STRENGTHENING COMMUNITY BONDS
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Mr Gerard Ee Hock Kim

Chairman
Eastern Health Alliance
Let me share a story with you.

“An anthropologist studying the habits and customs of an African tribe found himself surrounded by children most days. So he decided to play a little game with them. He managed to get candy from the nearest town and put it all in a decorated basket at the foot of a tree. Then he called the children and suggested they play the game. When the anthropologist said “now”, the children had to run to the tree and the first one to get there could have all the candy to him/herself. So the children all lined up waiting for the signal. When the anthropologist said “now”, all of the children took each other by the hand and ran together towards the tree. They all arrived at the same time divided up the candy, sat down and began to happily munch away. The anthropologist went over to them and asked why they had all run together when any one of them could have had the candy all to themselves. The children responded: “Ubuntu, how could any one of us be happy if all the others were sad?”

Ubuntu is an African philosophy that can be summarized as “I am, because of who we all are.”

This story struck a chord with me because it made me realize that ‘ubuntu’ is in a sense the spirit of what we are trying to deliver better care for people through the Eastern Health Alliance. As the regional health system for Eastern Singapore, success will not come easy without our industry partners and communities, comprising of volunteers and professionals coming together to look out and care for those in our midst. The fact that Singapore is fast becoming a greying population gives our mission – Partners for Better Health – and our vision ‘Towards Seamless Quality Care - Together’ – an even greater sense of urgency.

Since our inception four years ago, we have grown from strength to strength, integrating our professional knowledge and skills, enhancing the level of service to the community, nurturing and developing a positive EH Alliance corporate culture, and leveraging on technology. The EH Alliance also oversaw a significant expansion of the Neighbours program to help vulnerable patients continue to stay well in the community and reduce hospital readmissions as much as possible.

FY 2014 also saw Changi General Hospital taking some bold steps with a slew of initiatives and projects. These include the opening of the Eastern Community Health Centre (Bedok North), organising a celebration dinner for our Singapore/CGH pioneer staff, and significantly, launching the Centre for Excellence in Compounding Sciences in partnership with pharma giant Baxter.

Looking forward, EH Alliance will continue to establish and strengthen new and existing bonds with our communities and tap into new areas of promising, innovative technology. However, all these efforts and programmes will become undone if we do not consciously and continuously deepen and develop the close working relationships that we enjoy with our industry partners and communities. This resolution to partner well together for the well-being of our collective patients and community will continue to serve as a guiding light for us as we move into 2015 and beyond, a regional health system that truly embodies the Ubuntu spirit in partnering together for better health!”
Mr TK Udairam
Group Chief Executive Officer
Eastern Health Alliance
When people come together united by a common purpose, the seemingly impossible becomes possible.

This is a fitting image for the Eastern Health Alliance community, which has always been about colleagues, patients and families, partners and healthcare professionals working together for the better health of people in eastern Singapore. The EH Alliance is already four years old; we built on good foundations and continue to strengthen them.

Since our inception as a regional health cluster, we have been hard at work guided by our values of mutual trust, respect and teamwork. For one, the EH Alliance, CGH and Philips Healthcare piloted Singapore’s first tele-health programme for heart failure patients in Singapore, integrating tele-monitoring, tele-education, and tele-care support. We also launched eastern Singapore’s first Family Medicine Centre in Bedok, providing a wide range of primary healthcare services under one roof. Siting the FMC with our third Community Health Centre in the east offers an even greater integration of key services. This is proving especially helpful for patients with complex but stable chronic conditions.

Our innovative GPFirst programme, rolled out in January 2014, helped reduce the number of less serious cases coming to the CGH A&E and we continue to support our regional GPs to better manage their patients with chronic conditions, constantly working to strengthen relationships with these key partners.

The second iteration of the EH Alliance’s Caring Awards 2014 continued to recognize outstanding staff from the EH Alliance and partner organisations for their dedication and care, including patients and caregivers. This year saw us nominate our first Superstar Award winner. We created this top award to recognize the very best of our Eastern Health Alliance staff who consistently go the extra mile in their caring service to patients. The Caring Awards is fast becoming an iconic event for the EH Alliance!

Programmes such as ECHO and Neighbours also continued to expand their reach in the east. ECHO, launched in Jan 2011, has been rolled out progressively to more neighbourhoods and aims to reduce the risk of diabetes, high blood pressure and high blood cholesterol through preventive health screening coupled with medical, diet and lifestyle intervention. The ‘Neighbours’ (for Active Living) programme aims to keep the vulnerable elderly well within their own community. Since its launch, it has successfully reduced hospital admissions and average length of hospital stay among vulnerable residents, and expanded to more neighbourhoods. Neighbours’ crucially involves a very deep and tight partnership with volunteers who live in the same neighbourhoods as the clients they support.

This year, our patient welfare charity HomeCare Assist raised about $200,000 through an inaugural Charity Golf event – a very encouraging effort to support our most needy patients who require interim support after discharge so that they can continue to remain well at home.

Changi General Hospital also had a busy but productive year. CGH completed its “Visioning journey” involving input and feedback from staff, to forge and launch a new CGH Vision and CGH Core Values, which will steer and guide the hospital in the years ahead. CGH also launched a new career progression framework for its Patient Services Associates, to improve their career prospects, skills training and capabilities for these crucial frontline staff.

CGH continued to innovate, expanding its Medical Emergency Team capabilities to run 24-by-7 (a first for Singapore) to help quickly identify and assist inpatients who may experience sudden and rapid deterioration. CGH also won an Elsevier Award for its ED Dashboard, which provides a visually rich, live overview of the A&E situation to facilitate decision making and reduce wait times for serious cases. The award recognises effective implementation of health IT to successfully improve care quality and patient safety. CGH also launched the iCOM Integrated Health Communicator, a project spearheaded by CGH nurses that involves a mobile device app that enables common phrases to be communicated in dialects, a boon for many of our healthcare staff not familiar with these languages.

CGH also forged innovative partnerships in various areas - from a key industry collaboration with Baxter Pharmaceuticals to develop a Centre for Excellence in Compounding Sciences (a crucial area of skills and capabilities development for the future), to one with Clown Doctors Singapore, a non-profit focused on ‘Medical Clowning’, where certified ‘clown doctors’ regularly visit some of CGH’s wards to help integrate humour into the care experience for patients, to help in their healing journey and create a more lively and relaxed environment for all.

The CGH-SACH Integrated Building also began operating towards the end of 2014, heralding the advent of a medical facility focused on optimised rehabilitation for patients, especially those elderly or recovering from stroke or trauma. With its range of diagnostic and rehabilitation facilities and a pleasant home-like environment, it will help facilitate patients’ transition back to home and community.

