People view an organisation by the services they receive, not by the mottos we set. We have said that we will be a patient centred organisation, dedicated to adding years of healthy life to the people of Singapore. Our mission is to provide patient centred quality healthcare that is accessible, seamless, comprehensive, appropriate and cost-effective. The patient who may be critically ill or in pain when they come to us may not understand or relate to our mission until they feel our people and services kick into action, guided by these principles.

That happens when a patient is quickly warded under the Direct Access Scheme and finds quick relief because NHG has empowered our GP Partners to ward patients without first having to send them through Accident and Emergency. Or when we collaborate with GP Partners through Shared Care Programmes, where a referring GP receives an initial diagnosis report from the hospital on her patient’s condition; and upon discharge, the patient is referred back to the GP for follow-up care.

It happens again when NHG sets up Disease Management Work Groups for diabetes, cardiac, psychiatry, respiratory, stroke and vascular risk factors (e.g. hypertension and hyperlipidaemia), with each work group comprising nurses, doctors, case managers and disease managers to develop detailed patient education materials to help our patients understand and manage their illnesses even after they are discharged.

We are getting to a multi-disciplinary approach to treatment of illnesses like cardiac, cancer, diabetes, stroke, urology and women’s health needs. Our institutions are working towards the one-stop concept of providing healthcare, where our institutions tap into all our resources and bring them to the patient.

There is so much happening, so much change and evolution in our member institutions because we are determined to make our principles come alive in action for our patients.
Dr Mona Tan, Consultant, Breast and Endocrine Surgeon, Department of General Surgery, Tan Tock Seng Hospital. She also runs the Breasthealth Clinic, opened in February 2002, at Hougang Polyclinic.

We put our principle of being accessible into action by bringing our care and service as near as possible to the patient, such as providing specialist outpatient care in our polyclinics, which serve areas like the Housing Board heartland. Patients no longer make the long trip to the hospital but find their specialist has come to the polyclinic round the corner or in the town centre.

Selected Specialist Outpatient Clinic (SOC) services are those involving high volumes where specialists can add value to the primary healthcare provided by family doctors, and requiring low cost equipment. At Hougang Polyclinic, a consultant surgeon from Tan Tock Seng Hospital operates a weekly Breasthealth Clinic, as an extension of the Well Woman Services offered at TTSH.

Compared to appointments at the hospitals, patients see the consultant faster, an important factor in their peace of mind and reassurance whether the condition can be quickly dealt with at the polyclinic or may require referral to the hospital.

It is the same at Choa Chu Kang Polyclinic where women welcome the obstetrics and gynaecological service there.

To help Singaporeans maintain mental wellness, the Institute of Mental Health makes its services more accessible by placing Behavioural Medicine Clinics at the Health Promotion Board Building, and General Psychiatric Clinics at Alexandra (Viking Road), Choa Chu Kang, Geylang, Jurong, Toa Payoh and Tampines.

Our Commitment …

We are bringing a service to women who live in the heartlands. We bring the same level of expertise as at the hospital but here, patients get their appointments much faster and save a trip to the hospital.

They see me earlier and I can decide faster on the right treatment. For a woman worried about her health, this is very important for her peace of mind, for her reassurance.

What I Really Like…

When I was told there was a gynaecologist coming to the clinic daily, I was very pleased. It’s time-saving, it’s nearer to home, there’s a shorter wait at the clinic. I see the doctor much faster and I am in the hands of a specialist. Yes, it is very good for my peace of mind. I am fine now and I go back to the polyclinic for review. I don’t have to make the long trip to the hospital anymore. It is so convenient. It is really a very good service.

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Mdm Teresa Koh Lai Quee, of Choa Chu Kang Avenue 4, who was treated at the outpatient obstetrics and gynaecology clinic at Choa Chu Kang Polyclinic in May 2002.
The patient benefits the most from this scheme. As the frontliners, we work as a team with the hospital. Direct admission gives us authority to ward patients without going through A&E. It saves patients a lot of hassle and they get treatment faster. When the hospital gives us feedback after discharging the patients, we can follow up more thoroughly.

What I Really Like…

I have been admitted twice by my GP and each time, I just have to come to the hospital and plop into bed. Admission has been very easy.

The nurse has told me that the hospital will give a report to my GP for further follow up when I am discharged. That is fabulous, that they follow up so closely.

Mrs Sheila Lim, of Braddell View, who has been admitted twice under the Direct Access Scheme to TTSH for illnesses related to lupus, most recently in May 2002.

Dr Quek Peng Kiang, of Corporation Clinic Group, Choa Chu Kang Ave 1, commenting on the Direct Access Scheme for GP partners. He has been practising medicine for 28 years.
I like it very much here. It is very cheerful, there are lots of kids running around, like nothing is wrong. The doctors and nurses are very friendly. I treat the nurses like sisters.

Before, I was in another hospital and I saw old people and people about to die. It made me feel worse.

Here, it makes me feel confident I will get well. I know I want to study again and get a job.

Our Commitment …

Managing a patient’s health is no longer just about managing his illness. A patient, for us, is a person, a child, and an employee. We work as a team – doctors, nurses and I. We meet patients and their families to resolve issues. The ultimate decisions we make take into account all aspects of a patient’s needs – medical, nursing and psychosocial aspects.

Having all our facilities within the centre allows us to bring the children together. They act as peer support and help each other as well.

What I Really Like…

I like it very much here. It is very cheerful, there are lots of kids running around, like nothing is wrong. The doctors and nurses are very friendly. I treat the nurses like sisters.

Before, I was in another hospital and I saw old people and people about to die. It made me feel worse.

Here, it makes me feel confident I will get well. I know I want to study again and get a job.

Rogayah bte Mahmood, 18, from Tampines, diagnosed with kidney failure in August 2001. She was awarded at the Shaw-NKF Children’s Kidney Centre in May 2002 and was undergoing peritoneal dialysis.
Proper healthcare means tailoring care to the patient’s needs, not just giving what the institution has to offer.

The NHG cluster develops new clinical services to cater to the changing needs of Singaporeans. Where possible, the focus is on prevention; when necessary, enhanced healthcare, whether at primary level or in the acute care hospitals.

At the Institute of Mental Health, the focus is on mental health awareness. It translates into innovative public education programmes. The Mind Your Mind Programme is a joint programme with voluntary organisations to prevent major mental disorders in Singapore through mental health promotion aimed at children, adolescents, adults and the elderly. Its Stress Management Programme creates awareness of the importance of maintaining emotional health. The programme empowers individuals and organisations to cope effectively with stress through skills training and experiential learning.

Over at Tan Tock Seng Hospital, appropriate healthcare for the elderly meant a pilot project by NHG Polyclinics and The Eye Institute to screen the elderly to prevent blindness and poor visual acuity.

The Polyclinics ensure they provide appropriate care of consistent quality through the Clinical Practice Guidelines for six priority conditions – diabetes, hypertension, bronchial asthma, hyperlipidaemia, care of well women and antenatal care.

For me, to see someone come out of their problems, it gives a really nice feeling, sometimes better than mending physical wounds. Treatment is tailored to the individual. Everyone is different - cultural, social, educational and financial background. Sometimes, counselling and therapy is enough. Sometimes, it may be a combination of medicine and therapy.

Maintaining mental wellness is like keeping your body fit. It should be a part of our overall lifestyle.

A patient relaxing in IMH’s landscaped garden.

Dr Adrian Wang, Consultant Psychiatrist, Institute of Mental Health. Dr Wang says IMH holds public talks and forums to which often draw strong, positive feedback. Among them are the “Mind Your Mind” and Stress Management Programmes.
Ms Ng Si Wai, Executive, Operations, Alexandra Hospital. Patients coming to AH with old perceptions about the hospital find themselves pleasantly surprised at the broad range of services, convenience and low cost, says Ms Ng.

My GP said Alexandra Hospital had the best doctors for my condition. The doctors were excellent, very skilful and the nurses were very nice. Compared to other hospitals, Alexandra Hospital felt nice, a little like home. It was very relaxing.

Considering the skills of the doctors, the good care and treatment I got, it was money well spent. Not expensive at all.

Mr Paik Sun Heum, 38, owner of a construction firm, who was warded for two days in Alexandra Hospital for piles.

C R O S T E F F E C T I V E

Cost effective healthcare for us means providing the best possible care and service at the lowest possible cost, while at the same time meeting the rising expectations of our patients.

In the NHG cluster, the public hospitals were restructured and the polyclinics modernised and upgraded to ensure that both primary and tertiary healthcare would be more efficient and responsive.

Besides the latest equipment and modern facilities, these far reaching changes include revamping and integrating the delivery of care and services, based on a whole new mindset which focuses on what the patient needs and easing his access to such care and services in a seamless, transparent manner.

These upgraded services and facilities are accessible to all Singaporeans, while at the same time allowing freedom of choice and enabling them to save time, money and energy where possible.

Thus, specialist services are now available at polyclinics. GPs can ward patients directly and taxi drivers are roped in to work with hospital staff to ensure elderly patients do not miss their appointments. These are just some of the myriad ways that the NHG cluster is working to ensure that the best care continues to come at an affordable price.

Patients will find we have expanded our range of services and upgraded our facilities without increasing our charges. We aim to be a one-stop, cost effective hospital in terms of the services we offer. For eg. A diabetes patient will find the whole range of services related to his needs in AH

Eye care, renal care, dental care, podiatry and so on, all conveniently located in one place. All his appointments can be made in one place. It is the same with geriatric care.

What I Really Like…

My GP said Alexandra Hospital had the best doctors for my condition. The doctors were excellent, very skilful and the nurses were very nice. Compared to other hospitals, Alexandra Hospital felt nice, a little like home. It was very relaxing.

