



**SINGAPORE HEALTH
QUALITY SERVICE AWARDS**
2021



**STANDING IN SOLIDARITY
HONOURING COVID-19 HEALTHCARE HEROES**

About the Awards



Launched in 2011, the Singapore Health Quality Service Awards (SHQSA) is a nationwide platform that honours healthcare professionals who have demonstrated remarkable commitment in delivering quality care and excellent service. It is also a platform to appreciate individuals and teams from public, community and private healthcare institutions for their efforts which have made a difference in the lives of patients.

This year's edition of the SHQSA is a special Celebration of Unity as we honour close to 7,000 healthcare professionals and partners from 38 public and private healthcare institutions, community hospitals and agencies from the Community Care Sector who have contributed significantly in the nation's fight against COVID-19. They will be presented the Hero Awards.

SuperHero Awards will be presented to the top winners from the Clinician, Nursing, Allied Health and Administration categories. Teams with innovative initiatives that are sustainable with impactful results and that benefited patients, public and staff will be recognised with the Best Team Award.

Programme



2.00 pm

Arrival of Guest-of-Honour
Mr Gan Kim Yong
Minister for Health

Screening of SHQSA 2021 Video 1

Speech by Guest-of-Honour

Presentation of Hero Awards to participating institutions

Presentation of Special Mention and Merit Awards

Screening of SHQSA 2021 Video 2

Presentation of SuperHero and Best Team Awards

3.30 pm

End of Programme



SUPERHERO AWARD



WINNERS

ASSOC PROF TAN HIANG KHOON 4

ASST PROF CHOW WEIEN 6

DR EDWIN LOW CHENG TEE 8

ASSOC PROF HENRY HO SUN SIEN 10

DR GAN WEE HOE 12

DR DENNIS CHIA WEN JIE 14

DR SHAUN GERALD NATHAN 16

LEE LAI CHEE 18

SURIANA BINTE SANWASI 20

MELVIN LIM EI SHEN 22

RAFIKAH BINTE SAWAL 24

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TOH CHENG YEN 30

TAN YEE PIN 32

AVEN NG SHAN HUA 34

MARY EMELDA REDDY 36

SUPERHERO AWARD

CLINICIAN CATEGORY

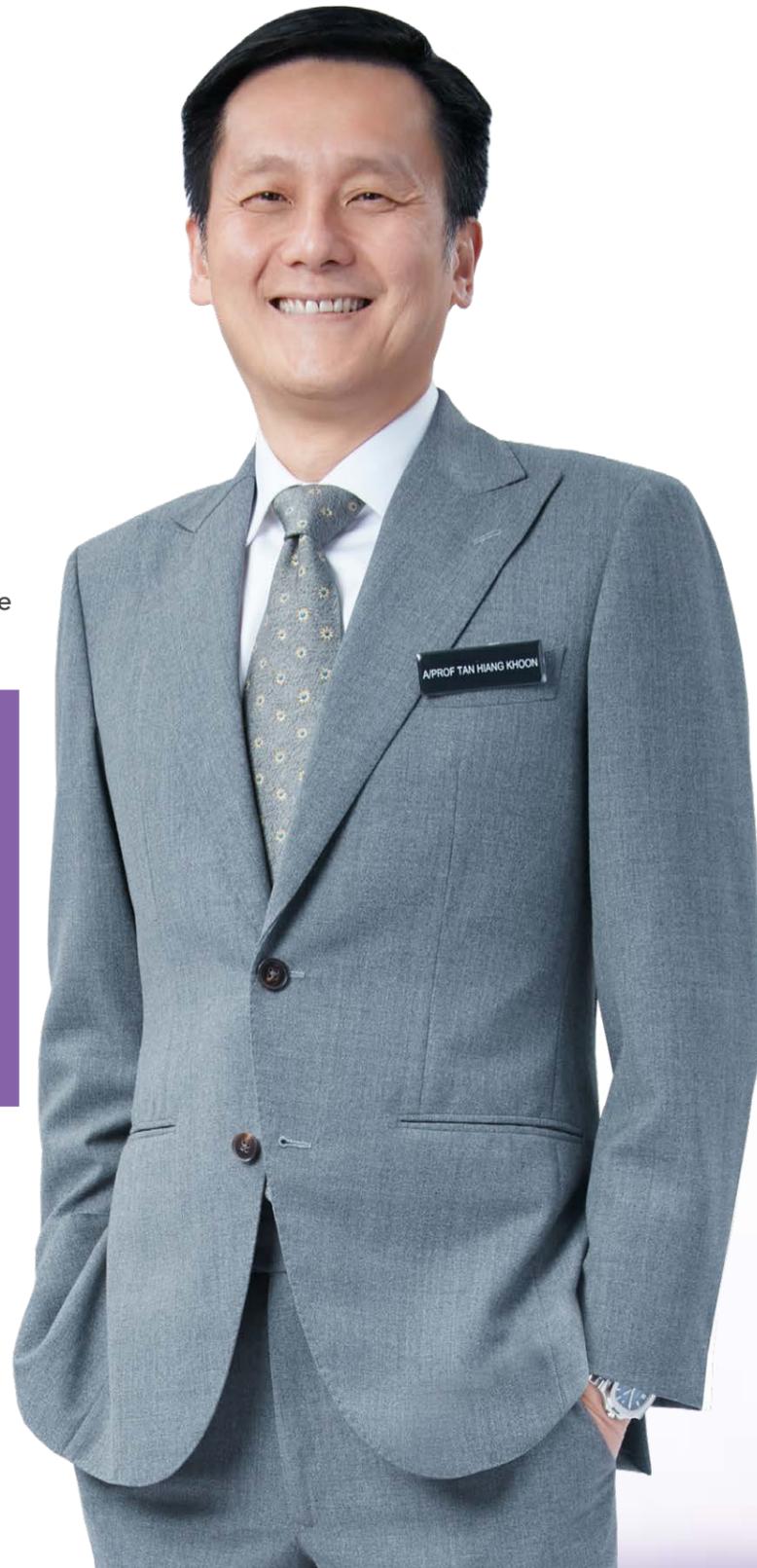
ASSOC PROF TAN HIANG KHOON

Medical Director, SingHealth
Community Care Facility

Senior Consultant and Chairman,
Division of Surgery and
Surgical Oncology

Singapore General Hospital
National Cancer Centre Singapore

"Everyone in the team understood that we were playing a pivotal role in our nation's fight against an unprecedented crisis."



Leading with Conviction



When Assoc Prof Tan was tasked to lead in the set-up of the Community Care Facilities (CCF) at Singapore EXPO and D'Resort to house more than 3,000 stable COVID-19 patients, he had his concerns.

"We had a team of healthcare workers from different institutions who had limited experience managing COVID-19 patients, and we had to do it in a facility that was not purpose-built to provide medical care," he explained. "On top of that, most of our external partners had no prior healthcare experience. The short timeline meant that we had very little time to get everyone up to speed, and my overwhelming worry was the safety of our staff, partners and patients."

Despite his trepidations, Assoc Prof Tan led the team to set up the CCF and its operations safely and smoothly in less than a week. This feat played an instrumental role in the care of stable, lower-risk COVID-19 patients while easing congestion in the hospitals, thus preserving the integrity of the nation's health system during the pandemic.

In addition, Assoc Prof Tan was actively involved in the holistic care of the CCF residents. For example, as most residents were migrant workers who did not understand English and were understandably anxious about their COVID-19 diagnosis, he worked with his teams to ensure proper communications

with them and looked into their emotional and psychological needs.

He was also a strong leader who cared deeply for his team members. "During a crisis, it is important that we articulate a compelling vision and cause. Everyone in the team understood that we were playing a pivotal role in our nation's fight against an unprecedented crisis," he said. To sustain this motivation, he worked hard to make sure that the team consistently felt safe and heard. There were regular engagements through townhalls and daily huddles, and quick turnaround time from feedback to the implementation of changes.

Under his leadership, the SingHealth CCF team achieved zero patient adverse events and zero healthcare worker transmissions. They also provided a positive experience for the CCF residents.

Being an academic at heart, Assoc Prof Tan hopes to contribute to the knowledge frontier to understand COVID-19 better. When asked how we can be better prepared for future pandemics, he said, "We need to learn from everything that we did – including understanding the outcome, impact, and collateral damage from our efforts, so as to determine how we can do better. The only way to be better prepared is to constantly learn and prepare for the next pandemic."

SUPERHERO AWARD

CLINICIAN CATEGORY

CL ASST PROF CHOW WEIEN

Medical Director (Alternate),
SingHealth Community Care Facility

Consultant
Department of Cardiology
Changi General Hospital

"The initial few weeks were the toughest as there were many 'unknown unknowns'. But these unknowns also presented us with the opportunity to think outside the box."



Undaunted by Challenges



As a doctor who was involved during the SARS outbreak 18 years ago, Asst Prof Chow knew that he could contribute during the COVID-19 pandemic. So, when he was asked to co-lead the management of the SingHealth Community Care Facilities (CCF) at Singapore EXPO and D'Resort, he took on the challenge without hesitation.

Working alongside Assoc Prof Tan Hiang Khoon, Asst Prof Chow had to lead the SingHealth team to set up the CCF within a short time. "The initial few weeks were the toughest as there were many 'unknown unknowns'. But these unknowns also presented us with the opportunity to think outside the box," he recalled.

Asst Prof Chow came up with several initiatives to manage this new and daunting undertaking. He established a medical regulator team within the CCF which served as a critical interface between SingHealth and the Ministry of Health. This helped to smoothen ground operations and provided an avenue to address operational issues promptly, minimising any delays to patient care.

Asst Prof Chow also oversaw the formation of a medical system analytics team, enabling epidemiological surveillance for the early detection and insights into possible outbreaks in a facility housing large numbers of residents. "We were cognisant that we were already fighting the

virus on multiple fronts, hence we needed to ensure that there were no other viral transmission events. This was important to keep our people and residents safe," he shared.

Beyond looking after the CCF residents and ensuring smooth operations, Asst Prof Chow cared deeply for the staff at the CCF. He engaged widely with the 'Angels' (doctors, nurses, allied health professionals, clinical support assistants) across different SingHealth institutions, and listened to their feedback and ideas.

When operations at the CCF were drawing to a close, Asst Prof Chow helped to facilitate a smooth transition of the staff back to their respective SingHealth institutions. He led discussions with key domain leads to plan and implement a transition roadmap that balanced the needs of the institutions and the CCF.

