



# Better Health. With You.

YEARBOOK  
2021/2022



## Vision

Adding Years of Healthy Life

## Mission

Everything we do is about caring for and improving the lives of our patients, community and healthcare family

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When Woodlands Health (WH) broke ground for our campus in 2017, we were tasked with an exhilarating mission - to develop a future-ready health campus and system to respond to the challenges of evolving and growing healthcare demands. Our pioneer team responded readily, taking to the task with passion and gumption.

Five years on, WH's developmental journey has crossed an important milestone with a Topping Out event in February 2022. Despite challenges posed by the COVID-19 pandemic, the team pressed on tirelessly for this project. I thank our project partners - MOH Holdings; our consultants and our contractor SDK Consortium for persevering through the pandemic challenges. I also thank the Ministry of Health and the Woodlands Health Development Board Committee members for their wisdom and guidance.

The campus infrastructure complements the "software" aspects which the team is working on in tandem. This includes refining our Model of Care and building our people and culture - all of which will form the foundation of how we work together and deliver care to the population when we open.

WH is primed to play an integral role in the nation's public healthcare system.

We are currently facing healthcare challenges that will only get more pressing with time, given an ageing population and a higher prevalence of chronic illnesses among Singaporeans. Under the Healthier SG strategy which shifts the focus of healthcare towards preventive care, each of the healthcare clusters will work with family doctors and other partners to look after a region of up to 1.5 million residents. We have already embarked on this care transformation journey, and we have plans to further build upon the close partnerships with our primary care partners, community partners and residents.

To the WH Family, you have been steadfast in staying the course and I'm heartened by the solidarity shown throughout the years. As we work towards our campus opening, let's hold fast to our vision and commitment to the WH brand promise of **Better Health. With You.** Together, we will improve the lives of our residents, our partners and our WH Family.

The past two years have been a test of resolve but I am happy we have emerged stronger, more resilient and better prepared to take care of our patients.

### Ms Jennie Chua

Chairman  
Woodlands Health  
Development Board Committee

## Foreword from Chairman



## Message from GCEO



Though Singapore's healthcare sector has been under pressure over the last two plus years, it has been heartening to see the National Healthcare Group (NHG) Family striving to deliver the best care for our patients amid difficult and unpredictable circumstances. We stood strong against the Delta and Omicron waves, doing our utmost to keep our population and nation safe.

Woodlands Health (WH) has continued to support the national COVID-19 response, which included the set-up of the first COVID-19 Treatment Facility (CTF) at Tampines in September 2021. I commend and thank the team for its stalwart dedication and professionalism, especially in times where we are called upon to serve the people of Singapore.

The pandemic might have posed challenges but it has not deterred NHG and its Institutions from advancing our population health efforts, guided by our River of Life (ROL) framework. We are moving beyond episodic care and treating illnesses to fostering the holistic health of the community, and going upstream to build the key foundational piece which is a strong primary care, away from transactional to relationship-based care. The ROL is aligned to the Healthier SG strategy announced by the

**Prof Philip Choo**  
Group Chief Executive Officer  
National Healthcare Group

Ministry of Health (MOH), aimed at reforming the healthcare landscape by emphasising preventive health and early intervention.

In spite of the pandemic, I'm proud to see WH making steady progress as one of NHG's three Integrated Care Organisations (ICOs). As the ICO for Woodlands Zone, the WH team is laying the foundation by building bridges with the community and our partners, while continuing to gear up for the progressive opening of the campus from December 2023. We will champion NHG's vision of *Adding Years of Healthy Life* by providing holistic, person-centred care through initiatives that encourage wellness and offer accessible healthcare closer to home. As such, the WH Family has been making important contributions in the shift towards a healthier Singapore.

We all have a part to play as we galvanise our efforts to achieve better health outcomes, and serve our communities of care alongside our stakeholders, partners and volunteers. We wish to motivate everyone to live well, at every stage of life. Together, as one NHG Family, we will support and empower our population to become happier, healthier and more resilient individuals.

As we draw closer to our campus opening, it has been inspiring to see our plans for Woodlands Health (WH) take shape and bear fruit. On 12 February 2022, we held a Topping Out event for our campus, which marked a notable milestone in our development journey and a significant step towards serving the North-western population.

We will be opening progressively from the end of 2023, starting with non-urgent specialist outpatient clinics. This will be followed by the rest of the hospital, including the emergency department and inpatient wards and services, from May 2024 onwards. When fully opened, the campus will have about 1,000 beds in its acute and community hospital which are housed together for better integration of services, along with almost 400 beds in the Long Term Care facility. Provisions are in place to expand to a total of 1,800 beds to meet future needs.

Over the past year, we've made steady progress. We formalised our Model of Care (MOC) which sets the basis for all that we do and defines the way we intend to deliver care to our patients and our community. Our MOC seeks to address healthcare challenges brought on by changing needs and rising costs, and articulates our goal to deliver seamless holistic care between the pre-hospital, hospital, and community and integrated care settings.

We also formulated our brand promise, **Better Health. With You.**, which we have adopted as the theme of our yearbook this year. **Better Health** is an encapsulation of the work we are doing

to improve the health of the population. **With You** demonstrates the importance we place on collaboration. On the population health journey, we must work closely with our partners, our residents, and within our care teams.

We launched the NurseFirst helpline, which together with the GPFirst programme and Urgent Care Centre at Admiralty Medical Centre, helps to improve the right-siting and accessibility of care within the community. The initiatives we have embarked on are timely, given the Ministry of Health's (MOH) move towards the Healthier SG strategy which is centred around primary care. The WH Regional Health Office (RHO) will continue to build upon our community programmes and strengthen the partnerships with our primary care partners, community partners and residents.

