

Our *Commitment* to *Sustainable* Healthcare

Sustainability Roadmap 2030



FOREWORD

Why *Sustainable* Healthcare Matters Now



Contending with **climate change and sustainability** is one of the defining issues of our generation.

Healthcare sustainability is the call to take a broader and longer-term view of health and well-being. It includes not just the health of today's patients, but also the health of our planet and our future generations who will inherit the planet.

The healthcare industry is resource-intensive – consuming significant amounts of energy, water and generating waste. While this may be viewed negatively, it presents exceptional opportunities for impact, where small changes can lead to large scale effects. For example, simply changing lightbulbs, adjusting air conditioning settings, and improving food disposal practices have already resulted in substantial savings in energy and waste. However, in healthcare, we can go further. By rethinking practices in wards, clinics, and operating theatres – in fields such as nursing, infection control, surgery, and procurement – we can achieve even greater improvements.

What about safety and quality? As busy clinicians ourselves, we understand that sustainability and the quality of clinical care may seem like competing demands. However, we hope that you will see that this is rarely the case. In fact, many sustainability initiatives result in improvements in the quality and value of clinical care. By reviewing and re-designing our processes, we can reduce unnecessary tests – what is termed

'diagnostic stewardship' – and optimise procedures to maximise the effectiveness of necessary interventions. Careful antibiotic stewardship, reduction in the over-prescription of medications (i.e., polypharmacy), and initiatives that improve surgical safety and reduce complications are all measures that combine improvements in clinical care with sustainability.

Sustainability takes a village, and this roadmap was developed through the collaborative efforts of numerous departments and individuals across Tan Tock Seng Hospital who are committed to advancing sustainable healthcare practices. The journey towards healthcare sustainability is just that – a journey. We invite you to join us with your ideas, your energy, and from your own sphere of influence within Tan Tock Seng Hospital. Everybody has a part to play, and every contribution matters. Together, we can build a better, greener, and healthier future.

Jointly written by

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FOREWORD

Sustainability in healthcare is about advocacy – caring passionately for people while being mindful of the resources and environment that support health and well-being.



As climate change and resource constraints increasingly shape the world around us, hospitals have an important role to play in ensuring that the care we provide is future-ready from the perspectives of industry practices, workplace processes and workforce transformation, and does not come at the expense of future generations.

At Tan Tock Seng Hospital, sustainability is a whole-of-hospital commitment. We use the 6Rs sustainability framework to guide us – rethink, refuse, repair, reuse, reduce and recycle to minimise waste and lower our environment footprint. It shapes how we design our space, operate our systems, deliver clinical care, and use resources every day. Initiatives such as waste reduction and recycling serve as visible starting points to spark a sustainability culture in the hospital, showing how thoughtful changes to everyday practices, no matter how small, can make a real difference in reducing environmental impact while we continue to provide quality healthcare services.

Innovation plays an important role in this journey. Many sustainability solutions do not come from one-time fixes, but from rethinking how things are done – testing new ideas, learning from experience, and refining approaches over time. This often involves working with new partners across healthcare, sustainability-related industries, and the wider community to explore alternative materials, processes, and ways of working. Through these collaborations, small pilots can grow into practical, scalable solutions that support the delivery of more sustainable care.

Progress has been made steadily through practical improvements and shared efforts across departments. Many initiatives began small but expanded overtime, made possible by a collective willingness to re-think established ways of working. This spirit of collaboration in Tan Tock Seng Hospital helped sustainability become part of daily routine and it is now embedded intuitively into how care is delivered.

This Sustainability Roadmap sets out how Tan Tock Seng Hospital will continue to move forward towards 2030. It brings together initiatives across operations, infrastructure, and clinical care, and provides a clear direction for integrating sustainability into healthcare delivery without compromising what matters most to patients and staff.

Looking ahead, sustainability will remain a journey of learning and improvement. We hope this roadmap offers confidence that meaningful change is achievable, and encourages everyone – staff, patients, and visitors alike – to see their role, however small it may seem, as part of the shared effort to care for people, the community and the environment, now and in the future.

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EXECUTIVE SUMMARY

Our *Commitment* at a Glance

Tan Tock Seng Hospital is one of Singapore's largest acute care hospitals, caring for thousands of patients every day while supporting the health and well-being of the wider community. As healthcare needs grow and the impacts of climate change intensify, hospitals have an important responsibility to deliver care in ways that are not only safe and effective, but also environmentally responsible.

