



Growing
in the North
...with you



前人种树, 后人乘凉

“One generation plants the tree and subsequent generations enjoy the shade.”

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.

OUR CARE PHILOSOPHY

Care that is good enough for our own mothers without making special arrangements.

CONTENTS

2	Message from Chairman
4	Board of Directors
6	Senior Management
8	Clinical Heads of Departments
10	Growing in the North
20	<i>Caring for our</i> Community
30	<i>Caring for our</i> Patients
44	<i>Caring for our</i> Environment
50	<i>Caring for our</i> People
56	Congratulations!
58	Awards
59	Operational Highlights
60	Alexandra Health System



Message from Chairman

This year we continue to deliver on our mission in providing good quality and hassle-free healthcare. Our flagship acute-care Khoo Teck Puat Hospital (KTPH) expanded trans-disciplinary care with the set up of an Integrated Hip Fracture Care unit. This coordinates care for our patients across doctors, nurses, pharmacists and therapists, from within our hospital, into the home and community. Our Ageing-In-Place Programme, that focuses on giving our patients timely and appropriate post-discharge care, was awarded first place at the 2014 United Nations Public Service Award.

We are expanding our footprints in the North in anticipation of the increasing demands from a growing and ageing population. Yishun Community Hospital under AHS will provide rehabilitation and sub-acute care, to see patients through their recovery and settle them back into their homes. Dr Pauline Tan who was the Chief Nursing Officer at the Ministry of Health, helms the management of this community hospital as chief executive officer. This 428-bed hospital broke ground in August 2013 and is well on its way to take in its first patients by end of 2015.

Our continuum of care also includes Admiralty Medical Centre that will offer outpatient consultation, day surgery as well as community activities that engage residents to take care of their health responsibly. To further strengthen our care for residents in the North, we are planning two other major projects – the Woodlands Integrated Health Campus, and the

Sembawang Primary Care Centre. Woodlands Integrated Health Campus (WIHC) will comprise an acute care hospital, a community hospital and a long-term care facility. To future-proof the design of WIHC that will open in 2022, two group consultations as well as several individual consultations were held with thought leaders and expert practitioners across sectors such as airport industry, hospitality, property development and tourism. The insights gathered from these consultations helped assure that the design of WIHC will be relevant and efficient from the right-siting of patients at different care facilities. Sembawang Primary Care Centre will complement AHS network of facilities with new and innovative care processes.

I take this opportunity to thank the management team and staff for their contributions in the past year. Their commitment and dedication to quality care was evident in KTPH's performance in the Ministry of Health's Patient Satisfaction Survey. KTPH improved year-on-year and was ranked first among other restructured hospitals. On behalf of the Board, I would also like to thank the Ministry of Health, government agencies, our partners and friends for their continued support. Together we will build a robust health ecosystem that engages the community and residents to take care of their health responsibly.

Jennie Chua

Chairman, Alexandra Health System

Board of Directors



Ms Jennie Chua
Chairman, Alexandra Health System



Ms Mavis Khoo



Mr Robert Chew



Mr Douglas Foo



Mr Seah Moon Ming



Dr Quek Peng Kiang



Mr Ramlee Bin Buang



Mr Anthony Seah



Ms Teoh Zsin Woon



Mr Tan Boon Khai



Mr Ong Ye Kung



Mr Liak Teng Lit



Mr Roger Leong
Company Secretary

Senior Management



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1. **Mr Liak Teng Lit**
Group Chief Executive Officer,
Alexandra Health System
2. **Mrs Chew Kwee Tiang**
Chief Executive Officer, Khoo Teck Puat Hospital
3. **Dr Pauline Tan**
Chief Executive Officer, Yishun Community Hospital
4. **Dr Jason Cheah**
Chairman, Pro-tem Planning Committee,
Woodlands Integrated Health Campus
5. **A/Prof Kenneth Mak**
Chairman, Medical Board, Khoo Teck Puat Hospital
6. **A/Prof Pang Weng Sun**
Chairman, Medical Board,
Yishun Community Hospital
7. **Ms Low Beng Hoi**
Chief Nurse, Alexandra Health System
8. **Ms Yen Tan**
Chief Operating Officer, Khoo Teck Puat Hospital
9. **Mr Roger Leong**
Chief Financial Officer,
Alexandra Health System
10. **Ms Lynn Gan**
Chief Human Resource Officer,
Alexandra Health System
11. **Mr Lau Wing Chew** (up till Oct 2014)
Chief Transformation Officer,
Alexandra Health System



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12. **Mr Alvin Ong**
Chief Information Officer, IT & Systems,
Alexandra Health System
13. **Mdm Chua Gek Choo**
Director, Nursing, Yishun Community Hospital
14. **Dr Wong Moh Sim**
Deputy Chairman, Medical Board (Dy CMB),
Head & Senior Consultant,
Laboratory Medicine, Khoo Teck Puat Hospital
15. **Dr Michael Wong**
Dy CMB, Head & Senior Consultant,
Health For Life Centre, Khoo Teck Puat Hospital
16. **Dr Christopher Cheok (up till 2 Nov 2014)**
Dy CMB, Head & Senior Consultant,
Psychological Medicine, Khoo Teck Puat Hospital
17. **Dr Paul Mok**
Dy CMB & Senior Consultant,
Otolaryngology, Khoo Teck Puat Hospital
18. **Mr Bastari Irwan**
Director, Population Health,
Alexandra Health System
19. **Ms Cheong Choy Fong**
Director, Quality Management Office,
Khoo Teck Puat Hospital
20. **Mr Donald Wai**
Director, Hospital Planning,
Alexandra Health System
21. **Ms Fatimah Moideen Kutty**
Director, Operations, Khoo Teck Puat Hospital
22. **Ms Candy Ng**
Head, Corporate Communications,
Khoo Teck Puat Hospital

Clinical Heads of Departments



1. **Dr Francis Lee**
Head & Senior Consultant, Acute & Emergency Care Centre
2. **Dr Edwin Seet**
Head & Senior Consultant, Anaesthesia
3. **Dr Ong Hean Yee**
Head & Senior Consultant, Cardiology
4. **Dr Wu Loo Cheng**
Head & Senior Consultant, Dental Surgery
5. **A/Prof Sum Chee Fang**
Director, Diabetes Centre
6. **Prof Wilfred Peh**
Head & Senior Consultant, Diagnostic Radiology
7. **A/Prof Pek Wee Yang**
Head & Senior Consultant, General Medicine
8. **Dr Terence Tang**
Head & Senior Consultant, Geriatric Medicine



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9. **A/Prof Yip Chee Chew**
Head & Senior Consultant, Ophthalmology & Visual Sciences
10. **Dr Andy Wee**
Head & Senior Consultant, Orthopaedic Surgery
11. **Dr David Loke**
Head & Senior Consultant, Otolaryngology
12. **Dr Chan Keen Loong** (with effect from 1 January 2015)
Head & Senior Consultant, Psychological Medicine
13. **A/Prof Tan Kok Yang**
Head & Senior Consultant, General Surgery
14. **Dr Colin Teo**
Head & Senior Consultant, Urology

Growing in the North

Alexandra Health System is expanding rapidly, to cater to the growing population in the north as well as the area's changing demographics. Several new medical facilities are being added to our cluster, new approaches to care are being offered and new technologies are being launched to serve you better.



