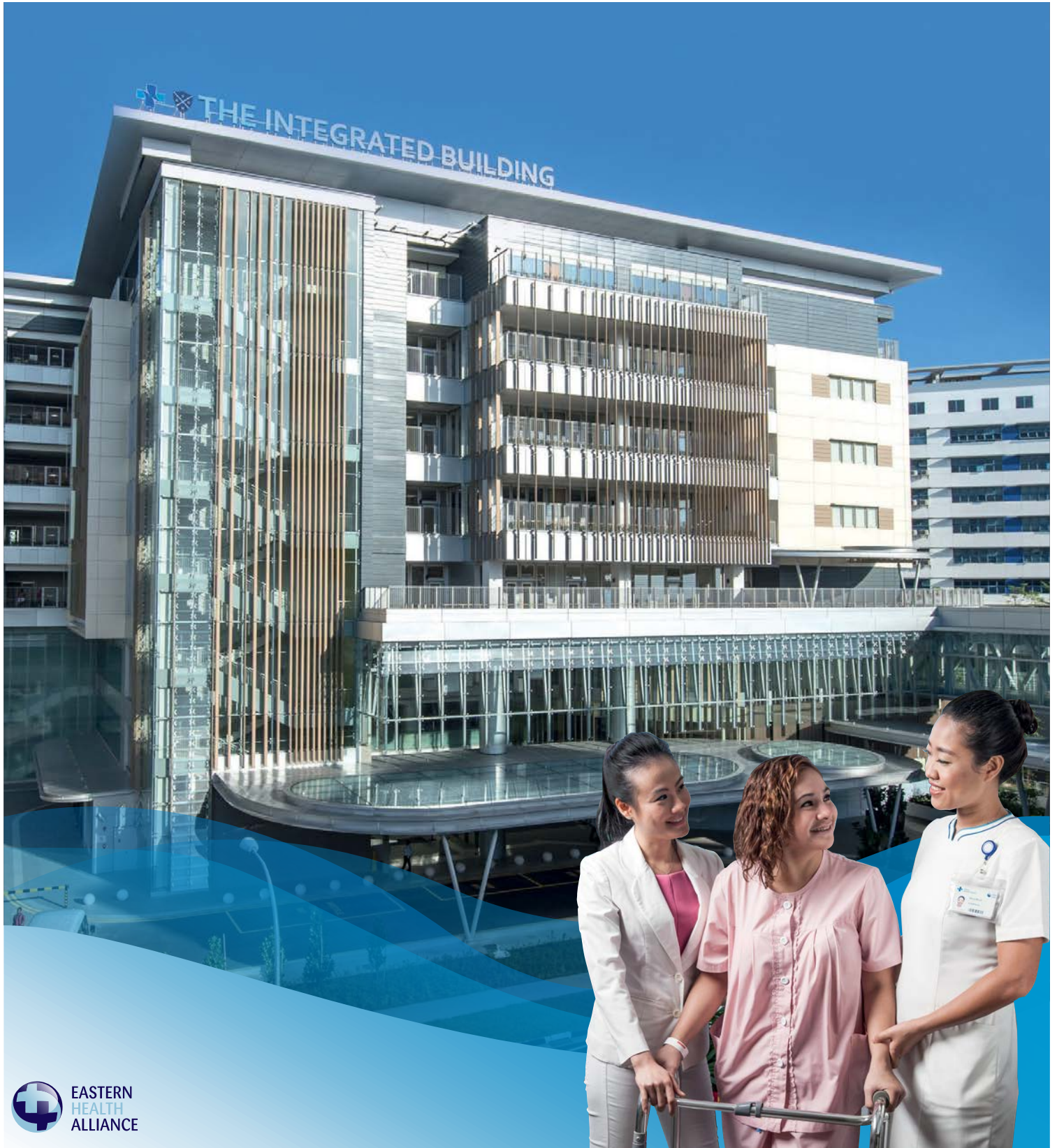


Eastern Health Alliance | Annual Report 2015

TOWARDS A SEAMLESS HEALTHCARE JOURNEY





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“ The Eastern Health Alliance was founded on a vision of inclusive partnership to integrate care across different settings so that our patients’ experience of care across different stages of their healthcare journey can be as seamless, hassle-free and holistic as possible.”

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EHA CORPORATE PROFILE





About the Eastern Health Alliance

The Eastern Health Alliance (EHA) is the regional health system for the people of eastern Singapore.

Officially launched on 18 November 2011, it is in line with the national direction to make healthcare ongoing rather than episodic, especially for people with long-term chronic conditions like diabetes, stroke, cancer, lung and heart disease. Singapore's population is ageing and the prevalence of such conditions is growing, especially among the elderly, making patient care more complex.

Mission

Partners for Better Health

Vision

Towards Seamless Quality Care – Together

EHA seeks to gradually reshape current models of healthcare to meet these challenges. Guided by its vision 'Towards Seamless Quality Care – Together', EHA members are focused on progressively delivering an integrated range of healthcare services, from disease prevention, early detection and treatment to ongoing care, providing the right quality care at the right time for each patient.

The overall objective? To make each patient's healthcare journey as hassle-free, assuring and convenient as possible, while educating, empowering and supporting them and caregivers to manage their health well.

The Foundation Partners of EHA are Changi General Hospital, Health Promotion Board, St. Andrew's Community Hospital, SingHealth Polyclinics and The Salvation Army Peacehaven Nursing Home. ■

What is a Seamless Healthcare Journey?



I was once asked by a reporter what a 'seamless healthcare journey' is, making reference to our Eastern Health Alliance (EHA) Vision.

I immediately recalled Mr Low Buck Chua, a retiree. Mr Low was recovering from a stroke and has multiple medical conditions, so it was understandably tough for him and his family to manage his complex health conditions. As a result, he used to be readmitted to hospital frequently, perhaps as often as three times a year. But all this changed for the better once he was placed in EHA's Neighbours for Active Living Programme (Neighbours). With regular monitoring and support by volunteers living in his neighbourhood, and their EHA care coordinators as needed, Mr Low got better and did not need to be readmitted to hospital as frequently. He is happier, healthier and able to age in place with his family and loved ones.

So, 'a seamless healthcare journey' is not just about a smoother and less disruptive experience, or just

about keeping patients like Mr Low healthier where they live, although these are important too. It is about providing peace of mind and an assurance of being cared for, not just for patients, but their caregivers and loved ones too. These are all key measures of success in providing seamless quality care for people.

EHA was founded on a strong vision of inclusive partnership to integrate care across different settings, so that our patients' experience of care across different stages of their healthcare journey can be as seamless, hassle-free and holistic as possible.

Our Vision 'Towards Seamless Quality Care – Together' guides us resolutely, and our Mission 'Partners for Better Health' defines us in a very fundamental way as building an ecosystem that provides a seamless experience of care simply cannot be undertaken alone.

Together with our Foundation Partners: Changi General Hospital (CGH), Health Promotion Board, St. Andrew's Community Hospital (SACH), SingHealth Polyclinics and The Salvation Army Peacehaven Nursing Home, EHA was one of the first Regional Health Systems to put in place programmes that sought to integrate healthcare in definitive, often industry-defining ways, for our patients.

Some of these examples include the tele-carer-based Health Management Unit; the Eastern Community Health Centres supporting GPs in caring for their chronic patients; the health screening and follow-up-based Eastern Community Health Outreach (ECHO) programme; and the GPFIRST programme to encourage people to see their GPs rather than the A&E for less acute and/or serious conditions. In more recent years, I am pleased to see the collaboration between CGH and SACH that enabled the expansion of SACH Sub-Acute Care Wards to include care for patients with dementia and life-limiting illnesses.

“A seamless healthcare journey...is about providing peace of mind and an assurance of being cared for, not just for patients, but their caregivers and loved ones too”

Over the years, more friends have joined us and we have built a wide and diverse network of stakeholders and partners. With our community partners from South East Community Development Council (CDC), North East CDC and grassroot organisations, vulnerable elderly living in the eastern neighbourhoods are receiving better care through the Neighbours programme.

With industry and academic partners, we have also made advances in healthcare innovation to provide solutions that aid patients in their care.

Along the way, we also saw a significant leadership transition in EHA. After five years as the founding Group CEO of EHA, Mr T K Udairam stepped down from the helm of EHA at the end of FY2015. I must acknowledge his instrumental and integral role in CGH's growth, development and success, forging partnerships and developing signature programmes, helping the team usher in, steer and define EHA. As we move into FY2016, I am confident the legacy he has left will continue to help us collectively continue the work of reshaping the healthcare delivery system for the benefit of our patients and community.

We have taken significant strides in our journey towards seamless healthcare for our patients. Together with our partners, we look forward to penning the best chapters yet in our story! ■

Mr Gerard Ee

Chairman
Eastern Health Alliance



Towards a Seamless Healthcare Journey



We face a myriad of challenges in healthcare – an ageing population, a growing population with a shrinking workforce, the increased burden of chronic diseases, the ever-burgeoning cost of care, among others.

It is no wonder that healthcare in Singapore has to evolve so rapidly and nimbly, moving resolutely away from an episodic, hospital-based care paradigm, to one that seeks to help people be cared for in a wider variety of contexts and settings. This allows a much more seamless and assuring experience of their care, while helping our people become healthier, age well and live lives as fully as possible.