On the recruitment front, we welcomed our 2,000<sup>th</sup> colleague in November 2021. Our nurses, doctors, Allied Health and Ancillary professionals, and administrative team have come together united and energised by the opportunity to contribute towards building a new healthcare system for Northern residents, leveraging their past healthcare experiences.

I am grateful for the various teams' efforts over the past year - WH is only possible because of your passion and dedication towards our shared vision. I am tremendously appreciative of the guidance and support from members of the Woodlands Health Development Board Committee led by Chairman Ms Jennie Chua; our community partners;

## Message from CEO



**Dr Jason Cheah**  
Chief Executive Officer  
Woodlands Health

and all who have supported us since our inception.

I look forward to welcoming everyone to the new campus from next year, and your continued support in our mission to keep residents well and in good health.

# UNITE: Together as One Healthcare Family



*In the ongoing pandemic situation, the WH Family forged ahead, united by our mission of caring for and improving the lives of our patients, community and healthcare family. From setting up the first COVID-19 Treatment Facility (CTF) to new inter-department initiatives for better patient care, we've shown that we are stronger when we work together and care for each other.*

## Contributing to pandemic efforts

In September 2021, in response to the highly contagious Delta variant of the COVID-19 virus which caused a surge in daily cases, the Ministry of Health (MOH) announced that it would be setting up new stepped-up community care facilities for COVID-19 patients to augment hospital capacity.

Woodlands Health (WH) was tapped upon to set up the CTF at NTUC Health Nursing Home (Tampines). The objective - to convert the nursing home to be ready for COVID-19 patients who are generally well but have underlying health conditions that require close monitoring. The facility was fitted with 250 beds and received its first patient on 23 September 2021.

## Setting up in quick time

Fresh off our experience with the set-up of the first large-scale Community Care Facility (CCF) at EXPO in 2020, the WH team took to the task expeditiously. It was all hands on deck and everyone worked tirelessly to ensure the place was all systems go within one week.

Compared to the CCF at EXPO, the patient profile at the CTF was more diverse. They ranged from ambulant to bedbound, and as most were seniors with chronic conditions, the care required was more complex as they may have multiple medical comorbidities and social care needs.

While colleagues from Nursing, Medical, Allied Health and Pharmacy geared up for the task of patient care and developing clinical workflows, the CTF Operations team comprising volunteers from various services in WH, made sure the facility ran smoothly.



*The WH team worked closely with Resorts World Sentosa, IHiS, Singapore Armed Forces and NTUC Health to set up the facility*

Setting up infection control measures at the facility was a top priority, and the Infection Prevention and Control (IPC) team looked into every detail. These included the clear delineation of zones, training non-healthcare personnel such as housekeeping and security on donning of PPE, as well as refresher training for locum and seconded doctors and nurses. Daily audits were conducted to detect and correct any lapses early.



The Operations team implemented operational workflows, procured medical equipment, managed supplies, and acted as a liaison between divisions to ensure the smooth day-to-day running of the facility



Training on infection control guidelines and donning of PPE at the CTF

The WH team displayed resourcefulness and adaptability in addressing gaps, despite operating within a non-hospital environment.

For example, as the facility did not have dedicated infrastructure for radiography, the Radiography team decided to deploy a portable bedside service and procured mobile lead shields for safety during the portable runs. They also developed workflows that would enable rapid imaging and reporting, while adhering to infection control guidelines.

Having a chest X-Ray service onsite was critical, as it helped doctors with their evaluation on whether the coronavirus had led to disease progression. They could also investigate any functional decline in the elderly. With X-Ray services now available, the medical team was able to manage patients with more confidence and reduce unnecessary transfers to acute settings.

### Holistic care by a multidisciplinary team

The respective departments worked together to ensure optimal patient care. The Division of Integrated & Community Care (DICC) teams provided medical leadership and senior clinical support, leading multidisciplinary meetings and making day-to-day decisions on patient care.



Receiving the first patient at CTF

Geriatricians familiar with frail seniors' health and functional issues, led the multidisciplinary team. Palliative care physicians were able to attend to patients onsite at the CTF, and ensure the terminally ill were comfortable and well taken care of. Psychiatrists provided consults for patients with mental health issues. Rehabilitation and Community Hospital Physicians, familiar with the subacute setting, contributed their expertise as well. Together with clinicians from the Emergency Department, who offer

acute perspectives and support, we were able to extend comprehensive care to patients admitted to our CTF.

Our nursing colleagues were crucial in ensuring quality care was delivered, monitoring patients closely for any complications. They developed initiatives to reduce falls and medication errors, and to manage dysphagia and malnutrition. They provided comfort to patients and their families by facilitating video chats, arranging "meal-time dates" for couples who were segregated at different levels of the CTF, and provided regular updates to families on their loved ones.



Nursing team preparing to care for COVID-19 patients at the CTF



A tree of hopeful messages, by patients at the CTF

Our Medical Social Workers (MSWs) provided necessary psychosocial care. Horticulture therapy was introduced as a therapeutic intervention tool for emotional support, as connecting with nature could help reduce anxiety. The programme was well received: participants found it novel growing their own microgreens indoors and felt a sense of ownership for their creations. The MSWs also arranged for patients to pen messages on a "tree" at the point of discharge, to encourage other patients.

Physiotherapists and Occupational Therapists provided individualised rehabilitation to patients at risk. They conducted exercise classes to maintain patients' physical fitness and reduce the risk of de-conditioning. Occupational Therapists also conducted health education or cognitive stimulation activities to encourage social interaction. The Pharmacy team ensured that patients received the medication supply and counselling needed at various stages of their care.