Our communities are crucial to us, influencing how we as a healthcare cluster evolve. I would like to thank every single person in our organization and partner organisations who have and continue to journey with us to innovate in delivering seamless quality care. As our Vision states, this is a journey not a destination, and I am excited to see how we will progress – together.
This was yet another exciting year for the Eastern Health Alliance and its partners whose teams won a number of awards at both national and international levels.

**MOH Health IT Excellence Award 2014**

CGH’s Assistant CEO, Ms Selina Seah, was awarded the ‘Champion for Health IT Excellence’ Award for her pivotal role in leading and advancing the use of health IT for the betterment of healthcare.

**Singapore Health (Platinum) Award 2014**

CGH was presented the Platinum award in recognition of its commendable Workplace Health Promotion (WHP) programmes. The Award was conferred by the Health Promotion Board (HPB) as a way of honouring organisations that strive to help their employees lead healthy and vibrant lives.

**The Webby Awards 2014**

This leading international award that honours excellence on the Internet selected Changi Sports Medicine’s website (www.csmc.sg) as an Honoree in the Awards’ Health category.

**Healthcare Humanity Award 2014**

Three CGH nurses were given this award for their exemplary performances and daring to go beyond their call of duty, from providing outstanding leadership to their staff to their steadfast care for patients. These three nurses are SSN Norlidah Bte Mohd, SSN Ong Qiu Feng and SSN Lee Mui Yok.

**PS21 Star Service Award**

Dr Tiah Ling from CGH was awarded the award for her dedication and care towards her patients as a Consultant in the Accident and Emergency department.

**Community Chest Platinum Award 2014**

CGH was awarded a SHARE Platinum Award for being a firm supporter of the Community Chest.

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**Nurses’ Merit Award 2014**

Six CGH nurses achieved accolades for their outstanding performance and professionalism. They are SNC Leong Yin Leng Elaine, SSN Zarina Bte Ahmad, SSN Siti Aminah Bte Abdul Majid, SEN Pakealetchmi Amah, APN Yu Xia and NC Marnie Tamayo Gutierrez.

**19th Yahya Cohen Memorial Lectureship 2014**

Dr Gan Eng Cern of the CGH Otolaryngology Department was awarded the Gold Medal for his paper, “Five-degree, 10-degree, and 20-degree reverse Trendelenburg position during functional endoscopic sinus surgery: a double-blind randomized controlled trial”.

**Building and Construction Authority’s (BCA) Universal Design Mark Award (Gold Plus) and Green Mark Award (Platinum)**

The BCA Awards are an annual event to honour displays of excellence in the built environment in areas of safety, quality, sustainability and user-friendliness. These two awards were given to The CGH-SACH Integrated Building for outstanding sustainable and universal design, including energy and water saving features, as well as architectural design aspects that cater to users with various physical abilities.

**PRISM Awards 2015**

CGH received a PRISM Merit Award for Outstanding Internal Communications Programme from the Institute of Public Relations of Singapore on 25 February 2015. This award was for CGH’s Visioning Journey staff communications campaign.

**HIMSS Elsevier Award for Outstanding Achievement in Healthcare IT**

The HIMSS Elsevier Award recognizes organizations that leverage health information technology to improve quality of care and patient safety. CGH received this noteworthy award for its implementation of the Emergency Department Dashboard, which helped manage waiting times, especially for more seriously ill patients.

**National Day Awards 2014**

Awarded to 26 EH Alliance and CGH staff for their contribution to public healthcare.

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The Eastern Health Alliance is upgrading facilities and building new ones to meet the healthcare challenges of the future.
Currently being progressively developed till 2020, the Simei Campus will be an integrated hub that provides holistic, patient-centric quality care for patients in the east. This facility will support seamless care for patients throughout their healing journey, from an acute hospital setting through to rehabilitation and transition back to home.

When completed, the Simei Campus will house a wide range of specialist, diagnostic, high-acuity and rehabilitation services along with education, research and innovation facilities. The vision is to create a vibrant teaching and research environment for clinicians and healthcare staff, and to groom the next generation of healthcare professionals.

The CGH-SACH Integrated Building

The CGH-SACH Integrated Building (IB) was completed in December 2014, after more than two years of intensive research, design and construction.

It is a first-of-its-kind healthcare facility in Singapore where two healthcare institutions, CGH and St Andrew’s Community Hospital, co-exist and use shared resources to transform recovery and rehabilitation for both acute and community hospital patients. The IB aims to deliver a new model of care that optimises the recovery and rehabilitation of patients so that they can resume their normal lives as early as possible.

Minister for Health Gan Kim Yong graced the topping out ceremony on 2 July 2014. Following the soft opening of the IB, Minister toured the new facility on Christmas Eve and expressed appreciation and encouragement towards staff working over the festive period.

Prime Minister Lee Hsien Loong also came to tour the IB and visited patients on 7 January 2015.

The IB houses outpatient clinics for Rehabilitation Medicine, Neurology, Geriatric Medicine and Psychological Medicine. Wards are being opened progressively till July 2015.

CGH Medical Centre

On 29 August 2014, a Groundbuilding Ceremony was held at the CGH Atrium to officially launch the CGH Medical Centre project. Minister for Health Gan Kim Yong graced the ceremony. It was termed a ‘Ground-Building’ because ‘Ground-breaking’ implies an instance in time, while ‘Ground-Building’ implies a journey. At the ceremony, the main contractor for the Medical Centre, Shimizu Corporation, was also appointed.
When completed, the nine-storey Medical Centre will provide advanced specialist outpatient care that is streamlined, efficient and more “personally targeted”. It will add new capacity for specialty care, house more than 130 consultation rooms and minor surgery rooms, as well as a dedicated training wing. More importantly, the Medical Centre will facilitate multi-specialty consultation, which will also provide greater convenience for patients.

Apart from the actual ceremony, there were pre- and post-event staff engagement activities, such as having staff sign on Lego bricks to form a Lego mural of the CGH Medical Centre, and giving all staff a special-edition notebook. The event was well-covered by major print and broadcast media.

CGH Main Building

A Discharge Lounge was opened in August 2014 at the CGH atrium for patients who are deemed fit for discharge. Patients can rest in the lounge while waiting for family members or caregivers to bring them home. This will help improve the bed turnover rate in the wards. The Agency for Integrated Care (AIC) also runs another facility, Servicelink in the Discharge Lounge. Servicelink is a one-stop centre providing assistance to patients and families for applications and referrals to Intermediate and Long Term Care (ILTC) services.