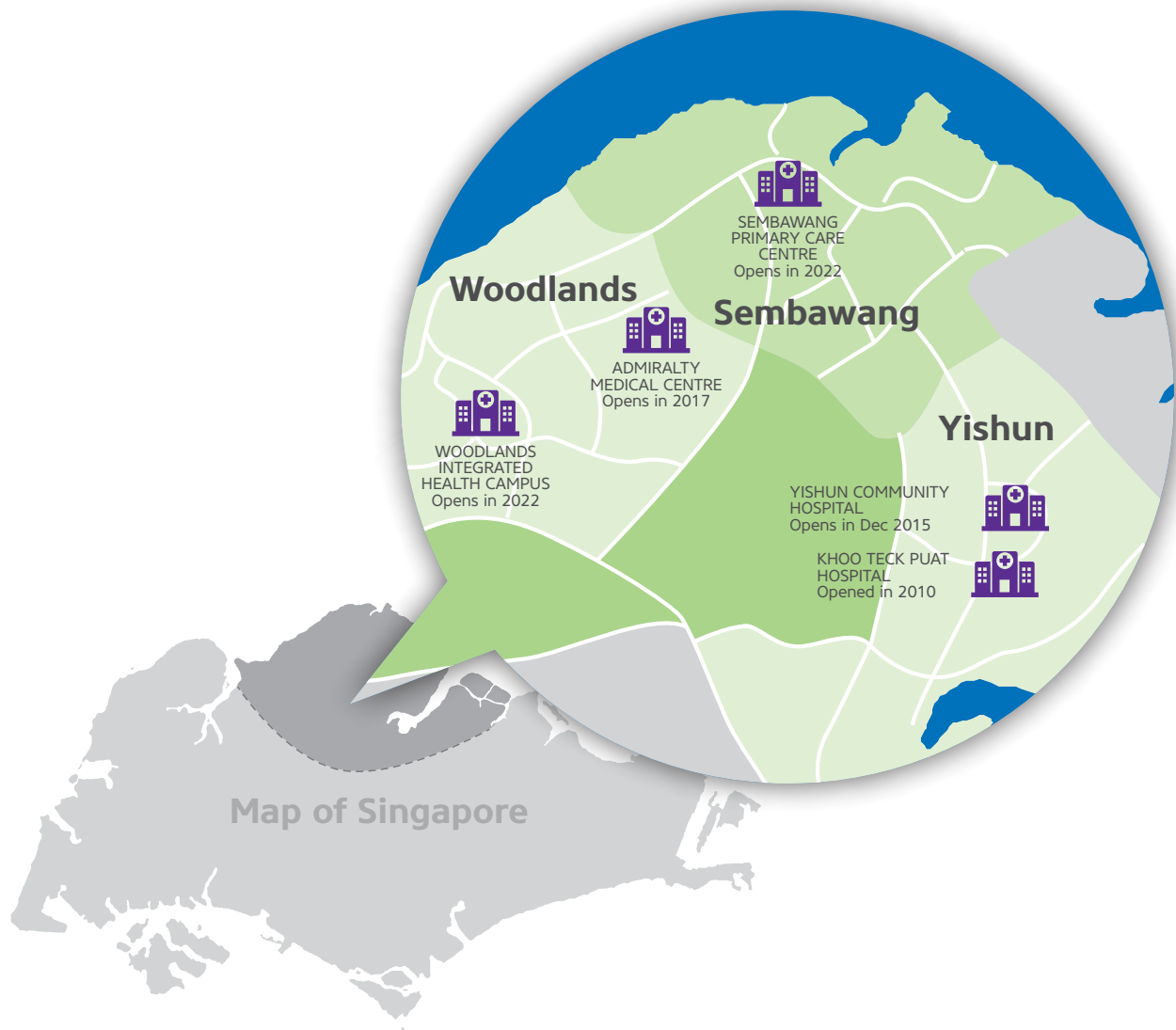


More healthcare facilities on the way

Our healthcare cluster takes care of some 700,000 residents. The community is projected to grow to about 800,000 by 2020, based on the housing developments in the pipeline. The number of older residents will have expanded too. It is estimated that one in 10 will be 65 years or older in five years' time.

To support the needs of both groups, AHS and the Ministry of Health drew up plans to increase and integrate our healthcare facilities and services. These were the main developments in infrastructure in the Financial Year 2014:

- April 2014:** Work started on Kampung Admiralty, a new residential and care project for senior citizens with a medical centre managed by AHS.
- August 2014:** Planning for the Woodlands Integrated Health Campus (WIHC), a new cluster of medical facilities, began.
- March 2015:** The setting up of a primary care centre in Sembawang was announced.
- April 2015:** Yishun Community Hospital (YCH) was topped out.



The AHS Family is growing

Two upcoming developments – Admiralty Medical Centre and the Woodlands Integrated Health Campus – under Alexandra Health System will be taking care of residents in the north and setting new directions by reviving the belief in community responsibility.

The kampung spirit is reborn

Work on the construction of Kampung Admiralty, a revolutionary new project to revive an old way of living, was launched officially on 26 April, 2014, by Minister for National Development Khaw Boon Wan.



Minister Khaw Boon Wan (with spade) planted a tree to signify the groundbreaking of the Kampung Admiralty development.

“Kampung Admiralty symbolises the spirit that we hope to forge. This project is a collective effort by many like-minded individuals and agencies, all of whom are going the extra mile to make it a success. Today’s groundbreaking marks a significant milestone of many months of such collaborative efforts.”

- Mr Khaw Boon Wan,
Minister for National Development

The plan is to build a prototype of a vertical urban village, to reignite the closeness, interaction and sense of community among residents that was the hallmark of the kampung spirit of yesteryear.

The development will integrate two towers of one-bedroom apartments for senior citizens living on their own with a main plaza offering care services, communal spaces and commercial facilities. It will be located beside Admiralty MRT Station.

One feature will be the Admiralty Medical Centre, a one-stop diagnostic and treatment hub offering outpatient consultation, day surgery, rehabilitation services and community activities for a healthy lifestyle. It will be at the plaza, making it easy for those living in the kampung and the neighbourhood to get to it.

Community nurses and other health professionals can also use it as a base to reach out to patients, particularly those who are home-bound.

The project, due for completion in 2017, is being developed in the same kampung spirit as it hopes to foster – several government agencies are collaborating with AHS to realise it.

They are the Housing and Development Board, the Ministry of Health, the National Environment Agency, the National Parks Board, the Land Transport Authority, the Ministry of Social and Family Development and the Early Childhood Development Agency.



Artist's impression of Kampung Admiralty



Artist's impression of Woodlands Integrated Health Campus, which will be surrounded by greenery.

Planning for Woodlands campus takes off

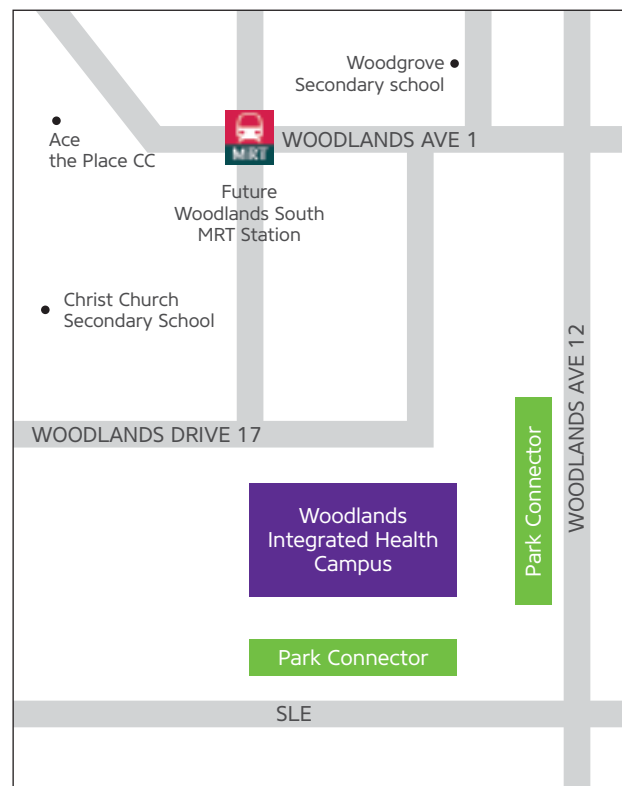
The AHS family will welcome a landmark healthcare campus – the Woodlands Integrated Health Campus, which will be ready progressively from 2022. Set on a sprawling 7.7 hectares land along Woodlands Drive 17, WIHC will be nestled amidst a green, serene and rapidly developing community in Northern Singapore. The campus will comprise an acute care hospital with an ambulatory block, a community hospital, and a nursing home.

Regarded as an integral resource to the community, the campus will reach out and connect with families, community partners and other healthcare providers to promote health and offer holistic care to residents. The campus will be designed along these core principles and also leverage on innovation and productivity in the planning of its care models and processes.

WIHC's care model will focus on three key areas, to provide:

1. excellent ambulatory solutions to enable patients to minimise hospital admissions
2. 'fast in, fast out' care for patients requiring acute care
3. holistic care by leveraging on existing resources in the community and building a network of care

WIHC will encompass several unique features, one of which is its close integration with the surrounding parklands where residents and patients can use the open spaces to engage in healthy activities such as jogging, cycling and rehabilitation therapies. Another unique feature is WIHC's 'car-free' zone on the ground



level of the campus which creates a pedestrian-friendly, welcoming environment.

Residents will also enjoy great accessibility to the campus with the completion of the new Woodlands South MRT Station, which will be linked to the campus via a 200-metre underground walkway.



Minister for Health Gan Kim Yong placed a beam on top of a model of the soon to be open 428-bed community hospital to signify its topping out.

Yishun hospital's opening on target

“With Yishun Community Hospital and Khoo Teck Puat Hospital situated side by side, we expect that there will also be close collaboration in the management of patients needing rehabilitation and sub-acute services.”

- Mr Gan Kim Yong, Minister for Health

Yishun Community Hospital marked a significant construction milestone on 10 April, 2015, when its topping out ceremony was held, indicating it is on target for its scheduled December 2015 opening.

Main contractor Kimly-Shimizu JV had just 22 months to build the hospital, whose groundbreaking was in August 2013. Khoo Teck Puat Hospital took more than three years.

Around 200 guests watched Health Minister Gan Kim Yong do the honours at the occasion hosted by the institution's Chief Executive Officer, Dr Pauline Tan.

The facility will have a Day Rehabilitation Centre, pharmacy and food court, as well as house the Geriatric Education & Research Institute.

It will be the first community hospital to have decentralised gyms, communal activity areas modelled after a home setting and outdoor gardens in each of its five subsidised rehabilitation wards, to encourage an active approach to healing.

The 428-bed development will offer sub-acute, rehabilitative, dementia and palliative care. Its situation next to KTPH will benefit patients in terms of flow of information and treatment plans, making their transfer from acute hospital to community hospital seamless.



From nurse to CEO

“The community hospital should not be a substitute for care that is best provided by an acute hospital or the community.”

- Dr Pauline Tan, CEO, Yishun Community Hospital

A former nurse with an illustrious career stretching over 37 years heads the new Yishun Community Hospital. Dr Pauline Tan, who was the Chief Nursing Officer at the Ministry of Health and the Registrar of the Singapore Nursing Board, joined as chief executive officer on 1 January, 2015.

