



SINGAPORE HEALTH **QUALITY SERVICE AWARDS** *2024*

**Celebrating Healthcare's
Brightest Stars**



About the Awards

The Singapore Health Quality Service Awards (SHQSA) is a nationwide platform to honour outstanding healthcare professionals from across the healthcare sector who have delivered quality care and excellent patient experience.

Now in its 15th year, this signature annual event recognises over 4,400 award recipients from 45 participating healthcare institutions from the public and private healthcare sectors, as well as the community care sector.

Winners are presented with the Silver, Gold, Star, Superstar or Best Team Awards. The Superstar Awards honour the top winners from the Clinician, Nursing, Allied Health, Administration and Ancillary groups, while the Best Team Awards recognise innovative, sustainable and impactful initiatives that have benefitted patients, public and staff.

Superstar Awards

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Superstar Award

EXEMPLAR LEADER
Clinician

Assoc Prof Lee Lui Shiong

Head and Senior Consultant
Department of Urology
Sengkang General Hospital

“*It has been a great learning experience for me, from policy making to finding innovative and strategic approaches to address patient needs and resource optimisation.*”

”

A Trailblazer in Addressing Patients' Needs

As a founding member of the urology department at Sengkang General Hospital, Dr Lee Lui Shiong wears many hats.

When Lui Shiong is not treating patients, he is passionate about identifying and addressing unmet patient care needs. For instance, in November 2022, he led a running event, 'Running Men', where clinicians and healthcare professionals compete to build awareness and raise funds toward patient care and public education research on prostate diseases. This was done in conjunction with Prostate Cancer Awareness month, where public forums and social media campaigns were also held to promote the cause.

In the same year, together with his colleague, Dr Thomas Chan, he initiated the first testicular cancer support group in Singapore to raise awareness about the disease and provide support to survivors.

“Testicular cancer is one of the most common solid organ cancers affecting young men, but there is less awareness of it compared to other types of cancer. The disease can be devastating for patients because most of them would be at the stage of their lives where they are just about to start their careers or a family,” he said. “I want to give them a voice and a place they can find help.”

He and his team partnered National Cancer Centre Singapore to develop plans to educate the public about testicular cancer and step up on advocacy to encourage young men to undergo regular testes examination for suspicious lumps.

As a clinician, Lui Shiong actively looks out for ways to improve workflows and rallies cross-functional teams to do so. For example, he saw how the manual process of tracking patients' medical implants could be prone to human error. To address this, he led the launch of TRACER, a system to partially automate the tracking of ureteric stents in 2022. With TRACER, automated reminders about implants that are due to be removed are sent to clinicians. Apart from facilitating a more efficient workflow, it also enhances patient safety. The team is now looking to fully automate the process, and is on track to integrate relevant IT systems to create an enhanced process called TRACER+, which will include the tracking of biliary stents, by the first quarter of 2024.

For Lui Shiong, his role in improving care for patients has been “thrilling, yet humbling”. He said, “It's been a great learning opportunity for me to try out different projects and engage with different groups and stakeholders. I've also been blessed with a great team that's strategic and open to changes to continuously improve.”

Superstar Award

EXEMPLAR LEADER
Clinician

Dr Allan Fong

Head and Senior Consultant
Cataract & Comprehensive Ophthalmology Department
Clinical Director, Community Engagement
Singapore National Eye Centre

“
As ophthalmologists, we are gifted with the ability to transform lives by preserving or restoring vision.
”



An Eye for Compassion and Community

When myopia robbed Dr Allan Fong of his ambition to become a fighter pilot, he decided to become an ophthalmologist to fight eye conditions instead. The Senior Consultant and former Head of Cataract and Comprehensive Ophthalmology Department at Singapore National Eye Centre (SNEC) specialises in cataract surgery and refractive surgery, and until recently, led a Cataract team of 50 senior consultants and 40 consultants and associate consultants.

Outside of work, Allan volunteers with non-profit organisations, providing free eye screenings to the needy and seniors. One such initiative is Project I-Care, a long-running collaboration between SNEC and the North-West Community Development Council (CDC) with other volunteer organisations. Allan also serves as Vice-Chairman of Lions SaveSight Centre which promotes eye care and blindness prevention among the underprivileged and vulnerable members of society.

These programmes are also offered in nursing homes and community centres, where volunteer eye specialists screen patients who have not had eye checks before and make referrals for cataract surgeries and other treatments. Many are bed-ridden or are wheelchair-bound and have difficulty travelling. There are also disadvantaged groups who simply do not have the resources to seek help when they need to. “These free eye screenings help to bridge the gap for the elderly and vulnerable. With early detection, we can treat eye conditions before they worsen and save their sight,” he shared.

With an eye and a heart for the community, Allan also shares his joy of giving back to society by inspiring eye specialists, optometrists, nurses, medical social workers and support staff, and roping them in to serve with him at these eye screening sessions. To raise awareness about eye diseases, he organises free public talks and webinars, which have been well-received.

For his valuable and commendable public service over the years, Allan has received the BBM and PBM public service medals at the National Day Awards.

As a leader, Allan constantly seeks to collaborate to enhance care through process improvement and innovation. He embraces cutting-edge technologies and engages industry partners to provide feedback on emerging technologies to ensure that they are relevant and optimise treatment outcomes. He encourages open communication and knowledge exchange amongst ophthalmologists, nurses, allied health and support staff, encouraging inter-disciplinary teamwork to drive holistic medical management and patient care.

To enable young doctors to better contribute to patient care and have a fulfilling career in SNEC, Allan helps them discover their talents and abilities in other areas such as research, education and administration by providing them with resources and overseas learning opportunities.

“Like how my teachers and mentors have encouraged me before, I see mentoring young doctors as a privilege and a way for me to give back and advance the profession,” he said.

Superstar Award

EXEMPLAR LEADER
Nursing

Dr Joyce Lim

Senior Nurse Clinician
KK Women's and Children's Hospital

“*As the saying goes, 'Seek first to understand, then to be understood'. I listen closely to the issues and concerns of children and youths under my care and aim to form a genuine connection.*”



Making Diabetes Care a Piece of Cake

“**W**hat more can I do?” This simple question encapsulates Joyce Lim's quest to ensure the well-being of diabetic paediatric patients and the nurses under her care. Joyce is regarded as a pioneering figure among paediatric diabetes specialty nurses at KK Women's and Children's Hospital (KKH). Recruited as a specialty nurse in 2000, her insatiable desire to provide better care for her patients led her to pursue her Master's degree, and eventually her Doctor of Nursing Practice degree. “By upgrading myself, I hope I can better serve my patients,” Joyce said. Now a senior nurse clinician and an advanced practice nurse, Joyce conducts clinic consultations and prescribes medications for her patients.

To improve care for her patients, Joyce is enthusiastic about leveraging technology to educate and empower patients living with childhood diabetes and their families. For example, to reduce hospital admissions for patients with uncontrolled blood sugar fluctuations, she introduced a system that allows the remote monitoring of patients' blood sugar levels through a sensor patch affixed on the patient's body. “The sensor patch spares patients the pain and inconvenience of having to prick their fingers for blood tests – which may occur up to seven

times a day – to monitor their blood sugar levels. The data that is transmitted enables us to determine if the patient is doing well or needs to be hospitalised,” she explained.

“By using technology to manage the condition, patients and their family members become more equipped and motivated to keep their blood sugar levels in check, and this leads to better clinical outcomes and quality of life,” Joyce said.

