, kidney disease and heart disease. But the risks of such health problems can be reduced with preventive measures such as weight loss to prevent the onset of diabetes and health screening for early detection of hypertension. Prompt intervention and anticipatory care can help Auntie April prevent further complications.

Moving ahead, the new healthcare cluster aims to help our patients live long and live well by adopting concepts of 'fast, cruise and slow' medicine, to give the appropriate attention to each category of patients, according to their needs.

'FAST' MEDICINE

Acutely-ill patients need fast diagnosis and treatment by an efficient team.

'CRUISE' MEDICINE

Patients with chronic illnesses need comprehensive and systematic care-plans to control the disease and prevent complications over a long period of time.

'SLOW' MEDICINE

For the elderly and patients with advanced illnesses, the focus is on appropriate goal-setting in managing the illnesses, instead of rushing into multiple separate investigations and treatments.

It was this vision that the team kept in mind through the process of transitioning Alexandra Hospital to the new team and preparing the new Khoo Teck Puat Hospital.





Transiting Out of Alexandra Hospital

The handing over of Alexandra Hospital from the Alexandra Health team to the Jurong Health team was meticulously planned and thoughtfully scheduled to ensure a seamless patient experience throughout the process.

From the outset, Mr Liak Teng Lit, CEO of Alexandra Health, promised the CEO of Jurong Health, Mr Foo Hee Jug, that the hospital would be handed over “sui sui” (in good order). For over a year, both teams worked together to make this promise a reality. Maintenance and renovation works for Alexandra Hospital also proceeded unabated so that the physical structure would be handed over in top form.

Merging Teams

Jurong Health had hired and “nested” staff at Tan Tock Seng Hospital (TTSH) and National University Hospital (NUH). From as early as August 2009, the first batch of these staff from the clinical, nursing and administrative sectors were migrated to Alexandra Hospital and assimilated into our team.

Director, Nursing, Ms Low Beng Hoi recalls, “It was a very different experience having two teams working side by side. We shared with them all our processes and everything we knew, but of course, the new team would ultimately have to make adjustments that suited them.”



The handing over of Alexandra Hospital from the Alexandra Health team to the Jurong Health team was meticulously planned and thoughtfully scheduled to ensure a seamless patient experience throughout the process.

Observing, Doing, Taking Over

For the first few months, the new team shadowed the existing team to observe the way things were done. Teams from nursing, housekeeping, security and other departments soon started working side by side to ensure that the transition would be seamless for the patient. Gradually, the Jurong Health team played a more active role in managing various functions while the Alexandra Health team began to take on a more supportive role. Finally, the reins were handed over to Jurong Health in phases.

“Every member of the new team got to understudy an existing team. There was no holding back on knowledge sharing and the new team was keen to learn,” said Mr Toh Cheng Onn, Head, Security.

Having a master schedule and sufficient lead time to orientate, prepare and train the new team before handing over was also crucial to a smooth transition. On the technical side, proper planning ensured that the necessary testing and refining of IT systems like the patient record system could proceed without glitches.

The plan was to hand over the outpatient clinics to Jurong Health on 28 March 2010, the Accident & Emergency department on 25 June 2010 and the inpatient wards on 28 July 2010.



Mr Foo presenting Mr Liak with a saga tree sapling

“Changing of the Guards” at Alexandra Hospital

The progressive handing over of wards, clinics and the A&E culminated with a nostalgic ceremony to mark Alexandra Hospital’s (AH) transition from the Alexandra Health cluster to Jurong Health.

The simple but memorable ceremony was held at the AH auditorium, where Mr Liak Teng Lit addressed the audience for the last time in his capacity as the CEO of AH before handing over his 10-year-old office key to Mr Foo Hee Jug, CEO, Jurong Health. Mr Foo presented Mr Liak with a saga tree sapling, which represented the friendship and spirit of collaboration forged between the two teams during the transition.

In keeping with the hospital’s heritage as a British Military Hospital, a “Changing of the Guards” parade was held where representatives of the various uniformed groups of both hospitals symbolically handed over an item of significance in their respective areas of work to symbolise the handing over of the care of the patients.