Patients engaging in physical activities at the CTF

During this period, the teams had to adapt to new developments and introduce new workflows. When Singapore experienced a surge in the number of COVID-19 cases, MOH and Singapore Civil Defence Force (SCDF) worked together to streamline the triaging and conveyance of COVID-19 patients. On 26 February 2022, the CTF became the first to receive patients directly conveyed from SCDF, alleviating the pressure at hospital emergency departments.

As the COVID-19 daily case numbers stabilised, the last patient was discharged from the CTF on 5 April 2022. We cared for about 2,600 patients at the CTF@Tampines over six and a half months, and it was heart-warming to see everyone giving their all for the patients.

We are grateful to have had the support of the Ministry of Health, and our partners - Singapore Armed Forces, Resorts World Sentosa, IHiS and NTUC Health.

During this time, the WH Family also supported the national COVID-19 vaccination programme, key to Singapore's strategy in becoming a COVID-19 resilient nation. WH colleagues were part of the team deployed to polyclinics to help administer vaccination shots.

## Pandemic preparedness

Learning from the COVID-19 experience, a holistic review was conducted for all public zones, staff areas and patient care facilities of the new campus. Key design review aspects include flows and circulation, airflow and ventilation, material and finishes. Teams were also tasked to review their own departmental pandemic preparedness plans, with inputs from the Infection Prevention and Control team.



## The importance of a huddle

*How inter-professional ward huddles evolved for more optimal patient care*

Prior to campus opening, our clinical teams are nested within other public healthcare institutions to undergo training as a team, while augmenting the healthcare manpower of the nesting institution.

The teams are actively testing new initiatives to improve patient care. Nurse-facilitated ward huddles are one such initiative. Launched in Ward 88 in Yishun Community Hospital (YCH) for geriatric patients, it was subsequently deployed to Ward 68 and other WH pre-operations wards in YCH.

The team realised that as they got together to discuss about patient care, complex cases required inputs from doctors, nurses, therapists and medical social workers for better holistic and coordinated patient care. Such multidisciplinary huddles can also help foster collective leadership and build trust among team members.

In 2021, the huddle format was refined further following a survey conducted by the clinical team together with People & Organisation Development. It is now more structured with clear objectives. The frequency and start times of the huddles have also been fixed to ensure efficiency and clarity.

The new changes encouraged better communication among the interdisciplinary team, which in turn will lead to better patient outcomes.



The multidisciplinary team during a morning huddle

## Towards seamless care

The Department of General Medicine piloted specialist consults by WH specialists in the pre-ops wards, in line with our goal to enhance continuity of care for our patients. Palliative Medicine consults were the first to be introduced in early 2021, followed by Geriatric Medicine in April 2021, Endocrinology in January 2022 and Cardiology in April 2022.

The department has also made preliminary steps towards outpatient specialty referrals from pre-ops wards to WH specialists, beginning with Geriatric Medicine

in June 2021. There are plans for Palliative Medicine to be included by end of 2022.

This initiative has helped to develop and refine WH-specific workflows, enhance competency and cohesiveness among different teams, and establish seamless care across various WH teams. Pre-ops wards are better supported by the expertise of specialists, while specialists gain additional experience and exposure.

We will continue to work towards integrating patient care across all care settings, ensuring right care in the right place, at the right time.

## Building a resilient workforce and community

Living through a pandemic for a prolonged period has highlighted the vital importance of the state of mental wellbeing of our community. An interdepartmental committee was formed to organise outreach activities in the lead-up to World Mental Health Day 2021.

Led by Principal Psychologist, Dr Yang Su-Yin, the organising committee comprised the departments of Psychology, Medical Psychiatry, Community, People and Partnerships, Human Resource - Engagement and Wellness, Art Therapy, Medical Social Work, People & Organisational Development and Corporate Communications.

The committee's initiatives and plans included both internal and external components. Their aim: to promote mental health advocacy and education for the WH Family as well as, for a start, students at academic institutions.

"In-Reach" activities included three "Check Your Pause" talks for WH colleagues that attracted more than 200 attendees. Facilitators imparted a range of useful skills such as practising mindfulness, how to balance and enjoy multiple roles in life, and how to regulate emotions. There was also a mental wellness panel attended by 116 colleagues, where Chairman, Medical Board Dr Nicholas Chew, Chief Nurse Ms Pua Lay Hoon and Chief Information Officer Mr Glenn Neo shared experiences that have shaped them.



"Check Your Pause" mental wellness talks

As part of "Out-Reach" events, the committee co-created ground-up sensing surveys and tailored programmes on mental wellness for peer supporters at Evergreen Secondary School and students at Christ Church Secondary School, which has led to opportunities for further collaborations.

In addition, an e-learn module curated by Medical Psychiatry and NHG College was rolled out to support the mental health capability building for community partners. A total of nine community partners came aboard to support this, such as NTUC Health Co-Op, Daughters of Tomorrow, AWWA and SunLove Abode for Intellectually Infirm.

The committee also encouraged colleagues and students in the community to foster greater awareness of mental health by submitting creative works, ranging from photos and canvas art to poems and songs. The artistic expressions formed a community picture contributing to "Build a Stronger You".

These events will serve as a stepping stone for longer-term education efforts to empower our residents and colleagues, and build a resilient and thriving community.