The affable Joyce is well-loved by her patients, some of whom she has seen grow up since their toddler days. She shared, “Family members and children with diabetes often experience turbulent emotions when they grapple with their diabetes diagnosis. It is important to understand their needs, and pace our treatment plans according to their abilities and readiness to comply with the recommended plans.”

Joyce carries this same approach towards the nurses she works with and has cultivated a strong culture of support among them. “I've been blessed by inspiring mentors who were patient with me and have moulded me into who I am today. Now, I pay it forward by educating the next generation of diabetes specialty nurses,” she said.

Superstar Award

EXEMPLAR LEADER
Nursing

Ms Chiew Siew Fong

Senior Nurse Manager
Singapore General Hospital

“*There's no point if my nurses only do good work when I'm around. Having them uphold the same standards especially when I am not present is testament to their sense of purpose, values and dedication.*”



Nurturing Nurses that Patients Can Trust

Almost 40 years as a nurse and the exuberant Siew Fong still shows up to work with cheer. The Senior Nurse Manager helms the Singapore General Hospital's Ward 75 and cares for orthopaedic and hand surgery patients. She supervises a team of 85 and sees to the ward's smooth operations.

In addition to her leadership duties, Siew Fong enjoys bedside nursing and direct interaction with patients. Acts of service and small gestures to make patients more comfortable or reassured perk her up, particularly when work gets stressful. "I feel energised interacting with patients and their families, and I am privileged to learn from them when they share their life stories," said Siew Fong.

In the early days of the COVID-19 pandemic, Siew Fong proved herself a linchpin of the hospital's inpatient care when she set up and managed two Acute Respiratory Infection wards. Her nursing team was reassigned, with seasoned nurses being deployed elsewhere to support patients' needs and newer nurses joining her charge. She and her nurses also had to work with a different team of doctors and navigate many other changes. Siew Fong ensured that the junior nurses were guided by their seniors to perform their roles safely and ably, especially in the early days when little was known of the virus. It was a challenging period, but Siew Fong's leadership and camaraderie with the teams of nurses she worked with pulled them through.

Siew Fong keeps what she calls an "open-door policy", where her team can approach her anytime for help or when they just need a listening ear. She starts her day in the ward making her rounds to check in on the patients and to anticipate challenges that the nurses may encounter. When there are new hires, she makes time to chat with them to build rapport and find out about their aspirations. She encourages them to voice any questions and concerns to their seniors, be team players and to always handle patients with empathy and kindness.

She also loves to go the extra mile for patients. Once, a patient who was recently discharged could not book a home nursing service for her wound dressing to be changed as it was a public holiday. Upon learning this, Siew Fong travelled to the patient's house to change the dressing for her after her shift ended. Although it was not part of her job scope and required a long detour across the island, she made no fuss about it.

Siew Fong has received many personal compliments from patients, but to her, the best compliments are those that highlight the efforts of her team. She believes that team achievements are the most meaningful forms of achievement.

Superstar Award

EXEMPLAR LEADER
Nursing

Ms Jezsica Ida Su

Director of Nursing
and Head of Therapy
Sree Narayana Mission (Singapore)

“*Nobody wants to be admitted to a nursing home if they can help it, and a nursing home will often be the place where residents spend their last days. Doing our best to make it place of comfort and solace for the residents is the least we can do.*”



Building a Home, Away from Home

One might envision a nursing leader having her hands already full from managing a team of nurses and overseeing care within a bustling nursing home. Meet Jezsica Ida Su, who manages not one, but two major portfolios simultaneously at the Sree Narayana Mission Nursing Home. In addition to her role as Director of Nursing, Jezsica is also the Home's Head of Therapy.

“While there are differences in the care provided by nurses and therapists, there are also many overlaps. Close collaboration between the two departments helps to address our residents' needs holistically,” she shared.

An example of such a collaboration can be seen in Jezsica's initiative to train nurses in essential physiotherapy exercises for high-risk patients, an effort to upskill the nurses while addressing the manpower challenges within the home. “As there are only four staff in the therapy department, training our nurses to carry out exercises such as passive range of motion and chest physiotherapy enables us to attend to our bedbound patients in a timely manner to prevent stiffening of joints and mucus build-up,” Jezsica explained.

Noticing that some patients seemed unengaged during physical therapy sessions, Jezsica leveraged tech-enabled rehabilitation equipment to provide a gamified therapy experience. Therapy sessions are now more fun for patients, who are encouraged to grip and move a specially calibrated joystick to complete game tasks, exerting the same amount of effort they typically would in therapy sessions.

“Some of our patients had given up hope on being able to recover their full functions. With the gamified therapy, our residents are more motivated to do their daily exercises, as each task they complete feels like a visible milestone to them. They are even queuing up to be on the machine!” Jezsica shared. Her therapists can also utilise their time more efficiently now, providing specialised care to those in need while the more able-bodied residents take turns using the rehabilitation equipment.

Jezsica also worked with the doctors at the nursing home to develop protocols for nurses during common medical emergencies, when a doctor is not present. For example, nurses are empowered to assess and make decisions when residents have had a fall. They can examine them for signs of trauma and call an ambulance without waiting for a doctor's instructions.

At the core of these initiatives lies Jezsica's unwavering passion to improve the quality of life for residents in the nursing home.

“I've always believed that nurses play a significant role at – as the name suggests – nursing homes,” she said. “Nurses should be empowered to take the lead and draw on their clinical expertise in areas that do not necessarily require a doctor's judgement.”

Superstar Award

EXEMPLAR LEADER
Administration

Ms Young Ming Ee

Deputy Director
Organisation Planning and Performance
SingHealth Community Hospitals

“*Very often, the need for data can be overwhelming and intimidating. But when we define what we need the data for, identify where they can be obtained, and how we can use it, we can gain valuable insights and allow us to get better at what we do.*”



Finding the Story in the Data

To Ming Ee, numbers can tell a fascinating story.

Her work involves understanding workflows, identifying gaps and developing solutions to support the planning and performance of the three community hospitals under SingHealth Community Hospitals (SCH): Sengkang, Outram and Bright Vision.

To identify the underlying story in the hospitals' statistics and figures, Ming Ee and her team created customised dashboards and reports using data from SingHealth's data repository platform. Clinicians and administrators from various departments can access these reports to easily understand and follow up on trends and data that impact their areas of work.

The data includes anything from patients' demographics to operational information such as bed occupancy rates and waiting times for patients to be admitted into one of the community hospitals to clinical performance.

Ming Ee also helps her colleagues refine the data they collect to ensure that the information is accurate and useful. For example, she noted that there were gaps in the available data on the secondary diagnosis of patients during her data analysis. Using this information, the clinicians were able to work on an improvement project to enhance the documentation of the secondary diagnosis, which provides a more accurate representation of patients, and the care delivered by the hospitals.

Besides her work in planning and analytics, Ming Ee also focuses on facilitating quality improvement initiatives of cross-functional teams. These initiatives are about getting teams to identify problems and implement solutions that help the hospitals improve on all fronts. An example is working with the dietitians to pilot a new malnutrition screening tool across selected wards, and eventually scaling it up for adoption in all SCH's community hospitals.

In addition to these responsibilities, Ming Ee has also taken mentees under her wing – she currently has seven mentees coming from various departments in SCH such as Outreach and Volunteers and Patient Experience!