Three wards were renovated in 2014 to better facilitate the new model of care. This is part of an ongoing nine-year wards upgrading programme that started in 2011 and will continue till 2020. The upgraded wards have been re-designed to maximize comfort, privacy and safety for its patients.

Two rooms were also renovated to allow for minor surgical cases under local anaesthesia as well as therapeutic or diagnostic endoscopic procedures. This freed up operating theatre resources thereby helping reduce waiting times for both minor and major surgeries.

The nine-storey Medical Centre will provide advanced specialist outpatient care that is streamlined, efficient and more ‘personally targeted’.
APRIL TO JUNE 2014
A YEAR IN REVIEW
Eastern Health Alliance Caring Awards 2014

Minister for Manpower Mr Tan Chuan-Jin graced the Eastern Health Alliance Caring Awards 2014 held at ITE College East Auditorium on 5 May 2014. This is the second iteration of the Awards, which celebrates the dedication, courage, compassion and grace of staff, caregivers and patients across the EH Alliance founding partner institutions.

More than 1000 staff from these organisations received Silver, Gold and Star awards. For the first time, a Superstar category was also created as the highest level of recognition and commendation for staff. Senior Staff Nurse Pearly Tan from Changi General Hospital (CGH) was the inaugural recipient of the Superstar Award.

“We created the Superstar Award to recognise the very best of our Eastern Health Alliance staff who consistently go the extra mile in their caring service to patients,” said Mr T K Udairam, Group CEO, EH Alliance. “Pearly’s selflessness makes her put her patients first, whether on or off duty, whether lunchtime or after office hours. She makes a difference despite managing physical problems of her own. Her devotion to patients and to other staff, patients and caregivers is a fantastic inspiration to me, personally.”

“The Caring Awards celebrate the people who dedicate their lives to ensuring that Singapore’s healthcare system runs efficiently 24/7,” affirmed Minister Tan. “Be it a doctor, nurse, therapist, pharmacist, housekeeper or ward clerk, every one of them plays an important role in fulfilling our healthcare needs. These workers carry a tremendous responsibility in caring for the sick, and the expertise and compassion they provide is vital in the delivery of care and easing each patient’s experience. I am especially touched by the stories of the winners of the Hero Patient and Caregiver Awards. I am honoured to be able to celebrate and recognise their achievements.”

Three patients and seven caregivers were also awarded the Hero Patient and Hero Caregiver awards.

We created the Superstar Award to recognise the very best of our Eastern Health Alliance staff who consistently go the extra mile in their caring service to patients.
Opening of Bedok Family Medicine Centre and Eastern Community Health Centre (Bedok North)

On 24 May 2014, Eastern Health Alliance opened the first Family Medicine Centre (FMC) in eastern Singapore as well as its third Eastern Community Health Centre (CHC). Mr Lee Yi Shyan, Adviser to East Coast GRC Grassroots Organisations, graced the opening ceremony.

The Bedok FMC and Eastern CHC (Bedok North) are located side by side, a first-of-its-kind set-up for Singapore, providing a unique synergy of primary care services to treat many acute and chronic conditions.

A collaboration between the EH Alliance and Northeast Medical Group, Bedok FMC provides a wide range of primary healthcare services under one roof, including in-clinic minor surgery. This allows patients with complex but stable chronic conditions to enjoy greater convenience and accessibility to healthcare services.

Dr Lim Kim Show, Medical Director of Bedok Family Medicine Centre said, “The Bedok Family Medicine Centre aims to move towards a wellness-centric model of care, to improve patient experience and meet the growing needs of the population. For patients with chronic diseases, we provide team-based care through a proactive management plan that includes education, counselling and close monitoring. Diabetic patients can also get their eyes and feet assessed at Bedok FMC.”

The Eastern Community Health Centre (Bedok North) works with and supports General Practitioners (GPs) in the area by complementing support services such as x-ray, ultrasound and physiotherapy, to help GPs manage patient medical conditions without needing to send them to hospital for such services. This centre also augments the EH Alliance’s existing Community Health Centres – one at Tampines, and one at Bedok South, which have proven very popular with GPs.

Lower and middle-income patients who qualify for the Community Health Assist Scheme (CHAS) can also enjoy subsidised rates at these centres. Other patients can use their Medisave to pay for treatment of chronic conditions under the national Chronic Disease Management Programme (CDMP).

On the opening of the two centres, Mr Lee Yi Shyan said, “With the aging population and more people developing complex chronic conditions, going to hospitals to seek treatment is not a long term solution. Advanced primary care facilities such as the FMC, with clinical support services by CHCs, will have a greater role to play within the community.”

The Bedok Family Medicine Centre aims to move towards a wellness-centric model of care, to improve patient experience and meet the growing needs of the population.
In June 2014, CGH’s Medical Emergency Team (MET) made history by becoming the first hospital in Singapore to run the service 24/7.

**CGH’s Medical Emergency Team (MET) goes 24/7**

In June 2014, CGH’s Medical Emergency Team (MET) made history by becoming the first hospital in Singapore to run the service 24/7.

The MET was started at CGH in 2009 to focus on identifying inpatients who are rapidly deteriorating to address their medical needs in a timely fashion and prevent medical crises. Led by Dr Augustine Tee, Chief of Respiratory & Critical Care Medicine, the programme has seen encouraging results, with a 50% reduction in the occurrence of cardiac arrests outside the Intensive Care Unit (ICU), and fewer adverse events such as respiratory failure or renal failure.

The MET team is manned by specialists, nurses and respiratory therapists trained in critical care. Any CGH healthcare professional can alert the MET team if he notices that the condition of a patient is worsening, based on a checklist of warning symptoms publicised via posters and charts throughout the hospital. Once activated, the team is committed to respond in about five minutes.

Said Dr Tee, "We realised that many patients actually deteriorate at night, so we planned this 24-hour rollout of the MET to address this area of need. As a result, there have been many patients who have benefitted as we are able to arrest their deterioration in a very timely manner. Timely critical intervention when a patient worsens can make all the difference in outcomes."
JULY TO SEPTEMBER 2014
CGH’s innovative ED Dashboard extracts real-time data from various sources to provide A&E doctors and staff with key information at a glance.

**‘Real Time’ Dashboard at CGH A&E Clinches Elsevier Award**

CGH won the Healthcare Information and Management Systems Society (HIMSS) Elsevier Awards for Outstanding Achievement in Healthcare IT for its Emergency Department dashboard that helps manage waiting times, especially for more seriously ill patients.

