



A new **journey**

Alexandra Health Annual Report 10/11



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A silhouette of a person stands on a wooden deck, looking out over a sunset. The sky is filled with warm, golden light, and the sun is low on the horizon, creating a soft glow. The person is positioned in the upper center of the frame, with their back to the camera. The deck is made of wooden planks that run horizontally across the foreground. The overall mood is contemplative and serene.

A new **journey**

begins by applying lessons from the past
and crafting the **VISION** for the future.

OUR VISION

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

OUR MISSION

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

Message from Chairman, Alexandra Health

The journey of a thousand miles begins with the first step. For Alexandra Health, the journey to build an integrated health care hub in the North began with the first step of establishing the flagship acute care provider Khoo Teck Puat Hospital (KTPH) in Yishun.

We opened the hospital in phases in March and June of 2010, three months ahead of schedule. On November 15, 2010, we were honoured to have former Minister Mentor Mr Lee Kuan Yew declare the hospital officially open. His presence and encouragement gave our staff a morale boost and made the occasion especially memorable.

We are grateful for former Health Minister Khaw Boon Wan's vision and his challenge to the Alexandra Health team to build a hassle-free hospital. This has motivated the team to plan and design the hospital with patients clearly at the centre of everything that we do.

Teamwork and collaboration are critical success factors for the smooth opening of KTPH. I have to thank our Board and sub-committee members who rolled up their sleeves to work alongside Alexandra Health management and staff, to walk the grounds, and help define strategies and refine critical processes. Equally important, the collaboration and guidance that we received from the Ministry of Health, our healthcare partners, agency partners, friends and volunteers enabled us to open the hospital without any major hiccups.

While getting a hospital operationally ready was tough, the real test came when the new hospital saw a workload surge that exceeded our most aggressive forecast. The average attendance at the Acute and Emergency Care

Centre (A&E) rose from an average of 180 to almost 300 patients a day within three months. This placed our average workload per day in the same category as other major hospitals in Singapore within an unusually short period.

The training of new staff to deliver a service standard that was synonymous with Alexandra Health was critical. We were therefore greatly encouraged when our patients once again ranked Alexandra Health top in the Ministry of Health's Patient Satisfaction Survey 2010. Topping the survey within a few months of operation at KTPH was unexpected, and was a moving and reaffirming moment for our people.

Our next step is to build a community hospital for sub-acute and longer term care by 2015. Plans to set up a medical center to bring healthcare closer to the doorsteps of residents in the North are also underway. Our aim is to transform healthcare from managing individual episodes of illness to holistic care of the patient's overall wellbeing. Our goal is to provide the right care in the right setting, while making healthcare as accessible and as cost-effective as possible.

As we conclude an eventful year, we look forward to the continued commitment to patient care from the Alexandra Health management and staff. We are also counting on the ongoing support from the Ministry of Health, and our many friends and partners in helping us forge through the journey ahead.

Jennie Chua
Chairman,
Alexandra Health Board



Board of Directors

1	2	4	6	8	10	12
	3	5	7	9	11	13
						14



1. Ms Jennie Chua
Chairman, Alexandra Health Board

Board Members

2. Mr Robert Chew
3. Mr Douglas Foo
4. Mr Ramlee Bin Buang
5. Ms Mavis Khoo
6. Ms Tan Su Shan
7. Mr Dilhan Pillay Sandrasegara
8. Mr Seah Moon Ming
9. Dr Quek Peng Kiang
10. Mr Anthony Seah
11. Mr Roy Quek
12. Mr Tan Boon Khai
13. Mr Tham Kui Seng

Company Secretary

14. Ms Irene Png



Senior Management and Clinical Heads of Departments

1	3	6	9	13	17	21	25
2	4	7	10	14	18	22	26
	5	8	11	15	19	23	27
			12	16	20	24	28

Senior Management

1. Mr Liak Teng Lit
Chief Executive Officer
2. A/Prof Pang Weng Sun
Chairman Medical Board
3. A/Prof Kenneth Mak
Dy CMB, Head & Senior Consultant, General Surgery
4. Dr Wong Moh Sim
Dy CMB, Head & Senior Consultant, Laboratory Medicine
5. A/Prof Koh Kwong Fah
Dy CMB, Head & Senior Consultant, Anaesthesia
6. Mrs Chew Kwee Tiang
Chief Operating Officer
7. Ms Irene Png
Chief Financial Officer
8. Ms Lynn Gan
Chief Human Resource Officer
9. Mr Alvin Ong
Chief Information Officer, IT & Systems
10. Mr Lau Wing Chew
Chief Transformation Officer
11. Ms Low Beng Hoi
Director, Nursing
12. Dr Eugene Shum
Director, Medical Affairs & Innovation
13. Ms Cecilia Pang
Director, Corporate Communications
14. Mr Ng Kian Swan
Director, Operations
15. Ms Yen Tan
Director, Operations
16. Ms Cheong Choy Fong
Director, Quality Management Office



Clinical Heads of Departments

17. Dr Francis Lee
Head & Senior Consultant,
Acute & Emergency Care Centre
18. Dr Ong Hean Yee
Head & Consultant, Cardiology
19. Dr Wu Loo Cheng
Head & Senior Consultant, Dental Surgery
20. A/Prof Sum Chee Fang
Head & Senior Consultant, Diabetes Centre
21. Prof Wilfred Peh
Head & Senior Consultant, Diagnostic Radiology
22. A/Prof Sin Fai Lam
Head & Senior Consultant, General Medicine
23. Dr James Low
Head & Senior Consultant, Geriatric Medicine
24. Dr Michael Wong
Head & Senior Consultant, Health for Life Centre
25. Dr Yip Chee Chew
Head & Senior Consultant,
Ophthalmology & Visual Sciences (Eye)
26. Dr Christopher Cheok
Head & Senior Consultant, Psychological Medicine
27. Dr Chin Thaim Wai
Head & Senior Consultant, Orthopaedic Surgery
28. Dr Paul Mok
Head & Senior Consultant, Otolaryngology (ENT)



Home

*A place where we feel we belong;
a place in which the mind can settle.*





“A house is made of walls and beams; a home is built with love and dreams.” - Anonymous



Residents from the North were invited for a sneak preview of our new home on 28 Mar '10.

After more than four years of intensive preparations, the management and staff from Alexandra Hospital moved over to Khoo Teck Puat Hospital (KTPH) in Yishun to care for the community in the North.

It was a hectic dash to the finish line, filled with endless days and nights of cleaning, packing and unpacking, audits and licensing preparations. Staff, partners and volunteers dedicated countless personal hours and weekends towards one common goal – to ensure that the new hospital would be ready to serve the population in the North.

Home is also a place where we are proud to receive our guests. We combed through the entire hospital, paying thoughtful attention to every detail to ensure that when we started receiving our patients, they would find comfort along with quality care.

Here to Serve

We promised the residents in the North that a brand-new, hassle-free hospital would open in 2010 to serve their healthcare needs. This was done in two phases.

Phase 1: Opening of Specialist Outpatient Clinics

The first phase of opening was on 28 March 2010. KTPH opened its Specialist Outpatient Clinics (SOCs) and Day Surgery Centre for the first time to the public. Some 2,000 residents living nearby came for a sneak preview of our new home. They provided us with feedback for improvement as we continued work on Phase 2 of the hospital's opening.

“The overwhelming response from the public had a healing effect on our physical fatigue. Our hearts swelled with joy as we received our visitors' and patients' smiles, and compliments. Their encouraging words were a source of motivation and spurred us on towards our next phase of opening.”