“Benefiting from the guidance of several mentors throughout my career, I firmly believe in the effectiveness of mentoring to nurture the professional development of our junior staff. By sharing my personal experiences and insights into the challenges and mistakes I've overcome, I hope to empower them to consider alternative perspectives when facing difficulties and instil confidence in decision-making. As a manager, it's gratifying to contribute to their growth, knowing that I've played a role in enhancing their analytical thinking and enabling them to navigate the work environment with confidence.”

Superstar Award

EXEMPLAR LEADER
Administration

Ms Sandy Neo

Centre Manager
Senior Day Care

NTUC Health Co-operative Limited

“*When I first started work in eldercare, my main motivation was to challenge myself in a new role. Since then, I have found that working with the elderly is so joyful and fulfilling, and I have never looked back since.*”



A Heart for the Elderly

Since Sandy switched to a career in eldercare in 2020, her life has been enriched by the seniors she works with.

Despite having no prior experience in eldercare, Sandy found that her 30-year experience in tourism sales put her in good stead for this area of work, where she could put her leadership and communication skills to use. From assuring seniors who are sceptical when they first start out at the NTUC Health Day Centre for Seniors (Heartbeat@Bedok), to providing regular updates to the seniors' families and enhancing operations at the centre, she has made a difference to those she works with.

She believes that regular communication is key to winning the trust of seniors and their families. For example, some seniors feel anxious and uncertain when they first start out at the centre, not knowing the kind of activities that are offered and if they would like to engage in them.

“I assure them that they are here to exercise, have fun, make friends and go home by the late afternoon,” she said.

Sandy makes it a point to record photos and videos of the seniors participating in the centre's activities and share them with their families during her daily commute home.

About 70 percent of the 108 seniors at the 1,000-square-metre centre are dementia patients. The rest are seniors who require some assistance with daily living.

To improve care and efficiency at the centre, Sandy implemented a new workflow that allows staff to identify and attend to the seniors who need help more quickly. The workflow involves the use of a floor positioning guide, which physically delineates the centre's staff into three zones. Whenever a senior needs help, the staff in their zone will be assigned to care for them. Staff no longer have to traverse across the centre, which is almost the size of two and a half basketball courts. This reduces fatigue at work, promotes better resource allocation and improves the safety of seniors, she explained.

Besides managing a team of 17 staff, Sandy collaborates with social service organisations to organise activities for seniors, such as free haircuts on-site, excursions and other workshops for the seniors.

In addition, she acts as the liaison for seniors with no family, helping to work with their medical social workers for medical appointments and other important tasks. She even celebrates their birthdays at the centre.

It is not only the seniors who benefit from these meaningful experiences.

“I wish I had time in the last three years to journal some of the things the seniors have said to me,” said Sandy. “Many of them have made my day with their wise and appreciative words.”

Superstar Award

EXEMPLAR PROFESSIONAL
Clinician

Dr Serene Thain

Consultant

Department of Maternal Fetal Medicine
KK Women's and Children's Hospital

“*The special and indescribable joy I get from seeing mothers who have been through a difficult pregnancy hold their baby for the first time is a daily reminder of why I chose this career.*”



Delivering Reassurance and Convenience to Expectant Mothers

High-risk pregnancies require the care of a multidisciplinary team. This means that women with high-risk pregnancies, especially those with medical conditions, visit the hospital for various appointments involving different healthcare specialists. To improve the quality of care and experience for these women, Dr Serene Thain pitched the idea of the STORK Centre, a one-stop centre for women with high-risk pregnancies, to the senior management of KK Women's and Children's Hospital (KKH). The rest is history.

For example, before the establishment of the STORK Centre, a pregnant woman with diabetes would have three separate appointments at different times and sometimes on different days to consult her obstetrician, endocrinologist, and dietitian. Currently, the Joint Diabetes in Pregnancy Clinic at STORK Centre allows the patient to consult various clinicians simultaneously in the same clinic. A dietitian is usually co-located within the STORK Centre to allow patients easy access to nutrition and dietary services. This new service allows for direct and better communication between different specialists, thereby improving the quality of care, making it also more convenient for patients to attend their appointments whilst reducing their time away from family or work and the need to travel to the hospital. Aside from the Joint Diabetes in Pregnancy Clinic, eight other clinics under the STORK Centre cater to the needs of women with high-risk pregnancies.

The STORK Centre places a heavy emphasis on the continuity of care for patients and consultant-led care. Patients can expect to journey with the same team of consultants from the Department of Maternal Fetal Medicine throughout their pregnancy. “This gives them more confidence that an experienced specialist is overseeing their whole pregnancy journey and that they are in safe hands, especially since women with high-risk pregnancies can experience higher levels of emotional and psychological stress and anxiety,” shared Serene, a Consultant at the Department of Maternal Fetal Medicine and the Founder and Lead of STORK Centre. Since the Centre's inception in February 2021, more than 3,000 patients have benefited from its services.

Another initiative that Serene introduced alongside two other clinicians is the SPARK (Start your Pregnancy Right at KKH) application, a mobile app that enhances patients' care and experience by allocating them to the most appropriate first antenatal clinic visit. This is done through an easy-to-answer questionnaire on their past medical and pregnancy history to assess their risk. They will then be seen by the right specialist with the appropriate specialisation and experience, as opposed to a random allocation, allowing high-risk pregnant women to have early access to appropriate care and timely interventions. Since the introduction of SPARK in 2022, more than 4,000 patients have benefited from it.

Superstar Award

EXEMPLAR PROFESSIONAL
Clinician

Dr Andrew Sng

Director, Clinical Services, Department of Paediatrics
Khoo Teck Puat – National University
Children's Medical Institute
National University Hospital

“
I hope that my role in promoting health in children will seed in them many years of good health ahead, and into their golden years.
”



A Data-driven, Patient-focused Doctor

Andrew finds meaning in treating hormonal disorders in children as much as he takes pride in developing innovative ways to achieve optimal outcomes and value for his patients.

He is able to do so as he wears multiple hats as a Consultant of the Division of Paediatric Endocrinology and Director of Clinical Services for the Department of Paediatrics at the National University Hospital (NUH). His passion to combine the 'heartware' and hardware of medicine exemplifies NUH's commitment to deliver 'Incredible Care' – a transformative culture movement that empowers staff to do better everyday for patients and colleagues alike.

Andrew's dedication to ensuring that patients receive timely and appropriate care is a reflection of this. Patients who visit the Children's Emergency (CE) were previously given a follow-up appointment at the specialist outpatient clinic which could be up to a month later; this sometimes resulted in unplanned CE visits. By reviewing the data, Andrew and his team also observed that two-thirds of patients were likely to recover and skip their specialist appointments. This led Andrew to champion a review in the current walk-in system at the paediatric outpatient clinic to right-site patients, prevent unnecessary re-attendances to the CE, and reduce the no-show rates at the outpatient clinic. This enabled patients to access care seamlessly while alleviating the non-urgent load at the CE.

On the clinical front, Andrew advocates value-based healthcare to transform care for young patients. He led the review of care delivery for bronchiolitis, a common childhood illness which has a spectrum of treatment options and costs. By collaborating closely with NUH's data analysts, the team identified the ideal care model for optimal patient outcomes and in a cost-efficient way. This led to changes to enhance the management of bronchiolitis in the hospital. His team has also conducted similar data-driven studies of other paediatric conditions such as pneumonia and asthma.

Andrew is a firm believer of involving the patient and family in the care process. He is well-loved by them and many have described him as a dedicated doctor who shows empathy and listens intently to their concerns. He is kind, gentle and takes time to put parents and their children at ease. He is respectful and collaborative in his delivery of incredible care, and chooses to empower his patients and their caregivers, especially when treating chronic paediatric illnesses. "Although doctors may be the subject matter expert on diseases, parents know the child better. Hence, our collaboration is important," he said.

