

CHAIRMAN'S MESSAGE

- THE CONCERTED EFFORTS OF OUR FRONTLINE WORKERS IN SINGAPORE'S BATTLE AGAINST THE COVID-19 PANDEMIC – WHICH STRETCHED OVER TWO YEARS – DEMONSTRATED THE METTLE AND RESILIENCE OF OUR NATION IN THE FACE OF ADVERSITY.

Although not fully out of the woods yet, we are now moving from a pandemic to an endemic state. With our population largely vaccinated, we are able to ease out of most of the social restrictions imposed during the pandemic. We are steadfastly gaining normalcy in our everyday way of life.

My sincere gratitude to our NHG Family, partners, and supporters for your encouragement and extraordinary show of solidarity, which propelled us forward in one of the most difficult periods experienced.

MANAGING BETTER HEALTH FOR OUR POPULATION

COVID-19 has also brought to the fore the importance of staying well through ownership of one's health. The COVID-19 experience gave us valuable insights on how self-care and individual empowerment can prevent the onset of illness through a holistic preventive health approach that essentially comprises Healthy Diet, Healthy Lifestyle, and Integrated and Quality Care. As our hospitals and clinics progressively reallocate manpower and operational resources from the management of COVID-19 patients back to managing the care of our population, we shall stay true to our vision of *Adding Years Of Healthy Life*.

The release of the *Healthier SG* White Paper on 21 September 2022

marked a milestone in NHG's *River of Life* care transformation journey, bringing into alignment the focus on proactive and preventive health. Under *Healthier SG*, the Ministry of Health (MOH) seeks to encourage residents to build a trusted and lifelong relationship with their family doctor to meet their health needs and to help modify habits for better health management. Additionally, MOH is collaborating with the three public healthcare clusters, NHG, National University Health System (NUHS), and SingHealth, to develop and sustain an integrated health and social ecosystem within our respective regions

BELOW Tan Tee How, Chairman, NHG, and Prof Philip Choo, Group CEO, NHG, at the NHG22 WALK.RUN. CYCLE MOVEMENT Finale Event at Gardens by the Bay.





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TAN TEE HOW

CHAIRMAN, NATIONAL HEALTHCARE GROUP

to keep our populations healthy. Social and community agencies such as the People's Association, Health Promotion Board, and Sport Singapore will partner the clusters to provide guidance on health interventions, activities, and programmes to achieve the long-term health outcomes for our nation.

There is impetus for change as our current healthcare model is not sustainable; the projected rates of healthcare costs based on our exponential increments over the years would greatly impact the affordability of today's healthcare system. As such, *Healthier SG* aims to future-proof the healthcare ecosystem to provide accessible, affordable, and quality care for generations to come.

We will fast-track our *River of Life* rollout, augmented by our Primary Care Networks (PCNs) and boost enrolment to *Healthier SG*. Today, about 57 per cent of the 1.5 million residents in the Central-North region have an existing relationship with NHG.

Through *Healthier SG*, we will engage more General Practitioners (GPs) to provide holistic care to more residents, with an emphasis on upstream preventive steps, through regular screening, lifestyle modification, and proactive disease management. We will be counting on our medical, nursing, and Allied Health staff, and healthcare coaches to promote *Living Well* beyond the hospitals by reaching beyond schools, workplaces, neighbourhoods, and the community.

Nurses form the largest professional group in the healthcare sector. They spend the most time with our patients. As we dive deeper into collective partnerships with GPs, our nurses will play bigger roles to support and strengthen interactions and relationships with both family physicians and patients. They will be empowered with technological devices and data to help drive the bulk of preventive services under *Healthier SG*.



RIGHT TTSH's Health Coaches giving a 'Healthy Cooking' demonstration.

BELOW An Occupational Therapist at Yishun Health attending to a patient.



Our Pharmacists and Allied Health Professionals will also have their roles redesigned to align with *Healthier SG*. To prepare for the shift, the NHG Group Pharmacy Council was set up in November 2021 to shape and influence better delivery, better experience, and better value for our patients. Similarly, the NHG Allied Health Council and NHG Group Allied Health are spearheading efforts to rethink, redesign, and deliver meaningful Allied Health services to support residents, patients, GPs, and community partners in their health goals and pathways.

DEVELOPING MENTAL HEALTH RESILIENCE

The Institute of Mental Health (IMH) has been a vanguard of mental health and an innovator in destigmatising mental illness through public education and prevention. IMH rolled out seven interactive training modules in August 2021, under the GP Partnership Programme, to deepen GPs' understanding of common mental health disorders and mental health issues. This Programme equipped the GPs to support patients at the primary care level. Since its rollout, more than 100 GPs have registered for the Programme.

IMH is also embarking on the second nationwide 'Mind Matters: A Study of Mental Health Literacy' to monitor

changing trends in knowledge, beliefs, and attitudes about common mental health disorders and management in the community. The one-year study began in August 2022 and involved some 4,000 Singapore residents aged between 18 and 65 years old. The findings will provide valuable data for future public health policies to cultivate mental health resilience in Singapore.