One of the participants in the parade was Nurse Manager, Sister Manjit Kaur, who has been working at AH for more than 30 years. “I was very honoured to be invited to participate in the parade. AH is where I’ve spent my youth; it is like a second home to me. So while there was great pride in representing the hospital, it was also an emotional experience for me.”



Changing of the Guards parade for doctors and nurses, symbolising the handing over of patient care

The occasion marked another milestone in the history of AH. From its roots as a British Military Hospital in 1939, AH became a government hospital in 1971. It was the last of the public hospitals to be restructured in 2000. And 1 August 2010 saw its transition from the Alexandra Health cluster to Jurong Health.

With this, the Alexandra Health team could fully focus on its mandate to establish a healthcare hub for the northern region of Singapore.



👍 Thumbs-up to a successful hand over and setting a milestone in the history of Alexandra Hospital

👍 Patient Service Associate from Jurong Health and Alexandra Health participating in the ceremony



Building a Hassle-



Free Hospital





What Does It Take to Build a Hospital With a Difference?

Building a cutting edge hospital took more than blueprints and technical planning abilities. In a Parliamentary debate on 18 March 2004, Minister for Health Khaw Boon Wan set the over-arching challenge.

“I posed the challenge to the AH rebuilding team: build a hospital... designed with patients unambiguously at the centre of the focus, with technology fully exploited for the benefit and convenience of patients... It will be a hospital which is well linked... and to which the patients can be transferred seamlessly... It will be a hassle-free hospital.”

For the new hospital to be truly hassle-free, it had to be designed around the patient from the very start. The building had to be modern and timeless, designed with the most efficient patient-flow and work processes, as well as the latest medical technology. At the same time, it must be energy efficient and have an environment conducive for rest and recovery.

The hospital planning team went through a thorough planning, design, tender specification, construction and commissioning process to achieve this vision. The task also involved balancing the different interests of the many parties involved.

“Building this hospital is really about putting together the hopes, dreams and aspirations of every individual involved in the planning process, from the engineers and architects to the doctors, nurses and hospital support staff,” says Donald Wai, Assistant Director, Hospital Planning. “I’m honoured to have been part of the team to help realise these dreams.”

Topping Out Ceremony: One Step Closer to Opening

26 June 2009 marked a new milestone in the construction of the new KTPH, with a Topping Out Ceremony commemorating the structural completion of the building. This meant that the hospital planning team, workgroups and vendors who had been planning on the sidelines during the structural construction phase could swing into action to outfit the interiors of the building, before the commissioning and testing of equipment commenced in full swing.

During the Ceremony, attended by the Board and staff of Alexandra Health, Minister for Health, Mr Khaw Boon Wan outlined his vision for an

integrated, seamless and holistic healthcare hub in the North. The completion of KTPH was to be the first step in the realisation of this vision – to provide “fast medicine”, with fast-paced, high-speed acute care capabilities to take care of the critically ill.

As the countdown began, all eyes were on the deadline as we had promised the Northern community that the outpatient clinics would be open to serve by April 2010. There was no time to lose as different teams raced against time to ensure that the respective core and support departments such as the Pharmacy, Laboratory and Rehabilitation Services were ready to serve.





The KTPH data centre came to life on 1 October 2009

“When we were able to put all the systems in place within a record time, it was all worth the effort.”

~ Mr Alvin Ong, Chief Information Officer

IT – the Hospital’s Backbone

For the Information Technology (IT) team, getting the IT system for KTPH up and running involved acquiring more than 50 IT applications to manage various hospital services, purchasing more than 5,000 pieces of IT equipment and devices, as well as designing and setting up the new IT network and data centre.

The team also faced the challenge of decoupling Alexandra Health’s IT structure from the National Healthcare Group to establish its own independent system. From securing funding to evaluation and re-configuration of the infrastructure and applications, the IT team worked long hours and over numerous weekends. One of its first missions was to ensure that KTPH’s data centre hub was ready and powered up on time. This successfully took place on 1 October 2009. From the data centre, data lines had to be pulled across the entire hospital’s footprint to create an important network of ‘veins’ and ‘arteries’ that feed the information system of the hospital.