Having gone through two public health crises, Asst Prof Chow strongly believes in the importance of learning from one another. "Some of us came to this mission as Veterans, having fought SARS. We became Pioneers, having fought COVID-19 and we will now become Mentors. By sharing our experiences with our friends and families, and the younger generation, they too can learn to overcome future challenges, and that makes us stronger as One Singapore," he said.

SUPERHERO AWARD

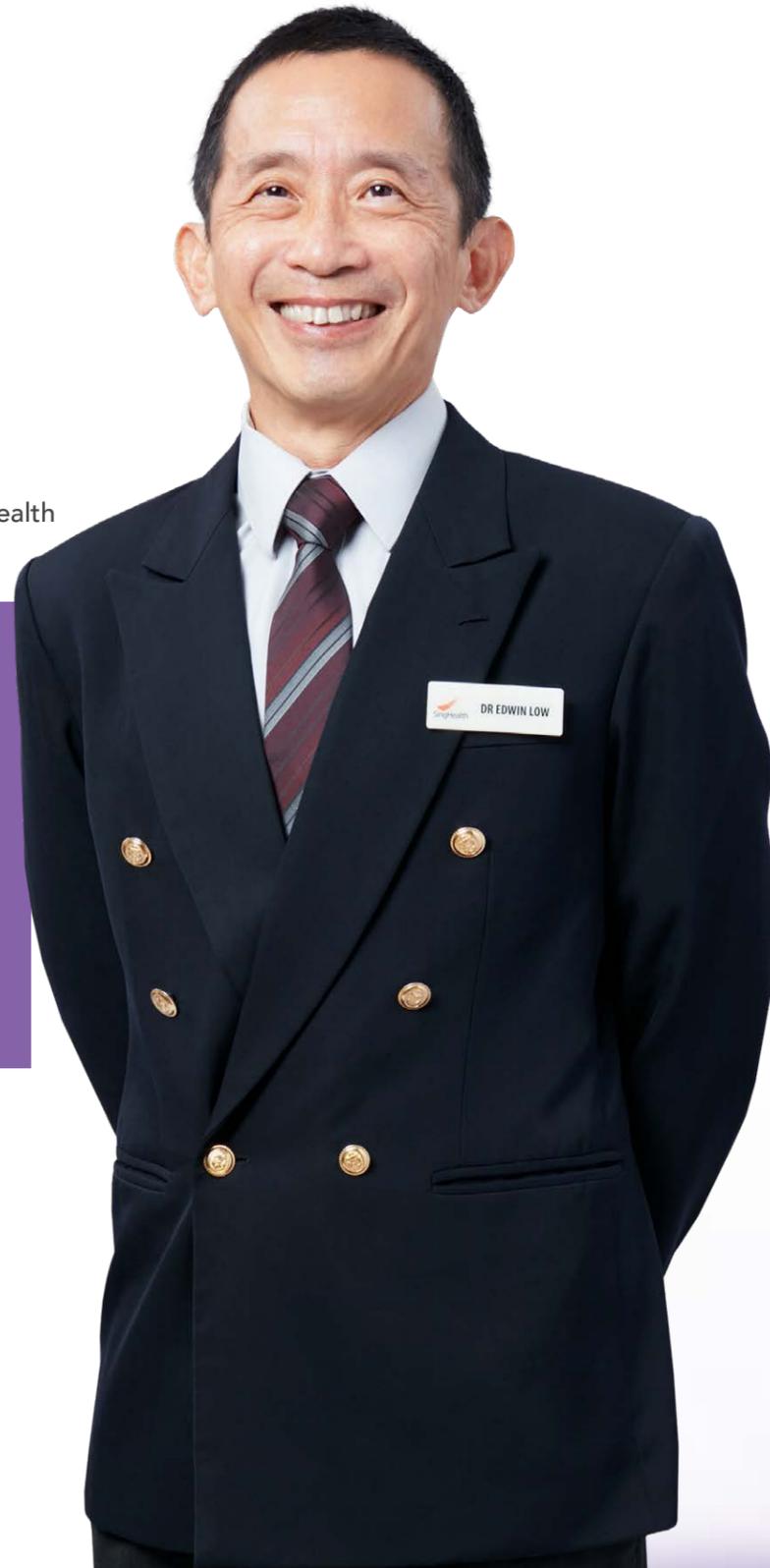
CLINICIAN CATEGORY

DR EDWIN LOW CHENG TEE

SingHealth Lead, Inter-agency
Joint Task Force

Director
Programme Development,
SingHealth Office of Regional Health

"There is always something to be thankful for, like seeing staff going the extra mile or witnessing acts of selflessness all around me."



Called to Lead



A former Singapore Armed Forces (SAF) man with a disarming smile, Dr Edwin Low always hoped to do something meaningful with his life. His readiness to serve saw him in action during previous crises, which was why, when he was asked in April 2020 to lead an inter-agency task force to manage the COVID-19 pandemic in the migrant worker dormitories, he accepted the role without hesitation, even though he had plans to cut back from work the following month.

"It was clear that we were dealing with a serious national crisis," he said. "So it wasn't a difficult decision to make." Armed with determination, compassion and his military experience, Dr Low effectively led his team in the difficult task of coordinating external operations among different agencies.

"The first few months were the most challenging in terms of the lack of knowledge about the virus, dealing with dynamic policy changes as new information emerged about the virus, working in unfamiliar environments, and working with many agencies across Singapore," he said. Thankfully, he had the support of the institutional leadership, as well as the many volunteers who readily took up the call to serve despite the arduous working conditions.

He recalled how his team was once tasked to conduct a mass swabbing exercise for 1,500 essential workers with only a day's notice. After successfully coordinating teams of swabbers from Singapore General Hospital and National Dental Centre Singapore, the swabbing operation was completed, safely and on time, allowing the workers to continue providing essential services.

Taking on the role also gave Dr Low the opportunity to see a side of Singapore he had never been privy to in the past. "The experience made me really grateful for all the contributions that migrant workers have made to Singapore. We would not be where we are today, if not for the sweat and toil of our migrant worker brothers," he shared.

During the darker days of the pandemic, Dr Low reminded himself to look for the silver lining, make the best of the situation, and embrace an attitude of gratitude. "I felt uplifted to see everyone in the team display a can-do spirit to solve the myriad of problems that arose," he said. "There is always something to be thankful for, like seeing staff going the extra mile or witnessing acts of selflessness all around me."

SUPERHERO AWARD

CLINICIAN CATEGORY

ASSOC PROF HENRY HO SUN SIEN

Head and Senior Consultant
Department of Urology
Singapore General Hospital

“Hard times do not create heroes. Instead, they unveil the ‘hero’ that is already within us.”



Game-changer through Innovation



Assoc Prof Ho believes in the critical role that innovation plays in healthcare delivery. Throughout his career, he has been actively involved in medical technology and device development, looking into ways of leveraging technology to achieve better clinical outcomes. When COVID-19 hit Singapore, Assoc Prof Ho immediately knew that innovation would be one of the keys to tackling the situation. “There is opportunity in every crisis. As part of an Academic Medical Centre, SingHealth is endowed with various research and innovation talent and capabilities. The pandemic was a burning platform for us drive innovations to support care, and its pace mandated quick solutions and even quicker implementation.”

Assoc Prof Ho was involved in the development and rollout of various COVID-19 innovations. For example, he was instrumental in the development of SG Shield, a “shield” which blocks healthcare workers from droplet deposition that patients may cough out during throat swab procedures. He also helped to roll out “temi”, robots which roamed the COVID-19 wards and SingHealth Community Care Facilities (CCFs) to facilitate tele-consultations, tele-pharmacy and tele-counselling. With temi, healthcare professionals were able to attend to COVID-19 patients virtually, reduce unnecessary time spent in the “red zone” of the facilities where patients stayed, and minimised the risk of viral transmissions to the providers.

Assoc Prof Ho was also tasked to be the Medical Lead and Innovation Lead at the SingHealth CCFs at Singapore Expo & D’Resort. Under his leadership, the team developed a Research Framework to guide project development at the CCFs. The framework provided ethical and clinical guidance, taking into account the need to prevent COVID-19 transmission, for research personnel entering the CCFs for their projects.

A total of 33 research applications were received, and 20 of them were approved after stringent checks and reviews. These projects were important for understanding COVID-19 care and coming up with new ways to improve it. An example of a successful project is “Doctor Covid”, a chatbot which disseminates important announcements to the CCF residents, and facilitates clinical and psychosocial surveillance through self-reporting questionnaires.

Amidst the stressful atmosphere at the CCF, the impressive display of humanity stood out to Assoc Prof Ho. “In the CCF, our healthcare professionals were lovingly referred to as ‘Angels’. They contributed to the non-medical part of the residents’ care – from registration at the sickbay to resolving how the residents could send money back to their families,” he shared. It was these actions that reinforced his personal purpose – to help others in need. “Hard times do not create heroes. Instead, they unveil the ‘hero’ that is already within us.”

