

“SETTING UP OUR COMMUNITY CARE FACILITY (CCF) AT THE EXPO PRESENTED A HUGE CHALLENGE, AS THE VENUE WAS DESIGNED FOR SHOWS AND EXHIBITIONS, RATHER THAN HEALTHCARE SERVICES. WE HAD NO TEXTBOOK TO FOLLOW. BUT NEVERTHELESS, **THROUGH HARD WORK, CREATIVITY, DEDICATION, AND COMMITMENT, WE PULLED IT OFF, NAVIGATING THROUGH UNCHARTERED TERRITORIES.**”

Dr Jason Cheah Deputy Group CEO (Accountable Care), NHG & CEO, Woodlands Health

WOODLANDS HEALTH



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When COVID-19 outbreaks were detected among the migrant worker population in Singapore, Woodlands Health (WH) rose up to the national call to set up the first-of-its-kind Community Care Facility (CCF) at the Singapore EXPO. With WH at the helm, expertise and capabilities were harnessed and synergised across NHG, supported by public and private partners.

NAVIGATING THROUGH UNCHARTERED TERRITORIES

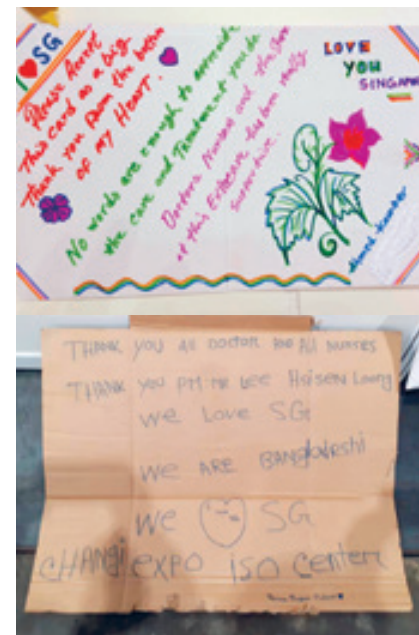
PROVIDING CARE AT THE CCF@EXPO

When COVID-19 infected the migrant worker population, WH redirected its focus, manpower, and resources to contribute to the national COVID-19 response. The CCF@EXPO was set up in record time, and the medical teams helped manage thousands of cases with mild symptoms. At its peak, the CCF@EXPO housed more than 8,000 patients, easing the load of hospitals across Singapore.

Below: Notes of appreciation from migrant workers cared for at CCF@EXPO.

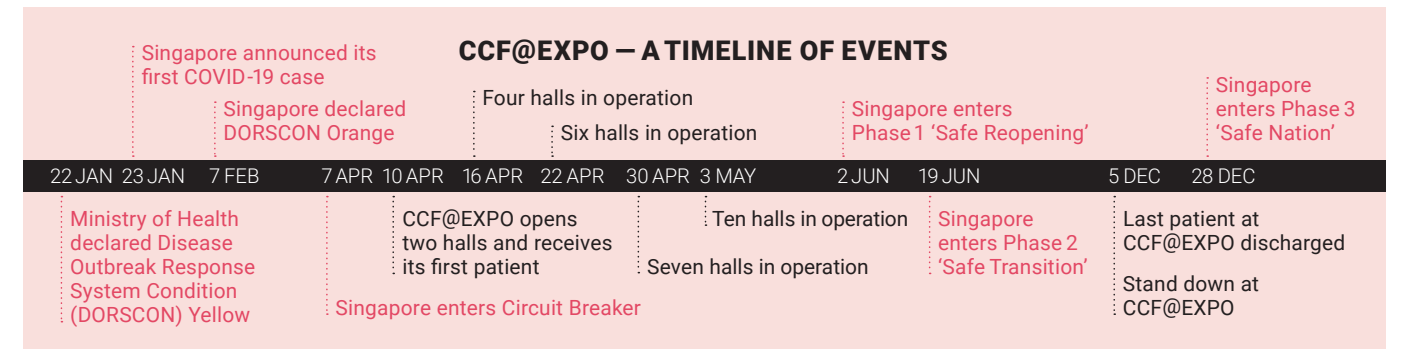


From left to right: Dr Jason Cheah, Deputy Group CEO (Accountable Care), NHG, & CEO, WH; Dr Wong Kirk Chuan, COO, WH; Prof Philip Choo, Group CEO, NHG; A/Prof Nicholas Chew, CMB, WH.