This holistic vision of health has defined the work of the Eastern Health Alliance (EHA) and its partners. EHA continues to build on its community healthcare programmes. I'm pleased to share that the Eastern Community Health Outreach (ECHO) programme and the Neighbours for Active Living (Neighbours) programme have been extended to the whole of eastern Singapore. At the same time, health

monitoring is now made easier for residents in Bedok with the first-of-its-kind SEEK MyHealth Kiosk. Together with our General Practitioner (GP) partners, primary care in the east has been strengthened with our plethora of primary-care support programmes such as the GP Chronic Care Programme, MyGP and GPFIRST, as well as key facilities such as the Eastern Community Health Centres and Family Medicine Clinic. These programmes seek to create synergies among various healthcare providers in order to benefit our patients at different stages of the care journey in a more holistic way.

Progress in Changi General Hospital (CGH) continues apace, as the Simei Campus continues to expand. One key facility, The Integrated Building (The IB), was officially opened in July 2015 by President Tony Tan. The IB is jointly run by CGH and fellow EHA partner St. Andrew's Community Hospital. The IB helps patients optimise their rehabilitation before discharge from the hospital, with a new model of care to expedite their recovery and seamlessly transition back home.

While The IB addresses the need to improve functionality of our patients to enable independent living, the upcoming CGH Medical Centre will address another need – enabling us to offer person-centred specialist outpatient care for patients with more complex medical conditions in a holistic and integrated way. We look forward to opening the doors of the Medical Centre in 2018.

CGH also launched the Centre for Healthcare Assistive and Robotics Technology (CHART) in July 2015 to incubate and develop innovative technology that meets the needs of our population and enhance the productivity of the healthcare workforce. In the months since its opening, CHART has partnered more than 20 organisations and worked on over 10 projects in areas such as creating a smart ward. The Centre for Innovation (CFI) and our clinicians have also successfully collaborated with industry, academia and healthcare partners to develop

innovative solutions such as texture-modified meals for patients with swallowing difficulties.

The road ahead involves building, strengthening and sustaining a culture of excellence. It is important that our staff are able to learn and grow at work with a conducive environment for joy and meaning in work.

As we progress, it is gratifying to be acknowledged for our work. To have CGH coming out as the top public general hospital in the Singapore Management University's Customer Satisfaction Index of Singapore (CSISG) 2015 is a great encouragement and affirmation that we are on the right track and we are inspired to do even better in caring for our patients.

While we put in place programmes and innovations to provide an assuring healthcare experience, we understand the healing journey is multi-faceted, and we hope to make it less arduous. Through EHA's endowment fund, the Changi Health Fund, we set up HomeCare Enterprises, a social enterprise to provide affordable and quality assured homecare equipment and services to help make caring easier at home. Needy patients who need help post-discharge also continue to be supported through our patient welfare charity, HomeCare Assist.

The beginning of 2016 marked the start of celebrations for CGH's 20th anniversary and EHA's 5th anniversary. These are milestones for us to reflect and celebrate how far we have come, recognising the contributions of our staff and

“Developing long-lasting and strong working relationships have helped us lay the foundation to deliver care that matters to our patients and population”

partners past and present while at the same time charting our future course and pushing ahead to deliver the best care with passion and empathy.

This seamless healthcare journey is not ours to walk alone. Developing long-lasting and strong working relationships with many committed like-minded partners not just from healthcare but from all sectors have helped us lay the foundation to deliver care that matters to our patients and population – safe, quality and assuring care. The EHA leadership teams and I are indebted to every one of our staff, partners and stakeholders who continue to journey with us. Thank you. ■

Dr Lee Chien Earn

Group Chief Executive Officer
Eastern Health Alliance



BOARD OF DIRECTORS



Mr Gerard Ee

Chairman, Eastern Health Alliance Board
Chairman, Changi General Hospital Board
Chairman, Changi Health Fund Board
Chairman, HomeCare Enterprises Board
Chairman, Finance & Master Planning Committee
Chairman, Staff Committee
Advisor, Risk Committee

Mr Fong Heng Boo

Member, Eastern Health Alliance Board
Chairman, Audit Committee
Member, Risk Committee

Mr Lim Chin Hu

Member, Eastern Health Alliance Board
Member, Changi General Hospital Board
Chairman, Information Technology Committee
Member, Audit Committee
Member, Quality & Service Excellence Committee



Mr Jimmy Phoon

Member, Eastern Health Alliance Board
Member, Finance & Master Planning Committee

Prof Ivy Ng

Member, Eastern Health Alliance Board
Chairman, Quality & Service Excellence Committee

Ms Woon Lai Har

Member, Eastern Health Alliance Board
Member, Staff Committee



Dr Tan Yew Oo

Member, Eastern Health Alliance Board
Chairman, Risk Committee
Member, Quality & Service Excellence Committee

Prof Tan Ser Kiat

Member, Eastern Health Alliance Board
Member, Staff Committee

Mr Ng Chee Khern

Member, Eastern Health Alliance Board
Member, Staff Committee
Member, Risk Committee



Ms Joy Tan

Member, Eastern Health Alliance Board
Member, Finance & Master Planning Committee
Member, Risk Committee

Ms Khartini Abdul Khalid

Member, Eastern Health Alliance Board
Member, Quality & Service Excellence Committee

Ms Teoh Zsin Woon

Member, Eastern Health Alliance Board
Member, Finance & Master Planning Committee
Member, Staff Committee

YEAR IN REVIEW

2015

EXPANSION OF ECHO TO ALL NEIGHBOURHOODS IN THE EAST

Residents from Pasir Ris to Paya Lebar are able to keep themselves healthy with the Eastern Community Health Outreach (ECHO) programme. Launched in 2011, this chronic disease prevention programme has been successfully expanded to all neighbourhoods in eastern Singapore in 2015.



MAY EHA CARING AWARDS

Minister for Health Gan Kim Yong was Guest-of-Honour at the third iteration of the Eastern Health Alliance (EHA) Caring Awards, which continued to recognise and celebrate exceptional healthcare staff, patients and caregivers.



AUG SG50 CELEBRATIONS

Emeritus Senior Minister (ESM) Goh Chok Tong, Guest-of-Honour at the EHA SG50 celebrations, recited the Pledge and joined in the festivities with staff and patients at this special commemoration event held at the CGH Atrium.



JULY THE IB OFFICIAL OPENING

The 280-bed The Integrated Building (The IB), jointly run by Changi General Hospital (CGH) and St. Andrew's Community Hospital, was officially opened by President Tony Tan on 23 July 2015. The IB provides a new model of care to optimise rehabilitation for patients and help them achieve optimal functionality upon recovery.



JULY LAUNCH OF CHART

President Tony Tan tried out the Ubiquitous Picking System during the opening of the Centre of Healthcare Assistive and Robotics Technology (CHART) on 23 July 2015. CHART provides a collaborative platform for healthcare professionals to work closely with academia, industry and research institutions to create solutions for healthcare using technology.



NOV RECORD ATTENDANCE AT THE ANNUAL SCIENTIFIC MEETING

The Eastern Health Alliance Scientific Meeting 2015 drew a record 1,150 delegates! With the theme 'Functional Optimisation, Independent Living', the Scientific Meeting was a platform to learn and showcase research by EHA, CGH and other EHA partners.

NOV ACHIEVING RE-ACCREDITATION FROM JCI

CGH successfully achieved its Joint Commission International (JCI) certification for and the cardiology programmes.



DEC LAUNCH OF HOMECARE ENTERPRISES

HomeCare Enterprises was unveiled in December 2015.

This is a first-of-its-kind social enterprise under EHA that provides affordable and quality assured homecare products. Senior Minister of State for Health Amy Khor graced the launch, which was held during a 'Caring Festival' in CGH that focused on volunteerism and giving.

2016 CGH20 CELEBRATIONS

The year-long CGH20 celebrations were launched in January 2016 to commemorate the hospital's 20th anniversary.



FEB CHART HEALTHCARE PRODUCTIVITY SHOWCASE

More than 200 healthcare professionals from hospitals and nursing homes viewed 28 projects encompassing a wide range of healthcare domains at CHART's Healthcare Productivity Showcase in February 2016. Minister of State for Health Chee Hong Tat was also present at the event to view some of the innovations.

MAR LINKING OF CHANGI SPORTS MEDICINE CENTRE-SAF MOU

CGH renewed its MOU with the Singapore Armed Forces (SAF) Medical Corps to advance the field of military sports medicine and provide enhanced and fast-tracked clinical services to the SAF.



MAR EXPANSION OF NEIGHBOURS FOR ACTIVE LIVING TO ALL NEIGHBOURHOODS IN THE EAST

The Neighbours for Active Living (Neighbours) programme has seen stellar results in providing care for vulnerable elderly since its inception in 2014.

After its focus on 'getting neighbours to care for their neighbours' proved to be effective, the programme was rapidly expanded to cover all neighbourhoods in eastern Singapore by early 2015. ESM Goh Chok Tong attended the Neighbours Volunteer Appreciation event in March 2016 and presented awards to 45 dedicated volunteers.

THE SIMEI CAMPUS VISION



The Eastern Health Alliance is upgrading facilities and building new ones to meet the healthcare needs of the future.