The innovative ED Dashboard extracts real-time data from various sources to provide A&E doctors and staff with key information at a glance. Information such as patient volumes and waiting times enable the team to provide more timely medical care for more serious cases by deploying resources efficiently.

The dashboard has helped reduce waiting times by one-third – from an average 36 minutes to 24 minutes – for more serious cases.

CGH management can also view the dashboard from their computers, tablets or mobile phones securely, which facilitates more timely decision making. The system has also improved coordination across departments when facilitating patient flow.

A mass casualty module built into the dashboard also enables staff to better handle a substantial surge in patient volumes and workload in the event of a mass casualty or civil emergency situation.

“The ED dashboard has helped our staff provide timely treatment for more serious A&E cases, by enabling us to access and utilise real-time data to manage our A&E situation and the patient flow to the wards,” said Dr Lee Chien Eam, CEO, CGH.

“I’m encouraged by how the system is helping to improve care and outcomes for the more than 150,000 patients that are seen at our A&E each year.”

**Honouring Our Pioneers**

CGH organised a special event on 11 September 2014, gathering nearly 200 pioneers – both past and present staff – in CGH’s central Atrium for an evening of fun, food and laughter. This Pioneer Generation celebration, ‘Honouring Our Pioneers’ aimed to thank them for their myriad contributions over previous decades to CGH and its predecessor organisations, Changi Hospital and Toa Payoh Hospital.

Our pioneers have, through their dedication, commitment and determination, overcome many obstacles to help make CGH what it is today. With often limited resources, our pioneers innovated and gave quality care to our patients, often under difficult conditions.

Staff of CGH were roped in to invite, engage and host the pioneers they ‘invited’ back for this occasion. It was a great opportunity for staff – many Pioneers themselves but still working in CGH – to catch up and reminisce with old friends, many of whom they had not seen for years. Scenes of retired doctors, nurses and allied health pioneers mingling and catching up with their protégés and ‘young’ charges (many already senior staff in CGH) were the order of the day. Senior Minister of State for Health Dr Amy Khor graced the event.

The evening of music, song, fellowship and entertaining table games ended with a ceremonial toast where Dr Amy Khor and EH Alliance and CGH senior management, together with a handful of representative pioneers went up onstage to honour our pioneers. Truly an event for the history books!
Heart failure patients can enjoy a good quality of life if they are engaged in their care and given the necessary support. Education and monitoring are key components for success.

Singapore’s first tele-health programme for heart failure patients

EH Alliance and CGH partnered with Philips Healthcare to pilot Singapore’s first tele-health programme for heart failure patients. The innovative programme integrates three key elements: tele-monitoring, tele-education, and tele-care support via the EH Alliance’s Health Management Unit (HMU) nurse telecarers. These help engage heart failure patients in the care of their health, and help reduce the risk of hospitalization and premature death. Programme Director and Senior Consultant of CGH’s Department of Cardiology, Dr Gerard Leong explained: “Heart failure patients can enjoy a good quality of life if they are engaged in their care and given the necessary support.

Education and monitoring are key components for success. Once heart failure patients understand and feel more supported and confident about how to manage their conditions, they are more likely to follow their treatment plan and make the needed lifestyle changes. This innovative Heart Failure Tele-health Programme aims to help us achieve this.”

Singapore’s first heart failure tele-health programme builds on an established heart failure programme in CGH (accredited by the Joint Commission International since 2006) and an ongoing heart failure programme run by the HMU. Through these efforts, CGH has achieved a lower heart failure mortality rate than international centres.

“While CGH has achieved good outcomes, we believe we can do more for heart failure patients,” added Mr T K Udairam, Group CEO, EH Alliance. “Therefore we are excited by the potential of tele-health services to help heart failure patients better manage their condition and bridge care gaps between hospital and home. Simply put, we are bringing care to patients’ homes and providing the convenience for them to easily monitor themselves as part of their daily routine, and to provide information and assistance when they need it. We are glad to work with Philips to bring this programme to Singapore.”

The pilot started on 26 June 2014 and aims to enrol approximately 160 heart failure patients by the year’s end.
The GPFirst programme helps bring down number of cases seen at CGH A&E

Since its launch in January 2014, the GPFirst programme is one of the key initiatives that has helped reduce overall CGH A&E attendances by 5.5%. The number of less-serious cases coming to the A&E was 7.4% lower than 2013 and self-referrals to the CGH A&E also reduced by 9.7%.

GPFirst, a joint programme by the EH Alliance, CGH and participating general practitioners (GPs) in eastern Singapore, seeks to educate and encourage people to see their GPs first if they have mild to moderate symptoms. The programme is supported by a public education programme and anchored to an interactive website (www.gpfirst.sg) where visitors can learn about the various common conditions that can be treated by GPs, and to be able to locate the nearest participating GPs. Bus ads and bus shelter posters helped to drive awareness of the central message for GPFirst, directing people to the GPFirst website and its resources.

GPFirst has been well-received by patients and GPs. As of 31 March 2015, more than 170 GP Clinics joined the scheme, representing more than 60% of GPs in the East (extending into Sengkang and Punggol estates). “We are encouraged by the impact of GPFirst on CGH’s A&E attendances. This allows the A&E to optimise its resources for sicker patients,” said Mr TK Udairam, Group CEO, EH Alliance. “More importantly, we are glad the public is gradually recognising that GPs are able to treat a wide range of medical conditions. This shift in behaviour and attitude will improve the overall delivery of healthcare in Singapore.”

Supporting the GPs in the region, CGH has set up various facilities such as e-learning and videocast lessons, Continuing Medical Education talks, and a 24/7 A&E Consultant Hotline for GPs. GPFirst Aide, a mobile app developed by CGH and launched in March 2015, provides GPs with easy access to a consolidated set of 12 decision rules that are useful for GPs in the management of mild-to-moderate conditions, including guidance for head injuries and knee pain. From the feedback provided by users, the GPFirst Aide resource has helped some GPs reduce consultation times by about 20 per cent.
The CGH Visioning Journey

CGH’s refreshed mission—“To deliver the best patient care with passion and empathy”—had been launched in July 2013 and kicked-off a year-long campaign to actively solicit staff inputs into developing a new CGH vision and refreshed core values.

Each department was encouraged to contribute in creative ways through stickers and notes which were later compiled into a special Corporate Vision Book. In all, CGH collected more than 2200 staff submissions from across professional groups and staff levels. These entries were then extensively quantitatively and qualitatively analysed with the help of members of EH Alliance’s Health Sciences Research department to glean the essential, key elements that would comprise the new CGH Vision and Core values.