Healthcare is resource-intensive by nature, with significant use of energy, water, materials, and complex supply chains. Recognising this, the hospital is committed to reducing its environmental footprint while continuing to deliver high-quality, patient-centred care.

Purpose of this Roadmap

The TTSH 2030 Sustainability Roadmap is a living document that sets out a clear, hospital-wide direction on how we will integrate sustainability into healthcare delivery towards 2030. Aligned with the Singapore Green Plan 2030 and our role within NHG Health, the roadmap guides how sustainability is embedded into our operations, infrastructure and clinical practices, supporting consistent and coordinated action across the hospital.

Our Approach

Our approach to sustainable healthcare is anchored in four key action areas that reflect where hospitals can make the greatest impact. These include using resources more efficiently and reducing waste, harnessing digital transformation to minimise environmental footprint, investing in green and energy-efficient infrastructure, and integrating sustainability into everyday clinical practice. Together, these action areas guide how sustainability is translated from ambition into action across the hospital.

CY2030 Targets and Summary of *Initiatives*

In line with the Singapore Green Plan 2030 and NHG Health's commitment, Tan Tock Seng Hospital aims to achieve the following by 2030:

- Improve Energy Utilisation Index (EUI) by 10% from the baseline average of 2018-2020;
- Improve Water Efficiency Index (WEI) by 10% from the baseline average of 2018-2020; and
- Improve Waste Disposal Index (WDI) by 30% from the 2022 baseline.

Action Area	Key Initiatives	Our Achievements & Targets
ACTION AREA 1 Resource Optimisation & Waste Reduction	Food Waste Digester	Period: CY2024 Achievement: 96% reduction in food waste disposal
	Recycling Pilots across TTSH, NCID, ICH, and AMKSC	Period: May 2024 - Dec 2025 Achievement: 8.55 tonnes of paper and 6.73 tonnes of plastic recycled
	Reducing Single-use Plastics	Period: CY2025 Achievements: a. Implemented 10-cent charge on plastic bags at pharmacies b. Replaced plastic bags with useable cloth bags for soiled linen
ACTION AREA 2 Digital Transformation	Digital Appointment & Workflow Management	Period: Aug 2024 – May 2025 Target: 92% reduction in paper and ink usage following the onboarding of 23 specialities onto the Inbasket Triaging Pool
	Digital Patient Services (i.e., NHG Health App)	Period: Sep 2024 – Mar 2025 Achievement: 70% reduction in print requests for patient charters, appointment letters, invoices, and medical certificates
	Telehealth Services	Period: CY2024 Achievement: 18,594 virtual appointments across Specialist Outpatient Clinics (SOCs)
ACTION AREA 3 Green Infrastructure & Energy Management	Chiller System Replacement	Period: CY2024 – CY2030 Target: 25% reduction in energy consumption
	BlueSG Electric Vehicle Care Sharing	Period: CY2020 – CY2030 Target: 10 electric vehicle charging stations across TTSH, ICH, and CHI Achievement: 7 electric vehicle spaces in TTSH and ICH car parks in 2025
	Solar Panels	Period: CY2026 – 2027 Target: Installation of 2500sqm of photovoltaic (solar) panels on TTSH rooftops
ACTION AREA 4 Sustainability in Clinical Practice	Eye Can Recycle	Period: Jun 2024 – Mar 2025 Achievement: 17.3% reduction in total waste disposed (156kg reduction in waste generated; 792kg waste recycled)
	Operating Theatre Air Change Rate Economy Mode and Recycling Initiatives	Period: 2006 – present Achievements: a. Implementation of Economy Mode system, reducing air change rates for 20-30 per hour during operations to 6 per hour during non-operational periods since 2006 b. Reduction of printed patient sticky labels and surgical schedules from Oct 2024
	Switch to Green Anaesthetic Gases	Period: CY2022 - CY2024 Achievement: 73% reduction in desflurane use
	MDI Reduction Programme	Period: CY2022 - CY2024 Achievement: 9% decrease in total MDI dispensed



Our Sustainability Ambition

A Healthier Future for the People and the Planet

Sustainability is integral to Tan Tock Seng Hospital's mission to deliver safe, high-quality and patient-centred care. As a large acute hospital, we recognise that our operations are resource-intensive, with significant use of energy, water and materials, and the generation of waste as part of everyday healthcare delivery. With this scale comes both the responsibility and opportunity to reduce our environmental footprint while continuing to meet the needs of our patients and the community.

