

Year Book 2025

Building Bridges of Hope



Preface

Building Bridges of Hope

The Institute of Mental Health (IMH) progressed meaningfully in 2025 under the theme Building Bridges of Hope, which reflects IMH's role in linking people, disciplines, and communities to break down stigma, strengthen support networks, and nurture understanding across Singapore, while delivering quality treatment and compassionate care at the heart of its mission.

IMH continued to enhance person-centred care, supporting each individual's path to recovery with dignity and independence. Therapeutic and community reintegration activities further empowered patients to rebuild confidence and connection.

A key milestone was the launch of national mindline 1771, Singapore's first national mental health helpline and textline service, developed by the Ministry of Health (MOH) and operated by IMH. Digital transformation also advanced with the large-scale digitalisation of medical records, improving accessibility and supporting more integrated, future-ready care.

Partnerships across healthcare, community, and education sectors helped IMH bridge hearts and communities, expanding capability and promoting early help-seeking for mental well-being. Sustainability initiatives continued to reflect IMH's commitment to caring for future generations.

As Singapore's national centre for mental health, IMH remains focused on bridging science and compassion and strengthening the continuum of care. This yearbook acknowledges the people and partnerships that together build bridges of hope for a mentally healthier and more inclusive Singapore.

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Chairman's Message



This year's achievements reflect the continued dedication of IMH, its partners and the wider community. Guided by the theme Building Bridges of Hope, IMH strengthened pathways that connect patients to care, science to compassion, and institutions to the communities they serve. These bridges represent both systems and relationships that enable care to be delivered with trust, continuity and purpose.

Over the past year, IMH continued to advance person-centred, recovery-oriented care that upholds dignity, independence and integration. As mental health needs evolve, the institution remains focused on expanding pathways of care and ensuring that individuals and families can seek support without fear or stigma, wherever and whenever help is needed.

Collaboration remains a defining strength of IMH. Partnerships across healthcare, social services, education and national agencies enable more coordinated and accessible care, supporting a stronger and more connected mental health ecosystem in Singapore. Beyond clinical services, IMH has continued to contribute through capability building, research, education and community outreach, working closely with partners to strengthen mental health support across the nation.

The achievements reflected in this Yearbook are made possible by the dedication and professionalism of IMH staff, the trust of patients and caregivers, and the unwavering support of our partners. I am continually inspired by the compassion, commitment and perseverance demonstrated by our teams, whose daily efforts uphold high standards of care and ensure that IMH remains a trusted institution and a leader in mental healthcare.

Looking ahead, the mental health landscape will continue to present new challenges and opportunities. With unity of purpose and collective strength, IMH will remain prepared and agile, building stronger bridges within the organisation, across sectors and into the community. Together, we will continue to shape a future where mental health is understood, supported and valued, and where every individual can find hope and care with confidence.

Thank you for your partnership and dedication. Let us continue building bridges of hope towards a mentally healthier and more compassionate Singapore.



Mr Patrick Tay

Chairman

NHG Mental Health Board Committee

CEO's Message



This Yearbook marks an important moment of transition for IMH and for mental health in Singapore. The theme Building Bridges of Hope reflects our work at the intersection of past and future, continuity and change.

Woodbridge represents more than a historical name. It connects our beginnings to our role today as the national centre for mental health. While models of care evolve and technologies advance, our foundation rests on compassion, respect and the belief that every person deserves dignity and hope. These values continue to guide us forward.

Over the past year, IMH has built new bridges at national and system levels. The launch of Singapore's first national mental health helpline and textline marked a significant step in providing timely support for individuals in psychological distress. Our leadership in the rehabilitation programme addressing etomidate misuse further reflects our readiness to respond to emerging public health challenges through science and collaboration.

Care has also extended beyond our campus through deeper partnerships with healthcare, social service, education and community organisations. The practice guide for the tiered care model supports shared assessment and referral pathways, enabling more coordinated and person-centred care. Capability-building initiatives continue to strengthen mental health support nationwide.

IMH has strengthened internal bridges by integrating research with clinical innovation and advancing digital transformation. The digitalisation of medical records, expansion of data science capabilities and continued investment in staff development are preparing IMH for a more integrated and personalised future.

Through all these changes, what grounds us is the culture we have built together. Every act of care from quiet moments in our wards to national initiatives reflects our shared commitment to compassion and purpose. These values have carried us from Woodbridge to IMH and will continue to guide us.

Looking ahead, mental health will remain a central pillar of national well-being. IMH will continue to stand as a bridge to support those in need and strengthen the mental health ecosystem so that every person can seek help without fear and find hope with confidence.

Thank you for your dedication and the heart you bring to this mission. Let us continue building these bridges together with compassion, excellence and purpose.

A handwritten signature in black ink, appearing to be 'Daniel Fung'.

Associate Professor Daniel Fung

Chief Executive Officer (CEO)
Institute of Mental Health (IMH)



Chapter One



Recovery, Hope & Independence for Patients

IMH remains focused on supporting each individual's recovery journey through evidence-based care, collaborative partnerships, and meaningful engagement. This chapter highlights programmes and experiences that promote independence, strengthen confidence, and rebuild connections with family and community.



Allied health staff and patients partnering with Hao Ren Hao Shi to support outpatients with dignity and choice.



Allied Health Leads and Mr Anson Ng, HRHS founder, joined by Prime Minister Lawrence Wong as the Guest of Honour at HRHS's inaugural charity dinner.

Hao Ren Hao Shi x Allied Health Collaboration: Strengthening Dignity Through Community Support

IMH's Psychology Department, REACH, and our Allied Health family (Occupational Therapy, Medical Social Work, Case Management Unit, Physiotherapy) partnered with charity organisation Hao Ren Hao Shi (HRHS) to enhance support for outpatients facing financial and social challenges. Through this collaboration, mobile groceries truck were deployed, enabling more than 130 patients to obtain essential household items.

Patients chose groceries based on personal preference such as hygiene products and nutritious food items. This approach not only met daily living needs but also restored a sense of autonomy that is vital in recovery. Feedback showed increased confidence and satisfaction among patients who appreciated having control over their choices.

To support recovery and reintegration into the community, psychosocial rehabilitation plays a vital role for individuals with psychiatric conditions. Occupational Therapy: Activities, Vocation and Empowerment (OcTAVE) is an outpatient rehabilitation programme under the auspices of IMH's Occupational Therapy department. Through a range of structured interventions, OcTAVE promotes community independence, provides therapeutic support, and nurtures clients' strengths and potential as they work towards meaningful participation in daily life.

The initiative strengthened continuity of care beyond clinical settings and showcased how community partnerships can support social inclusion. IMH is exploring additional runs to expand the programme to more services.

