



# Forging **AHEAD**



**Yearbook**  
2022/23

# 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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# Foreword from **CHAIRMAN**

I would like to extend my heartfelt appreciation to the Woodlands Health (WH) family and our partners for your unwavering support throughout the unprecedented and challenging times brought about by the COVID-19 pandemic. I am humbled by the exceptional work and sacrifices you have all made, and I want to personally thank every one of you for your commitment to WH's mission.

As we begin to adjust to the "new normal" of living with COVID-19, it is important that we shift our focus back to refining our care model and advancing the delivery of care to the residents we serve. The pressing issue of the rapidly ageing population in Singapore calls for urgent action, and I am heartened to note that we have made great strides in expanding our efforts in community outreach, primary care partnerships, as well as advocacy, even before we open our doors.

While the WH Campus has seen an extended construction period due to the pandemic, our perseverance and resilience have led us to this juncture where we prepare to receive our first patients in December. I would like to thank our key stakeholders which include the Ministry of Health and MOH Holdings, partners like NParks and Ren Ci, our Place-Making advisors, and the consultants and contractors who

have supported us in this journey. I would also like to express my gratitude to the residents and organisations around the neighbourhood who have been patient and understanding throughout the construction process. The opening of our hospital represents the culmination of years of planning, preparation and hard work. I am immensely proud of the contribution and dedication by the WH family and all parties involved in getting us to this milestone.

On behalf of the WH Development Board Committee, I would like to say that it has been a privilege to work with such a dedicated team who share a common goal of caring and improving the lives of the community and our healthcare family. As we approach opening, I urge the WH team to remain focused on supporting the residents we serve. Let us draw strength from our collective commitment towards *Better Health. With You.* and let us never forget the true meaning of service to others.

**Jennie Chua**

Chairman

Woodlands Health Development Board Committee

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# Message from GCEO

The COVID-19 pandemic brought to the fore the critical need for resilient health systems and populations. It also highlighted the importance and effectiveness of collaborative and collective leadership in tackling global health challenges. These are valuable lessons for Singapore as it steps up its efforts in building better health for the population.

In line with the nation's push towards *Healthier SG*, the National Healthcare Group (NHG) has been taking tangible steps to foster holistic health for the 1.5 million residents in Central and North of Singapore as the region's health manager. We are working closely with GPs and community partners to empower residents to take greater ownership of their health, to eat healthy, exercise, and stay active and connected in the community. I would like to express my appreciation to Woodlands Health (WH) for their commitment in driving population health by collaborating with partners to deliver comprehensive health and social interventions to the 250,000 residents they serve in Woodlands. I am heartened by WH's successful roll-out of their own Communities of Care, as well as targeted programmes to improve the health and well-being of the population. One example is the CommFit programme, a specialised programme dedicated to addressing the needs of residents at risk of frailty or who have developed symptoms of frailty.

As we continue to innovate care models, we must also harness the benefits of digital technology to better integrate care. Our on-going digital transformation efforts with our institutions, including WH, have resulted in significant and swift changes, not only in boosting health outcomes but also in enhancing the efficiency, stability, and sustainability of our healthcare systems. I am delighted that WH is set to receive its first patient in December 2023 with all three IT systems, namely the Next Generation Electronic Medical Record (NGEMR), the National Billing System (NBS), and the National Harmonised Integrated Pharmacy Solution (NHIPS), in place. I am confident that care providers using these systems will be able to access clinical information seamlessly to provide more coordinated and comprehensive care, and bring about improved patient experiences, and greater overall health outcomes for our population.

I look forward to the opening of WH. Together as an NHG Family, let us remain steadfast and united as we work towards building a healthier population and serving our patients and residents with dedication.

## **Prof Philip Choo**

Group Chief Executive Officer  
National Healthcare Group



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# Message from CEO

We are on our final lap towards our Campus opening. As of March 2023, construction progress is at about 88% complete. This means that we are on track to operate selected specialist outpatient clinics and Post-Acute & Rehabilitative Care beds (Community Hospital beds) progressively from the end of 2023, followed by the rest of the hospital from May 2024 onwards.

Hiring efforts are also progressing well, with our Woodlands Health (WH) family about 2,400 colleagues strong. While ensuring the infrastructure and equipment are ready on time, we are preparing our processes, systems and people. Being part of an opening team has given us the opportunity to co-create the care we want to provide residents, bringing together best practices and innovations. The declaration of the end of the pandemic by WHO is timely, redirecting our focus on this preparation work which is indeed intensifying as the opening date draws close.

I'm confident of our solidarity towards ensuring a safe and smooth opening, evident by our passion and dedication towards a shared goal throughout the pandemic period. At the National Awards (COVID-19), WH received the President's Certificate of Commendation (COVID-19) and more than 120 medals were awarded to our colleagues. In addition, more than 1,700 WH colleagues were also awarded the Covid-19 Resilience Medal in recognition of their contribution.

In conjunction with Campus opening preparations, we continue to engage our residents and community around the north-western region. In line with our nation's Healthier SG strategy towards preventive health, we began establishing Communities of Care (CoC) in collaboration with community partners and General Practitioners (GPs) to empower residents to take charge of their health. Each CoC is anchored by a Community Health Post (CHP), and we opened six CHPs this year. By 2026, we aim to have up to 20 CoCs to serve over 250,000 residents. I am sincerely appreciative of the support from the residents as well as primary care and community partners, who are with us in this journey.

I am also tremendously grateful for the Woodlands Health Development Board Committee (WDBC), led by Chairman Jennie Chua, for the guidance and support that form the foundation of the work that we do. The WH family would like to thank you for the valuable contributions you have given us since our inception.