She has two Masters degrees – in Human Resource Management and in Public Administration – from the National University of Singapore, and held senior positions in both public and private healthcare institutions. Dr Tan was also instrumental in setting up the National Nursing Taskforce in 2012 to chart the development of the profession nationally.

One area she will focus on is reducing unnecessary hospitalisation through initiatives to keep residents healthy and fit. Another is setting out the philosophy and role of the community hospital through public education and engagement.

A new primary care development

Alexandra Health System will set up a primary care centre. This will be situated at the Sembawang Community Hub, making access to its services convenient for those living in the area.

In his March 2015 announcement, Mr Liak Teng Lit, Group Chief Executive Officer of AHS, explained that the Sembawang Primary Care Centre will serve as a test bed for new care models and processes. These have been evolving as the population ages and new thinking in controlling and managing disease emerges.

The development is part of AHS' effort to enhance care services in the north and enable us to better partner the area's residents in looking after their health.



Remembering Mr Lee Kuan Yew

A leader's impact lives on

One date will always stand out at Khoo Teck Puat Hospital – 15 November, 2010. It was the day we were officially opened by the then Minister Mentor Lee Kuan Yew, who was Singapore's first prime minister.

In his speech, he praised the design of the medical facility, noting: "It does not have the antiseptic look of a hospital and looks more like an airy and open resort hotel. I congratulate the architects and the hospital's planning committee...."

The man who was the driving force behind the nation's Garden City concept, added that he was "impressed by the 'hospital-in-a-garden' concept," with Yishun Pond next door and plenty of natural greenery, fruits and vegetables within the hospital compound itself.

It seemed appropriate, therefore, that we presented him with a basket of organic vegetables, grown in our rooftop garden, as a token of our appreciation. It brought a large smile to his face, and he sent us a note expressing his appreciation.

He passed away on 23 March, 2015, but continues to inspire us.

Memories....

Several of our staff had the privilege of serving first Singapore Prime Minister Lee Kuan Yew personally over the years and recount their experience. Others recall the impact his leadership, attitudes and life had on them.



Board members, senior management and staff observing a minute of silence at the memorial service held by AHS.



Nurse Manager Mary Getrude Hubback (left) and Senior Nurse Manager Manjit Kaur were among the many AHS staff who wrote a condolence note when Mr Lee Kuan Yew passed away in March 2015.

“Mr Lee used to come to the then Toa Payoh Hospital (since demolished), for routine checkups. He was always relaxed, so we also felt relaxed. As a senior assistant nurse then, my job was to serve him drinks and make him comfortable. He was always very appreciative and would thank me for every small gesture.

Once, he said to me, ‘You are a good nurse, you can be a good role model.’ When I replied that I was just an assistant nurse, he said, ‘No, you’re wrong, you are important because you do good besides nursing.

Mr Lee’s comments have inspired me to always care for my patients and share my skills with my juniors.”

- Ms Hajjah Nor Aini binte Hasim,
Principal Assistant Nurse, KTPH

“I had the great honour of taking care of the late Mrs Lee from May 2008 to March 2010 as a nurse clinician. I was touched that, knowing I was from China, he would engage me in conversation using Mandarin, so he could practise the language. In the process, my Mandarin also improved. The most important lesson I have learnt from him is to keep learning, regardless of age.”

- Ms Liu Xiaoyan, Nurse Manager, KTPH

“The first time I was told to attend to Mr Lee, I was so scared that I had goose bumps all over. But the moment I stepped into his room, he reassured me and put me at ease.”

- Madam Chia Kwee Lee,
Deputy Director of Nursing, KTPH

“I will always be grateful for Mr Lee’s clear, unwavering vision for Singapore, and his tenacity and determination to see it reach reality. His greater achievement is not what he did in the past, but in raising generations committed to keeping his legacy for the future. Lest we forget, *Dulce et decorum est pro patria mori***.”

- Associate Professor Kenneth Mak,
Chairman, Medical Board, KTPH

***Dulce et decorum est pro patria mori* is Latin for “It is sweet and right to die for your country”. The line is from a poem written by Roman poet Horace.

“Thank you for the clean, green and beautiful Singapore. Thank you for the peace, harmony and prosperity that we have enjoyed. Rest in peace, Mr Lee.”

- Mr Liak Teng Lit, Group Chief Executive Officer, AHS





Caring for our community

There are no boundary walls at Khoo Teck Puat Hospital. The people, organisations and environment in our neighbourhood matter as much to us as our patients. With this in mind, we reach out to all outside our hospital through a huge variety of programmes, to involve them in the quest to stay in good health – physically, mentally and emotionally.



It's just a piece of paper to state he attended class, but going to KTPH's "medical school" drove home to Mr N.S. Nathan that regular check-ups are essential.

“If I had not attended the programme, I wouldn't have gone for a health screening that uncovered my heart condition. My father passed away at 58, as a result of his first heart attack. At 59, the same thing could have happened to me and I might not have survived to share my experience.”

- Retired school principal N. S. Nathan, 60.

Returning to school saved his life

Attending Khoo Teck Puat Hospital's Mini Medical School made the difference between life and death for Mr N. S. Nathan. There, the 60-year-old found out the importance of monitoring his health regularly. So he went for a screening.

It was just as well he did. To his shock, he learnt that some of his arteries were badly blocked and that he required treatment urgently. This even though he had no symptoms of a heart problem.

The retired school principal underwent an operation to have four stents inserted to open up the blood vessels.

Coupled with a change in diet and lifestyle, he now looks forward to more birthdays, unlike his father, who passed away from a heart attack at the age of 58.

In appreciation of the alert, he pledged \$10,000 to the school.



Time to celebrate! It's graduation day for the batch of January 2015 students who attended the Mini Medical School @ KTPH.

Class advice to spur awareness

The Mini Medical School @ KTPH is an abridged version of the health literacy programmes available in the United States. These are conducted to educate people on how to manage their health.

The first course was held in January 2013. Due to the response, one more was conducted, in January 2015. Each ran over three Saturdays with a "graduation" ceremony held at the end.

As Singapore's population ages, and the country faces the consequent pressure this places on our healthcare system, such sessions have become crucial in giving people the knowledge and incentive to be proactive in looking after their health.

The topics cover age-related conditions, among them incontinence and osteoporosis, and have such titles as Falls Alarms and Your Brain Is Like Wine, It Gets Better With Time. Among other things, participants are taught how to manage common chronic diseases. One section is devoted to dispelling popular myths, such as that depression is an inevitable part of ageing.

Cabbies get directions to good health

Taxi drivers ply our roads daily and know the country like the back of their hand. But having to be at the beck and call of passengers who need a ride around the clock also limits the kind of lifestyle they lead.

Cooking their own meals and spending time with family and friends, much more having their health checked and keeping to a wellness regime, is a touch-and-go situation, as they have no fixed workplace, work irregular hours and are required to cover 250 km every day.

They tend to fall into a category we have classified as “well and unhealthy”, where people are unaware of the medical conditions they have or at high risk of developing a chronic illness. An estimated 40 per cent of the population in the north belong to this group.

It is with all this in mind that Alexandra Health System, in partnership with transport company SMRT and the Health Promotion Board, launched a pilot preventive health screening cum coaching programme in June 2014. Our target is those over 50, who make up 80 per cent of drivers here.

The sessions are conducted at the SMRT Taxis’ Customer

Service Centre in Woodlands, so, while their vehicles are being serviced, cabbies can have their own check-ups, thus minimising disruptions to their driving schedule.

Under the programme, they are screened for chronic conditions – high blood pressure, high cholesterol, diabetes and obesity – for free. They are also asked to fill up a survey form on their lifestyle habits and health.

AHS nurses follow up with a series of counselling sessions, tailored to each individual. To nudge them in the right direction, a serving of the healthier food they should be eating, such as fruits, is distributed after each discussion. Interactive workshops on health are also conducted every week at the service centre, at lunch time.

A second screening is done at the end of five months, to evaluate their health again.

To encourage the drivers to sign up for the programme and use the lifestyle map they are given, special lucky draws are held for them.

More than 600 taxi drivers have so far taken part in the programme.

“When you drive a car and it is moving well, you don’t know if there is anything wrong with it. Hence, the need for regular servicing. Likewise, we may feel healthy, but we can only ascertain that via a health screening.”

- Mr Chua Lee Nguang, 50, who has lowered his cholesterol level and weight by swimming or jogging at the end of his 12-hour shifts.





Mr Vincent Yap (above), 55, an SMRT taxi driver had his blood pressure checked by AHS community nurse during the launch ceremony of a preventive health screening and coaching at SMRT Taxis Customer Service Centre.
Source: The Straits Times © Singapore Press Holdings Limited. Reproduced with permission.

“I try to maintain my diet, exercise and lower my blood pressure, but it’s difficult.”

- Mr Vincent Yap, a taxi driver who is on the road 16 hours a day told The Straits Times.
He is on cholesterol and blood pressure medication.

Keep an eye on your eyes

Around 196 million people in the world are expected to have lost their sight by 2020 – because of an oversight in getting their eyes checked for age-related macular degeneration. The number is expected to swell to 288 million by 2040.

In Singapore, the medical condition is the third most common cause of blindness and poor vision in people over 60 years old, after cataracts and glaucoma, and is projected to become more prevalent as the population here ages.

