



6 Jan 2015

MEDIA RELEASE

LEADERSHIP CHANGES AT THE NATIONAL HEALTHCARE GROUP **Succession Plan aligned to Integrated care for Singaporeans**

The **National Healthcare Group (NHG)** today announced that **Professor Chee Yam Cheng**, Group Chief Executive Officer (CEO), after four outstanding years at the helm of Singapore's second largest public healthcare group, will pass the leadership baton to **Professor Philip Choo**.

Professor Choo, a pioneering geriatrician in Singapore, is currently Deputy Group CEO (Regional Health) and concurrently CEO, Tan Tock Seng Hospital (TTSH).

NHG's flagship TTSH will in turn be led by its new CEO, **Dr Eugene Soh** who will relinquish his current position as Chief Operating Officer (COO).

The changes will take effect from **10 January 2015**.

Distinguished Leader, Doctor and Teacher

Professor Chee Yam Cheng, 65, has been instrumental in steering NHG through its transition into becoming the Regional Health System (RHS) for Central Singapore. Under his leadership, NHG established the Central RHS Advisory Council in September 2013. The multi-agency group facilitates the enhancement of integrated care, promotes health services and literacy, and improves access to care. In addition to breaking new ground in community care, NHG's education and research pillars were further strengthened. In August 2013, NHG was officiated as the primary clinical training partner for the Lee Kong Chian School of Medicine, Singapore's newest medical school where some 100 NHG clinicians form part of the school's faculty. NHG also launched four new research institutes – the *Institute of Geriatrics and Active Ageing*; the *Institute of Infectious Diseases and Epidemiology*; the *Skin Research Institute of Singapore*; and the *Rehabilitation Research Institute of Singapore*. During his leadership, Prof Chee also inspired landmark studies including the *Singapore Mental Health Blueprint (SMHB)* spearheaded by the Institute of Mental Health, a member of NHG and one of the best medical centres in the region.

Prof Chee has dedicated 40 years to public healthcare in clinical service, operations, hospital administration, manpower management and education. Despite his different roles, one constant remains – his unwavering commitment to patients. As **Emeritus Consultant** at TTSH, and with his wealth of knowledge, he will continue to inspire and contribute to NHG’s clinical, research and education endeavours.

Madam Kay Kuok, Chairman of the NHG Board, said, “Professor Chee Yam Cheng embodies exemplary leadership characterised by intellect, dedication, compassion, wit and humility. It is not unusual for Prof Chee to ask after staff and know them by name – from frontline healthcare assistants to nurses and fellow doctors. On behalf of the NHG Board, I would like to extend our deepest appreciation and heartfelt thanks to Prof Chee for his outstanding leadership and unwavering dedication to healthcare in Singapore and internationally.”

Prof Chee, said, “It is an honour and privilege to serve in the public health care. We may be leaders today but when the time comes, the younger ones should have the opportunity to move up while we step down and continue to provide guidance and mentorship.”

His successor as the Group CEO of NHG is **Professor Philip Choo**, who has also honed his illustrious medical career in the public healthcare service.

Pioneering Geriatrician to champion New Model of Care for Singapore

Professor Philip Choo, 56, is a pioneering geriatrician who took up the hitherto unheard of specialty in the 1980s. He said, “The only disciplines that deal with the ‘whole patient’ are paediatrics and geriatrics. I chose the latter because the average lifespan of a Singaporean is getting longer, and I knew that this area would need more attention in the coming years.” His foresight led to building up the largest geriatric facility in Singapore culminating in the launch of *The Centre for Geriatric Medicine* at TTSH in July 2014.

As CEO of TTSH from 2011 to 2014, **Prof Choo** reshaped the 170-year-old hospital’s operations and clinical infrastructure to enable the delivery of integrated care across disciplines to provide even better service to patients.

Prof Choo, a fervent architect of population health management and relationship-based community healthcare, said, “We need to ease the strain on acute hospitals, by forging partnerships in the community to develop a more sustainable and cost-effective healthcare system. The aim is to provide healthcare with a risk-stratification model matched with the 5 Rights: Delivering care to the Right Patient, at the Right Time, at the Right Siting of care, with the Right Team/Level of Care/Service to get the Right Outcome and Cost.”

On his passion for systems-thinking and advocacy of a new model of care, he said, “You get great joy when you work as a doctor but the change is limited to individual patients. If you can change systems and mindsets, you broaden your reach a lot more. We therefore seek to continue developing leadership in our people, enhancing their skills, capabilities, building systems and teams to deliver healthcare that creates

value for our patients and Singaporeans. This includes proactive and preventive care through public education for young and old to add years of healthy life.”