The new CGH Vision and Core Values supporting the CGH Mission were officially unveiled on 14 July 2014:

**Mission**

To Deliver the Best Patient Care with Passion and Empathy

**Best:** This is both an aspiration and a commitment—to give our best every day so that we deliver the best outcome possible

**Passion and empathy:** These qualities reflect the ethos of public healthcare:
- We serve with Passion for the welfare of our patients and colleagues
- We serve with Empathy as healthcare is fundamentally relational

**Vision**

To be a Caring Hospital Trusted by Patients and Staff, Renowned for Clinical Excellence and Innovation

**Caring:** We are motivated by what really matters to our patients and colleagues

**Trusted:** We build lasting and meaningful relationships

**Renowned for Clinical Excellence and Innovation:** We have a culture of continuous improvement and innovation that enables us to excel in our Mission

**Values**

(i) **Teamwork**
- We respect and leverage each other’s unique skills to achieve common goals
- We take care of each other and willingly share our expertise and resources
- We communicate openly and resolve differences in constructive ways

(ii) **Ownership**
- I have the abilities and resources to make a positive difference in the lives of our patients and colleagues
- I have the courage to do what is right for our patients and colleagues, regardless of department or rank
- I am accountable to my patients and colleagues; we learn from failure and celebrate success
- I will go the extra mile to help realise our Vision

(iii) **Professionalism**
- We are professionally competent and communicate in ways that give our patients and colleagues assurance and peace of mind
- Learning and innovating in pursuit of excellence is part of our DNA
- We uphold integrity and impart the right values
- We value feedback from patients and colleagues so that we can improve
First dialect phone application in Singapore to facilitate communication between nurses and patients

A new dialect phone application, iCOM (Integrated Healthcare Communicator) was launched by CGH on Nurses Day 2014 (1 August). This is the first phone application in Singapore created by nurses to facilitate communication with dialect-speaking patients.

In a 2013 study, researchers noted that many dialect-speaking elderly patients could not fully understand younger nurses’ instructions, and these nurses often did not understand the particular dialects of their charges. Nurses generally tried to cope with this challenge by seeking help from colleagues, using non-verbal methods such as demonstrating actions, or simple sign language.

“These language barriers are understandably frustrating for our patients”, explained Mr Wong Kok Cheong, Deputy Director of Nursing Informatics, CGH. “This is not ideal, and that is why a group of nurses spearheaded this project to find a solution to enhance communication with our patients. We decided to develop a phone app as this would be portable and accessible to all our nurses, with audio and video support. We are excited to have developed a simple but innovative solution to this challenge.”

iCOM launched with a Cantonese module utilising 100 common Cantonese phrases for healthcare, such as instructions for medication, medical procedures and nursing advice. This healthcare innovation project was developed with a grant of $10,000 from the Eastern Health Alliance’s Centre for Innovation.

Moving forward, the hospital is building on this innovation to expand the range of local languages and dialects offered on iCOM, and increasing the number of phrases.

iCOM is the first phone application in Singapore created by nurses to facilitate communication with dialect-speaking patients.
In essence, we are fundamentally helping to transform how healthcare is delivered to our patients, and to build an important capability to help patients better manage their conditions at home.

**CGH - Baxter Centre of Excellence in Compounding Sciences**

On 21 November 2014, CGH and Baxter Healthcare (Asia) formed a partnership to set up a Centre of Excellence in Compounding Sciences in CGH. When ready in 2017, the Centre will offer the region’s first fully-integrated system to deliver Compounded Sterile Products (CSPs), such as intravenous (IV) antibiotics, to patients at home.

Compounding sciences is a highly specialised area of pharmacy science where medications are personalised for patients. A compounding pharmacist is a specialist who works with patient and care teams to customise a medication’s composition, strength and even dosage to meet that patient’s very specific needs.

The Centre will represent a unique partnership that combines expertise from CGH, Baxter and the Singapore University of Technology and Design (SUTD) to create a medication management system that will extend beyond the hospital to include order and delivery of compounded medication to patients at home.

“By enabling CSPs, such as IV antibiotics, to be ordered, produced, delivered and administered safely and conveniently to patients at home, we are making it possible to bring more and more treatment modalities out of the hospital to the community,” explained Dr Lee Chien Earn, CEO, CGH. “In essence, we are fundamentally helping to transform how healthcare is delivered to our patients, and to build an important capability to help patients better manage their conditions at home.”

Dr Lee added that the Compounding Centre of Excellence in CGH would also prepare the Singapore healthcare ecosystem for a future in which more complex patient health conditions will see an inevitable rise in the use of CSPs.
HomeCare Assist (HCA) Goes the Distance in 2014

HomeCare Assist is a patient welfare charity supported by the Changi Health Fund, the charity arm of the EH Alliance. It provides needy patients with vital interim assistance - such as essential items, support equipment or services - after their discharge from hospital, so that they can be better cared for home while waiting for long-term permanent support arrangements to come online. Since its inception in 2002, it has helped more than 6000 needy patients and their families.

FY2014 saw HomeCare Assist help more than 500 beneficiaries, and fund more than $470,000 worth of services, consumables and equipment for them.

HomeCare Assist donors and supporters play huge roles in helping to raise money for the cause, be it through Giro, outreach donations or fundraising events, or deduction from CGH staff monthly payrolls.

Both the Northeast and Southeast Community Development Councils also provided more than $200,000 worth of support to fund HomeCare Assist beneficiaries. Every cent goes a long way to help the neediest of the EH Alliance and CGH’s patients.

In aid of HomeCare Assist, the EH Alliance held its inaugural Charity Golf on 2nd October 2014 at Sentosa Golf Club with more than 100 golfers teeing off. Emeritus Senior Minister Goh Chok Tong was the Guest of Honour. The event raised about $200,000.
The CGH-SACH Integrated Building Takes In First Patients

CGH and St. Andrew’s Community Hospital (SACH) began operating their first wards as well as outpatient facilities in The CGH-SACH Integrated Building (IB) in December 2014.

When fully operational, the 280-bed building will house nine wards, a full range of rehabilitation features, facilities and services. It provides a home-like environment that will help optimise patients’ recovery and independence to prepare them for the transition back to home.

Dr Lee, CEO, CGH offered a perspective behind the IB model of care. “Our aim is to move beyond asking ‘what is the matter?’ to addressing ‘what matters to you?’, and making every day of our patients’ stay count towards their recovery.”

During the development of the IB, a mock-up facility was set up near CGH to test new concepts and process flows as well as getting feedback from staff, patients and vendors. More than 1000 staff members from both institutions were trained in the new model and philosophy of care, which involves, fundamentally, empowering patients to be as independent as possible in their recovery, while providing a safe and conducive care environment.