Mr Paik Sun Heum, 38, owner of a construction firm, who was warded for two days in Alexandra Hospital for piles.
Looking back, moving forward

It has been two years since NHG came into being. Looking back the last 12 months, I see three major themes emerging from the work we have done. First, we have stayed focused on our vision. Our strong focus on people and patients is our commitment to the people we serve, without whom we have no reason to exist. This clarity of vision must continue to guide us in the years ahead.

Second, we have shown that we are able to think out of the box and break free from the traditional constraints of time and space to serve patients better. For example, we located specialist outpatient clinics in selected specialities at faraway polyclinics for the convenience of our patients. We also pioneered the night polyclinic service for patients’ convenience, in answer to the Ministry of Health’s challenge to expand polyclinic services. Going forward, we will continue to push relentlessly for patient centred initiatives.

Third, we have forged a strong NHG spirit with a consistent corporate identity. We have had many events and initiatives which help to cement ties across our cluster. Some of them are the NHG Quality Week, NHG Dinner, NHG Healthathon, and events for learning from each other within the cluster. We must continue the building up of the NHG spirit as it is essential to collaboration and integration across the cluster.

I am proud to be part of the strong, cohesive and committed team we now have in NHG. While we have made some progress towards realising our vision, we must press on with our mission and goals. We must also continue our effort to maximise advantages in integrating care delivery processes, optimise the use of the limited resources and serve our patients better. Together, we will “add years of healthy life to the people of Singapore.”

MICHAEL LIM CHOO SAN
Chairman
National Healthcare Group
30 June 2002
Partners programme.

our excellent network of polyclinics and the NHG as seamless and accessible as possible, leveraging on

We continued to focus strongly on making our care delivery faster and safer. We enhanced considerably our overall initiatives to make our healthcare services better, cheaper, convenient. Several one-stop centres have been introduced at different institutions. These include Women’s Clinics at TTSH and NHU and a new Diabetes Centre at AH. A Children’s Emergency Department was opened at NHU to provide dedicated care to children suffering from acute trauma and other urgent medical conditions. It is supported by a team of paediatricians.

Staff Development

We are deeply committed to develop staff to their potential, and sustain their professionalism through training and development, clinical research and adopting best practices.

We set aside $10 million over three years for the NHG Manpower Development Fund, using tax savings from our not-for-profit status. This is in addition to the Health Manpower Development Programma fund of about $1.8 million per year provided by MOH. In 2001, NHG awarded 33 medical HMDP awards and another 25 to allied health and nursing staff.

We also introduced a $1,000 Personal Training Fund for every Medical Officer (MO) and Registrar. This supplemented the training budget already set aside by each institution for core courses for MOs and Registrars. By structuring it as a Personal Training Fund, our junior medical staff have greater discretion to plan their own training.

The severe shortage of doctors meant serving MOs had to handle high patient volumes and a large number of overnight calls and spent inadequate time for training and development. To tackle this, NHG decided early to step up recruitment and persuade clinical heads to try out foreign MOs, including those from India and People’s Republic of China (PRC).

To reduce our reliance on bonded MOs and provide a more stable pool of doctors for our institutions, we introduced the Resident Physician and Service Registrar schemes to attract those MOs who would have left for the private sector after completing their bonds. So far, we have recruited 25 such doctors.

Our staff development initiatives have begun to bear fruit. We increased the medical manpower staffing from 710 in end March 2001 to 980 by the end of 2001. Our standing as an employer of choice among local MOs has also improved. For new local MOs in May 2002, more than the requisite number opted to join NHG.

Total Performance Management

To develop staff to their fullest potential, we put in place a Total Performance Management system which both integrates overall organisational objectives and cluster processes and also promotes employee commitment. It inculcates a culture of continuous improvement, identifies high potential employees for more responsibilities, and recognises and rewards good performance.

Clustering also helps us leverage our group resources to move and manage staff across institutions to choose the best person for the job. Most key officers now report directly to their institution CEOs for line functions, and to the Corporate Office for staff functions. We have classified key appointments as Cluster Healthcare Leadership (CHL) appointments and to centrally manage their performance and career development. This covers both senior administrative and clinical positions.

Research Grants

Clinically relevant research that enables our clinical staff to tailor treatments to better fit local needs is important to NHG.

2001 In Review

Delivering Value, Strengthening Capabilities

NHG had a busy 2001. We implemented many new initiatives to make our healthcare services better, cheaper, faster and safer. We enhanced considerably our overall capabilities, particularly in manpower development, continuous learning and relevant research. We also made significant progress in developing a proactive and mission-oriented culture throughout NHG, as we worked towards fulfilling our vision of “adding years of healthy life to the people of Singapore”.

Putting Patients First

We continued to focus strongly on making our care delivery as seamless and accessible as possible, leveraging on our excellent network of polyclinics and the NHG Partners programme.

We set up pilot specialist outpatient clinics for some of the high volume specialties in polyclinics that were located faraway from hospitals. They included obstetrics and gynaecology (O&G) clinics at Bukit Batak and Choa Chu Kang polyclinics and a gastroenterology clinic at Hougang Polyclinic, all of which were well-received by patients.

To-date, we have more than 1,000 General Practitioners (GPs) as our partners. These GPs have the privilege of Direct Access to our acute care wards and to urgent Specialist Outpatient Clinic (SOC) consultations. Further, we are aiming to overcome process difficulties and to consistently provide GPs who refer patients to us with initial diagnosis reports and discharge summaries to enable them to provide good follow-up care. This will result in better shared care between our hospitals and our GP Partners.

Resources have been reorganised and redeployed around the needs of patients through integrated delivery of care. Our three ‘virtual speciality institutes’, The Cancer Institute (TCI), The Eye Institute (TEI) and The Heart Institute (THI), are aiming to provide an integrated, comprehensive and seamless healthcare delivery system capable of coordinating healthcare across the continuum from primary to specialist to preventive care by bringing their services to the polyclinics and our GP Partners. A Shared Care Programme for joint management of patients involving GPs, specialists and other caregivers using shared medical records, common care protocols and service standards for common ailments was introduced. This programme minimises unnecessary referrals to the hospitals and makes our service to patients at the polyclinics more responsive.

While we transform current processes to make care delivery more seamless and holistic, we also recognised that a key element in making healthcare accessible is to make it more

NHG ANNUAL REPORT
NHG also provides a conducive research environment to sustain the academic interests of the best doctors, nurses and allied health professionals. In 2001, NHG’s institutions received $4.6 million in research grants from the Ministry of Health (MOH). The money went into 119 research activities. NHG’s institutions also received $8.5 million in grants from the National Medical Research Council (NMRC), Biomedical Research Council (BMRC) and other industry sources.

We have paid special attention to supporting the research efforts of junior doctors and paramedical staff as both groups are not eligible for funding from the BMRC and NMRC. Last year, of the 63 research grants approved, 35 were given to projects initiated by junior medical staff and paramedical staff.

In 2001, NHG set up a ‘Central Clinical Research Database’ to enhance collaboration among our researchers over time, build a wealth of clinical research data on our local population.

Ensuring Quality
Patient safety and service quality remain high on our quality agenda. We established the NHG Quality Framework shortly after NHG was incorporated. In October 2001, we held our Annual Quality Week to focus on clinical quality. As a follow-up, we organised the first of a series of Clinical Practice Improvement workshops for clinicians. The clinicians committed to a total of 23 multi-disciplinary projects to enhance clinical, service or resource outcomes. Examples of such projects include the reduction of medication errors, patient falls, infection rate and pneumonia incidence. We adopted the best practices of industries with exemplary safety records and put in place an electronic system for fault reporting in all NHG hospitals. This should help us work towards a fault free culture.

AH achieved the integrated ISO 9001:2000 and ISO 14001 certification in eight months. In the same year, TTSH became the first hospital to be awarded joint certification for ISO 14001 and OHSAS 18001. This ISO 9001 award was for the quality system, the ISO 14001 for the environmental system and the OHSAS 18001 for the occupational health and safety management system. AH, NUH, TTSH and Institute of Mental Health were also conferred the Singapore Quality Class, for putting in place a framework for organisation excellence.

In addition, AH, NUH and TTSH have also achieved the People Developer Standard, which is a framework to ensure the systematic training and career development of our employees. We are proud of these awards. Our ultimate goal is to provide a consistently good quality of service to our patients.

Building Cluster Identity
We placed considerable emphasis on building cluster identity. This will facilitate the mindset change critical to our success in evolving patient centred healthcare delivery. This year, a cluster-wide performance bonus was awarded for the first time based on NHG’s overall performance.

In 2001, a process to ‘cross-credential’ a doctor to work in an NHG institution other than his parent institution was implemented. This will enhance the professional growth of our specialists as they share expertise and collaborate across all our institutions.

The NHG Healthathon on 11 November 2001 gathered thousands of friends, colleagues and staff members of NHG institutions for a day of fun and games and promote a healthy lifestyle. For every employee who participated, NHG donated $1 to The Straits Times Pocket Money Fund.

Our cluster identity was further strengthened when more than 500 staff took part in the first NHG Dinner in November 2001. The Dinner, served as a platform for us to take stock of our progress, reaffirm our commitment to patients first and show our appreciation to staff for their hard work and dedication.

The staff newsletter, Together@NHG, is published every two months to foster better staff communication across the cluster through features on staff roles and news of events in NHG.

Marching On
Our challenge is ultimately to deliver value to patients against a background of rising expectations. To achieve that, we need to enhance standards, manage costs, ensure consistent quality, and improve accessibility. Most important, we have to organise resources around our patients so that they can navigate the system without hassle.

In the coming year, our key priorities would be to focus on patients by developing key clinical specialities and redefining the roles of polyclinics and our partner GPs. The focus of quality management will be on patient safety and consistent good service. To achieve seamless care, we will continue to harmonise processes across institutions focusing on IT integration and the principle of One Registration, One Payment.

