
Jurong Health Services

COMMEMORATIVE REPORT

It's all
about
you

Jurong Health



Vision

TRANSFORMING CARE,
BRINGING HEALTH
TO EVERY HOME.

At JurongHealth, our vision represents a fundamental shift from episodic interventions to holistic healthcare centred on the needs of our patients.

With our ageing population, our aim is to reach out to our community in the west, providing healthcare that is simplified, integrated, and accessible. In this way, we are committed to deliver the most appropriate care to help the sick get well, to keep residents healthy and to empower the community to manage their own well-being.

Mission

STAY WELL.
HEAL.
EMPOWER.

Values

INTEGRITY

We uphold trust through all we say and do.

PATIENT-CENTREDNESS

We design and deliver care around the needs of our patients and their caregivers.

OPENNESS

We embrace open communication, change and champion innovation.

EXCELLENCE

We give our best every time.

MUTUAL RESPECT

We treat each and every individual with dignity.

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JurongHealth aims to offer a new paradigm in healthcare through an integrated concept centred around the needs of our community. Focusing on health-care instead of illness-care, we aim to help the healthy stay well, help the sick get well, and empower the community with information and resources to manage their well-being.

It's all about you



*Transformative
Care*

GEARING
UP AS A
REGIONAL
HEALTH
SYSTEM

TO THE RIGHT
Designing and building
Singapore's first integrated
healthcare hub

BELOW
Engaging our teams through
regular communication



ABOVE
Team JurongHealth at the
National Healthy Lifestyle
Campaign 2009

Stepping up to the challenge

Jurong Health Services (JurongHealth) was formed on 11 June 2009. As a new healthcare cluster, our mission is to develop a hassle-free healthcare system and an integrated hub comprising a regional and a community hospital to serve the population in the west by 2014. Initiated by a core team of leaders, responsibilities quickly expanded to include the planning of the new hospitals, and the building up of manpower and expertise. Our first challenge: to take over the running of Alexandra Hospital (AH). What we lacked in physical numbers, we had to make up with clear vision and unwavering determination.

Over the next six months, a senior management team comprising experienced professionals from diverse backgrounds came together to operationalise the commitment to make a difference to the delivery of healthcare. In mapping the strategic blueprint for such a massive mission, JurongHealth benefitted from a visionary Chairman and a highly engaged Board of Directors, whose astute knowledge is matched by genuine passion for first-hand insights gathered through regular meetings and community walkabouts.

Building the JurongHealth family

In tandem with designing and planning for the new hospitals, our task to assume full operations of AH by August 2010 gave impetus to an aggressive recruitment strategy.

Backing our recruitment efforts were the National University Hospital (NUH), Tan Tock Seng Hospital (TTSH) and the Employment and Employability Institute, and we also ramped up our presence at career fairs and community activities. We engaged with undergraduates and mid-careerists, and captured a diversity of talents inspired by a challenging career in healthcare. Sponsorship schemes for undergraduate studies in Nursing and Health Sciences provided extra incentive and financial aid, while mature workers were attracted by the opportunity to make a meaningful difference as healthcare professionals.

As JurongHealth grew from strength to strength, core teams of medical, nursing, allied health and ancillary staff were "nested" and trained at AH, NUH and TTSH. To achieve seamless transition, frontline officers were progressively transferred to AH to understudy processes and operations while a Transition Planning Committee ensured continuity in standards of patient care, safety and services. Induction programmes were rolled out to new employees.

Achieving our first milestone

By June 2010, the JurongHealth family was 1,000 strong. The Specialist Outpatient Clinics, Emergency Department, Ward and Operating Theatres at AH came under our charge, with other patient services on track for transition. We assumed full management of AH in August 2010 and were cognizant that every effort that was put into AH underscores a stronger JurongHealth by 2014.

Unveiling our identity

The importance of establishing affinity with our neighbourhood, coupled with the need to rally and unite staff, resulted in the birth of the JurongHealth corporate identity – a distinctive red-and-white symbol epitomising our ethos, ideals and personality. Unveiled in June 2010, it represents our vision and mission, while differentiating JurongHealth from other healthcare clusters. The red diamond, symbolising life, warmth and passion, alludes to the Singapore spirit. The inner white cube, representing health and clarity, depicts JurongHealth's geographical coverage in the

west of Singapore. The emphasis on "health" in the tagline also reinforces our focus on health-care and not illness-care.