One of the team’s greatest challenges came during the implementation phase in 2009. Mr Alvin Ong, Chief Information Officer of Integrated Health Information Systems (iHIS) recalled that IT was one of the first teams to move in after the structural work was completed.

“Many areas of the building were still not functional at that point in time, so there were no lifts and no telecommunication infrastructure. Our team members had to climb many flights of stairs every day to install equipment, sometimes pulling wires across mud-soaked floors. We had to carry out most of the work while clad in safety gear like helmets and boots because the building was very much still under construction.”

He added, “When we were able to put all the systems in place within a record time, it was all worth the effort.”

Getting Everything Shipshape for Opening

As the team counted down to the Phase 1 opening of KTPH, the Specialist Outpatient Clinics (SOC) and Day Surgery Operating Theatres (DSOT) teams increased the pressure on contractors to get everything in order before the handover of the theatres and Tower C in mid-February.

The DSOT team worked tirelessly to ensure that the place was not only clean but sterile enough for use as operating theatres, passing air pressure and air particle tests, and ensuring that the air exchange rates were up to standard, all while contractors and workers continued rectification works throughout the site.

As soon as the handover was completed, both teams moved in swiftly to get the theatres and different clinics ready for operation. The preparations seemed endless – commissioning, setting up and testing of machines and equipment, ensuring that all procedures and requirements were in place for the licensing and accreditation exercise by the Ministry of Health, continuous cleaning of clinics and the mountainous task of stocking up the OTs and clinics with drugs, linen and equipment.

“It was really a tight race against time. In fact, the contractors were still painting some of the walls at 3am the night before DSOT was supposed to open,” recalled Ms Alice Leong, Assistant Director, Nursing. “Despite our exhaustion after months of planning and intensive preparations, we were all smiles and ready for operations the next day!”

The Pharmacy team planned and stocked up the new pharmacy and designed new processes to minimise waiting time, while continuing to support full operations at Alexandra Hospital. The efforts of all the various teams paid off when all these areas opened without a hitch on 28 March 2010.



🔍 Inspecting every corner of the new SOC block before hand over



Presenting Picture-Perfect Wards

As soon as Towers A & B of the new hospital started to take shape, the nurses took charge of preparing for the opening of the wards and divided themselves into teams led by the Inpatient Workgroup. For more than six weeks, they attended to hundreds of defects in the wards. They checked walls, ceilings, toilets, doors and lightings, and followed up with hours of cleaning and defect rectification.

At the same time, intensive training was taking place. At least two concurrent training sessions were held every day to ensure that all the nurses were familiar with operating the new equipment, facilities, systems and procedures in a completely new environment.

Ms Chua Gek Choo, Deputy Director, Nursing, said of the experience, "The challenges we faced gave us lots of excitement and a few sleepless nights. Many of the workgroup members lost weight because of the amount of walking we did. Between the seven of us, we lost a combined total of 20.5 kg!"



Intensive training sessions took place to familiarise nurses with the new equipment

"The challenges we faced gave us lots of excitement and a few sleepless nights. Many of the workgroup members lost weight because of the amount of walking we did. Between the seven of us, we lost a combined total of 20.5 kg!"

*~ Ms Chua Gek Choo,
Deputy Director of Nursing*



Getting Organised the 5S Way

As staff began planning their shift into their respective work areas, they did this with standard work processes and visual management in mind. A workplace that is organised, streamlined and standardised makes waste, problems and abnormal situations immediately apparent to staff and their supervisors.

Staff applied the 5S methodology – sort, straighten, shine, standardise and sustain, to ensure a clutter-free and neat work environment. From surgical consumables in kaizen trolleys with ‘shadow boards’, medication and supplies cabinets labelled with photos, to manuals set up with a visible line so that a missing file is visually apparent – every department adopted the discipline of 5S with the ultimate aim of building a hassle-free experience for patients.

“5S is not about doing annual spring cleaning which is a one-time effort to throw out old stuff. It is about the daily discipline to maintain a workplace that is not cluttered with unnecessary items, to arrange things in the way they are used, and with a daily work routine of light cleaning. Most importantly, 5S requires teamwork and collaboration to agree on a standard accepted by all team members,” said Mrs Chew Kwee Tiang, Chief Operating Officer.