With the IB, CGH and SACH will work closely together and complement current joint initiatives in clinical care. For example, the Medical Social Work offices of both institutions would be co-located there, while SACH’s Home Care Services and CGH’s Transitional Care teams will also be housed next to each other, working hand-in-glove to ensure good coordinated care for vulnerable discharged patients.

“The Integrated Building is an important milestone in the strong partnership between SACH and CGH. We are both committed to making use of the facility to provide better care to our shared patients, improving our coordination and optimising rehabilitation,” said Dr Loh Yik Hin, CEO, SACH.

Our aim is to move beyond asking ‘what is the matter?’ to addressing ‘what matters to you?’, and making every day of our patients’ stay count towards their recovery.
‘Neighbours for Active Living’ programme helps vulnerable elderly keep well in the community

Launched in January 2014, the ‘Neighbours’ for Active Living programme successfully reduced hospital admissions and average length of hospital stay among vulnerable residents in the east, even as it continued to expand rapidly to more neighbourhoods.

The programme (‘Neighbours’ for short) was jointly developed by the EH Alliance and South East Community Development Council (SECDC) with the aim of keeping the vulnerable elderly well within their own community and seeking to lower or prevent hospital readmissions.

Early findings of the 314 clients enrolled in Neighbours for at least six months showed promising results. These clients typically had multiple readmissions to hospital the year preceding their entry into the Neighbours programme.

Significantly, 169 of these clients (54%) showed a decrease in the number of hospital admissions within six months of enrolment. During this period, the average number of admissions per client decreased from 1.9 admissions to 1.2 admissions. Among those hospitalised, the average length of stay in hospital also decreased from 8.4 days before enrolment to 6.4 days after enrolment.

“We are very encouraged by these promising results. By providing a single, regular and familiar point of contact for our elderly clients to turn to for help to navigate and coordinate their care needs, they are better able to stay well at home,” explained Mr T K Udairam, Group CEO, EH Alliance.

Crucially, ‘Neighbours’ is helping us ensure that vulnerable residents who lack good home support systems can be well looked after and not ‘fall through the cracks’.

Neighbours has also been systematically expanding its presence, from just three neighbourhoods at inception to 12 neighbourhoods, with seven in the South East District and five in the North East District. These include Fengshan, Kembangan, Geylang Serai, Simei and Tampines.

With the increased coverage, the programme now serves more than 1400 clients – a several-fold increase. The group of trained resident volunteers has also increased from about 50 to 150.

Dr Maliki Osman, Mayor of South East District, was effusive. “I am heartened to see more people step up to help and look out for one another; indeed, this is a very good initiative which strengthens bonds among neighbours and provides strong community support to help all of us stay healthy together. I have always held on to the Chinese saying 远亲不如近邻 (‘close neighbours are better than distant relatives’), which is a cornerstone of this programme.”

The programme aims to cover all neighbourhoods in eastern Singapore by 2016.
Patient Service Associates will become more effective during inpatient settings, where financial counseling is also essential in helping patients and their families understand their options regarding treatment costs.

**Improving the skillsets of our staff: PSA ‘Up-skilling’**

As part of an ongoing effort to improve the professionalism, image and appeal of the CGH Patient Service Associates (those stalwart ladies in pink uniforms – and a scattering of men with pink ties – who man the clinic and ward counters throughout CGH), plans were put in place to ‘up-skill’ the profession, by providing them with more skills and training to enable them to progress further in their career, including being able to assist patients more with their non-clinical needs.

To illustrate a specific example, CGH PSAs will work closely with Nursing to discharge patients smoothly. This includes arranging for post-hospitalisation needs that can, for example, include arrangements for interim caregivers.

In another example, with the numerous financial schemes and subsidies rolled out by the government, PSAs will also be trained to take on some financial counselling duties for patients and their families, to help them understand and access the schemes and their benefits better. PSAs will also become more effective during inpatient settings, where financial counseling is also essential in helping patients and their families understand their options regarding treatment costs.

The PSA career development roadmap will see a typical PSA career path extend beyond the current job grades and provide more key milestones for their career development, including enhanced training and progression pathways.
The saying ‘laughter is the best medicine’ has been put into practice as CGH partnered with Clown Doctors Singapore (CDS) to welcome the first batch of ‘clown doctor’ volunteers on 12 March 2015.

As immortalised by the Robin William’s movie, “Patch Adams”, clown doctors play an important role in integrating humour into a patient’s stay in a hospital (the real Patch Adams was an exemplar and inspiration for CDS). This has been consistently shown in research to have a profound effect on a patient’s healing journey.

CDS is a non-profit group established in May 2014 and is the first group in Asia to be academically trained and certified in Medical Clowning. The clown doctors themselves come from a variety of backgrounds besides healthcare. For example, they are actors, musicians and drama teachers.

As clown doctors, they help alleviate patient stress during unsettling or uncomfortable procedures, provide psychological and emotional support to patients, complement therapy sessions as well as create a more lively and relaxed environment for patients and families, and even CGH staff.

The clown doctors currently visit in pairs every Friday afternoon in four-hour ‘blocks’. They serve in the CGH Geriatric Day Hospital and some of the geriatric and rehabilitation wards.

Expansion of the ECHO programme

ECHO (or Eastern Community Health Outreach), a community-based chronic disease prevention programme, has successfully expanded into more neighbourhoods in the east. It was first piloted in Changi Simei constituency in Jan 2011. Since then, the programme has also been rolled out to Tampines, Kampong Chai Chee and Marine Parade.

The ECHO programme aims to reduce the risk of diabetes, high blood pressure and high blood cholesterol of individuals. In addition to health screenings, ECHO also offers a series of diet and lifestyle intervention programmes to guide residents toward healthier lifestyle habits.

In FY 2014, more than 3,200 residents benefitted from the programme. ECHO will continue to scale up to cover new constituencies in the eastern region such as Pasir Ris East & West.

Tribute to the Late Mr Lee Kuan Yew

The nation collectively mourned when Mr Lee Kuan Yew, founding father and former Prime Minister of Singapore, passed away at the age of 91 on 23rd March.

When the news broke, CGH organised memorial opportunities for staff to express their feelings about the nation’s founding father.

Dedications to the late Mr Lee poured in swift and fast from across our staff body with many coming forward to pen their condolences in specially prepared books located at the CGH staff lounge.