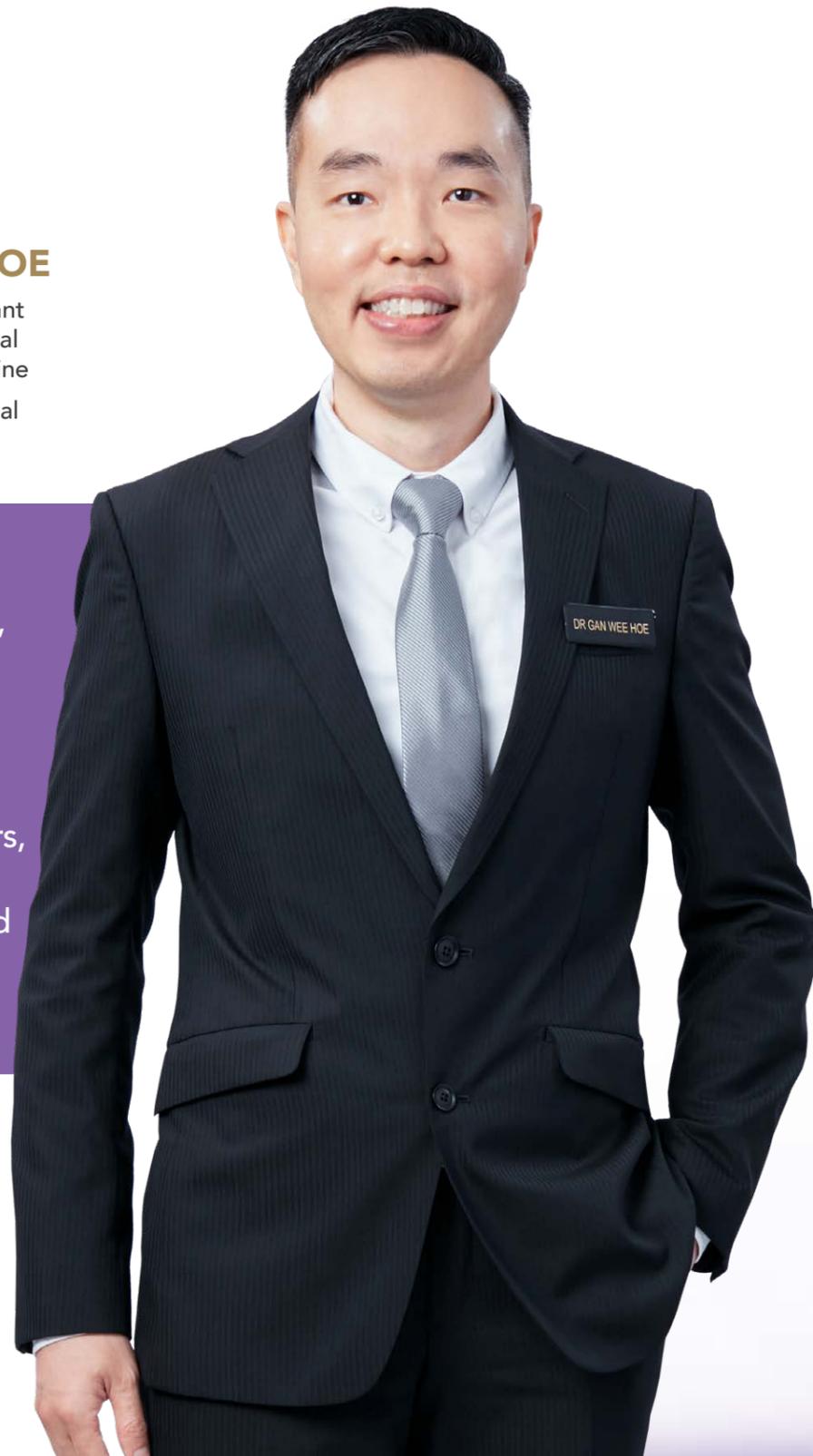
SUPERHERO AWARD

CLINICIAN CATEGORY

DR GAN WEE HOE

Head and Senior Consultant
Department of Occupational
and Environmental Medicine
Singapore General Hospital

“Teams came together to plan, coordinate and execute a set of measures to safeguard our healthcare workers, especially those who directly cared for patients with COVID-19.”



Man with a Mission



Even before the first COVID-19 case was confirmed at the Singapore General Hospital (SGH) in late January 2020, Dr Gan and his team had set up a dedicated medical facility to attend to healthcare workers with acute respiratory symptoms across the SGH Campus. This arrangement facilitated the early detection and screening of staff for COVID-19, enabling timely intervention and treatment.

The segregated workflow also worked well to safeguard the occupational health of other healthcare workers and minimised the risk of infection transmission to patients. Dr Gan also took charge of the coordination for mental health support to healthcare workers during the height of the pandemic.

“Prevention and early intervention formed the key pillars in SGH’s strategy in the pandemic. Teams came together to plan, coordinate and execute a set of measures to safeguard our healthcare workers, especially those who directly cared for patients with COVID-19,” he said.

Between April and June 2020, Dr Gan was seconded to the Ministry of Health (MOH), where he served as Head of the MOH Policy and Liaison Team at the Interagency Task Force set up to manage the situation at migrant worker dormitories. He and his team established the clinical and operational workflows for testing and management of migrant workers in dormitories across Singapore. “The mission was to minimise COVID-19 clusters in

dormitories, which could otherwise risk community spread and worsen the state of public health.”

One of his roles in leading the team was to translate and operationalise MOH public health policies to be implemented at the dormitories. “This was challenging due to the living conditions in the dormitories and the cultural practices of migrant workers of different nationalities. For example, communal cooking and sharing of food are common practices in many of their cultures and are expressions of friendship and support. However, we had to restrict this to mitigate the spread of the virus,” he shared.

Dr Gan’s ability to effectively consult and negotiate with various agencies smoothed the implementation of policies on the ground. Working closely with the Interagency Task Force’s medical operations teams, on-site medical teams, dormitory operators and volunteer groups, the stakeholders engaged the migrant workers through various channels and in their native languages to gain their understanding and support. “Some even became advocates on the ground to explain and solicit buy-in from their friends and co-workers,” he said.

For Dr Gan, battling the pandemic requires a united front. “It took the efforts of our entire citizenry, the will of the nation, its leadership and the collaboration among many public and private organisations to contain and mitigate the threat of the virus. We are only as strong as the weakest link,” he said.

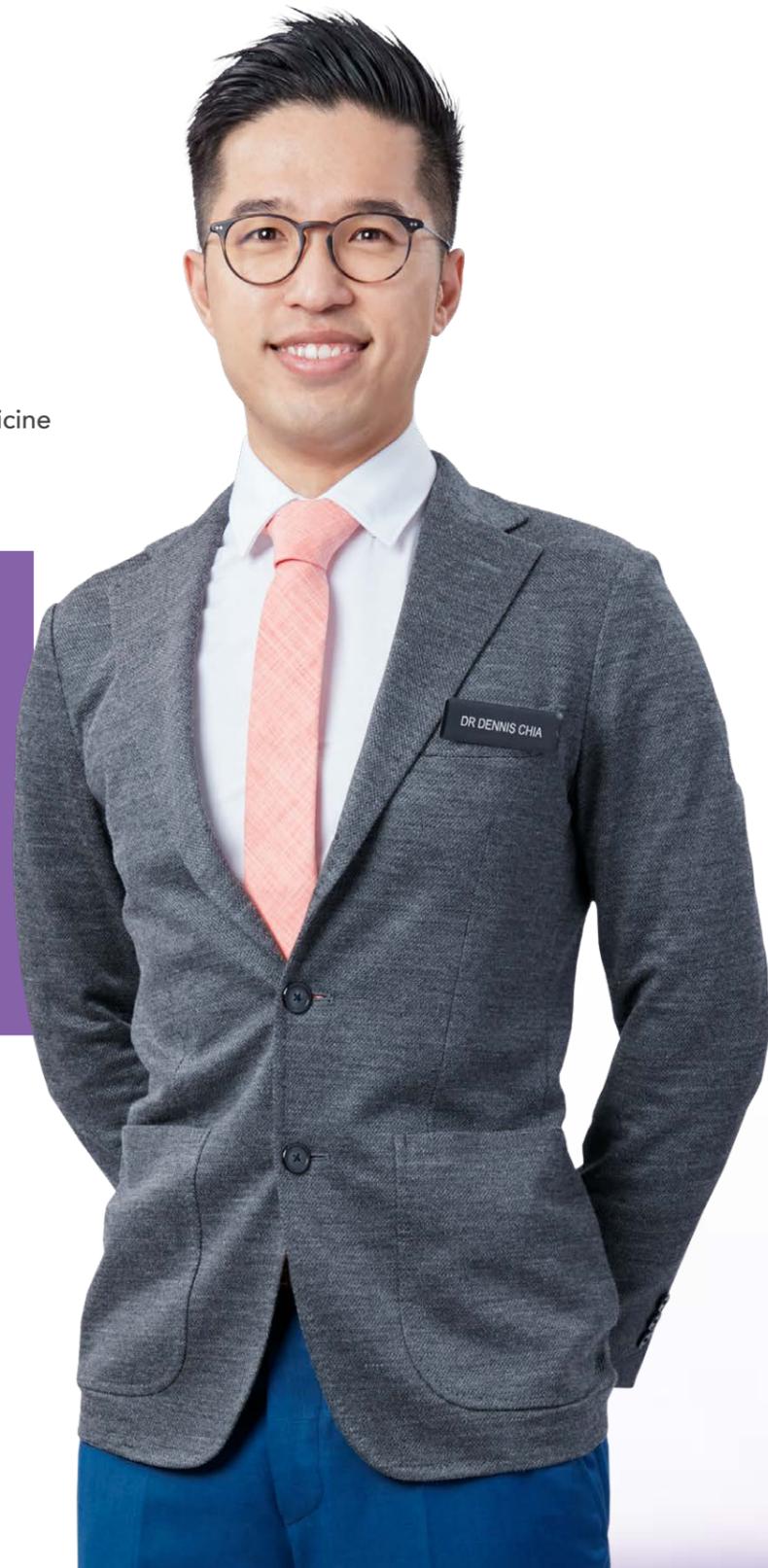
SUPERHERO AWARD

CLINICIAN CATEGORY

DR DENNIS CHIA WEN JIE

Consultant
Department of Emergency Medicine
Sengkang General Hospital

"I was impressed by the resilience of our migrant brothers and appreciated the brotherhood and camaraderie that they shared with one another."



A Listening Ear and a Helping Hand



Dr Chia always had a soft spot for the migrant worker community in Singapore and has been volunteering regularly at HealthServe, a non-profit organisation which provides medical care and support services for migrant workers.

When Singapore saw a surge in COVID-19 infections in the migrant worker dormitories, it was no surprise that he stepped forward to be part of the first Sengkang General Hospital (SKH) Mobile Medical Team deployed to the PPT Lodge 1B, one of the earliest and biggest COVID-19 dormitory clusters, in April 2020.

The team was assembled quickly and dived immediately into action. They saw large numbers of migrant workers who reported sick, many of whom were subsequently confirmed to have COVID-19. "I was impressed by the resilience of our migrant brothers and appreciated the brotherhood and camaraderie that they shared with one another. The older workers would look out for their juniors who, in turn, trusted them with their concerns and fears," Dr Chia said.

One of the main challenges of working in the dormitories was the language barrier between the healthcare team and the migrant workers. To overcome this, Dr Chia gathered a team of external volunteers who spoke the workers' native languages and created a screening questionnaire which would be pre-filled by the dormitory residents before being seen by the medical team. They translated medication labels as well. "This allowed us to communicate more

effectively with the workers, shorten the average consultation time, and reduce the chance of medication errors," he shared.

Dr Chia also invited HealthServe to address the psychological and emotional needs of the migrant workers, many of whom were unsure and anxious about their livelihood and health. HealthServe shared critical resources with the workers, such as COVID-19 information in various languages, its mental health hotline and even provided grief counselling for the roommates of a dormitory resident who passed away after a sudden cardiac arrest.

Additionally, Dr Chia joined the SingHealth Holistic response and Outreach Team (HOT) which focuses on the mental health and well-being of migrant workers. Together with offsite interpreters, the team visited migrant workers across the 15 dormitories that SingHealth managed, engaged them and listened to their concerns and feedback about the situation. The feedback was shared with relevant authorities such as dormitory managers, who looked into ways to address the problems.