- Alice Leong, Assistant Director, Nursing, Peri-operative Services



Dr Yip Chee Chew and staff opening the Eye Clinic on 28 Mar '10.



Mr Ong Ah Heng, then MP for Nee Soon Central, being briefed on the facilities of the new hospital.

Many of the visitors gave the thumbs up for the beautiful and scenic environment, which is unlike that of any other hospital in Singapore. They were also impressed with the detailed planning of this hassle-free hospital. This included the clustering of related services in close proximity to each other on the same floor, to minimise patient movement.



Visitors who came gave positive comments on the new hospital.

Comments from visitors when we first opened our new home

“It’s very breezy,
very nice. Scenery
is very good.”

“I like the design.
This hospital
is much nearer
for me too!”

“Spacious, neat, and
up-to-date facilities.
Also orderly and
well-planned.”



Phase 2 Opening: A&E and Inpatient wards

Amidst the construction debris and dust of a half-completed hospital, the teams continued to race against time to get our house in order for the next major milestone on 28 June 2010.

Staff, including doctors and nurses, had to shuttle between Alexandra Hospital, KTPH and Jurong Medical Centre located in different corners of Singapore, to ensure that there were no disruptions to patient care.

“No matter how much work we had to do or how tired we were, our patients remained our first and utmost priority.”

– A/P Pang Weng Sun, Chairman Medical Board

To ensure that the brand-new hospital was ready to take care of its patients well, strategic and detailed plans on expected workload was critical.

For the A&E team, it was important to ensure that the increase in patient load was gradual to ensure that all patients receive appropriate care. Detailed data analysis was done to map out trends so that projected patient load could be charted.

The planning team worked with private ambulance companies and the Singapore Civil Defence Force (SCDF) to work out details such as timelines and the profile of patients that would be sent to KTPH. Orientation sessions were also carried out to ensure that everyone was familiar with the layout of the new A&E.

The A&E team worked through the night on 25 June to ensure that there was a proper transition of Alexandra Hospital’s A&E system to Jurong Health Services, which was taking over the management of the hospital.



Anecdotes from Staff About the Intensive Preparations for the Phase 2 Opening:



Wards:

“We used one of the beds with a traction frame and placed mockups of equipment like the ECG machine, resuscitation trolley and IV trolley at the bedside.

By doing this, we saw that the curtain was touching the procedure trolley and was unable to screen the bed fully. This created a privacy issue.”

Major Operating Theatres:

“Paper cuttings based on sizes of equipment were used to gauge circulating space in mock operating rooms. Jigsaw puzzles and models were used to envisage the design of operating and peripheral rooms.”



Intensive Care Unit:

“We planned for the requirements for the number of electrical switches and their exact positions. We counted and recounted the various electrical points required many times, again and again, to ensure nothing was missed out. Projecting what type of the most up-to-date equipment was needed for the ICU was not an easy task, as we had to list every required specification for each equipment.”



Staff from different departments and levels conducted stress tests before the inpatient wards opened to serve.



Concurrently, extensive stress tests were carried out in the inpatient wards to ensure that no details were overlooked. More than 50 staff and volunteers from all levels and departments stayed overnight in the hospital. They experienced first-hand the facilities, food and care that patients would be receiving. From the comfort of the pillows and mattresses to the audibility of the toilet flush and the brightness of the ward lights, every detail was evaluated to ensure that our patients received the best level of care.

Fully Open: Three Months Ahead of Schedule

To help alleviate the bed crunch facing other public restructured hospitals in Singapore, the inpatient wards were opened 3 months ahead of schedule.

In June, KTPH opened eight wards with 24 ICU beds, 71 private beds, 128 subsidised beds and 38 classless (isolation) beds.

This strategy ensured that the new hospital could provide the full suite of facilities on its opening day. It also meant that a continuous improvement of facilities could be made to the rest of the unopened wards based on patients' feedback.

To help alleviate the bed crunch facing other public restructured hospitals in Singapore, the inpatient wards were opened 3 months ahead of schedule.



Patients appreciate the hospital's greenery and open concept.

First Day Attendance at A&E Double Projected Numbers

At 8am on 28 June 2010, patients started streaming into the A&E. By the end of the first day of business, the A&E had seen some 112 patients, double the projected number of 50 patients. The first patient was admitted to the inpatient wards at about 10am for an elective surgery.

Visitors were pleased with the attentiveness of staff as well as the spacious layout of the A&E. They also appreciated the soft touches such as reading glasses, newspapers, fresh apples and blankets.

Patients and visitors were pleasantly surprised by the breeziness and brightness of the five- and 10-bed wards. Others appreciated the five beds per toilet concept which provided greater convenience to patients. The design also helped to reduce the risk of infection.

They also commented that the naturally ventilated wards were more spacious, providing patients with greater comfort and privacy between beds. In the private wards, features such as the message boards for communication between doctors, nurses and patients also drew praise.



Apples and blankets are some of the soft touches at A&E to provide comfort to patients.

“It is always the start that requires the greatest effort.”



Mdm Ji with NM Liu Xiaoyan.

Prompt treatment enabled her to go on holiday as planned

Upon returning from her holiday in the United Kingdom, one of the first things Madam Ji Ning Xiu did was to send a thank-you card to the newly opened KTPH. Madam Ji was the first patient to be treated at our spanking-new A&E treated 28 June 2010.

Madam Ji almost couldn't make it for her 3-week holiday as she was rushed to the KTPH A&E with a bout of acute appendicitis.

Madam Ji was grateful for the concern shown by the doctor and nurses. Upon her discharge, her attending doctor and nurses prepared an information kit containing post-operative care and travel advice that she might need while she was away.

An excerpt from Mdm Ji's heartfelt thank you card:

“My stay at the hospital was a very memorable one, and I would like to commend all your nurses in Ward 52 for taking such good care of me. In particular Nurse Manager Liu Xiaoyan went out of her way to make sure I was comfortable during my recovery. Not only did she give advice for my then-upcoming trip overseas, she also provided lozenges to soothe my throat when she overheard me complaining about the after-effects of anesthesia on the phone. She was extremely thoughtful and considerate towards my needs in the hospital. Thank you once again for this wonderful experience – an unlucky day turned lucky after all, once I was under the intensive care of your skilled doctors and nurses!”

Constant Improvements to Our New Home

1

► A traffic observation exercise was done over three weeks, which resulted in the shifting of the shuttle bus queue and pickup points several times. Eventually, we found that siting it away from the taxi stand and main driveway was the safest and most convenient for our patients.



4

► The 'dream ward' project was a collaboration with Singapore Polytechnic to enhance the hospital experience for private ward patients. Using a touchscreen panel, patients are able to adjust the lights, curtains and television from the comfort of their beds. They are also able to call for help from the nurses and even access the internet from this panel.

2

► This specially designed bed head panel doubles up as wall decoration and helps to relieve patient anxiety by covering the valve points when not in use.



5

► Patient food trays were specially designed to prevent plates and cutlery from sliding so that patients can have their meals easily. These colourful food trays also enhanced the presentation of food to whet the patients' appetites!

3

► To help cope with the tropical rainfall, drainage systems were relooked and refined to manage the high volume of rainwater during a downpour. Teams also experimented with different solutions such as installing plastic shields and planters to keep the corridors dry.



6

► Host plants to attract butterflies, birds and dragonflies were planted at strategic locations to 'invite' them to make our new gardens their home.