Healthcare sustainability calls for a broader and longer-term view of health and well-being. It extends beyond the care of today's patients to include the health of our environment and future generations who will inherit the outcomes of decisions made today. This Sustainability Roadmap reflects this perspective, setting out our commitment to advance sustainable healthcare practices as a responsible steward within the healthcare sector.

Our 2030 Ambition

In line with the Singapore Green Plan 2030 and our role within NHG Health, Tan Tock Seng Hospital aims to systematically reduce the environmental impact of healthcare delivery while ensuring that patient safety and care quality remain paramount.

Specifically, our sustainability ambition is to:



Reduce carbon emissions from hospital operations and care delivery



Use energy, water, and materials more efficiently



Minimise waste through reduction, reuse and recycling



Integrate sustainability into everyday clinical and operational decisions.

We are committed to achieving these goals while ensuring optimal patient outcomes and maintaining financial sustainability

From Ambition to Action

Achieving our sustainability ambition requires collective effort across the organisation. Leadership oversight, multi-disciplinary workgroups and staff-led initiatives play a key role in translating ambition into action. This roadmap provides a shared direction for a coordinated, whole of hospital approach as Tan Tock Seng Hospital progresses towards 2030.

Our *Four* Action Areas

How We Deliver Our Sustainability Ambition

To translate ambition into action, Tan Tock Seng Hospital focuses its sustainability efforts across four key areas. These action areas represent where hospitals can make the greatest environmental impact, while ensuring that patient safety, care quality and operational reliability remain central. Together, they provide a clear and practical framework for integrating sustainability into everyday decision making across the hospital. Rather than treating sustainability as a standalone notion, these action areas guide how initiatives are identified, prioritised and implemented across clinical, operational and infrastructure domains.

Resource Optimisation & Waste Reduction



To create a circular economy within TTSH, minimise waste to landfill, and establish a culture of responsible resource use.

Healthcare delivery requires significant amounts of resources, materials and consumables. This action area addresses how these inputs are managed throughout the hospital, emphasising waste reduction at source, better segregation, and increased reuse and recycling where safe and appropriate. By optimising resource use, TTSH minimises environmental impact while enhancing operational efficiency.

Digital Transformation for Sustainability



To achieve paperless operations where possible and optimise healthcare delivery through digital solutions.

Digitalisation plays a critical role in enabling more sustainable healthcare. This action area looks at how digital tools and workflows can reduce reliance on paper, minimise carbon emission from avoidable patient travel, and improve efficiency and access to our services. Digital transformation supports sustainability goals while enhancing patient and staff experience.

Green Infrastructure & Energy Management



To reduce energy consumption, increase renewable energy usage and create smart and sustainable facilities.

Hospital buildings are among the most energy-intensive facilities. This action area promotes sustainability at scale through energy-efficient infrastructure, improved cooling and building systems, cleaner energy sources, and lower-carbon transport solutions. These efforts support long-term reductions in carbon emissions while ensuring safe, resilient, and supportive care environments.

Sustainability in Clinical Practice



To integrate sustainability into clinical protocols while maintaining clinical effectiveness and patient outcomes.

Clinical care sits at the heart of healthcare sustainability. This action area explores how clinical practices that have a significant environmental impact can be re-designed through evidence-based approaches, ensuring that patient safety and care quality are never compromised. By fostering strong clinical leadership, sustainability becomes an integral part of care delivery across wards, clinics and operating theatres.

An Integrated Framework

While each action area addresses a distinct aspect of healthcare sustainability, they are closely interconnected. Together, they enable the hospital to reduce carbon emissions, improve resource efficiency, minimise waste, and integrate sustainability into everyday clinical and operational decisions.

The following sections explore each action area in greater detail, highlighting key initiatives, progress achieved, and areas of ongoing development as the hospital advances towards its sustainability goals by 2030.

Resource *Optimisation* & Waste *Reduction*

Using Less, Making More Count

Tan Tock Seng Hospital's waste management strategy is guided by the Waste Workgroup for Healthcare Sustainability, a dedicated multi-disciplinary team established to identify, evaluate and implement strategies for reducing and recycling healthcare waste. This structured, whole of hospital approach has delivered measurable progress, including a reduction of more than 40% in the Waste Density Index, as well as an increase of at least 20% in recycling rates in recent years.