Superstar Award

EXEMPLAR PROFESSIONAL
Nursing

Ms Honeysha Peer

Assistant Nurse Clinician
Sengkang General Hospital

“When I see letters of gratitude from patients, I realise the impact that nurses have on patients by being understanding and compassionate to their needs.”



Impacting Lives through Efficiency

At Sengkang General Hospital (SKH) Medical Centre, orthopaedic patients who needed to remove their cast used to be stuck in the same queue with patients who needed their dressing changed.

This is not the case anymore today. Thanks to the keen eye of Honeysha, the process is more efficient these days. As cast removal takes about eight to ten minutes, while wound dressing could take as long as 40 minutes, it made sense to split the two groups of patients into separate queues.

“That really helped the patients with casts to save time as they can then move on to do their X-ray and see a doctor after that,” she explained.

Efficiency was the name of the game at Honeysha's previous role as a ground staff in the aviation sector more than 15 years ago. She pursued Nursing thereafter at the Institute of Technical Education, and has not looked back since. Today, her combined skills in healthcare and in enhancing operational efficiency is evident in her work.

She also contributes to many other areas in orthopaedics, such as training junior doctors and nurses on casting. As the safety champion at the specialist outpatient clinic between 2021 and 2023, she conducted monthly audits on fall prevention and phlebitis. The latter is an inflammatory condition usually caused by irritation to the lining of a blood vessel or a blood clot in the vein.

Passionate about finding ways to make things better, she also works on projects to improve service quality. For example, in 2022, she noticed that cluttered trolleys were making it challenging for nurses and doctors to find the supplies they needed to treat their patients. She roped in other nurses and in consultation with the doctors, they decluttered and organised the consumables for faster retrieval. Patients were treated more quickly as a result of the improved workflow.

Honeysha's attention to detail extends to spotting distressed patients and reaching out to lend them a hand. She recalled an incident where a patient was upset because she was in pain and experiencing a slower-than-expected recovery from a diabetic foot ulcer. However, the patient struggled to express to her doctor about how her condition was hampering her return to work and performing other activities of daily living.

“She confided in me and I conveyed her concerns to the surgeon, who then explained in detail to her the treatment plan to help her understand her progress to recovery. I didn't think much of what I did. I was surprised when she later wrote to thank me,” remarked Honeysha.

Superstar Award

EXEMPLAR PROFESSIONAL Nursing

Ms Zhang Qingqing

Senior Staff Nurse
Changi General Hospital

“*To be a good nurse, you have to ensure that you are skilful, responsible towards your patients and always empathetic.*”



The Fall Prevention Champion

Qingqing is not one to rest on her laurels at work.

She enjoys thinking creatively to enhance processes to help the care team work more efficiently to save lives. After joining Changi General Hospital's (CGH) High Dependency Ward 15 in 2019, she observed that essential supplies for an emergency blood transfusion could be gathered beforehand to save the care team time when the need arises.

In emergencies such as uncontrollable haemorrhaging, doctors follow a Massive Transfusion Protocol (MTP) to manually deliver blood to patients. She created a one-stop grab box that contains 11 essential supplies such as syringes, a flushing bag, saline, MicroClave, alcohol swabs and a blood transfusion set – everything required to conduct the MTP procedure.

“In a high dependency setting, emergencies happen often and suddenly. We make every effort by constantly looking into ways to streamline our work and save precious minutes that can make a real difference when saving lives,” Qingqing said.

A firm advocate of patient education on fall prevention, she empowers patients with sound advice and information to reduce the risk of falls, and ensures that educational materials are readily available and accessible in clear folders at the bedside of patients with fall risk in the ward. Her efforts saw staff, patients and their families affectionately crowning her “The Fall Prevention Champion”.

Qingqing is also known for going the extra mile for her patients. Once, a senior patient was discharged after his treatment for a diabetic foot ulcer, but his wife, who was his only family member, was not well enough to fetch him from the hospital. Qingqing accompanied the patient, who was in a wheelchair, to the taxi stand and paid for his taxi fare because he did not have any money on him. She then called his wife to update her, so she could wait for him at the lobby of their flat.

“I wanted to make sure he arrived home safely, so I called to check on them and was relieved that he was okay,” she said.

Qingqing's passion for nursing started in her teens when she lived in China, after her maternal grandparents were diagnosed with cancer. Since then, she has aspired to become a nurse to take care of them and others like them.

She received a scholarship to study nursing at Nanyang Polytechnic in Singapore. After graduation, she joined CGH at the intensive care unit and isolation ward for more than three years. She then went on to attain the Advanced Diploma in Nursing (Medical-Surgical) and was posted to Ward 15 upon completion in 2018.

Her resolute efforts at fall prevention have earned the high dependency ward a positive reputation of having zero falls over the past two years.

Superstar Award

EXEMPLAR PROFESSIONAL
Allied Health

Mr Nigel Wong

Senior Prosthetist & Orthotist
Orthotics & Podiatry Service
KK Women's and Children's Hospital

“*While some in healthcare save lives, as Prosthetists & Orthotists, we have the power to change lives.*”



Re-creating Mobility, Transforming Lives

While Nigel's profession may not roll off the tongue as easily as some others, it carries a significant impact on patients' lives and quality of living. As a Senior Prosthetist & Orthotist (P&O) with KK Women's and Children's Hospital (KKH), Nigel specialises in designing and custom-fitting artificial limbs and assistive devices for children and youth patients. These include back braces for scoliosis and leg braces for cerebral palsy patients, and devices which help to manage musculoskeletal conditions and improve mobility for young patients.

When Nigel learnt that some patients had been waiting for their next review appointment to repair damaged orthotic devices, and not wearing them in the meantime, he developed a solution that would give them quick and easy access to repairs. He worked with his team of technicians to launch a same-day repair service for his patients, which was very well-received.

Nigel is aware that patient engagement takes on a different approach when it comes to youths. "For youths with scoliosis, a significant portion of the counselling and review process is spent on motivating the patient from a place of non-compliance to being self-motivated to wear

their braces for the stipulated number of hours a day," Nigel shared. "It's important that I empathise and work with them to address this as I know how hard it can be for teenagers to wear their braces to school. They have to overcome self-consciousness and possibly even bullying from their peers." Nigel is currently working on a project that aims to motivate young scoliosis patients to wear their braces.

Nigel is also happy to contribute his skills to the multidisciplinary clinic at KKH for cerebral palsy patients who are scheduled for surgery. "It's heartening to witness such collaborative teamwork in the hospital – to see different healthcare professionals working together with the shared goal of helping these children," he said. "In one appointment, patients can meet their doctor, physiotherapist, prosthetist and orthotist, and we can discuss the best course of action immediately. It saves time for patients and ensures consistent care and communication across the care team."

"It is my privilege to walk through life with our patients and their parents," Nigel said of his role. "Celebrating their life's milestones together and knowing that my team and I have made that little bit of difference in their lives... it's fulfilling."

Superstar Award

EXEMPLAR PROFESSIONAL
Allied Health

Ms Yee Chooi Fong

Assistant Manager
Allied Health Services – Dietetics
NKF

“*I make it a priority to carve out time for my patients and strive to understand situations from their perspectives.*”



Enriching Lives Beyond Diets

Mr Wong (not his real name) remains an indelible memory for Yee Chooi Fong. “He was my final patient after a long day of diet counselling sessions, it was past 7pm. I was raring to tick off my checklist so that I could end work,” reminisced Chooi Fong.