7

► Numerous rounds of reviews were done, including staff going around the hospital on wheelchairs to assess the ease of navigation and access throughout the hospital.



8

► To enhance the bare walls of the new hospital, warm touches such as wall decorations and paintings were put up progressively. At the walkway between the A&E and bed lifts, paper cranes were also painstakingly hung so that patients do not have to stare at a bare ceiling while being pushed to their wards.



9

► High-tech cleaning equipment is used for fast and efficient cleaning of the hospital's compound.





Staff taking the pledge accompanied by some of their children. The children represent the future generation benefitting from quality healthcare.

KTPH Officially Opened to Bring Quality Healthcare to the North

Six months after KTPH began operations, it was declared officially open by former Minister Mentor Mr Lee Kuan Yew on 15 November 2010.

The highlight of the ceremony was when the Board, management and staff, including some of their children, publicly pledged their commitment to the health of the population in the North by reciting the hospital's vision and mission statements.

“We, the employees of Alexandra Health, pledge to help our people live a long, healthy life and support them with thoughtful, dignified care to the end.”

“We will provide good-quality, affordable and hassle-free healthcare with science, love and wisdom.”



Former Minister Mentor Mr Lee Kuan Yew receiving a basket of organic produce grown in KTPH's rooftop garden after the opening ceremony.

“It is a well-designed hospital in Singapore. It does not have the antiseptic look of a hospital... I congratulate the architects and the hospital’s planning committee on the design of the hospital.”

- Former Minister Mentor Lee Kuan Yew, 15 Nov '10.



Guests touring KTPH's facilities during the Official Opening.



Former Minister Mentor Lee unveiling the bust of the late Tan Sri Khoo Teck Puat with Ms Mavis Khoo.

KTPH: Our Home, Our Pride

The brief to architects when KTPH was being planned was very clear. It had to be environmentally-friendly and energy efficient; an award-winning reference site that would be a 'wow' with patients, visitors and staff.

One year on, what resulted was a hospital that has won top awards for its outstanding design and its garden features.

KTPH Clinched 4 Architectural Awards in 2010:

- 1) *11th Singapore Institute of Architects (SIA) Architectural Design Awards 2011: Design Award for Healthcare Facility and Building of the Year Award*

These prestigious architectural awards were conferred on KTPH for the hospital's user-friendly design. The judges were also impressed with the vast areas of greenery, making it an ideal environment for patients to recover in and a conducive civic space for the community.

- 2) *BCA Universal Design Award 2011 – Gold Award*
KTPH's hassle-free environment and detailed planning convinced the Building and Construction Authority (BCA) assessing committee to award the only Gold Award this year to the hospital. The award winning features include the use of colour-coded signage for easy navigation, specially designed non-slip food trays for patients and the inclusion of handicap-friendly features in the building. It is the only hospital in Singapore to have achieved this distinction.

- 3) *BCI- FutureArc Green Leadership Award 2011*
This award was presented to KTPH's management for its vision to enhance the wellbeing of the community through the hospital's architecture. The new hospital was lauded for enhancing 'landscape footprints' at every floor to ensure that patients and staff are constantly treated to garden views from different angles.

- 4) *SIA-NParks Skyrise Greenery Awards 2010 - First Prize*
A hospital that is also an inviting, engaging and educational communal space was one of the key features that impressed the judging panel of the SIA-NParks Skyrise Greenery Award. Other award-winning features of the hospital were the shared community area with landscaped greenery and a rooftop garden that promotes urban farming.



Greenery and conducive communal spaces in KTPH were unique award-winning features.



The iconic waterfall of KTPH, adapted from Shangri-La Singapore.

People

*The heartbeat of this modern and progressive building.
By caring for our patients with love, we strive to
fulfill the ideals of our tagline: "Touching Lives,
Pioneering Care, Making a Difference".*





People



Intensive staff training took place in preparation for work in a new environment and with new colleagues.

Made of the Right Staff: Teamwork. Passion. Learning.

Despite juggling tight deadlines and hectic schedules, staff went through rigorous training in preparation for work in a completely new environment. As the staff strength of KTPH ramped up from 2,000 to more than 2,650 people in over 12 months, it was even more critical to emphasise the basics and inculcate the right service mindset and culture that is uniquely Alexandra Health.

We started by bringing on board the right people with the passion and the heart to serve. Intensive training on culture, processes and service standards were held to ensure we bonded as a team.

Training sessions focused on core concepts of ensuring a hassle-free experience using the Toyota Production System methodology and our philosophy to provide “care good enough for our own loved ones”. These training sessions were aptly named ‘Ready to Serve’. Over more than 5 months, new and existing staff were re-aligned to Alexandra Health’s corporate culture, setting the ground for service readiness in a brand-new hospital.

Doctors and nurses were also trained to operate new equipment, facilities, systems and processes. When it came to ensuring patients’ safety and comfort, nothing was left to chance.

Over the year, events and symposiums were also held to reinforce the strong learning culture and values of the organisation.

Intensive training sessions focused on core concepts such as ensuring a hassle-free experience using the Toyota Production System methodology. ‘Ready to Serve’ training programmes also focused on the philosophy of care that has become synonymous with our brand.



Distinguished speakers reinforced the need to do the right thing, the right way, during Quality Week 2010.

Doing the Right Things, the Right Way

Quality is one of the foundation stones of a good healthcare institution. As a new hospital, quality in the three basic building blocks of good patient care – Medication Safety, Infection Control and Communication is fundamental.

With this in mind, the Quality Week 2010 themed “Enhancing Patient Care: First Steps” was organised in October 2010. Distinguished speakers from the clinical, business and accreditation fields reinforced the need to create a culture of high safety and reliability within the healthcare setting. Quizzes and games also emphasised the importance of infection prevention and medication safety using interactive platforms.

The week-long event emphasised the need for each and every staff to adopt a mindset of excellence in their respective areas of work, including:

- the use of effective and systematic process improvement tools;
- teamwork, collaboration and transformational leadership;
- a high level of clinical quality; and
- creation of customer value through excellence in innovation and customer relationship management.



The Nursing Symposium focused on the evolving role of nurses.

The Evolving Role of Nurses

Nurses today play a key role in redesigning and transforming the healthcare system. With change and progress, it is critical for nurses to keep abreast with scientific and clinical advances to ensure that optimal and meaningful patient care is delivered.

This evolving role of nursing was the key focus for the first Nursing Symposium held at KTPH from 19-20 November 2010. Nurses from all over the world, including the United States, United Kingdom, Thailand, Malaysia and Indonesia came together to share case studies on topics about the changing paradigms of clinical and patient care, and the need to find new ways of working.

In today’s team-based care model, nurses form the critical link between doctors and patients. For example, four Advanced Practice Nurses in KTPH provide direct care to patients and perform specialised procedures in their areas of practice.

For geriatric patients who require long-term care, the role of nurses sometimes extends beyond the confines of the hospital wards.



Judges at the inaugural Alexandra Health Research Forum for KTPH.



Forging “New Frontiers”: Alexandra Health Research Forum 2011

To nurture a strong interest in research amongst clinicians, nurses and staff, the inaugural Research Forum was held on 18-19 February 2011. Entitled “New Frontiers,” the forum attracted 87 abstract submissions from researchers and healthcare professionals from KTPH, as well as other institutions such as Genome Institute of Singapore, National University Hospital, Singapore General Hospital, and Universitätsklinikum Essen, in Germany. Fifty-four abstracts were selected for oral and poster presentations. Of these, a number were pilot studies funded by the National Medical Research Council (NMRC) and these went on to receive the best prizes at the event. Selected abstracts were also published in the Singapore Medical Journal.