Family Day 2025: Celebrating Bonds That Support Recovery

On 10 May 2025, staff from the Department of Recovery Care and long-stay wards organised a Family Day to recognise the significant role family support plays in mental health recovery. The event welcomed 82 patients and their loved ones and coincided with Mother's Day, making the reunion especially meaningful.

Preparations began weeks in advance as clients participated in craft and decoration sessions guided by occupational therapists and ward staff. These activities allowed individuals to practise fine motor skills, planning, and teamwork, while building anticipation for the celebration. The themed environment on the event day showcased their creativity and ownership of the occasion.

The programme included musical and dance performances by clients and Mr Aziz Bin Ab Hamed, Assistant Director of Nursing, who contributed a heartfelt rendition dedicated to families. These performances were key therapeutic milestones, as they encouraged community engagement, emotional expression, and confidence in a supportive environment.

A touching highlight saw patients presenting carnations to mothers and caregivers, symbolising appreciation for enduring care, patience, and love throughout their recovery journey. Many families expressed joy in seeing their loved ones' progress and engaging in activities together.

Various stations such as interactive games, hands-on craft sessions, and a dedicated photo booth encouraged bonding through shared experiences. Allied health staff and peer support specialists facilitated meaningful conversations between families and care teams, helping bridge understanding in recovery needs and goals.

The celebration strengthened trust and collaboration among patients, caregivers, and staff. Family members left with mementos that serve as reminders of resilience and progress, reinforcing that recovery is most successful when supported by strong familial and therapeutic partnerships.



Families and staff connecting through shared activities at Family Day 2025.

Valentine's Day in Ward 53A: Growing Appreciation and Community

Ward 53A celebrated Valentine's Day with flowers harvested from the ward's therapeutic garden, which patients help maintain as part of rehabilitation. Patients and staff arranged the roses and Mexican sunflowers into small bouquets and distributed them to IMH gardeners and operational staff.

This activity recognised contributions throughout the hospital and encouraged patients to share the results of their efforts. It strengthened confidence and supported a sense of purpose and connection across the IMH community.



Ward 53A patients and staff harvesting flowers to express appreciation across the IMH campus.

An Outing to Remember: Geylang Serai Bazaar

A patient's wish to reconnect with familiar surroundings led to a community reintegration outing to the Geylang Serai Bazaar. Supported and personally funded by Dr Marcus Tan, Chief of Recovery Care, Adj Assoc Prof Alex Su, Senior Consultant, Recovery Care, and Mr Aziz Bin Ab Hamed, Assistant Director of Nursing, seven patients were able to enjoy festive sights ahead of Hari Raya Puasa.

Travelling by public transport was a critical element in rebuilding confidence and navigation skills. A pre-arranged dinner at Hajjah Maimunah Restaurant offered a comfortable environment for shared conversations and positive social interaction. The outing demonstrated patient-centred care in action to help participants reconnect with culture, independence, and community belonging.



Patients reconnecting with the cultural environment at Geylang Serai Bazaar.

IMH Patient Memorial Service 2025: Honouring Lives with Love and Respect

On 3 November 2025, IMH held a memorial service to honour patients who passed on during the year. Staff and patients gathered to reflect and recognise the significance of each life, acknowledging shared journeys in care.

The service included music, poetry, and heartfelt tributes from volunteers and multidisciplinary teams. It remains an important tradition that reflects IMH's enduring commitment to compassion and dignity, both in care and remembrance.



Virtual Ward Programme: Supporting Capability in Community Care

The Virtual Ward Programme, established in 2019, continues to reduce avoidable hospital admissions by providing telemedicine reviews for patients transitioning to nursing home settings. Advanced Practice Nurses, Occupational Therapists, and Case Managers conduct joint assessments to stabilise behavioural and psychiatric symptoms while ensuring continuity of care.

To further empower long-term care partners, the programme expanded its training efforts in 2025. Two tailored workshops were delivered for teams from St. Andrew's Nursing Home (Aljunied) and United Medicare Centre at Elizabeth Drive. These covered early detection of mental health symptoms, management strategies for agitation and mood disturbances, and documentation to ensure accurate clinical follow-up.

Participants valued the practical demonstrations, role-plays, and collaborative case discussions. Post-training responses indicated improved staff confidence and clearer workflows when responding to psychiatric care needs. The initiative contributes to a sustainable system where patients can receive timely support in familiar environments.

The programme will continue rolling out training to more community care partners and explore sharper referral pathways to enhance patient experience.



Qu Yuanrong, Advanced Practice Nurse, conducting mental health capability training for home partners.





Chapter Two

Wellness, Resilience, and Happiness for the People of Singapore

IMH continues to promote mental well-being nationwide through education, outreach, and collaborative initiatives. This chapter highlights efforts that expand mental health literacy, enhance capability across sectors, and empower communities to seek early support.



Mandatory Etomidate Rehabilitation Programme: Strengthening Public Health Response

On 1 September 2025, Singapore introduced enhanced measures to address vaping and drug-laced vape misuse. As part of this national effort, the National Addictions Management Service (NAMS) at IMH implemented the Mandatory Etomidate Rehabilitation Programme for adults arrested for using etomidate-laced vapes.

The programme lasts up to six months and includes medical assessments, psychological intervention, and counselling support aimed at stabilisation and recovery. A similar programme is also provided for individuals seeking help voluntarily for vaping issues, including etomidate-laced vape use.

Through clinical expertise and structured intervention, IMH plays a key role in reducing harm and strengthening addiction care capabilities in Singapore.



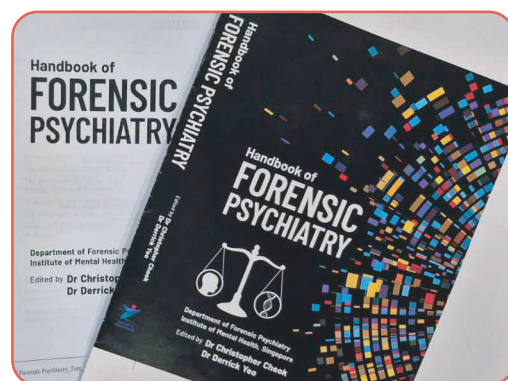
Public health messaging reinforcing penalties for vaping offences in Singapore.

Handbook of Forensic Psychiatry: Advancing National Capability

In October 2025, IMH's Department of Forensic Psychiatry published Singapore's first Handbook of Forensic Psychiatry, a comprehensive reference for the assessment and management of mental health in legal contexts.

The publication involved contributions from IMH's multidisciplinary professionals and partners including the Attorney-General's Chambers, Singapore Armed Forces, and Singapore Prison Service. Topics include risk assessment, medico-legal processes, and youth forensic considerations.