As a dietitian at The National Kidney Foundation (NKF), Chooi Fong customises nutritional plans for dialysis patients, offering guidance on appropriate dietary choices aligned with their medical conditions. “I recall being very straightforward with Mr Wong and directing him to control his fluid intake. In my haste, I failed to notice that he was not in a good mood, and my advice did not sit well with him. He became agitated and raised his voice at me,” Chooi Fong shared. Even after 15 years, the incident remains a profound lesson for her, and has shaped her approach towards patients and colleagues. Known for her attentive listening skills, Chooi Fong always makes time to understand their concerns and needs, despite her demanding workload.

She patiently guides each patient at their own pace. “If the patient is not ready to process too much information in one sitting, I slow down and prioritise listening to their concerns. I typically work with my patients over a long-term period, and would take time to build rapport with them,” she shared.

When she found out some of her patients were unable to afford their prescribed oral nutritional supplements, Chooi Fong championed a nutrition supplement subsidy initiative. “Some patients

struggle to get adequate nutrition due to financial constraints or complex family situations,” she explained. “With the subsidy programme, we offer these supplements to our patients free-of-charge, enabling needy patients to meet their daily nutritional requirements.” This initiative led to more cases of successful recoveries and reduced hospital readmissions.

Constantly seeking ways to enhance patient care, Chooi Fong spearheaded a collaboration with Tan Tock Seng Hospital's Dietetics and Nutrition Department to ensure a seamless transition for her patients after hospital discharge. “We worked together to ensure that patients' nutritional care plans are passed on to community care institutions so that they can receive necessary nutritional support after their discharge,” she emphasised.

Just as her mentors had guided her in the early days of her career, Chooi Fong aims to equip the next generation of dietitians. Despite heavy clinical commitments, Chooi Fong initiated monthly team gatherings and quarterly inter-department sharing sessions. “We need to create room for sharing knowledge and experiences so that we can all benefit from the valuable insights gained,” she stressed.

Superstar Award

EXEMPLAR PROFESSIONAL Administration

Ms Nennie Fadillah Hasnawi

Patient Service Associate Executive
Emergency Department (Operations)
Changi General Hospital

“*I believe my work at the CGH ED is important in providing patients with some comfort and clarity in what may be a time of anxiety and confusion for them. Doing my best to address their questions and concerns helps them receive medical care with peace of mind.*”

”

A Calm Helping Hand in Emergencies

Nennie Fadillah Hasnawi may work at one of the busiest emergency departments in Singapore, but the Patient Service Associate Executive is always calm and composed, with a reassuring smile for patients who arrive at the Changi General Hospital (CGH) Emergency Department (ED).

“When patients come into the ED, they are often lost and anxious. I find fulfilment in being able to answer their questions, address their concerns, and set their minds at ease,” she shares, adding that she enjoys her work because she gets to meet and help people from all walks of life.

Twenty years ago, Nennie joined CGH as a screening officer during the Severe Acute Respiratory Syndrome (SARS) outbreak. Having gained experience over the years, she took on the role of a Patient Service Associate (PSA), and now leads a team of 15 PSAs. In addition to registration at the ED, Nennie works with the clinicians to coordinate admission for patients who require hospitalisation, and guides patients on the payment process upon discharge.

Nennie was one of the first PSAs deployed to the Transit Place, a new initiative to have PSAs support and care for patients awaiting admission in a designated space within the ED. Nennie was game to embrace this change and provided feedback that helped to make the initiative a success.

For example, she advocated for additional PSAs be deployed to the Transit Place after observing there were areas where PSAs could support care

delivery by relieving the nurses of non-clinical tasks, like delivering meals and helping patients call their families, enabling nursing colleagues to focus efforts on providing care. She saw that having more PSAs in the area also allowed them to proactively explain the next steps in the administrative process and alleviate patients' anxiety. Additionally, Nennie suggested replacing the chairs with recliners to enhance patients' comfort, and proposed layout changes that better enabled the care team to attend to patients.

Due to the critical nature of cases seen at the ED, patients or their next-of-kin sometimes display aggressive behaviour when emotions run high. In times like these, Nennie steps in to manage the situation in a positive but firm manner, and coaches her teammates on how to handle such scenarios. Both a mentor and friend, Nennie actively listens to the team's feedback, and takes steps to address their concerns.

One of Nennie's secrets to thriving in her work in the ED is her camaraderie with her teammates. She said, “Coming to work feels like spending the day with my friends. We are working but we are happy and motivated to collectively give our patients warm and excellent service. I think that's really important to keep us going in the ED.”

Superstar Award

EXEMPLAR PROFESSIONAL Administration

Ms Kristine Ang

Executive Administration
Ren Ci @ Bukit Batok St. 52

“*To me, the role of a finance executive extends beyond paperwork and collecting payments. We can be a source of support to residents and their family members.*”



Cultivating Connections Beyond Numbers

Kristine has a special bond with the family members of Ren Ci @ Bukit Batok Street 52's residents. "They would check if I'm available on the days they visit their loved ones, so that they can come by to chit-chat and catch up," Kristine said.

This is because Kristine often makes a deliberate effort to listen to the family members and their concerns. Drawing from her own experience of caring for her elderly father, Kristine empathises with the family members and helps them to process their feelings and thoughts.

One of Kristine's duties includes reaching out to family members when they are late in fulfilling their monthly payments. This can be a challenge at times. "Sometimes, I have to bear with frustrated outbursts from angry family members," Kristine shared. She reminds herself to be the voice of reason and to assure them that the home is there to assist if they are facing any challenges. As many residents face financial constraints, Kristine assists the home's social workers by helping the residents and caregivers seek out suitable government grants to cope with the monthly fees.

Noticing that a significant number of family members were making their monthly payments in cash, Kristine took the initiative to encourage family members to set up automated deductions. She explained to them the convenience of cashless payments, and allayed their fears and apprehension

towards opting for them. Kristine even facilitated the process by arranging for free transport to bring the family members, residents, social worker and herself to the bank to administer the necessary paperwork. With these efforts, cash transactions within the home significantly decreased to a mere three per cent, and residents and their families are able to make their payments in a hassle-free, timely and secure manner.

Kristine also seizes opportunities to make her colleagues feel comfortable and welcome. For example, she suggested and subsequently made the effort to create a dedicated rest area for the home's porters and drivers. Thanks to her thoughtfulness, they now enjoy a cosy corner for them to unwind during their breaks.

What makes Kristine go the extra mile? "It's a win-win situation. Grants help our residents to alleviate their financial burden, and automated deductions ease part of the hassle and worry of forgetting to pay for caregivers. With these in place, I am also helping the home to reduce its bad debts," she shared. "We ensure smooth operations through our efforts to support one another. When we do so, we create a harmonious work environment and strengthen teamwork."

Superstar Award

EXEMPLAR PROFESSIONAL
Ancillary

Mdm Joyce Tan

Senior Patient Service Associate
Specialist Clinics Operations – Surgical
Changi General Hospital

“*It's more than a job. It's about the patients I get to help, and the things I learn. These add to the sense of fulfilment I derive from my job.*”



From Serving Hotel Guests to Dedicated Patient Care

If there is one thing Changi General Hospital (CGH) Senior Patient Service Associate, Joyce Tan, ensures she has an ample supply of, it would be beverages. “A warm drink never fails to calm our patients down. It's like magic,” Joyce says, half in jest.