Currently being progressively developed till 2020, the Simei Campus will be an integrated hub that provides holistic, patient-centric quality care for patients in the east. This campus will support seamless care for patients throughout their healing journey, from an acute hospital setting through to rehabilitation and transition back to the home.

When completed, the Simei Campus will house a wide range of specialist, diagnostic, high-acuity and rehabilitation services, along with education, research and innovation facilities. The vision is to create a vibrant environment for clinicians and healthcare staff, and to groom the next generation of healthcare professionals.



THE INTEGRATED BUILDING

The Integrated Building (The IB) was completed in December 2014, and officially opened by President Tony Tan on 23 July 2015.

The IB is a first-of-its-kind healthcare facility in Singapore where two healthcare institutions, Changi General Hospital (CGH) and St. Andrew's Community Hospital, share facilities and resources to transform recovery and rehabilitation for both acute and community hospital patients. With 280 inpatient beds, a full range of rehabilitation facilities, features and services at The IB, this synergistic partnership aims to deliver a new model of care that optimises the recovery and rehabilitation of patients so that they can speedily resume their normal lives.

CGH MEDICAL CENTRE

The upcoming Medical Centre (MC) building is designed to deliver multidisciplinary consultation in an integrated manner to meet the healthcare needs of patients. With more than 130 consult rooms and an accompanying array of minor surgery, procedure and recovery rooms, the MC is expected to commence serving patients in 2018.

The MC will also play an important role in nurturing the continued development of our healthcare talent with its dedicated training wing, as well as distributed tutorial rooms.



anaesthesia, as well as therapeutic and diagnostic endoscopic procedures.

We are also approaching the end of a complex multi-phase renovation project covering Rehabilitation Services, Diabetes Clinic and Radiology. Following the opening of the newly relocated Diabetes Clinic in end-2015, we have been renovating Basement 1 to build additional Ultrasound suites and prepare for upcoming enhancements to our Magnetic Resonance Imaging (MRI) capabilities, in order to meet the increased demand for high-quality diagnostic services.

Visitors to the CGH Main Building can also look forward to increased seating capacity and a greater variety of food options later in 2016 with the forthcoming completion of the extension to our Food Court. Ongoing works to refresh our public thoroughfares and public toilets are also underway to improve patient and visitor comfort.

With four floors of office space, the MC will allow more space within the CGH Main Building to be dedicated to clinical purposes, as well as achieving productivity enhancements with the return of some administrative functions from off-site locations.

“The vision is to create a vibrant environment... and to groom the next generation of healthcare professionals”

CGH MAIN BUILDING

We have made good progress through our multi-year programme to renovate our wards to improve safety and comfort for our patients and allow for more efficient workflows. To date, six of the planned 22 wards have completed renovation works, with two more wards to be renovated in 2016.

To improve our surgery throughput and shorten appointment lead time, a new ambulatory surgery facility will commence operations in 2016. The two procedure rooms within this facility will be equipped to perform minor surgery under local



For longer-term enhancement to patient services, CGH has commenced planning the next wave of renovations to CGH Main Building following the completion of the MC. This is envisaged to include expansions to the Accident & Emergency Department, as well as additional Operating Theatres, to allow CGH to serve the growing acute healthcare needs of residents in the east. ■

AWARDS & RECOGNITION



The Eastern Health Alliance (EHA) and Changi General Hospital (CGH) are delighted to receive national and international acclaim for our efforts in providing Seamless Quality Care for the community.

Receiving these awards have reaffirmed our commitment to excellence, quality care and innovation in healthcare, and inspired us to improve our patients' healthcare journeys.

We are proud of our staff and our teams for their outstanding achievements. Here are the awards and recognitions we received in the year.

PUBLIC MEDIA OF THE YEAR (MERIT) FOR CGH CARING MAGAZINE

CGH's Caring Magazine received the Public Media of the Year (Merit) award at Singapore's only independent media awards, the Media Publishers Association Singapore (MPAS) Awards 2015.

CUSTOMER SATISFACTION INDEX OF SINGAPORE (CSISG)

CGH ranked first among public general hospitals in Singapore in this annual survey conducted by the Institute of Service Excellence at the Singapore Management University. This is the first time CGH has topped this national survey, which covers customer satisfaction across a range of industries and sectors.

NATIONAL DAY AWARDS

Twenty-five exceptional staff from EHA and CGH received the National Day Awards this year for their commendable public service. There were one Commendation Medal recipient, six Efficiency Medal recipients and 18 Long Service Medal recipients.

DUTCHCHAM WINSEMIUS SMART NATION AWARD 2016

EHA and Philips Healthcare's Heart Failure Telehealth Programme was recognised as an innovative and sustainable solution at this annual awards organised by the Dutch Chamber of Commerce in March 2016.



PEOPLE'S ASSOCIATION COMMUNITY SPIRIT OF EXCELLENCE AWARD

In recognition of Eastern Community Health Outreach (ECHO)'s outstanding work for the community, EHA received the People's Association Community Spirit Award.

HEALTHCARE HUMANITY AWARDS

Three Senior Staff Nurses from CGH, Noorlida Bte Mohd Noor, Ong Qiu Feng and Lee Mui Yok are inspirational role models for going the extra mile to offer care and comfort to the sick and infirmed.

COMMUNITY CHEST SHARE AWARDS

EHA and CGH strongly support the Community Chest, with many of our employees being active contributors. To date, more than 80% of our employees have participated in the SHARE programme. Last year saw CGH receiving the Community Chest SHARE Platinum Award, while EHA was conferred the SHARE Gold Award.

↑ EASTERN HEALTH ALLIANCE CARING AWARDS 2015

For the third year, the EHA Caring Awards recognised and celebrated exceptional healthcare staff, patients and caregivers from EHA's partner organisations. In total, this marquee event celebrated nine Hero Caregivers, five Hero Patients and nearly 1,100 staff across Silver, Gold, Star and Superstar categories, with three Superstar awardees. Minister for Health Gan Kim Yong was the guest-of-honour.

In a first for the Awards, EHA presented a Hero Caregiver award to a caregiver nominated by a General Practitioner (GP).

"Our GPs and service providers are important partners for us in supporting and helping to enable our healthcare initiatives," explained Mr T K Udairam, Group Chief Executive Officer, EHA. "It is fitting that we take the effort to extend the Caring Awards to include this wider community."



↑ TAN CHIN TUAN NURSING AWARD

The Tan Chin Tuan Nursing Award recognises promising and talented Enrolled Nurses who are dedicated to advancing the nursing profession locally. CGH is honoured to have two winners: Principal Enrolled Nurse Chan Kim Geok was the 2nd runner-up and Principal Enrolled Nurse Seah Xue Leng received the Merit Award.

PIONEER SOCIAL WORKER AWARD

CGH social worker Dr Goh Soon Noi was one of ten social workers honoured for 30 years of contribution at the 10th annual Social Workers' Day in March 2016.

NICHE (NURSE IMPROVING CARE FOR HEALTHSYSTEM ELDERLY) CERTIFICATION

CGH achieved this international certification designed to improve quality of care for older adult patients. The nurses led the project by increasing awareness of geriatric issues, improving nursing competencies in the care of the elderly, and supporting the implementation of evidence-based geriatric protocols.

DELEGATES CHOICE AWARD

Senior Staff Nurses Canny Wong and Nur Madalinah won the prestigious Delegates Choice Award at the 6th Asia-Pacific Enterostomal Therapy Nurses Association 2015 Congress for their poster presentation on 'Evaluating Patients' Self-Care in Managing Stoma Through Nurse-Led Colorectal Clinic'.

SINGAPORE PRODUCTIVITY ASSOCIATION TEAM EXCELLENCE SYMPOSIUM SILVER AWARD

In March 2015, projects to enhance productivity and improve processes by the ENT Clinic and the Ward 6S Lean teams clinched the Silver Award in the biannual Team Excellence Assessment.



JOINT COMMISSION INTERNATIONAL (JCI) ACCREDITATION

CGH successfully achieved three re-accreditations in November 2015, validating its commitment to patient safety and quality care. The hospital maintained its accreditation status after undergoing the JCI Extension Survey for The Integrated Building. Two of its cardiology programmes, the Acute Myocardial Infarction Programme and the Heart Failure Programme, were also re-certified under the JCI Clinical Care Programme Certification (CCPC) standards.

PS21 EXCEL INNOVATION AWARD

The PS21 ExCEL Innovation Award celebrates the good work of public agencies who best exemplify the spirit of innovation and continuous improvement. EHA and CGH won three awards:

- > Senior Tinnitus Counsellor Joyce Lim won the Innovation Champion Award (Bronze) for her innovative approach to promoting good hearing habits and in explaining tinnitus to patients and the public.
- > The team behind the first vendor-independent Medical Device Integration (MDI) System was conferred the Most Innovative Project (Merit) Award.
- > EHA's Neighbours for Active Living (Neighbours) received the PS21 Most Innovative Project (Merit) Award.

MOH NURSES MERIT AWARD

Seven exceptional nurses received the MOH Nurses Merit Award from the Ministry of Health for their outstanding performance and dedication to the nursing profession. They are: Senior Nurse Educator Sarah Quek, Nurse Clinician Goh Poh Hong, Senior Nurse Clinician Cao Yan, Nurse Manager Wang Yumiao, Assistant Nurse Clinician Goh Poh Lian, Senior Staff Nurse Tham Poh Leng and Principal Enrolled Nurse Ai'syah Bte Zainol.