This milestone reinforces national efforts to build expertise at the intersection of mental health, law, and public safety.



Launch of the Handbook of Forensic Psychiatry supporting workforce capability building.

Mental Health Literacy Curriculum for Healthcare Workers: Supporting Workforce Preparedness

On 24 October 2025 at the NHG Well-being Festival, Guest-of-Honour Ms Rahayu Mahzam, Minister of State for Health, launched the NHG Health's Mental Health Literacy Roadmap. The roadmap outlines a multi-year plan for strengthening mental wellbeing support across workplaces and healthcare environments.

A key component is the new Tier 1 Mental Health Literacy Curriculum for Healthcare Workers developed by IMH's Office of Population Health and the NHG Cluster Well-being Office. Designed as a foundational learning for staff in acute, community, and primary care settings, the curriculum focuses on:

- Early identification of common mental health symptoms
- Reducing stigma and harmful misconceptions
- Practical wellness strategies for self and peers
- Supportive communication and referral protocols

The curriculum will be rolled out cluster-wide from early 2026 and will progressively be expanded to different staff groups. Learning will be delivered through scenario-based teaching and digital modules to make knowledge easily accessible.

By strengthening baseline skills across the workforce, the programme enables healthcare workers to help colleagues and patients feel safe, heard, and supported, creating a more empathetic and mentally healthy care environment.



Launch of NHG's Mental Health Literacy Curriculum for healthcare workers.

Woodbridge Hospital Charity Fund: A Year of Impact and Community Collaboration

In 2025, the Woodbridge Hospital Charity Fund (WHCF) deepened its engagement with the community through initiatives that celebrated recovery journeys, supported fundraising efforts, and built meaningful connections with partners.



Client artwork featured through WHCF and Luckin Coffee collaboration.

Luckin Coffee Collaboration – UNSEEN // SEEN

IMH clients' artwork was showcased as merchandise at Luckin Coffee outlets, encouraging public appreciation of patients' artistic talents and reducing stigma through everyday visibility of recovery stories. The collaboration also generated support for treatment and rehabilitation programmes.

Art Appreciation Evening

Supporters, art enthusiasts, and mental health advocates participated in an inclusive appreciation event featuring IMH client artworks and installations such as "Grounding Points" by artist Aki Hassan. The event reinforced art's role in rehabilitation and social connection.



A/Prof Daniel Fung, CEO, IMH, addressing attendees at the WHCF Art Appreciation Evening.



Supporters participating in Art Appreciation Evening.

Donor Recognition Wall

Inspired by Van Gogh's *The Starry Night*, the newly unveiled tribute wall acknowledges contributions from individuals and partners. The hybrid display enables visitors to learn about donor support through a digital interface, making recognition dynamic and interactive.



Donor Recognition Wall acknowledging contributions to mental health care.

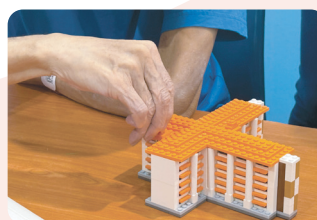
Building IMH as One NHG

The co-created brick model project brought together patients, volunteers, and staff to assemble a symbolic representation of IMH's growth and unity. This representation reflects continued progress towards IMH's centennial in 2028 and the shared contributions that strengthen Singapore's mental health landscape.

Together, these programmes increased mental health awareness, promoted inclusion, and supported essential recovery-focused initiatives for IMH patients.



Partners, volunteers, and staff at the Building IMH as One NHG collaborative event.



Participants constructing symbolic building blocks representing unity and shared progress.

Psychiatric Rehabilitation Advance and Community of Practice: Driving System Capability

To strengthen rehabilitation services and improve community support for individuals with mental health needs, IMH organised the inaugural Psychiatric Rehabilitation Advance on 2 June 2025. The session united stakeholders from national agencies including National Mental Health Office (NMHO), Agency for Integrated Care (AIC), National Council of Social Service (NCSS), restructured hospitals, and social service partners.

Discussions identified core priorities such as expanding access to vocational pathways, enhancing psychosocial interventions, and strengthening reintegration planning from inpatient to the community. Participants highlighted the need for more structured collaboration to support individuals who require long-term psychosocial care.

The work continued at the first Psychiatric Rehabilitation Community of Practice meeting on 23 September 2025, which involved 13 organisations. The group identified several shared strategies to raise capability:

- **Better transition of care through improved referral workflows**
- **Establishing a national practice resource for rehabilitation models and tools**
- **Regular cross-agency case sharing to standardise key approaches**
- **Co-developing pilot programmes that improve continuity in community settings**



Shared collaboration at the Psychiatric Rehabilitation Community of Practice.

These platforms allowed partners to align goals, avoid service fragmentation, and increase access to meaningful rehabilitation activities such as employment, day programmes, and peer support networks.

Going forward, partners will explore more competency-based workforce training and a stronger research-practice link to ensure rehabilitation interventions are effective, person-centred, and sustainable across Singapore's care ecosystem.



Chapter Three



Meaningful, Rewarding & Joyful Work for Staff & Partners

This chapter honours the dedication of IMH staff and the strength of its partnerships. It recognises the achievements of teams who have implemented innovative solutions, supported patients and caregivers, and built a workplace where people find purpose in their work. Together with partners, IMH continues to foster a supportive, collaborative environment where every contribution makes a difference to mental health care in Singapore.

From Stress to REST: Building Youth Resilience and a Greener Future on World Mental Health Day 2025

On 10 October 2025, IMH and TeleChoice International Limited marked World Mental Health Day with a celebration themed around youth mental wellness and sustainability. The event was graced by Dr Janil Puthucheary, Senior Minister of State for Education and for Sustainability and the Environment.



Guest of Honour, Dr Janil Puthucheary, Senior Minister of State for Education and for Sustainability and the Environment, with TeleChoice International Ltd launch the World Mental Health Day 2025 at IMH.

The event highlighted REST for WELLness, a youth mental health literacy programme supported by the TeleChoice ESG Fund, with ST Telemedia as the main donor. REST for WELLness provides practical knowledge and peer support skills that help young people recognise signs of stress, build coping strategies, and encourage help-seeking among peers. Resources co-developed with schools and youth organisations offer relatable tools that support early intervention.

Under the Art for Wellness initiative, IMH unveiled Singapore's longest art tunnel covered with handwritten green ribbons for mental health. The ribbons featured messages of encouragement contributed by youths, patients, staff, families, and members of the public. The tunnel earned a Singapore Book of Records title and transformed into a hopeful passage of solidarity. A heritage-inspired mural was also created with the Nanyang Academy of Fine Arts to strengthen youths' appreciation for arts as a medium of healing and emotional expression.