My optimism is buoyed by so many clinicians and administrators stepping forward to help in various work groups and committees working on new initiatives. It brings our people together and builds greater understanding and trust among our institutions and staff.

I am confident that staff will continue to work together to put our patients first.

TAN TEE HOW
Chief Executive Officer
National Healthcare Group
30 June 2002
Mr Michael Lim Choo San
Chairman
Other Appointments
• Executive Chairman, PricewaterhouseCoopers Singapore
• Deputy Chairman, Land Transport Authority
• Member of Public Service Commission
• Member of Nanyang Technological University Council
• Member of Advisory Committee to Nanyang Business School, NTU

Mr Alexander Chan Meng Wah
Director
Other Appointments
• Executive Director, MMI Holdings Ltd
• Vice President, Singapore National Employers Federation
• Chairman, Singapore Indoor Stadium
• Director, SNP Ltd
• Council Member, Singapore Sports Council

Assoc. Prof. Cheong Pak Yean
Director
Other Appointments
• Consultant Physician in private practice
• President, College of Family Physicians Singapore
• Adjunct Associate Professor, Faculty of Medicine, NUS

Mr Koh Poh Tiong
Director
Other Appointments
• CEO and Director, Asia Pacific Breweries Ltd
• Chairman, Agri-food and Veterinary Authority
• Director, Media Corporation of Singapore Pte Ltd
• Director, Wildlife Reserves Singapore Pte Ltd
• Member of APEC Business Advisory Council (1999-2001)

Dr Teoh Hoon Cheow
Director
Other Appointments
• Private Paediatrician, Teoh Clinic for Children
• Chairman, Advisory Committee of the Sports Medicine Unit, Singapore Sports Council
• Member of Electoral College, MOH
• Member of Specialist Accreditation Board, MOH
• Member, Inquiry Panel, Legal Profession Act

Mr Soh Kim Soon
Director
Other Appointments
• Chairman, ORIX Investment and Management Pte Ltd
• Director, ORIX Leasing Singapore Ltd
• Director, Juniper Capital Ventures (Pte) Ltd
• Director, GUL Technologies Singapore Ltd
• Director, Singamas Container Holdings Ltd

BG (ret.) Assoc. Prof. Lionel Lee
Director
Other Appointments
• Director, Defence Medical Research Institute, DSTA
• Adjunct Associate Professor, Faculty of Medicine, NUS

Assoc. Prof. Loong Si Chin
Director
Other Appointments
• Associate Professor, Department of Medicine, NUS
• Visiting Consultant, NIH, SGH and SNEC

Mr Tan Yong Soon
Director
Other Appointments
• CEO, Urban Redevelopment Authority

Dr Teoh Hoon Cheow
Director
Other Appointments
• Private Paediatrician, Teoh Clinic for Children
• Chairman, Advisory Committee of the Sports Medicine Unit, Singapore Sports Council
• Member of Electoral College, MOH
• Member of Specialist Accreditation Board, MOH
• Member, Inquiry Panel, Legal Profession Act

Dr Michael Yap Hock Leong
Director (appointed 1 April 2002)
Other Appointments
• Consultant Neurologist & Physician in Private Practice, M Y Neurology & Medicine Clinic

1. Mr Michael Lim Choo San
2. Assoc. Prof. Loong Si Chin
3. Mr Koh Poh Tiong
4. Dr Teoh Hoon Cheow
5. Mr Alexander Chan Meng Wah
6. Mr Lim How Teck
7. Assoc. Prof. Cheong Pak Yean
8. Dr Michael Yap Hock Leong
9. Mr Tan Yong Soon
10. BG (ret.) Assoc. Prof. Lionel Lee
11. Dr Ling Sing Lin
12. Mr Soh Kim Soon
incorporated in 2000, the National Healthcare Group (NHG) is a leading public sector healthcare service provider, managing a network of hospitals, national speciality centres, polyclinics and business or service divisions.

As a cluster, NHG is a sizable enterprise with 10,000 staff and $1 billion in annual revenues. The Group accounts for half of the public sector healthcare volume and provides a full range of medical specialities.

Geographically, we are spread over two thirds of Singapore, with presence in new towns like Choa Chu Kang, Jurong, Sengkang and Woodlands. Our institutions see about three million outpatients while about 120,000 patients are admitted to or operated on each year. The completion of the new Western General Hospital in 2005 will add further to our strength.

Now in our third year of operations, NHG has set a strategic path for delivering healthcare that breaks traditional mindsets and barriers to holistic care.

Our vision is “adding years of healthy life to the people of Singapore”. We are committed to improving health and reducing illness through patient centred quality healthcare that is accessible and seamless, comprehensive, appropriate and cost-effective, in an environment of continuous learning and relevant research.

NHG’s Three Strategic Thrusts

Strategy 1
Seamless and accessible care delivery

NHG aims to make healthcare accessible from the patient’s perspective. We will shift the centre of gravity for healthcare to the excellent network of NHG Polyclinics and private GPs to make our care delivery processes as seamless and accessible to the patient as possible.

We aim to maximise the care provided at primary care level by transforming the polyclinic from a base for chronic and acute primary care, into a well equipped but low cost ambulatory screening, diagnostic, treatment and management centre for a wide range of common diseases.

A slew of programmes, like the Direct Access Scheme, specialist outpatient services at the polyclinics, night clinics, patient SMS reminder service have been implemented and more are in the pipeline as we translate our vision into action.

Strategy 2
Quality is our hallmark and competitive advantage

Consistent high quality enables us to fulfil our mission to provide good and cost effective patient centred care. It is a key strategy to increase NHG’s differentiating strengths and competitive edge.

The NHG Quality Framework was established to provide the process and system that would ensure consistently high standards in our delivery of care and services. The framework integrates the various quality functions within NHG, a reporting and feedback mechanism and a set of performance indicators.

Strategy 3
Build strong relationships and linkages with patients, healthcare partners and stakeholders

NHG aims to go beyond treating patients on an episodic basis and help Singaporeans go for cost-effective screenings.

To do this, we collaborate with other health care providers, in particular, the thousands of private sector GPs who either refer patients to us, or who follow up on patients after they are discharged from our specialist outpatient clinics.

NHG has an active health promotion and public education programme targeted at major chronic diseases such as diabetes, cardiac, respiratory, stroke and vascular risk factors (e.g. hypertension and hyperlipidaemia) and in psychiatry to educate the public.
ALEXANDRA HOSPITAL (AH)
Alexandra Hospital [AH] was restructured and became a member of NHG in October 2000. AH underwent major refurbishment and upgrading, with new modern equipment and expanded medical services.

With a new structure and a new strategic focus came a new team of medical and administrative staff.

AH has steadily implemented innovative programmes to provide patient centred quality healthcare that is accessible and seamless, appropriate and cost effective.

For example, AH’s Health for Life Centre centres its operations on the belief that prevention is better than cure.

TAN TOCK SENG HOSPITAL (TTSH)
TTSH was established in 1844 through the generosity of Mr Tan Tock Seng and two other campuses: the Communicable Disease Centre (CDC) along Moulmein Road and the TTSH Rehabilitation Centre housed at Ang Me Kio Community Hospital.

TTSH is an acute care general hospital with a total of 1,499 beds. It comprises the main hospital complex at Jalan Tan Tock Seng and two other campuses: the Communicable Disease Centre (CDC) along Moulmein Road and the TTSH Rehabilitation Centre housed at Ang Me Kio Community Hospital.

TTSH is an acute care general hospital with 17 clinical disciplines. Of these, TTSH’s special strengths are in Geriatric Medicine, Infectious Diseases, Rehabilitation Medicine, Respiratory Medicine, and Rheumatology, Allergy and Immunology.

It is also a major referral centre for Emergency Medicine, Diagnostic Radiology, Ophthalmology (Eye), Otolaryngology (Ear, Nose and Throat), Orthopaedic Surgery, General Medicine and General Surgery.

NATIONAL UNIVERSITY HOSPITAL (NUH)
NUH is a teaching hospital founded on corporate objectives that focus on patient care, research and education.

Established in June 1985, it strives to provide personalised, specialised, accessible and cost effective patient care within an environment of intensive research and medical education.

As Singapore’s only University hospital, NUH supports clinical teaching for undergraduate medical students and postgraduate training for specialist doctors.

It serves as a clinical and research base for the medical and dental faculties of the National University of Singapore.

NUH is a 935-bed, acute-care, tertiary hospital. Inpatient facilities comprise 33 wards, six intensive care units, 19 operating theatres, and one delivery suite with eight delivery rooms and a four-bed first stage room.

NUH also offers a comprehensive range of services through 21 clinical, three dental and six paramedical departments.

INSTITUTE OF MENTAL HEALTH / WOODBRIDGE HOSPITAL (IMH / WH)
IMH / WH is a 2,676-bed specialised care hospital offering multifaceted psychiatric treatment services. Its operations include a satellite network of seven outpatient clinics. They are the Child Guidance Clinic and Behavioural Medical Clinic and General Psychiatric Clinics at Alexandra, Choa Chu Kang, Geylang, Jurong, Toa Payoh and Tampines.

It provides key ancillary services such as physiotherapy, clinical laboratory, diagnostic radiography, pharmacy and dental clinic.

IMH / WH offers psychiatric treatment, rehabilitation and counselling services designed for three age groups: Children and Adolescents, Adults and the Elderly. Specialised clinics and programmes take care of more specific disorders. They are the Stress and Anxiety, Mood Disorder, and Tertiary Medical and General Psychiatric Clinics at Alexandra, Jurong, Toa Payoh and Tampines.

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JOHNS HOPKINS – NUH INTERNATIONAL MEDICAL CENTRE (JH-NUH)
JH-NUH draws on the finest of both partner institutions to focus on a common mission – Academic Medicine.

It functions as a private hospital within NUH, providing healthcare managed by Johns Hopkins for local and regional oncology patients.