"Build a Stronger You" artistic impressions submitted by WH colleagues

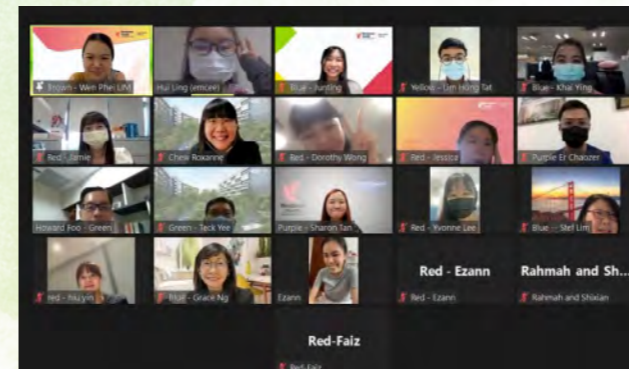
## Caring for our workforce

Creating a support system where colleagues can reach out to peers to share struggles and exchange tips on managing stress, can foster a sense of solidarity and create feelings of positivity. Throughout the year, we made sure to look after our colleagues' physical and psychological well-being by supporting them in various ways.

We launched a peer support programme, WellCARE, which offers a safe and neutral platform for colleagues to seek help during times of psychological distress or burnout.

We pushed out self-help resources in December 2021 to increase awareness of workplace wellness and allow colleagues space to find out more at their own time. A range of guides are available, covering ways to handle anxiety in the workplace, burnout and grief, as well as self-care tips.

One of WellCARE's strategies is to build up a network of peer supporters who can provide the first level of support or a listening ear. We have tripled our number of peer supporters since 2020.



Peer supporters during an appreciation event in 2021

WH colleagues also attended training to increase awareness of mental health issues in the workplace and how to check-in with colleagues. An example of such a course is the Workplace Mental Health (Basic) Workshop by NHG College.



A Workplace Mental Health (Basic) Workshop in 2021

WECare packs were distributed to thank our healthcare colleagues for their tireless efforts and dedication. WH colleagues also received food and movie vouchers throughout the year. We celebrated major festivals with colleagues and also organised a WH Happy Hour - Happy Day, Happy Body, Happy Mind series of workshops to help colleagues recharge for the year of hard work.



The Engagement & Wellness team preparing WH Cares care packs for colleagues who were placed on Stay Home Notice or Quarantine Order

# ENGAGE: Partners Towards Better Health



*We implemented programmes that support and empower residents in their health journey and provide easy access to care within the community. We are laying the foundation to build a care network and to activate residents to take charge of their health and wellness.*

## Piloting an innovative care ecosystem

In February 2022, WH launched NurseFirst – a helpline manned by nurses trained in emergency triage. Callers receive advice on where to seek treatment depending on their condition. Healthcare options include the nearest General Practitioner (GP) clinic, an Urgent Care Centre (UCC), or the Emergency Department.

The NurseFirst helpline, GPFirst programme in the North and UCC at Admiralty Medical Centre are part of our efforts to create a holistic system of care, improve the right-siting of care and to make care accessible within the community. The Transforming Acute Care Ecosystem (TACE) workgroup oversees these efforts to shift the focus from hospital-based care to primary and community care settings, to reduce unnecessary hospital admissions.



The NurseFirst helpline was launched in February 2022 to provide callers with advice on where to seek treatment



Working together with Yishun Health, more than 60% of GP clinics in the North (Woodlands, Sembawang and Yishun) have signed up for the GPFirst Programme, which encourages residents to consult their family doctor first, for non-emergency conditions. The UCC at Admiralty Medical Centre, which sees patients with urgent but non-life-threatening conditions, attended to more than 10,000 patients from April 2021 to March 2022, of which about 10% were GPFirst referrals. In the first three months since it was launched, the NurseFirst team attended to close to 900 triage calls.

For patients requiring support for their care needs in their transition from hospital back to home, the Community and Integrated Care Team (CIC) has been actively involved to ensure they receive holistic care. The CIC team is a multidisciplinary team of healthcare professionals comprising nurses, doctors, therapists, pharmacists,

medical social workers, dietitians, virtual care specialists and operations colleagues that support patients to stay well and age gracefully in the community.

Upon receiving a referral from inpatient wards or the emergency department, community nurses will conduct home visits to assess the environment, monitor the patient's recovery closely, and make assessments on whether they require other services from the team or other community partners. Our Hospital-To-Home (H2H) programme cared for 545 patients.

Residents who are well or living with chronic illnesses, may also walk in to one of our nine Community Nurse Posts near their homes to have their conditions reviewed or to seek health advice. We cared for more than 570 residents at the Community Nurse Posts over the year.



Senior Staff Nurse Jeya Periasamy (centre), a community nurse, at the home of a patient and her caregiver

**Click**  
to watch a video on our community nurses  
<https://fb.watch/d72RLWExti/>

Our Hospital-To-Home (H2H) team was able to improve the quality of life for an 81-year-old patient who was staying in a one-room rental flat. He was referred to WH's H2H programme as he had many chronic health conditions which required close monitoring. His condition soon worsened and he initially refused medical treatment before finally agreeing to go to the Emergency Department on the advice of his H2H nurse. As a result of timely intervention, he was able to avoid lower limb amputation. After being discharged, the team continued to visit him and work with him to improve his mobility and functional status at home. Assistive mobility devices and movement monitoring sensor systems were installed in his home. With the support of the team, the patient recovered well and is able to perform most daily activities independently. He has also adopted a healthier diet.

Our NurseFirst and UCC teams provided assistance to a 71-year-old lady and her family after she was tested positive for COVID-19. The family had called the NurseFirst helpline after they were unable to get an appointment with a GP. They eventually made their way to the UCC, and they wrote this about their experience:

"That was the best decision I ever made. Not only did I get the assurance I needed, the UCC team also took great care of my mom and many other COVID-19 patients in the restricted zone.