I look forward to welcome everyone to the Campus later this year, as we begin to receive our first patients and take strides towards *Better Health. With You.*

## Dr Jason Cheah

Chief Executive Officer  
Woodlands Health



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# Our **ACHIEVEMENTS** in FY22,



Established  
**6**  
Community  
Health Posts



The Community  
Health Team  
supported  
**450**  
residents  
to achieve  
healthier living



More than  
**1,100**  
patients  
received  
personalised care  
in their own homes



**95%**  
of GP clinics in  
Woodlands are  
onboard GPFirst



Aided  
**3,000**  
patients  
to find the most  
appropriate care  
through NurseFirst



Treated  
**16,000**  
patients  
for urgent but not  
life-threatening conditions  
at Urgent Care Centre

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# TRANSFORMING CARE in the Community

Against the backdrop of a rapidly ageing population and an exponential rise in healthcare costs, there is a strong impetus to transform the current delivery of healthcare. Even before we open doors to the public, Woodlands Health (WH) has been proactively supporting the nation's Healthier SG movement with initiatives that aim to improve care to the residents we serve in the north-western region.



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# NURTURING COMMUNITIES of Care

*Mdm X was diagnosed with Amyotrophic Lateral Sclerosis (ALS) and gradually lost the ability to care for herself. She had no caregiver, but she was insistent on returning home. When Lim Hong Tat, our Senior Medical Social Worker, was handed this case, he spent time to get to know Mdm X and her medical history. He built a rapport with her and was able to act as a bridge between her and her siblings to facilitate discussions on hiring a foreign domestic helper to care for her at home. When she was readmitted about a year later, Hong Tat again assisted her until she passed on.*

“

*It is important to remember that there are no difficult patients, but only patients with difficulties. For patients, their illness is a real crisis - it will have a profound impact on their whole life and future. So it is important to take time to reflect on how the patient feels and thinks. This will help us greatly in journeying with them.*

”

*- Lim Hong Tat, Senior Medical Social Worker*

In alignment with the Healthier SG movement, we have stepped up our efforts in moving care upstream and fostering a strong network of partners that form Communities of Care (CoCs). Placing residents in the centre of the care ecosystem, our CoCs deliver holistic health and social interventions that empower and enable residents to live a healthy and fulfilling life in the community.

In FY22, we established six Community Health Posts (CHPs) in the north-western region. Nestled at the Active Ageing Centres, our CHPs serve as touchpoints within the neighbourhood to support residents in managing their health. Since we launched our first CHP in September 2022, we have supported more than 450 residents on their journey towards a healthier lifestyle.

The CHPs are managed by a multi-disciplinary Community Health Team (CHT) comprising community nurses, health coaches and care coordinators. While our community nurses continue to focus on managing the clinical care needs of residents with more complex conditions, our health coaches play a crucial role in supporting them in the co-management of care for residents with stable conditions. Health coaches also focus on coaching and empowering residents to take charge of their overall health and well-being through lifestyle improvements.

Going upstream also entails a proactive approach to promoting preventive health. Our *Community of Hope (CHOPE) x School* initiative aims to raise awareness among primary and secondary students about the importance of preventive health practices such as managing weight, maintaining mental resilience and combating ageism. Through various workshops and events, we hope to empower

our younger generation to take control of their health and well-being from an early age. Similarly, we have started engaging companies in the Northern region to commence their workplace health promotion journeys as part of our *CHOPE x Work* initiative. In addition, we are sustaining efforts with various partner initiatives such as *Share-a-Pot* to provide nutritious meals to seniors, and *Doctors on Wheels* to offer chronic disease management to the residents we serve.



*Home visit by our community nurse.*

Through our Hospital-to-Home (H2H) programme, our multi-disciplinary team of doctors, nurses, therapists, dietitians and medical social workers ensures continuity of care beyond hospital walls by providing personalised care for patients in the comfort of their homes. The programme focuses on reducing emergency department visits and readmissions by collaborating with community providers who can offer post-discharge follow-up care for patients. In 2022, more than 1,100 patients were cared for under the H2H programme.

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# Focus on **PREVENTIVE HEALTH**

Findings from the National Population Health Survey 2020 showed that there is a higher than national average rate of obesity and chronic disease prevalence in the Northern region of Singapore. As the population we serve is in the north-western region, WH has been ramping up our community engagement in tandem with the nation's shift from a hospital-centric care to a patient-centred preventive care model.

In October 2022, WH's Regional Health Office (RHO) launched its first community-based screening programme, *Helping Everyone Achieve Lifelong Health* (HEALTH). HEALTH aims to prevent or delay the progression of diabetes, hyperlipidemia or hypertension through early detection followed by appropriate interventions. The chronic disease screenings are targeted at residents aged 40 years and above, who do not have any diagnosed chronic conditions and have not gone for health screenings in the past three years.

In total, our RHO conducted three community health screenings and screened about 200 residents from October to December 2022. This was achieved through close collaboration with multiple partners in the community. By engaging partners such as the People's Association, Silver Generation Office and Active Ageing Centres for public outreach, we were able to reach out to the residents who have not been screened. However, it is equally important to follow up with residents who have borderline or abnormal results to go for post-screening follow-ups. This is where our primary care partners play a vital role in providing post-screening care and addressing any health concerns that may arise. To



*Our Community Health Team conducts its first health screening, HEALTH, at our Community Health Post situated within the Care Corner Active Ageing Centre Marsiling. Over 60 residents were screened for chronic conditions such as diabetes, high blood pressure and high blood cholesterol on 22 October 2022. Of these, 70% were aged 40 years and above and had never been screened before.*

facilitate their participation in our efforts, we established the Primary Care Partnership Office (PCPO) which actively identifies and engages General Practitioners (GPs) within the vicinity of our Community Health Posts. Since the start of the programme, six GPs have come on board the programme.

These GPs are also encouraged to refer residents who require lifestyle or social interventions to our Community Health Team for co-management of care.

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# Focus on **PREVENTIVE HEALTH**

Other than our own screening programme, we also supported Project Silver Screen, a functional health check initiative for seniors organised by the Health Promotion Board. In FY22, we facilitated the scheduling of approximately 500 hearing, 200 vision and 180 dental follow-up appointments, for seniors who showed early signs of functional decline and needed further assessments.