To persuade more older people to see to their sight, Khoo Teck Puat Hospital and the Nee Soon Group Representation Constituency (GRC) started an eye-screening programme, Project Vision@Nee Soon.

The two signed a Memorandum of Understanding in October 2014 that offers residents in the north who are over 50 years old checks on their eyes at a discount, until 2019. About 5,000 are expected to benefit from the agreement, under which Nee Soon GRC's grassroots groups pick up half the \$6 bill.

Macular degeneration, which is usually age-related, is a result of the deterioration of a small central portion of the retina called the macula. The retina is the light-sensing tissue at the back of the eye.

The condition is not painful, but is difficult to pick out without the eyes being checked for it.

“We’re not very well-off, and with age catching up, it’s better to do these checks.”

- Ms Grace Tang, a 67-year old retiree who cited the affordability and convenient location for the screening as her main reasons for having her eyes checked.

Source: TODAY



*Minister K. Shanmugam, who is also an MP for Nee Soon GRC, shows the way to keep eye diseases at bay.
Source: The Straits Times © Singapore Press Holdings Limited. Reproduced with permission.*

“It is a meaningful collaboration that will benefit many of our elderly residents and I applaud KTPH and our grassroots groups for their efforts.”

*- Minister for Law and for Foreign Affairs K. Shanmugam,
at the launch of Project Vision, an eye-screening programme.*

Simple pleasures bring a smile



Residents of Singapore Christian Home having fun at Sembawang Park



AHS staff and residents of Villa Francis Home for the Aged enjoying a game of basket ball

Sometimes, we all need a little help to raise our spirits, and none more so than those who are seriously ill or who cannot have their family around them. It is with this in mind that KTPH staff worked with two homes on seven outings and activities for their residents, to make a difference in their lives. We highlight three:

- The residents of Singapore Christian Home were given a reason to raise their voices in song last Christmas at a carolling session organised specially for them. At the party, ice cream was served – in cones and on bread – just like when ice-cream sellers hawked the treat on our streets.
- Earlier in 2015, the residents of Singapore Christian Home were taken to Sembawang Park, which is

by the sea, to listen to the sound of the waves, feel the salt-laden breeze on their face and soak up the peacefulness of the surroundings. KTPH's Food Services Department laid on a picnic meal of chicken porridge, for those on a soft diet.

- A week-long mini-Olympics was organised in September 2014 for residents of Villa Francis Home for the Aged, who are able to do moderate levels of physical activity. In a month-long lead-up to the games, our staff held training sessions in basketball, volleyball and bowling for them, teaching the participants basic throwing, passing and aiming techniques for each sport while seated in a wheelchair.

“We were surprised by how thoughtful, detailed and generous the KTPH team was in hosting this outing for our residents. This was the first time some of them went out of the home, and your volunteers made it a swell day for them. Thank you for the wonderful time and treasured memories you have given to our residents.”

- Ms Yip Moh Han, Executive Director, Singapore Christian Home

Keeping our environment clean

Walk around Yishun Pond and you will notice a box filled with plastic disposable gloves at the 1 km starting line of the running track surrounding the water body.

Its presence is Alexandra Health System's way of encouraging people to clean up their neighbourhood as a way of caring for the environment and minimising the spread of disease.

To do their part, residents just need to pull on a pair of the gloves, pick up any litter they see on their stroll and place it in the bins in the area.

On some weekends, staff from our hospital joined Er Dr Lee Bee Wah, an MP for the Nee Soon Group Representation Constituency, to help clear up.

Some of our visitors from abroad have also pitched in. In March 2015, senior administrators from Taiwan's Tzu Chi Hospital joined AHS' senior management for a brisk walk at Yishun Park, and stopped along the way to pick up litter.

The two organisations had earlier signed a Memorandum of Understanding to promote their philosophy of green healthcare.



AHS staff doing their part for the environment by participating in litter-picking sessions.

Caring for our Patients

An ageing population calls for a new way of delivering healthcare, one where success is measured as much by keeping patients out of hospital as the quality, level and appropriateness of treatment provided. It also requires helping them manage their medical conditions and recovery at home or in the community, with a hand from the community.







JCI surveyor Mr Nathan Erteschik checking the washer/disinfector in KTPH's Endoscopy Centre.

We've got the JCI thumbs-up!

The check took less than a week, but the preparations for a visit by a group of international experts stretched over several months. The hard work to iron out kinks in work processes and procedures paid off – Khoo Teck Puat Hospital received the re-accreditation it sought from the Joint Commission International (JCI). This is widely acknowledged as the gold standard in healthcare.

It was the second time since our opening in 2010 that we received the all-systems-great nod from the agency whose mission is to improve the quality of patient care and safety in health institutions worldwide.

The team of three surveyors audited our hospital's operations between 11 and 15 August 2014. The checklist covers more than 350 standards, from surgical hygiene and anaesthesia procedures to the systems in place and the credentials of medical staff and nurses.

The five-day long scrutiny, which is carried out every three years, also provided valuable insights to our staff and management for our pursuit of further raising our standards of healthcare.

‘Thank you everyone for the hard work. These surveyors are some of the best we’ve ever had... Their approach is one of sharing and teaching, and over the five days, we’ve had numerous learning moments with them. However, this is not the end. As Prof C.Rajasoorya, our Senior Consultant (General Medicine) points out, JCI is a Journey of Continuous Improvement, so we have to embark on the next cycle of improvement, and there’s no better time than to start now.’

- Mrs Chew Kwee Tiang, Chief Executive Officer, KTPH

‘I never felt like I was in a hospital... I’m sure you all will build another great hospital...’

- Ms Ozlem Yildirim Veenstra, Surveyor (Administration)

‘We had some good laughs and learning as well. When we go back, your leadership stories will be flowing across different parts of the world as we share them... and I can assure you that this is a hassle-free-hospital.’

- Mr Steven Matarelli, Surveyor (Nursing)

‘We expected nothing less in a Singapore public hospital. In particular, the knowledge of and confidence in the nursing staff are really quite remarkable.... Singapore’s healthcare system is phenomenal . You all set the standards for so many countries to strive for... and it is a public healthcare system. Remarkable!’

- Mr Nathan Erteschik, Surveyor (Physician)

‘The rigorous preparation and JCI survey drew out the can-do KTPH team spirit in all of us! There were jaw-dropping moments, but we are extremely appreciative of our staff’s ability to stand up to scrutiny confidently and give their total support to one another throughout the five days. It is important that we all came together in this survey for the benefit of our patients as we keep to our promise of delivering quality and safe patient care. Good work everyone!’

- Dr Wong Moh Sim and Ms Cheong Choy Fong, leaders of the team in charge of preparing for the JCI survey.



The Ageing-In-Place (AIP) Programme provides continuous support for patients post-discharge through home visits.

Care beyond the hospital: Ageing-in-Place Programme

Alexandra Healthcare System's efforts to extend healthcare beyond the hospital has been recognised internationally. In June 2014, it was conferred the prestigious United Nations Public Service Award (Asia & the Pacific) for its Ageing-in-Place Programme.

This is the first time a public healthcare initiative from Singapore has come out tops in the Public Service Improvement and Delivery category. The AHS idea was up against 703 others from 80 member states.

The thrust of our initiative is to reduce unnecessary frequent readmissions of patients; for them to, instead, manage their recovery and medical conditions at home and in the community, with the hospital and community's help.

It was introduced by AHS in 2011, 10 months after the opening of Khoo Teck Puat Hospital, in response to the overwhelming number of admissions at its A&E Department and heavy demand for subsidised beds. A team was set up to find a solution to this complex

situation. The proposal was based on a study of 400 patients, who were warded at least three times in six months.

The reasons for this, we discovered, went beyond the medical, and covered social, behavioural and environmental conditions too.

These included patients not taking their medication as instructed, poor control of diet, financial difficulties, caregivers who are unaware of what to do, and an unsafe home environment, such as a slippery bathroom floor.

Under the Ageing-in-Place Programme, such frequently-admitted patients are now identified and visited at home to determine their situation and needs. A personalised care plan is drawn up to help them, and their issues are sorted out with the help of community partners.



AHS community nurse providing health advice to elderly patient at the Community Nurse Post.

In 2013, the initiative won a gold at the annual Singapore Public Service 21 ExCEL Awards in the category for Most Innovative Project/Policy.

4 avenues for help

There is more than one avenue of help:

- Community Nurse Home Visit Programme

Under this programme, a team comprising a community nurse, physiotherapist and healthcare assistant visits to assess a patient's health and situation, and develops a personalised care plan. This can include arranging for meals to be delivered and uncluttering his home.

More than 15 community partners – among them voluntary welfare organisations, government bodies and grassroots groups – are involved in providing care to a patient. The nurse acts as his point of contact, keeping an eye on him through visits and by phone.

- Community Nurse Posts

There are 11 such posts in the community clubs and

residents committees of the Nee Soon and Sembawang Group Representation Constituencies in the north. They provide the older adults who visit them with basic nursing support, such as blood pressure checks, geriatric assessments and referrals for community support.

- Transitional Care Service

The Transitional Care Service team helps patients with complex and chronic medical conditions to transit smoothly from the hospital to their homes by offering personalised post-discharge care managed by a team of doctors, nurses and therapists visiting patients.