Nurturing the Future Generation in Healthcare

Graduate and Undergraduate Residency and Internships

Alexandra Health aims to provide an environment of lifelong learning, nurturing physicians with medical knowledge, empathy, compassion and professionalism. More emphasis will be placed on medical education as one of the three key pillars of our institution. The cluster is now actively involved

in the clinical teaching of undergraduate medical students from the Yong Loo Lin School of Medicine at the National University of Singapore. It is also a popular posting choice for local and international elective students.

As part of the Residency Programs, we are partnering with National Healthcare Group (NHG) as the NHG-AHPL Sponsoring Institution for post-graduate training. This structured training framework is based on standards set by the Accreditation Council for Graduate Medical Education International (ACGME-I).

Alexandra Health aims to provide an environment of lifelong learning, nurturing physicians with medical knowledge, empathy, compassion and professionalism. More emphasis will be placed on medical education as one of the three key pillars of our institution.



Staff training forms a core part of the Alexandra Health culture.

Clinical Associate Professor Tavintharan S, is the Associate Designated Institutional Official (ADIO) for KTPH. In Oct 2010, NHG-AHPL was the only sponsoring institution in Singapore to obtain full accreditation for all the 6 programmes within our application. We saw our first residents in KTPH in January 2011. Currently, 11 Residency Training Programmes are offered here.

August 2010 also saw our first intake of undergraduate students in their second and fifth year of study, for postings up to eight weeks to several departments in the hospital. Clinical teaching is provided in General Medicine, General Surgery, Orthopaedics, Geriatric Medicine and Anaesthesiology.

In addition, KTPH also took part in the Student Internship Programme (SIP) - where fifth year students are apprenticed in the roles of House Officers (HOs) to improve their skills and prepare them for practice.

An enthusiastic clinical faculty covered the essential clinical curriculum and also took on the role of mentors and coaches to inspire students to the peak of their performance. More staff were also appointed as Core Faculty members at both ACGME-I, as well as NUS (adjunct scheme).

Investing in our People

As a learning organisation, Alexandra Health places great emphasis on the importance of staff training and development.

In FY 2010, we invested an average of 135 training hours (equivalent to 16.9 days) per staff. This is higher than the national average of 108.8 hours (equivalent to 13.6 training days[#]).

Seventy* staff were sponsored for formal education programmes under Alexandra Health and Ministry of Health (e.g. HMDP and Strategic Nursing Development).

The table below shows a summary of the training hours and placements for FY 2010.

Average Training Hours per Staff = 135 hrs or 16.9 days

Average Training Placement per Staff = 25 places

No. of staff being sponsored for formal education = 70*

*70 = 15 under HMDP, 5 under Strategic Nursing Development, 3 under RF Funding, 47 under Alexandra Health Sponsorship

[#]Based on MOM's Report on Labour Force in Singapore, 2009

Our People, Our Pride

Thirteen of our staff were conferred prestigious National Day Awards in 2010. Two Efficiency Medals were awarded to recognise individuals who have exemplified exceptional efficiency or devotion to duty or for work of special significance, while four Commendation Medals were awarded to individuals who have displayed exceptionally commendable performance, conduct or competency in his devotion to duty.

Human Resource Awards 2010

In 2010, Alexandra Health garnered two Awards for excellence in Human Resource Management. These awards testify to the management's strong emphasis on staff development and retention.

HRM Best Mature Workforce Practice 2010

This Award recognises employers who have targeted policies to attract and retain mature workers of retirement age.

At KTPH, the Post-Retirement Employment policy for mature workers was reinforced and institutionalised in 2007. This policy serves to engage older workers for job opportunities beyond their retirement age. For example, the motorisation of medical record trolleys to reduce risk of injury and health

intervention programmes were some of the age-friendly initiatives that were introduced at KTPH.

Work-Life Achiever Award 2010 Winner

The Work-Life Achiever Award was conferred on Alexandra Health – KTPH for its commendable efforts in implementing work-life strategies. Alexandra Health was evaluated on criteria such as benefits, flexible work arrangements, leave, employee support initiatives, depth of implementation, results, effectiveness of initiatives and senior management's commitment to promoting work-life harmony.



Age-friendly initiatives help to attract and retain mature workers at KTPH.



“Duty makes us do things well,
but love makes us do them beautifully” – Anonymous



Staff in high spirits as they celebrated the PSS 2010 achievement.



Patient Satisfaction Survey (PSS) 2010

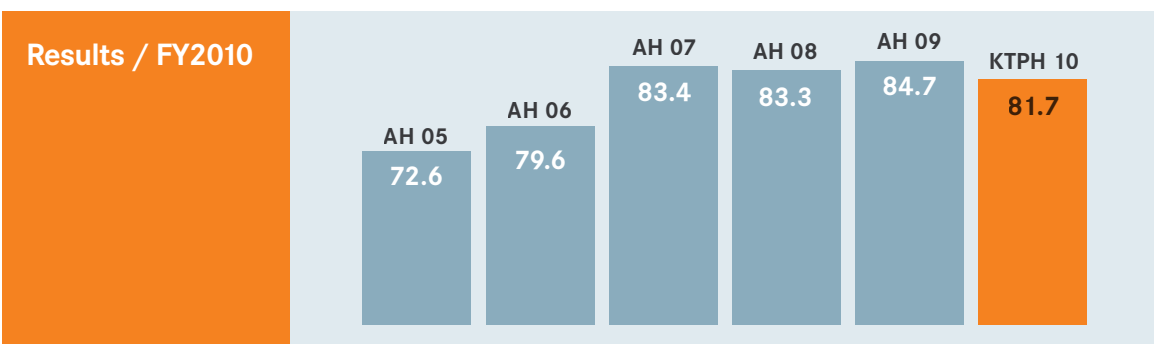
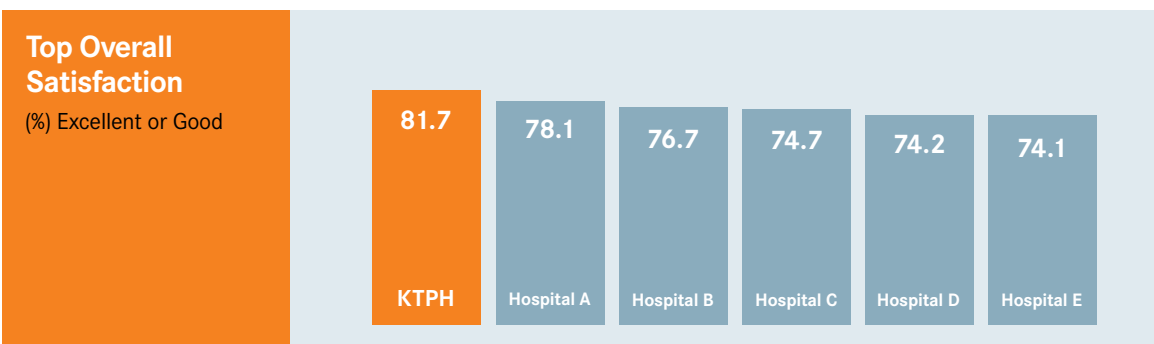
**A passion to help those in need.
Providing a personal touch. Going the extra mile.**

These were some of the constant critical success factors that contributed to KTPH achieving the top overall satisfaction rates in the Ministry of Health’s (MOH) Patient Satisfaction Survey (PSS) 2010. Topping the survey came as a surprise to the staff at KTPH as the focus in the past year was on the smooth opening of the new hospital.