Staff and visitors celebrating the Art for Wellness tunnel of handwritten green ribbons.



Dr Janil Puthucheary, IMH Senior Management, WHCF Board Members, TeleChoice International Ltd and corporate partners at the art and heritage wall celebrating IMH's growth and development.



Staff and partners planting trees to support a greener, restorative IMH campus.

Environmental stewardship was another key focus through Green for Wellness, which symbolises the importance of nature in supporting emotional well-being and recovery. A tree-planting ceremony marked the launch of 70 new trees being planted across the IMH campus, contributing to a calming environment that benefits patients, staff, and visitors. The expanded greenery also supports Singapore's sustainability goals and promotes the restorative effects of nature-based spaces.

Through the Woodbridge Hospital Charity Fund (WHCF), the TeleChoice ESG Fund has extended its support beyond this event to other patient-centred programmes, reflecting the power of corporate philanthropy in enabling care that uplifts dignity and inclusion. The event reinforced how community partners play a crucial role in promoting early mental health support, particularly for youths.

With the support of patients, volunteers, students, and corporate partners, IMH advances youth resilience and environmental stewardship, forging bridges of hope that contribute to a more inclusive and mentally healthy Singapore.

Launch of the Autism Collaborative: Strengthening Support Across Lifespans

On 26 April 2025, the Autism Collaborative was launched at the “Journey with Autism” event, graced by Ms Denise Phua, Mayor of Central Singapore District and President of Autism Resource Centre (Singapore). Led by IMH and supported by KK Women’s and Children’s Hospital and National University Hospital, the collaborative aims to strengthen support systems for individuals on the autism spectrum and their families.

More details:
Autism Collaborative

The Autism Collaborative focuses on enhanced training, research, and community engagement. It seeks to improve access to resources, harmonise approaches, and advocate for more responsive systems of care across different life stages. By building stronger connections between healthcare, education, and social services, the initiative aims to create a more seamless and supportive ecosystem for the autism community in Singapore.



Representatives from IMH and partner institutions launching the Autism Collaborative at the “Journey with Autism” event.

More details:

[imh.com.sg/Newsroom/News-Releases
/Documents/Media_Release_Autism
Collaborative_26Apr2025.pdf](https://imh.com.sg/Newsroom/News-Releases/Documents/Media_Release_Autism_Collaborative_26Apr2025.pdf)

Redesigning Office Spaces: Redefining Connections

This year marked a significant milestone in IMH's workplace environment. The office layout that once separated three departments, Infrastructure Planning & Development, Emergency Preparedness & Security, General Services & Operations with walls and bulky desks, has been transformed to better support growth and collaboration.

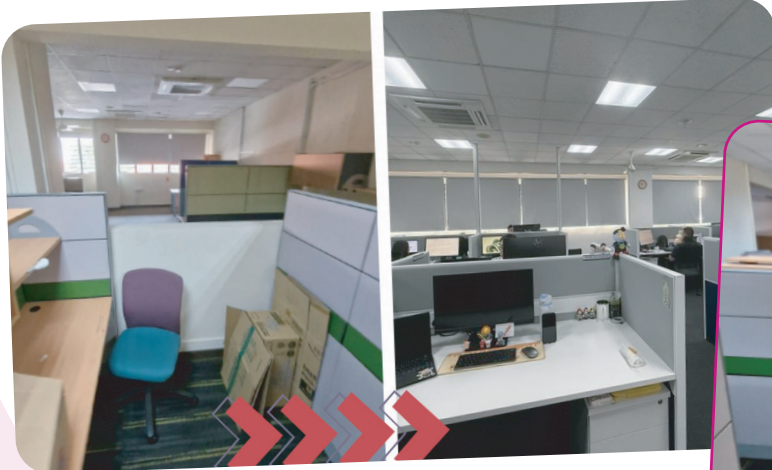
The transformation began with removing physical barriers and introducing open concept workstations built to current office standards, new carpeting, and refreshed communal areas. A shared dry pantry and meeting pods were added, providing flexible spaces for both informal interaction and focused work.

The former segmented and cluttered office has become a bright, open space that encourages staff to meet, exchange ideas, and collaborate across teams. At the same time, the meeting pods offer quieter spaces for reflection and concentration, striking a balance between connection and comfort.

The redesigned space is more than a functional upgrade. It reflects IMH's intention to build an environment where relationships can grow, collaboration flourishes, and staff feel a sense of belonging at work.



Meeting pods providing quiet areas for focused discussions.



Before and after views of the redesigned office space.



New open concept workstations fostering collaboration across teams.

National Day Observance Ceremony 2025 at IMH: A Community Celebration

On 9 August 2025, IMH hosted the Buangkok-Fernvale South National Day Observance Ceremony 2025. The last time IMH hosted the observance ceremony was in 2007, making this return especially meaningful.

IMH welcomed Mr Victor Lye, Adviser to Ang Mo Kio GRC Grassroots Organisations, as well as residents and community groups from the Buangkok-Fernvale South constituency. The highlight of the event was the parade led by the Singapore Scout Association and Girl Guides Singapore, joined by IMH patients, staff, and volunteers. Walking side by side with community members, they celebrated Singapore's 60th birthday as one.

Beyond the festivities, the event helped to reinforce that mental wellness is an integral part of community life. Hosting the ceremony at IMH created opportunities for residents to learn more about the hospital and interact with patients and staff in an inclusive setting.



Parade contingents from various uniform and community groups.



IMH Nurses' Day 2025: Artisans of Care, Mosaics of Nursing

On 31 July 2025, IMH celebrated Nurses' Day with the theme "Artisans of Care, Mosaics of Nursing". The event, graced by Ms Indranee Rajah, Minister in the Prime Minister's Office and Second Minister for Finance and, National Development, honoured nurses for their dedication and expertise.

The theme highlighted nurses as skilled practitioners who bring together knowledge, empathy, and clinical expertise to provide compassionate care. Each nurse contributes uniquely, and together their work forms a rich mosaic of healing, hope, and recovery. Psychiatric nursing at IMH blends science and art, supported by patience, precision, and a deep commitment to patients.

The celebration included activities and treats specially prepared for nurses. Nineteen awards were presented to recognise exceptional contributions, including the IMH Nightingale Award, the institution's highest nursing accolade. This award acknowledges outstanding nurses who demonstrate exemplary patient care and mentorship of fellow colleagues.



IMH nurses being recognised for their dedication at Nurses' Day 2025, alongside Ms Indranee Rajah, Minister in the Prime Minister's Office and Second Minister for Finance and National Development.

IMH Quality Festival 2025: Building a Culture of Safety

The IMH Quality Festival, organised by the Centre for Governance and Quality, was held on 24 September 2025. The theme “Culture of Safety and Psychological Safety” aligned with the NHG Quality Week focus on “Patient Safety: Zero Harm”.