“The year that was defined by the coronavirus pandemic presented us with an opportunity to witness how the WH Family could rise to the challenge when called upon by the nation. From setting up the first CCF at D’Resort, the Singapore EXPO, to our pre-operations wards and various nested locations, everyone worked professionally and tirelessly to ensure the wellness of patients and the community. The work we did embraced our values of *People-Centredness, Integrity, Compassion, and Stewardship* (PICS). This spirit has enabled WH to continuously adapt to the evolving public health landscape and to reach out to our community.”

Dr Jason Cheah Deputy Group CEO (Accountable Care), NHG & CEO, Woodlands Health



PULLING TOGETHER AS A TEAM

While the CCF@EXPO was being set up, WH gathered a team of medical professionals and operations staff to provide round-the-clock care for patients. Doctors and nurses worked 12-hour shifts to manage admission and triage, conduct swab tests, monitor patients' vital signs, and provide treatment.

Many partners and organisations responded readily to support this mission. The Health Promotion Board (HPB) deployed 60 nurses and dental therapists from the School Health Service to help with the initial opening phase of the CCF@EXPO. Nurses from the Institute of Mental Health (IMH) and the National Skin Centre (NSC) also lent their support along with private, freelance, and retired nurses through the SG Healthcare Corps.

Doctors were split into two tiers – one for general monitoring, and the other for patients who required escalated care. The Nursing team, led by Ms Pua Lay Hoon, Chief Nurse, WH, ensured nurses at the CCF@EXPO were trained in infection control, performing swabs, documentation system, and handling of essential equipment.

Non-clinical staff from WH also provided logistics and administration support to ensure smooth operations.

As patient numbers grew and more halls were opened, the Singapore Armed Forces Medical Corps and SingHealth stepped in to manage two and four halls respectively, while WH managed four halls.



Above: The care team at the CCF@EXPO conducted exercise sessions to keep patients energised and engaged.

CARING FOR THE WELL-BEING OF STAFF AND PATIENTS

PROVIDING PATIENT-CENTRIC CARE

To improve communication with the migrant workers treated at the CCF@EXPO, WH Allied Health, Nursing, Operations, and Corporate Communications worked together to translate basic key information into Bengali, Tamil, and Hindi. Health booklets, videos, and posters which contained useful medical terms and other relevant information were also produced.

Apart from recording their vital signs at self-monitoring stations, patients were also taught to perform a six-minute walk test, which served to alert nurses when medical assistance was required. It also surfaced chronic conditions which patients had, to facilitate nurses in educating them on managing their health.

Additionally, the nursing and allied health teams collectively organised activities that kept patients engaged throughout their recovery. These included mass exercise sessions, art competitions, and festive celebrations.

CARING FOR STAFF WELL-BEING

The Staff Resilience and Organisational Growth (STRONG) Taskforce was formed to promote collective resilience in individuals and teams during the COVID-19 pandemic. Toolkits were developed to help staff manage burnout, promote adaptive coping, and access support resources.



WOODLANDS HEALTH



RALLYING TOGETHER

WH doctors, nurses, allied health professionals, as well as laboratory and pharmacy teams nested in various public healthcare institutions helped to care for COVID-19 patients. Some key initiatives included:

- The WH team helped convert two pre-ops wards at Yishun Community Hospital (YCH) to COVID-19 wards in response to the surge in patients.
- The Physiotherapy team worked together with colleagues from Khoo Teck Puat Hospital (KTPH) to produce educational videos to aid COVID-19 patients in their recovery.
- A townhall session to provide information, address questions, and allay concerns on COVID-19 vaccines.



ADVANCING BETTER PATIENT CARE

- In February 2021, WH organised its **first INSPIRE Congress** (INnovation, Safety, Performance, Improvement, REsearch Congress). It brought together teams from different specialties, to discuss the importance of adopting a multidisciplinary team-based approach to achieve the best outcomes for trauma patients.
- The **SPROUTS** (Small PROjects Utilising TeamS) research grant aims to improve processes in various specialties, and help formulate best practices. **12 teams** were awarded this grant, receiving up to \$10,000 funding for each successful application.



MOVING TOWARDS THE OPENING OF WOODLANDS HEALTH

The COVID-19 pandemic has significantly impacted the construction of WH, which will open progressively from 2023. The WH team remained focused on preparing for the opening of the Campus, by refining critical clinical and operational processes, and applying the learnings from the pandemic outbreak.

WH actively engaged the Woodlands and regional community; and participated in job fairs to attract Singaporeans who aspire to build a career in the healthcare industry. At the close of FY2020, there were more than 1,700 staff members in the WH Family.

FY21
SPROUTS GRANT