Technically a first for KTPH, this achievement was in fact the seventh consecutive one for the management and staff of Alexandra Health. While the management and staff were heartened by the achievement, it was important to continue going back to basics to reinforce the service formula for future improvements.

“We are constantly reviewing the hospital’s patient flow and value streams. We actively try to make improvements to our work processes and physical environment so that we can continue to serve our patients better,” said Mrs Chew Kwee Tiang, Chief Operating Officer, Alexandra Health.

MOH PSS RESULTS 2010



Rise

“It’s when ordinary people rise above expectations and seize opportunities that milestones truly are reached.”







The Rise and Rise of Patient Load

The 12 months following the hospital’s opening saw clinicians, nurses and staff coping with a rapid ramp-up in patient load in the SOCs, the A&E and the inpatient wards.

In addition, the hospital also had to manage a different set of patient demographics from that at Alexandra Hospital. This meant that the hospital had to quickly review their expansion plans, introduce new services

and work with partners to refine its processes to meet the needs of our new patient base.

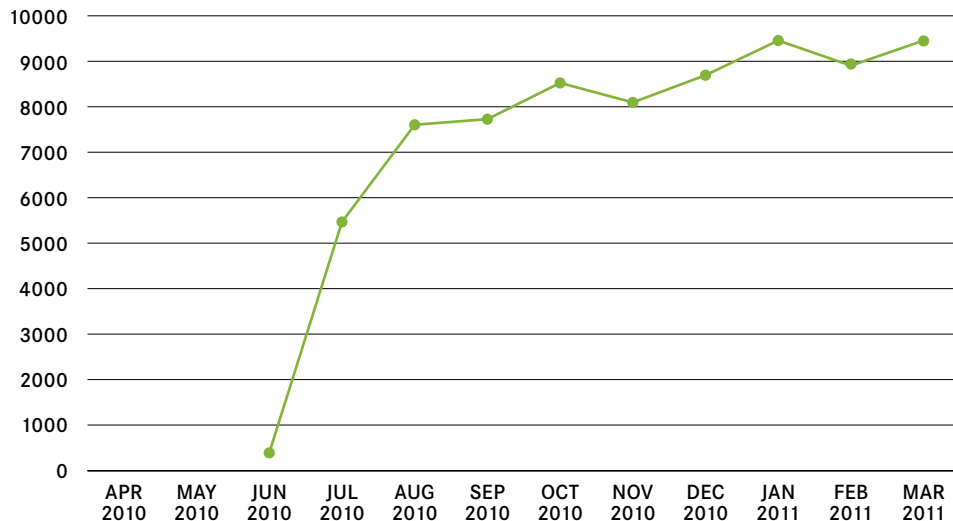
The following charts show the detailed data trend of patient load in KTPH for the year.

A) Acute and Emergency Care Centre Attendances

Within three months, the demand for A&E services reached an average of almost 300 patients per day. This even peaked at almost 400 patients on some days.

Monthly Acute and Emergency Care (A&E) Centre Attendances at KTPH*

*The A&E at KTPH only commenced operations on 28 June 2010





B) Opening of Inpatient Wards

The patient load at the inpatient wards increased sharply from June to September 2010. Inpatient beds were opened in phases to meet the strong demand. By March 2011, a total of 476 beds were in service.

healthcare providers, to provide comprehensive head-to-toe care for our patients.

C) Specialist Outpatient Clinics (SOCs)

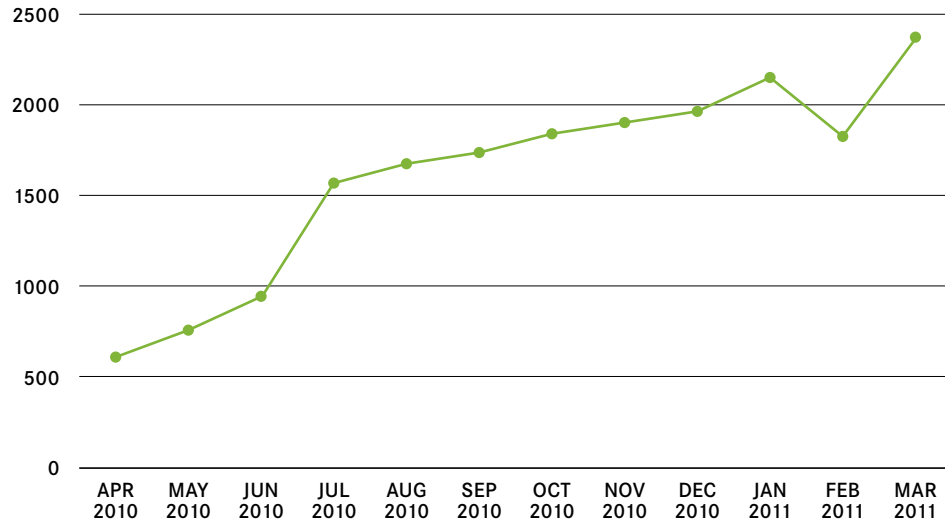
Since March 2010, new services and clinics were progressively introduced and enhanced. This included forging new partnerships with specialist

The workload of many specialties including Orthopaedic Surgery, Ophthalmology has seen an increasing trend. Workload at Dental Surgery has more than doubled as the year progressed. Medical specialties such as Cardiology and Psychological Medicine grew to become full-fledged departments to meet the growth in patient demands. The Urology Division was expanded to provide a range of consultative and surgical services.

Monthly Inpatients Admission at KTPH



Monthly Specialist Outpatient Clinics (SOCs) Attendances at KTPH

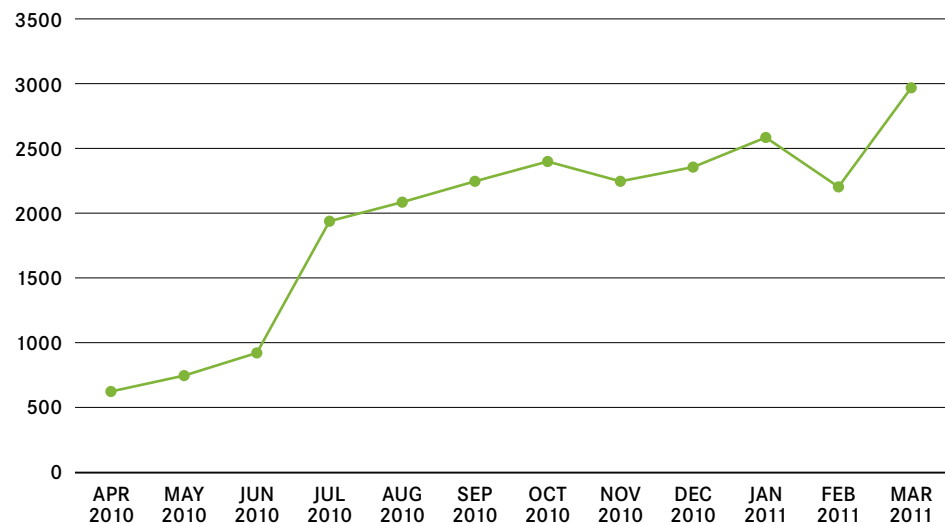


Major Operating Theatres and Day Surgery Centre

Over the past year, several minimally invasive surgical procedures were introduced at KTPH. These included laproscopic oesophagectomy and endocrine surgery for benign and malignant thyroid lesions. Patients who underwent these procedures benefited from a reduced length of stay, faster recovery and less scarring. Other new surgical procedures that were carried out in KTPH included sentinel node biopsy and mastopexy.