- ACTION Care Coordination Service

AHS' Aged Care Transition (ACTION) Team, is a free service for elderly patients, which streamlines and coordinates care services to support their recovery in their transition from hospital to home or community. A care coordinator will support the patient and his family for about two to three months with regular follow-up phone calls and home visits.

Speedy care for better outcomes

A heart attack, or myocardial infarction, happens when the flow of blood to the heart is blocked. Most often this is due to a build-up of fat, cholesterol and other substances, which form a plaque in the arteries that feed this essential organ with the oxygen it requires to function.

Interruptions in supply of oxygen damage or destroy part of the heart muscle, and can prove fatal, so restoring blood flow as quickly as possible is essential. The most common way to do this is through coronary angioplasty, carried out in a cardiac catheterisation laboratory.

Under this procedure, the blockage is located, and a thin tube or catheter, with a tiny balloon at its tip, is inserted into the site of the narrowing. The balloon is inflated to expand the blood vessel. Often, a cylindrical piece of flexible metal mesh called a stent is inserted, to keep the artery open.

However, speed is of the essence, as with each passing minute after a heart attack, more tissue loses oxygen and deteriorates or dies. Therefore, the period between the patient's arrival at the hospital and the procedure, also known as the Door-to-Balloon time is critical. For the best survival results, the Door-to-Balloon time, should be less than 90 minutes.

Between April 2014 and March 2015, Khoo Teck Puat Hospital's Cardiac Catheterisation Laboratory achieved this in 94 per cent of cases it handled.

Throughout the last Financial Year, we set an even tighter target of less than 60 minutes and have managed a mean time of 58 minutes by following a four step approach.

Speedy approach

1. Just a single call is needed to activate the catheterisation laboratory.
2. When a patient arrives, the A&E physician informs the unit.
3. The laboratory's staff gather and are ready to start within 30 minutes.
4. Coronary care nurses prepare the patient for the procedure, so he is ready when the cardiology team arrives.

Integrating care for hip fracture patients

What would be just an everyday fall to a young person can result in serious injuries to someone who is elderly. Falls are the number one cause of hip fracture in the elderly.

There were around 1,900 people treated for this injury in public hospitals in 2004. The majority were over 50 years old. In 2014, there were about 2,500. The incidence has been rising as the population ages and is expected to increase in the years ahead.

On average, 30 people are admitted every month at Khoo Teck Puat Hospital for a hip fracture caused by a fall. This can result in long-term disability if it is not treated within 48 hours and followed by a comprehensive rehabilitative care plan. Treatment can be further complicated if the patient has other medical conditions.

For the best results, KTPH set up its Integrated Hip Fracture Care Unit in November 2014, to provide a coordinated team effort across the hospital's various disciplines.

It is part of a special framework launched in 2013 to tackle three key areas:

- Preventing falls. This includes screening a patient for his risk of falling by polyclinics and community nursing posts.
- Treating the hip fractures. The new integrated team supports the fall victim from the time he arrives at the A&E Department, through his operation and recovery. It involves emergency nurses, anaesthetists, orthopaedic surgeons, geriatricians, physiotherapists and more.
- Rehabilitating patients. This starts the day after surgery, to help the patient regain mobility and independence.

It continues at a community hospital, when he is fit to be discharged from KTPH, and at a rehabilitation centre after that. Community occupational therapists will also check his home for hazards, to prevent more falls.



Mr Soh Chin Siang, 74 years old has his falls risks assessed by a community nurse at the Nee Soon South Community Nurse Post. Source: The Straits Times © Singapore Press Holdings Limited. Reproduced with permission.



*Doors at Khoo Teck Puat Hospital's dementia ward, such as the one above, are painted to look like bookshelves so that patients won't be tempted to walk out or become angry when they are not allowed to.
Source: The Straits Times © Singapore Press Holdings Limited. Reproduced with permission.*

New network offers seamless care for dementia

About 45,000 people in Singapore have dementia, suffering some degree of loss of memory, changes in behaviour, disorientation and impaired judgment. The number is expected to rise to over 100,000 by 2030, as Singapore ages¹.

While the responsibility for their care generally falls on their family, the growing numbers highlight the necessity for capacity and capability in the health and social sectors to meet their needs, as well as provide support for their caregivers.

CARITAS iCommunity @ North was set up to do that. It was launched in November 2012 by Khoo Teck Puat Hospital, in partnership with the Agency for Integrated Care, to integrate the various levels of tertiary, primary, community and home care.

The acronym CARITAS encapsulates the initiative's principles – Comprehensive, Accessible, Responsive, Individualised, Transdisciplinary, Accountable and Seamless.

This broad-based programme links day care centres and home care services, as well as voluntary and community based organisations, polyclinics, general practitioners and hospitals, making available a continuum of care offering quality of life and enabling ageing in place.

The services are delivered through the multi-disciplinary intervention and outreach teams of KTPH, in concert with COMIT (Community Intervention Team), run by O'Joy Care Services, Clarity Singapore, Montfort Care, as well as CREST (Community Resource, Engagement and Support Team), spearheaded by the Thye Hua Kwan Moral Society.

The teams offer early identification, intervention, therapy, follow-up and home-based care, support and training right to patients' final days. Each team is headed by a patient care manager, who links up the patient and caregiver with the team.

Besides providing the training and resource expertise to the teams, KTPH's Memory Clinic currently diagnoses and treats more than 2,000 patients with dementia and runs professionally led structured activity based enrichment programmes, such as drama and music therapy, to dementia patients for cognitive engagement and as an avenue to facilitate social connectedness.

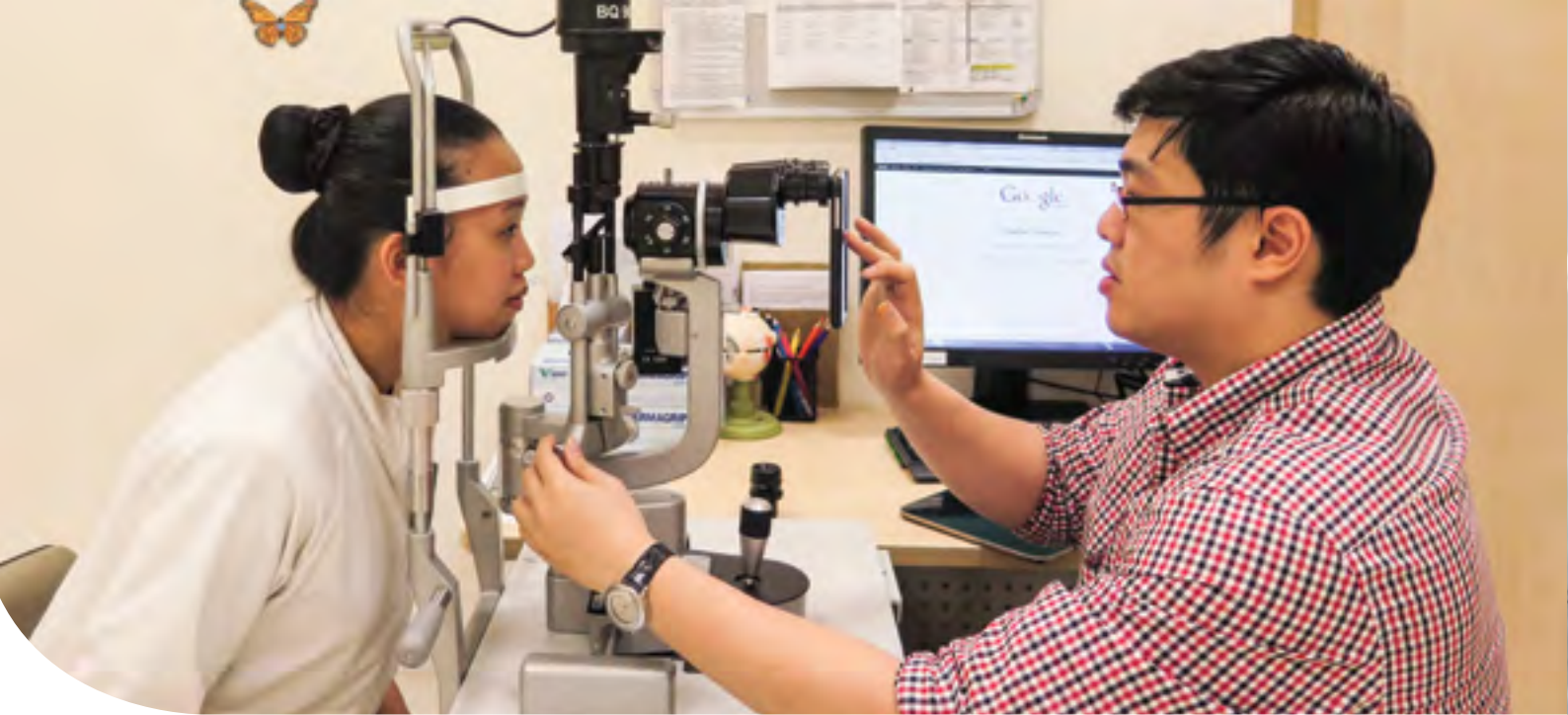
In the inpatient setting, the 10-bed CAMIE (Care for the Mentally Infirm Elderly) unit is the only special care unit for patients with dementia in a tertiary acute care setting in Singapore.