Despite the increasing prevalence of frailty in Singapore, public awareness of this health condition remains low. In March 2023, we launched CommFit, a multi-faceted programme in accordance with the recommendations of the National Frailty Policy workgroup. CommFit specifically targets Woodlands residents who are at risk of frailty, pre-frail or moderately frail, or who have developed symptoms of frailty. Our multidimensional interventions include frailty assessments, exercise advice, nutrition education, caregiver support, medication reviews, home environment assessments, and referrals to other services.



WH's CommFit team conducts frailty assessments for residents at the Community Health Post at Sunlove Senior Active Ageing Centre.

“

*I didn't know that I was at risk of frailty before joining the programme. I joined to gain more knowledge such as advice on exercising and what I should eat. This has been very helpful. I have been following my health coach's advice and attending the exercise sessions regularly. I also cut down on my sugar and oil intake as recommended.*

”

Madam Fatimah Binte Arib, aged 78, one of WH's CommFit participants

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# CULTIVATING the RIGHT-SITING of Care

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*My 71-year-old mom tested positive for COVID-19 one night. After being declined at the GP clinic, I called the NurseFirst helpline and a nurse by the name of Kelvin answered my call. He suggested some clinics near to me that I could try or that I could go down to the Urgent Care Centre (UCC) with my mom. Since the clinics did not pick up my calls, I eventually made my way to UCC.*

*That was the best decision I ever made. Not only did I get the assurance I needed, but the UCC team took great care of my mom, as well as 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 together 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



More than 20 GPs attend the Continuing Medical Education engagement session organised by WH's Primary Care Partnership Office (PCPO) to strengthen partnerships and collaborations.

Our GPFirst and NurseFirst programmes, as well as Urgent Care Centre (UCC), help to alleviate the burden on hospitals' emergency departments (EDs) and cultivate the right health-seeking behaviour among patients.

Through GPFirst, we want to right site patients by encouraging them to visit the GP first for mild to moderate conditions. To date, we have made great strides collaborating with GP partners; 95% (56 out of 59) of GP clinics in Woodlands have joined the GPFirst programme.

Manned by nurses trained in emergency triage, our NurseFirst helpline guides callers in deciding the most appropriate care option based on their non-life threatening symptoms. In

FY22, our nurses aided close to 3,000 patients and directed them to one of these options - GP, UCC, or ED.

The UCC provides care for patients who require attention to treat urgent but not life-threatening conditions. It treated over 16,000 patients from April 2022 to March 2023, of which 10% were GPFirst referrals. In December 2022, we piloted a video consultation service that allows WH colleagues and their family to consult a UCC doctor online and get medications delivered to their doorstep.

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# PROMOTING HEALTH EDUCATION with our Partners

In FY22, we worked with many community partners and stakeholders to engage and educate residents on various health causes and initiatives.

We established the Advance Care Planning (ACP) team to cultivate a culture of ACP within and beyond our hospital. Working closely with community partners, our ACP team

has organised a series of informative talks and workshops, outreach booths, as well as advocacy trainings aimed at promoting the importance of ACP. The team also supported patients, families and colleagues in the development of advance care plans that align with their values and preferences.



*Using the Wheel of Self-Discovery, our ACP team helps participants reflect on their personal values and beliefs that are important in planning for their future healthcare needs.*

“ One elderly lady shared that she is the closest to her husband as they have no children. However, she is also concerned with her husband's health, as his memory is failing each day. Through this conversation, our team was able to broach the topic of ACP and helped her understand how it could help her and her husband navigate a medical emergency when one is incapable of making decisions. ”

– ACP team at the World Cancer Day Carnival held at Kampung Admiralty on 4 February 2023.



*Residents exercise during a KpopX Fitness session that was part of the Stroke Awareness Day event jointly organised by Woodlands Galaxy Community Club and WH. More than 300 residents gathered for the event that was held on 23 October 2022.*



*Pharmacist Teng Jian Wei provides key tips and strategies to assess the authenticity of online medical information and navigate the misinformation pool. 100 participants attended the Medication Mythbusters Zoom talk coordinated by the National Library Board and WH.*

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# GEARING UP for our Opening

Our construction is making steady progress, and we are now preparing for the final leg of the project this year. Campus Planning and Facilities Management teams have commenced the pre-inspections of the department spaces and the testing and commissioning of building systems. Some department spaces have also been handed over for the installation of office furniture or equipment.

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*Mr Ng How Yue (front, first from the right), MOH Permanent Secretary (Health Development), on a site walk with the WH team led by Dr Jason Cheah (front, second from the right), WH CEO.*

As we move towards go-live, regular roadshows are conducted to prepare our colleagues for user inspections and department setup. Campus Planning also organises regular management site walks to review site progress, as well as user site visits for an early opportunity to appreciate the development of the Campus grounds and department spaces.

In March this year, we had the privilege of hosting Mr Ng How Yue, MOH Permanent Secretary (Health Development), giving him a first-hand arrival experience of a member of public who may arrive via public transport or private vehicles when visiting the Specialist Clinics, Outpatient Pharmacy and Post-Acute and Rehab Care (PARC) Ward.

Our main contractor has worked relentlessly to ensure the timely opening of our Campus amid the many challenges arising from the pandemic. An appreciation lunch was arranged for the construction team and 3,700 meal packages were distributed to the workers as a gesture of gratitude. Campus Planning will continue to work closely with MOHH, consultants, contractors and partners to reach the final construction milestones to deliver the facility.



*Workers on ground receive bentos during the appreciation lunch.*

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# HONING our DELIVERY of Care

The Model of Care (MOC) sets the basis of how we deliver care across the continuum of Pre-Hospital, Hospital, Integrated and Community Care segments.