It trains the medical leaders of the future and serves as a discovery engine for the life sciences, knowledge-based economy of Singapore.

Physicians work hand-in-hand with oncology-trained nurses to provide care to patients with early and complex medical conditions, whether as outpatients or inpatients.

Physicians from Johns Hopkins and NUH currently collaborate on joint research projects to advance medical care. Over time, JH-NUH will widen its scope of clinical areas to incorporate other specialties.

JOHNS HOPKINS – NUH INTERNATIONAL MEDICAL CENTRE (JH-NUH)

NATIONAL NEUROSCIENCE INSTITUTE (NNI)
NNI is an international specialist centre for treatment, education and research into diseases affecting the brain, spine, nerve and muscle.

The centre, set up in June 1999, offers a complete range of medical services with state-of-the-art medical equipment and imaging technology.

With a team of dedicated staff, it adopts a holistic approach to treatment. It is committed to providing quality care to all its patients, mainly for stroke, epilepsy, dementia, neuromuscular disorders, Parkinson’s disease and movement disorders, sleep disorders, spina bifida and disorders, brain tumours and head injury or trauma.

NNI has the only dedicated Neuroradiology and Neuro-Intensive Care Unit in Singapore. NNI also conducts basic and clinical research to enhance its knowledge of neurological ailments and to search for better cures or treatments for them.
NATIONAL SKIN CENTRE (NSC)
NSC is an outpatient specialist dermatological hospital. It concentrates dermatological specialists under one roof, both to facilitate sub-specialisation, and to be the national focus of treatment, research and training for all aspects of skin diseases.

The centre aims to be the national and regional referral centre for the diagnosis and treatment of complex skin diseases.

The centre is also recognised as a dermatological training centre for local and foreign skin specialists and paramedical personnel.

It has active educational programmes for undergraduates, postgraduates, professionals and the public.

NSC is a restructured hospital running both subsidised and private clinics and is committed to providing cost effective, specialised care for medical skin conditions and chronic diseases.

The centre has an active educational programme for local and foreign skin specialists and paramedical personnel.

It has active educational programmes for undergraduates, postgraduates, professionals and the public.

NHG POLYCLINICS (NHGP)
NHGP Polyclinics is the primary healthcare arm of NHG and serves all Singaporeans. There are nine such polyclinics spread over the north and north-central part of Singapore, reaching a wide swath of the population.

Under NHGP, the role and function of polyclinics as primary healthcare providers was revamped and expanded to make healthcare accessible, seamless, comprehensive, appropriate and affordable.

Each NHGP polyclinic provides a full range of health services for the family as well as comprehensive treatment for acute medical conditions and chronic diseases.

They also offer value-added services like minor surgical treatments, podiatry services for diabetics, specialists services such as obstetrics and gynaecology, breast health clinic, knee pain clinics, mammography, laboratory and diagnostic services and retail pharmacies.

Some of the clinics offer dental treatments, and even psychiatric outpatient care.

The pharmacies supply a full range of drugs and non-medical items as part of their effort to make family healthcare services comprehensive.

THE CANCER INSTITUTE (TCI)
The Cancer Institute (TCI) aims to provide quality professional care to cancer patients and to champion screening for and prevention of the disease, through an integrated, comprehensive, seamless and efficient system.

TCI’s cancer services are available at AH, NUH, TTSH, JH-NUH and NHGP.

It fosters a close working relationship with general practitioners, hospices, cancer support groups, academic institutions and industry in the following areas:

- Health screening programmes and public health education
- Easy, quick access for referrals and diagnosis of cancer
- Specialised multi-disciplinary management of cancer cases through the tumour clinics
- Involving primary physicians in the co-management of cancer patients
- Providing palliative care to patients and support to their families
- Encourage interactions between scientists and doctors to explore new avenues in cancer treatment.

TCI will also work with organisations such as the Singapore Cancer Society, Singapore Eye Research Institute, National University of Singapore, and clinical research organisations for significant clinical research programmes relevant to our patients.

TEI is available at AH, NUH, TTSH and NHGP.

THE EYE INSTITUTE (TEI)
The Eye Institute (TEI) was established to oversee the provision of eye services throughout NHG as demand for such services rise.

All existing eye units and services in our hospitals have merged horizontally and are vertically integrated with primary and community units under one umbrella.

This vertical and horizontal integration enables our patients to go to the hospital nearest their homes for any eye service.

TEI aims to allow medical cross-accreditation between hospitals and clinics, continuing medical education, registry training, quality and activity benchmarking and research activities.

TEI will also work with organisations such as the Singapore Eye Research Institute, National University of Singapore, and clinical research organisations for significant clinical research programmes relevant to our patients.

TEI is available at AH, NUH, TTSH and NHGP.

THE HEART INSTITUTE (THI)
The Heart Institute (THI) is a virtual institution set up to provide integrated and seamless medical care to cardiac patients. THI is dedicated to providing excellent and cost efficient clinical care to cardiac patients.

THI is available at AH, NUH, TTSH and NHGP.

Medical professionals and clinicians in the various medical institutions under THI offer a comprehensive range of cardiac services from inpatient cardiac treatment in the hospitals to outpatient cardiac support, eg: cardiac rehabilitation and primary cardiac care in the polyclinics.

The Heart Institute’s role includes:

- Care for patients through shared care programmes
- Coordinate the development of cardiology and cardiothoracic services in the NHG cluster for efficiency
- Set and maintain common clinical standards for cardiology and cardiothoracic services in the cluster
- Optimise sharing of medical expertise through cross-credentialling of specialists in the cluster
- Plan and conduct cluster-wide educational programmes for patients, nurses, medical students and doctors
- Coordinating cardiovascular research across the cluster

NHG DIAGNOSTICS (NHGD)
NHG Diagnostics is a business division of NHG. Its mission is to provide quality one-stop imaging and laboratory services that are accessible, comprehensive and cost effective to Singaporeans.

By providing timely and accurate imaging and laboratory services, it enables intervention of illnesses at as early a stage as possible to speed up treatment, as it believes prevention is better than cure.

NHGD services are managed by well-trained laboratory technologists and radiographers.

It is also strongly supported by its strategic partners in AH, NUH and TTSH.

Its laboratory services are now available in all nine NHG polyclinics while X-ray services are available at the polyclinics in Choa Chu Kang, Clementi, Hougang, Toa Payoh and Woodlands.
NHG PHARMACY

NHG Pharmacy is a business division of NHG, responsible for setting up retail pharmacies in all nine NHG polyclinics.

NHG Pharmacy aims to serve the community by providing a high standard of pharmaceutical care and a wide range of affordable, quality healthcare products which are tailored to the customers’ needs.

Customers also receive more value from our monthly promotional activities.

It conducts regular public workshops and campaigns on healthcare to promote greater awareness of the need for a healthy lifestyle.

NHG Pharmacy constantly seeks new ways to improve operational effectiveness and quality of information.

It has recently invested in new information technology infrastructure to advance those objectives.

NETCARE INTERNET SERVICES

NetCare Internet Services is an NHG business unit which runs the NetCare portal, patient-based e-healthcare service. NetCare provides personalised health information and services to patients over the Internet, such as personal medical dossiers and medical report and appointments requests.

Patients and professionals can pay their bills online or register for events. The portal started with NUH and is being expanded to the whole NHG network.

NetCare also supports many healthcare processes, especially those requiring coordination between multiple healthcare providers within and outside NHG. New services coming soon are a research portal, a GP-hospital shared care platform, a cluster-wide events registry, an e-learning platform and a centralised patient demographic information repository.

members’ profile

Dr Sum Chee Fang,
Director,
Diabetes Centre, AH
Community Outreach

NHG Joins Half-Percent Club
NHG signed up as Chapter Member of the newly formed ‘Marine Parade Half-Percent Club’ on 7 April 2001. In two weeks, about 600 staff from NHG institutions pledged their support and donated over $30,000 to their favourite charities.

Staff Help India Flood Victims
NHG joined the Singapore International Foundation (SIF) in our first humanitarian medical relief mission to India’s flood-stricken Orissa state in Northeastern India. Eight NHG staff were in the 10-member medical team to Orissa from 10 to 23 August 2001. They treated flood victims affected by gastro-intestinal diseases and vector and waterborne diseases such as diarrhoea, malaria and jaundice. The NHG Medical Team of three doctors and five nurses did us proud with their spirit.

Second NHG Quality Week
CEO NHG launched the second NHG Quality Week on 25 October 2001 with the theme “Communication: Clear, Concise, Complete”. Thirty-five Care Ambassadors received the Quality Pillar Award for displaying consistent service attributes over three consecutive quarters in 2001. Keynote speaker Dr Ross Wilson, Chairman of the New South Wales Council for Quality in Healthcare, a guru in clinical quality, conducted three workshops on “Quality Improvement in Clinical Practice” during the eight-day event from 24 to 31 October. Dr Wilson shared Australia’s success in implementing clinical practice improvement projects. Various NHG institutions also organised events on site for their staff.

Events

Conference For Sharing Disease Management Experience
NHG co-organised the First National Disease Management Conference with the Ministry of Health and the Disease Management Association of America, USA on 25 May 2001. The conference addressed key issues confronting healthcare systems in many countries - rising healthcare costs, increasing chronic disease burden and the need to demonstrate value in healthcare services across the continuum. Minister for Health, Mr Lim Hng Kiang officiated the opening and the keynote address was delivered by Hong Kong’s Secretary for Health and Welfare, Dr Yeoh Eng Kiong.

Stay Healthy for a Good Cause
Thousands of friends, colleagues and staff members of NHG institutions gathered at the NHG Healthathon on 11 November 2001 at the Singapore Polytechnic Sports Complex. About 400 runners in the Overnight Road Relay entered the complex after having covered a large part of Singapore.