COMMUNITY PROGRAMMES & ENGAGEMENT



Keeping You Well

As the regional health system for eastern Singapore, the Eastern Health Alliance (EHA) and its partners have taken bold steps to develop a host of initiatives and programmes.

These aim to empower the people in the community to take better charge of their own healthcare journey, as well as to make every patient's healthcare journey smoother and more assuring.

EASTERN COMMUNITY HEALTH OUTREACH

The long-standing Eastern Community Health Outreach (ECHO) Programme rolled out in eight more eastern districts in Singapore since 2015, including Pasir Ris, Siglap South, Bedok, Siglap, Fengshan, Kaki Bukit and Eunos. The expansion means that the ECHO Programme is now available to residents in eastern and northeastern Singapore.

First launched in 2011, ECHO aims to detect and prevent, or delay, the onset of major chronic diseases such as diabetes, high blood pressure, high cholesterol and obesity. The team hopes to achieve this through health screenings and interventions such as workshops, health talks and community-based activities to equip the residents with the knowledge and skill to lead healthier lifestyles.

EHA, together with its partner, CGH, worked closely with grassroots organisations to conduct more than 13,000 screenings in the year. ECHO is targeted at residents aged 40 years and above with no known chronic health condition. Preliminary results have shown an encouraging trend, with participants making better lifestyle choices after enrolling in the programme. ECHO has also helped to sound alarm bells for about 50% of the participants, who had some form of abnormal screening results,

encouraging them to seek medical attention and follow-up.

In recognition of ECHO's outstanding work for the community, EHA received the People's Association Community Spirit Award in May 2015.

SEEK MYHEALTH KIOSK



Another move to empower residents to take charge of their health is Singapore's first self-help kiosk, SEEK MyHealth Kiosk. Launched on 15 October 2015, this community health initiative provides accessible and convenient ways for the public to monitor their health through physiological measurements. Likened to a 'Healthcare ATM' by The Straits Times, the kiosks offer a customised health questionnaire and allow users to check their blood pressure, height and weight.

Polyclinic patients with well-controlled chronic diseases can self-monitor and reduce their time spent visiting doctors. Starting with two kiosks with two applications, the Chronic Disease Management module was deployed at Bedok Polyclinic and the Health Monitoring module was deployed at the Thye Hua Kwan Moral Charities Bedok Radiance Senior Activity Centre.

COMMUNITY HEALTH OUTREACH

CGH and EHA also organised several health education events and public forums. These include the popular Caregivers Public Forum and Singapore's first Preparing for National Service Public Forum.

TRANSFORMING PRIMARY CARE

General Practitioners (GPs) are EHA's key partners in making primary healthcare convenient and accessible in the east. It has continued to expand its GP-focused initiatives, including GPFirst, GP Chronic Care Programme (GPCCP), the Community Health Centre (CHC) and the Family Medicine Centre (FMC), and rolled out new programmes.

Spearheading primary care transformation, EHA piloted a new programme, MyGP, in May 2015. Using a capitation funding model and building on an empanelment system, MyGP enables the patient to be cared for by a regular family doctor. This helps to build a satisfying trusted doctor-patient relationship to ensure continuity of care. In this pilot, MyGP helped 50 patients with stable chronic disease to pair up with





four participating GP clinics. The programme is being evaluated and plans for expansion of the pilot are in the works.

At the same time, the GPCCP continues to develop with an increasing number of CGH patients with stable chronic diseases right-sited to GPs. The number of clinical specialties the programme manages has also expanded. There are about 12 right-siting conditions such as various cardiovascular diseases, diabetes mellitus, asthma, benign prostate hyperplasia and irritable bowel syndrome.

TREATMENT OF NON-URGENT CONDITIONS AT GPs

Through the collaboration between EHA, CGH and the GP clinics on the GPFirst Programme introduced in January 2014, patients experiencing mild-to-moderate conditions are now heading to their GPs instead of visiting the Accident & Emergency (A&E) Department.

In a survey with patients who were referred to the A&E through the GPFirst programme, 91.8% said they would recommend their friends and family to visit a GP first. With traction from the programme and greater awareness of the GPs' capabilities, non-urgent (P3) attendance in the CGH A&E has seen a decrease of some 10.4% since GPFirst's inception, while waiting time for patients who need more urgent attention (P2) has been reduced by 17.2%.

The GPFirst team also developed the 'GPFirst Aide' mobile application, a novel approach to clinical support that offers a set of medical calculators on red-flag conditions, providing new efficiency to GPs' bedside treatment.

GPs in the 192 participating clinics of the GPFirst Programme are supported by A&E Consultant hotlines, together with online continuing medical education and education symposiums on targeted conditions.

FAMILY MEDICINE CENTRES

The Bedok Family Medicine Centre (FMC) and three Eastern Community Health Centres (CHCs) continue to play a key role in keeping patients well-managed within the community. Besides providing comprehensive and holistic primary care services in the east, Bedok FMC collaborates with EHA and CGH on various integration models and pathways. An example is the ValuedCare Heart Failure Programme, where Bedok FMC helps to monitor and provide support for the management of heart failure patients. Patients seeking treatment at CGH's A&E can also be referred to CHC Bedok North for physiotherapy services.

Now into its third year, Bedok FMC has a patient base of more than 4,000, while the CHCs have received 11,000 referred patients from GPs. The CHC services are popular with the GPs, scoring over 90% in a satisfaction survey. ■



Getting You Well

HEALTH MANAGEMENT UNIT

Nurses at the Health Management Unit (HMU) looked after over 6,000 diabetes, chronic obstructive pulmonary disease and heart failure patients since the unit's launch in January 2011. The HMU serves as a hub to manage patients with chronic or long-term diseases between medical visits through tele-monitoring and tele-education.

Supported by a patient relationship management IT system, nurses work closely with the medical team to keep the patients well-monitored between doctors' visits.

Since 2014, EHA and CGH have been partnering with Philips Healthcare to help heart failure patients manage their health and reduce hospitalisation episodes. The Heart Failure Tele-health Programme integrates three key elements – tele-monitoring, tele-education, and tele-care support – and is administered through the HMU nurse tele-carers.

Both organisations commenced a study on this landmark project and signed a Study Agreement in April 2015. Preliminary results for the study have been promising, with enrolled patients upbeat about its benefits. Results from 51 patients in the tele-health programme show an average of 84% compliance to vital signs monitoring.

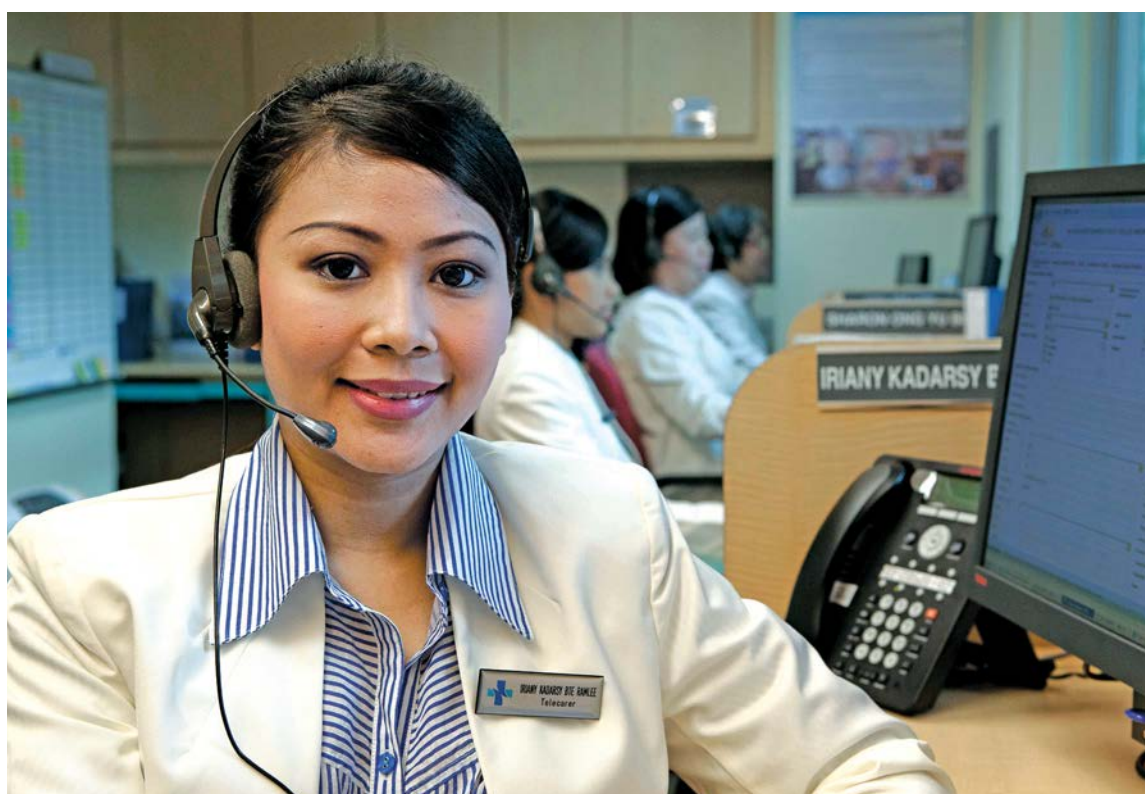
For being an innovative and sustainable solution, the Heart Failure Tele-health Programme was awarded the DutchCham Winsemius Smart Nations Award 2016.