## Model of Care

Pre-Hospital	Hospital	Integrated & Community Care
Enabling residents to stay well in the community through collaborations with community partners and maximising alternatives to hospital care.	Providing efficient and optimal care for better patient experience and outcomes.	Empowering and supporting residents to become healthier by focusing on preventive care.
↓ Examples ↓		
GPFIRST, NurseFirst, Direct Access, UCC	Diabetic Foot Programme, palliative care wards	HEALTH, CommFit



70 participants from 15 departments and two divisions - Division of Medicine and Division of Integrated & Community Care (DICC) participate in the MOC workshop conducted on 2 July 2022. There were breakout sessions where various leads shared about their MOC initiative, and invited clarifications and suggestions for improvement and greater collaboration.

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# HONING our DELIVERY of Care



*WH's general surgeon performs a gastroscopy for a patient who was referred by Woodlands Polyclinic. Three successful gastroscopies were conducted since the phase one pilot of WH Direct Access Services was launched on 23 September 2022.*

In line with our principles of person-centred care, we launched Direct Access, a pilot service that allows our primary care partners to directly refer patients for gastroscopy and investigations like eye screenings to be done at Admiralty Medical Centre. Advanced diagnostic tests like colonoscopy, as well as minor surgery such as the removal of skin lumps are in the pipeline for the next phase after our Campus opens.

Traditionally, patients can only get such investigations and surgeries done after seeing a specialist. This initiative helps to reduce unnecessary Specialist Outpatient Clinic (SOC) referrals and allows our SOCs to focus resources on more complex medical cases. Through close collaborations with our primary care partners, Direct Access brings previously

inaccessible services into the community, thereby lessening the waiting time for diagnosis and treatment for patients.

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# HONING our DELIVERY of Care

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*As a former smoker of 20 years, I experienced firsthand the serious consequences that come with diabetes. After developing a foot ulcer that simply would not heal, I had to undergo angioplasty surgery to open a blocked blood vessel. Throughout my journey to recovery, my own self-motivation and the unwavering support of my family were absolutely crucial. I'm also grateful for the doctors and nurses who oversaw my care during my recovery process. They helped me make tangible steps to improve my health and lifestyle. I am watching my diet and have quit smoking for good. It wasn't easy, but I knew how important it is for me to do so. I feel incredibly lucky to be where I am today. To anyone else going through a similar struggle with diabetes, I want to offer the encouragement to keep going. It's difficult, but the rewards of taking care of yourself will be worth it.*

”



*Pang Chee Yong (extreme right), patient with Diabetic Foot Disease, shares his journey of recovery at the INSPIRE Congress 2022.*

To facilitate discussion on optimising care for Diabetic Foot Disease, WH organised the INSPIRE Congress 2022. Themed “Holistic Management of Diabetic Foot Disease @ Woodlands Health”, it discussed how a holistic approach is essential and how interdepartmental collaborations between a multi-disciplinary team of doctors, nurses and allied health professionals can help mitigate the impact of diabetic foot disease and improve patient outcome.

Our primary care partner, Woodlands Polyclinic, and a WH patient who was recovering from diabetic foot disease were invited to provide a more well-rounded perspective and share their experiences.

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TRANSFORMING  
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COMMUNITY

GEARING UP  
FOR OUR  
OPENING

NURTURING  
A RESILIENT  
WH FAMILY

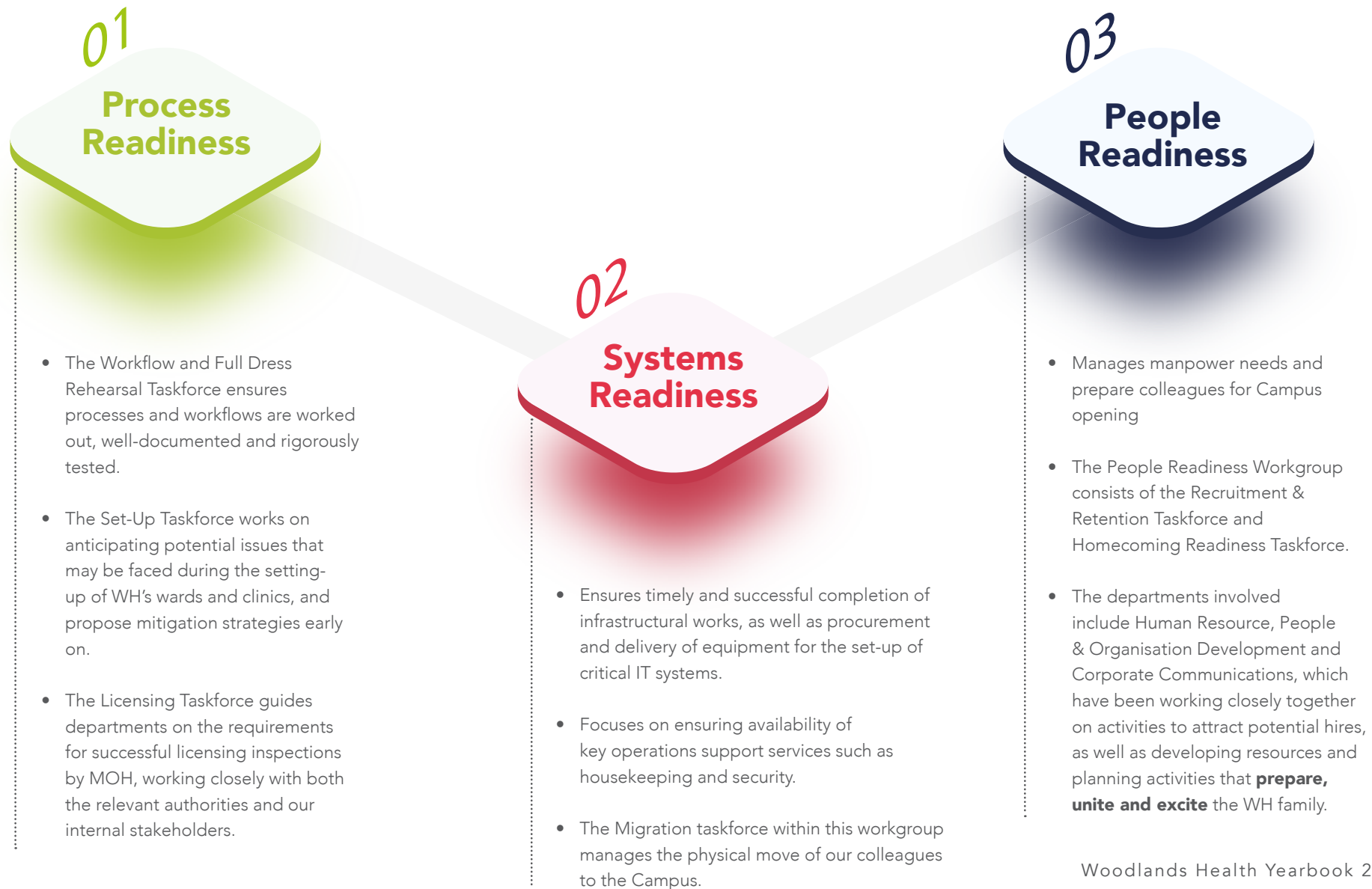
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With our Model of Care formalised, the other key focus for Campus opening preparations was on refining and honing our delivery of care. To achieve this, our colleagues were heavily involved in a series of rigorous trainings, workflow exercises, teaming initiatives and interdepartmental collaborations.