At the height of the pandemic, Dr Chia recalled that fear was palpable given how novel and infectious COVID-19 was. Towards the end of his stint, he was heartened to see that change was in the air. "As we entered our final week of dormitory operations, seeing the previously solemn dormitory transit into its usual hustle and bustle, as the residents were cleared to return to work, gave us hope for the future," he said.

SUPERHERO AWARD

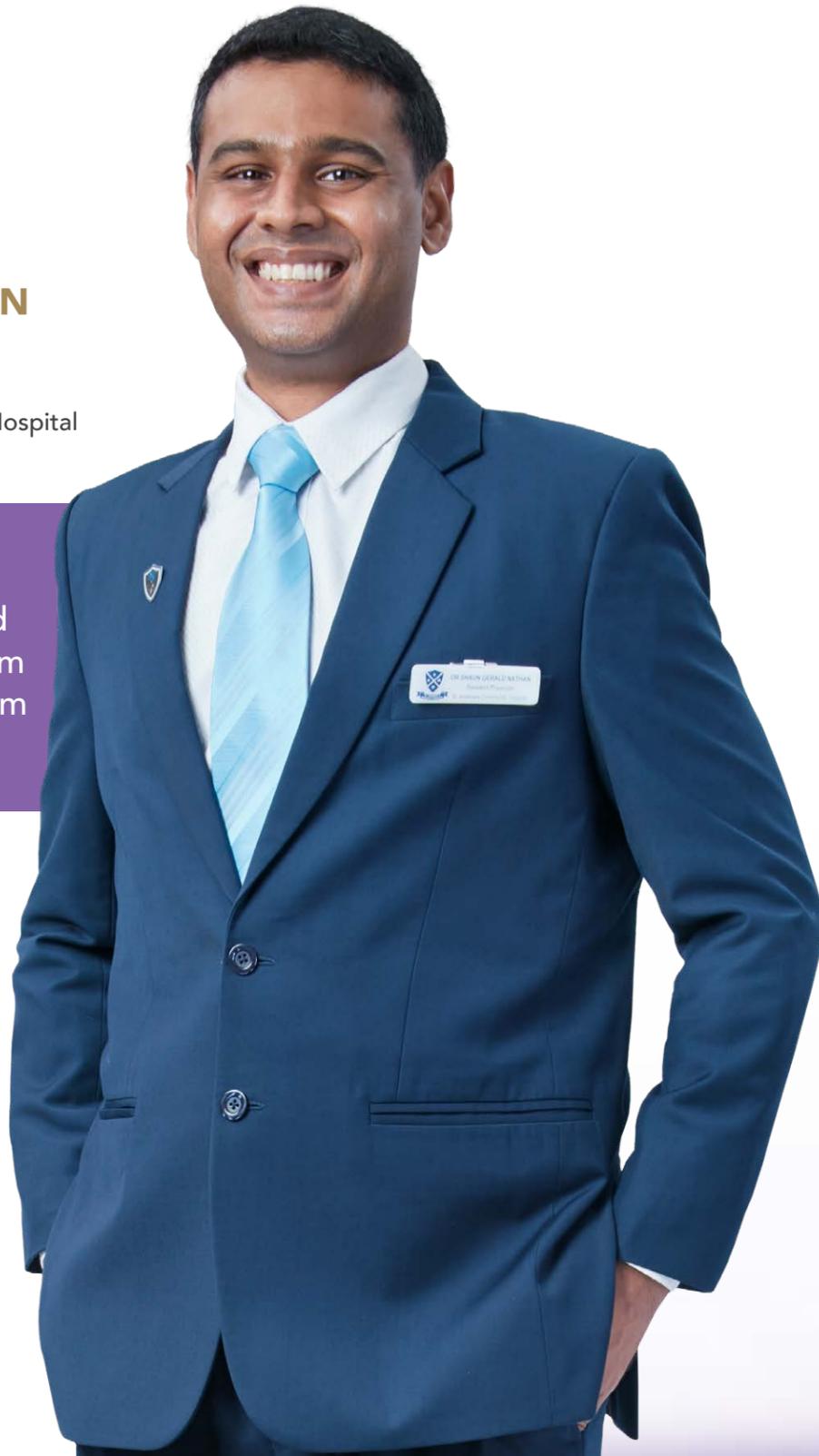
CLINICIAN CATEGORY

DR SHAUN GERALD NATHAN

Resident Physician
Medical Department

St. Andrew's Community Hospital

"The work that we do is vital and I realised that I am exactly where I am meant to be."



Driven by Empathy



Since young, Dr Shaun admired the dedication of healthcare workers when caring for the sick and elderly. He became a doctor with that same passion, caring for patients at the Palliative Care Ward in St. Andrew's Community Hospital. With his interest in caring for nursing home residents, he was also asked to help in Changi General Hospital's (CGH) EagleCare, a programme providing End-of-Life Care for CGH's partnering nursing homes.

During the COVID-19 pandemic, Dr Shaun supported the EagleCare team and two St. Andrew's Nursing Homes in caring for their residents. The circuit breaker and safe management measures posed challenges for nursing homes as their residents were separated from their loved ones. "Coming from an acute care setting, I wanted to be at the frontlines helping with direct pandemic care and control, but it soon became clear that there was this group of patients who also required care and attention," he shared.

As cross-institution movement of healthcare staff was restricted to mitigate the risk of COVID-19 infection, Dr Shaun initiated telemedicine to help provide care to residents at the nursing homes, even if he could not visit the homes physically. He also volunteered for swab operations in the

homes, where he helped in the training of nursing home staff on swabbing protocols.

At the St. Andrew's Nursing Homes, he realised that there was a need for special end-of-life care arrangements during that period. "As family members and friends were not allowed to visit, we wanted to make sure that the residents' end-of-life needs and wishes were looked after," he said.

He started a screening process for the residents and ensured that those identified to be near the end-of-life had a system of communication with their loved ones, and end-of-life care provision. He would review their conditions closely, often returning to the homes on weekends and after office hours when their conditions took a turn for the worse.

"One memory that will stay with me is that of a video conference session with a patient's family. As I watched the family comfort the patient on screen, I was reminded of the importance of face-to-face interactions in my line of work. It taught me to never take physical presence for granted," he said.

While the past year has had its ups and downs, it showed Dr Shaun that caring for the elderly is indeed his calling. "The work that we do is vital and I realised that I am exactly where I am meant to be," he said.

SUPERHERO AWARD

NURSING CATEGORY

LEE LAI CHEE

Assistant Director of Nursing
Infection Prevention and Epidemiology
Singapore General Hospital

"Be thankful for the resources that we are provided with. Believe that there is always a better way to do things, and be prepared for the worst."



Leading with Humility



She is known to be an excellent leader, but Lai Chee insists that the credit must go to her colleagues, supervisors and peers. "Every encounter with them is an excellent learning opportunity to develop my leadership skills," she said.

Her role as the Infection Prevention Lead at the Singapore General Hospital (SGH) placed a huge responsibility on her shoulders during the pandemic. Besides being instrumental in the development of operational and clinical workflows for the Swab Isolation Facility and the Ward@ Bowyer at SGH, Lai Chee was also the Infection Prevention Nursing Lead at the Community Care Facilities (CCFs) at Singapore EXPO and D'Resort.

"As the CCFs were not purpose-built as a healthcare facility, we had to elevate the infection control practices there to ensure safety for the CCF residents and staff. We reviewed existing protocols to ensure the practicality and applicability of the protocols in the non-traditional healthcare settings. Thankfully, we had an excellent audit programme in place before the pandemic that we could adapt for use at the CCFs."

The daily audits and immediate feedback were important to reassure staff that a system was in place to ensure that the CCFs were a safe place to work. Lai Chee

and her team also trained the infection prevention liaison officers and nurses deployed to the CCFs.

The CCFs eventually achieved zero transmissions of COVID-19 among all the staff. Lai Chee attributed this success to her team. "Infection control is always about teamwork," she said. "We have good leaders and a strong safety culture. That had a huge impact to the way we interacted with others, including those from non-healthcare sectors and locum nurses and doctors. It greatly helped in setting a common goal with them and with everyone's effort, we were able to achieve the results."

She also praised the residents at the CCFs, most of whom understood the necessity of the infection control regulations. "We made sure to communicate clearly with them and actively get their feedback through our Patient Experience Team," she said. "This helped to gain their support for the implementation of the Infection Prevention programme."

Lai Chee's pandemic experience taught her the importance of gratitude, acceptance and faith. "Be thankful for the resources that we are provided with," she said. "Believe that there is always a better way to do things, and be prepared for the worst."

SUPERHERO AWARD

NURSING CATEGORY

SURIANA BINTE SANWASI

Senior Nurse Manager
Singapore General Hospital

"I believe that a smile does not cost a thing but it is an effective medicine. If you take small steps to enhance happiness, you may notice a pleasant ripple effect all around you."



Spreading Smiles



Suriana first became a nurse to fulfil her mother's wishes, but has come a long way since then. Now 28 years into her career, she still feels honoured to be in this selfless profession.

At Ward 67 of the Singapore General Hospital, Suriana's optimism played a crucial role when her team faced tough situations during the pandemic. This included the conversion of general wards into isolation wards within a short frame of time for the growing number of COVID-19 patients.

As staff deployed to Ward 67 were from different wards and departments, her team also had to meticulously explain the work processes, procedures and policies to those supporting them.

Suriana spread her unique brand of positivity to the migrant workers under her care at the ward. Besides looking into their basic and clinical needs, she ensured that their mental health was taken care of. "They were far from their family, making an honest living in our country. In their time of need, it is our responsibility to look after them," she said.

Once, she saw a migrant worker performing his prayers on the cold hospital floor without a prayer mat. She quickly distributed blankets to all the Muslim migrant workers for use during their prayers, and subsequently sought donations for prayer mats.

"With the help of friends, family and kind strangers, we received prayer mats, clothing, and other essential items. We even had enough to assemble care packages for those who were on their way to the Community Care Facilities (CCF). In total, we distributed more than 2,000 care packages. I was very touched by the support from the community," she said.

She made sure to bid goodbye to each and every worker leaving the ward for the CCFs, and recalled one of them turning back and crying while thanking her.

Those moments are precious to Suriana, who feels privileged to part of her patients' lives, and for the opportunity to make them smile. "I believe that a smile does not cost a thing but it is an effective medicine," she quipped. "If you take small steps to enhance happiness, you may notice a pleasant ripple effect all around you."