Nurturing strong teams

Staff engagement efforts took on new dimensions as the JurongHealth family continued to expand. Quarterly CEO and CMB townhall sessions held at various nesting locations kept staff abreast of corporate developments; while orientation and training programmes provided platforms for ground feedback and bonding.

As a growing organisation, we also strive to provide a caring environment where each employee feels valued, involved and equipped to excel at work. We advocate robust HR frameworks that enable us to achieve our vision and goals, which would in turn attract more like-minded individuals to join us in a lifelong career to transform care.

Our first employee climate survey in 2010 revealed a high level of employee engagement with an index of 87 per cent. To champion this effectively, a Staff Engagement Committee was set up in March 2011.

In recognition of these efforts, JurongHealth was a recipient of the Singapore Human Resources Institute's Leading CEO Award and Leading HR Leader Award in 2012. We also received special mentions for Leading HR Practices in Employee Relations & People Management; and Quality Work-Life and Physical & Mental Well-Being – a first for an organisation of just three years.

Driven by Singapore's ageing population and rise in chronic diseases, delivering high standards of medical care became our focal point. In November 2009, 32 staff across various departments spearheaded an effort to brainstorm and engage the community in co-creating the JurongHealth vision, mission and values. Through the interaction, we had a good sensing of residents' needs as well as what they envisioned their future healthcare provider to be. It became clear that easy access to a complex service system as well as competent and compassionate healthcare providers were the key priorities. We continue to believe that keeping the community healthy is just as important as managing their illnesses.

Not surprisingly, our journey towards seamless and integrated patient care would become deeply entwined with the mission to empower the community and help them stay well. It has been a leap of faith that continues to require exemplary dedication.



*Ground
Up*

BUILDING
A HUB FOR
INTEGRATED
HEALTHCARE

History in the making

The opening of the Ng Teng Fong General Hospital (NTFGH) and Jurong Community Hospital (JCH) in December 2014 and 2015 respectively aims to provide holistic and integrated healthcare for the community in the west. As the first integrated regional and community hospital development in Singapore, the 700-bed NTFGH and the 400-bed JCH will mark the establishment of a healthcare hub where seamless, efficient, comfortable and accessible patient services have been designed and built together from ground up.

The developmental goals have been simple: three integrated blocks, two hospitals, one patient experience. It is the ambitious nature of this project that will see JurongHealth breaking new ground in more ways than one.

Planning a patient-centred hub

Through planning sessions and study trips, best practices and learning points from various healthcare institutions were carefully incorporated into the design of our integrated healthcare hub. Life-sized mock-ups of the new hospital wards were erected to test the feasibility of new layout concepts. Staff and industry colleagues were roped in to tour the facilities and to provide feedback and ideas for design improvements. Patients too, shared valuable insights from their perspective, over specially organised feedback lunches.

Innovative hospital wards

To date, the best design features have been those conceived for the comfort and convenience of patients and their caregivers. The revolutionary fan-shaped wards, designed with a window for every patient, will be a first in Singapore. While significantly improving patient privacy, the distinctive layout of these wards also promise soothing window views, better ventilation, and more conducive settings for healing and recovery. It is a concept which we will extend to our Intensive Care Units (ICU) and High-Dependency (HD) wards to promote healing among critically ill patients.

Additionally, the new wards introduce unprecedented space for bedside procedures and the manoeuvring of hospital equipment for patient care. The thoughtful interiors, with nature and landscaping, are augmented by the East-West orientation and aerodynamic form of our ward towers, which take advantage of natural airflow and lighting conditions to optimise patient comfort.