To prepare us for a smooth opening, the Go-Live Steering Committee (GLSC) takes the lead to ensure that all critical go-live activities are completed on time. It consists of three major workgroups – Process Readiness, Systems Readiness and People Readiness.



# It's a **TEAM EFFORT**

In preparation for our opening, our clinical and operation teams nesting in different public healthcare institutions have been making concerted efforts to work together as one through joint trainings and rehearsals. Where possible, teams are nested together to enable culture building and facilitate better coordination between members. This practice is exemplified by our Intensive Care Unit (ICU) colleagues at the Medical Intensive Care Unit (MICU) located in Tan Tock Seng Hospital (TTSH). Since June 2022, our ICU clinicians, nurses, and allied health professionals have been convening there for inter-disciplinary workflows drills, productive collaborations and rapport building.

From January to July 2022, our Central Sterile Supplies Department (CSSD) brought together its nesting team members from different hospitals for process flow and system trainings. The department also held a Homecoming Engagement event in October that fostered team bonding, as well as gathered valuable feedback and improvement ideas from its team members.

Our People & Organisation Development (P&OD) Department launched the Team Formation Conversation, which provides the platform and opportunities for our colleagues nesting in various locations to unite, forge team identity and build trust with one another. The Team Formation Conversations have facilitated 20 conversations involving more than 450 colleagues since it started in the first quarter of 2022.

Tailored for clinical leaders, the inaugural *Leading. With You.* induction programme empowers our leaders to manage their teams effectively, provide top quality care, as well as to be effective in corporate finances and service branding. The P&OD



*New hires participate in various team bonding activities during their orientation.*

“  
*The activities and events organised allowed colleagues nesting at different sites to learn and bond at the same time. These activities have truly prepared us mentally and operationally for the eventual opening of our department. Such activities also demonstrated the hospital's continued commitment in the upgrading of its workforce.*  
”

*- Steve Ng Kok Siah, Senior Technician, CSSD*

team also curated additional leadership programmes and will gradually offer them to non-clinical leaders from FY23 onwards.

In August 2022, we revamped the orientation programme with the aim of building a stronger identity and fostering a greater sense of belonging among colleagues. To instil a cohesive WH culture right from the start, we implemented sharing sessions of our vision, mission and Model of Care by our leaders and facilitators from various departments. The two-day orientation helps our

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# It's a **TEAM EFFORT**

new colleagues to navigate their roles effectively as they have a better understanding of what WH stands for and the vital role each department plays in serving patients and the wider community.

Collectively, P&OD conducted 12 training programmes, including nine new programmes, and have provided a total of 2,900 training opportunities to our colleagues in FY22.



*Quality Week 2022 culminated in an award ceremony on 19 September where 18 individuals and three teams were recognised for their commitment in championing excellence and high quality of care. One of the team awards went to the Nurse-led Nutrition Support Protocol team that comprised dietitians, nurses, clinicians, occupational therapists, speech therapists and pharmacists. The multi-disciplinary team worked together to identify patients who were malnourished or at risk of malnutrition, and provided timely nutrition support.*



*280 colleagues attend the NHG Education Overseas Expert Programme that promoted trust, psychological safety, shared goals and knowledge, and mutual respect among the multi-disciplinary care teams.*

Held annually, WH's Quality Week coordinated by our Value & Safety Office and the organising committee aims to seed the culture of 'See it, Say it, Solve it' among colleagues and to recognise WH's efforts in upholding the best standards of care and safety. About 400 colleagues partook in the week-long event, which was structured around a variety of keynote presentations, workshops, and webinars specially designed to foster a better understanding of high-quality care delivery and promote team-building skills.

In February 2023, Professor Victoria Brazil, Emergency Medicine, and Director, Simulation, Gold Coast Health Service, as well as Dr Eve Purdy, Emergency Medicine, Gold Coast University Hospital, were invited as our Visiting Experts under the NHG Education Overseas Expert Programme. They

conducted a five-day programme on Translational Simulation as a tool to drive quality improvement and build high performance teams. WH colleagues from different disciplines and nesting sites gathered and tested processes and workflows through experiential workshops which clarified roles and processes, as well as learnt techniques that they could apply immediately.

Professor Victoria Brazil also shared her knowledge on translational simulation for healthcare with host Dr Lim Wen Phei, Senior Consultant, Medical Psychiatry, and Deputy Clinical Director of Education and Training, on the first episode of WH's inaugural Spotify channel – *Into the Woods*.