Staff applied the 5S methodology – sort, straighten, shine, standardise and sustain – to ensure a clutter-free and organised work environment.



Setting up “home” in a new office the 5S way



Serving with Pride with New Uniforms

To reflect the hospital's branding and corporate image, new uniforms were designed for different categories of staff, including nurses, porters, environmental service associates, patient greeters and patient service associates.

The uniform workgroup's design brief was to keep the designs classic and functional. At the same time, the uniforms should make the staff feel proud to be ambassadors of KTPH. Staff feedback was also sought throughout the process.

The result – striking new uniforms that were functional, professional and vibrant. Different colour trimmings on the collar subtly reflected the difference in seniority of the nurses: green for assistant nurses and blue for staff nurses.

Uniforms for porters and environment service associates were designed in soothing yellow and peach tones. A unique element was also included for the uniforms of patient greeters – the motif of a butterfly or dragonfly embroidered on the sleeve – which is often a conversation starter between patients, caregivers and our patient greeters.

📍 New hospital, new look (L-R): Porter, Staff Nurse, Assistant Nurse, Nurse Manager/Clinician, Staff Nurse and Patient Service Associate



Learning from the Best



📌 Learning from Aravind Eye Hospital, India, on how cataract surgeries can be done efficiently and at a low cost

Study trips have always been part of the learning journey for the Alexandra Health team as these often trigger new ideas and concepts. In 2009, study trips were undertaken to Aravind Eye Hospital and Mayo Clinic Centre to learn about efficiencies in care processes for better patient experiences.

At Aravind, the team learnt about its management model and its model of care. This included studying its success in developing an efficient system for performing cataract surgery for a large population at a very low cost. By adapting some of Aravind's model of care, the KTPH Eye Clinic has been able to improve on the lead time for patient appointments.

Another team visited Mayo Clinic Center for Innovation in the U.S. to study how they have applied design thinking to transform delivery of healthcare. Upon their return, the team organised several workshops and applied design thinking concepts to further enhance innovative healthcare projects across the hospital.

INNOVATING WITH OUR PARTNERS

Alexandra Health collaborates with a broad range of partners to look at various ways in which we can enhance the patient experience. One such project that took place in 2009 was the Dream Room project with Singapore Polytechnic. Together with the students, the team constructed a prototype of the Patient Bedside Terminal which patients can use to access the Internet, call for nurses and even control lights and curtains from the comfort of their beds. This not only enhances patient comfort, but also helps to improve patient safety and minimise falls.



📌 Prototype of the Dream Room with integrated bedside facilities

Creating a Healing Sanctuary



Members of the senior management participating in a tree-planting ceremony on 18 January 2010

Extensive landscaping and greenery were planned for the new hospital to realise the vision of 'a garden in a hospital, a hospital in a garden' and recreate the natural beauty that was renowned at Alexandra Hospital.

Studies have shown that patients recover faster when they are closer to nature and when they are able to see greenery. Inspired by the gardens of Shangri-La Hotel Singapore, and the Cheong Gye Cheon Restoration project in Seoul, Korea, the new hospital is a garden oasis, with vast areas of greenery, including landscaped and rooftop gardens and almost 1.4 km of corridor planter boxes filled with tropical trees, plants and flowers.

"We envisage introducing butterflies, birds and fishes to create the sights, sounds and scents that will turn the new hospital into the same eco-friendly healing environment we created at Alexandra Hospital. The aim is to attract more than a hundred species of butterflies, birds and different species of plants," said the hospital's 'Chief Gardener', Ms Rosalind Tan.

To mitigate the land scarcity in the hospital, partners were enlisted to help identify suitable plants and trees and to create appropriate conditions for high-rise planting. Plants have also been carefully selected for their ability to provide shade and attract birds and butterflies. The abundant greenery not only provides shade and reduces the temperature of the building; it beautifies the hospital and provides patients with the best environment for healing and recuperation.