Madam Kay Kuok, NHG Board Chairman, added, “On behalf of the NHG Board, I would like to congratulate Professor Philip Choo on his new appointment as the Group CEO of the National Healthcare Group. With Singapore’s rapidly ageing population and growing chronic disease burden, delivering affordable quality care is vital to NHG’s role as a public healthcare service provider. We are confident that Prof Choo will take on the leadership of NHG very ably to face these challenges.”

New CEO of TTSH

Dr Eugene Soh, 40, has served in various roles within NHG and TTSH.

His key contributions included the setting up of NHG’s Research and Development Office and TTSH’s Office of Clinical Governance for Clinical Standards and Improvement. TTSH’s Chief Operating Officer and Quality Service Manager since 2008, he ensured efficient and seamless operations at one of Singapore’s largest general hospitals. He spearheaded the hospital’s master plans for wards of the future, medical clinics, and the transformation of IT and automation of pharmacy systems. He also implemented an award-winning innovative job redesign framework for TTSH’s Patient Service Associates touted by staff and the national union as inclusive and progressive. He is the founder of the annual *Singapore Patient Conference* at TTSH which gathers healthcare professionals, patients, caregivers, volunteers and the community at large together to dialogue, learn and share experiences. He represents TTSH at the National Healthcare Productivity Expert Advisory Panel.

Dr Soh is NHG’s Lead for the *Health City Novena Master Plan*, a major 17-hectare integrated healthcare development in Novena which is set to connect and create better models of care for medical partners and the community.

Dr Soh said, "Healthcare is about establishing trusted relationships with our People, Partners, Patients and Population. Through forging close relationships, we collaboratively deliver value to Singaporeans. It is indeed humbling to serve a pioneering hospital that is a pillar in our community.”

Contact Details:

Tania Tan
Assistant Director
Group Corporate Communications
National Healthcare Group
Tel: 6496 6267 Mobile: 9692 2887
Email: tania_ll_tan@nhg.com.sg

Devraj Vasudevan
Assistant Director
Corporate Communications Department
Tan Tock Seng Hospital
Tel: 6357 8411 Mobile: [REDACTED]
Email: Devraj_vasudevan@tsh.com.sg

Annex

Group CEO, National Healthcare Group (2011-14) - Professor Chee Yam Cheng, 65



Professor Chee Yam Cheng graduated with MBBS from the University of Singapore in 1973. He is a General Physician practising in the Department of General Medicine, Tan Tock Seng Hospital. He was appointed TTSH's first Chairman Medical Board in 1991, and again in 2000. From 1987 to 1998, he served in various administrative positions in MOH concurrently with his clinical role. His responsibilities included the areas of manpower planning and deployment, as well as hospital administration. He was the Group CEO, NHG from 2011 to 2014. He was made Emeritus Consultant at TTSH in October 2014.

New Group CEO, National Healthcare Group - Professor Philip Choo, 56



Professor Philip Choo graduated with MBBS from the University of Singapore in 1982. He trained and practised as a geriatrician in the Department of Geriatric Medicine from 1989 till present. He was Tan Tock Seng Hospital's Chairman Medical Board from 2003, serving till 2011. Prior to that appointment, he was the Divisional Chairman of Medicine where his decisive leadership, steadfast tenacity and exemplary performance during SARS earned him the Public Service Star. From 2011, he served as the Deputy Group CEO (Regional Health), NHG and concurrently, CEO of TTSH. In 2011, Prof Choo was awarded the Public Administration Medal (Silver) for his outstanding contributions to Singapore's healthcare. His appointment as the Group CEO, National Healthcare Group takes effect from 10 January 2015.

New CEO, Tan Tock Seng Hospital - Dr Eugene Soh, 40



Dr Eugene Soh obtained his MBBS from the National University of Singapore in 1998 and his Master's Degree in Public Health (Health Care Management) from Harvard University in 2005. He was appointed Adjunct Associate Professor at Duke-NUS Graduate Medical School in 2008. He took on the appointment of Chief Operating Officer at Tan Tock Seng Hospital from 2008. Dr Soh is a member of the National Healthcare Productivity Expert Advisory Panel. He leads the Master Plan Development for Health City Novena. His appointment as the CEO of Tan Tock Seng Hospital takes effect from 10 January 2015.

Glossary of Chinese Terms

Professor Chee Yam Cheng Emeritus Consultant, Tan Tock Seng Hospital	徐炎青教授 荣誉顾问医生 陈笃生医院
Professor Philip Choo Group Chief Executive Officer, National Healthcare Group	朱伟任教授 集团首席执行官 国立健保集团
Dr Eugene Soh Chief Executive Officer, Tan Tock Seng Hospital	苏源财医生 首席执行官 陈笃生医院