Monthly Number of Surgeries and Day Surgeries at KTPH



Rising to the Challenge

In response to the unexpectedly high patient volume, KTPH embarked on a series of initiatives, focusing on several key areas:

- identifying specific groups of patients for targeted intervention to reduce repeated admissions;
- ensuring an efficient hospital system-flow from patient admission to discharge;
- introducing new services and models of care to provide greater convenience, better outcomes and faster turnaround times.

Hot-Spotting High Utilisers

Motivated by Atul Gawande's article, "Hot Spotters", published in The New Yorker, teams were formed to identify and tackle the problems caused by 'hot spots' in KTPH. 'Hot spots' refer to specific groups of patients whose high utilisation of hospital resources impact its overall workflow and resource allocation.

The teams identified four patient 'hot spots' with recurring patterns. These included frequent readmission of patients from destitute homes and frequent A&E patients with disease profiles such as asthma, heart failure and diabetes.

Using business analytics, data showed that in the period of over nine months, six destitute homes in the region contributed to about 80% of all hospital visits. Similarly, a detailed study of A&E attendances over eight months, showed that patients with specific disease profiles revisited the A&E more than three times and contributed to 21% of the workload.

The identification of these 'hot spots' allowed KTPH to refine its work processes to ensure optimal use of clinical and manpower resources.

Re-designing Workflows for Greater Efficiency and Accessibility

KTPH's Departments of Laboratory Medicine and Diagnostic Radiology perform critical support functions. Fast, accurate and accessible results translate into shorter waiting time for patients at all other service touchpoints.

The laboratory is purpose-built, with automated instruments integrated with the pneumatic tube system for greater efficiency and synergies in key processes. In the core laboratory comprising clinical chemistry, haematology, blood bank and urinalysis sections, as many as 10,000 tests are performed during a 24-hour period.

KTPH adopted a "decentralisation strategy" for the provision of diagnostic radiology services. Diagnostic

equipment is sited in satellite clinics in the A&E, SOCs and near inpatient wards for quicker access. The A&E is fully equipped with two X-ray suites and a CT scanner, which boost efficiency in managing major trauma and stroke patients. Radiologists provide round-the-clock coverage for A&E and urgent ward cases for faster diagnosis. Different imaging modalities also have decentralised waiting areas. This creates a calmer environment at each diagnostic centre and reduces patient movement from point to point. For example, patients requiring breast-imaging scans may get their mammograms done in the Women's Clinic before or after consultation with the specialist.



Fast, accurate and accessible lab and X-ray results translate into a shorter waiting time for patients.



EMERGENCY CONTACT: 414-734-1100
RFX KENSON

New Services to Enhance Efficiency

To manage the high demand for inpatient care, the Outpatient Parenteral Antimicrobial Therapy (OPAT) service was launched on 1 December 2010. Patients on intravenous (IV) antibiotics can receive treatment on an outpatient basis. Caregivers too can administer the antibiotics at home so that patients only need to come to the hospital once a week for check-ups. This means that patients no longer need to remain warded until the completion of their treatment.

For peri-operative services, nurse-based anaesthesia consultations were introduced to assess patients more efficiently before elective surgeries. Patients are grouped into different categories based on the severity of their conditions and complications. Skilled nurses work in tandem with clinicians to manage these patients, thus attending to more patients within a shorter time.

In addition, by rationalising pre-operative investigations from an age-based criteria to one that is clinical-based, unnecessary investigations were minimised. This has translated into both time and cost savings for patients. The introduction of short-stay surgeries also helped to mitigate the high demand for inpatient beds.



New peri-operative services were introduced for the benefit of patients.



LED bedhead panels create a more conducive resting environment for short-stay surgical patients.



Trans-Disciplinary Model of Care

Managing care for elderly patients who require surgery can be complex. They tend to have multiple health problems and are prone to complications. For this group of patients, a collaborative trans-disciplinary team approach has resulted in a trend of successive good outcomes in colorectal surgeries. Apart from the surgeon, the team comprises different healthcare specialists such as the geriatrician, cardiologist, anaesthetist, nurse clinician, dietitian and physiotherapist. The team works together to ensure that the patient complies with perioperative measures for an optimal surgical outcome.



Team care for colorectal surgery patients.

This service has been able to reduce complications rates by nearly half, thereby reducing the time that patients needed to remain in the hospital after their surgeries. More importantly, 85% of patients also returned to their usual lifestyle within six weeks after their surgery.



Collaboration

Working with like-minded organisations and individuals to promote the message of healthy living, environmental responsibility and innovation in healthcare.





合
Collaboration



“Coming together is a beginning, staying together is progress, and working together is success.” - Henry Ford



Working together with Nee Soon South Citizens' Consultative Committee to promote health and wellness.

Working Together to Promote Health and Wellness

At Home...

As the first Health Promoting Hospital in Singapore, KTPH devotes much effort to the areas of health promotion, illness anticipation and prevention.

In July 2010, Alexandra Health signed an agreement with the Nee Soon South Citizens' Consultative Committee to work together to provide the platform for this model of care.

A Wellness Centre situated in the heart of the neighbourhood will allow residents to seek health advice from retired nurses on topics such as the management of diabetes. The centre, located at the void deck of a housing block, will also organise programmes such as CPR classes and healthy cooking workshops. Featuring a 'DIY' Health-Check Corner, the Wellness Centre hopes to reach out to some 14,000 residents aged 50 and above to create awareness of the importance of taking care of one's own health.

For those with chronic conditions, we also hope to help them anticipate related health problems and empower them to care for their own health needs through effective self-management.

Working with the Genome Institute of Singapore to Reduce Hospital Infections

Minimising the risk of hospital-acquired infections is important to ensure patient safety. It directly impacts the length of time a patient has to remain in the hospital.

On 29 July 2010, Alexandra Health and the Genome Institute of Singapore (GIS) signed a Memorandum of Understanding (MOU) to conduct genomic research on understanding the impact of genes on infection and health, with a view to developing clinical applications.

The main focus is on infection control. Under this MOU, three Methicillin-resistant *Staphylococcus aureus* (MRSA)-related studies have been planned to enhance the understanding of how MRSA spreads, and identify ways to improve clinical processes and treatment methods.

The second part of this collaboration will examine the relationship between genes and long life. This is in line with KTPH's mission to promote personal responsibility for healthy, active ageing. The research will explore the complex relationship between healthy longevity and genes - especially among Asians.

At Work...

In April 2010, we pledged to work with Sembawang Shipyard to help keep their 2,300 employees healthy.



Engaging the community to help them stay fit and healthy.

With programmes like workplace health screenings, we hope to prevent illness and empower those with chronic problems such as diabetes to manage their conditions.

KTPH is also partnering the shipyard's medical centre to provide faster medical help during workplace accidents. This will improve productivity, reduce absenteeism and lower manpower cost for Sembawang Shipyard.

In the Community...

Over the past year, KTPH also spread the message of health promotion in the community through engagement with corporate organisations, mosques, and community clubs. The Health For Life (HFL) Centre conducted weight management forums and basic health screenings for more than 550 participants. This raised the awareness of obesity-linked conditions, and the services and resources available to address these health conditions.