At 46, Joyce made a mid-career switch from the hotel industry to the healthcare sector, commencing her journey as a patient service assistant on the frontlines at CGH in 2006. Transitioning from serving hotel guests to helping patients with their registration and administrative matters, and witnessing the fragility of life through medical challenges that patients faced, proved to be life-changing for Joyce.

Joyce's compassionate nature drives her to ensure the comfort of vulnerable patients she sees at the hospital. “Some patients may feel cold because they are unwell. I will keep a lookout for how I can help, such as by offering a warm drink and a blanket to those who need it,” Joyce shares.

Joyce also has a knack for calming patients down and is often called upon to defuse tense situations. “Sometimes, patients get frustrated and have outbursts because they think there isn't a solution to their issues. I will be firm and remind them that they should still treat our staff with kindness and respect,” she says. “I will also try to find ways to help, such as highlighting their concerns to the doctor and providing timely updates to the patients.”

As the oldest member of the team, the now 64-year-old is affectionately known as ‘Mummy Joyce’. In turn, she calls her team members her ‘darlings’, and readily avails herself to guide and mentor younger team members as they learn the ropes of the job.

Now into her 17th year of frontline healthcare service, Joyce has seen her role evolve through the years. With technological advancements, she has progressed from manually keying in patients' details to helping patients at the hospital's self-registration kiosks, and navigating the Health Buddy app. A fluent Mandarin speaker, Joyce also supports the clinical team closely, assisting doctors in translating medical information to patients as a room assistant. To do so, she took the time to learn the medical terms of the disciplines she serves – Orthopaedic Surgery, Anaesthesia Pain, Neurology and Neurosurgery. “It helps that I like to learn new things,” she shares.

Joyce is also passionate in sharing about the indelible mark her work at CGH has left on her. “Since I began working at CGH, my husband and close friends have told me that I have become more compassionate and empathetic. I used to be more strong-willed and fierce, and it looks like the time engaging with patients has made a positive impact on me.”

Best Team Award

Patient Experience Improvement

KK Human Milk Bank Team

KK Women's and Children's Hospital



Left to right:
Wong Siew Tin, Wong Anng Anng,
Dr Pooja A Jayagobi, Clin A/Prof Chua Mei Chien,
Cynthia Pang, Zheng Ying, Dr Ong Chengsi.

The Milk Depot: Pioneering Milk Donation Round the Clock

“Don't give up. It may take time, it may involve a lot of people, but as long as you believe in your vision, it is achievable.”

– Dr Pooja Agarwal Jayagobi,
Senior Consultant, Dept of
Neonatology, KKH

Nestled at the corner of the basement lobby at KK Women's and Children's Hospital (KKH) is an unassuming row of pink lockers. They are freezer lockers containing precious packs of breast milk deposited by registered milk donors of the KK Human Milk Bank.

Upon collection, the donated milk will be pasteurised, frozen and thereafter dispensed to premature infants or babies who suffer from heart or gastrointestinal conditions. “For some of these babies, drinking breast milk can be a differentiating factor between life and death,” shared Assoc Prof Chua Mei Chien, Head, Department of Neonatology, and Director, KK Human Milk Bank, KKH.

Named 'The Milk Depot', the system is KKH's pioneering initiative, and is possibly the first of its kind in the world. The Milk Depot has a PIN system that allows donors to access their allocated lockers to deposit their frozen milk. Each compartment has a dedicated cooling system, set at -20°C, to ensure the donated milk remains frozen. This initiative also features an ingenious

safety mechanism that minimises milk spoilage in the event of a cooling system malfunction that triggers an alert to the Building Management System team and Milk Bank staff.

“Many of our donors are working mothers. We wanted to design a system to facilitate a seamless drop-off process for them,” explained Dr Pooja Agarwal Jayagobi, Senior Consultant, Department of Neonatology, KKH. Before the Milk Depot was set up, donors deposited milk at the milk bank during office hours, which posed inconvenience for some donors.

The idea for the Milk Depot was hatched in 2018, and the project took off in 2022 when COVID-19 accentuated the necessity for such a system and expedited its implementation. COVID-19 also crystallised certain considerations that the team had been considering. For instance, the Milk Depot is strategically positioned at the basement lobby of KKH's Women's Tower instead of within a shopping mall to ensure 24/7 accessibility for milk donors in the event of another nationwide lockdown.

Putting the Milk Depot together was a herculean task. The team had to overcome global supply chain issues during COVID-19 and work with multiple stakeholders for various aspects of the project. “The project showcased the collaborative spirit of KKH; various departments came together to make this project work despite the heavy load they faced during COVID-19,” said Cynthia Pang, Assistant Director of Nursing, KKH.

When asked about the most significant lesson learned through the project, Mei Chien took reference to the SingHealth common purpose: 'Patients. At the Heart of All We Do'. “We must embrace the spirit of innovation even if it means venturing into the unknown. Our vulnerable patients and selfless donors deserve nothing short of our very best efforts,” she said.

Best Team Award

Patient Experience Improvement

Skin Guard Innovators

St Luke's Hospital

Left to right:
SN Teddi Widysani, SSN Naw Heh Nay Htoo,
SNM Josephine Tan Siew Eng, SN Khet Hsu Wai,
SN Del Rosario Angeline Blue Sionil



Rolling up their Sleeves to Make a Difference

“
We are happy to have been able to help reduce skin tears. At our core, we care for the whole person, and remain motivated to continue looking for different ways to provide even more excellent care.
”

– Josephine Tan,
Senior Nurse Manager and
Project Lead, St Luke's Hospital

In 2021, a dedicated team of nurses at St Luke's Hospital gathered to address a recurring issue in their ward – the occurrence of skin tears amongst older patients during transfers.

Skin tears are preventable wounds prevalent in older patients due to the physiological changes to their skin. Minor skin tears may take up to a week to heal, while more severe cases required weeks. The team documented 14 instances of skin tears in their ward in 2021.

The nurses used tubular bandages to protect the fragile skin of patients. However, the material tended to stretch and loosen by the third day, requiring frequent replacements. Staff would cut them to different lengths, sometimes only covering bruised areas instead of the whole arm. “Even with tubular bandages, we still see a significant number of skin tear cases,” shared Teddi Widysani, Staff Nurse, St Luke's Hospital.

In November 2021, Senior Nurse Manager Josephine Tan undertook research to explore ready-made UV protective arm sleeves as a potential solution. After testing out various options

from manufacturers, the team settled on a set of protective arm sleeves made of a thin, comfortable and cooling material, available in attractive colours.

At first, patients expressed scepticism and their concern about feeling warm and uncomfortable in Singapore's humid weather. With gentle encouragement, patients tried the sleeves and found them to be comfortable. “Sometimes, our patients are the ones reminding us to quickly put the sleeves back on for them, to protect their skin after their shower. It's heartening to see how comfortable they are wearing it and how useful the sleeves have been to them,” said Del Rosario Angeline Blu Sionil, Staff Nurse, St Luke's Hospital.

Upon the adoption of the protective sleeves, the number of skin tear cases in their ward dropped to just five cases in 2022. Costing 80 percent less than the use of tubular bandages and lasting at least three to four weeks, the sleeves proved to be more cost-effective and efficacious.

Following a successful pilot in their ward, the team shared their findings with other wards as well as outpatient teams providing home care and rehabilitation services. They also stocked the sleeves at the hospital's vending machines for patients' and caregivers' easy access.

Eager to further minimise skin tears, the team plans to continue their research and expand this initiative to benefit patients in other community hospitals.