The CAMIE unit embraces person centred care which prioritises the needs of the patient above all and as a testament to its quality of care, in April 2014, CAMIE celebrated 365 days of caring for patients without the use of physical restraints.

Studies show that physical restraint use is associated with significant morbidity and even mortality in patients². As such, CAMIE has led the way for Alexandra Health System to practice care that is truly person centred.

¹ Dementia in the Asia Pacific Region. (2014, November 1). Retrieved December 31, 2015, from <https://www.alz.co.uk/adi/pdf/Dementia-Asia-Pacific-2014.pdf>

² Morbidity and mortality associated with the utilization of restraints: A review of literature. (2013, December 1). Retrieved December 31, 2015, from <http://www.ncbi.nlm.nih.gov/pubmed/23649219>



By connecting a smart phone to the slit lamp, the Eye Gallery App can take images of a patient's eye to facilitate more timely and accurate diagnosis.

New tech makes a difference

Three new systems which make use of today's technology are proving to be winners. They not only allow a faster response to patients' needs, especially in an emergency, but also improve productivity, free up hospital beds and help patients cut the cost of their medical treatment.

App route for eye emergencies

A new phone application system at the A&E Department has transformed the management of emergency eye cases at Khoo Teck Puat Hospital, by enhancing the diagnostic capability of junior doctors.

With the technology, a smart phone camera is used to capture close-up and enhanced images of all aspects of the exterior and the interior of the eye. These are used to immediately consult a specialist via a secure network, improving patient safety and reducing the need for him to return for a review, as well as cutting costs.

The Eye Gallery App, which is available on the iOS and Android systems, was developed by the Department of Ophthalmology and Visual Sciences and the Transformation Office. It was awarded the first prize in the Quality & Safety Category at the 2014 International Congress of Ophthalmology.



A resident and the nurses of St Joseph's Nursing Home share a teleconsultation with Dr James Low, a Senior Consultant with the Department of Geriatric Medicine.

Video consults for nursing home residents

Residents at three nursing homes in the north no longer face the hassle and cost of visiting an acute-care hospital to see a geriatrician. Immediate care and advice are now available in real time via a video conferencing system that connects doctor and patient by phone.

Nurses at the homes are trained to identify, assess and evaluate medical problems and symptoms, acting as the hands and eyes of the geriatricians. They present their reports and get clinical management advice during teleconsultations held three times a week. The video visits can be both scheduled and ad hoc.

Where possible, patients are brought before the camera, so the geriatrician can examine them as well, further reducing the need for acute re-admissions and scheduled outpatient appointments.

Before the pilot tele-geriatrics programme was launched, Khoo Teck Puat Hospital's doctors would physically visit the homes once a week, to diagnose and treat the often immobile or bed-ridden residents. This has been reduced to once a month. Video conferences are also held for multi-disciplinary meetings, mortality audits, family conferences and training seminars.

SMS for express date with dentist

Waiting months to see the dentist has become a thing of the past at Khoo Teck Puat Hospital with a new automated SMS appointment system that allows patients to make a same-day booking for scaling and polishing.

Under the arrangement, a patient sends an SMS to the clinic on the day he wishes to see the dentist, is offered the slots available and gets an immediate confirmation message for the one he picks. The clinic alerts him that it is his turn five minutes beforehand.

Just one dental assistant now handles registration, assists the dentist and collects payment. To further speed up the process, payment is only by NETS and credit card.

The express system, introduced in July 2012, has reduced the waiting time for an appointment from five months to just hours, turnaround time from 56 minutes to 17 minutes, and cut no-shows drastically from 33.7 per cent to 2.8 per cent. As a result, the number of patients seen has jumped from more than 29,000 in 2010 to over 68,000 in 2013.

Enhanced capabilities for managing trauma cases

Trauma, or serious physical injury, is one of the leading causes of loss of life in Singapore. In 2013, about 28,000 people, ranging from the very young to the elderly, were hospitalised for the condition, mainly as a result of falls and traffic accidents.

On average, three children a week suffer a moderate or severe injury, mostly due to a fall at home or at a public place.¹

Most victims tend to be 50 years and above though, with one in three over 65. Generally, their injuries happen at home. Those over 65 accounted for half the deaths from trauma in 2013.²

Khoo Teck Puat Hospital, which is situated near several highways and industrial estates, handled the second highest number of severe trauma cases, even though it is Singapore's smallest acute care hospital. In the calendar year of 2014, it treated 21.8 per cent of the nation's severe trauma patients.

Therefore, it is important for our staff to be able to offer strategic and quick responses to managing these cases, as well as to swing into action at the drop of a hat. At the same time, they need to be comfortable working as a team with colleagues from different medical departments, each of which will have its own individual approach to handling severe injuries.

To help them cope with the fast-paced and stressful environment, as well as the collaboration required, there is constant effort to improve the competency of our staff.

Junior doctors are required to attend an Advanced Trauma Life Support Programme. Mid-level doctors, as well as senior surgeons, are sent for the intensive two-day Definitive Surgical Trauma Care Course, the most advanced international programme available for managing major injuries to organs, as well as to hone their skills and ability to offer strategic solutions swiftly.

Our nurses are given the hands-on experience needed

in the operating theatre, so they can respond more quickly in an emergency situation. They also receive training in the specialised area of burns, which most medical professionals are not trained in.

As one of the most urgent tasks for a trauma team is to assess and determine the victim's injuries and their extent as quickly as possible, a set of procedures and the lines of communication to follow from the moment the team is alerted has been drawn up.

This covers the roles and responsibilities of the various team members. Meetings are conducted regularly with doctors from the various specialities to discuss past cases, and to make it easier to work as a team.

One step that is unique to KTPH is its auditing of each clinical department involved in treating a trauma patient. Here, the medical procedures which were carried out are analysed and assessed, to determine their appropriateness and outcome. Audits are done at the inter-department level too, to identify any gaps in teamwork, workflow and communication.

The results of these examinations are used in discussions on trauma care, to identify areas for improvement both at the department and the inter-department levels.

In Financial Year 2014, KTPH introduced a test to verify the clotting ability of each trauma patient's blood, as part of its efforts to raise the level of its response to the medical situation, and reduce the risk of shock to the patient.

Our hospital collaborates with other institutions for services which we do not offer – National University Hospital for cardiothoracic surgery and KK Women's and Children's Hospital for paediatric and obstetric interventions. We also help in the provision of psychological assistance, such as relaxation training, for those at risk of post-traumatic stress disorder.

¹ Speech by Mr Gan Kim Yong, Minister for Health, at Singapore Trauma Conference 2015 on 18 April 2015. (2015). Retrieved 2015, from https://www.moh.gov.sg/content/moh_web/home/pressRoom/speeches_d/2015/speech-by-mr-gan-kim-yong--minister-for-health--at-singapore-tra.html

² National Trauma Registry Annual Registry Report 2012-2013. (2014). Retrieved 2015, from <https://www.nrdo.gov.sg/docs/librariesprovider3/Publications---Trauma/ntr-annual-report-2012-2013.pdf?sfvrsn=0>

Singapore Christian Home continues to be our valued care partner

As the demand for beds remained on an upward trend last year, Singapore Christian Home (SCH) continued to extend their support to KTPH to receive patients who typically would have to wait for placement to nursing homes or shelters. These patients would have been medically fit for discharge, but still required medical care in an environment much similar to a home than an acute hospital.

This initiative, supported by Agency of Integrated Care (AIC), is into its second year since December 2013. In

the beginning, the ward was run by a team of medical, nursing and ancillary staff from KTPH. This eventually evolved into a new model of care, where SCH staff took over to manage and provide care for the patients in this ward.

To date, this new model of care and collaboration enabled KTPH to save more than 11,900 bed days between April 2014 and March 2015. This in turn benefitted more than 2,100 acutely ill patients who were assigned a bed space, earlier and faster.

Putting our patients first

“Our care philosophy is to treat every patient like our own mother, such that we don’t need to make special arrangements. If we achieve that, then we would’ve done the best for our patients.”

- Mrs Chew Kwee Tiang, Chief Executive Officer, KTPH

In 2014, Khoo Teck Puat Hospital achieved a score of 86 per cent in the Ministry of Health (MOH)’s Patient Satisfaction Survey (PSS), an improvement of 6 percentage points from the previous year’s.

The annual PSS, first started in 2004, is part of MOH’s ongoing efforts to assess the level of patient satisfaction and gather feedback for continual service improvements at our public healthcare institutions.

Alexandra Health System will continue to improve on our services and care, keeping our promise to provide good quality, affordable and hassle-free healthcare for our patients and the community in the north.





Caring for our Environment

Sustainable development and the preservation of Singapore's biodiversity are important components of Alexandra Health System's philosophy towards the environment. We are proud to have seen progress in both areas.

Wise ways with water win gold award...



A dramatic 8 per cent drop in KTPH's water consumption led to Mrs Chew, the hospital's Chief Executive Officer, being presented with the PUB's highest accolade by Second Minister for the Environment & Water Resources Grace Fu.

The efforts of Khoo Teck Puat Hospital to practise what we believe about using resources wisely have been recognised. Our measures to conserve water resulted in the Public Utilities Board's Water Efficient Building Gold Certification. It was presented to Mrs Chew Kwee Tiang, KTPH's Chief Executive Officer, on 25 September, 2014.