Food waste diversion represents a key area of impact. The introduction of **food waste digesters** has enabled the diversion of more than 95% of food waste away from incineration pathways. Complementing this, kitchen led initiatives such as **Second Serve** further reduce waste by re-distributing surplus buffer meals to staff instead of discarding them. Together, these initiatives demonstrate how operational re-design can meaningfully reduce waste at source while maintaining food safety standards.

Where waste cannot be avoided, we focus on **safe and effective recycling systems** that work within healthcare environments. What began as pilot recycling initiatives has now been successfully scaled across the campus, including Tan Tock Seng Hospital, the National Centre for Infectious Diseases, the Integrated Care Hub and Ang Mo Kio Specialist Centre. Recycling efforts have been strengthened through clear segregation workflows and the inclusion of additional recyclable materials suitable for healthcare settings.

Transparent recycling bins were introduced alongside simple visual guides that clearly show what can and cannot be recycled. This design approach improves waste segregation at the point

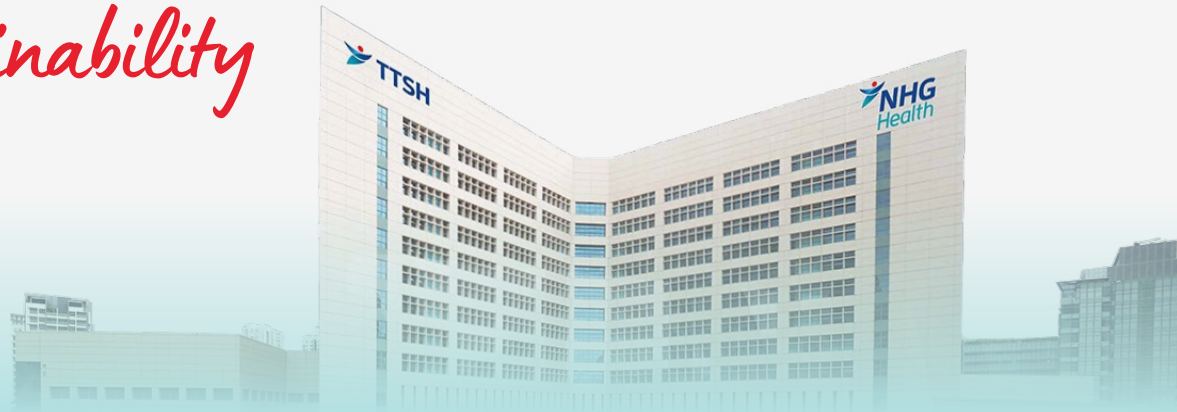


of use and reduces contamination, enabling staff, patients and visitors to recycle correctly without disrupting clinical workflows. Enhanced staff engagement (through **'Waste Less, Do Green' campaigns** and **Earth Day commemoration activities**, together with transparent bin trials) has further strengthened waste contamination reduction efforts. These education led initiatives form a critical foundation for sustained waste reduction.

In parallel, comprehensive initiatives to reduce reliance on single use products are being implemented across both clinical and non clinical areas. Linen Services adopted more sustainable practices, including the **elimination of plastic bags** for uniform and shoe distribution, replacing plastic laundry bags with reusable cloth alternatives for soiled linen collection, and assessing returned uniforms for potential re-use. In outpatient settings, pharmacies introduced a **nominal charge for plastic bags** to encourage patients to bring reusable alternatives. Together, these measures reflect a coordinated approach that combines staff education, patient engagement and operational changes to systematically reduce single use materials.

Looking ahead, the hospital aims to continue expanding successful programmes while introducing new circular economy initiatives. Priorities include scaling recycling solutions hospital wide, enhancing food waste treatment capacity, and extending food rescue initiatives across more departments and facilities. The Waste Workgroup will continue to play a central role in identifying new opportunities for waste reduction and strengthening segregation practices as part of the hospital's ongoing sustainability journey.

