



● YISHUN HEALTH





 HEALTHIER YOU · HEALTHIER SG

“Yishun Health is committed to caring for patients in and beyond the hospital. Our initiatives are testament to our contribution to *Healthier SG*, where a focus on person-centred care and collaboration forms the foundation of a thriving preventive care health ecosystem in the North.”

PROFESSOR CHUA HONG CHOON
DEPUTY GROUP CEO (STRATEGY & TRANSFORMATION), NHG
& CEO, KHOO TECK PUAT HOSPITAL & YISHUN HEALTH



Yishun Health

- In the past year, Yishun Health has continued to be adaptive, flexible, and agile across its three institutions: Khoo Teck Puat Hospital (KTPH), Yishun Community Hospital (YCH), and Admiralty Medical Centre (AdMC). From being operationally resilient to cross-training staff, the campus remains equipped and ready to care for patients in the North, while also prioritising the well-being of staff. In the community, the Population Health & Community Transformation team continues to educate and empower residents and partners, and is a bedrock for the nation's move towards a *Healthier SG*.

COMMUNITIES OF CARE

At Yishun Health, health is delivered and managed mainly outside the walls of its hospitals and in the community, where residents participate and care for one another (Participatory Care Ecosystem), and are supported by relevant services (Community Services Ecosystem). In a crisis, residents are linked to Safety Net Services from the formal healthcare system, after which they are supported in navigating their Communities of Care (CoCs). To build individual and community capacity and resilience to meet residents' different health and care needs, Yishun Health aims to achieve a good balance of all elements of the CoCs, in partnership with residents and community-based organisations.



Yishun Health's Regional Teams, comprising community nurses and connectors, as well as telehealth support, were awarded the National Healthcare Group (NHG) Team Recognition Award 2021 (Bronze).



PARTICIPATORY CARE ECOSYSTEM

In the Participatory Care Ecosystem, resident-led and healthcare-facilitated activities are combined to form a collection of co-produced activities in the community. More participation strengthens overall social capital and networks, and stimulates self-management of health.

Resident-initiated, resident-led activities

- Blessing Corner** at the Blk 364A Sembawang Crescent void deck began after more than a year of conversations among residents.

- Dance UP** is a programme which started in February 2022 with 15 residents, and aims to build balance, mobility, and posture in older adults who are frail or at risk of falls.
- Share a Pot @ Home** was launched in collaboration with the Rotary Club of Singapore in October 2021.
- Wellness Kampung** is a community space that supports healthier living.

Community-based healthcare facilitated activities

- Skill UP** uses online activities creatively to promote better health through eating and has engaged 419 residents to-date.



CLOCKWISE FROM TOP LEFT The residents behind Sembawang Blessing Corner; Graduates of the Stepping On programme; a Tune UP session; A community nurse at the Community Health Post; Participants of Share @ Home.

- **Stepping On** began in December 2021 to build capability in persons at risk of falls.
- **Sweet Truths** seeks to raise awareness on health literacy and resources. About eight runs have been organised since it started in September 2021, and 280 residents have attended the programme.
- **Tune UP** began in January 2022 to support persons with breathlessness problems. Two singing sessions are held every week, each attended by 10-15 residents.

COMMUNITY SERVICES ECOSYSTEM

In the Community Services Ecosystem, Yishun Health works with its partners to provide crucial care and support for persons with progressive frailty and residual disabilities.

- **Advance Care Planning (ACP)** through Tele-ACP discussions was implemented from April 2020. The conduct of ACP training also went online during the COVID-19 pandemic.
- **Community Health Posts (CHP)** continue to support residents to self-manage their health. In FY2021, seven new posts opened in the neighbourhood, and a total of 1,143 residents visited the 18 health posts.
- **GeriCare** involves partnerships with nursing homes to enhance care.
- **Shared Care Partnership Office** has been establishing partnerships with General Practitioners (GPs), polyclinics, and Family Medicine Clinics to support patients when

they transit between hospital and the community, depending on their care needs. In FY2021, 716 patients were right-sited to primary care.

SAFETY NET SERVICES

Yishun Health's extended healthcare team provides safety net health and care services to residents in their home and communities during periods of acute decompensation or transition.

- **Ageing in Place (AIP) Community Care Transitions** provides a spectrum of home healthcare services to aid the transition of patients from hospital to the community. In FY2021, 2,253 patients benefitted from the services.



Senior Staff Nurse Lilian Liew treating the wound of an AIP Medical Home patient.

- **AIP Medical Home** offers short-term intensive management for patients with acute or sub-acute medical problems in the home environment. In August 2022, AIP Medical Home joined the Mobile Inpatient Care @ Home pilot announced by the Ministry of Health (MOH) to test the care model in which Medisave and Medishield Life are used to pay for the service.
- **Telehealth Integrated Network (THINK) Centre** provides health advice and support to recently-discharged patients from the hospital remotely, minimising unnecessary trips by patients to the hospital.
- **Assertive Intervention (AI)** is a multidisciplinary programme where a community nurse and/or a medical social worker, together with health and social care partners, proactively work with Accident & Emergency (A&E) frequent attenders to address their biopsychosocial issues.