SUPERHERO AWARD

NURSING CATEGORY

MELVIN LIM EI SHEN

Senior Staff Nurse
Community Nurse
Singapore General Hospital

"This pandemic has taught me that we cannot live in crisis forever, and we must redefine what is normal."



Unwavering Conviction



When Melvin was young, his maternal grandfather had a terminal illness. "I observed how the nurses took such great care of him and that piqued my interest in this field."

Today, as a Hospital-to-Home Community Nurse, he cares for patients with complex medical conditions and acts as the bridge for them between hospital and home. He ensures that patients remain well after discharge, and that caregivers are well-supported.

Melvin's passion and compassion found greater purpose during the pandemic. When the situation in Singapore escalated to DORSCON Orange, there was a call for staff to help manage COVID-19 patients. Melvin readily volunteered to be deployed to the Department of Emergency Medicine (DEM), which was often the first touchpoint for COVID-19 cases. "I wanted to do my part and lend a helping hand to my DEM colleagues who played the role of gatekeepers for infected patients" said Melvin.

A few weeks later, Melvin once again volunteered – this time, to be a part of the Mobile Medical Team at the migrant

workers' dormitories where he performed swabs and provided care to the dormitory residents. "The working environment was harsh as we had to be in full Personal Protection Equipment in the hot and humid weather and it was not easy communicating with the migrant workers, some of whom don't speak English," he shared.

Being tech-savvy, he used translation apps on his phone to communicate more effectively with the workers in their native languages. "They were more reassured when they could relay their concerns accurately to us," he said. "They were also happy that we made the extra effort to understand the problems and challenges they were facing."

The seven months he spent at the dormitories left a strong impression on Melvin. "We forged meaningful friendships and the camaraderie I experienced is something that I will cherish throughout my career as a nurse."

With the pandemic still lingering, Melvin shared the enduring lesson that he learnt: "This pandemic has taught me that we cannot live in crisis forever, and we must redefine what is normal."

SUPERHERO AWARD

NURSING CATEGORY

RAFIKAH BINTE SAWAL

Senior Staff Nurse

KK Women's and Children's Hospital

"Do a little bit of good wherever you are. When put together, those little acts of kindness can overwhelm the world."



Small Acts of Kindness



When Rafikah volunteered to help in the pandemic, her husband was understandably concerned. "The situation was still very new at that time, and we didn't know much about it." However, the mother of three knew in her heart that this was something that she needed to do, and her family eventually supported her decision.

In fact, Rafikah's passion for nursing was first ignited during the SARS outbreak. "Seeing how much the healthcare workers sacrificed to manage SARS inspired me to work hard at my Nursing course in polytechnic," she explained.

Deployed at Park Avenue Changi Hotel, Rafikah dove straight into caring for the migrant workers who were housed there due to COVID-19. Many of them were distressed at being confined within the facility. "Those workers were alone in a foreign land and it was very stressful for many of them," she explained.

Amid the dark situation and despite the language barrier, Rafikah did what she could to shine a light in their lives. To help the workers feel more at home and

lessen their anxiety, Rafikah volunteered to get items that they requested for. For example, some migrant workers shared that their skin was dry because of the air conditioning, and that coconut oil could be a good remedy. Rafikah used her own money and promptly bought them a few boxes of coconut oil, some of which she placed at the hotel reception for others who needed them. "They were grateful for even the smallest help," she said.

During the daily medical review at the facility, Rafikah observed that many migrant workers were wearing the same mask almost every day. Some of their masks were torn and soiled with sweat. She turned to Facebook to raise funds and managed to get 600 cloth masks for the migrant workers. Beyond giving them out to the migrant workers she worked with, she unselfishly shared the masks with her colleagues who were deployed to the dormitories.

For Rafikah, every deed, no matter how small, can make a big impact. "Do a little bit of good wherever you are," she added. "When put together, those little acts of kindness can overwhelm the world."

SUPERHERO AWARD

NURSING CATEGORY

FIONA OOI

Assistant Head
Nursing and Clinical Standards
Health Promotion Board

"I can choose to live my life by hiding and doing nothing, or getting up and doing something useful. Giving up is not an option."



Just Do It



"Sometimes in life, you just have to trust yourself to do the right thing." For Fiona, this has always been her approach in facing life's challenges.

Fiona had the difficult task of ensuring that they fully understood the importance of adhering to safety protocols and perfecting their swabbing techniques.

During the early days of the pandemic, she volunteered to be deployed at the Community Care Facility at the Singapore EXPO without hesitation. She felt that she could do more than the administrative and management work she did at the Health Promotion Board (HPB). "I missed being involved in direct patient care," she said. "I wanted to fight the pandemic headon by helping out at the frontlines."

To achieve this, she and her team developed a set of Standard Operating Procedures on the various methods of swabbing. She also introduced an on-the-job training guide and a competency assessment framework on the swabbing procedure and infection control practices. Under her watchful guidance, the workforce is now able to perform up to 20,000 swabs a day. "I'm proud that these lay persons managed to put aside their fears to take up the job," she said.

Subsequently, when she was asked to be a Lead Auditor and member of the HPB Swab Operations Clinical Governance Cell, a key part of the national swabbing operations, she jumped right in.

Fiona knows that while there will always be some uncertainty during a pandemic, what is certain is that everyone needs to put in the extra effort for the nation to pull through. "I can choose to live my life by hiding and doing nothing, or getting up and doing something useful. Giving up is not an option," she said.

With her sights set on the goal, Fiona worked tirelessly to plan a course of action to train a swab workforce of about 1,000 people within one month. As most of the trainees had no healthcare background,

SUPERHERO AWARD

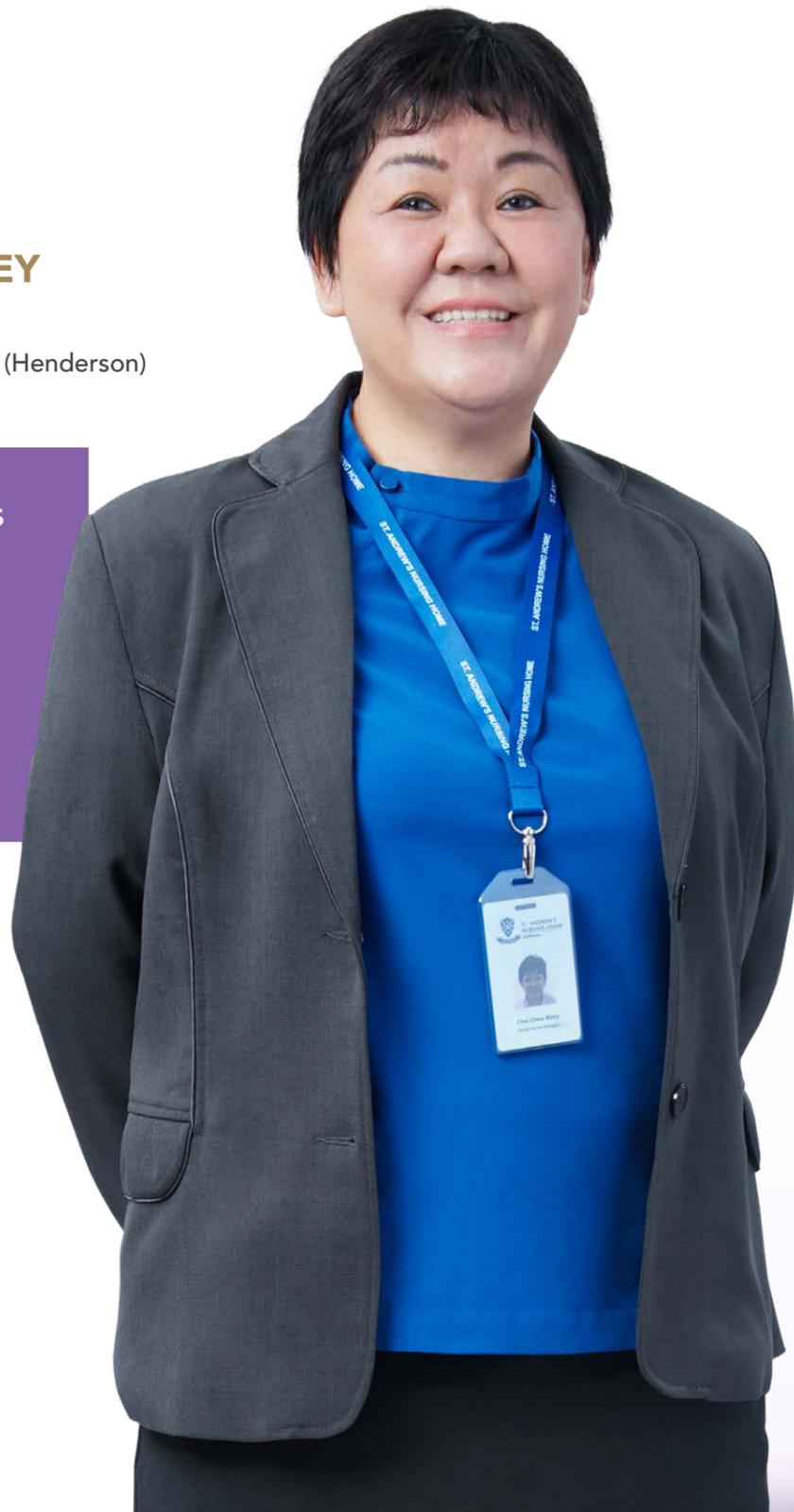
NURSING CATEGORY

CHAI CHEW MOEY

Senior Nurse Manager

St Andrew's Nursing Home (Henderson)

"All my tiredness and fatigue go away when I see my staff fulfilled and the elderly residents smiling and happy."



Leading by Example



If you ask the staff at St Andrew's Nursing Home to describe Chew Moey, you will likely get answers like "brave", "caring" and "selfless". Chew Moey became a nurse more than a decade ago to help the underprivileged. In the years since, she continued to make this her motivation, putting the welfare of her patients and her staff before her own. This was especially evident during the COVID-19 pandemic.

During Singapore's circuit breaker period when volunteers and visitors were not allowed in the Home, Chew Moey went the extra mile to think of creative ways to keep the residents engaged. Most of these residents suffer from dementia.

On weekends, she bought ingredients at her own expense to cook local favourites like fried bee hoon and laksa for the residents. She also brought her own dogs to the Home to keep the residents company. "They were smiling, patting and hugging my dogs, and even shared with us the fond memories they had with their own pets," she recalled. "Their laughter, smiles and conversations were really heart-warming."