A special commemoration service was also held at the CGH auditorium where staff and senior management alike came together to share memories and experiences they had with or about the late Mr Lee. It was a fitting act of closure to a figure near and dear to many hearts in Singapore.
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BOARD OF DIRECTORS

MR GERARD EE HOCK KIM
Chairman of Eastern Health Alliance
Chairman of Finance & Master Planning Committee
Chairman of Staff Committee
Advisor of Risk Committee

MR GOH AIK GUAN (till 15 September 2014)
Board Member of Eastern Health Alliance
Member of Finance & Master Planning Committee
Member of Staff Committee

MR LIM CHIN HU
Board Member of Eastern Health Alliance
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Member of Audit Committee
Member of Quality & Service Excellence Committee

PROF IVY NG
Board Member of Eastern Health Alliance
Chairman of Quality & Service Excellence Committee
MR FONG HENG BOO
Board Member of Eastern Health Alliance
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Member of Risk Committee

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Board Member of Eastern Health Alliance
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MR NG CHEE KHERN (w.e.f. 15 September 2014)
Board Member of Eastern Health Alliance
Member of Staff Committee
Member of Risk Committee

PROF TAN SER KIAT (w.e.f. 30 October 2014)
Board Member of Eastern Health Alliance
Member of Staff Committee

MS TAN WHEI MIEN JOY (w.e.f. 30 October 2014)
Board Member of Eastern Health Alliance
Member of Finance and Master Planning Committee
Member of Risk Committee
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Mr Johnny Tan Khoon Hui

Ms Jessica Tan Soon Neo

Mr Raj Singam (till 17 November 2014)
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Group Chief Executive Officer
Eastern Health Alliance

DR LEE CHIEN EARN
Chief Executive Officer
Changi General Hospital

MDM LOW MUI LANG
Executive Director
The Salvation Army Peacehaven Nursing Home

DR LOH YIK HIN
Chief Executive Officer
St. Andrew’s Community Hospital

MR ZEE YOONG KANG
Chief Executive Officer
Health Promotion Board

DR ADRIAN EE
Chief Executive Officer
SingHealth Polyclinics
Changi General Hospital

Changi General Hospital (CGH) began operating in 1996 as Singapore’s first purpose-built general hospital. Located in Simei town in eastern Singapore, it currently operates more than 1000 beds and offers a comprehensive range of medical specialties and services helmed by a highly experienced and skilled team of healthcare professionals delivering excellent care for patients.

CGH’s Mission is to deliver the best patient care with passion and empathy. The hospital adopts a proactive integrated care approach that partners other healthcare providers and the Eastern Health Alliance. It also innovates by adopting new medical technologies and systems, in order to deliver a better and more seamless experience of care.

CGH’s Vision is to be a Caring Hospital trusted by patients and staff, renowned for clinical excellence and innovation. It has progressively established itself as a centre of medical excellence, with 24 clinical specialities, including services such as the Integrated Sleep Service, the Breast Centre@Changi, the Hepatobiliary Service, Vascular Surgery, Gastroenterology, Endocrinology and the Changi Sports Medicine Centre. The Integrated Building, jointly managed by CGH and St. Andrew’s Community Hospital, began operations in December 2014. The 280-bed facility will house nine wards complete with a full range of rehabilitation features, facilities and services providing a home-like environment that helps optimise patients’ recovery and independence to prepare them better for the transition back home.

CGH has been JCI (Joint Commission International) accredited since 2005.
Health Promotion Board

The Health Promotion Board (HPB) was established as a statutory board under the Ministry of Health, Singapore, in 2001, with the vision of building ‘A Nation of Healthy People.’

HPB aims to empower the people of Singapore to attain optimal health, increase the quality and years of healthy life, and prevent illness, disability and premature death.

As the key driver of national health promotion and disease prevention programmes, HPB spearheads health education, promotion and prevention programmes as well as creates a health-supportive environment in Singapore.

It develops and organises relevant health promotion and disease prevention programmes, reaching out to the healthy, the at-risk, and the unhealthy at all stages of life, from children to adults and older Singapore residents. Its health promotion programmes include nutrition, mental health, physical activity, smoking, and communicable disease education. HPB also promotes healthy ageing, integrated health screening, and chronic disease education and management.
St. Andrew’s Community Hospital

St. Andrew’s Community Hospital (SACH) provides rehabilitative and sub-acute inpatient care for adults and children after their treatment at acute care hospitals. SACH seeks to promote recovery and help patients regain daily living functions before they are discharged back into the community.

Besides inpatient care, SACH also provides relevant care programmes and services in the community. Its Home Care Services (HCS), which includes case management as well as home medical, nursing, therapy and palliative care services, caters to patients who are home-bound, and enables them to be cared for in their respective communities.

SACH operates a Day Rehabilitation Centre (DRC) that provides outpatient therapy services. Taking its rehabilitation services into the heartlands, SACH is in partnership with a senior activity centre at Kampong Arang to provide their residents community therapy services. In addition, SACH has started operating St. Andrew’s Senior Care – JOY Connect at Kampong Glam. This Senior Care Centre offers day care, dementia day care, community rehabilitation, centre-based nursing and integrated home care (home medical, nursing and therapy) services.

In keeping to its commitment to enhance inpatient capacity and develop new capabilities, SACH dedicated a ward to care for patients with moderate to severe dementia. The Dementia Care Ward was purposefully revamped with dementia care specific facilities and an adjoining garden for activities.

SACH has also started operating a palliative care ward, providing specialised care for patients suffering from potentially life-limiting illnesses such as cancer, congestive heart failure (CHF), chronic lung disease, kidney failure, advanced dementia and other neurological conditions. The palliative care team aims to provide patients with relief from the symptoms, pain and stress of their illness, help patients understand their response to the illness as well as the treatment options and goals.

The hospital operates two outpatient clinics, the St. Andrew’s Mission Hospital Clinic (within SACH) and at Elliot Road (within the St. Andrew’s Autism Centre), as well as a mobile clinic providing free primary care for needy heartlanders and foreign workers.
Singhealth Polyclinics

SingHealth Polyclinics (SHP), a leader in Family Medicine, provides seamless, patient-centred preventive healthcare that is affordable and accessible. It comprises a network of nine polyclinics, which provide primary healthcare services to the community. In the east, the polyclinics are located in Bedok, Geylang, Marine Parade, Pasir Ris and Tampines.

The core services at SHP include the care management of chronic diseases such as diabetes and hypertension, and acute illnesses, vaccination, screening and allied health services. They also track clinical indicators and patient trends for a range of conditions managed at the nine polyclinics, namely diabetes mellitus, hyperlipidemia, hypertension and asthma.