ABOVE (From left to right) Dr Marc Ong, Dr Jerry Goo, Dr Pek Chong Han, and Dr Clement Chia at the Breast Cancer Public Forum in 2019.

ABOVE RIGHT (Third and fourth from left) AEC Service's Dr Thofique Adamjee and Dr Kanak Naidu received the National HIP Award together with Prof Chua Hong Choon, A/Prof Phoa Lee Lan, and A/Prof Pek Wee Yang.

RIGHT Minister in the Prime Minister's Office Indraneel Rajah unveiling the centrepiece 'BE STRONG' at the Fullerton Hotel Art Gallery during the BCAM 2021 art exhibition.

REDESIGNING CARE AND EDUCATION

AMBULATORY EMERGENCY CARE (AEC) SERVICE

KTPH launched the Ambulatory Emergency Care (AEC) Service¹ – a first in Singapore – in September 2019. Under this new service, patients with acute medical conditions such as hypertensive urgency, severe anaemia, or deep vein thrombosis, can be treated without a long hospital stay. Patients are able to stay up to 23 hours in the AEC Unit, as well as go for follow-up at the AEC Clinic, if needed. Since the start of the AEC Service, the average length of stay per patient with acute medical conditions has shortened by 28.8 hours. It was presented the Best Practice Medal under the Care

Redesign category at the National Healthcare Innovation and Productivity (HIP) Awards 2021.

BUILDING BREAST CANCER SERVICES

In 2021, the KTPH Breast Unit implemented a 'Fast Track Breast Clinic' to provide seamless breast cancer evaluation for patients referred from polyclinics. The time taken to reach diagnosis was shortened from one month to about a week, which helped minimise patient anxiety as they waited for the results.

The Breast Unit also partnered the Plastic, Reconstructive, and Aesthetic Surgery Service to provide a wide and comprehensive range of breast reconstructive options, tailored to individual patients. A pilot study





ABOVE LEFT The rTMS team from Psychological Medicine.

ABOVE RIGHT Participants at the successful completion of the LOTTE elective programme.

LEFT Winners of the 'Best Peer Teacher' Award with their elective supervisors Dr Clement Chia and Dr Ruth Chua.

conducted by the Breast Unit revealed that the multidisciplinary approach, including having breast care nurses and physiotherapists in the care team, helped optimise upper limb rehabilitation, and quickened patients' post-surgery recovery.

CELEBRATING LIFE, TOGETHER

For the Breast Cancer Awareness Month (BCAM) in 2021, KTPH collaborated with the Breast Cancer Foundation to organise an inaugural art exhibition titled 'Celebrating Life, Together'. The event raised public awareness on the disease, as well as more than S\$34,000 for breast cancer patients in need.

REPETITIVE TRANSCRANIAL MAGNETIC STIMULATION (RTMS) SERVICE

In January 2022, a team from the Department of Psychological Medicine at KTPH rolled out the repetitive transcranial magnetic stimulation (rTMS) service for patients with treatment-resistant depression. rTMS is a brain stimulation method that has been shown to be effective for the treatment of major depressive disorder in patients who did not respond to conventional treatment with antidepressant medications. It is non-invasive, and uses a focused rapidly-changing magnetic field generated by a coil placed on the

head to induce electrical pulses, to stimulate nerve cells in targeted areas of the brain. The procedure allows patients to return to their everyday activities, including work or school, immediately after treatment. KTPH plans to extend this service to patients from other public and private clinics, and healthcare institutions from early 2023.

LEARNING ORIENTED TEACHING TRANSDISCIPLINARY EDUCATION (LOTTE) MEDICAL STUDENT ELECTIVE PROGRAMME

KTPH launched its inaugural Learning Oriented Teaching in Transdisciplinary Education (LOTTE) elective programme

for Year 4 NUS Yong Loo Lin School of Medicine students in April 2021. The four-week module was conducted in an inter-professional collaborative setting, and tapped on adult learning theory to spur optimal learning.

Faculty, comprising clinician educators from surgical, medical, and Allied Health fraternities in KTPH, covered seven themes that students could pre-select based on their interests. These included diverse topics such as trauma medicine, diabetic foot ulcers, palliative surgery, geriatric surgery, breast cancer care, liver cancer management, and bariatric surgery. Students divided their time equally for both surgical and medical sub-specialties, and attended ward rounds, clinics, operating theatres, and home visits. This provided them with real-world ground experience in transdisciplinary care to deliver better health outcomes.

CONTRIBUTIONS TO THE NATIONAL COVID-19 RESPONSE

In the past year, Yishun Health continued to contribute significantly to the national COVID-19 response, while providing quality care for its business-as-usual (BAU) acute and complex care patients. Yishun Health converted 31 per cent of its total campus bed capacity to support the pandemic response, with frontline staff and hospital support teams maintaining operations for the daily high bed occupancy.

Capabilities at YCH were enhanced to manage the increased load of sub-acute cases. Two additional patient holding areas located near YCH's Emergency Department were established and could take up to 80 patients. In October 2021, a 68-bed Community Treatment Facility was also set up in the hospital.

¹ The AEC service was placed on hold from February to October 2020 due to the COVID-19 pandemic.