Beyond her compassion towards patients, Chew Moey's leadership shone through the pandemic. When the staff of the nursing home had to undergo training to conduct swab tests, she volunteered to be the lead nurse to be trained and did not hesitate to be the first to be swabbed by the trainer. "I believe in leading by example," she said. "Most of my staff were afraid, and I knew that volunteering myself first would boost their confidence and ease their worries."

Her exemplary attitude never wavered through the difficult months as the pandemic wore on. Many of her staff looked to her for emotional and psychological support, and she made sure they felt appreciated for their efforts in managing the challenges during that difficult time.

For Chew Moey, all that she did for her staff and residents came from her heart. "All my tiredness and fatigue go away when I see my staff fulfilled and the elderly residents smiling and happy," she said. "The residents are even asking when my dogs are coming again!"

SUPERHERO AWARD

NURSING CATEGORY

TOH CHENG YEN

Senior Nurse Manager
Ward 12

Ren Ci Hospital

"Humanity must shine through in a pandemic, and I hope I have in my own small ways, inspired and reminded others to stay human and lead meaningful lives."



Caring by Nature



Taking on the role of "Mother of the ward", Cheng Yen puts her warm personality, positive attitude and natural gift for caring to good use. She continually gives her best, from looking after the welfare of the nurses in her ward, attending to the personal needs of her patients, to keeping up with new nursing practices.

"Nurses play an important role in a person's recovery," she said. "When I see my patients leave my ward in a better and happier state than when they first came in, I feel fulfilled."

Her experience with SARS and H1N1 equipped her with knowledge on infection control and the appropriate use of Personal Protective Equipment. "I felt more equipped to face COVID-19, and I knew that each of us played an important part and could always do more," she said.

During the COVID-19 pandemic, on top of her nursing responsibilities, Cheng Yen went the extra mile by learning to sew reusable masks to protect her colleagues and patients. When she heard that Ren

Ci was facing challenges with raising funds due to the pandemic, she sewed even more masks to sell and help in the hospital's fundraising efforts. With the support of her colleagues, family and friends, Ms Toh raised \$3,300 for Ren Ci and its beneficiaries.

She also prepared herbal tea and healthy desserts for her colleagues and patients to keep them well-nourished and healthy.

"Nursing is not just about physical care," she said. "When people feel loved and cared for, it gives them energy to live and to spread their own love. Love, kindness and compassion make the world smile!"

When asked what motivates her, she said that life can be fragile, and nursing has taught her not to take things for granted. "We have to live life to the fullest and be the happiest we can be," she added. "Humanity must shine through in a pandemic, and I hope I have in my own small ways, inspired and reminded others – nurses or not – to stay humane and lead meaningful lives."

SUPERHERO AWARD

ALLIED HEALTH CATEGORY

TAN YEE PIN

Head
Psychosocial Oncology
National Cancer Centre Singapore

"Building personal and team resilience in peacetime is critical to ensure that staff are prepared when a pandemic strikes. A common mission shared by a motivated team makes the impossible possible!"



Wellness Advocate



At the height of the COVID-19 pandemic, admissions to the Community Care Facility (CCF) at the Singapore EXPO were in the hundreds daily. Yee Pin was approached to lead the Resident Experience and Staff Wellness team at the CCF, which looked after the psychological and emotional safety of staff and residents, most of whom were migrant workers who spoke little English.

"It was my chance to contribute during a difficult time. But I also knew that it was not going to be easy – we were in uncharted territory taking care of migrant workers in a new environment, and working with staff from across SingHealth institutions who may not have worked together before," she said.

With the language barrier between the residents and the care team, Yee Pin realised that accuracy of information was crucial. She worked with various teams to look into the translation of resources and materials such as patient FAQs, care and discharge policies, as well as patient journey maps. These materials were quickly disseminated to the CCF residents to clear their doubts and assure them of the situation.

As the experience of being diagnosed with COVID-19 and having to stay at the CCF can be distressing, Yee Pin and her colleagues established a referral pathway to medical social workers and psychologists on site to provide psychological support. The team

also introduced activities such as board games, educational talks and stretching exercises to engage the residents during their stay.

Beyond providing psychological support, Yee Pin went the extra mile to ensure that the residents were comfortable. For example, she noted the meal preferences of the South Asian residents and requested for the food caterers to prepare more South Asian-tasting curries and softer rice, as the local rice texture was causing indigestion and bloating among some residents. She also negotiated for the incremental turning on and dimming of the hall lighting to mimic circadian rhythm to induce better sleep.

Yee Pin also saw the need to support staff at the CCF and ensure that they were coping well. She and her team started a feedback channel to survey their needs and set up regular staff engagement sessions with the Medical Directors of the CCF. This allowed staff to share their feedback, and helped the management to understand the needs on the ground and be able to address any concerns.

When asked what stood out to her from this experience, Yee Pin shared, "Building personal and team resilience in peacetime is critical to ensure that staff are prepared when a pandemic strikes. A common mission shared by a motivated team makes the impossible possible!"

SUPERHERO AWARD

ADMINISTRATION CATEGORY

AVEN NG SHAN HUA

Senior Manager
Division of Surgery
Sengkang General Hospital

"I believe that with greater knowledge comes greater opportunities. It's important to keep learning and never stop discovering, so that I can continue making a difference."



Making a Difference With Technology



Trained in biomedical engineering, Aven always aspired to develop technologies that can improve lives. After being exposed to hospital operations, he channeled that aspiration into refining healthcare processes as an Operating Theatre (OT) and Division of Surgery manager, where he oversees areas such as resource management and implementing quality improvement initiatives.

When Sengkang General Hospital (SKH) stepped in to manage the COVID-19 situation in the migrant worker dormitories, Aven played an integral role since day one, innovating IT processes for the dormitory operations. His early version of a dormitory operations registration system was adapted from the registration protocol used by SKH's Occupational Medicine Clinic. The later iterations with enhanced validation formulas facilitated a speedy registration process as well as accurate tracking of migrant workers who visited the on-site clinic run by SKH. The tool was later adopted by other healthcare institutions managing other dormitories across Singapore.

Aven also developed a warehousing template to track serological and swab samples, which was used at the end of serological and swab exercises to ensure that all the samples matched the registration data. This was instrumental in preventing any instances of mislabeling or missing

samples. He also worked with the lab staff to integrate this process with the Laboratory Information System to reduce the administrative burden of ordering the tests. This allowed for a seamless transfer of samples to the lab and efficient processing of the samples.

When asked how he felt about having the systems he developed widely utilised, he simply quipped, "The exceptional outcome we saw was made possible because of the teamwork, support and great culture within the team. Without good coordination and the strong support of the dormitory operators, the implementation and use of the systems would not have been successful."

On top of his work at the dormitories, Aven also established pandemic-related workflows in the OT and in multiple projects to ensure the safety of OT staff. One example is the development of an electronic registry that scans staff tags to track which staff was present at a particular OT, facilitating contact tracing where necessary.

Aven firmly believes in the saying that with great power comes great responsibility. "In the same vein, I believe that with greater knowledge comes greater opportunities. It's important to keep learning and never stop discovering, so that I can continue making a difference."

SUPERHERO AWARD

ADMINISTRATION CATEGORY

MARY EMELDA REDDY

Senior Healthcare Assistant
St Dominic's Ward

Mt Alvernia Hospital

"Seeing our foreign colleagues work here without their families, especially during a tough time like this, made me realise how fortunate I was and gave me the motivation to support them in my own little ways."



A Motherly Touch



When the St Dominic ward at Mount Alvernia Hospital was converted into an isolation ward to take in patients with fever, flu, respiratory symptoms and possibly the COVID-19 infection, 66-year-old Mary readily donned the Personal Protective Equipment (PPE) and served alongside her colleagues, despite her age.

"Initially I was anxious and worried for myself and family, but with the assurance and support from Mount Alvernia Hospital and many updated guidelines from the Ministry of Health to protect healthcare workers, my confidence increased," she said.

Mary, who has been a healthcare assistant at the Hospital for 24 years, set aside her concerns and cared for the patients as if they were her own family. Her warm smile and caring personality had a calming effect on the patients and their family members, which was particularly helpful in the midst of the uncertain pandemic situation. "There was a strict visitation policy that we had to follow which made family members uneasy. However, once we explained the rationale to them and reassured them that their loved ones were well taken care of, they were comforted," she shared.

One of the challenges Mary faced was in donning the full PPE, which was relatively new for her since she did not have to wear the PPE for her role previously. "We were a tight-knit team and helped one another when we donned the PPE. We looked out to ensure that we followed all the steps properly and were all adequately protected," she recalled.

Mary is affectionately known by many of her colleagues as 'Mother'. For many of her foreign colleagues who were unable to return home during the pandemic, Mary became their pillar of support and strength. "Seeing them work here without their families, especially during a tough time like this, made me realise how fortunate I was and gave me the motivation to support them in my own little ways," she said. She often brought home-cooked meals for them and lent them a listening ear, encouraging and comforting them.

When asked how she maintained a positive spirit through such challenging times, Mary shared about her encounter with a 94-year-old patient who was hospitalised for three months. "She advised me on how to deal with difficulties and how to pray for strength. I still cherish her words of wisdom, which have been very helpful to me when I have to deal with difficult patients. Patients like her are an inspiration to me."



BEST TEAM AWARD



WINNERS

TOGETHER @ SLEC 40

DInnoVAtors 42

SINGHEALTH COMMUNITY
CARE FACILITY TEAM 44

BEST TEAM AWARD

TOGETHER @ SLEC

St Luke's Eldercare



Care from the Heart



When news of the Circuit Breaker period in Singapore was announced, the staff at St Luke's ElderCare (SLEC) had only one concern – the seniors whom they were caring for. With the closure of its 23 Senior Care Centres across Singapore, they were worried that halting the daily routine that the seniors had in the Centres could affect their physical, mental and emotional well-being, especially for those with dementia.

"We needed to find new ways to reach out to them, to keep them purposefully and meaningfully engaged at home, while simultaneously providing necessary support to their caregivers," said Jennifer Goh, Senior Centre Manager, SLEC.

To address this, the SLEC team introduced the Care Ambassador Programme, where 165 staff were trained as Care Ambassadors. Their role was to contact the seniors and caregivers to check on how they were coping, and to get updates on the seniors' conditions. They helped to ensure their well-being and that they could get help when needed, even though they could not visit the Centres physically.

"Sometimes, we even had to be mediators between the seniors and their caregivers and be a source of information regarding COVID-19," shared Ms Ng Li Li, who was trained as a Care Ambassador. The trust that the seniors had in the SLEC staff was evident from how they listened to the Care Ambassadors on issues such as wearing of

masks, not leaving home on their own, or maintaining daily exercise.