The healthathon symbolised the close relationship that NHG institutions enjoyed. There were fun activities such as a mass aerobic session, telematch, cheerleading contests and Mr and Ms NHG competition. The Straits Times Pocket Money Fund received $1 for every staff who turned up. NHG eventually donated $5,000 to the fund.

Annual Dinner Reviewed Clustering Progress
NHG’s first annual dinner was held on 22 November 2001 with the theme “Putting Patients First”. We took stock of our progress and reaffirmed our commitment to patients. The “Patients First” video, screened for the first time to the 570 NHG colleagues at the dinner, explained the concept behind NHG’s strategic statement “Patients First: For every service we provide, we’ll do it better, cheaper, faster and safer, or not at all”. To symbolise the part each person plays, everyone at the dinner helped to piece a giant-sized 600-piece jigsaw puzzle capturing our vision of “adding years of healthy life to the people of Singapore”.

The attractive remuneration package is pegged to a GP’s potential income in private practice. The scheme provides right duty allowances and requires RPs to make between three to six night calls per month.

New Facilities and Services

Night Polyclinic Services Expanded
The first night polyclinic service at Jurong Polyclinic proved successful and the pilot service was extended to Clementi Polyclinic on 2 July 2001. The scope of night services was expanded to include selected chronic medical conditions like chronic asthma, skin disorders and well-controlled diabetes, high blood pressure and blood cholesterol.

GP Partners Join NHGP As Adjunct Family Physicians
NHGP invited NHG GP Partners to sign up as Adjunct Family Physicians from July 2001. GPs who practise near the polyclinic can serve patients on a part-time basis, in day or night sessions. GP Partners under the NHG Partners programme are also encouraged to use the facilities and services in the polyclinics eg. laboratory, x-ray, mammography and retail pharmacy at the Clementi Polyclinic.

Integrated Care Services (ICS) Launched
NHG and SingHealth jointly set up Integrated Care Services (ICS) on 4 July 2001. The ICS coordinates and facilitates the placement of the elderly sick to step-down services. The ICS enhances its care to elderly patients by working closely with the geriatric teams of the regional hospitals and community-based case managers. ICS collaborates with healthcare professionals, medical social workers, voluntary welfare organisations and families of the elderly.

Resident Physicians Introduced For Good Patient Care
A new career scheme to retain doctors and to attract GPs back into public hospitals, the Resident Physicians Scheme (RPS), was launched in August 2001. The RPS offers non-trainee MOs an option to provide clinical coverage in one or more departments. NHG provides training in the core competence skills by the respective clinical departments.

GHG ANNUAL REPORT
Big Step Forward for Neurosciences Collaboration

NNI and SGH integrated their services on 15 August 2001. Professor Simon Shorvon, Medical Director of National Neuroscience Institute, took on the concurrent position of Director, SGH Brain Centre. Professor Shorvon leads the two institutions in the development of neuroscience and to establish national programmes in stroke, epilepsy, movement disorders, neuromuscular disease and dementia. This cross cluster collaboration will lead to better clinical services, more coordinated training and better research in neuroscience in Singapore.

Corporate News

Nurses’ Salaries Revised

Nurses’ salaries were revised a second time on 1 June 2001. The revision for diploma level nurses, initiated by NHG and SingHealth, increased their base salaries and shift allowances, effectively raising their pay by six percent, over and above annual wage increments.

Senior Management Reshuffled

Key officers at NHG were reshuffled with effect from 1 July 2001. Dr Lim Suet Wun moved from NUH to become concurrently Deputy Group CEO, NHG and CEO, TTSH. Mr Chua Song Khim was appointed CEO, NUH while Dr Luisa Lee became CEO, NHG New Ventures Division. New Ventures has a charter to consolidate support services across the cluster and develop new businesses to support NHG’s vision and mission.

58 NHG Healthcare Professionals Sent Overseas for Advanced Training

Thirty-three clinicians and 25 allied healthcare and nursing staff were the first to receive the NHG Health Manpower Development Programme (HMDP) awards on 10 July 2001 from Health Minister and Second Finance Minister, Mr Lim Hng Kiang.

The awards emphasises NHG’s mission to create an environment of continuous learning and relevant research. More HMDP awards were given out this year as more funds were received from the NHG Manpower Development Fund. This fund was set up to enhance the professional development and training of staff.

Awards and Certificates

Lifetime Achievement Award for Professor Shanmugaratnam

Professor K Shanmugaratnam, Senior Consultant Histopathologist, NUH, was named the first recipient of the Lee Foundation – NHG Lifetime Achievement Award. The award is the highest, most prestigious award conferred by NHG to individuals who have made significant and lifetime contributions to NHG and to the improvement of healthcare and medical advancement in Singapore. The award, sponsored by the Lee Foundation, was presented at the first NHG Dinner. It comprises a citation, a crystal trophy and a cash award of $10,000.
Upgrading to Serve Patients Better

AH went through an ambitious upgrading exercise in October 2000 to recreate itself to meet the growing needs of its patients without changing its cost structure.

As a result of these efforts, AH was ranked by The Straits Times and The New Paper Citizen Awards has been refurbished with enhanced features, like additional nurse stations to enable nurses to pay closer attention to individual patients.

• Services such as ECG and dispensing of medicines were decentralised and brought closer to the bedside.

• The hospital’s ambulatory care has improved with the introduction of a more patient-friendly recovery area.

• New medical services were started and specialist centres renovated and equipped with more comprehensive and modern equipment.

• The pharmacy was refurbished and expanded to provide a wider variety of safe and affordable medicines.

The hospital bill size remains the lowest among Singapore’s hospitals.

Dietary Services

About 4,000 employees from corporate and government organisations have undergone health screenings conducted by the centre since February 2002. The centre also reaches out to the public through conducting health screenings, counselling and talks in schools, community centres and mosques.

Pharmacy

A pharmacy service with a full range of specialist care was introduced in June 2001. The clinic is supported by an in-house dental laboratory. In addition to the reconstruction of facial defects, the consultants also support the medical doctors by providing oral healthcare to the elderly patients whose medical conditions require special care. Hours at the clinic have been extended to 9 pm due to growing demand.

Expansion of Allied Medical Services

Allied medical services were expanded to make AH a one-stop hospital for the full healthcare needs of patients. The rehabilitation and radiology departments introduced new services like podiatric health care and language therapy, mammography and bone mineral densitometry (BMD) scan.

Chaparron Service

The Chaparron Service, launched in May 2001, provides holistic care to patients with diabetes mellitus. They will benefit from a multi-disciplinary approach to their treatment besides modern facilities and equipment.

Emphasis is put on the education and self-management training of patients through a range of educational materials and audio-visuals. The Centre places strong emphasis on the training and continuing medical education of the healthcare team including physicians, nurse educators, dietitians and pharmacists.

Health for Life Centre

The Health for Life Centre is a new initiative that moves beyond fitness care. It is dedicated to adding healthy years of life to Singaporeans through early detection of diseases and unhealthy lifestyle practices. As a one-stop centre, it offers wellness programmes like health screening, weight management and smoking cessation programmes.

Five Gold Awards in National Quality Circle Convention (NQC)

Five teams from AH won the Productivity & Standards Board Gold Award for the National Quality Circle Convention (NQC) Award Presentation Ceremony 2001. It was held on 16 August 2001 at the Singapore International Convention & Exhibition Centre.

University Digestive Centre

This one-stop centre for digestive diseases, opened on 28 July 2001, adopts a multi-disciplinary approach. Patients can consult with a team of gastroenterologists, radiologists and surgeons at a single location. It also coordinates patient’s consultations for her convenience and integrates its work with primary care physicians to provide comprehensive care.

Vision Correction Centre

The Centre, opened 2 October 2001, is a collaboration between NHG and SingHealth. It is the first one-stop centre in Singapore where refractive surgery, conducts research on future refractive surgery techniques, trains ophthalmologists, and provides continuing education in refractive surgery.

NATIONAL UNIVERSITY HOSPITAL (NUH)

MEDICAL BREAKTHROUGHS

World’s First Successful Cord Blood Transplant

A five-year-old patient suffering from thalassemia major had the world’s first cord blood transplant from an unrelated donor in July 2001. The successful transplant by NUH and National Neuroscience Institute (NNI) performed Singapore’s first long bypass to the brain in March 2002 in an operation similar to heart bypass surgery. The patient was discharged from the hospital on 16 August 2001 at the Singapore International Convention & Exhibition Centre.

Paediatric Inpatient Cancer Centre

The Paediatric Inpatient Cancer Centre at NUH and National Neuroscience Institute cares for paediatric oncology patients. It is equipped to provide care in isolation rooms and a bone marrow transplant room, and staffed by a team of paediatric oncology-trained nurses.

The Fantasy Forest Playground With Rehabilitation Huts are located on the children’s playground to ensure that pediatric patients receive their rehabilitation in a child-friendly and fun environment.

AWARDS AND CERTIFICATES

Accreditations

The Department of Pathology was accredited by the Commission on Laboratory Accreditation of the College of American Pathologists for excellent quality of service in anatomical pathology and cytopathology.

Outstanding Research Awards

A joint research by NHG and the Institute of Medical Research won the Asean Research Prize at the Asean Congress of Psychiatry for a 20-year follow-up study of schizophrenic patients to assess their outcome and the possible predictors later.

Associate Professor Stephen Hau, Department of Preventive Dentistry, was awarded the American Academy of Pediatric Dentistry’s Award in 2002 for his research on childhood acute leukemia.

Dr Marion Margaret Ann, The Children’s Medical Institute (CMI), received the prestigious Singapore Young Award 2001 for her work in medical and research achievements in paediatric gastroenterology and hepatology, and her dedication to patient support work.

Dr Allen Yeo, Division of Haematology-Oncology, CMI and The Cancer Institute, NHG, won the American Society of Haematology’s Young Investigator Award in February 2002 for his research on childhood acute lymphoblastic leukaemia, the most common cancer in children.