SUB-ACUTE CARE

St. Andrew's Community Hospital (SACH) continues to work closely with CGH to provide sub-acute care to patients. The SACH Sub-Acute Care Wards provide care for patients who have passed the acute phase of their illness but still require hospital care. At its three sub-acute care wards (Medical, Dementia and Palliative Care), patients are cared for by a multidisciplinary SACH clinical team, supplemented by expertise from CGH doctors.

The Dementia Care Ward provides patients with moderate to severe dementia with individualised rehabilitation programmes within a conducive, safe and home-like environment. The Palliative Care Ward, which was opened in July 2015, provides essential medical care and comfort to patients with life-limiting illness.

In 2016, the SACH Medical Sub-Acute Ward was moved to a new ward at The CGH-SACH Integrated Building. It also started a pilot programme to admit suitable and stable patients from CGH A&E Department for medical treatment. ■



Ageing Well

NEIGHBOURS FOR ACTIVE LIVING

Two out of three vulnerable elderly reduced their hospitalisation episodes within six months of being part of the Neighbours for Active Living (Neighbours) programme.

Motivated by these promising results and the honour of receiving two awards that recognised the Neighbours programme, community care teams continue to reach out and serve vulnerable elderly in 18 neighbourhoods in the east.

In latest developments, EHA and the South East Community Development Council (SECDC) have partnered with National Healthcare Group (NHG) to bring the programme to Central Singapore, beginning with the MacPherson neighbourhood.

Neighbours is a first-of-its-kind programme that brings together a full-time community care team and volunteers to care for vulnerable elderly with

complex medical and social care needs who are also frequent hospital admittees. These vulnerable elderly live in the same neighbourhood as the volunteers.

Neighbours focuses on building long-term relationships to help the elderly stay as healthy as possible where they live. Volunteers receive training through the 'Friend a Senior' programme, which equips them with the necessary skills to help care for 'clients' in their own neighbourhoods. Since it started in 2013, Neighbours has served over 3,000 clients with the support of 40 staff and more than 200 volunteers.

More than that, the Neighbours team is helping to spread health education messages to the community. In 2015, Neighbours partnered with the SECDC to teach elderly residents in Bedok about fall prevention and simple exercises at the 3M STEP UP Challenge.





Photo credit: Ministry of Health

“Neighbours focuses on building long-term relationships to help the elderly stay as healthy as possible where they live”

Neighbours and SECDC organise a volunteer appreciation event every year. On 12 March 2016, Emeritus Senior Minister (ESM) Goh Chok Tong, accompanied by South East District Mayor Maliki Osman and Grassroots Adviser to Fengshan grassroots organisations Cheryl Chan, attended the annual event, which also marked the Neighbours programme’s third anniversary. ESM Goh presented awards to 45 dedicated volunteers and recognised all the community partners for their commitment to caring for the elderly in the community.

ADVANCE CARE PLANNING

The CGH Advance Care Planning (ACP) team has been educating and training hospital staff on Advance Care Planning, which is about helping

patients and their families to reflect, plan and make decisions for future healthcare options. This provides the healthcare team and the loved ones of a patient with a guide on making difficult healthcare decisions when the patient is no longer able to do so.

Since its inception in 2014, the ACP programme has been introduced to patients through the Palliative care service, Transitional care service, Medical Social Services and the Memory Clinic. It has also been extended to the Geriatric Medicine wards and to Renal, Cardiology and General Medicine patients.

The benefits for patients and their loved ones have led to more patients participating in the ACP programme. Monthly referrals to the ACP team have gone up from 10 to 40 cases in 2015.

PALLIATIVE CARE

EHA’s partner, SACH, also started a 24-bed palliative ward in 2015. Set up in collaboration with CGH and Tan Tock Seng Hospital, with invaluable training by Dover Park Hospice, this ward provides comfort to patients with life-limiting illness. ■

INNOVATION, PARTNERSHIPS & RESEARCH



Innovation & Research

CENTRE FOR INNOVATION

Eastern Health Alliance's Centre for Innovation (CFI) is a first-of-its-kind healthcare delivery innovation incubator that is part of a regional health system in Singapore. CFI is located in Changi General Hospital (CGH) and is supported by the Economic Development Board (EDB). It has spearheaded numerous projects in EHA and CGH.

Working hand-in-hand with partners from academia, corporations and industry think-tank organisations since 2012, CFI aims to build a culture of innovation and facilitate the healthcare innovation projects of tomorrow from ideation and prototyping through to implementation.

CFI's ongoing partnership with Singapore University of Technology and Design (SUTD) remains strong as CGH clinicians continue working closely with SUTD faculty. In FY2015, grants were

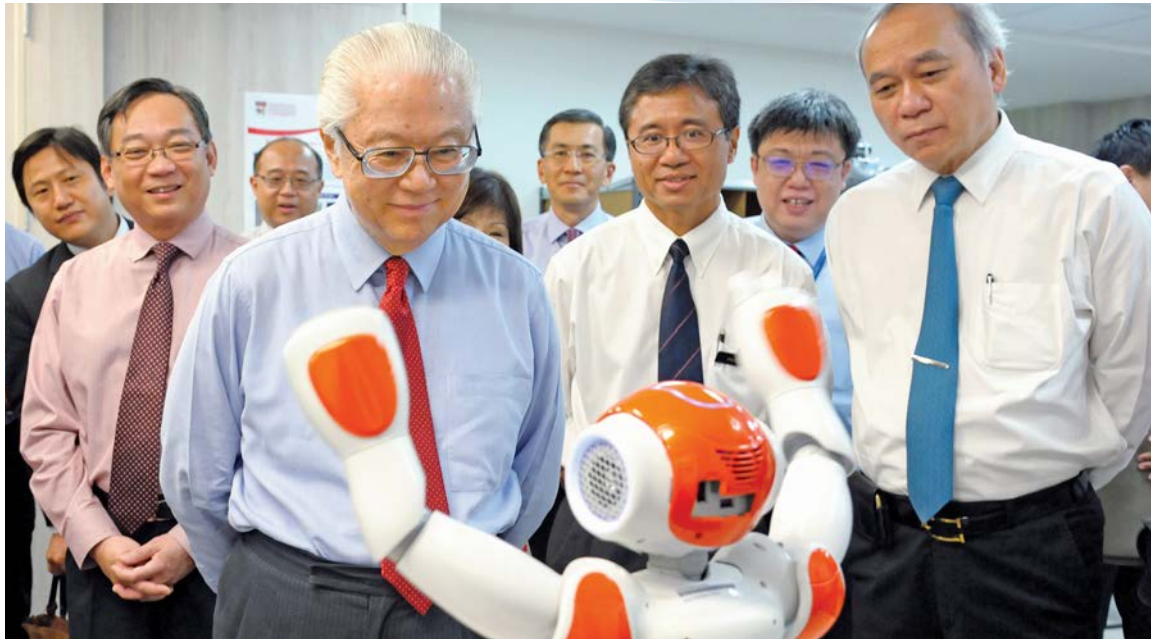
given to five projects by the HealthTech Innovation Fund, which is jointly run by CGH and SUTD. At the same time, projects from earlier grant calls came to fruition, with three patent applications filed.

One such successful project is a blood detection device at catheter extraction points during haemodialysis, while another project is designed to help dementia patients through computer games, which will soon be tested in selected Dementia Day Care Centres.

“CFI aims to build a culture of innovation and facilitate the healthcare innovation projects of tomorrow”

EXAMPLES OF INNOVATION PROJECTS THAT ARE MAKING A DIFFERENCE

IP Protection	Project	Inventor(s) / Applicant(s)	What it does
Patent	BWard An optical approach for reliable in-situ early blood leakage detection at catheter extraction points	Singapore University of Technology and Design, Eastern Health Alliance	Bleeding after a procedure, surgery or a traumatic injury is always a danger. BWard is a biomedical sensing, monitoring and alerting device that helps detect active re-bleeding at the site of venous catheter extraction. It can differentiate between blood and other bodily fluids, thereby providing real-time monitoring of bleeding. This device can save patients from catastrophic consequences and improves productivity as it augments labour-intensive monitoring by nurses.
Patent	Ready-to-eat Texture-modified Meal Addresses and aids in improving dietary intake due to dysphagia	Eastern Health Alliance, Changi General Hospital	Many elderly and stroke patients with swallowing problems tend to have poor food choices as their food and fluid need to be modified to prevent choking. With ready-to-eat texture-modified meals, these patients can now have nutritionally balanced meals that are customised with local flavours and easy to prepare.
Patent	Lung Simulation Model A tool for dynamic lung condition simulation	Eastern Health Alliance	Medical education on lung conditions will be improved with this dynamic lung simulation model. The model is realistic as it can simulate diaphragmatic contractions and different pleural pressures. Such realism is not available using current static models, mannequins and animal lungs. Through the use of this model during training, clinicians can have a better understanding of lung conditions and respond better in its treatment.
Patent	Body Fluid Drainage Device An automated drainage device for body cavities	Eastern Health Alliance	The Body Fluid Drainage device helps to drain abnormal fluid from body cavities (e.g. from the abdomen or the pleural cavity) automatically in a controlled rate. This helps to improve efficiency and safety. It is designed for comfort and mobility and can be used in the ward or in an outpatient setting.
Trademark	SEEK MyHealth Kiosk A kiosk for chronic disease management and self-health monitoring	Eastern Health Alliance, SingHealth Polyclinics	The SEEK MyHealth Kiosk makes health monitoring accessible and convenient for the public. The kiosk was developed for the local population in accordance with clinical guidelines, and incorporated user feedback. It allows the public to monitor their physiological measurements such as blood pressure, height and weight and a customised questionnaire in a convenient location. Polyclinic patients with well-controlled chronic diseases can also self-monitor, saving time from waiting to see the doctor.
Design	Urine Care Bag Instructional label on urine care bag	Eastern Health Alliance, Changi General Hospital	For patients on short-term indwelling catheters, there is a chance of backflow of urine when the urinary catheter bag is placed above the level of the bladder. Such backflow may lead to Catheter Associated Urinary Tract Infection. The label on the urinary catheter bag seeks to educate users, including healthcare workers, patients, caregivers and the public, on how the urinary catheter bag should be handled to prevent backflow of urine.