Things could get overwhelming from time to time, but the UCC team managed this in a highly commendable manner. They spoke calmly and reassuringly, even though some of the other visitors could be rude because they were not allowed to accompany the patients. It was a heart-warming moment and I wished I could hug the team to show my gratitude!

To the UCC team, while we brace ourselves through this pandemic, I just want to acknowledge and recognise your efforts, hard work, resilience, time, smiles behind those masks, patience, diligence, commitment, compassion and tolerance. I am literally writing this while waiting for my mom to be discharged. But I know this cannot wait. So, thank you UCC team from the bottom of my heart." - Family of UCC patient.



### Resilient neighbourhoods

Recognising that health and social issues can often be interlinked, the Community, People and Partnerships (CPP) team rolled out a pilot Social-Health Integration (SHI) initiative in partnership with the Ministry of Social and Family Development (MSF) and the Agency for Integrated Care (AIC) to explore ways to operationalise social-health models of care. To understand the possible barriers that residents could be facing in accessing healthcare, a questionnaire was administered by a trained individual, which helped to identify and form the interventions that were needed.

After organising health services to address the residents' identified issues and challenges, we partnered with the Social Service Office@ Woodlands (SSO@Woodlands) under MSF to see how we could better align and integrate social interventions/services provided under MSF's Community Link (ComLink). ComLink is MSF's flagship initiative that aims to provide more comprehensive, convenient, and coordinated support to families with children

living in rental housing. We also worked with AIC's Silver Generation Office (SGO) to reach out to households with vulnerable seniors under the SHI collaboration.

Some of the interventions include addressing mobility or transport issues which prevented residents from keeping to their medical appointments by having SATA CommHealth bring its Doctors on Wheels (DOW) programme to the area. The team also referred residents to WH community nurses, Medical Social Workers and Good Life Coaches for support. CPP, together with ComLink, created dashboards to monitor families to help guide follow-up actions, and supported the training of volunteers who are the main points of contact with the families.

In this pilot, WH, in partnership with MSF's SSO@Woodlands and SGO, helped 28 households comprising 88 residents. There are plans to scale this further.

These initiatives are very much aligned with our Community of Care strategy, which aims to keep residents in the North healthy and well.



CPP team setting up the Doctor-On-Wheels programme at ComLink Marsiling

## Sharing health knowledge

To increase health literacy among the public, we collaborated with the National Library Board (NLB) to reach out to an untapped population - library goers who are not enrolled in any senior activity centres.

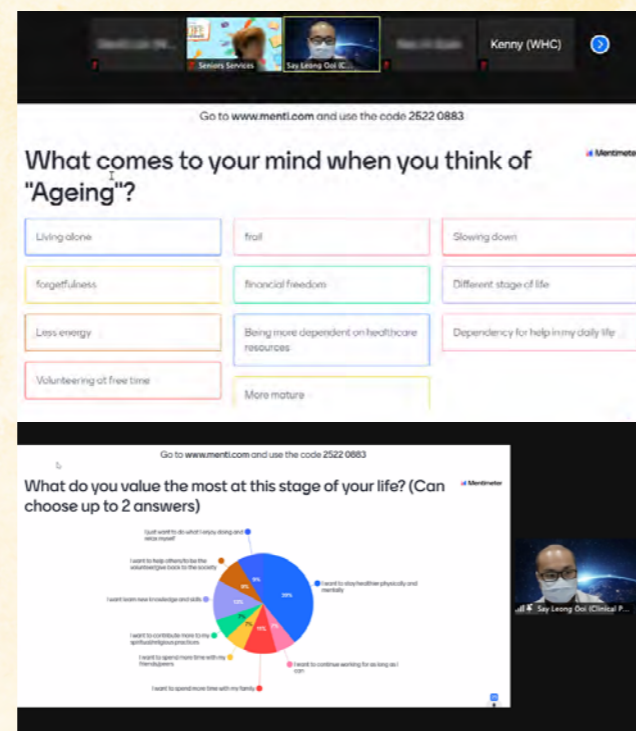
A mental health pilot programme (Action: Strengthen Mental Resilience) targeted at youths and working adults was held at Woodlands Regional Library. Four sessions were held from March to April 2021, and the main objective was to strengthen mental resilience from the ground-up and to support the government in its efforts



Participants brainstorming at the A:SMR event; learning about self-care in a workshop

to tackle issues exacerbated by the pandemic. As response was good, a self-care workshop was organised with NLB in September that was open to public, in line with World Mental Health Day.

WH also teamed up with NLB on its Time of Your Life programme series which covers a wide range of topics for seniors aged 50 years and above. Our team comprising Pharmacists, Medical Social Workers, Occupational Therapists, Dietitians and Psychologists shared health topics of interest to encourage healthy and active living among seniors.



Time of Your Life series

For example, Pharmacists and Pharmacist Technicians shared tips on how to interpret medication labels and packaging, how to manage medication at home as well as when to seek medical attention when minor ailments occur. Dietitians gave advice on healthy cooking methods and nutritional information.

We also continued our collaboration with Masjid Yusof Ishak, our closest neighbour, to reach out to the community. Working with M3 (Muis, MENDAKI, MESRA) and Masjid Yusof Ishak, we continued the series of health talks which first started in 2020 at the height of the pandemic. Open to the general public, topics include managing chronic disease, bone and joint health, healthy eating during Ramadan and medication myths.