Fong Poi Pui, Renal Nurse Manager, CMI, won the International Society for Peritoneal Dialysis Award for the Best Submitted
TTSH is the first Singapore hospital to receive ISO 14001 and OHSAS 18001 Certificates. It recognises TTSH’s Department first laboratory to receive accreditation in July 2001. The Clinical Immunology Laboratory is the TTSH Laboratories Get World-Class Wavefront LASIK surgery in Jiangsu Hospital, performed China’s first and Professor Wan Yuliang of Nanjing’s Wavefront LASIK Surgery TTSH and Nanjing Ophthalmologists work was published in the February 2001 issue of the American Journal of Ophthalmology. TTSH and Nanjing Ophthalmologists Perform China’s First Customised Wavefront LASIK Surgery TTSH ophthalmologist, Dr Li Hong Ming Professor (Professorial Fellow, Nanjing’s Jiangsu Hospital, performed China’s first customised Wavefront LASIK surgery in September 2001. This procedure was televised live in the Jiangsu Hospital auditorium and watched by about 100 ophthalmologists from all over China. AWARDS AND CERTIFICATES TTSH Laboratories Get World-Class Accreditation The Clinical Immunology Laboratory is the first laboratory to receive accreditation in July 2001, from the Commission on Laboratory Accreditation of the College of American Pathologists. It recognises TTSH’s Department of Pathology & Laboratory Medicine and Clinical Immunology Laboratory as providers of quality medical services. TTSH Receives OHSAS 18001 and Joint ISO 14001 and OHSAS 18001 Certificates TTSH is the first Singapore hospital to receive Occupational Health & Safety Assessment Series (OHSAS) 18001 certification and joint certification for ISO 14001 and OHSAS 18001 by the Singapore Productivity and Standards Board in January 2002. TTSH integrated ISO 14001 and OHSAS 18001 into one management system called the Environmental, Health & Safety (EH&S) management system. This system addresses the impact of the hospital’s processes and activities on the environment, health and safety issues in the workplace. PREVENTION PROGRAMME FOR THE CONTROL OF MAJOR MENTAL DISORDERS With the support from Ministry of Health, IMH embarked on a 10-year Prevention Programme for the Control of Major Mental Disorders. These are: “Mind Your Mind” Programme is a national mental health awareness and promotion programme targeting children, adolescents, adults, the elderly and the general public established in April 2001. Its aim is to promote mental wellness, increase awareness and early detection and treatment of major mental disorders like depression, anxiety disorders and schizophrenia. Programmes, activities and training in schools, workplaces, community centres, health institutions, voluntary organisations, and homes for the elderly were planned and implemented. Stress Busters Programme – Training Stress Managers is a corporate mental wellness programme to train working adults to be stress management officers within their organisations. Developed by the Mental Health Division and launched on 3 March 2001, it promotes mental wellness among the working population. COMMUNITY OUTREACH Community Addiction Management Programme Community Addiction Management Programme was launched in April 2001 and provides outpatient treatment for patients with alcohol, opiate and nicotine, or behavioural addictions such as sex addiction and problem gambling. CAMP provides assessments and treatment for the full range of addictive conditions, and early interventions by raising awareness of addictive disorders through education and training. CLINICAL DRUG TRIALS SET UP A Clinical Drug Trial Unit was launched in April 2001, but well attended by local and regional medical professionals, focused discussions on cancers of the breast, liver, lung, nasopharynx and prostate and on diseases prevalent in the Asia region. JOHNS HOPKINS - NHU INTERNATIONAL MEDICAL CENTRE (JH – NHU) ANNUAL ONCOLOGY SYMPOSIUM 2001 JH-NHU International Medical Centre and The Cancer Institute, NHG, jointly organised the first oncology symposium on 25 August 2001. The symposium, well attended by local and regional medical professionals, focused discussions on cancers of the breast, liver, lung, nasopharynx and prostate and on diseases prevalent in the Asia region. NNI-NUIS Neurosurgery Symposium To raise the profile of neurosurgery in Singapore, the National Neuroscience Institute’s Neurosurgery Symposium was held during International Brain Awareness Week in March 2002. It linked over 1,000 scientific and advocacy organisations worldwide to facilitate research exchange. Events include a public lecture at NUS, a pre-symposium workshop at TTSH, a three-day scientific symposium and half-day clinical meeting at NNI. NNI-AUTISM SYMPOSIUM National Autistic Society (NAS) Singapore, in collaboration with NNI and the Ministry of Education, held a one-day symposium on 10 November 2001. AUTISM SPECTRUM DISORDER IN SINGAPORE: A THREE-DAY SCIENTIFIC SYMPOSIUM ON MENTAL HEALTH/MENTAL ILLNESS: THE CLINICAL IMPLICATIONS OF GENETIC MECHANISMS AND ENVIRONMENT National Neuroscience Institute’s Functional Neuroscience Workshop Parkinson’s Disease and Movement Disorders Symposium Parkinson’s Disease and Movement Disorders Symposium 2001 Parkinson’s and Movement Disorders Symposium in February 2002 reached a wide spectrum of healthcare professionals with topics on diagnosis, treatment and quality of life. Practical workshops covered epidemiological methods in movement disorders, setting up a movement disorders surgery programme and the use of botulinum toxin. 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randomised controlled trial to study the effects of a short-term infusion of corticosteroids in adults with newly diagnosed diabetic retinopathy, impaired consciousness, and the outcome in terms of death and neurological disability. It will recruit 20,000 patients over the next five years.

**Stroke Nursing Programme**

The Stroke Nursing Programme was set up in September 2001 to train nurses from the ASEAN countries in the management of stroke patients. They attended a six-week hospital attachment and intensive training course at the NSC.

**Neuromuscular Genetics Programme**

A Neuromuscular Genetics Programme was set up in December 2001, with funding from National Medical Research Council (NMRC). The programme involves molecular genetics research into neuromuscular diseases like limb girdle muscular dystrophy and Charcot Marie Tooth disease. Clinical applications are expected to result from this research eg. molecular genetic tests for several of these genetic neuromuscular diseases.

**NATIONAL SKIN CENTRE (NSC) EVENTS**

**International Conference on Skin Therapy Update 2001**

NSC organised the second Skin Therapy Update 2001 Congress at the Mandarin Hotel from 24 to 27 May 2001. The event featured renowned dermatologists from the US, Europe and the Asia Pacific region as speakers and drew more than 400 participants from 26 countries.

**1st International Workshop for the Study of Itch**

NSC pioneered the 1st International Workshop for the Study of Itch from 5 to 7 October 2001. The event put NSC on the world map in dermatology. It gathered global experts on itch and featured well-known speakers from 13 countries and covered all aspects of itch.

**SPEAKERS FROM 13 COUNTRIES AND COVERED ALL COUNTRIES.**

**EVENTS**

**EVENTS**

**National Skin Centre**

**NATIONAL SKIN CENTRE (NSC)**

**NEW FACILITIES AND SERVICES**

**$10 Charge for “No-Show”**

Specialist Outpatient Clinic (SOC) “no-show” rates dropped from 30% to 17% after six months of a bold new pilot plan, started 1 April 2001, to charge patients $10 for missing appointments. Waiting time for consultation speeded up from 15 minutes to 13 minutes as fewer “no-shows” enabled better scheduling.

Our offer to give rebates to patients if they wait longer than 45 minutes for consultation was also seen as our sincere commitment towards shortening waiting time.

Appointment Reminder Service

To cut SOC no-shows even more, SMS and e-mail are used to remind patients two days before their appointments from 1 May 2001. Waiting time for consultation was also further reduced as a result. Patients offered many compliments for this reminder service.

NSC Launches the New Telephone Reminder System for Patients

From 1 March 2002, recorded voice messages have been used to remind NSC patients of their appointments. This extends our current automated appointment reminder system, introduced in May 2001. The new reminder system is programmed to reach patients who have no registered telephone numbers or e-mail addresses in our patient database.

**NSC Express Service**

NSC Express Service introduced on 1 August 2001. NSC patients can use the Express Service to get priority and personalised service at an “express fee”. Express Service patients enjoy a private phone line for appointments, private queues, consultation rooms and payment station. Patients who have used our Express Service are very pleased with it.

**NHG POLYCLINICS (NHGP) NEW FACILITIES AND SERVICES**

**Night Clinics in NHG Polyclinics**


**Service Through Lunch, Extended Saturday Clinics**

All nine NHG Polyclinics now extend their services through lunchtime. The polyclinics at Ang Mo Kio and Bukit Batok also operate extended hours on Saturdays.

**Diabetic Foot Screening and Podiatry Services**

Diabetic foot screening and podiatry services to aid early detection and care have been a feature of all nine polyclinics since December 2001.

**Antenatal Programme**

The Antenatal Group Education programme was launched in April 2001. There are five comprehensive sessions covering pregnancy, breathing and relaxation exercises during labour, delivery, postnatal check-ups and infant care like baby massage.

**Clinical Practice Guidelines**

Quality of care and appropriate treatment for six priority conditions at all NHG Polyclinics are now covered by the Clinical Practice Guidelines (CPG). The guidelines, launched in November 2001, cover diabetes, hypertension, bronchial asthma, herpes zoster, care of well women and antenatal care.

The guidelines ensure a consistent standard of good care for these conditions at primary healthcare level. This prevents or minimises complications and helps patients and their families preserve their quality of life.

**Elderly Eye Screening Programme**

NHGSP and The Eye Institute @ Tan Tock Seng Hospital will screen 25,000 patients aged 65 years or older over one a half years to prevent blindness and poor visual acuity. The pilot programme, funded by the Health Ministry and available from 20 November 2001, will also detect glaucoma, cataracts and refractive errors, common problems that affect vision in the elderly.