In a new pilot project, the Department of Geriatric Medicine also partnered the Health Promotion Board and the People's Association, to conduct functional screenings to gauge the wellness level of participants aged above 60. The aim was to help seniors detect early signs of functional decline for appropriate treatment to be administered. The programme also advocated the adoption of lifestyle changes to enable them to remain independent and active.

Partnering SMU to Improve Service and Innovation

A MOU was signed with Singapore Management University (SMU) on 3 August 2010 to establish a joint service innovation program. Under this three-year partnership, students, staff and faculty of SMU's School of Information Systems (SIS) will work with Alexandra Health to improve the patient experience at the hospital.



Raising the awareness of health issues through regular screenings.

This will result in a productive exchange of ideas, information and expertise, while allowing students to assimilate classroom theory in practical settings.

Under the Transformation Lab (T-Lab) programme, teams developed fresh service delivery ideas. One of the projects focused on the development of an iPad app to survey the health habits of patients and nearby residents. The survey results enabled us to develop and implement health intervention programmes to help the community.



Helping seniors stay active and independent in the community.

... and with Fellow Healthcare Partners

To complement the advice and care that GPs offer to their patients, KTPH also started work to establish a Hospital-GP network. The aim is to build a knowledge base through continuing education, and extend our services and facilities to GPs.

With this programme, GPs can refer their patients directly to the hospital's team of dietitians, podiatrists, therapists and nurses. In addition, GPs can also refer patients who require radiology, cardiac and respiratory services directly to KTPH. This will allow the hospital to better manage its resources to provide acute and critical care expertise.



Partnering with St. Joseph's Home & Hospice to change the way doctors provide care.

Collaborating to Ensure Access to Quality Care

Changing the Way Doctors Provide Care through Telemedicine

Rapid developments in technology are changing the way doctors communicate and care for patients.

Last year, KTPH experimented with the use of telemedicine to meet the needs of different groups of patients, particularly the elderly in nursing homes. In collaboration with St. Joseph's Home & Hospice, doctors from the Geriatric Medicine Department used teleconferencing to diagnose and treat patients with the help of nursing home staff.

This project is part of more ambitious plans to create a regional hub for nursing homes, where technology is used to make quality healthcare more efficient and accessible. Telemedicine saves time, and reduces complicated logistical arrangements for doctors and the nursing home staff.

Improvements are continually being made to extend this model of care to more nursing homes to help moderate the demand for beds in KTPH.

Thye Hua Kwan Moral Society and Alexandra Health Collaborate to Help Patients with Chronic Problems

To enable patients to better manage their chronic health conditions, KTPH collaborated with Thye Hua Kwan Moral Society to provide medicine reconciliation and medication blister pack services. Under this programme, pharmacists from KTPH assist patients in sorting out their multiple types of medication and packing them into individual bubble packs so that they know exactly which medication to take at various times of the day. It is hoped that the number of repeat admissions to the hospital can be reduced when patients are able to manage their conditions through regular medication.



Blister-packed medication helps patients to take their medicine on time, reducing re-admission to the hospital.



Promoting safe and independent living at the ABLE Studio.

The ABLE Studio – Sharing Ideas, Enabling Independent Living

Officially launched in 2010, the ABLE Studio is a one-stop concept shop to promote independent living. More than just a retail space, it showcases a range of innovations developed by staff, nursing homes, caregivers and even patients. The ABLE Studio is a platform for idea-sharing to make it easier for the disabled and elderly to perform activities of daily living such as bathing, dressing and self-feeding with greater ease.

This unique retail-cum-studio space stocks essential equipment, including assistive devices such as wheelchairs, walking canes and feeding accessories to fulfill the needs of elderly patients, their caregivers and those who need rehabilitative care. Staff are on hand to help customers select and test different products, before finding a suitable match for their needs.

More than just a retail space, it showcases a range of innovations developed by staff, nursing homes, caregivers and even patients.



KTPH's active volunteer programmes seek individuals with a passion to help others in need.

Friends of KTPH

Our Helping Hands

KTPH started an active volunteer recruitment programme in March 2010, seeking individuals with a passion to help others in need. The first group was the gardening enthusiasts who tend to the thriving roof top garden. Nature enthusiasts also contributed generously to cultivate indigenous species of fish, birds and butterflies in KTPH.

Active volunteers serve in our clinics, wards and customer contact centre. A pioneer batch of volunteers also serve at the hospital lobby and A&E Care Corner as patient greeters and relationship officers to help patients and visitors.

KTPH's volunteer outreach also extended to schools in the vicinity and organisations with big hearts. A team of teachers from Sembawang Primary School volunteer every week at KTPH as part of their community involvement project. Volunteers from the Singapore National Stroke Association provide encouragement and support to our stroke patients and their families. Independent performance groups such as RSVP's Eukelele Band and the Salve Regina Chamber Orchestra have performed for our patients and visitors.

Welcoming Our Distinguished Friends

In the spirit of sharing, friendship and learning, KTPH hosted over 1,500 visitors from 10 different countries since its Phase 1 Opening in March 2010. Visiting delegations comprised local and overseas delegates, including Ministers and Chief Executive Officers of different organisations.



“... Your facilities, your staff and your spirit symbolise your commitment to patient care of the highest standards.”

– Mr Abdul Bengali, CIO and
Prof Michael Brennan,
Medical Director, Mayo Clinic
21 October 2010

“You are off to a flying start. Do keep breaking new ground in providing top-notch health care to our people!”

– Mr Lee Hsien Loong,
Prime Minister, Singapore
23 December 2011



“I am particularly impressed by this centre of excellence and your focus on prevention, and the comprehensive care with a human touch.”

– Mr Alois Stroger,
Minister for Health, Austria
22 February 2011





1. Mr Goh Chok Tong, Emeritus Senior Minister, 18 January 2011
2. Dr York Chow, Secretary for Food and Health, Hong Kong, 30 March 2010
3. Pehin Dato Hj Adnan Pehin Dato Hj Mohd Yusof (in coat), Minister of Health, Brunei, 24 July 2010
4. Mr Lee Kuan Yew, former Minister Mentor, 4 September 2010
5. Mr Lim Swee Say, Minister, Prime Minister's Office, 24 August 2011
6. Mr Ang Hak Seng, CEO, Health Promotion Board, 14 February 2011
7. Ms Ho Ching (fourth from right), CEO, Temasek Holdings, 7 December 2010
8. Dr Toshitaka Kameda, Chairman of the Board, Kameda Medical Centre, 12 February 2011
9. Delegates from ASEAN Health Ministers' Meeting, 24 July 2011



A Unique Garden Experience: The Remaking of Yishun Pond

For the first time, four agencies – Alexandra Health, Housing Development Board (HDB), National Parks Board (NParks) and PUB, the national water agency, came together to remake Yishun Pond and its surroundings.

The driving philosophy behind the remaking of Yishun Pond is the idea of placemaking. It encourages the creation of public spaces to promote physical and mental well-being, as well as foster a sense of the 'kampung' spirit and interaction amongst residents.

Estimated to cost about \$9.5 million, the pond will be enhanced to offer community spaces for users to rest, exercise and engage in social interaction. When completed by the end of 2011, KTPH patients, visitors and residents can look forward to greener surroundings, with greater accessibility in the multi-generational, health-promoting garden.

Patients and visitors to KTPH will be able to enjoy a more scenic and pleasant walk through flower trails to the hospital on upgraded footpaths. To improve pedestrian accessibility, a 84-metre overhead bridge will be built to connect Yishun Pond to Yishun Park, with a three-storey lookout tower as the focal point. Resembling a butterfly in flight, it is expected to be an iconic landmark for Yishun Town.