A new partnership was also forged with Republic Polytechnic to leverage on each organisation's expertise. Six projects – all works-in-progress but demonstrate promise and potential to improve healthcare processes – have resulted from the collaboration. These include a mobile app to support hand hygiene compliance among healthcare workers, and a video analytics device for checking pre-post surgical instrument sets to enhance patient safety.



The past year also saw CFI expanding to partner local small and medium enterprises (SMEs) with the help of SPRING Singapore's Partnership for Capability Transformation programme. CFI organised forums and dialogues involving SMEs and healthcare professionals, and helped to facilitate several projects such as fall prevention in the ward, home tele-monitoring of patients on cardiac-rehabilitation programmes and the use of smart glass for medical training and simulation.

The CFI team also had a fruitful year incubating innovations with EHA and CGH, leading to four patents, one trademark and enhancement of an updated design.

CHART

The Centre for Healthcare Assistive and Robotics Technology (CHART) was officially opened on 23 July 2015 by President Tony Tan, with Minister for Health Gan Kim Yong in attendance.

Supported by EDB and the Ministry of Health (MOH), CHART provides a collaborative platform for healthcare professionals to work closely with academia, industry and research institutions to tackle the challenges of an ageing population and a shrinking workforce. It achieves this by facilitating the co-development and testing of promising healthcare solutions in assistive technologies and robotics. CHART is equipped with a Design Lab for ideation and collaboration and a Living Lab with mock-up wards, clinics and minor surgery rooms, enabling solutions to be prototyped. CHART also works with the National Robotics Programme, a multi-agency initiative, to coordinate and support the end-to-end development of robotics technologies.

Since its launch, CHART has worked on more than 10 projects and is collaborating with more than 20 organisations from Singapore, Japan, South Korea and the United States. In February 2016, one of its pioneer projects, HOSPI, the autonomous portering robots now deployed in CGH, was nominated for the Innovation in Productivity Award by the Singapore International Chamber of Commerce.

With the goal of building a sustainable healthcare system through employing technology, CHART held a Healthcare Productivity Technology Showcase on 18-19 February 2016. The event was jointly organised with the MOH. More than 200 healthcare professionals from hospitals and nursing homes

were given the opportunity to view 28 projects first-hand and network with potential partners. Four thematic areas in patient care, smart ward, logistics and operations, and rehabilitation were featured at the showcase. Displays included an automated bathing machine, mobile hoist, robotic transporters, rehabilitative wearable, and various forms of tracking devices and technology.

CHART also co-organised the 4th National Assistive and Rehabilitation Technology Student Innovation Challenge (ARTSIC) 2016 with Techclusive Ltd, a social enterprise in Assistive Technology on 30 March 2016. ARTSIC received a record 52 entries from tertiary institutions, of which 29 were shortlisted to vie for the Awards. Projects included the 'All-in-one Exerciser', a 'Fluid Thickening Dispenser for persons with swallowing problems' and an 'Eye gaze-triggered Chinese character

“CHART provides a collaborative platform for healthcare professionals to work closely with academia, industry and research institutions to tackle the challenges of an ageing population and a shrinking workforce”

communicator'. Minister of State for Health Chee Hong Tat graced the event and presented the awards.

RESEARCH

CGH's research infrastructure and capability have been enhanced over the years. In the past year, a genetics platform was established, enabling CGH clinicians to work on a variety of research using the genetic analyser. This included interesting research such as the association of IL28B genotypes with response to Hepatitis C treatment, and the verification of microbial species in the development of a PCR-based assay for more rapid diagnosis of community-acquired pneumonia.

Research support for staff continued to be enhanced through the provision of research training workshops and on-site research and statistical consult clinics. In 2015, 110 research papers were published by CGH clinicians, with five of them in top journals. 87 research projects were also conducted during this period.

The Eastern Health Alliance Scientific Meeting 2015, themed 'Functional Optimisation, Independent Living', drew a record 1,150 delegates and 80 local and international experts. The scientific meeting continues to grow as a platform to showcase research by CGH and EHA partners in the form of workshops, forums and friendly competition in the academic Oral and Poster Competitions.

In 2015, the CGH Clinical Trials and Research Unit was also recognised by industry partners, Roche and Quintiles, to be a Top recruitment site for a Phase 1 Trial of a Hepatitis C drug. ■



CULTURE OF EXCELLENCE



Education

Singapore's healthcare landscape continues to evolve rapidly. In seeking to meet the challenges of tomorrow, it is essential that healthcare educational programmes remain targeted, focused, relevant and innovative.

Eastern Health Alliance (EHA) and Changi General Hospital (CGH) are committed to rolling out quality educational programmes tailored to the learner's needs. Effective continuing education is a critical tool as we strive to develop a generation of healthcare professionals who live and breathe a culture of clinical excellence and great patient care.

MEDICAL EDUCATION

CGH continues to invest in the continuing education of our clinicians to enable them to keep abreast of the increasing complexity of medical practice and its interrelationship with patient safety and the quality of care. Through its Medical Education Office (MEO), CGH is enhancing and innovating the

way it educates undergraduates, Residents and postgraduate Clinicians.

As a major accredited teaching hospital and participating site for the SingHealth Residency Programme, CGH has been recognised for its excellent teaching at all stages of the medical education journey, with several CGH educators awarded the SingHealth Outstanding Faculty Award. The hospital's education centres – the Changi Simulation Institute and the Centre for Advanced Clinical and Surgical Skills – ran numerous high-quality courses to advance clinical, surgical and procedural skills.

Many courses organised by CGH have been well-subscribed such as the highly successful Care of the Critically Ill Surgical Patient (CCRISP) course. Developed and quality-assured by the Royal College of Surgeons, the CCRISP course imparts advanced skills to surgeons caring for critically ill patients. To date, CGH is the only institution in Singapore accredited to deliver this course.

To further enhance both the quality of the teaching and learning experience, CGH has invested in medical e-journal databases such as ClinicalKey and UptoDate Anywhere. A new e-learning platform, SARAS, is also being set up to enable online-based learning-on-the-go options for healthcare workers.

NURSING EDUCATION

To groom nursing leaders and nurses, EHA and CGH have pushed ahead to develop innovative nursing education programmes, including professional development courses for nursing students and nurses in CGH, for example, the two-year Ward-Based Clinical Instructor Fellowship course.

Other developments include the launch of a Graduate Nurse Integration Framework to strengthen new nursing graduates' confidence and key nursing competencies. CGH's Nursing Education Department also introduced a new form of learning for its Intravenous Administration of Medicines (IVAM) course, which now combines e-learning with classroom discussion and activities. IVAM participants have embraced this blended course delivery modality enthusiastically, with many expressing motivation to learn more and 99% of participants agreeing that the content was communicated well.

“Effective continuing education is critical as we strive to develop a culture of clinical excellence”

The organisations are also committed to developing initiatives that promote nursing research and equip nurses with the requisite skills. Nursing research capabilities were given a boost through the introduction of the Nursing Research Fellowship Programme. Nurses interested in research are now given the opportunity and platform to put what they have learned in school into practice, and develop research governance and public speaking skills. CGH's first Nursing Research Fellow from the programme, Senior Staff Nurse Nicolena Lim Mui Khim from the Medical ICU, successfully conducted and presented a study titled 'Exploring the lived experience of nurses leading the Medical Emergency Team (MET) in a tertiary hospital in Singapore'.

ALLIED HEALTH PROFESSIONAL EDUCATION

In nurturing our Allied Health Professionals, CGH has participated actively in national training programmes such as the Pharmacist Specialist Training and Medical Social Worker Professional Conversion programmes.

At the same time, CGH expanded its in-house professional education programme base to train its team of Allied Health Professionals to deliver better care. A prime example of this is the groundbreaking Red Dot Programme for radiographers, a first in Singapore. Since 2012, senior radiographers in CGH have been trained through this structured programme to equip them with the skills to identify and comment on abnormalities in radiograph readings. This has resulted in a reduction of diagnoses time and missed rates for some subtle abnormalities. In the same spirit of expanding their capabilities, radiographers have also been trained to perform barium studies, another procedure that is normally undertaken by clinicians.