Greenery was introduced in the new hospital at every opportunity, starting with a tree planting ceremony by members of the Board and senior management of Alexandra Health on 18 January 2009. Armed with safety helmets, they adopted and planted about 40 fruit trees on the rooftop garden of Tower C.

Alluding to the Chinese proverb, 前人种树, 后人乘凉, (meaning the trees we plant today will provide shade for the next generation), the ceremony also symbolised the nurturing of the hospital's future generation of talents and leaders.

KTPH Clinches the BCA Green Mark Platinum Award



Hospitals typically generate large amounts of waste and pollution. From the start, the design of KTPH is firmly grounded on the principles of sustainable development to reduce the impact on the environment. Some of the strategies and innovations that have been incorporated in this energy efficient building include:

- High-performing façade system with “fins” to channel wind into building.
- Over 900sqm of solar panels. A solar thermal system also produces hot water for the hospital's needs.
- Water from Yishun Pond is treated and used for the hospital's landscaping needs. Rain sensors regulate this water source to prevent wastage.
- Rooftop gardens and green belts reduce site temperatures.
- NeWater, recycled and rain water are used to reduce the need for potable water.
- Highly efficient air-con chillers.
- Optimal layout in wards for maximum daylight reduces the use of artificial lights.

For our comprehensive approach and efforts towards ensuring environmental sustainability, KTPH was awarded the Building and Construction Authority (BCA) Green Mark Platinum Award in April 2009 for the green and energy efficient design, even before the completion of the building. When completed, KTPH is expected to be 30% more energy efficient compared to present hospitals.

We're Open On Time!

On 28 March 2010, the Specialist Outpatient Clinics (SOC) of KTPH officially opened its doors to the public, as scheduled. The 'soft launch' opening of KTPH took place amidst much excitement, as visitors streamed in throughout the day, eager to take a first look at the newest addition to Yishun – the first public hospital to open in a decade.

Clinics that were opened in the first phase included the Health for Life Clinic, Ophthalmology and Visual Sciences and Dental Surgery. Staff who were the first to transit to the new hospital included doctors, SOC nurses and support staff such as porters, patient information associates at the customer contact centre and housekeepers. Staff from the support services such as Diagnostic Radiology, Day Surgery and Pharmacy were also on hand in the new hospital to provide the full suite of services to patients.

During the period of transition, the move was planned and executed with minimal disruption to patient care, both at Alexandra Hospital and KTPH.



A/Prof Ho Peng Kee, Senior Minister of State and MP (Nee Soon East) visiting the DSOT at KTPH

The enthusiasm and exhilaration of the staff with the Phase 1 opening of KTPH was unmistakable and infectious. Many were relieved at the successful and relatively uneventful 'landing' in the North and expressed excitement at the prospects ahead. As Claudine Oh, Senior Pharmacist, put it, "I feel eager anticipation and excitement over the limitless possibilities that await us there, in the brand of healthcare we aim to provide in the future. At the same time, I feel great responsibility and obligation to keep healthcare affordable and accessible in a spanking new and expensive building."



Mr Ong Ah Heng, MP (Nee Soon Central), and his grassroots leaders were among the first to visit the new hospital

"I feel eager anticipation and excitement over the limitless possibilities that await us there, in the brand of healthcare we aim to provide in the future. At the same time, I feel great responsibility and obligation to keep healthcare affordable and accessible in a spanking new and expensive building."

~ Claudine Oh, Senior Pharmacist

KTPH's Very First Patient

We welcomed our very first patient, Mdm Ong You Lan on 29 March 2010. Mdm Ong, who was accompanied by her daughter, arrived at the Day Surgery Operating Theatre at 7.45 am for her cataract surgery, and was warmly greeted by the senior management of Alexandra Health. Dr Lekha Gopal, Associate Consultant of the Ophthalmology and Visual Sciences (Eye) Department carried out the operation, which was completed within 20 minutes, followed by post-operative rest and recovery. Mdm Ong was discharged at 9.45am, within two hours of her arrival.