Patients will also gain access to Yishun Pond through a barrier-free lakeside promenade connected to the hospital's central courtyard. The promenade can be used for health-promoting activities such as taiji and qigong.

Proposed aesthetic enhancements to Yishun Pond include the softening of the spillway channel and water edge. Cultivated marshlands will attract wildlife, promote biodiversity, and ensure the survival of different species of birds, fish and butterflies in the vicinity.



“At KTPH, we strongly believe that greenery is essential in promoting health and healing, so it was natural for us to adopt the pond in 2005 under PUB’s ‘Our Waters Programme’, and participate actively in plans to transform it into a green lung. The redevelopment of the area will make it a natural extension of the hospital, and provide more opportunities for us to spread our health-promoting messages among our patients and Yishun residents,” said Mr Liak Teng Lit, CEO of Alexandra Health.



The driving philosophy behind the remaking of Yishun Pond is the idea of placemaking, which encourages the creation of public spaces to promote physical and mental well-being, as well as foster a sense of the ‘kampung’ spirit and interaction amongst residents.



Earth Day 2010: Working with schools to spread the “No Littering” message.

Spreading the Clean and Green Message

Less than three weeks after the opening of SOCs, KTPH partnered with the National Environment Agency, PUB the national water agency and more than 500 students, aged four to 18, from six schools around Yishun to commemorate Earth Day through a litter-picking exercise around Yishun Pond.

During the event, the students learnt about the impact littering has on our drinking water and community health. They also saw the heaps of recyclable waste such as plastic, tins and paper that had been collected from the surrounding areas a week earlier. Guest-of-Honour Dr Teo Ho Pin and other VIPs unveiled the collection of discarded and unwelcome “treasure”.

Taking care of the environment is everyone’s responsibility. “Drains within a two-km radius carry litter and waste to the Yishun Pond. This pollutes the water that ends up in our reservoirs and homes. Also, discarded materials breed mosquitoes and attract household pests, which can cause diseases,” said Mr Liak, CEO, Alexandra Health, as he explained the rationale behind the exercise.

KTPH is firmly committed to eco-friendly operations and is active in promoting green practices to the community to influence social behaviour and encourage environmentally friendly habits.



Setting the Pace for Healthy Living

Within weeks of settling into our new home, KTPH staff launched its “Home Run Project”. The challenge was to collectively walk, jog or run around KTPH to cover a distance of 35,000 km over 3 months from 12 July to 8 October 2010.

More than 1,000 staff pledged personal and departmental targets to cover distances ranging from 100 km to 10,000 km within that time.

At the end of the project, the total distance clocked was 36,148 km. Enthusiasm and camaraderie aside, the “Home Run Project” was a fun and meaningful way to reinforce KTPH’s role as a hospital that promotes and exemplifies the importance of good health. The hope was that this example would inspire Yishun residents to make exercise a regular part of their lifestyles.



Photo Courtesy of CPG Consultants

Humanity

Life is not about mere existence, but about the quality and the state of being. The role of healthcare workers is to relieve distress when illness hits. It is also about serving with kindness and tenderness during the process of providing medical treatment. This defines humanity.





“To heal
sometimes,
to relieve often,
to comfort
always.”



Alexandra Health: Next Steps

The opening of KTPH marks our first step in Alexandra Health’s plans to build an integrated healthcare hub to serve the community in the North. Our fundamental premise is to help the population to attain and maintain good health for as long as possible. Our goal is to transform the delivery of care to the community.

When acute care is required or when chronic illness sets in, we aim to provide good-quality clinical care, using modern science and technology to deliver fast and accurate diagnosis and treatment. We strive to treat our patients as a whole person rather than treating their episodes of illness. We hope to do this through team-based care, with the collective wisdom of a team of good doctors and healthcare professionals to benefit our patients holistically. In doing so, we must also not forget to treat our patients with kindness and with the highest regard for their dignity.

As the population ages, the burden on healthcare providers will increase. While building more hospitals will help to alleviate the problem, Alexandra Health is also exploring a diverse range of solutions to provide care at the right time and the right place.

By working with community leaders to establish wellness programmes in the heartlands, we hope to impart knowledge about chronic-disease management.

We are also exploring a “neighbour-help-neighbour scheme” to encourage caring and ageing comfortably at home. With the establishment of medical centres in the North, patients can benefit from care at their doorstep without incurring unnecessary high expenses at the hospital. This will also free up hospital resources to look after those who are critically ill. The use of technology, such as tele-consulting, will change the way healthcare is delivered – so that we can build a systematic, integrated model of care.

Blueprint for the Yishun Community Hospital

We have started planning for the building of the Yishun Community Hospital (YCH) which will be located next to KTPH. This will have 308 beds, and cater to patients who require sub-acute care and rehabilitation. It will also provide outpatient clinical services, and coordinate community services such as home nursing and medical services.

The close proximity between KTPH and the YCH will help facilitate the integration of care. The physical structures will be linked to facilitate the flow of patients between the two hospitals. As patients who require step-down care usually require a longer length of stay, the community hospital will be designed to provide a comfortable and conducive environment for recuperation and recovery.



Plans for the construction of the YCH are on track, with the targeted date of completion set for 2015. Learning visits to other community hospitals (locally and overseas) and brainstorming sessions to visualise the conceptual approach have already begun.



Plans to build a community hospital next to KTPH are now underway.

A Chapter Closes at Jurong Medical Centre

Jurong Medical Centre (JMC) has been managed by Alexandra Health since 2006. It was set up as a new-concept healthcare hub that brings specialist care into the heart of the community.

Located at Jurong West Central 3, the centre offers a diverse range of services under one roof. These include outpatient specialist services, diagnostic and day surgery services, chronic-disease management, as well as health screening and promotion programmes.

From 1 April 2012, the management of JMC will be handed over to Jurong Health Services.

Moving forward, Alexandra Health will be building on the JMC concept to develop a medical centre in the North. The Woodlands Medical Centre (WMC) will be a five-storey building, located adjacent to Woodlands Polyclinic. The WMC is targeted to be completed in 2015, and will provide family medicine, specialist outpatient, allied health, clinical measurement, and diagnostic and treatment services.

With these exciting plans in the pipeline, Alexandra Health will fully establish itself as an affordable and hassle-free healthcare hub for the North region of Singapore, which cares for its patients with science, love and wisdom.



A new journey

We had a “kampong style” celebration on 25 Jun 2010 as a symbol of the setting up of our new “village” in the north. Many of us stayed overnight, testing out the beds, toilets, showers and kitchen food. Early the next morning, I took a walk around the hospital and took this photograph at 6.57 am. It was quiet and tranquil, a contrast to the joyous laughter the night before. It was a new beginning, a new dawn. What was once an empty piece of land, drawings on paper, dusty scaffoldings on concrete walls were now buildings...gently reflected in the still waters – almost as if they were silently saying “I’m here.”

In that moment, I asked “what kind of hospital are you going to be?” The buildings were silent. As if they were waiting for an answer...from me. From us. From those who will live and walk through its hallways... for they will determine if this will be a hospital with integrity, one that truly cares and walks alongside patients and their families, one that nurtures and build generations of healthcare workers. Then someday, someone will stand on the same spot, ask the same question, and the old, crumbling buildings will silently say, “a great hospital”.

- A/Prof Pang Weng Sun



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