Purpose-built for the patient

Creating adjacencies between clinical, diagnostic and support services have been part of the design philosophy to facilitate seamless and smoother transfers between patient care areas as well as acute and community care settings. A special link bridge between NTFGH and JCH, for example, addresses the safety of patients who require transfers

Serving the community with a comprehensive range of services:

• Anaesthesia • Audiology • Cardiology • Clinical Measurement • Dental • Dermatology • Dietetics & Nutrition • Ear, Nose and Throat (ENT) – Head & Neck Surgery • Emergency Medicine • Endocrinology • Gastroenterology & Hepatology • General Surgery • Geriatric Medicine • Gynaecology • Hand and Reconstructive Microsurgery • Health and Wellness • Infectious Diseases • Intensive Care Medicine • Internal Medicine • Laboratory Medicine • Medical Social Service • Neurology • Neurosurgery • Nursing • Occupational Medicine • Occupational Therapy • Oncology • Ophthalmology • Optometry • Orthopaedic Surgery • Pain Medicine • Palliative Medicine • Pharmacy • Physiotherapy • Plastic Surgery • Podiatry • Psychiatry • Psychology • Radiology • Rehabilitation Medicine • Renal Medicine • Respiratory Medicine • Respiratory Therapy • Rheumatology • Speech Therapy • Sports Medicine and Surgery • Urology

between the two hospital buildings. Dedicated lifts and transfer routes will improve patient flow within the hospitals, while enhancing patient privacy and infection control.

Other physical adjacencies include the location of the high patient-traffic Specialist Outpatient Clinics next to the Jurong East MRT station, and the proximity of the Emergency Department to JCH, which facilitates the direct admission of patients requiring sub-acute care. Operating theatres and day surgery centres will be co-located to ease integrated intervention, while ICU and HD beds will be centralised to optimise resource sharing while enabling maximised management by the Intensive Care Medicine team.

The strategic placement of diagnostic imaging resources and isolation wards next to the Emergency Department will minimise patient movement and contamination risk. Dedicated trauma lifts link the Emergency Department to the operating theatres and intensive care units, ensuring immediacy of emergency care in critical circumstances. Our new buildings are also designed for swift lock-downs in the event of pandemic outbreaks with provision for the separation of isolation areas to ensure minimal disruption to normal operations.

Seamless workflow and patient records

At the same time, a sophisticated IT framework that integrates processes and improves access to shared services such as digital imaging, pharmacy, catering and medical records will be implemented. We believe that these efforts will strengthen the coordination of patient care as we work towards a fuss-free patient experience.

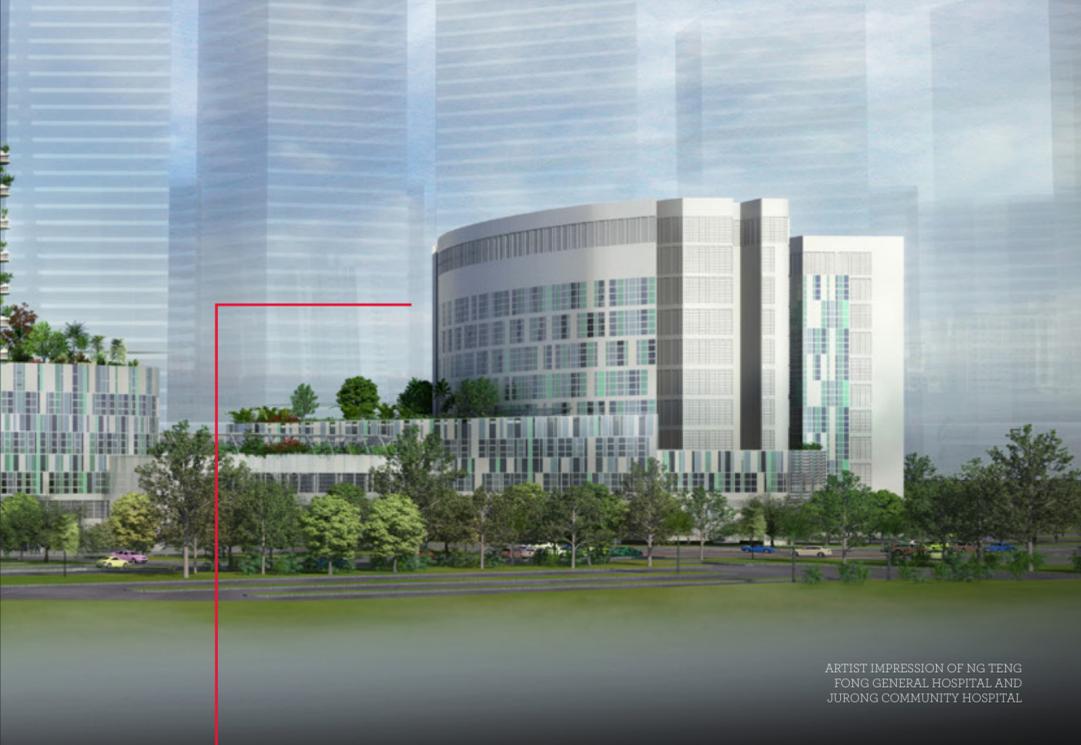
Designed for environmental sustainability