Chairman, Medical Board, A/Prof Pang Weng Sun presenting Mdm Ong with a token for being our very first patient



Healthcare in the North: The Next Step

With the opening of KTPH, we have begun the first steps towards building the integrated healthcare hub in Yishun. KTPH is an acute-care hospital. Plans in the pipeline include the construction of a community hospital and medical centres for a more holistic level of care. We will also work closely with general

practitioners, workplaces and community partners to coordinate the delivery of healthcare services in the community and bring it closer to the people we serve. To facilitate aging in place, we will also ensure good and seamless linkages to nursing homes, rehabilitation and home care services.



JURONG MEDIC

THE FRONTIER COMMUNITY PLACE

Jurong Medical Centre



– A Year in Review



Tackling Chronic Disease in the Workplace – A Disruptive Innovation Care Model

While most of the Alexandra Health team was busy preparing the move to KTPH, JMC staff explored innovative ways to enhance workplace health partnerships. Taking a revolutionary approach in caring for employee's health, the team took the pro-active step of pioneering a series of innovation programmes to make diabetes intervention, management and education more convenient and cost-efficient.



Managing Diabetes at Jurong and Sembawang Shipyards

Management of employees with chronic diseases tops the list of employers' concerns when it comes to tackling rising HR cost and productivity at the workplace.

Alexandra Health recognises that the workplace offers the unique opportunity to reach large numbers of at-risk adults suffering from chronic diseases. We aim to bring effective chronic disease prevention programmes to corporations right at their doorsteps.

Using business models adapted from the Aravind Health System and the Disruptive Innovation Care Model by Clayton Christensen, the Workplace Diabetes Management Programme is one example that was spearheaded by JMC and implemented at Jurong and Sembawang Shipyards (JSL and SS).

Under this programme, the diabetes nurse specialist from JMC visited JSL and SS on a bi-monthly basis to conduct health assessments on shipyard employees. Each employee received a comprehensive risk assessment report with detailed analysis of their risk factors. For those who were diagnosed with diabetes, a team of "nursing coaches" would assist shipyard workers in tracking their key diabetes indicators. They also help them to manage their conditions by imparting knowledge on eating right, exercising regularly and taking prescribed medications to prevent complications.

JMC also worked closely with the company doctors to help employees who are at risk of the disease manage their health and reduce the risk of complications for those with poorly-managed conditions.

KEY BENEFITS

For JSL and SS Workers

- Convenience – reduce need for employees to travel to polyclinic and hospitals
- Peer encouragement and motivation to manage conditions
- Greater self-responsibility by patient to manage health conditions