The festival opened with a keynote address by Professor Jeffrey Braithwaite, an internationally renowned health services researcher from Macquarie University in Australia, on safety culture in healthcare, followed by panel discussions featuring IMH senior leaders. Interactive game booths highlighted key Quality Improvement and Patient Safety themes, including safety culture, risk management, and continuous improvement. A launch segment for Quality and Patient Safety posters showcased improvement work led by staff.



Keynote address by Professor Jeffrey Braithwaite on safety culture in healthcare.



IMH leaders and staff at the launch of the Speak Up Campaign and NHG Zero Harm pledge.

The festival also marked the launch of the Speak Up Campaign with the tagline “See It, Say It, Solve It”, encouraging staff to voice concerns and contribute to solutions. The programme concluded with the IMH Quality Improvement Recognition Awards and the NHG Zero Harm pledge, reaffirming IMH’s commitment to quality and safety.

Quality Improvement and Patient Safety (QIPS) Foundation and Ambassador Training: Building Capability in Quality and Safety

On 20 May 2025, IMH's inaugural Quality Improvement and Patient Safety Foundation Training was launched. Conducted by the Clinical Governance and Quality Department, this mandatory half day course targets staff who provide direct patient care.

The training covers key patient safety topics such as human factors, the NHG Quality and Safety Framework, and incident analysis, alongside quality improvement tools including the Model for Improvement, run charts, and process mapping. Group activities and a multiple-choice assessment helped staff consolidate learning.

Completion of the training for targeted staff is expected by FY2026, with ongoing curriculum reviews to align with the One NHG Improvement Training Framework. In August 2025, the QIPS Ambassador Workshop was also launched as a two-day in-depth course. Participants nominated by their Heads of Department and Chiefs will become QIPS Ambassadors, championing and facilitating improvement and safety initiatives within their departments and regions.



Staff participating in IMH's QIPS training to strengthen quality and patient safety.

IMH Quality and Patient Safety Retreat 2025: Advancing Together

On 2 October 2025, IMH held its inaugural Quality and Patient Safety Retreat at the Education Hub under the theme “Advancing Quality and Patient Safety Together”. Senior leaders and key stakeholders gathered to set the direction for IMH’s quality and safety strategy for the next three years.

Through interactive discussions, five critical themes emerged as the foundation for the agenda: Culture of safety and psychological safety, effective incident management, risk awareness and management, quality improvement practice, and data driven safety. The retreat also focused on aligning resources and monitoring frameworks to support progress.

The strong consensus reached at the retreat provided a clear roadmap for strengthening quality and safety across IMH.



Dr Giles Tan, Assistant Chairman Medical Board (Clinical Quality & Value), giving his welcome address to all participants.

Group photo of all participants at the inaugural IMH Quality & Safety Retreat 2025.



Easter Egg Hunt: Celebrating Creativity and Connection



To mark the Easter season, IMH staff enjoyed a two-day Easter Egg Hunt across the campus gardens, from the Atrium Garden to the Tranquillity Garden. Sixty colourful eggs were hidden, creating a light-hearted activity that encouraged staff to explore the grounds and have fun together.

Patients from Ward 53AB played a meaningful role by helping to hide the eggs and handcrafting the goodie bags redeemed by staff. Each bag included a washi egg keychain, chocolates, and a hand drawn bookmark, adding a personal touch to the event.

The Easter Egg Hunt offered a simple yet meaningful opportunity to strengthen bonds, uplift morale, and remind staff of the importance of joy and shared celebrations in the workplace.



Staff participating in the campus-wide Easter Egg Hunt.

In the Shoes of a Volunteer Manager: A New Beginning

One month ago, I joined the Volunteer Programme team, stepping into a space where compassion quietly fuels connection. During my first week, I attended a Mobile Canteen session and noticed a patient sitting alone in silence and looked withdrawn. Weeks later, he approached me, offered a brief handshake and smiled. It lasted only a moment, yet it spoke volumes. It reminded me that trust, once extended, can begin to bridge distances even in silence.

A week later, I visited the palliative ward and observed volunteers speaking gently to patients who could barely respond. The stillness in the room was profound, yet the warmth in their voices filled the space. It was a humbling reminder that care does not always require words, quiet presence can bring comfort and dignity.

Day by day, I am learning that volunteers are the heart of what we do. Each brings a unique rhythm of kindness, from festive celebrations to everyday ward activities. Behind the scenes, our team works closely with partners and departments to make these moments possible.

One month in, I am still learning, but I have already seen what Building Bridges of Hope looks like in practice through everyday acts of kindness that connect people, restore dignity, and give purpose to service.

Anjali Viknesh,
Volunteer Programme



Volunteers and staff working together to bring comfort and connection to patients.



Celebration with Volunteers.

Our Year of Connection: Building Singapore's Premier Mental Health Community

In 2025, IMH's staff community deepened its connections with purpose, with each other, and with the organisation. This year reflected three core bonds that shape life and work at IMH.

Bonds that connect us

Staff are united by a shared purpose to add years of healthy life for people in Singapore. Frontline clinicians, support staff, and corporate teams understand how their roles contribute directly to mental health outcomes. Supportive relationships at work create networks where people can rely on one another, and pride in being part of IMH reinforces commitment to a larger mission.



Long serving colleagues coming together for a group kickoff to Staff Week – a week centred on holistic well being and celebrating IMH's collective achievements.

Developments that transform our year

We introduced our new Employee Value Proposition, which articulates what makes NHG and IMH truly special and serves as both a promise to current staff and a beacon for future talent. HR clinics provided face-to-face support, and administrative re-titling recognised the contributions of staff in all roles. New dual reporting structures strengthened guidance and support, while the Employee Climate Survey gave staff a clearer voice in shaping the workplace. Innovative tools, including hiring and disciplinary chatbots, helped streamline processes while preserving human engagement.



IMH colleagues engaging in a collective activity during Staff Week, reinforcing a supportive and positive workplace culture.



IMH colleagues engaging in a culture workshop during Staff Week to build stronger, more connected teams.

Celebrating our people

From our vibrant Staff Week celebrations that showcased our diverse talents, to our dedicated well-being officers who care for those who care for others, we've created moments that matter.

This year at the NHG Recognition Awards Dinner, our colleagues demonstrated excellence beyond IMH. Adjunct Associate Professor Alex Su received the NHG Distinguished Senior Clinician Award, the highest honour of the evening.

In total, 8 individuals and 2 teams from IMH were celebrated across various categories for their dedication to patient-centred care: 1 Distinguished Senior Clinician Award, 1 Distinguished Achievement Award, 2 Outstanding Citizenship Awards, 4 Young Achiever Awards, and 2 NHG Innovate Awards for teams. These achievements reflect our relentless pursuit of excellence in clinical practice, education, research, and innovation.