We are the first hospital to be given the award, which was introduced in 2013 to recognise those who are exemplary in managing their use of this precious resource efficiently.

It took just six months for our Water Efficiency Committee to bring about a significant difference in our usage. The group, which comprises members of the Facilities Management team with Ms Yen Tan, KTPH's Chief Operating Officer, as the adviser, was set up in March 2014.

After three months of intensive work, the team's efforts saw our hospital attain the SS577 Certification. This is a new national standard which provides water efficiency management guidelines, tools and best practices, helping users improve water usage.

The group then turned its attention to the air-con cooling towers, irrigation of KTPH's gardens, hot water tanks and the kitchen, and introduced ways to cut water usage in these areas.

As a result, KTPH was able to slash the amount of water it used in Financial Year 2014 by 8 per cent, saving 620,000 litres of water. This is equivalent to about what a family of three in Singapore would use for almost four and half years.









...and Watermark prize too

Alexandra Health System also received the PUB's Watermark Award 2015. This recognises individuals and organisations for outstanding contributions and commitment to protect and raise awareness of Singapore's water resources.



KTPH CEO Mrs Chew Kwee Tiang (middle) received the Watermark Award from Minister for Environment and Water Resources Dr Vivian Balakrishnan in an award ceremony on 22 March 2015.

How KTPH conserves water

 <p>Install sub-meters to monitor areas where the usage of water is high</p>	 <p>Implement a fault-reporting system to sound an alert on leaks and audit water fittings regularly</p>	 <p>Use water from the adjacent Yishun Pond to irrigate the hospital's gardens</p>	 <p>Install sensors in the gardens to cut off plant watering when it is raining</p>
 <p>Use the drip irrigation method to water the herbs, vegetables and fruit trees in KTPH's rooftop organic farm</p>	 <p>Use NEWater to flush toilets and in the air-con cooling towers</p>	 <p>Use condensate water from the air-handling units for irrigation and in the air-con cooling towers</p>	 <p>Install water-efficient fixtures. One-third of those in KTPH have three ticks, the highest rating for water efficiency</p>

Staff pitch in

It took many hands to see the results we have managed to reach in saving water. As part of our on-going effort, we encourage our staff to report leaks, as well as use a spray gun if watering plants and to press the half flush in the toilet as much as possible.

We have tried to get the community involved too, by organising an annual Clean and Green Week, as well as holding exhibitions on water conservation and protecting the environment.

One of our major efforts was marking World Water Day on 8 March, 2015, together with the Public Utilities Board, the National Parks Board, and the Nee Soon Group Representation Constituency's grassroots organisations and schools.

Before the launch of the event, our staff and residents got together to clear the Yishun neighbourhood of litter.

An exhibition showcasing the water conservation ideas and practices of schools in the north was held in the main lobby of Khoo Teck Puat Hospital.



Associate Professor Muhammad Faishal Ibrahim, an MP for Nee Soon GRC, gets the lowdown on how Woodgrove Secondary School saves water and energy from one of its students at an exhibition in KTPH to mark World Water Day.

Let a hundred gather...

To provide a soothing setting that encourages healing, the KTPH architects were asked to design a “hospital in a garden and a garden in the hospital”. Achieving this goal involves encouraging the creatures that add life to such spaces to come by.

Many of the native plants and shrubs in our grounds were specifically introduced to attract as large a variety as possible of birds, butterflies, dragonflies and fish to our grounds, and in the process, enhance the biodiversity of the area.

KTPH aims to eventually have a 100 species of each. Since our opening in 2010, we have hit the target with fish. Here’s how things stand at February 2015:



150
species of native
plants and shrubs



63
species of birds



51 species
of butterflies



20
species of
dragonflies



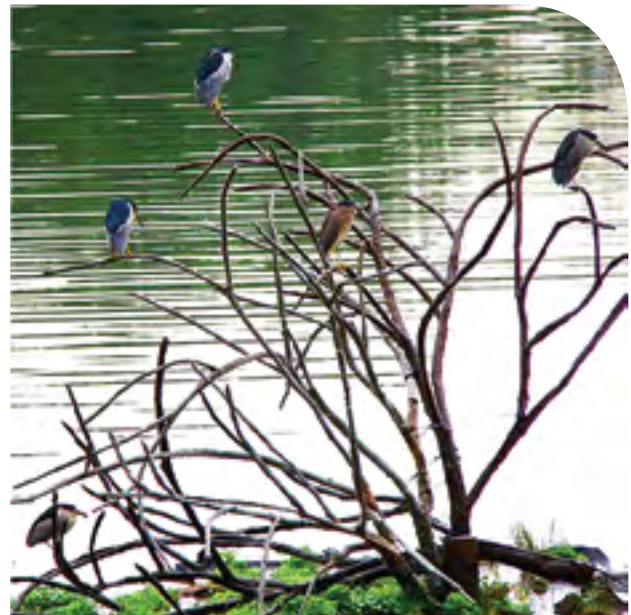
100
species of fish

Birds: 63 varieties and counting

A partially-submerged structure which looks like the branches of a leafless tree has been installed in Yishun Pond. It is one of our efforts to make the pond and the hospital grounds a sanctuary for rare, migratory birds.

The 1.5 metre high creation was donated by Tropical Environment, which designed our gardens. It was installed in April 2014 and has already attracted six different species of birds. One of them is the rarely-seen Black Crown Heron (right). It has been spotted nesting twice, which affirms our steps to build a bird sanctuary.

It brings the species of birds sighted to 63, a step closer to reaching our target of drawing 100 varieties. To achieve this, more flowering trees will be planted at the field next to Yishun Pond.



Black Crown Heron perching on the partially submerged bird structure in Yishun Pond.



New species of butterflies spotted in the hospital. Clockwise from top-left: Chocolate Albatross, male and female Striped Blue Crows, the Common Tiger and Yellow Palm Dart.

More butterflies flit by

Walk through the Medicinal Garden in KTPH and you will notice a variety of butterflies. They are drawn there by the different herbs and spices along the sidewalk separating Yishun Pond and the hospital grounds.

The number of species spotted now stands at 51.

One of the latest to be spotted is the Common Tiger, which, despite its name, is not as common as before. It can be seen in the shady areas.

Four other newcomers have been seen. One is the Chocolate Albatross, half of whose wings are brown. We are trying to persuade this migrant from Malaysia to stay beyond the first half of the year by growing its host plant, the Spider Tree.

It has been joined by the lacy-looking white Apefly, whose caterpillars eat aphids; the Yellow Palm Dart, which has been a Singapore permanent resident since 1999, and the Striped Blue Crow. It is only the males of this last which have a touch of blue on their wings; the females have white stripes on theirs.

Caring for our People

To build Alexandra Health System, we focus on not just attracting the right people to join us in our journey in caring for the community, but also on motivating and developing those who do – our staff and partners – in all aspects of their life.





To build a talent pool

“If each of us hires people who are smaller than we are, we shall become a company of dwarfs. But if each of us hires people who are bigger than we are, we shall become a company of giants.”

- David Ogilvy, the “Father of Advertising”

Alexandra Health System has a diverse work force with talents from more than 20 countries, all with the common mission to give the best to our patients.

Through our multi-pronged resourcing strategies, we are able to attract and harness the rich experience of diversity in our workforce. At the same time, we have assimilated these newcomers into our AHS culture through our intensive orientation and acculturation programmes.



Nurture culture

We believe in developing our staff both professionally and personally. In the Financial Year 2014 we invested an average of 106 training hours per person.

We sponsored courses for 78 of our people and paid for 18 of our nurses to take the Advanced Diploma in Nursing. Another 18 of our staff were sent on overseas attachments and fellowships under the Ministry of Health’s Health Manpower Development Programme.

The Alexandra Health Leadership Forum, developed in Financial Year 2013, was held for the second time in 2014, to give potential leaders an understanding of their roles and responsibilities within the cluster and in the larger healthcare environment.

The one-day session also serves as a platform for our senior management to exchange insights and personal experiences with the participants.

“The AHS Leadership Forum gave me the opportunity to challenge and question the senior management. It also helped me understand certain issues and management decisions from their perspectives.”

- Dr Paul Wong, Consultant,
Department of Anaesthesia

Lessons from the best

In our effort to be the best we can be, we continued to learn from top healthcare institutions and industry leaders.

Aravind Eye Care System points the way

The Aravind Eye Hospitals started out as one 11-bed facility dedicated to providing high-quality eye care.

Today, nearly 40 years later, this non-profit institution, whose treatments are mostly cheap or free, has grown into a world-renowned network of eye hospitals in India and has helped in addressing cataract-related blindness in the sub-continent.

At her April 2014 talk in our Simply Said lecture series, Dr G. Natchiar, Vice Chairman Emeritus of the Aravind Eye Care System (India), attributed the transformation to selecting the right people for the organisation.

Aravind realised that academic qualifications are not necessarily the best yardstick for recruiting employees, when the key qualities needed are empathy and compassion towards the people one serves, she explained.

Therefore, during the recruitment process – which she likened to selecting a son-in-law in India – applicants’

family background, their attitude towards patients who are mostly illiterate and poor, and their character and upbringing, are assessed.

She added that staff are also ingrained with Aravind’s values of hard work and putting patients first. Believing that a person’s work ethic is shaped during his formative years, Aravind hires only young village girls as supporting medical staff, and only recently graduated doctors. During their training, they are taught good work habits.