For Employers

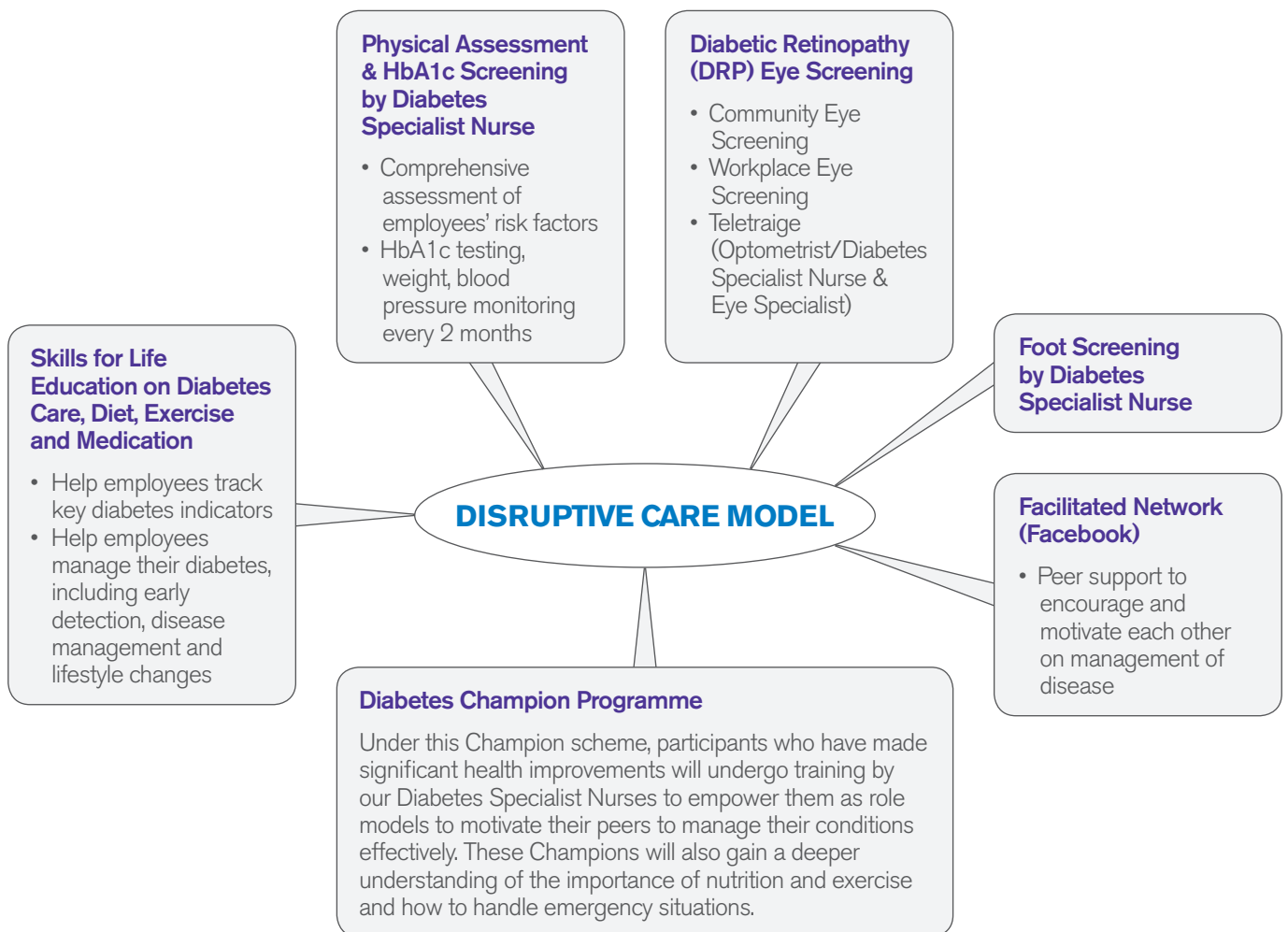
- Increase productivity among workers with diabetes
- Promote workplace health
- Provide proper management of chronic conditions, including early detection, disease management and lifestyle changes

"I really appreciate what JMC has done for us in educating us more about controlling diabetes. We benefited a lot from this programme. As the saying goes, 'Prevention is better than cure'. A million thanks once again to the diabetes nurses from JMC."

~ Mr Riduan Bin S, a JSL employee who benefited from the Workplace Diabetes Programme, on his facilitated network Facebook blog

Workplace Diabetes Management Programme

Taking a revolutionary approach in caring for employees' health, Alexandra Health has taken the proactive step of pioneering a series of innovation programmes to make diabetes intervention, management and education more convenient and cost-efficient for employees.



Teleconsultation and Direct Access to Operation

BETTER, FASTER, CHEAPER, SAFER

JMC, Jurong Shipyard and Sembawang Shipyard also leveraged on Skype to conduct teleconsultation with the specialists. This is another strategic shift in health-care policy and a new model for the delivery of health care.