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# ADVANCING Care with DIGITISATION

As part of National Healthcare Group's (NHG) digital transformation initiative, WH will be the first local hospital to open with all three information technology (IT) systems – Next Generation Electronic Medical Record (NGEMR), National Billing System (NBS) and National Harmonised Integrated Pharmacy Solution (NHIPS). They replace close to 100 legacy systems by consolidating capabilities, as well as streamlining processes across patient management, accounting, billing and pharmacy services.

With NGEMR, patients will have a single health record that is accessible across healthcare institutions. The new IT system helps patients to save time and money as duplicative tests can be avoided, enabling them to experience seamless care as they transition across different healthcare settings. About 400 colleagues took part in the User Acceptance Testing (UAT) that started in September 2022. Similar to NGEMR, both NHIPS and NBS facilitate more efficient and coordinated care as well as provide greater convenience to our patients.



*Designed to enhance patient care, NGEMR unifies medical data, streamlines workflows, and encourages seamless collaboration among healthcare providers*

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# DRIVING INNOVATION and RESEARCH

We continuously strive to build a vibrant research culture to deliver quality care, by leveraging research and innovation. WH Office of Research Development & Scholarship's (WORDS) Small PROjects Utilising TeamS (SPROUTS) seeks to achieve this with two goals in mind. Firstly, to encourage formation of cross-disciplinary teams and promote collaboration. Secondly, to nurture ground-up research and mentorship. As of FY22, four SPROUTS grant calls were launched, and 20 project teams were awarded the grants. One recipient of the FY22 SPROUTS grant was Dr Joseph Lo and his multi-disciplinary team. Their project on patients with diabetic foot ulcers is the first in Asia to evaluate patients' healthcare experiences whilst undergoing treatment.

WORDS also started the Study Support Clinic to provide guidance and assistance to WH's researchers who want to enhance the quality of their projects. As of FY22, WORDS have received 10 requests for support in areas such as research methodology, data analysis and statistical inputs.

“

*There is a heavy clinical and economic burden of diabetic foot ulcers (DFU) to our health systems. As we gear up to receive our first DFU patients, it is important for us to understand their experience when receiving treatment. With the help of the SPROUTS grant, the study team, in collaboration with our podiatry and endocrine colleagues, was able to evaluate 50 patients' healthcare experiences whilst receiving DFU treatment in a multi-disciplinary team (MDT) outpatient setting. We used a validated Patient Reported Experience Measures (PREMs) questionnaire and within the literature, this is the first such study in an Asian context. Results from the study will help WH's multi-disciplinary diabetic foot team better serve our patients in their journey with us.*”

*– Dr Joseph Lo, Consultant, General Surgery, and Principal Investigator of the research project, Patient Reported Experience Measures in patients with Diabetic Foot Ulcers.*



*Dr Joseph Lo (left) operates on a patient with an occluded leg artery. Early DFU detection and coordinated MDT management, are crucial to prevent further complications and improve treatment outcomes.*

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# NURTURING

## a Resilient WH Family

Our people are the very foundation that sustains WH. As of March 2023, we have built a strong and dedicated workforce comprising about 2,400 colleagues, spanning across various divisions such as Medical, Nursing, Allied Health, Pharmacy, Ancillary and Administration. In the face of a rising burden of chronic diseases coupled with an increasing demand of healthcare services, it is imperative we focus on building a resilient workforce that does not buckle under the challenges of the health system.



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# REDESIGNING for a Dynamic WORKFORCE

We are redesigning our jobs to prepare for the changing healthcare landscape and tackle the manpower crunch brought about by the intensified global competition for healthcare workers. We introduced a range of Healthcare Assistants (HCAs) upskilling initiatives that empower our HCAs to take on a wider scope of responsibilities and enable them to become a critical support to the multi-disciplinary team delivering quality healthcare. In FY22, four HCAs went through specialised trainings to become specialists in casting, crutches and related walking aids.

“

*Last time as an inpatient HCA, I used to see pressure sores on my patients in the wards, but I never knew how they came about. I would just follow whatever instructions I was given, like keeping the cast clean and dry at all times, doing periodic checks on the patient's skin and more. After going through the training, I have a fuller picture of my patient's condition, such as why pressure sores form and what I can do to prevent it.*

”

- Nurul Ashikin Binti Al Rahim,  
Senior Healthcare Assistant



Nurul Ashikin Binti Rahim (left), Senior Healthcare Assistant, and Ramya Baskaran (right), Healthcare Assistant, apply a cast on a patient's leg as part of their upskilling training.

We also piloted a new 'Lead HCA' role to provide more opportunities for career progression and development for our HCAs. In collaboration with our ward nursing leaders, these Lead HCAs oversee the training and development of inpatient HCAs.

Uberisation, a joint pilot project with the National Health Group (NHG) and Yishun Community Hospital, was launched on 1 November 2022 to build a stable pool of gig healthcare workers for WH. Having a ready pool of gig workers helps us to plug labour gaps faced, especially during peak timings and difficult times such as a pandemic. Since its launch in March 2022, Uberisation saw a total of 89 gig jobs, which included nursing and non-nursing tasks, successfully completed.

“

*It's definitely helped to improve my own skills in the ward. It has also increased my confidence and leadership abilities – how to see potential in others and intentionally teach and develop them. After five years of working as an HCA in WH, it's inspiring to see how my work can evolve into something fresh and meaningful.*

”

- Suganya Sundarajan,  
Senior Healthcare Assistant

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# PRIORITISING WELLNESS

We continue to prioritise and look after the well-being of our colleagues, who are the bedrock of WH. In conjunction with World Mental Health Day 2022, we launched Recharge 101, a guide that helps our colleagues manage stress and burnout with a variety of activities curated for relaxation, exercises and self-reflection. Recharge 101, which was co-developed by WH's psychologists and WellCARE team, also includes a burnout calculator that allows colleagues to do a self-check on their level of stress.