INVESTING IN DIGITALISATION AND INFRASTRUCTURE

We achieved another milestone in our digital healthcare transformation journey when Tan Tock Seng Hospital (TTSH), together with the National Neuroscience Institute (NNI), Ang Mo Kio-Thye Hua

BELOW Support teams ensuring the smooth launch of NGEMR 'Go-Live' at TTSH.

BOTTOM One of the NGEMR teams with Asst Prof Eric Wong, Group Chief Data & Strategy Officer, NHG (fourth from left), making final preparations to 'Go-Live' with NGEMR at TTSH.





TOP Official opening of Ang Mo Kio Specialist Centre on 18 March 2022 (from left to right): Prof Chin Jing Jih, Chairman Medical Board, TTSH; (then) Senior Minister of State for Health Dr Koh Poh Koon; Prime Minister Lee Hsien Loong; Tan Tee How, Chairman, NHG; and Prof Eugene Fidelis Soh, Deputy Group CEO (Integrated Care), NHG, and CEO, TTSH & Central Health.

ABOVE In August 2022, NHG and Tanoto Foundation jointly launched the Diabetes Reversal Programme at Kallang Polyclinic, with Senior Minister of State for Health Dr Janil Puthuchery as the Guest-of-Honour.

RIGHT A *Healthier SG* Resident Engagement Focus Group Discussion organised by NHG Institutions.

Kwan Hospital, and Ren Ci Community Hospital, successfully transitioned to the Next Generation Electronic Medical Record (NGEMR) system on 30 July 2022. The NGEMR harmonises processes across NHG and the NUHS, thereby enabling a more integrated and seamless aggregation of, and access to, patients' medical information across care teams and partnering institutions. Also strengthened is our capacity to collate patient data and analyse trends, patterns, and behaviours over time. As a result, patients will receive more timely and coordinated care, and an improved experience with overall cost and time savings in the long term.

TTSH opened the Ang Mo Kio Specialist Centre (AMKSC) in March 2022. The Centre provides a suite of specialist services closer to residents in the community such as transdisciplinary diabetes care management, optometrist-

led eye care, and audiologist-led hearing evaluation. In line with *Healthier SG*, TTSH is partnering GPs and polyclinics to co-manage residents' health and care in the community. For example, GPs can refer their patients for specialist diagnostics, therapy and procedures offered at AMKSC and receive updates on their patients' progress for continuing care.

We continue to enhance our infrastructure, with the new National Skin Centre (NSC) building slated to open in 2023. It will house state-of-the-art facilities to enhance clinical functions, training, and research. With more consultation rooms, a fully-equipped Day Treatment Centre for outpatients, and skin imaging and skin physiology laboratories, it will provide a more seamless and integrated care experience. The new building also features a Day Care Centre and a Patient Education Centre for public use.

On the research front, NHG together with Nanyang Technological University (NTU) and the Agency for Science, Technology and Research (A*STAR) launched co11ab Novena (co11ab), a S\$15 million incubator to support biomedical technology (BioMedtech) start-ups, which are making the leap from research and development into commercialising their innovations. Located at NTU's Lee Kong Chian School of Medicine (LKCMedicine), the incubator aims to be a national innovation and translational hub that brings together research, clinical, and venture-creation activities. It is scheduled to be fully operational in the first quarter of 2023.





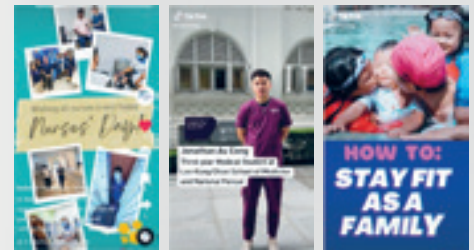
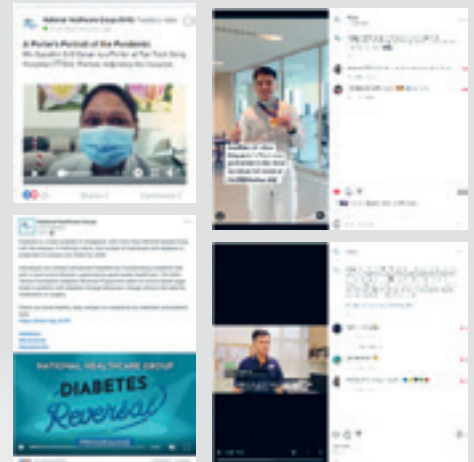
The Nurses Merit Award 2022 recognised the hard work and dedication of our nation's remarkable nursing staff.

RECOGNISING ACHIEVEMENTS IN THE NHG FAMILY

I would like to acknowledge the numerous accomplishments of the NHG Family in the past year. Over 166 Senior Management and Staff from across NHG and our Institutions were honoured at the National Day Awards 2022. My heartiest congratulations to the recipients for exemplifying the spirit of public service, and a special thanks to their leaders, coaches, and

teams for enabling them to excel.