DUSTORS award

Introduced in 2025, the DUSTORS Award (Dispose Unnecessary STeps OR Stuff) highlights the practical, on-the-ground improvements our colleagues are making to strengthen IMH's operations. It recognises teams that spot real workflow pain points and take action – removing needless steps, simplifying processes, and creating solutions that free up time for what truly matters.

The response to the inaugural call was strong, with 27 submissions from across the hospital. These entries show how IMH staff are rethinking everyday tasks, making systems easier to navigate, and enabling departments to deliver work more efficiently. Many improvements are already translating into smoother operations, clearer processes, and better support for clinical and non-clinical teams.

Through DUSTORS, we shine a light on the people and teams who make IMH run better—those who challenge “how things have always been done” and push us toward a more agile, efficient organisation. Their efforts set the foundation for sustained improvement across the hospital.

Looking forward

As IMH closes the year, it celebrates not only achievements but also the relationships, growth, and shared purpose that define its community. Together, IMH staff continue to shape Singapore's leading mental health institution and set a strong foundation for the years ahead.



IMH colleagues receiving the DUSTORS award.



Chapter Four



Knowledge, Data Provision and Breaking New Grounds

This chapter provides a behind-the-scenes view of IMH's commitment to advancing mental health knowledge and data-driven innovation. Through pioneering research, technology-enabled solutions, and continuous improvement efforts, IMH is charting new pathways that enhance care quality, support national mental health planning, and foster better outcomes for individuals and families.

Launch of national mindline 1771: 24/7 Mental Health Support for All

Singapore's first national mental health helpline and textline, national mindline 1771, was officially launched on 18 June 2025 by Dr Koh Poh Koon, Senior Minister of State for Manpower and for the Ministry of Health, as part of the National Mental Health and Well-being Strategy.

Operated by IMH, the service offers support through multiple preferred modes of communication:

- **1771 Helpline for real-time conversations**
- **WhatsApp: 6669 1771**



Singapore's first national health helpline and textline, national mindline 1771, operated by IMH.

This multi-channel approach supports individuals who prefer to express themselves through texting as well as those who are comfortable speaking directly with a trained counsellor.

Dr Koh emphasised that as over 200 community touchpoints continue to expand, navigation support becomes vital. national mindline 1771 serves as the First Stop for Mental Health, helping individuals access suitable care based on their needs.

Trained counsellors provide:

- **Guidance for common mental health concerns**
- **Emotional support during difficult life situations**
- **Wayfinding to community resources, digital tools, and professional care**

As a round-the-clock service, national mindline 1771 strengthens accessibility, early intervention, and connected care pathways for people in Singapore.



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More details:
NATIONAL MINDLINE 1771 TO
PROVIDE ROUND-THCLOCK
SUPPORT FOR MENTAL HEALTH |
Ministry of Health
.....

Dr Koh Poh Koon, Senior Minister of State for Manpower and Ministry of Health, (3rd from right) joined by officers from MOH, NHG and IMH at the launch of national mindline 1771.

Shining Together: Powering Care with Solar Innovation

IMH successfully implemented a 3,200 kWp solar power system under a zero-CAPEX model, one of the largest across the public healthcare cluster. The initiative was recognised with the NHG Innovation Award 2025 for its sustainable design and collaborative execution.

The project was recently honoured with the NHG Innovation Award 2025 for its design, recognising the collaborative efforts of facilities, nursing, and operational teams who came together to make sustainability a reality.

- Reinforcing roof access with new walking platforms
- Adjusting panel angles to address glare concerns from nearby residents

Today, the solar installation generates clean energy equivalent to powering about 850 four-room HDB homes a year, translating to approximately \$657,000 in annual savings. Beyond financial benefits, the project reflects environmental responsibility and multidisciplinary teamwork that supports IMH's future sustainability goals.



A 3,200 kWp solar system under a zero-CAPEX model, one of the largest across the public healthcare cluster, was successfully implemented by IMH.

Digitising Medical Records: A Major Step Forward in Future-ready Care

The IMH Digitalisation of Medical Records project, launched in February 2023, has made major progress in converting 90,000 physical records (about 10 million pages) into secure digital formats on C-doc and Epic.

The scale and complexity of the effort required meticulous handling of fragile documents and strong perseverance from the dedicated project team. Despite manpower challenges, team members remained committed to the labour-intensive task.

The digital transition has already enabled the repurposing of the Block 1 Medical Records Office space to support Emergency Services expansion — reflecting a positive downstream impact on care infrastructure.

With 65,000 records remaining, the project is set to mark a significant transformation in medical documentation and future care efficiency at IMH.



Digitalisation efforts supporting future-ready care documentation.

Staff supporting the IMH Digitalisation of Medical Records project.

Digital Support for Dementia Caregivers: Kampung Care Pilot Findings

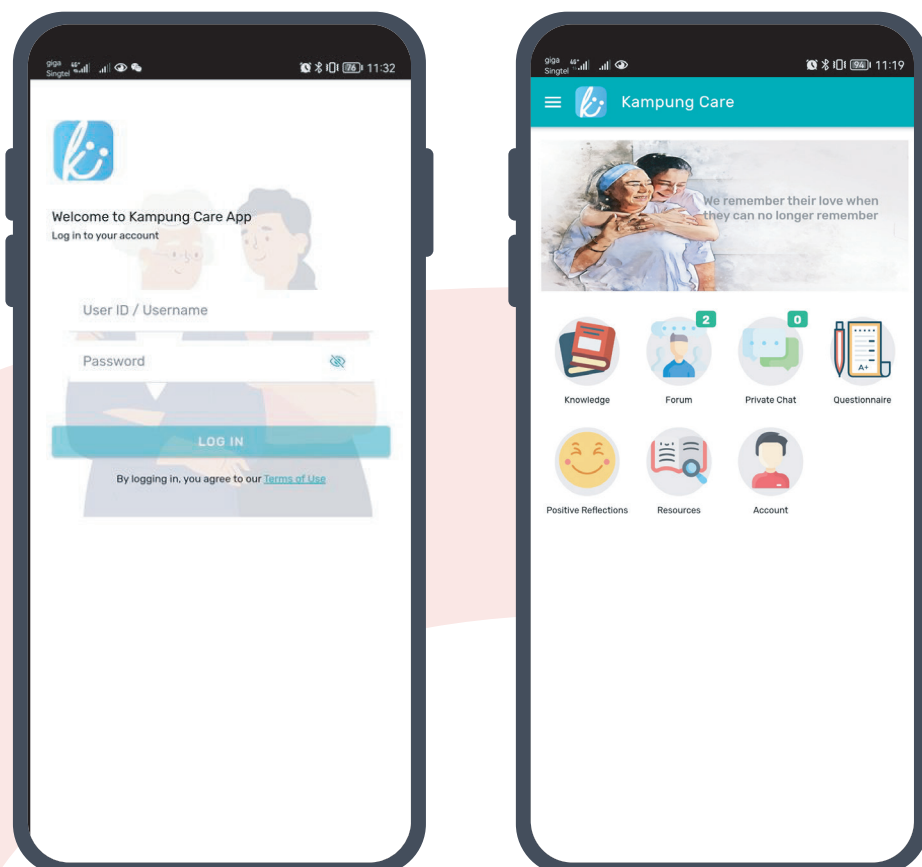
Informal caregivers play a central role in supporting persons with dementia (PWD) but often experience high stress and limited access to care resources. Developed by IMH researchers, **Kampung Care** is a mobile app designed using the transactional model of stress and coping and informed by prior local studies.