**SOC Services in NHG Polyclinics**

Selected specialist services which add value to primary care level and needing low cost equipment are now available in some polyclinics.

**Obstetrics and Gynaecology, by NUH, started at Choa Chu Kang Polyclinic in April 2001. In Hougang Polyclinic, the services offered by TSSH are Digestive Disease Clinics (Gastroenterologist), January 2002, a Breast Cancer Clinic, February 2002 and a Knee Clinic from 6 April 2002.**

**Primary Care Partnership Scheme**

Low-income elderly Singaporeans could get subsidised primary health care from March 2002 under the Primary Care Partnership Scheme (PCPS), a Health Ministry programme.

Under the PCPS, NHG Polyclinics contracts with private general practitioners (GP) to treat simple medical conditions for nearly elderly patients. The patients pay only polyclinic charges while the Ministry pays a subsidy to the GPs for every such patient treated. NHG Polyclinics administer the payments.

**ISO Awards and Certificates**

ISO Awards

NHGSP took a gigantic step in the year of 2001. NHGSP is the first organisation to be awarded four ISO standards set by the College.

**THE CANCER INSTITUTE (TCI) COMMUNITY OUTREACH**

**Ongoing Support Programmes**

The Cancer Institute @ NUH offers ongoing support programmes such as “Look Good, Feel Better” and “Pro-Self” to teach cancer patients how to cope with their disease and the effects of treatment.

**CancerLine (6773-388) was set up in August 2001 to provide cancer information to patients and the public, support for patients through links with local community services and a listening ear.**

TCI sent a team of 58 people to the Terry Fox Run on 30 September 2001.

**Breast Cancer Awareness Month**

TCI was in the organising committee for 2001 Breast Cancer Awareness Month. TCI took part in the Pink Ribbon Parade in October 2001. It also organised the Breast Cancer Awareness Fair with the Singapore Cancer Society and Ang Mo Kio – Cheng San Community Development Council. The fair was held on 6 October at Ang Mo Kio Town Centre to teach the public the importance of early screening.

**Events**

**Holistic Care Seminar**

TCI held its first seminar “Towards Holistic Care in Cancer Management” on 4 August 2001 with about 300 participants, amongst them GPs, medical students, nursing and paramedical staff.

**Annual Oncology Symposium**

TCI and Johns Hopkins-NHU International Medical Centre co-organised the Annual Oncology Symposium “Optimising Cancer Care in Our Region” on 25 to 26 August 2001 at The Westin Stamford & Plaza. They also held a public forum, with the Singapore Cancer Society, on “Preventing and Surviving Cancer: Playing Your Part” on 26 August 2001.

**NEW FACILITIES AND SERVICES**

**Radiation Oncology Clinics**

From October 2001, TCI helped set up the radiation oncology clinics at TSSH. These clinics provide radiation oncology consultation and treatment in addition to the existing tumour specific (breast, gastrointestinal, and lung) clinics.

**AWARDS AND CERTIFICATES**

**Myopia Prevention**

TEI collaborated with the Health Promotion Board in November 2001 in the National Myopia Prevention Programme. A total of 15,000 pre-school children will be screened for myopia and amblyopia in the Choa Chu Kang and Woodlands polyclinics.

**Shared Care Programmes**

NHGSP and TCI will set up an island-wide eye-screening programme to screen 25,000 elderly folks from November 2001 to April 2003. TCI will train staff for the screening programme and help the nine NHG polyclinics run the two screening sessions at two different locations daily.

**THE EYE INSTITUTE (TEI) COMMUNITY OUTREACH**

**Angle Glaucome Research Summit**

TEI held an Angle Glaucome Research Summit on 26 to 27 September 2001 at Raffles Town Club. The summit, aimed at creating public awareness about glaucoma, was attended by specialists and researchers from around the world.

**AWARDS AND CERTIFICATES**

**RECOGNITION FOR DEPARTMENT OF RADIATION ONCOLOGY**

T.S. Chong, Consultant from Department of Haematology-Oncology, NUH, has been awarded a major grant in January 2002 by Biomedical Research Council (BMRC) to explore the pharmacogenomics of Asian populations in response to cancer drugs.

**TRAINING**

**Specialist Training**

Dr Alvin Weng Seng Cheong, Associate Consultant from Department of Haematology-Oncology, NUH, was accepted by the prestigious Johns Hopkins Medical School, Baltimore, USA for specialised training in cancer immunology as part of the Health Sparkpower Development Programme (HSDP).

He left in January 2002 for a year.

**AWARDS AND CERTIFICATES**

**Terry Fox Run**

Dr Goh Boon Cher, Consultant, Department of Haematology-Oncology, NUH, has been awarded a major grant in January 2002 by Biomedical Research Council (BMRC) to explore the pharmacogenomics of Asian populations in response to cancer drugs.
and coordinating angle closure glaucoma research for Singapore, involved four experts from Moorfields Eye Hospital – Professor Roger Hitchings, Dr David Garmay-Health, Dr Paul Foster and Dr Winnie Nolan. They discussed plans with TEI for setting up joint training and clinical service programmes between the two institutions.

NEW FACILITIES AND SERVICES

Ophthalmology Services
Alexandra Hospital increased its ophthalmology service from 24 clinic sessions per week (run by four consultants and two registrars) to eight sessions (with five consultants and three registrars) in August 2001.

Ophthalmic Microsurgery Laboratory
The Ophthalmic Microsurgery Laboratory was set up on 1 September 2001 to organize programmes for the training, assessment and evaluation of junior doctors. It aims to attract regional participants.

Accessible Tertiary Healthcare
TEI brings tertiary healthcare services to primary healthcare levels when it opened a specialist outpatient clinic in January 2002 in Hougang, Jurong and Woodlands polyclinics. This is part of TEI’s effort to improve access to tertiary healthcare services for the public.

Digital Ophthalmic Images
From January 2002, digital images from ophthalmic fundus cameras can be electronically sent to various consultation rooms for viewing and diagnosis. The images can then be archived and are readily available on the TEI server. The first project of its kind in the region, it has attracted visitors from the Philippines and India. It will eventually enhance patient referrals for seamless intra-cluster consultations.

THE HEART INSTITUTE (THI)

MEDICAL BREAKTHROUGHS

Successful Implant of Autologous Bone Marrow Into the Heart
Associate Professor Reida Oakley, Consultant Cardiac Surgeon and Clinical Director of Cardiovascular Research, The Heart Institute, successfully tested the safety and feasibility of autologous bone marrow implantation into the heart of a patient undergoing coronary artery bypass surgery for severe coronary artery disease.

The three cases recruited for the trial tolerated the procedure well and recovered without major complications. Further studies will be conducted to consolidate the safety of the procedure and to evaluate its potential benefits.

EVENTS

Echo Singapore 2001
Echo Singapore 2001 brought top-level echocardiography experts from the United States, Australia, Malaysia and Singapore to share their professional knowledge with 180 participants from Singapore and Southeast Asia.

Echocardiography equipment was showcased and interactive discussions on state-of-the-art techniques were held. The event, from 7 to 9 December 2001, was co-organised by The Heart Institute, National University Hospital, the Faculty of Medicine (NUS), National Heart Centre and the Singapore Cardiac Society.

NEW FACILITIES AND SERVICES

Department of Cardiac, Thoracic and Vascular Surgery and Cardiothoracic Intensive Care Unit Opens
The Department of Cardiac, Thoracic and Vascular Surgery and the Cardiothoracic Intensive Care Unit (CTICU) was opened by Dr Balaji Sadasivan, Minister of State (Health) for Singapore, in January 2002 in Ho Hong, Jurong and Woodlands polyclinics. This is part of TEI’s effort to improve access to tertiary healthcare services for the public.

CTICU unit houses 11 ICU beds and four high-dependency beds equipped to closely monitor and analys clinical outcomes of our patients.

NHG DIAGNOSTICS (NHGD)

NEW FACILITIES AND SERVICES

Strategic Partnerships to Support NHG Polyclinics
NHG Diagnostics uses the concept of “strategic partnership” to support the polyclinics and provide seamless service to patients. Offline laboratory services and x-ray reporting are provided by the nearest hospital eg. TTSH supports Hougang and Ang Mo Kio while NHG supports Clementi.

The advantages are:
- Faster turnaround time and transport cost savings
- Results are stored in the hospital’s laboratory information system and available to any of the nine polyclinics
- Taps the skills and expertise of clinical and technical specialists in the NHG institutions
- Saves on setting up additional laboratories or hiring skilled clinicians
- Uses up spare capacity in the hospitals
- Services delivered by bulk purchases through the hospital
- Training of site staff at the hospitals

Breast Cancer Screening with Mammography

NHG Diagnostics has performed breast cancer screening at Clementi Polyclinic since April 2001. The x-ray service at Clementi was designated by the Health Promotion Board for breast cancer screening. For more such sites, they are available at other NHG polyclinics by the first quarter of 2002.

NHGD works very closely with NHU and TTSH in breast screening. NHU was designated by HBF as a reading and assessment centre and TTSH as a reading centre. Reading Centres provide double reading of the mammograms by two radiologists and archival filing of the films. Assessment Centres provide follow-up of the patient who may need further x-ray, ultrasound or even a biopsy.

NHGD has performed over 2,500 mammograms since its inception on 1 April 2002.

NHG PHARMACY

COMMUNITY OUTREACH

Polyclinics Education Programmes
NHG Pharmacy launched the “Spring Clean Your Medicine Chest” Campaign to teach the public responsible self-medication. Patients were invited to bring all their medicines to any NHG Pharmacy and get free advice from our pharmacists on proper storage, labelling and safe usage. Regular community talks on safe use of medicines are also organized with the National Kidney Foundation and National Library Board.