Best Team Award

Clinical Practice Improvement

Diabetic Limb Salvage Team

Sengkang General Hospital



Left to right:
Dr Kok Yee Onn, Tan Shi Ning, Caleb Teo,
Leighton Cheng, Bradley Yuen, Asst Prof Francis Wong,
Ma Zhongzheng, Dr Dawn Chia, Mardiana, Dr Leong Sum.
Other Members:
Dr Feng Jiajun, Dr Png Wenxian, Kimberley Leow,
Dr Farah Irani, Leon Alvis, Phoebe Ting, Dr Pushpalatha

Keeping Diabetic Foot Ulcers Out the Door

“When SKH started as a new hospital in 2019, we decided that it was time to revolutionise diabetic foot ulcer care. Today, we are heartened to see the improved clinical outcomes it brings to our patients.”

– Dr Francis Wong
Senior Consultant, Department
of Orthopaedic Surgery, Sengkang
General Hospital and Project Lead

Diabetic patients with foot conditions can now be treated more effectively with the Diabetic Limb Salvage (DLS) service offered by Sengkang General Hospital (SKH). Patients can consult specialists from different disciplines including podiatry, endocrinology, orthopaedic surgery, plastic surgery, intervention radiology, physiotherapy and dietetics, in a single sitting.

Through the multidisciplinary care team, the DLS service provides a one-stop, convenient access for diabetic patients in inpatient and outpatient settings. In addition to reducing waiting time, with the relevant specialists attending and presenting a holistic treatment plan to patients during their visit, they are also able to gain a better understanding of their condition and care plan.

In Singapore, over 400,000 people are diabetic. This number is expected to climb to more than 1 million by 2050. Statistics have shown that up to 34 per cent of patients will develop a foot ulcer in their lifetime.

Before the introduction of this multidisciplinary service, patients with diabetic foot conditions had to make multiple trips to consult with various specialists depending on the complexity of their conditions.

“Previously, a patient with diabetic foot ulcer would first see a general practitioner, who will likely refer him to a podiatrist,” said Dr Francis Wong, Senior Consultant, Department of Orthopaedic Surgery, SKH and the Project Lead. “The podiatrist may then refer the patient to see another specialist, such as a vascular surgeon, who may subsequently refer the patient to yet another specialist, perhaps in orthopaedic surgery. We’re talking multiple referrals for a patient who should be resting, instead of running around for these consultations,” he added.

The DLS service started operations in 2019 and has since treated more than 250 patients with complex diabetic foot ulcers. A study of the first 50 patients it treated from 2019 to 2021 showed that the rate of healing increased to 96%, along with a 30% reduction in treatment duration. Patients took an average of 77 days

to heal, compared with 111 in the past. All 50 patients treated at the multidisciplinary clinic received timely clinical intervention and none of them required amputation below the knee.

The quicker recovery time is beneficial for patients, particularly younger patients at the peak of their lives and careers. The team had noticed a rise in younger patients with diabetic foot ulcers and decided that the conventional approach of multiple referrals would not work.

“These are patients who are in their 30s, who typically don’t have caregivers because they’re caregivers themselves. We want to help them walk again and return to work promptly so that they can take care of their families,” said Dr Francis.

Best Team Award

Clinical Practice Improvement

Hip-VBC Project Team

St. Andrew's Community Hospital



Left to right:
Patrick Lee, Zhuang Zhiling, Loh Wei Chin,
De Rama Erlyn Merjudio, Galvin Tan, Dr Edward Goh,
Shawn Ng, Dr Melissa Abamonga, Wang Ping, Zin Zin Nyein.
Other Members:
Diong Nguk Sing, Seng Si Xian, Rachel Lin, Shirley Chen,
Lawrence Lim, Law Yen Hoon, Eric Wie, Alison Sim,
Tan Lay Kheng, Dr Angel Lee.

Devising A Standardised Integrated Care Plan for Timely Discharge of Hip Fracture Patients

“Communication is essential to ensure that all stakeholders, from departments within the hospital to families, are aligned to an accurate picture of the recovery process.”

- Dr Edward Goh,
Head of Inpatient Rehabilitation
Service, SACH

St. Andrew's Community Hospital (SACH) faced a tricky challenge in 2021. The hospital was grappling with an average hospital stay duration of 33 days for hip fracture patients, which exceeds the 30-day national benchmark for community hospitals¹.

With this, SACH decided it was imperative to address the issue of prolonged hospital stays for this group of patients. “A prolonged hospital stay not only strains healthcare resources, but also exposes patients to infections,” said Dr Edward Goh, Head of Inpatient Rehabilitation Service, SACH.

As 90 percent of SACH's hip fracture patients are transferred from Changi General Hospital (CGH) after their surgery for rehabilitation and step-down care, the community and acute hospitals jointly devised a solution to facilitate timely discharge. SACH formed a multidisciplinary team comprising doctors, nurses, allied health professionals, administrators, and included case managers from CGH to examine the issue.

The team gathered over a three-and-half-day workshop to evaluate the entire patient care journey, from admission at CGH to discharge from SACH. One observation was that there were variations in the care plans for hip fracture patients, leading to a range of prescribed hospital stay duration. By the end of the workshop, the team devised a standardised care plan spanning the patient's care journey – from their admission at SACH to their discharge back home with rehabilitation in the community at Day Rehabilitation Centres.

The team also found that some patients and their caregivers were unaware of the three to six-month timeframe required for a full recovery after a hip fracture, which was longer than the hospital stay. Caregivers had the impression that patients would only be discharged from SACH upon full recovery, which is not the case. This resulted in the lack of readiness of caregivers to handle discharged patients, consequently prolonging hospital stays.

To address this, a discharge pamphlet detailing the patient's care plan was designed to ensure consistency in the information communicated to them. Caregivers were trained to equip them with the essential skills to prepare them to provide care to their loved ones after discharge.

As a result of the project, the average hospital stay for hip fractures at SACH now stands at 25 days, a remarkable decrease from 33 days. Following its success, SACH is currently exploring similar standardised care plans across other medical disciplines in the hospital.

What contributed to the success of the project? “Having a workshop where representatives from both SACH and CGH multidisciplinary teams involved in the care of patients come together helped provide clarity on the patient care journey,” said Galvin Tan, Senior Occupational Therapist, SACH. “With role-based active participation and contribution from everyone, we were able to develop the standardised care plan quickly.”

¹ Based on 2018 national data.

Best Team Award

Joy at Work

SingHealth Allied Health Joy Workgroup

SingHealth



Left to right:
Hozarifah Binte Hosain, Theong Xiao Han, Sivaragini Siva,
Shyamala D/O Narayanaswamy, Brandon Feng,
Goh Siew Li, Yvonne Ng, Jolene Ooi, Wu Peiru, Angeline Tan
Other Members:
Prof Lita Chew, Dorcas Won, Pearlyn Tay, Doris Teo,
Natalie Chew, Jae Shi, Evangeline Tan, Lisa Ong,
Nur Atiqah Samsuri, Levinia Lim, Jeanaline Fan.

Ambassadors of Joy

“We hope that what we are doing will help our Allied Health and Pharmacy colleagues find joy and meaning at work. It's important that we have a platform to share our burdens and also have fun together, and feel a sense of belonging at our workplace.”

– Shyamala D/O Narayanaswamy,
Pharmacy Practice Manager,
Singapore General Hospital

The results of the Employee Engagement Survey (EES) in 2019 showed that Allied Health and Pharmacy staff at SingHealth were reporting low levels of staff engagement and high levels of emotional exhaustion. This served as an urgent reminder to the Allied Health and Pharmacy community to focus more efforts on nurturing their workforce.