In FY21, WH held eight virtual NLB talks with a total of more than 500 attendees, and six virtual sessions for M3 with more than 200 attendees.

With safe management measures easing in the wake of an improving COVID-19 situation, we hope to press on with more community efforts to foster the holistic health of the population. By focusing on prevention as a care action, we can help everyone to live well at every stage of life, in line with our brand promise, **Better Health. With You.**

## Population health plans

The WH Regional Health Office (RHO) was established in FY21 to spearhead our population health strategy and implementation. The focus is on building localised networks of care together with our primary care partners, community partners and residents to collectively look at and address social factors which contribute to the individual's health as well. The work of the RHO is also in line with our role as an Integrated Care Organisation for Woodlands Zone, and the shift towards preventive care under the Healthier SG strategy.

WH Medical Social Workers (MSW) provided assistance to an elderly man living with his 23-year-old daughter - both of whom were unemployed. His home had become cluttered which led to pest infestation, and they were not able to cook at home, so they relied on convenience store food. The widower was admitted to KTPH for his diabetic foot ulcer after the Singapore Civil Defence Force and Singapore Police Force were alerted. Our MSW team worked with community partners such as volunteer organisations and social service agencies to ensure he and his daughter had a strong support system after his discharge. His house was cleaned and employment opportunities were sourced for his daughter. The team continued to monitor the family and upon a home visit, found that the pair were happy with the clean and improved conditions!



# PREPARE: Progressing Towards Go-Live



*The Woodlands Health Campus will open progressively from end 2023. From infrastructure progress to culture building, recruitment, training and development, we are seeing our plans come together.*

## The campus taking shape

We marked the Topping Out milestone for our campus on 12 February 2022, with an event attended by Health Minister Ong Ye Kung and Senior Minister of State for Health Dr Janil Puthucheary, together with advisors from Sembawang and Marsiling-Yew Tee GRCs, Woodlands Health Development Board Committee members, community partners, contractors and consultants.

Our contractors, sub-contractors, consultants, designers and many others involved in the project have worked tirelessly, overcoming tremendous challenges posed by the COVID-19 pandemic.

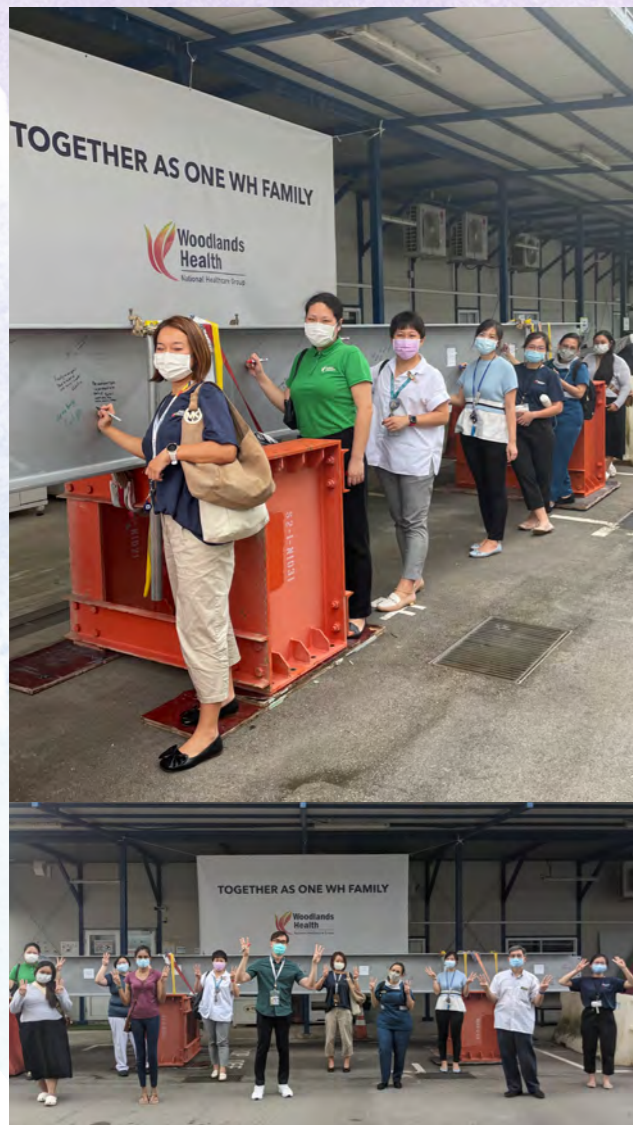
At the event held to commemorate this milestone, a steel beam was lifted to the top of Tower B of the integrated Acute and Community Hospital (AHCH). Prior to this, we invited more than 200 WH colleagues, consultants and contractors to pen their signatures and well-wishes on the beam.