Digital Transformation For *Sustainability*



↓ 92% reduction
in paper

↻ Improvement 37.5% in
processing efficiency 2025

↓ 70% reduction
in print requests

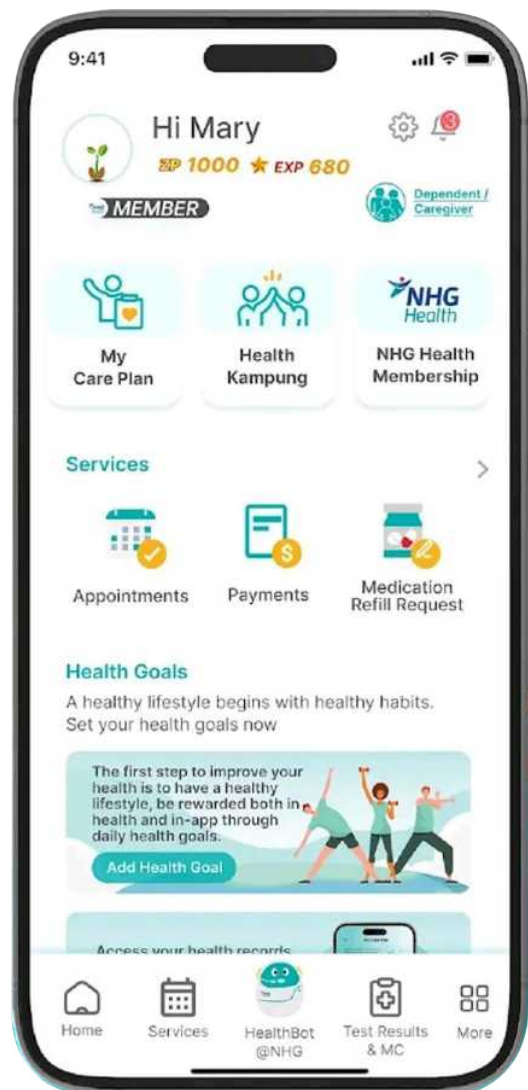
Smarter Systems, Lighter Footprint

Tan Tock Seng Hospital's digitalisation strategy is driving significant reductions in paper consumption through targeted technology adoption. Our systematic move towards paperless workflows has delivered measurable environmental and operational benefits across both internal processes and patient-facing services.

A key initiative is the **Clinical & Health Informatics Office's Inbasket Triaging Pool project**, which digitises appointment scheduling and patient communication workflows. Through process re-design and automation, this initiative achieved a 92% reduction in paper and ink usage, alongside a 37.5% improvement in processing efficiency, demonstrating how digital transformation can deliver sustainability and productivity gains simultaneously.

Internally, medical records have been digitised in accordance with national policy, enabling the discontinuation of paper-based certification processes and eliminating reliance on off-site paper record retrieval. For patient-facing services, the transition from hardcopy documents to secure digital platforms has further reduced paper use. Patient documents such as appointment letters, invoices and medical certificates are increasingly delivered via the **NHG Health App** and **HealthHub**, contributing to a 70% reduction in print requests and improving convenience for patients.

In parallel, **telehealth services** have enabled virtual consultations where clinically appropriate, reducing the need for physical travel while maintaining continuity of care. By supporting remote consultations and collaboration between healthcare professionals, telehealth contributes to lower-carbon care delivery, optimises resource use, and reduces time and travel burden for patients and caregivers, without compromising care quality or access.



Green *Infrastructure* & Energy *Management*



Designing Hospitals for a Low-Carbon Future

Hospitals are among the most energy intensive facilities, making infrastructure a critical lever for reducing operational emissions while maintaining safe, comfortable and resilient care environments. At Tan Tock Seng Hospital, green infrastructure and energy management are deemed long term investments that support both environmental responsibility and the delivery of quality patient care.

A key milestone in this journey was the Tan Tock Seng Hospital's main block that was recognised as the **first acute hospital in Singapore to achieve the Building and Construction Authority (BCA) Green Mark Super Low Energy (SLE) certification** in May 2024. This achievement reflects a comprehensive approach to sustainable infrastructure, encompassing energy efficient building systems, smart facilities management and optimised cooling strategies, and signals Tan Tock Seng Hospital's commitment to reducing energy demand at scale.

Building on this foundation, Tan Tock Seng Hospital continues to invest in major infrastructure renewal programmes. The **end of life replacement of the hospital's chiller** is expected to deliver a 25% reduction in energy consumption by 2030, demonstrating how targeted system upgrades can significantly improve energy performance while supporting reliable hospital operations. In parallel, temperature optimisation practices are applied where

operationally feasible to balance energy efficiency with patient comfort and clinical requirements.