“Staff well-being matters; happier staff also leads to a higher quality of services to patients and lower turnover rates. It was important for the Allied Health and Pharmacy community to build a more positive and supportive culture, and we had to do it systematically to ensure that we reach out to everyone,” said Jolene Ooi, Head of Radiography at Changi General Hospital.

The SingHealth Allied Health and Pharmacy Joy Workgroup was established to achieve two main objectives – to instil joy at work through relationship building activities, and to remove obstacles at work through meaningful conversations. To achieve these goals, the idea of appointing at least one Joy Ambassador (JA) in

each department and a Joy Enabler (JE) in each institution was mooted. To date, there are a total of 14 JEs and 188 JAs across the SingHealth cluster.

JAs are empowered to organise activities for their teams to build trust, promote stronger work relationships, nurture a shared team identity, and bring joy to the workplace. Since the framework's inception in January 2022, over 420 team activities were organised to foster a positive and fun work environment. These range from awareness quizzes and nature walks to departmental games. While some of these initiatives are not new, the JAs now have access to cluster level resources and a supportive network of colleagues and fellow JAs, which foster more creative ideas and a more impactful reach. In addition, cluster level engagements were organised to encourage interaction between Allied Health and Pharmacy staff across SingHealth institutions and promote opportunities for staff to bond and form their own networks within the cluster.

To foster more meaningful conversations, “What Matters to You” (WMTY) sessions are organised where JAs facilitate dialogue on areas of work that have been going well and areas that can be improved. Such conversations can be formal or informal, and are held either in small groups or across the whole department. The feedback gathered is then monitored by the JEs and shared with heads of departments, institution directors, and the cluster co-leads to explore ways to improve.

“While we may not always have solutions to the issues raised, it is important for Allied Health and Pharmacy staff to know that their concerns are being heard and followed up on,” explained Goh Siew Li, Head of Speech Language Therapy Service at KK Women's and Children's Hospital.

Best Team Award

Joy at Work

Project RISE Team

St Luke's Eldercare



Left to right:
Ma Sheena, Wu Junjie, Adeliza Supnet,
Jessica Seng, Willie Soh, Ivan Chew, Regina Chua,
Elaine Peh, Johanna Suner, Angel Sarvida.
Other Members:
Htet Htet, Mo Na Le Zar, Angie Tham, Vivi Lolowang.

'Helping Employees to Love What They Do'

“*The COVID-19 pandemic was challenging, so when everyone returned to work in-person, we wanted to do something to bring joy back to the workplace.*”

– Willie Soh
Human Resources Manager,
St Luke's Eldercare

At St Luke's Eldercare, anyone in the organisation can meet the CEO over a "cuppa".

At regular KopiChat sessions for individuals, or CEO Connect for groups of employees, open communication has fostered a culture of autonomy and engagement among employees in St Luke's Eldercare. This has, in turn, positively impacted the seniors they serve.

To improve employee well-being and job satisfaction, the human resources team launched Project RISE, which stands for "Building Resilience, Inspiring Meaning and Sustaining Engagement at Work". Conceptualised in April 2022, this initiative went live and was ready to bring joy to co-workers within three months.

KopiChat, a series of 60-minute sessions where employees can have one-on-one chats with St Luke's Eldercare's CEO, Associate Professor (Dr) Kenny Tan, is consistently over-subscribed. Every three months, eight of such sessions are held, where participants get to interact directly with A/Prof Tan. Many have benefited from his wisdom on topics ranging from

leadership skills to how the organisation is doing. A/Prof Tan's sincere and earnest responses have contributed to the popularity and success of these sessions.

Critical to the success of Project RISE are 14 staff who are ambassadors for adopting a healthy lifestyle. They rally colleagues to participate in staff wellness activities, such as the Healthy Eating Active Living (HEAL) programme which encourages staff to live well through healthy diet and exercise, and act as a bridge between their colleagues and the Project RISE team to provide feedback to ensure that wellness initiatives introduced are responsive to the evolving needs of the workforce.

Beyond personal wellness, HEAL has inspired employees to bring joy to underprivileged seniors in the nursing home. Ambassadors urge those who want to lose weight to do so for a good cause.

"For every kilogram lost, the organisation donates \$10 to the Sayang Fund for needy seniors in our nursing home," Willie Soh, Human Resources Manager at St Luke's Eldercare, said.

"We want these seniors to join everyone for outings and have a good time, and the Sayang Fund generously funds these experiences for them."

In addition, the ambassadors organised the "Massage for a Good Cause" initiative in 2022, and hired blind therapists as service providers to help their employees to relax and relieve stress.

Apart from HEAL, Project RISE also organises activities such as pilates, terrarium building and nagomi art workshops for non-centre staff during office hours. Meanwhile, care partners at senior centres participate in these activities mostly on weekends.

"The events are so popular that we are always oversubscribed. This is testament to the fact that staff appreciate and are enthusiastic about the programmes offered and understand the need for self-care," said Elaine Peh, Communications & Partnerships Executive and HEAL ambassador, St Luke's Eldercare.

Panel of Judges

Superstar Category (Final Judging)

A/PROF MARCUS LEE

(Lead Judge)
Vice Dean
School of Business
Singapore University of Social Science

MS TAN SOH CHIN

Senior Director
Special Projects
Deputy Group CEO's Office
SingHealth

MR CHEW KIM SOON

Co-chair
SingHealth Patient Advocacy Network (SPAN)

Panel of Judges

Superstar Category (Semi-Final Judging)

MR LIM KONG BENG

Executive Director
Ren Ci Nursing Home (Bukit Batok)

MS LOKE CHUI YEE

Chief Operating Officer
(Crisis Planning & Operations)
and Chief Operating Officer
SingHealth

MS LISA ONG

Head, Allied Health
Singapore National Eye Centre

MS LIAN SIEW BEE

Director
Nursing (Nursing Quality & Safety)
SingHealth

Panel of Judges

Best Team Category (Final Judging)

MR SUTOWO WONG

(Lead Judge)
Director
Analytics & Information
Ministry of Health

MS PANG NGUK LAN

Deputy Group Director
Institute for Patient Safety and Quality
SingHealth

MS NIDHI SWARUP

Global Partnership Lead
SingHealth Patient Advocacy Network (SPAN)

Panel of Judges

Best Team Category (Semi-Final Judging)

MR JEFFREY NG

Assistant Director of Nursing
St Luke's Hospital

PROF CHRISTOPHER CHENG WAI SAM

Senior Advisor
SingHealth

MS WONG SOOK THOW

Chief Nurse
Nursing Transformation
SingHealth

MS PANG NGUK LAN

Deputy Group Director
Institute for Patient Safety and Quality
SingHealth

DR HONG WEIWEI

Director
Innovation Strategy
Office for Service Transformation
SingHealth

Panel of Judges

Best Team Category (Shortlisting Judging)

MS ANG SHIN YUH

Deputy Director
Nursing Innovation
Quality and Research
SingHealth

MS ZANN FOO

Deputy Director
Institute for Patient Safety and Quality
SingHealth

MS HOZAIDAH HOSAIN

Head, Physiotherapy
SingHealth Community Hospitals

MS TALLIN ANG

Manager
Group Office of Patient Experience
SingHealth



SINGAPORE HEALTH
QUALITY SERVICE AWARDS
2024

Congratulations To All Winners

Participating Institutions



Participating Institutions



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