NHG PHARMACY

NEW FACILITIES AND SERVICES

Eight Pharmacies Opened
Eight pharmacies at Bukit Batok, Choa Chu Kang, Clementi, Hougang, Jurong, Toa Payoh, Woodlands and Yishun polyclinics were converted to the new retail business concept. Ang Mo Kio will be renovated in the last quarter of 2002. Patients are able to buy their healthcare essentials at any NHG pharmacy.

Integrated Pharmacy Information System (IPHARM)
A new integrated dispensing system was developed with Alexandra Hospital and National University Hospital pharmacies to improve pharmacy services and cater to increased information needs. The new system streamlines workforce dispensing and enables a pharmacy to capture details like patient data and medication record history, which would help the pharmacists improve patient safety.

Fourteen Pharmacies Converted
Fourteen pharmacies in Woodlands, Clementi, Kang, Clementi, Hougang, Jurong, Toa Payoh, Woodlands and Yishun polyclinics were converted to the new retail business concept in a mere two and a half weeks.

Patients Reminder Service
A SMS reminder service helps patients remember their appointments and reduces the number of no shows.

Maximising Portal Infrastructure
Where possible, portal infrastructure is maximised, eg the NHG Credit Management System was quickly built on top of the membership services for front line staff to verify employees and their medical benefits in a mere two and a half weeks.

Future Services
NetCare currently has 300,000 patients registered as users, of which 20,000 have come online to use at least one service in the past six months.

NETCARE INTERNET SERVICES

NEW FACILITIES AND SERVICES

Widened Scope
NetCare expanded its scope to the whole NHG cluster in 2001. The website was revamped for a better look-and-feel and new services were introduced. These include:
- Personal medical dossier (with access to prescriptions, visit history, bills and other medical records)
- Online appointment requests to make, change or cancel appointments
- Online medical report requests
- Event registrations
- Hospital bill payment
- Health diaries and tools

Support for Healthcare Processes
The NetCare portal supports many healthcare processes, especially those requiring coordination between many different healthcare providers within and even outside NHG. An example is the nursing home referral for the Integrated Care Services: ICS coordinates the step-down referral of patients from both NHG and SingHealth. Another example is the financial counselling system for present estimated bills for inpatient admissions.

Using the portal, patients can:
- Change or cancel appointments
- Access their medical records, including appointment and treatment records
- View the status of their test results
- Schedule follow-up appointments
- Pay their medical bills
- Request a refill of their medications
- Access health resources and tools

Future Services
NetCare is in the process of expanding its services to include online appointments, electronic prescriptions and other patient-facing services.

NHG ANNUAL REPORT 2002
### SOC Attendances by Institution (Apr 01 - Mar 02)

<table>
<thead>
<tr>
<th>Institution</th>
<th>No. of Attendances</th>
</tr>
</thead>
<tbody>
<tr>
<td>National University Hospital</td>
<td>420,481</td>
</tr>
<tr>
<td>Tan Tock Seng Hospital</td>
<td>354,440</td>
</tr>
<tr>
<td>Alexandra Hospital</td>
<td>80,084</td>
</tr>
<tr>
<td>Woodbridge Hospital</td>
<td>132,997</td>
</tr>
<tr>
<td>National Neuroscience Institute</td>
<td>34,220</td>
</tr>
<tr>
<td>National Skin Centre</td>
<td>262,087</td>
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</tbody>
</table>

### Quarterly Trend in SOC Attendances

<table>
<thead>
<tr>
<th>Quarter</th>
<th>No. of Attendances</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apr 01 - Jun 01</td>
<td>313,507</td>
</tr>
<tr>
<td>Jul 01 - Sep 01</td>
<td>328,412</td>
</tr>
<tr>
<td>Oct 01 - Dec 01</td>
<td>320,908</td>
</tr>
<tr>
<td>Jan 02 - Mar 02</td>
<td>329,482</td>
</tr>
</tbody>
</table>

### Inpatient Days by Institution (Apr 01 - Mar 02)

<table>
<thead>
<tr>
<th>Institution</th>
<th>No. of Patient Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>National University Hospital</td>
<td>900,000</td>
</tr>
<tr>
<td>Tan Tock Seng Hospital</td>
<td>800,000</td>
</tr>
<tr>
<td>Alexandra Hospital</td>
<td>700,000</td>
</tr>
<tr>
<td>Woodbridge Hospital</td>
<td>600,000</td>
</tr>
<tr>
<td>National Neuroscience Institute</td>
<td>500,000</td>
</tr>
<tr>
<td>National Skin Centre</td>
<td>400,000</td>
</tr>
</tbody>
</table>

### Quarterly Trend in Inpatient Days

<table>
<thead>
<tr>
<th>Quarter</th>
<th>No. of Patient Days</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apr 01 - Jun 01</td>
<td>247,745</td>
</tr>
<tr>
<td>Jul 01 - Sep 01</td>
<td>294,917</td>
</tr>
<tr>
<td>Oct 01 - Dec 01</td>
<td>85,122</td>
</tr>
<tr>
<td>Jan 02 - Mar 02</td>
<td>880,957</td>
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<tr>
<td></td>
<td>56,926</td>
</tr>
</tbody>
</table>

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**STATISTICS 2001**

NHG ANNUAL REPORT
Bed Complement by Hospital and Class of Bed
(As at 31 March 2002)

Average Length of Stay by Hospital and Class of Bed
(As at 31 March 2002)

Quarterly Bed Occupancy Rate by Hospital (%)

NHG ANNUAL REPORT 2001
Statistics 2001

Trend in A&E Attendances

No. of Attendances

<table>
<thead>
<tr>
<th>Month</th>
<th>FY 2001</th>
<th>Apr 01-Jun 01</th>
<th>Jun 01-Sep 01</th>
<th>Oct 01-Dec 01</th>
<th>Jan 02-Mar 02</th>
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<tr>
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<td></td>
<td>19,132</td>
<td>30,921</td>
<td>19,188</td>
<td>31,550</td>
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<td></td>
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<td>10,208</td>
<td>10,210</td>
<td>10,283</td>
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<td>432</td>
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<td>669</td>
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<td>126,471</td>
<td>41,062</td>
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Key Financial Information for FY 2001

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount $M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets by Major Categories</td>
<td>-----------</td>
</tr>
<tr>
<td>Property, Plant and Equipment</td>
<td>432</td>
</tr>
<tr>
<td>Trade and Other Receivables</td>
<td>107</td>
</tr>
<tr>
<td>Other Assets</td>
<td>43</td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>669</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,251</strong></td>
</tr>
<tr>
<td>Liabilities by Major Categories</td>
<td></td>
</tr>
<tr>
<td>Trade and Other Payables</td>
<td>395</td>
</tr>
<tr>
<td>Other Current Liabilities</td>
<td>47</td>
</tr>
<tr>
<td>Non Current Liabilities</td>
<td>44</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>686</strong></td>
</tr>
<tr>
<td>Capital/ Reserves by Major Categories</td>
<td></td>
</tr>
<tr>
<td>Share Capital</td>
<td>537</td>
</tr>
<tr>
<td>Reserves and Retained Surplus</td>
<td>28</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>565</strong></td>
</tr>
<tr>
<td>Revenue Breakdown by Major Categories</td>
<td></td>
</tr>
<tr>
<td>Net Patient Revenue</td>
<td>409</td>
</tr>
<tr>
<td>Subvention</td>
<td>544</td>
</tr>
<tr>
<td>Other Revenue</td>
<td>55</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,008</strong></td>
</tr>
<tr>
<td>Expenditure by Major Categories</td>
<td></td>
</tr>
<tr>
<td>Manpower</td>
<td>539</td>
</tr>
<tr>
<td>Supplies and Consumables</td>
<td>154</td>
</tr>
<tr>
<td>Other Operating Expenses</td>
<td>152</td>
</tr>
<tr>
<td>Rental and Utilities</td>
<td>90</td>
</tr>
<tr>
<td>Depreciation</td>
<td>54</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>989</strong></td>
</tr>
</tbody>
</table>

Distribution of Staff (As at 31 March 2002)

- Medical: 1108
- Nursing: 4044
- Allied Health: 1207.8
- Administrative: 697
- Secretarial/Clerical: 1322.2
- Ancillary: 1628
- Total: 10,143.7

Note: Medical includes doctors and dentists. Nursing includes nursing and nursing ancillary.
We would like to thank the following NHG staff for their invaluable contribution to the NHG Annual Report 2001/02

"IN FOCUS: PATIENT CENTRED CARE”:

- Ms Loo Swee Cheng,
  Finance and Operations Manager, NSC
- Dr Mona Tan,
  Consultant, Breast and Endocrine Surgeon, Department of General Surgery, TTSH
- Dr Adrian Wang,
  Consultant Psychiatrist, Mood Disorders Clinic, IMH / WH
- Mr Sidambaram Visvanathan,
  Health Attendant, IMH / WH
- Ms Tiffany Li Li,
  Programme Manager, Shaw-NKF Children’s Kidney Centre, The Children’s Medical Institute, NUH
- Ms Ng Sai Wai,
  Executive, Operations, AH

Special thanks also to our NHG Partners and Patients:
- Dr Quek Peng Kiang,
  General Practitioner, Corporation Clinic Group
- Mdm Theresa Koh Lai Quen
- Mrs Sheila Lim
- Mr Paik Sun Heum
- Ms Rogayah Bte Mahmood

ACKNOWLEDGEMENT

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- Mrs Elaine Swinn-Tan,
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- Ms Adeline Foo,
  Corporate Communications, NHG
- Ms Tan Hwee Ping,
  Assistant Manager, Corporate Communications, AH
- Ms Lim Su Lin,
  Corporate Affairs, NUH
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  Finance and Operations Manager, NSC
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  Consultant, Breast and Endocrine Surgeon, Department of General Surgery, TTSH
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This is a publication of the National Healthcare Group, Singapore.