At her talk in 2014, Aravind’s Dr Natchiar explained why attitude is more important than academic results when hiring staff.

Partnering Tzu Chi Foundation

One of our key priorities is to encourage and motivate our own people to adopt lifestyle habits and behaviour that keep them healthy. Studies show this can reduce absenteeism and improve productivity. Staff can then influence patients’ and relatives’ behaviour.

To this end, we went into partnership with Taiwan’s Tzu Chi Foundation, a leader in health promotion and environmental consciousness.

On 8 March, 2015, we signed a Memorandum of Understanding. This provides opportunities for inter-institutional research through exchange programmes of staff and information for five years.



From left to right: Like minds Dr Lin Ming-Nan, Vice-Superintendent of the Dalin Tzu Chi Hospital, Dr Lin Chin-Lon, CEO of the Tzu Chi Foundation, Mr Liak Teng Lit, Group CEO of AHS, and Mrs Chew Kwee Tiang, CEO of KTPH, and the MOU they signed to collaborate on research.



More than 300 staff got together on 10 November, 2014, to set a record for doing the Zumba. They did by rocking for two hours, 11 minutes.

Developing health advocates

Working in healthcare, we endeavour to be examples of what we advocate to patients and residents in our community, by embracing Five Pillars of Health:



Eat Wisely



Exercise Regularly



Be Happy



Stop Smoking



Practise Good Personal Hygiene



The annual Fitness Challenge drew more participants, and saw a 13 per cent increase in the number who attained Excellent or Good awards.

A wide range of work-life initiatives and activities are organised to help our staff lead a healthy lifestyle. These include a Fitness Challenge, where they test their fitness, and a mass workout on ACTIVE Day. They can also participate in inter-department games and exercise sessions.

In the last Financial Year, we sponsored those who participated in the Standard Chartered Marathon 2014 and the J.P. Morgan Corporate Challenge run.

To promote healthy eating, we organised cooking demonstrations where our own chefs and other hospital staff shared recipes that are simple to execute and good for the health.



Dr Amy Khor, the guest-of-honour at our National Day gathering, was in good company – some of our pioneers – when she went on stage to cut the cake.

Meet the STARs

Giving due recognition is key to ensuring a motivated and committed workforce. In June 2014, Alexandra Health System gave out 193 Long Service Awards and 487 Service Champion awards at our Inaugural Staff Recognition Awards (STAR) Ceremony.

Four Just Do It! Awards were presented to those who went beyond the call of duty for patients, visitors or colleagues.

Ms Rosalind Tan was the only recipient of the 50-Year Long Service Award. Her colleagues and managers had a surprise for her – a photo collage of her career in the healthcare industry. She has been supervising the development and running of our gardens since she retired as an occupational therapist 13 years ago.



Chief Gardener Rosalind Tan, with volunteer Robert Lo, get down to the nitty gritty at our rooftop garden.

“It is heart-warming to see a young healthcare cluster remembering its roots. Alexandra Hospital’s reputation has been earned through the hard work of its pioneers. I hope our current generation will find inspiration from your dedication, and translate that into action.”

- Senior Minister of State (Health)
Dr Amy Khor, at our 2014 National Day celebration.

On 29 August 2014, we also paid tribute to the people who laid the foundation of today’s Alexandra Health System, and who defined our identity as an organisation with a can-do spirit.

The event, held in conjunction with our annual National Day Observance Ceremony, was a heartwarming reunion between old friends as well as mentors and their protégées.

Congratulations!

President's Award for Nurses

In recognition of nurses who have made significant contributions to the profession and community



“ I feel very honoured to be recognised. I would like to dedicate this award to my dear mother who had taught me and made me what I am now, and also hope that what I have done can inspire the nursing profession to realise the importance of end-of-life care for our patients. ”

- Ms Sim Lai Kiow, Nurse Clinician, KTPH

NTUC Medal of Commendation Award (Gold)

For significant and invaluable contributions to the labour movement



“ This award came as a pleasant surprise and I thank NTUC for the recognition. It has been my privilege to work closely with NTUC over the years. By helping our staff reach their full potential and improving their work conditions, we are able to serve our patients better. I look forward to many more years of collaboration with NTUC to do good and do well for our people. ”

- Mr Liak Teng Lit, Group Chief Executive Officer, AHS

Healthcare Humanity Awards

For exemplary courage, compassion, dedication and selfless contributions



“I am delighted to win this award, but the most important thing is not awards. It is the process of helping my patients and maturing as a medical social worker.”

- Mr Mok Chee Peng, Senior Medical Social Worker, KTPH



“My volunteering stints overseas gave me the great personal satisfaction of being in a position to help, as well as practising medicine in a much more basic way than what I usually do. I will continue to volunteer as long as I am able to.”

Dr Anton Cheng, Senior Consultant, Department of General Surgery, KTPH



“I am very honoured to receive this award. It is a great encouragement to me, and could not have been possible without the support of my family members, colleagues and supervisors who have accompanied me through my nursing journey.”

- Ms Ng Huoy Ling, Nurse Manager, KTPH

Awards

Alexandra Health System

United Nations Public Service Award

Improving the delivery of public services
Asia and the Pacific
First place

NTUC May Day

Model Partnership Award 2015
Institutional Category

Community Chest Awards

SHARE Platinum Award

Work-Life Strategy by Tripartite Committee

Achiever Award

Ministry of Health, Taiwan

Health Promotion Administration
2013 International Environment-Friendly Hospital Team Work Best Practice Award

Public Utilities Board

Water Efficient Building (Gold)
Watermark Award

Healthcare Information and Management Systems Society

Asia Pacific Electronic Medical Record Adoption Model
Stage 6 certification

Joint Commission International re-accreditation

Operational Highlights

For the year ended 31 March 2015

Bed Complement



591

unchanged 591

Bed Occupancy



95%

↑ 2% 93%

Outpatient Attendances



365,014

↑ 5% 347,280*

Total Inpatient Days



202,821

↑ 3% 197,393

Accident & Emergency Attendances



130,811

↓ 10% 144,590

Average Length of Stay



5.6

unchanged 5.6

Inpatient Admissions



33,066

↑ 15% 32,408

94% of total admissions were from A&E

Surgeries



45,784

↑ 5% 43,657

Numbers in white denotes year ended 31 March 2014

*Outpatient attendances for Financial Year 13 amended to reflect revised statistics as at Sep 2014. There is a decrease of 224 attendances.

Alexandra Health System

Alexandra Health System is a regional healthcare system. It was established on 1 April, 2008, to take care of the 700,000 or so residents living in the northern part of Singapore. Currently, it manages just the 591-bed Khoo Teck Puat Hospital in Yishun which opened in June 2010.

To better integrate care and serve the community in the north, AHS is building Yishun Community Hospital, which will be operational progressively from the end of 2015. This facility will add 428 beds for sub-acute, rehabilitation, dementia and palliative care.

The cluster will also manage a new medical centre at Kampung Admiralty, an integrated development, in 2017. The Admiralty Medical Centre is to further strengthen the primary care network in the north and allow patients with chronic conditions to be managed outside an acute hospital setting.

In addition, AHS will operate the Sembawang Primary Care Centre. This will take a new approach to managing patients with chronic conditions.

On the drawing board now is the Woodlands Integrated Health Campus, which will open progressively from 2022. The development will comprise a general hospital, community hospital and a nursing home.

AHS' goal is to make a difference to the population in the north by working together with our partners and empowering the community and residents to manage their health for life.

Khoo Teck Puat Hospital

This is a 591-bed general and acute care hospital which opened in June 2010. It combines medical expertise with high standards of personalised care, set within a healing environment, to provide the standard of care we would like our own loved ones to have. From intuitive wayfinding to logical clustering of services, KTPH's design is focused on providing a hassle-free experience for patients.

Yishun Community Hospital

This hospital which will open progressively from 2015, will cater to the sub-acute and rehabilitation needs of patients. It will have 428 beds and provide intermediate care for patients who do not require the intensive care services of an acute care hospital. Its situation next to Khoo Teck Puat Hospital will allow patients in the north to benefit from the integration of the two hospitals in terms of physical proximity, information flow and treatment plans.

Woodlands Integrated Health Campus

The campus will be opening in stages from 2022. It will comprise a large acute care hospital, a community hospital, a nursing home and other associated facilities and services.

The development will also serve as a hub that fosters health promotion, engages residents, and connects health and social care providers in the northern part of Singapore. The goal is to redefine healthcare, drawing from the best and most innovative practices around-the-world to deliver integrated care.

Admiralty Medical Centre

The centre will be part of an integrated, mixed-use development that will be built next to Admiralty MRT station. When it opens in 2017, it will serve as a one-stop diagnostic and treatment centre, providing specialist, rehabilitation and diagnostic services to outpatients in the north.

Sembawang Primary Care Centre

This will be part of the Sembawang Community Hub, where it will be integrated with a sports complex and a hawker centre to provide a one-stop service for residents. The centre will be a test bed for new care models and processes.





90 Yishun Central
Singapore 768828
www.alexandrahealth.com.sg

Khoo Teck Puat Hospital • Yishun Community Hospital • Woodlands Integrated Health Campus • Admiralty Medical Centre
• Sembawang Primary Care Centre

Touching Lives, Pioneering Care, Making a Difference