### Click

To watch a short video on the Topping Out event <https://youtu.be/xFyt2kl-Sb4>



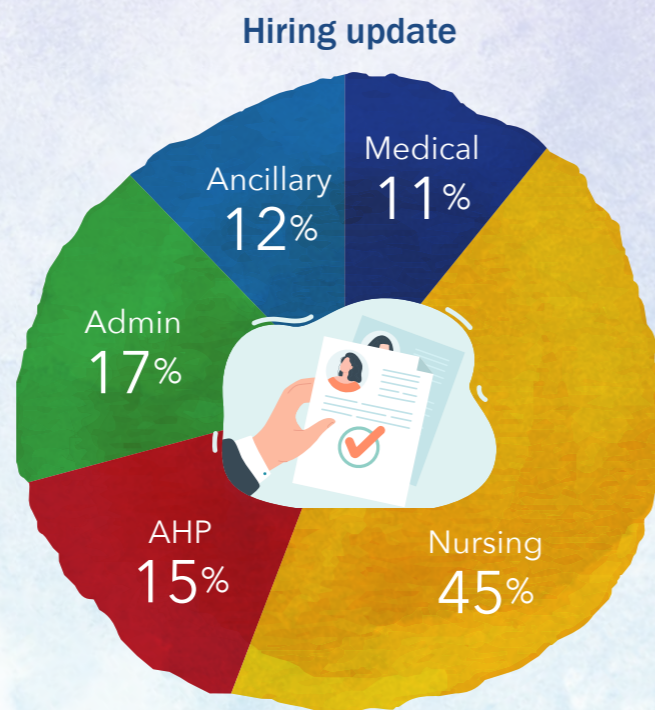
Woodlands Health Campus Topping Out event on 12 February 2022



Colleagues signed on the beam prior to the Topping Out event

In terms of construction progress, Towers B, C, D and E have reached structural completion. The Medical Centre and Tower A are also on track in their construction progress. The campus will progressively open from December 2023, starting with the specialist outpatient clinics. The rest of the hospital, including the emergency department and inpatient wards and services, will be opened from May 2024 onwards.

The main contractor is working on the interior of the buildings. The landscape around our campus has also begun to take shape as planter boxes of various shapes and sizes are being installed. We can also see the development of Woodlands Healing Garden, which was handed over to NParks last year for park construction.



We now have more than 2,000 colleagues within the WH Family at the end of FY 2021.

## Getting ready

We formalised the WH Model of Care (MOC), which is an important piece of our Go-Live preparations. The MOC is critical to build the WH identity and it defines the way we work, embedding the values that are important to us as we deliver seamless person-centred care across the continuum from pre-hospital, hospital to community and integrated care. To bring our MOC to life, a series of videos were produced to demonstrate how a patient is cared for across the different settings.

For our patients to experience well-coordinated care and be empowered in their journey with us towards better health, the Patient Experience Office, in partnership with People & Organisation Development, started basic service training - Discover Service 101. This is to ensure all WH colleagues can hold effective and empowering conversations with our patients, next-of-kin, partners and with each other. The training helps colleagues understand key principles and techniques in engaging with others effectively.



Discover Service 101 training

## Awards & Accolades

- ★ **Distinguished Senior Clinician Award (NHG)**  
Dr Mohan Tiru, Deputy Chairman, Medical Board (Division of Pre-Hospital & Ambulatory Care, Division of Surgery)
  - ★ **Nurses' Merit Award 2021**  
Shiji D/O Kuttan, Senior Nurse Educator (Nursing Informatics)  
Charmaine Taye, Nurse Clinician
  - ★ **Dean's Honour Roll for Teaching Excellence (NUS Yong Loo Lin School of Medicine)**  
Dr Tang Ee Ling Serene, Consultant, Surgery
  - ★ **NHG Outstanding Citizenship Award**  
Dr Chua Wei Chong, Chief, Surgery  
Yvonne Ng Poh Ling, Executive Director, NHG College and Senior Director, People and Organisation Development  
Poh Chee Lien, Assistant Director of Nursing
  - ★ **NHG Young Achiever Award**  
Dr Er Chaozer, Consultant, Medicine  
Dr Lim Wen Phei, Consultant, Medical Psychiatry  
Tan Hongyun, Senior Nurse Clinician  
Koh Yueting, Principal Pharmacist
  - ★ **NHG Team Recognition Awards**  
Woodlands Health Community Care Facilities Team
  - ★ **Strengthening Social Service Delivery SPOT Award (MSF)**  
Lim Shi Hui, Senior Social Work Assistant
- ★ **Singapore Health & Biomedical Congress Award**  
Tan Xue Hui (Senior Staff Nurse)
  - ★ **Dean's Award for Teaching Excellence (NUS Yong Loo Lin School of Medicine)**  
Dr Tang Ee Ling Serene, Consultant, Surgery  
Dr Er Chaozer, Consultant, Internal Medicine
  - ★ **National Day Awards**
    - ★ **Long Service Medal (for 25 years of service)**  
Dr Nicholas Chew, Chairman, Medical Board
    - ★ **Public Administration Medal (Bronze)**  
Chow Siew Ying, Chief Financial Officer
    - ★ **Commendation Medal**  
Yong Pei Chean, Chief, Department of Pharmacy  
Mary Neo, Deputy Director of Nursing
    - ★ **Efficiency Medal**  
Luo Wei, Nurse Clinician

WH is also proud to have 98 colleagues who received Long Service Awards for their contributions to public healthcare