Through such efforts to increase and expand their skills, more opportunities have been created for career progression for radiographers. In 2015, CGH signed an MOU with London South Bank University to conduct the Red Dot course for the rest of the radiographic community in Singapore. ■



Quality Improvement

Throughout the year, CGH continued to make improvements to better deliver care that matters to patients.

Besides numerous noteworthy projects by committed multidisciplinary teams, the hospital also successfully achieved Joint Commission International re-accreditation for its cardiology programmes.

KAIZEN EVERYDAY ENGAGEMENT PROGRAMMES (K.E.E.P)

Kaizen means 'to change for the better' and is a model and methodology for implementing continuous improvement in the workplace. Designed to facilitate ground-level improvement initiatives, Kaizen helps generate and implement small and localised improvement ideas, whose best practices can then be standardised across all units in a workplace.

Within a year of implementation, a total of 283 Kaizen ideas were generated and implemented. Of these, 10 were identified as being suitable to become new standards for hospital-wide implementation. About 53% of the overall Kaizen improvements were improvements to optimise use of staff time and capabilities and 26% concerned patient safety. These improvements translated to an annualised increase in productivity of almost 49,000 hours (which refers to staff time being released back to patient care).

PROJECTS TO IMPROVE PATIENT OUTCOME

Several multidisciplinary teams have achieved remarkable results through their projects to improve the quality of care and patient outcomes. Here are some examples.

With the implementation of the ValuedCare Hip Fracture programme, elderly patients recovered from their conditions earlier. Through a value-based re-design of the hip fracture management plan for patients, the multidisciplinary team achieved

noteworthy results. Close to 50% of hip fracture patients are now operated on within 48 hours, compared to only 18% previously. Moreover, all patients who could start their therapy were mobilised immediately the day after the operation. This led to a substantial reduction in the length of stay from 16 days to 10.5 days.

CGH is also making headway against pressure ulcers, a relatively prevalent condition more commonly known as 'bedsores'. If left untreated, these can cause great pain, infection and deep wounds. In 2015, CGH brought down the number of patients with bed sores at its geriatric wards from 15% to 4%. This was achieved through a sustained and coordinated initiative involving hands-on training for staff, instituting measures on prevention and early detection, caregiver training and nutritional support for at-risk patients.

Cutting-edge robotic surgery services also made their advent in CGH, allowing surgeons to perform several types of complex procedures with more precision, control and flexibility. The advanced technology also enables minimally invasive surgery options, helping to reduce patients' discomfort and time required for recovery. Using the state-of-the-art da Vinci Xi surgical robot, CGH surgeons are able to perform colorectal, head and neck, urology, gastrointestinal and hepatobiliary surgery. The hospital received an Outstanding Achievement Award from Intuitive Surgical (USA) for the Fastest Programme to reach da Vinci 100 robotic surgery cases in Southeast Asia.

CGH ENGAGING SERVICE VISION: 'DELIVERING CARE THAT MATTERS'

CGH developed and launched its new Engaging Service Vision (ESV) – 'Delivering Care That Matters' – at a CEO Town Hall in early 2016. The ESV is a significant step in the ongoing transformation of CGH's service culture over the next few years, an initiative supported by various coordinated initiatives focused on enhancing the patient experience of care. The ESV was promulgated on staff name tag holders and in staff handbooks, and will be promoted at CGH corporate events and CEO Town Halls in 2016.

One of these ESV initiatives, the Moments of Joy programme, involved individual and organisational volunteers making a difference to patients by bringing the therapeutic effects of joy, laughter and fun to patients in the hospital through music and humour, helping to alleviate stress, anxiety and pain. ■



Advancing Sports Medicine

CGH continues to spearhead sports medicine in Singapore.

Through Changi Sports Medicine Centre (CSMC), the largest multidisciplinary sports medicine centre in Singapore, and the Singapore Sports Medicine Centre, CGH continues to be a leader in sports medicine and the treatment of sports injuries.

Some notable partnerships were formed in the year. Of note, the collaboration with the SAF Medical Corps remains strong. CGH Sports Medicine and the SAF Medical Corps renewed their MOU – first inked in 2011 – on 17 March 2016 to provide enhanced and fast-tracked clinical services to SAF members, and to help advance the field of military sports medicine. During the year, the Sports Medicine team also worked closely with the Singapore Sports Institute and the Singapore Sports School to provide their athletes with timely and quality sports medicine care.

PROMOTING 'EXERCISE IS MEDICINE'

A few years ago, the practice of exercise prescription was unheard of. Today, exercise prescription to help prevent and treat chronic health conditions is now increasingly recognised in Singapore. Much of this steady but gradual transformation was due to the commitment of the CGH Sports Medicine team, which has been advocating exercise prescription through a key partnership with the American College of Sports Medicine.

In 2011, the CSMC was appointed the National Centre for the Exercise Is Medicine (EIMS) global initiative in Singapore and the Regional Centre for Southeast Asia. Since then, the team has trained more than 300 physicians and allied health professionals in exercise prescription.



The EIMS team has also been training all SAF Medical Officers and Physiotherapists, and SingHealth Family Medicine Residents in exercise prescription since August 2015. To make exercise prescription accessible to healthcare professionals, CSMC also published the first-ever Exercise Prescription Guide in Asia last year.

Throughout the year, the EIMS team actively engaged the public with talks and community partnerships, including a students' awareness programme in Singapore Polytechnic called 'EIMS on Campus'. The team worked with SG Enable to help to set up an 'iFit Gym' for people from all walks of life to use safely and effectively, including those with disabilities and the elderly. Collaboration with the National Parks Board also enabled EIMS-compliant fitness corners to be set up in several locations, catering to a broad spectrum of users.

The EIMS team also hosted the annual Exercise Is Medicine South East Asia Regional Meeting on 15 June 2015 for delegates from nine countries. ■

Doing Well in National Surveys

CGH came in as the top public general hospital in the Singapore Management University's 2015 Customer Satisfaction Index of Singapore (CSISG), a rigorous, annually computed national satisfaction index. Results were announced at the end of March 2016, and this achievement is a commendable result and testimony to the collective efforts of all its staff. In the Ministry of Health's Patient Satisfaction Survey 2015, CGH received an overall satisfaction rate of 82.5%, while its A&E department made great strides in patient satisfaction, achieving the most improved scoring across all public hospitals.



CHANGI HEALTH FUND



Changi Health Fund (CHF) is an endowment fund under the Eastern Health Alliance (EHA).

It was set up in 2011 to help realise EHA's vision of integrated care for the community in eastern Singapore by funding programmes that seek to improve the health of the community.

The mission of CHF is 'Driving innovation in healthcare delivery, equipping professionals and supporting the community for better health'.

Its work encompasses supporting philanthropic efforts, innovation in healthcare delivery, research and development, training and education, and new healthcare services.

CARING FOR PATIENTS

Caring for our patients continues even after they have returned home. Through its patient welfare charity, HomeCare Assist, CHF helped more

than 300 needy patients in 2015 with their care needs after they were discharged from hospital. This included supporting critical interim dialysis sessions at private providers while waiting for permanent dialysis arrangements at voluntary welfare organisations, or providing medical equipment such as oxygen concentrators for use at home.

HomeCare Assist's fundraising efforts include an 'Adopt-A-Wish' campaign during the SG50 celebrations at Changi General Hospital (CGH), which was attended by Emeritus Senior Minister Goh Chok Tong.

At these celebrations, CHF also launched HomeCare Enterprises (HCE) – an innovative, not-for-profit social enterprise that seeks to provide affordable, quality-assured homecare equipment products and services to patients and caregivers. One of HCE's first products is an electric homecare bed set priced affordably

“The work of the CHF encompasses supporting philanthropic efforts, innovation in healthcare delivery, research and development, training and education, and new healthcare services”

for rental or purchase. HCE is a first-of-its-kind social enterprise, and its launch was officiated by Senior Minister of State for Health Amy Khor on 2 December 2015.

HCE will seek to expand its range of products and services progressively.

RESEARCH AND INNOVATION

CHF funded various research and innovation projects, with the Hospital Research Grant supporting 21 patient care-centric research projects in 2015. Led by CGH clinicians, the research projects covered a wide range of topics – from the first clinical trial in Southeast Asia to use electrochemotherapy to treat recurrent cancers in the skin that are unresponsive to conventional treatment, to the research on the use of Autologous Tenocyte Implantation, a cutting-edge technology in the treatment of non-healing tendinopathies.

IMPROVING PATIENT CARE AND CLINICAL EDUCATION

The Innovation Grant funded four innovative projects. Two of these projects developed for CGH's Centre for Advanced Clinical and Surgical Skills would help enhance the delivery of training in surgical skills for head and neck surgery. Another project involves the creation of a mobile device for CGH patients with knee joint problems to assess knee joint laxity. The device would aid diagnosis and help practitioners customise the best treatment regime for each patient. The last project, belonging to St. Andrew's Community Hospital, aims to help stroke patients attain improved arm function. The Stroke Arm project entails both in-hospital and home-based devices. The in-hospital device complements the existing upper robotics stations

in delivering engaging and intensive inpatient therapy, while the home-based device allows patients to continue arm training in the comfort of their own homes.