WH's Peer Support Programme provides colleagues a safe platform to address any workplace-related psychological distress with a trained peer supporter. By the end of FY22, there were more than 40 peer supporters in the programme. 81% of our peer supporters have completed training in recognising and fostering mental wellness within the workplace through the Workplace Mental Health (Basic) Workshop. In September 2022, WH's Staff Resilience and Organisational Growth (STRONG) taskforce was awarded the NHG 2022 Team Recognition Awards (TRA) for their efforts in aiding colleagues to navigate the challenges posed by the COVID-19 pandemic. The taskforce comprising colleagues from Human Resource, P&OD, as well as WellCare played a significant role in boosting resilience and overall well-being.



*WH colleagues who are part of the Wheelers Gang, a cycling interest group formed under our Physical Wellness Buddy initiative, out on a biking adventure at the East Coast Park.*



*Held on 12 November 2022, our inaugural family day event saw 2,500 colleagues, which included WH Development Board Committee members, Healthcare Services Employees' Union leaders, ALPs and IHiS colleagues, come together for a day of fun and festivities.*

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# PRIORITISING WELLNESS

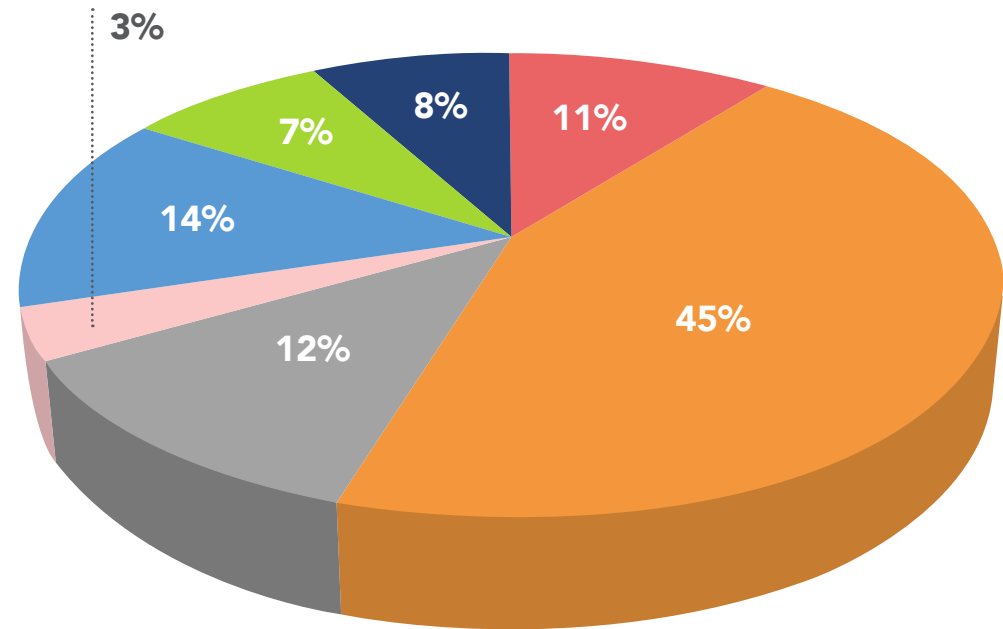


To safeguard our colleagues' well-being holistically, our Engagement and Wellness team introduced Wellness Buddies mascots that look after four different pillars of wellness, namely physical (Active Arfan), social (Sunshine Shanshan), financial (Savvy Sabita), and psychological (Calm Cayden). In February 2023, the team received a token of recognition at the Workplace Safety and Health (WSH) Care Challenge for its commitment to prioritising and improving WH's colleagues well-being.

## Hiring updates

As of 31 March 2023

- Nursing
- Medical
- Allied Health Professional
- Pharmacy
- Administration
- Ancillary
- Nursing Ancillary



Our WH family is about 2,400 strong at the end of FY22.

# AWARDS



## Nurses Merit Award 2022

**Carol Soh**  
Senior Nurse Clinician  
Emergency Nursing

**Wang Wenjing**  
Assistant Director of Nursing  
Nursing Administration

**Wong Bee Cheng**  
Assistant Director of Nursing  
Nursing Administration



## National Day Awards

### Public Administration Medal

**Dr Koh Kwong Fah**  
Clinical Director  
Education & Training

### Commendation Medal

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

**Tan Lai Hong**  
Deputy Director of Nursing  
Nursing Administration



## Singapore Health and Biomedical Congress (SHBC) Awards

### SHBC Best Poster Award, Bronze (Health Services Research)

**Dr Nicholas Ng**  
Senior Manager  
Clinical Operations (Pre-Hospital)

### Singapore Young Investigator, Bronze (Clinical Research)

**Dr Ang Mu Liang**  
Consultant  
Orthopaedic Surgery

### Singapore Clinician Investigator Award, Bronze

**Dr Yeo Quan You**  
Associate Consultant  
Orthopaedic Surgery

In addition to the awards listed, we also received 11 Efficiency Medals and six Long Service Medals at the National Day Awards, 18 Public Administration Medals (Bronze) and 108 Commendation Medals at the National Awards (Covid-19), and 1,792 Covid Resilience Medals.

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# AWARDS



## NHG Recognition Awards

### NHG Distinguished Senior Clinician Award

**Dr Lim Tiek Whai**

Chief, Intensive Care Medicine

**Dr Tan Thai Lian**

Deputy Chairman, Medical Board  
(Division of Medicine)

### NHG Outstanding Citizenship Award

**Melissa Chew**

Chief, Medical Social Work

**Yong Pei Chean**

Chief, Pharmacy

### NHG Young Achiever Award

**Koh Seow Ken**

Principal Pharmacist,  
Pharmacy Ambulatory Services

**Dr Ng Shu Li**

Deputy Director, Clinical Services  
& Clinical Informatics

**Wang Yang**

Senior Nurse Clinician,  
Infection Control

### NHG Team Recognition Awards - COVID-19

**Team Rapid Response:**

Setting up the COVID-19  
Treatment Facility (CTF)