Reducing emissions also extends to how people and services move across the campus. Through the partnership with Flexar car-sharing service (formerly BlueSG), Tan Tock Seng Hospital supports the use of shared transportation and the reduced need for private car ownership. This initiative demonstrates a broader commitment towards cleaner transport solutions to lower carbon emissions in our hospital's daily operations.

In support of long term decarbonisation, Tan Tock Seng Hospital is also exploring the deployment of **solar photovoltaic (PV) systems** to harness renewable energy for hospital operations. Integrating solar energy into the hospital's energy mix will help reduce reliance on fossil fuels, strengthen energy resilience and support lower carbon care delivery over time.

Together, these initiatives reflect a forward looking approach to infrastructure planning, where sustainability considerations are embedded into how hospital facilities are designed, upgraded and operated. As part of its sustainability roadmap, Tan Tock Seng Hospital will continue to strengthen energy efficiency, expand cleaner mobility solutions and explore renewable energy options, ensuring that green infrastructure and energy management remain core enablers of sustainable healthcare.

Sustainability In Clinical Practice

↓ 17.3% reduction
in surgical waste

↓ 73% reduction
of desflurane use

Greener Care, Without Compromise

At Tan Tock Seng Hospital, sustainability in clinical practice focuses on re-designing care processes to reduce environmental impact without compromising safety, infection control or clinical outcomes. Across disciplines, clinicians and operational teams are working together to embed sustainability into everyday care through evidence based improvements that reduce waste and emissions while maintaining clinical effectiveness and patient outcomes.

The **Eye Can Recycle** initiative implemented at Ang Mo Kio Specialist Centre, represents a pioneering effort in structured recycling within public healthcare surgical settings. By targeting cataract surgery – a high-volume procedure at Tan Tock Seng Hospital – the initiative has successfully re-designed workflows and improved waste segregation practices, resulting in a 17.3% reduction in surgical waste thus far. Looking ahead, the project aims to deepen its impact with planned enhancements such as reviewing the contents of surgical packs to streamline items, optimising the size of surgical drapes, and collaborating with industry partners to develop upcycling solutions. These steps are expected to increase the total waste reduction to 44.1% once fully implemented, supporting both environmental sustainability and scalability across healthcare settings.

Green Orthopaedics reduces unnecessary resource use in orthopaedic surgery by redesigning peri-operative practices for Total Knee Arthroplasty. Through a simple pre-operative checklist, surgical teams identify and prepare only the instrument trays required for each case, reducing the routine sterilisation and packing of unused trays. This targeted intervention resulted in a meaningful reduction in unnecessary tray processing, translating

into lower water and energy consumption, reduced operational workload, and tangible cost savings per procedure. Importantly, these improvements were achieved without compromising surgical safety, efficiency, or patient outcomes, demonstrating how low-cost, practice-level changes can be effectively embedded into routine clinical workflows and scaled across services.

The **PRIME MedMatch** pilot at Tan Tock Seng Hospital aims to tackle medication related wastage by creating a safe, legal, and traceable system to re-distribute unopened and unused medications that would otherwise be discarded. This initiative, developed collaboratively with institutions from all three healthcare clusters incorporates strong governance from the start, including ethics approval and structured oversight by pharmacy teams. With recruitment now complete and the consolidation of pilot findings underway, the programme marks a significant step forward in reducing medication wastage.



Beyond individual procedures and medications, sustainability is increasingly embedded into **peri operative systems and workflows**. At Tan Tock Seng Hospital, operating theatres have adopted measures to reduce energy consumption and waste through operational re-design. These initiatives include implementing air change ventilation in economy mode during non operational periods, structured recycling of suitable packaging from sterile supplies, and workflow optimisations such as reducing printing and streamlining the use of patient sticky labels and operating theatre listings.

High impact clinical choices are another important focus area. In anaesthesia, Tan Tock Seng Hospital has achieved a 73% reduction of **desflurane** use since 2022 through evidence based implementations. Building on this progress, we are exploring further measures, including the **phased decommissioning of nitrous oxide pipelines** in favour of portable cylinders where clinically required, as well as reviewing operational practices such as extending ventilator tubing replacement cycles.