IMPROVING HEALTHCARE DELIVERY

Several projects developed under the HealthTech Innovation Fund (HTIF), a fund jointly managed with the Singapore University of Technology and Design, made their debut. One example concerns the use of Computer Games for Dementia Patients to provide cognitively stimulating reminiscence activities. A smartphone application developed with a Singaporean twist, the Diabetes Diary, will complement the management of patients living in Singapore with type 1, type 2 and gestational diabetes mellitus. A second HTIF grant call on the theme of 'Healthcare robotics and automation' was made in 2015, and five promising projects were awarded seed funding.

NURTURING HEALTHCARE TALENTS

An important part of CHF's work concerns training and education. The ripple effect from investing in education of healthcare professionals extends beyond staff and benefits patients and the community.

Over 500 healthcare professionals and leaders, including doctors, nurses, allied health professionals and healthcare administrators, were supported by CHF in their professional and leadership development in 2015. This included formal education that equips staff with higher professional qualifications, and instructor-training courses that enables staff to be better healthcare educators. ■



FOUNDATION PARTNERS

Changi General Hospital

Changi General Hospital (CGH) began operating in 1996 as Singapore's first purpose-built general hospital. Located in Simei town in eastern Singapore, it currently operates more than 1,000 beds and offers a comprehensive range of medical specialties and services helmed by a highly experienced and skilled team of healthcare professionals delivering excellent care for patients.

CGH's mission is to deliver the best patient care with passion and empathy. The hospital adopts a proactive integrated care approach that partners other healthcare providers and the Eastern Health Alliance. It also innovates by adopting new medical technologies and systems, in order to deliver a better and more seamless experience of care.

CGH's vision is to be a Caring Hospital trusted by patients and staff, renowned for clinical

excellence and innovation. It has progressively established itself as a centre of medical excellence, with 24 clinical specialties, including services such as the Integrated Sleep Service, Breast Centre@Changi, the Hepatobiliary Service, Vascular Surgery, Gastroenterology, Endocrinology and Changi Sports Medicine Centre. The Integrated Building, jointly managed by CGH and St. Andrew's Community Hospital, began operations in December 2014. The 280-bed facility houses nine wards, complete with a full range of rehabilitation features, facilities and services, providing a home-like environment that helps optimise patients' recovery and independence to prepare them better for the transition back home.

CGH has been JCI (Joint Commission International) accredited since 2005. ■





Health Promotion Board

The Health Promotion Board (HPB) was established as a statutory board under the Ministry of Health, Singapore, in 2001, with the vision of building 'A Nation of Healthy People'.

HPB aims to empower the people of Singapore to attain optimal health, increase the quality and years of healthy life, and prevent illness, disability and premature death.

As the key driver of national health promotion and disease prevention programmes, HPB spearheads health education, promotion and prevention

programmes, as well as creates a health-supportive environment in Singapore.

It develops and organises relevant health promotion and disease prevention programmes, reaching out to the healthy, the at-risk, and the unhealthy at all stages of life, from children to adults and older Singapore residents. Its health promotion programmes include nutrition, mental health, physical activity, smoking control, and communicable disease education. HPB also promotes healthy ageing, integrated health screening, and chronic disease education and management. ■

St. Andrew's Community Hospital

St. Andrew's Community Hospital (SACH) provides rehabilitative and sub-acute inpatient care for adults and children after their treatment at acute care hospitals. SACH seeks to promote recovery and help patients regain daily living functions before they are discharged back into the community.

Besides inpatient care, SACH also provides relevant care programmes and services in the community. Its Home Care Services (HCS), which includes case management as well as home medical, nursing, therapy and palliative care services, caters to patients who are home-bound, and enables them to be cared for in their respective communities.

SACH operates a Day Rehabilitation Centre (DRC) that provides outpatient therapy services. Taking its rehabilitation services into the heartlands, SACH is in partnership with a senior activity centre at Kampong Arang to provide their residents community therapy services. In addition, SACH has started operating St. Andrew's Senior Care (JOY Connect) at Kampong Glam. This Senior Care Centre offers day care, dementia day care, community rehabilitation, centre-based nursing and integrated home care (home medical, nursing, therapy, palliative, paediatric) services.

In keeping to its commitment to enhance inpatient capacity and develop new capabilities, SACH dedicated a ward to care for patients with moderate to severe dementia. The Dementia Care Ward was purposefully revamped with dementia care specific facilities and an adjoining garden for activities.

SACH has also started operating a palliative care ward, providing specialised care for patients suffering from potentially life-limiting illnesses such as cancer, congestive heart failure, chronic lung disease, kidney failure, advanced dementia and other neurological conditions. The palliative care team aims to provide patients with relief from the symptoms, pain and stress of their illness, help patients understand their response to the illness as well as the treatment options and goals.

The hospital operates three outpatient clinics, the St. Andrew's Mission Hospital Clinic, at Simei within SACH, at Elliot Road within the St. Andrew's Autism Centre and at Kampong Glam within St. Andrew's Senior Care (JOY Connect). It also operates a mobile clinic providing free primary care for needy heartlanders and foreign workers. ■



SingHealth Polyclinics

SingHealth Polyclinics (SHP), a leader in Family Medicine, provides seamless, patient-centred preventive healthcare that is affordable and accessible. It comprises a network of nine polyclinics, which provide primary healthcare services to the community. In the east, the polyclinics are located in Bedok, Geylang, Marine Parade, Pasir Ris and Tampines.

The core services at SHP include the care management of chronic diseases such as diabetes and hypertension, and acute illnesses, vaccination, screening and allied health services.

They also track clinical indicators and patient trends for a range of conditions managed at the nine polyclinics, namely diabetes mellitus, hyperlipidemia, hypertension and asthma.

SHP plays an integral role in promoting a healthy lifestyle within the community, empowering families with the knowledge of common health issues, care and treatment options. It is a member of Singapore Health Services (SingHealth), a public healthcare cluster that manages three hospitals and five specialty centres. ■





The Salvation Army Peacehaven Nursing Home

The Salvation Army Peacehaven Nursing Home provides compassionate, individualised, holistic care to all without discrimination. Established in 2000, Peacehaven has a capacity of 401 beds, and is run by The Salvation Army, an international Christian movement.

Peacehaven offers a comprehensive gamut of services to care for the sick, frail and elderly who have physical or mental disabilities with minimal or no appropriate caregiver support at home. Its residents have varying degrees of mental or physical disability, and the majority are either from destitute or low-income families.

The needs of the residents are met in a holistic manner, with services ranging from clinical care (such as medication management, wound dressing, and colostomy care) to therapy (from occupational and recreational therapists) to advice from allied health professionals (such as dietitians, geriatricians and pharmacists).

Located at Upper Changi Road North, Peacehaven provides a homely ambience for its residents by creating 13 Resident Living Areas, each designed as an individual home-like environment with its own bathroom, pantry, television and nurse's station.

It is also the first nursing home in Singapore to set up a specially designed facility in 2006 called the Hope Centre, which allows people with early to moderate dementia to live in a home-like environment with their own rooms. The facility has since become a role model and showcase for the care of relatively independent residents with dementia.

In 2011, Peacehaven also launched Grace Corner, in collaboration with Changi General Hospital, to provide focused and lower-intensity rehabilitation services for clients with long-term disability conditions. It aims to help clients regain maximum mobility so that they can return home and live independently. ■

PARTNER CEOS



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Changi General Hospital

Mdm Low Mui Lang

Executive Director
The Salvation Army
Peacehaven Nursing Home

Dr Loh Yik Hin

Chief Executive Officer
St. Andrew's Community Hospital



Mr Zee Yoong Kang

Chief Executive Officer
Health Promotion Board

Dr Adrian Ee

Chief Executive Officer
SingHealth Polyclinics

NUMBERS

FY15

Licensed beds (as at Mar 2016)	1,067
Beds in service	1,006

Workload Per Annum

Bed occupancy rate	86%
Inpatient admission	45,719
Inpatient discharges	45,634
Total patient days	310,125

Average length of stay (days)	6.83
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Total surgical operations	55,250
- Day surgeries	31,273
- Inpatient surgeries	23,977

Specialist outpatient	
- Clinic attendances	400,452

A&E attendances	144,990
Dental attendances	4,242
Dental procedures	5,041

Staffing

FY15 (as at Mar 2016)

Doctors	713
Dentists	3
Nurses	2,426
Allied Health Professionals	916
Others	1,543
Total	5,601

FINANCIALS

	FY14	FY15
	S\$'M	S\$'M
Assets By Major Categories		
Plant and equipment	179	188
Trade and other receivables	163	314
Other assets	153	27
Total	495	529

Liabilities By Major Categories		
Trade and other payables	165	195
Other current liabilities	40	42
Non current liabilities	102	107
Total	307	344

Capital/Reserves By Major Categories		
Share capital	85	85
Reserves	103	100
Total	188	185

Revenue Breakdown By Major Categories		
Patient revenue	216	240
Subvention	390	463
Other revenue	72	69
Total	678	772

Expenditure By Major Categories		
Manpower	388	446
Supplies and consumables	91	99
Other operating expenses	163	182
Depreciation and amortisations	36	47
Total	678	774



Eastern Health Alliance Foundation Partners