**Team Survive & Thrive:**

Mass vaccination of  
Woodlands Health colleagues

**Team STRONG:**

Staff resilience and  
organisational growth taskforce



## National Awards (COVID-19)

### President's Certificate of Commendation (COVID-19)

**Woodlands Health**

### Public Administration Medal (Gold)

**Dr Jason Cheah**

Chief Executive Officer

**Dr Nicholas Chew**

Chairman, Medical Board

**Pua Lay Hoon Bernadette**

Chief Nurse

### Public Administration Medal (Silver)

**Dr Mohan S/O Tiruchittampalam**

Deputy Chairman, Medical Board  
(Division of Pre-Hospital &  
Ambulatory Care, Division of Surgery)

**Dr Wong Kirk Chuan**

Chief Operating Officer

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# Woodlands Health Development **BOARD COMMITTEE**



From Left:

1 Mr Robert Chew

2 Mr Lock Wai Han

3 Er. Prof Lau Joo Ming

4 Mr Tony Tan

5 Dr Benjamin Koh

6 Mr Ramlee Buang

7 Prof Philip Choo

8 Mr Sajeev Jesudas

9 Ms Jennie Chua

10 Dr Jason Cheah

11 Mr Simon Yong

12 Mr Anthony Seah

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# Campus **LEADERSHIP**



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

**2 Dr Koh Kwong Fah**  
Clinical Director, Education & Training

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

**4 Mr Lau Wing Chew**  
Chief, Patient Experience & Contact  
Centre Ops

**5 Mr Ryan Tinn Miatt**  
IT Institution Director

**6 Ms Karen Tan**  
Director, Clinical Operations (Surgical &  
Medicine) & Director, Inpatient Operations

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

**8 Ms Pua Lay Hoon**  
Chief Nurse

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

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

**11 Dr Jason Cheah**  
Chief Executive Officer

**12 Dr Wong Kirk Chuan**  
Chief Operating Officer

**13 Mr Glenn Neo**  
Chief Information Officer

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

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

**16 Mr Daryl Tam**  
Director, Clinical Operations (Pre-Hospital)  
& Director, Emergency Planning

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

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

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

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

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

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# Clinical LEADERSHIP



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

**2 Dr David Foo**  
Pro-term Chief, Department of Cardiology

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

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

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

**6 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

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

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

**9 Dr Jason Cheah**  
Chief Executive Officer

**10 Ms Pua Lay Hoon**  
Chief Nurse

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

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

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

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

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

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

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

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

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**19 Dr Ben Wong**  
Head, Laboratory Medicine & Pathology

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

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

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

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

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

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

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

**27 Dr Vincent Ng**  
Head, Neurosurgery

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

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

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

**31 Dr Christopher Chia**  
Head, Gastroenterology & Hepatology,  
Department of Medicine

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

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

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

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# Honouring CONTRIBUTIONS



*Mr Tony Tan (front row, second from the right) shares his knowledge and expertise with the IDC and WH CEO, Dr Jason Cheah, during one of the site walks in 2018.*



*Mr Tan (front row, second from the left) at WH's 5th anniversary event in 2019.*



*Mr Tan (front row, sixth from the left) together with other members of the Woodlands Health Development Board Committee, at the groundbreaking ceremony of WH in 2017.*

We express our deepest appreciation to Mr Tony Tan who has served as a pioneer board member of the Woodlands Health Development Board Committee (WDBC) and the Infrastructure Development Committee (IDC) since 2 July 2017.

Throughout his tenure, Mr Tan dedicated himself wholeheartedly to the vision and mission of WH. As a former Chief Architect of the Housing Development Board (HDB) and an advisor to Khoo Teck Puat Hospital and Sengkang General Hospital, Mr Tan brought an unparalleled wealth of knowledge and experience to the committees.

One of his notable contributions lies in his role as a key advisor to the architectural design for the Campus. He has provided instrumental guidance for various aspects including façade design, landscapes, interior design, graphics, as well as the development of public spaces and high touch areas. Mr Tan's contribution has extended beyond his advisory role. He had made numerous site visits over the years, taking time to observe first-hand the progress of our Campus and offer

practical solutions whenever assistance was required. From the rainforest-inspired main drop-off to the majestic buttress wall at the southern drop-off, his distinctive touch will undoubtedly be ingrained into the very fabric of our Campus.

After almost six years of service, Mr Tan officially stepped down as a member of WDBC on 1 June 2023.

"Tony is an "architect-at-heart" who believes in creating harmony across accessibility, functionality and aesthetics. Whenever there's a design issue to address, he would personally walk the site with the project architect and the campus planning team, draw up sketches that inspires creativity and out-of-the-box thinking! We are deeply appreciative of Tony's valuable inputs and contribution." – Ms Yan Yan, Director, Campus Planning

"I had the great opportunity to work with Tony on the Woodlands Health project. While he is a well-known pioneer architect in Singapore, and a member of the WDBC, he had constantly taken efforts to personally provide guidance on the design and detailing of the project. He often devoted personal time to explain, sketch, and share his rich life experiences. Yet he is never imposing, and always willing to listen to our design intents, so as to help us improve and realise them." - Michael Leong, Chief Architect, WH Campus Project

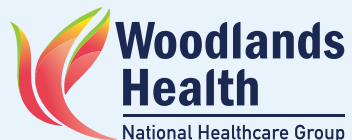
# About **WOODLANDS HEALTH**

Woodlands Health (WH) provides care for the north-western population in Singapore. Set to open progressively from end 2023, 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.

Working closely with partners to deliver seamless care within and beyond our Campus, we will offer a comprehensive range of urgent and critical care, rehabilitative and transitional care services, starting with selected specialist outpatient clinics and Post-Acute & Rehabilitative Care beds (Community Hospital beds) from end 2023. The rest of the hospital, including the emergency department and inpatient wards and services, will be progressively opened to the public from May 2024 onwards. When it is fully open, 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 Health Posts and outreach efforts. WH has 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. These initiatives are closely aligned with Healthier SG.

17, Woodlands Drive 17, Singapore 737628



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With You.*



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