# Woodlands Health Development Board Committee



**1 Mr Simon Yong**

**2 Mr Sajeev Jesudas**

**3 Dr Jason Cheah**

**4 Ms Jennie Chua**

**5 Mr Robert Chew**

**6 Prof Philip Choo**

**7 Mr Ramlee Buang**

**8 Dr Benjamin Koh**

**9 Mr Anthony Seah**

**10 Mr Lock Wai Han**

**11. Mr Tony Tan**

**12. Er. Prof Lau Joo Ming**

# Campus Leadership



**1 Mr Tan Nam Ann**  
Director, Operations Support Group

**4 Mr Lim Soon Hua**  
Director, Corporate Communications

**7 Ms Yvonne Ng**  
Senior Director, People & Organisation Development

**10 Dr Howard Foo**  
Chief Human Resource Officer

**13 Dr Wong Kirk Chuan**  
Campus Chief Operating Officer

**16 Ms Karen Tan**  
Director, Clinical Operations (Pre-Hospital, Surgical & Medicine) & Inpatient Operations

**18 Ms Yan Yan**  
Executive Director, Regional Health Office & Director, Campus Planning

**20 Mr Chen Shun Fu**  
Director, Strategic Futures Office & Director, SOC Operations

**2 Ms Stephanie Lim**  
Director, Human Resource

**5 Dr Koh Kwong Fah**  
Clinical Director, Clinical Services

**8 Mr Glenn Neo**  
Chief Information Officer

**11 Dr Nicholas Chew**  
Chairman, Medical Board

**14 Ms Chow Siew Ying**  
Chief Financial Officer

**17 Dr Stephen Chan**  
Chief Medical Informatics Officer

**19 Mr Lau Wing Chew**  
Chief, Community, People & Partnerships

**3 Ms Chong Pue Kim**  
Director, Workflow & Document Control

**6 Mr Ong Poh Chye**  
Senior Advisor, Operations

**9 Ms Pua Lay Hoon**  
Chief Nurse

**12 Dr Jason Cheah**  
Chief Executive Officer

**15 Ms Janet Teo**  
Director, Patient Billing Services

# Clinical Leadership



**1 Dr Ernest Kwek**  
Chief, Department of Orthopaedic Surgery

**2 Dr Vincent Ng**  
Head, Neurosurgery

**3 Ms Yong Pei Chean**  
Chief, Pharmacy

**4 Dr Hoi Wai Han**  
Head, Endocrinology, Department of Medicine

**5 Mr Ram Peruvemba**  
Chief, Rehabilitation, Allied Health Services

**6 Ms Pua Lay Hoon**  
Chief Nurse

**7 Dr Nicholas Chew**  
Chairman, Medical Board

**8 Dr Mohan Tiru**  
Deputy Chairman, Medical Board (Division of Pre-Hospital & Ambulatory Care, Division of Surgery)

**9 Dr Jason Cheah**  
Chief Executive Officer

**10 Dr Tan Thai Lian**  
Deputy Chairman, Medical Board (Division of Medicine)

**11 Dr Wu Huei Yaw**  
Deputy Chairman, Medical Board (Division of Integrated & Community Care) & Chief, Department of Integrated Care & Head, Transitional Care, Department of Integrated Care

**12 Dr Benjamin Wong**  
Head, Laboratory Medicine and Pathology

**13 Dr David Foo**  
Pro-tem Chief, Department of Cardiology

**14 Dr Eugene Poh**  
Head, Dental Surgery

**15 Dr Lim Tze Chwan**  
Chief, Department of Radiology

**16 Mr Eric Ho Chun Keong**  
Director, Allied Health Services

**17 Dr Lee Jer En**  
Head, Post Acute and Rehabilitative Care, Department of Integrated Care

# Clinical Leadership



**18 Dr Stephen Tsao**  
Pro-Tem Head,  
Gastroenterology &  
Hepatology,  
Department of  
Medicine

**20 Ms Melissa Chew**  
Chief, Medical  
Social Work, Allied  
Health Services

**22 Dr Andrew Li**  
Head, Respiratory  
Medicine,  
Department of  
Medicine

**24 Dr Mark Boxall**  
Head, Renal Medicine,  
Department of  
Medicine

**26 Dr Tay Kay Yaw**  
Head, Neurology

**29 Dr Elton Tay**  
Chief, Department of  
Ophthalmology

**32 Dr Terry Tan**  
Chief, Department of  
Otolaryngology (ENT)

**19 Dr Jeremiah Chng**  
Head, Occupational  
Medicine

**21 Dr Chew Aik Phon**  
Head, Geriatric  
Medicine,  
Department of  
Integrated Care

**23 Dr Ray Lin**  
Head, Infectious  
Diseases,  
Department of  
Medicine

**25 Dr Rochelle  
Melina Kinson**  
Head, Medical  
Psychiatry,  
Department of  
Integrated Care

**27 Dr John Tey**  
Chief, Department of  
Anaesthesia

**30 Dr Chua Wei Chong**  
Chief, Department of  
Surgery

**33 Dr Raymond Ng**  
Head, Palliative & Supportive  
Care, Department of  
Integrated Care

**28 Dr Rabind Anthony Charles**  
Chief, Department of  
Emergency Medicine

**31 Dr Aisha Lateef**  
Chief, Department  
of Medicine & Head,  
Rheumatology, Department  
of Medicine

**34 Dr Lim Tiek Whai**  
Chief, Department of  
Intensive Care Medicine





## About Woodlands Health




Woodlands Health (WH) provides care for the North-Western population in Singapore. We will operate a purpose-designed campus which includes a fully integrated acute and community hospital, specialist outpatient clinics, a long-term care facility and green healing spaces. We will offer a comprehensive range of acute, sub-acute, rehabilitative and transitional care services, working closely with partners to deliver seamless care within and beyond our campus.

The campus is set to open progressively from end 2023, starting with non-urgent specialist outpatient clinics. The rest of the hospital, including the emergency department and inpatient wards and services, will be progressively opened from May 2024 onwards. When it is fully opened, it will have about 1,000 beds in its acute and community hospital, along with almost 400 beds in the Long Term Care facility. Provisions are in place to expand to a total of 1,800 beds to meet future needs.

Since 2016, WH has started serving and empowering residents in their health journey through our Community Nurse Posts and outreach efforts. WH also introduced initiatives to help improve the right-siting and accessibility of care within the community, such as the GPFIRST Programme in the North, the first community-based Urgent Care Centre at Admiralty Medical Centre and the NurseFirst helpline.



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Singapore 069112

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