Similarly, respiratory care decisions can have significant environmental implications. The **Metered Dose Inhaler (MDI) Reduction Programme**, led by Pharmacy in collaboration with the Department of Respiratory and Critical Medicine, has delivered measurable reductions through patient and healthcare professional education, alongside the introduction of dispensing controls.



73% reduction of desflurane use since 2022 through evidence based implementations

USE YOUR SALBUTAMOL (BLUE) INHALER RESPONSIBLY

For your health, for your environment

Did you know?

- The salbutamol inhaler contains a propellant – a **greenhouse gas** which contributes to climate change when released to the environment.
- In a recent patient survey, **44%*** of blue inhalers collected remain unused and might be discarded with their propellant content.

1 salbutamol inhaler contains 200 doses = Carbon emissions released from driving **240 km**

*TSSH 2024 inpatient survey

What can you do?

- Use your blue inhaler **only when needed for breathlessness.**
- Use your **preventer inhaler regularly** – it helps you need your blue inhaler lesser.
- **Check your stock before ordering** - only order what you need.
- If you are using your blue inhaler more frequently than recommended, do see your doctor earlier.

Reduce waste. Breathe better. Protect our planet.
Every small action counts. Let's take a breath for a greener future!

Scan the QR code to access more health information on our TSSH Health Library

DEPARTMENT OF PHARMACY

National Healthcare Group

Tan Tock Seng HOSPITAL

Outcomes include a **12.0% decrease in salbutamol MDI dispensing**, a **7.6% decrease in total MDI dispensing**, and a **reduction in the proportion of MDIs among inhalers dispensed from 59.0% to 55.5%**. Building on this progress, Tan Tock Seng Hospital aims to further **reduce this proportion to below 40%**, while exploring potential collaborations for inhaler recycling.

Together, these initiatives illustrate how sustainability can be integrated into clinical care through practical redesign, evidence based decision making and close collaboration across clinical and operational teams.

Governance, People & Culture

Looking Ahead To 2030



Enabling Today, Sustaining Tomorrow

Sustainability at Tan Tock Seng Hospital is enabled through strong governance, shared ownership and a culture that supports continuous improvement. As a complex healthcare organisation, meaningful and sustained progress requires clear leadership, coordinated action and active participation across the hospital.

Oversight of sustainability is provided by the ESG Council, which sets strategic direction and ensures alignment with national priorities and organisational goals. Supported by focused workgroups, this governance model guides how sustainability priorities are translated into action across clinical and operational settings.

Beyond formal structures, sustainability at Tan Tock Seng Hospital is sustained through its people and culture. EcoCare, a community of practice, connects staff across departments who are passionate about environmental responsibility. By supporting both top-down initiatives and ground-up ideas, EcoCare helps normalise sustainable behaviours in everyday work and strengthens shared ownership of sustainability outcomes.

Capability building further supports this effort by equipping staff with the knowledge and confidence to integrate sustainability into decision-making. Through structured learning, peer exchange and cross-functional collaboration, Tan Tock Seng Hospital continues to strengthen its ability to deliver sustainable healthcare over the long term.

Looking Ahead to 2030

As Tan Tock Seng Hospital looks towards 2030, sustainability will remain integral to how care is delivered, facilities are operated and decisions are made. The focus in the coming years will be on scaling proven initiatives, deepening integration across clinical and operational practices, and strengthening resilience in the face of evolving healthcare and environmental challenges.

Guided by clear governance and enabled by an engaged workforce, Tan Tock Seng Hospital will continue to:



Reduce the environmental footprint of healthcare delivery



Use resources more efficiently



Embed sustainability into everyday clinical and operational decisions

This Roadmap represents not an endpoint, but serves as a living document that will continue to evolve as Tan Tock Seng Hospital learns, adapts and innovates – ensuring that high quality care today does not compromise the health of future generations.

This Roadmap reflects the collective efforts of colleagues across Tan Tock Seng Hospital who believe in caring for people, communities and the environment. We extend our appreciation to the ESG Council, supporting workgroups, staff champions and partners who have contributed their ideas, energy and commitment to this sustainability journey.

Looking ahead to 2030, the hospital will continue to strengthen sustainable healthcare practices through collaboration, innovation and shared responsibility. Guided by clear governance and enabled by our people, we remain committed to delivering high quality care while reducing our environmental footprint – ensuring a healthier future for patients, the community and our generations to come.