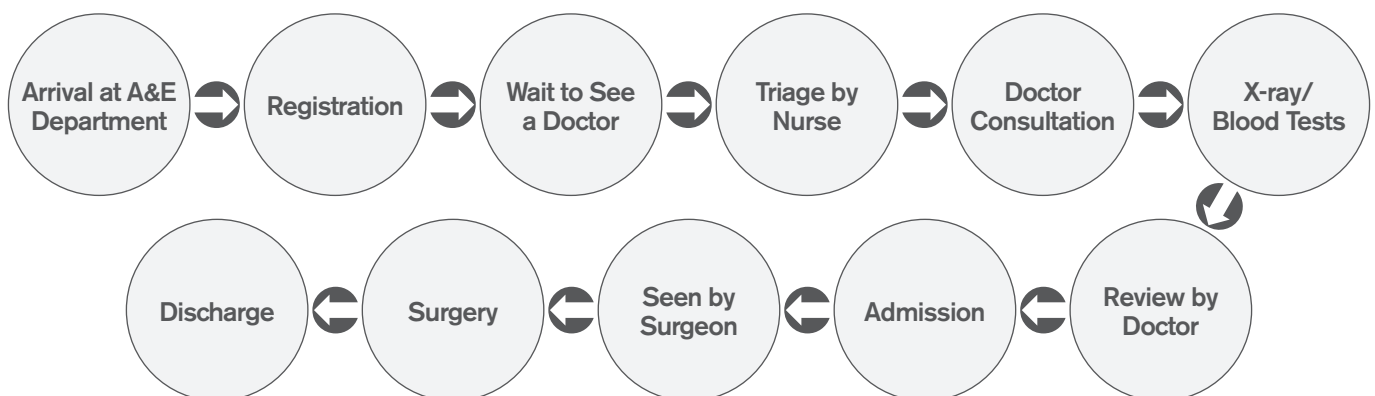
Teleconsultation provides for faster treatment of worksite injuries, which reduces the time spent at the hospital A&E from 3.5 to 4 hours on average, to just one hour. This allows an injured worker to return home to rest or resume his duties in a shorter time,

resulting in improved productivity, lower absenteeism and lower manpower costs for the company.

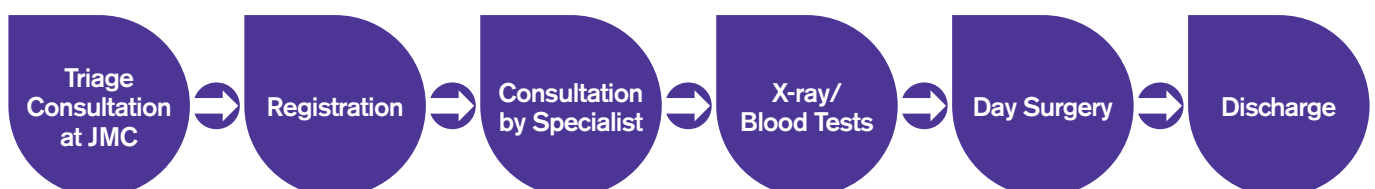
BENEFITS OF TELECONSULTATION

- Prompt diagnosis, medical response and treatments in emergency situations
- Minimises hospitalisation and clinic visits
- Educational gains for the company's doctor and nurses
- Improved patient care and treatment

CONVENTIONAL APPROACH: From A&E to Discharge – 1.5 to 2 days



JMC HASSLE-FREE APPROACH: From Teleconsultation to Discharge – 3 hours



Shorter Waiting Time for JMC Patients

JMC adopted principles of the Toyota Production System (TPS) to improve the efficiency of its care delivery system to achieve greater patient satisfaction.

Key initiatives included:

- Reducing the number of unnecessary outpatient follow-up appointments
- Reducing the number of patients that did not show up for appointments
- Resource planning to fully utilise extended clinical and nursing roles

As a result of these initiatives, waiting time at JMC for appointments reached an all-time low. For example, JMC now boasts the shortest waiting time for cataract surgery in Singapore, ranging from same day consultation and surgery to no more than one week. For outpatient services for Eye, ENT, Workplace health screening and Dental Surgery, some patients were able to see a doctor within a day. Appointment waiting times for services such as Orthopaedics, Urology and General Surgery ranged from one to three weeks.

All these have translated into tangible benefits to patients as they can be treated in a much shorter time, undergo less disruption to their daily lives, as well as lessen anxiety with a quicker diagnosis of their conditions.

According to Clayton Christensen, the concept of a "Minute Clinic" disrupts traditional business models by bringing services closer to users at lower cost.

Minute Clinic at Boon Lay Wellness Centre

In 2009 we piloted our first JMC Minute Clinic – a new concept in healthcare delivery – at the Boon Lay Wellness Center. The clinic is staffed by experienced nurse practitioners specialising in family healthcare and trained to diagnose and treat common family conditions such as strep throat, sinus problems and bladder and bronchial infections. With the patient's consent, treatment information is also shared with his or her primary care physician or hospitals to facilitate continuity of care.



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