Based on feedback gathered through the Care Ambassadors, the SLEC team then implemented other initiatives to target the emerging needs. For example, they introduced "Stay Home with #SLEC", a daily video series featuring staff and therapists doing activities that were usually done in the Centres, such as exercise, cooking or singing. The videos were broadcasted as hour-long episodes on SLEC's YouTube Channel and Facebook page. Caregivers responded positively to the video series.

"The videos helped to engage the seniors and gave their family members a glimpse of the programmes done in the Centres. The seniors enjoyed seeing familiar faces connecting with them on the screen," shared May Low, Senior Principal Occupational Therapist, SLEC.

SLEC also started a Caregiver Support Group via Zoom where multidisciplinary healthcare professionals gave advice and shared tips on engaging with elders at home.

For the staff at SLEC, COVID-19 became a blessing in disguise as it facilitated ground-up initiatives which required all the staff to participate, collaborate and contribute. "We have reached a new level of teamwork across all Centres, disciplines and departments," said Jennifer.

BEST TEAM AWARD

DInnoVAtors

Singapore General Hospital



Protecting Healthcare Workers



When the number of COVID-19 cases in Singapore surged in March 2020, a spontaneous conversation spurred the idea of developing innovative solutions to keep healthcare workers at the frontline safe. "At that time, healthcare workers were being deployed to various areas such as dormitories to conduct mass swabbing exercises and risk of infection was a concern," shared Assoc Prof Hairil Rizal Abdullah, Senior Consultant, Anaesthesiology, Singapore General Hospital (SGH).

Assoc Prof Hairil brainstormed ideas with his colleagues from SGH's Department of Anaesthesiology and the idea for SG-SAFE (Swab Assurance for Everyone) was mooted. SG-SAFE is a foldable, transparent booth fitted with a pair of biosafety level three gloves.

The booth acts as a barrier between healthcare professionals and the patient, and protects them from coming into contact with the patient's respiratory droplets. A swab that usually takes five minutes could also be done in half the time with SG-SAFE.

"We partnered The Biofactory, a local biomedical incubator, to come up with the first prototype within one week," Dr Hairil recalled. More than 60 units of SG-SAFE were subsequently deployed at SGH's Emergency Department as well as migrant worker dormitories where large-scale swabbing was being conducted.

The team did not stop there. Using the same design elements from SG-SAFE, they

developed SG-SAFE to protect radiographers who were performing chest X-rays on confirmed as well as suspected COVID-19 patients. With this system, the patient stands in a transparent isolation booth pressed against the X-ray plate while the radiographer operates the X-ray machine a few feet away outside the booth.

When swab operations in the dormitories started scaling down, the team looked at ways to protect patients and healthcare workers in the hospitals. They created the System of Portable Anteroom for Containment (SG-SPARC), a portable system that can convert hospital wards, intensive care units and operating theatres into negative pressure isolation rooms within hours to house patients with infectious diseases.

SG-SPARC can be fitted at the entrance of an area and includes a Hepa fan filter unit to induce a negative pressure environment that prevents infectious droplets and air from escaping the area. The system is now being used in SGH and is actively marketed both locally and regionally, especially in countries where there are insufficient isolation rooms.

Throughout the whole process, the team met with numerous challenges including the lack of funding, as well as design and engineering challenges. "But we also had overwhelming support from internal and external parties which helped make the initiatives successful. Everyone we worked with were so supportive and wanted to help in the fight against COVID-19," said Assoc Prof Hairil.

BEST TEAM AWARD



SINGHEALTH COMMUNITY CARE FACILITY TEAM

PARTNERS :

- CERTIS CISCO
- D'RESORT
- RESORTS WORLD SENTOSA
- SATA COMM HEALTH
- SINGEX



Coming Together for Others



On 23 April 2020, SingHealth was tasked to urgently set up and operate a 3,200-bed Community Care Facility (CCF) at the Singapore EXPO. This was at the height of the pandemic in Singapore, when the number of COVID-19 cases was rising rapidly and new infection clusters were frequently emerging from the migrant worker dormitories. CCFs were set up to house patients with mild symptoms and lower risk factors, to ensure that hospitals have sufficient capacity to care for the most critical cases.

Within less than a week of preparation, the CCF was operational. It was no mean feat as the team had never set up a large-scale care facility outside the healthcare setting before, much less one that had to care for infectious patients. With the success of the CCF at EXPO, the team extended their efforts to more facilities. They went on to set up the 530-bed D'Resort Recovery CCF while running the EXPO CCF at full capacity.

"There were 500 of us, who brought our unique set of skills and perspectives to the CCFs. We had teams looking after medical care, infection control, operations and facilities management, service and hospitality, and security, and we all had to come up with innovative approaches to meet the challenges in different areas,"

said Asst Prof Chow, Consultant, CGH and Medical Director at the CCF.

Beyond providing medical care, the team often went the extra mile for the CCF residents. For example, they set up an Art Corner so that the residents, most of whom were migrant workers, could engage in art activities during their isolation. Many of them enjoyed this and used art to express their dreams and aspirations.

The team had a philosophy of care – "People. At the heart of all we do", which was inspired by the SingHealth motto "Patients. At the heart of all we do". To achieve people-centric care, they put in extra effort to understand the needs on the ground. They would speak to the residents frequently to ensure that their voices were represented in major CCF decisions. Regular engagement sessions with the staff were also conducted to gather feedback and address any concerns.

When asked about their most memorable times at the CCF, the team pointed to their time spent with the residents. "We learnt a lot about the migrant workers' varied cultures, their personal journeys, and witnessed their mental strength and resilience despite their COVID-19 diagnosis," said Asst Prof Chow.

As the situation eased and the team returned to their regular roles in the various SingHealth institutions, they each found a renewed purpose and commitment.

"We are honoured to have served at the frontlines. This experience has taught us so much and we are ready for any new challenges ahead," said Asst Prof Chow.





SPECIAL MENTION



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SUPERHERO AWARD

(SPECIAL MENTION)

Leading with Foresight



SELINA SEAH

Assistant CEO (Transformation) and Chief Operating Officer

Changi General Hospital

perimeter lock-down, business continuity, logistics, and daily monitoring of its patient loads and workflows.

Her team also oversaw the set up and operations of the Hospital Swab-and-send-home Isolation Facility (HOSIF) and the Early Management (ELMA) Ward which enabled timely and appropriate medical care for COVID-19 patients without burdening the hospital's inpatient beds capacity.

When Singapore saw a surge in the COVID-19 infection in the migrant worker dormitories, Selina then worked with her colleagues to set-up CGH's Dormitory Medical Operations and daily external Mobile Swab Tasks. She coordinated the daily orders with external agencies to ensure that the teams deployed to the dormitories, hotels and nursing homes could work in a safe and conducive environment.

"As a leader, my role is to empower each team member to do their best. I am very grateful to work alongside many colleagues who willingly stepped into roles that were not in their current job description and rose to the challenge, working together as one," Selina said.

When Changi General Hospital (CGH) was planning for its new Integrated Building (IB) in 2014, Selina, ACEO had the foresight to seek approval for "acuity-adaptable" designed wards that allowed for IB wards to swing between acute, sub-acute and community wards where necessary. This included the three wards under St Andrew's Community Hospital, located in the IB.

This proved tremendously useful at the height of the pandemic, when these wards were used to right-site stable COVID-19 patients. "Having gone through the SARS and H1N1 outbreaks, I learnt that flexibility and agility are keys to future-proofing our capabilities, including infrastructure and logistics," said Selina.

Selina also played many key roles during the pandemic. She led the hospital's Operations and Transformation teams to quickly set up the CGH Operations Centre which developed COVID-19 policies on its

BEST TEAM AWARD

(SPECIAL MENTION)

A Chatbot that Cares



DOCTOR COVID PROJECT TEAM

SingHealth

COVID-19 patients who were clinically well and no longer required acute care, as well as newly confirmed COVID-19 cases with mild symptoms and low risk factors, were housed in Singapore's Community Care Facilities (CCFs) last year. Majority of these CCF residents were migrant workers who spoke various languages.

To overcome the language barrier, enhance care for these residents and reduce the risk of infection to healthcare professionals, a team from SingHealth and the Agency for Science, Technology and Research (A*STAR), with support from the Integrated Health Information Systems (IHIS), co-developed a chatbot known as "Doctor Covid" for the CCF residents. Doctor Covid was rolled out to the SingHealth-managed CCFs at Singapore EXPO, D'Resort and BVH, and was used by more than 4,000 residents.

Hosted on the Telegram mobile application, Doctor Covid is a multi-lingual tool featuring languages such as English, Mandarin, Malay, Tamil, and Bengali. It boasts a range of features such as the broadcasting of critical information and announcements to facilitate effective communication with the residents – especially those who did not speak English, and sharing of social content to keep them

engaged. It was also used to perform clinical and psychosocial surveillance through self-reporting questionnaires, where the residents responded to questions that assessed their clinical risk factors and mental wellness. This supported the medical and operations teams in monitoring the residents' health and well-being closely.

"The experience of being diagnosed with COVID-19 can be a stressful one, especially for migrant workers who were uncertain as to what to expect and who faced language barrier issues with the healthcare workers caring for them. At the same time, it was no easy feat for medical teams to take care of large groups of residents in community care facilities. Doctor Covid leveraged innovation and technology to better reach out, engage and care for these residents, while allowing healthcare professionals to gain better insight into how each resident is doing in their recovery," shared Franklin Tan, Director, Office for Service Transformation, SingHealth.

With some aspects of communication and monitoring of residents taking place virtually, medical teams reduced prolonged face-to-face contact with COVID-19 patients and the time spent in the "red zone" of the CCFs. This was important in minimising risks of viral transmissions among the healthcare professionals working at the CCF.

Doctor Covid was well-received by the CCF residents. Among close to 200 residents surveyed, 98 per cent found Doctor Covid useful, and more than 86 per cent indicated that they felt cared for because of the chatbot.

BEST TEAM AWARD

(SPECIAL MENTION)

Projections that Save Lives



CoVid - SOS

SingHealth

As the COVID-19 pandemic unfolded, it inevitably impacted healthcare services in Singapore. To understand the extent of this impact, a multidisciplinary SingHealth team institutions developed the COVID-19 Virtual Disease Health System Outbreak model for Singapore (CoViD-SOS).

"Our aim was to minimise the effects of the health crisis on Singapore's healthcare system. We used existing data and computer simulation techniques to understand system-wide effects, which in turn could help us make informed policy decisions," shared Prof Marcus Ong, Director, SingHealth Health Services Research Centre and Senior Consultant, Emergency Medicine, Singapore General Hospital, who was the Principal Investigator of this study.