A pilot randomised controlled trial found:

- **High acceptability, especially among older caregivers**
- **Improvements in depressive symptoms and caregiving burden within one month**
- **Features such as educational guides, self-assessments, journaling tools, and peer support were well received**

Caregivers valued timely reminders and practical advice, describing the app as relatable and easy to use. Suggestions for the next phase included more tailored and expert-curated content.

Kampung Care shows strong potential as a scalable, accessible support platform that enhances caregiver well-being and empowers better dementia care at home.



Kampung Care interface developed based on local dementia caregiving research.

Data Science Office: Advancing Healthcare Innovation

Predictive Analytics for Better Care

The Data Science Office enhanced its patient default prediction model to achieve an 80% F1-score, outperforming Epic's default model at 30%. The improved accuracy, designed specifically for IMH's patient profile, supports targeted overbooking, enabling efficient use of clinical resources while protecting staff workload.

Digital Transformation Through Simulation

A “digital cousin” simulation of Clinic B operations, developed with the Singapore Institute of Technology, allows teams to test workflow improvements virtually. The approach reduces real-world disruption while ensuring operational decisions are evidence-based.

Driving Data Literacy

To strengthen data capability across the organisation, IMHive workshops equip staff with practical digital and analytics skills that can be applied directly in daily work. Recent sessions covered topics such as predictive analytics, AI notetaking and chat assistance, as well as Excel techniques for data analysis. These sessions attracted participants from more than 15 departments who shared that the skills gained were relevant and useful in enhancing their work efficiency. Looking ahead, the programme will continue expanding access to digital learning, with upcoming courses such as Basic Python to further cultivate a data-driven culture at IMH.



Staff voting for their favourite IMHive logos.

Participants of the IMHive workshop advancing a data-driven culture across IMH.

Data Protection Trust Mark (DPTM) Certification

The Data Protection Office, in collaboration with NHG, commenced DPTM certification preparations in May 2025.

DPTM certification will further build public trust in IMH's digital care journey. Strengthening data protection safeguards helps ensure that every digital service remains a bridge of trust between patients, caregivers, and the teams who support their mental well-being.



Chapter Five



Building Capability & Mental Health Literacy

This chapter explores IMH's dedication to enhancing mental health literacy within the community, empowering individuals with the knowledge and skills to navigate mental health challenges with confidence and grace. Learn how IMH is collaborating with partners to raise awareness and build mental health literacy across various sectors. This chapter highlights initiatives that aim to equip the public with the necessary tools and resources to promote mental well-being and support those in need. We believe that by working together, we can create a more informed and supportive community where mental health is valued and given the importance it deserves.

Singapore Mental Health Conference 2025 and People and Organisation Development (P&OD)'s Journey of Growth and Unity

The eighth edition of the Singapore Mental Health Conference (SMHC) brought together professionals, educators, community partners, and persons with lived experience to share insights and best practices in mental healthcare delivery. With plenary sessions and track presentations covering topics such as community services, the use of technology and artificial intelligence, and inclusive workplaces, the conference served as a national platform for learning and collaboration.



Digital mental health was one of the track discussions in SMHC.



SMHC 2025 saw a record turn-out of about 1,000 participants

Gracing the opening on 16 July 2025 was the Guest-of-Honour, Dr Koh Poh Koon, Senior Minister of State for the Ministry of Manpower and Ministry of Health, who emphasised Singapore's continued commitment to strengthening mental health at the workplace and in the community. The conference also highlighted stories and initiatives that demonstrated how collective effort can create sustainable and meaningful impact for those experiencing mental health challenges.



Digital mental health was one of the track discussions in SMHC.

Behind the scenes, the formation of the People and Organisation Development (P&OD) Department has played a key role in supporting this development. The department was created by consolidating the Medical Education team, the Staff Training and Development unit, and the Education Office into a single department with a shared vision to nurture mental health excellence across Singapore.

P&OD designs and delivers programmes for diverse groups of learners, including medical students, nursing and allied health professionals, postgraduate trainees, and Graduate Diploma in Mental Health (GDMH) participants. Through structured curriculum design, rigorous assessment, and close collaboration with clinical supervisors, the department strengthens capability and confidence across the mental health workforce.

Technology has also become an important enabler of P&OD's work, allowing learning to move beyond traditional classrooms. Digital platforms, interactive content, and virtual sessions help extend reach to more participants while maintaining engagement and relevance. Events such as SMHC and the GDMH Graduation Ceremony showcase how teaching, mentorship, and collaboration come together to support a high performing and connected mental health ecosystem.

P&OD's journey reflects IMH's broader direction to equip and empower people so that more individuals and communities can benefit from high quality and compassionate mental health care.

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More details:

[imh.com.sg/Newsroom/News-Releases/](https://imh.com.sg/Newsroom/News-Releases/Documents/SMHC%2025.pdf)
[Documents/SMHC 2025.pdf](https://imh.com.sg/Newsroom/News-Releases/Documents/SMHC%2025.pdf)

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IMH ASCAT-Youth Programme: Supporting Young Minds with Structured Care

The ASCAT-Youth programme has been awarded to IMH for FY2025 to FY2027, recognising the institution's role in providing structured and collaborative support for young people aged 12 to 25 years old who experience mental health difficulties.

At the heart of the programme are close partnerships between IMH and community-based organisations. Youths are supported by care teams that bring together case managers, counsellors, and clinicians, ensuring that emotional, social, and clinical needs are addressed in a coordinated manner.



Representatives from IMH and partner agencies collaborating to support youths through the ASCAT-Youth programme.

On 6 June 2025, a Partner Engagement Session marked a key milestone, bringing together representatives from partner organisations to align goals, discuss workflows, and strengthen connections. Participants affirmed the value of clear communication channels, shared care plans, and ongoing professional guidance from IMH clinicians.