In July 2022, 31 NHG nurses were presented with the Nurses' Merit Award for their exceptional performance, professional development, and contributions that raised the standards of the nursing profession. Ms Nirmala Bte Karmaroon, Deputy Director, Nursing, TTSH, and Mr Aziz Bin Ab Hamed, Senior Nurse Clinician, IMH, received the President's Award, the highest accolade in the Singapore nursing profession. Ms Nirmala was



NHG is active across many social media platforms and is the first public healthcare cluster to have a TikTok channel, which was launched in March 2022.

integral in manpower planning during the surge in COVID-19 cases, while Senior Nurse Clinician Mr Aziz Bin Ab Hamed was recognised for his innovative ways in integrating IMH's long-stay patients under rehabilitation back to society.

As a cluster, NHG and its Institutions were conferred the Public Sector Transformation (PST) COVID-19 Awards across nine categories, for our efforts, service, innovation, and organisational excellence. Separately, NHG was awarded the OpenGov Recognition of Excellence 2021, in recognition of our innovative and disruptive use of technology in healthcare in the optimisation of health processes,

2022年11月2日 星期三 **新明日报** f 2022 zaobao.sg

走·跑·骑 2200人完成8万公里赛程

国家医疗保健集团 (NHG) 为庆祝成立22周年, 并支持健康SG (Healthier SG), 举行NHG22——走·跑·骑活动 (NHG22——WALK·RUN·CYCLE MOVEMENT (WRCM)), 以促进和社区伙伴的合作, 并激励员工和公众保持活跃, 促进健康。

参与的合作伙伴包括全科医生 (GP)、Razer、Grab、迪士尼和 Cognizant。从8月至今, 这项活动召集2200人参加50公里的虚拟挑战, 累计完成了超过8万公里的赛程。

上星期天 (10月30日), 压轴节目 ▲ 曾杰立医生 (白衣者) 和朱伟任教授与参与者一起进行2公里的社区步行。(NHG提供)

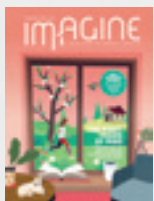
以实体方式在滨海湾公园举行。主宾通讯及新闻部兼卫生部高级政务部长曾杰立医生和国立健保集团首席执行官朱伟任教授, 与参加者一起进行2公里的社区步行。

Healthier SG a decisive shift to improve people's health: Ong

Delivery of healthcare must change as population ages: NHG chief

Healthier SG is a decisive shift to improve people's health, said Health Minister Ong Joo Koon today. He said the government is committed to ensuring that the healthcare system is able to meet the needs of a growing and ageing population.

NHG chief executive officer Dr Zhu Weiren said the group is committed to providing high-quality, patient-centred care and to supporting the government's Healthier SG vision. He said the group is also committed to supporting the community and promoting a healthy lifestyle.



NHG's winning entries for the APEX 2022 Awards.



As we enter into a new era and embark on our journey to support *Healthier SG*, let us stay focused on our vision of *Adding Years Of Healthy Life* and aspire to provide *Better Health For Our Population.*”

delivery of patient-centric services, and pushing new boundaries for advancing healthcare.

I would also like to congratulate our colleagues honoured at the National Medical Excellence Awards (NMEA) 2021 & 2020: Professor Chong Siow Ann, Senior Consultant of the Research Division and Department of Psychosis, IMH (National Outstanding Clinician Award 2021), for his exemplary contributions in mental health research and treatment; Associate Professor Sum Chee Fang, Senior Consultant, Division of Endocrinology, Khoo Teck Puat Hospital (KTPH) and Diabetes Centre, Admiralty Medical Centre (AdMC) (National Outstanding Clinician Award 2020), for his extensive contributions in diabetes and endocrinology; Associate Professor Nicholas Chew, Chairman Medical Board of Woodlands Health (National Outstanding Clinician Educator Award 2020), for his work as the former NHG Group Chief Education Officer; and the COVID-19 Research Workgroup at the National Centre for Infectious Diseases (NCID) (National Clinical Excellence Team Award 2021) for its role in the pandemic response in Singapore and globally.

NHG and our Institutions also clinched 12 awards across multiple categories at APEX 2022, an annual US-based competition which recognises excellence in publishing. Additionally, NHG's *Lifewise* magazine also won Best Magazine Infographics at the World Association of News Publishers (WAN-IFRA) Asian Media Awards 2022. Congratulations to the Group Corporate Communications and Institution Communications Teams for your creativity and engaging content to boost public education on health across print, social, and digital platforms.

STAYING FOCUSED ON ADDING YEARS OF HEALTHY LIFE

NHG has come a long way since it was formed 22 years ago. Our core values of People-Centredness, Integrity, Compassion, and Stewardship (PICS) have served and guided us well through all these years, and through the pandemic. Our collective leadership and camaraderie uplifted us as one NHG Family – and we have prevailed. As we enter into a new era and embark on our journey to

support *Healthier SG*, let us stay focused on our vision of *Adding Years Of Healthy Life* and aspire to provide *Better Health For Our Population.*



LEFT *Lifewise* Issue 91: Best Magazine Infographics at the World Association of News Publishers (WAN-IFRA) Asian Media Awards 2022.