The team built computer simulation models to evaluate the impact of policies on health systems. They analysed electronic health records and existing data from

SingHealth's population-based cohorts and databases to assess the utilisation of healthcare services due to COVID-19 and other conditions among medically vulnerable individuals. They also conducted qualitative studies to examine patients and key stakeholders' views of the healthcare system during the pandemic. The information was fed into the simulation models to predict outcomes such as deaths, admissions, complications and length of stay in healthcare facilities.

"Our project is a unique health services and systems dynamic approach to infectious disease modelling that looks at the entire health system. The CoViD-SOS model, together with the quantitative and qualitative analysis of data, enables effective evaluation of policies and scenarios focused on health and cost outcomes," said Prof Ong.

The CoViD-SOS model can be adapted for other infectious disease crises in the future and serve as a virtual simulation modelling platform to deal with external "shocks" to the healthcare system brought about by unexpected events. It will help healthcare professionals to make plans at the strategic level, and increase their ability to effectively deal with healthcare crisis at a national and global scale.

BEST TEAM AWARD

(SPECIAL MENTION)

Supporting Families Virtually



SPD EIPIC TEAM

SPD

The COVID-19 pandemic disrupted the lives and routines of many around the world. For a special group of individuals – children below six years old with developmental needs – the pandemic had a big impact on their daily routines.

At SPD, a local social service agency which helps people with disabilities to maximise their potential and integrate them into mainstream society, intervention for these children are typically conducted at their Centres with face-to-face guidance from the Early Intervention Programme for Infants and Children (EIPIC) teachers and therapists. With the closure of four SPD centres during the Circuit Breaker period, the children had to stay home and could not receive the care intervention they needed. The EIPIC team turned to video conferencing and online communications platforms to support these children and their caregivers.

“We started by ensuring that families had the necessary devices to access online resources and virtual consultations,” shared Tan Siew Huei, Senior Teacher, EIPIC, SPD@Jurong. They provided or helped repair laptops, sourced for devices such as tablets, and referred some families to Social Service Offices to tap on available funds to obtain the devices.

They then identified daily home routines such as meal preparation, play time and bath time, and developed resources which elaborated on the expected steps and intervention strategies in these routines. The aim was to guide caregivers on empowering their children to pick up specific skills through the routines. The resources were sent to caregivers via email and uploaded on the online parents’ portal, Little Family Room.

To encourage the caregivers to continue the exercises and communication with their children, the team also developed videos on therapy intervention. “We equipped caregivers on topics ranging from self-care and well-being of families to tips on engaging their children at home at different times of their day,” shared Siew Huei.

On top of these resources, the EIPIC team started weekly virtual consultation sessions to keep track of how each family and child was coping. It was the first time the EIPIC team conducted interventions and consultations solely through online platforms, but they learned to embrace its benefits.

“Although we could not meet the children face to face, we recognised the value of using the child’s natural environment at home as the guiding principle of early intervention. We could work with the caregivers to develop fun activity ideas and embed intervention strategies within their home routines,” said Siew Huei.

BEST TEAM AWARD

(SPECIAL MENTION)

Robots Against COVID-19



COVID WARRIORS

St. Andrew’s Community Hospital

Changi General Hospital

When the number of COVID-19 cases in Singapore was steadily increasing in April 2020, St. Andrew’s Community Hospital (SACH) was the first community hospital to admit and care for COVID-19 patients. 80 beds in SACH wards that were located at the Changi General Hospital- St. Andrew’s Community Hospital Integrated Building were converted for this purpose.

Technology was employed to reduce physical interaction and minimise risks of viral transmission, while facilitating effective patient care. “Given the infectious nature of the disease, one of our key priorities was to ensure the safety of healthcare professionals as they care for the COVID-19 patients. Hence we turned to technology to help keep our staff safe,” said Dr Ti Lian Lian, Senior Resident Physician, SACH.

Telepresence robots, known as OHMNI robots, were deployed at the SACH COVID-19 wards. They served as a video

conferencing platform through which patients could communicate virtually with their care team. They were also used as patient monitoring and surveillance tools, as well as broadcast devices and as a means of digital entertainment for the patients.

With these robots supporting the care for patients, healthcare professionals could reduce the amount of time they physically spent in the “red zone” where the patients were. “Healthcare professionals could use the robots to spend more time interacting with patients and explaining to them about their care plans, without concerns of disease transmission,” shared Ms Ng Shiyong, Jane, Information Technology (IT) Specialist, SACH, who was part of the team that rolled out the OHMNI robots.

As the robots were controlled remotely in the “green” zones which were the staff room and nurse stations, senior staff or interpreters could join in discussions with patients and help with clinical evaluation and communication easily. On top of that, healthcare professionals did not have to don full Personal Protective Equipment (PPE) in order to communicate with patients, reducing the usage of PPE and saving precious resources during the height of the pandemic.

SUPERHERO AWARD

(MERIT)

Clinician Category

Assoc Prof Toh Song Tar
Head & Senior Consultant
Department of Otorhinolaryngology -
Head & Neck Surgery
Singapore General Hospital

Assoc Prof Goh Seo Kiat
Senior Consultant
Orthopaedic Surgery
Singapore General Hospital

Dr Paul Chui Peng Sun
Chief
Forensic Medicine
Health Sciences Authority

Assoc Prof Ling Moi Lin
Director, Infection Prevention
SingHealth

Dr Wu Hong King
Medical Officer
Clinical Services
Changi General Hospital

SUPERHERO AWARD

(MERIT)

Nursing Category

Ms Sih Siew Gaik
Nurse Manager
Emergency Clinic
Farrer Park Hospital

Ms Sanda Thangarajoo
Assistant Director of Nursing
Department of Nursing Administration
Singapore General Hospital

Ms Jessie Lee Hui Xian
Senior Nurse Manager
Ward 45A
Sengkang General Hospital

Mr Goh Rui Hao
Senior Staff Nurse (Resident Nurse)
Department of Neurology, Ward 74
Singapore General Hospital

Allied Health Category

Ms Lee Soo Boon
Deputy Director
Pharmacy
Singapore General Hospital

Ms Lynn Tang Lay Hoon
Senior Medical Laboratory
Scientist Pathology
Sengkang Hospital

Administration Category

Ms Rita Wang
Head, Special Projects
Executive Office
Farrer Park Hospital

Mr Yang Hui
Senior Operations Executive
SOC
Singapore General Hospital

BEST TEAM AWARD

(MERIT)

Rising to the Call of the Nation

Ang Mo Kio - Thye Hua Kwan Hospital

OV Warriors

Orange Valley Nursing Home

IPE Angels of CCF @ EXPO

SingHealth

Kampong Napiri

Bright Vision Hospital

Ward @ Bowyer Team

Singapore General Hospital

Team Simei Campus

Changi General Hospital and St. Andrew's
Community Hospital

PANEL OF JUDGES

(JUDGING)

Best Team Category

Prof Christopher Chia

Lead Judge

Chairman, SingHealth Service
Excellence Committee (SEC)

Prof Tan Kok Hian

Group Director and Senior
Associate Dean

Institute of Patient Safety & Quality
SingHealth Duke-NUS Institution of
Patient and Senior Consultant
Division of Obstetrics & Gynaecology

KK Women's and Children's Hospital

Mr Sutowo Wong

Director

Analytics & Information
Management Division
Ministry of Health & Member of SEC

Mr Ng Hock Sing

Director

Emergency Preparedness and Response
Ministry of Health

Mr Tarun Maheshwari

Associate Director

Business and Ecosystem Development
Duke-NUS Medical School

PANEL OF JUDGES

(JUDGING)

Super Hero Category

Ms Khartini Binte Abdul Khalid
Lead Judge

SingHealth Board Member
Member, SingHealth Service Excellence Committee

Ms Dilys Boey
SingHealth Board Member

Member, SingHealth Service Excellence Committee

Assoc Prof Lim Swee Hia
Senior Director

Special Projects, SingHealth

Ms Elizabeth Quah
Group Director (Planning)

Planning Group, Ministry of Health

Dr Kenny Tan
Chief Executive Officer

St Luke's Eldercare

Mr Ellil Mathiyan
Co-Chair

SingHealth Patient Advocacy Network

Prof Chay Oh Moh
Senior Consultant and Campus Director

Paediatrics, Respiratory Medicine Service,
KK Women's and Children's Hospital

PANEL OF JUDGES

(SHORTLISTING)

Best Team Category

Mr Fuji Foo
Chief Digital Officer
Certis CISCO Security Pte Ltd

Mr Lim Cher Wee
Chief Operating Officer &
Head (Integrated General Hospital),
Ministry of Health,
Office for Healthcare Transformation

Assoc Prof Ling Moi Lin
Director, Infection Prevention
SingHealth

Ms Amy Tay
Chief Nurse

National Heart Centre Singapore

SuperHero Clinician Category

Dr Terence Tan
Lead Judge

Chairman, SingHealth Patient Experience Council

Head, Medical Affairs, Chief Quality Officer and Chief Risk Officer, National Cancer Centre Singapore

Dr Goh Siew Hor
Head of Clinical Services
NTUC Health Co-operative Limited

Dr Kelvin Teo
Director (Research Clinic)
Singapore Eye Research Institute

Dr Daniel Lee
Senior Director of Hospital Services
Thomson Medical

Ms Lay Sock Yee
Senior Manager Ops (MIP)
National Heart Centre Singapore

PANEL OF JUDGES

(SHORTLISTING)

 Super Hero
Nursing Category

Dr Terence Tan
Lead Judge

Chairman, SingHealth Patient
Experience Council

Head, Medical Affairs, Chief Quality
Officer and Chief Risk Officer, National
Cancer Centre Singapore

Dr Christina Tiong
CEO

Home Nursing Foundation

Ms Guna D
Assistant Director, Nursing
SunLove Home

Ms Yeo Bee Chin
Deputy Director, Nursing
National Dental Centre Singapore

Dr Ng Wai May
Deputy Director, Nursing
National Neuroscience Institute

 Allied Health
and Administration

Dr Terence Tan
Lead Judge

Chairman, SingHealth Patient
Experience Council

Head, Medical Affairs, Chief Quality
Officer and Chief Risk Officer, National
Cancer Centre Singapore

Ms Ong Hui Ming
Executive Director
Econ Healthcare Group

Dr Faizal Kassim
Medical Director
Primary Care Division
Clinical Quality & Governance Division
Fullerton Health

Ms Serene Foo
Senior Director, Quality Service
Singapore National Eye Centre

Ms Lita Chew
Group Director, Allied Health
SingHealth

*Congratulations
to all*

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