The ASCAT-Youth programme exemplifies how targeted, multi-agency efforts can help young people and their families navigate mental health challenges more confidently, with the right care at the right time.

Transforming Perspectives: A Mental Health Learning Journey at IMH

Mental health learning journeys at IMH offer students from Institutes of Higher Learning an introduction to mental healthcare and careers in the sector. Through an overview of common conditions, care approaches, and early help pathways, participants gain a clearer understanding of mental well-being and the importance of seeking support.

Students hear from a mental health advocate on living with a condition, gain the perspective of a clinical psychologist's career journey in mental healthcare as well as visit clinical and rehabilitation spaces to see how multi-disciplinary teams care for patients. Human Resource representatives also share information on career tracks in mental health. These visits aim to replace misconceptions with insight, encouraging empathy, openness, and greater interest in mental health professions.



Students participating in a learning journey at IMH to better understand mental health care and careers.

+GP: **Strengthening Mental Healthcare Through Strategic Right-Siting**

The IMH GP Partnership Programme supports general practitioners (GP) in managing selected mental health cases in primary care. Under the +GP initiative, GPs receive guidance and consultative support from IMH clinicians to care for individuals with milder conditions such as adjustment issues and situational stress.

This right siting approach improves access to timely support closer to home and enables specialist teams to focus on complex cases. By working in partnership with primary care providers, IMH continues to enhance continuity of care and expand mental health capability across the community.

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References:

Practice Guide for Tiered Care Model for Mental Health. (2025, May). Health Professionals Portal.

(<https://hpp.moh.gov.sg/guidelines/practice-guide-for-tiered-care-model-for-mental-health/>)

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Keeping the Conversation Going: Mindful Dialogues Season 3

Now in its third season, Mindful Dialogues continues to grow as a trusted space for honest conversations about mental health in Singapore. To date, the podcast has reached almost 15,000 views, clocked more than 1,700 hours of watch time – equivalent to about 880 full-length movies- and ranked in the top 15% of videos on Spotify worldwide!

Beyond the numbers, its impact is felt in how people engage: listeners actively search for the podcast on Google, share episodes via Whatsapp, and return with comments, questions and encouragement.

Released between July and October 2025, Season 3 focused on answering the questions that people are often afraid to ask. The most-watched episode tackled personality disorders, one of the most misunderstood and stigmatised areas of mental health. Psychologist Michelle Tan spoke with empathy and clarity, breaking down a range of conditions and helped listeners recognise the difference between personality, diagnosis and lived experience. It resonated for its relatability and addressed the very questions many were asking: “Is this just a strong personality?”, “Can this be cured?”

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Watch on:
Youtube
.....

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Watch on:
Spotify
.....



Season 3 of Mindful Dialogues.

14,618

views on all episodes, an increase of **99%** since last year.

1,760

hours of watch time on episodes, an increase of **127%** since last year.

952,180

views on all short clips, an increase of **111%** since last year.

24 - 44

years old, the average viewer's age.





Chapter Six



Going Green

IMH continues to prioritise environmental responsibility and resource conservation. This chapter highlights initiatives that reduce waste, promote sustainable habits, and engage patients, staff, and partners in building a greener future for mental health care. By embedding eco-friendly practices into operations and offering meaningful participation opportunities, IMH ensures sustainability remains a shared journey grounded in care, collaboration, and responsibility.

Building Bridges of Hope for a Greener Tomorrow: Inspiring Sustainable Action

The IMH Green Committee drove a range of sustainability activities that engaged staff and patients in hands-on learning and meaningful action. The theme Building Bridges of Hope reflected how environmental stewardship is closely linked to caring for health, community, and future generations.

Chinese New Year Paper Recycling Workshop

Following Chinese New Year, staff participated in a paper recycling workshop where used red packets were transformed into new materials. The session also provided insights into IMH's waste footprint, proper recycling practices, and recycling bin types across campus. The workshop reinforced how small everyday actions can contribute to sustainability efforts institution wide.



Staff engaging in hands-on environmental activities.



Staff repurposing used red packets into new materials during the workshop.



Bookmarks using recycled paper to create.



Staff at the in-house paper recycling workshop.

Photography Competition – Sustainability and Mental Health

In conjunction with Global Recycling Day, the Green Committee and General Services and Operations Department hosted a sustainability themed photography event. CEO A/Prof Daniel Fung launched the first bench made from IMH's retired Khaya trees through the "Seats of Strength - Adopt a Bench" campaign. The event featured staff capturing creative images linking nature, reflection, and mental well-being, and included a Bring Your Own initiative that encouraged environmentally friendly refreshment habits.



Photography competition winners receiving recognition.



Lunchtime Movie Screening – Buy Now! The Shopping Conspiracy

Aligned with World Environment Day, staff attended a lunchtime screening of "Buy Now! The Shopping Conspiracy" using reusable containers and cutlery. The film prompted conversations on consumer habits, corporate responsibility, and plastic reduction. Staff later shared reflections and practical ideas to reduce everyday waste through Viva Engage, our internal media platform.



Staff attending a lunchtime screening on reducing consumption and waste.



Staff participating in eco themed games for Earth Day.



Earth Game

Earth Day celebrations took place in a fun and interactive format with an eco-themed carnival inspired by the Netflix series "Squid Game". Staff visited five game stations where they answered sustainability questions to earn prizes. Game sets were creatively designed by Nursing colleagues and patients from Ward 72 and Ward 73, showcasing teamwork and resourceful upcycling.



Handmade props designed using recycled materials.

Keppel Waste-to-Energy Plant Tour

Members of the Green Committee and colleagues visited the Keppel Waste-to-Energy Plant to learn more about Singapore's waste management and energy recovery. The tour demonstrated how incineration reduces waste volume significantly, conserves landfill space, and generates electricity from steam. Participants gained a deeper understanding of why proper waste sorting is essential.



Staff learning about waste to energy processes at Keppel Waste-to-Energy Plant.

Eco Fest 2025

Eco Fest 2025 brought together partners who champion sustainable living. Visitors tried upcycling workshops, such as upcycling T-shirts and turning them into tote bags, facilitated by clients from Slow Stream Rehabilitation and an Adult Neuro-developmental Service patient. Composting and plastic repurposing stations also encouraged hands-on participation. Staff helped save 300 disposable cups by bringing reusable drinkware, supporting IMH's move towards low waste events.



Visitors exploring eco-friendly product booths.

Looking Ahead

Across the year, each initiative demonstrated the power of collective action. IMH will continue to promote sustainability driven by care, collaboration, and the spirit of Coming Together in Love, building bridges of hope that ensure greener practices become a lasting part of our campus culture.