SHP plays an integral role in promoting a healthy lifestyle within the community, empowering families with the knowledge of common health issues, care and treatment options. It is a member of Singapore Health Services (SingHealth), a public healthcare cluster that manages three hospitals and five specialty centres.
The Salvation Army Peacehaven Nursing Home

The Salvation Army Peacehaven Nursing Home provides compassionate, individualised, holistic care to all without discrimination. Established in 2000, Peacehaven has a capacity of 401 beds, and is run by The Salvation Army, an international Christian movement.

Peacehaven offers a comprehensive gamut of services to care for the sick, frail and elderly who have physical or mental disabilities with minimal or no appropriate caregiver support at home. Its residents have varying degrees of mental or physical disability, and the majority are either from destitute or low-income families.

The needs of the residents are met in a holistic manner, with services ranging from clinical care (such as medication management, wound dressing, and colostomy care) to therapy (from occupational and recreational therapists) to advice from allied health professionals (such as dietitians, geriatricians and pharmacists).

Located at Upper Changi Road North, Peacehaven provides a homely ambience for its residents by creating 13 Resident Living Areas, each designed as an individual home-like environment with its own bathroom, pantry, television and nurse’s station.

It is also the first nursing home in Singapore to set up a specially designed facility in 2006 called the Hope Centre, which allows people with early to moderate dementia to live in a home-like environment with their own rooms. The facility has since become a role model and showcase for the care of relatively independent residents with dementia.

In 2011, Peacehaven also launched Grace Corner, in collaboration with Changi General Hospital, to provide focused and lower-intensity rehabilitation services for clients with long-term disability conditions. It aims to help clients regain maximum mobility so that they can return home and live independently.
## CGH NUMBERS

### Size

<table>
<thead>
<tr>
<th></th>
<th>FY13</th>
<th>FY14</th>
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</thead>
<tbody>
<tr>
<td>Licensed beds (as at Mar 2015)</td>
<td>879</td>
<td>1007</td>
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<tr>
<td>Beds in service</td>
<td>862</td>
<td>933</td>
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### Workload per annum

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<thead>
<tr>
<th></th>
<th>FY13</th>
<th>FY14</th>
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<tbody>
<tr>
<td>Bed occupancy rate</td>
<td>91%</td>
<td>91%</td>
</tr>
<tr>
<td>Inpatient admission</td>
<td>41,778</td>
<td>41,137</td>
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<tr>
<td>Inpatient discharges</td>
<td>41,836</td>
<td>41,039</td>
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<tr>
<td>Total patient days</td>
<td>277,231</td>
<td>286,974</td>
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<table>
<thead>
<tr>
<th></th>
<th>FY13</th>
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</thead>
<tbody>
<tr>
<td>Average length of stay (days)</td>
<td>6.65</td>
<td>6.91</td>
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### Total surgical operations

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<tr>
<th></th>
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<tbody>
<tr>
<td>Total surgical operations</td>
<td>48,122</td>
<td>49,575</td>
</tr>
<tr>
<td>– Day surgeries</td>
<td>29,505</td>
<td>28,499</td>
</tr>
<tr>
<td>– Inpatient surgeries</td>
<td>18,617</td>
<td>21,076</td>
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### Specialist outpatient

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<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td>– Clinic attendances</td>
<td>377,684</td>
<td>377,647</td>
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### A&E attendances

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<tbody>
<tr>
<td>A&amp;E attendances</td>
<td>147,613</td>
<td>143,511</td>
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### Dental attendances

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<tr>
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<tbody>
<tr>
<td>Dental attendances</td>
<td>4,725</td>
<td>4,406*</td>
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<tr>
<td>Dental procedures</td>
<td>4,571</td>
<td>4,740*</td>
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### Staffing

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<tr>
<th></th>
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<tbody>
<tr>
<td>Total</td>
<td>4,937</td>
<td>5,377</td>
</tr>
<tr>
<td>– Doctors</td>
<td>627</td>
<td>694</td>
</tr>
<tr>
<td>– Dentists</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>– Nurses</td>
<td>2,231</td>
<td>2,351</td>
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<tr>
<td>– Allied Health Professionals</td>
<td>772</td>
<td>859</td>
</tr>
<tr>
<td>– Others</td>
<td>1,303</td>
<td>1,469</td>
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Source: Workload stats; *eSHS statistics
## CGH FINANCES

### ASSETS BY MAJOR CATEGORIES

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<thead>
<tr>
<th>Category</th>
<th>FY13</th>
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<tbody>
<tr>
<td>Plant and Equipment</td>
<td>151</td>
<td>179</td>
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<tr>
<td>Trade and Other Receivables</td>
<td>133</td>
<td>163</td>
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<tr>
<td>Other Assets</td>
<td>173</td>
<td>153</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>457</td>
<td>495</td>
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### LIABILITIES BY MAJOR CATEGORIES

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<thead>
<tr>
<th>Category</th>
<th>FY13</th>
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<tr>
<td>Trade and Other Payables</td>
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<td>165</td>
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<tr>
<td>Other Current Liabilities</td>
<td>31</td>
<td>40</td>
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<tr>
<td>Non-Current Liabilities</td>
<td>92</td>
<td>102</td>
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<td><strong>Total</strong></td>
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<td>307</td>
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### CAPITAL/RESERVES BY MAJOR CATEGORIES

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<th>Category</th>
<th>FY13</th>
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<tbody>
<tr>
<td>Share Capital</td>
<td>85</td>
<td>85</td>
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<tr>
<td>Reserves</td>
<td>106</td>
<td>103</td>
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<tr>
<td><strong>Total</strong></td>
<td>191</td>
<td>188</td>
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### REVENUE BREAKDOWN BY MAJOR CATEGORIES

<table>
<thead>
<tr>
<th>Category</th>
<th>FY13</th>
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<tbody>
<tr>
<td>Patient Revenue</td>
<td>204</td>
<td>216</td>
</tr>
<tr>
<td>Subvention</td>
<td>347</td>
<td>390</td>
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<tr>
<td>Other Revenue</td>
<td>70</td>
<td>72</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>621</td>
<td>678</td>
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### EXPENDITURE BY MAJOR CATEGORIES

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<tr>
<th>Category</th>
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<tbody>
<tr>
<td>Manpower</td>
<td>337</td>
<td>388</td>
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<tr>
<td>Supplies and Consumables</td>
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<td>91</td>
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<tr>
<td>Other Operating Expenses</td>
<td>145</td>
<td>163</td>
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<tr>
<td>Depreciation and Amortisations</td>
<td>34</td>
<td>36</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>601</td>
<td>678</td>
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