In line with our environmental conservation objectives, the new hospital buildings have been designed to use 30 per cent less energy than other hospitals, and 40 per cent less water than existing building codes. For their eco-friendly and sustainable features, the hospitals were awarded the Building and Construction Authority's Green Mark Platinum certification in May 2013.

As part of the 'green' effort, we will also harvest heat and sunlight for energy renewal, recycle heat energy from mechanical equipment to power dehumidification equipment, and leverage intelligent features such as photo and occupancy sensor lighting systems to minimise energy consumption. The gardens and landscape will be irrigated using harvested rainwater collected in a reserve large enough for three days' supply.

At the same time, landscaped parks, mobility and rehabilitative facilities and public areas within the integrated hub will be fused seamlessly with community spaces, with connecting walkways to surrounding complexes and the Jurong East MRT station, adding vibrancy to the Jurong Lake District.

Integrating and Transforming Care in the west of Singapore



ARTIST IMPRESSION OF NG TENG FONG GENERAL HOSPITAL AND JURONG COMMUNITY HOSPITAL

Jurong Community Hospital

12 levels

400 beds

Outpatient Clinics

Rehabilitation

- **Level 1**
Admission and JCH Outpatient Clinics
Outpatient Rehabilitation
- **Mezzanine Level**
Clinical and Administration Space
- **Level 2**
Private Wards
Inpatient Rehabilitation
- **Level 3 to 12**
Subsidised Wards

Ng Teng Fong General Hospital Ward Tower

16 levels

700 beds

28 Intensive Care Unit beds and
42 High Dependency beds

15-bed Isolation Ward next to
Emergency Department

18 Operating Theatres

Diagnostic Services

- **Level 1 to 4**
Diagnostics and Treatment
- **Level 5 to 10 (West Wing)**
Private Wards
- **Level 5 to 16 (East Wing)**
Subsidised Wards

Ng Teng Fong General Hospital Clinic Tower

8 levels

Auditorium

Training Centre

Diagnostic Services

- **Level 1**
Training Facilities (including an Auditorium) and
Diagnostic Imaging Services
- **Level 2**
Pre-admission Testing, Medical Social Service,
Pharmacy and Retail
- **Level 3 to 7**
Specialist Outpatient Clinics (120 consultation
rooms) and Pharmacy
- **Level 8**
Administration



ABOVE
The revolutionary ward design with "a window for every patient"

TO THE RIGHT
Friendly features for an ageing population

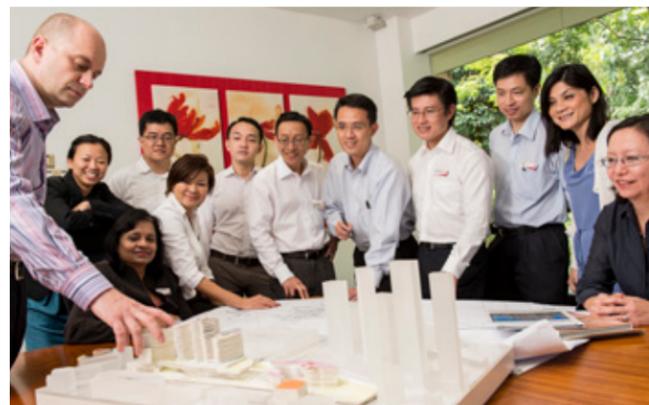


Master-planned for integrated patient care

The opportunity to build an integrated healthcare hub from ground up does not come by everyday. The Hospital Planning Team embarked on workshops, study trips and discussions with architects, medical planners and end-users on design specifications as early as July 2009. Additionally, rigorous feedback and exchange sessions with members of staff and community generated insightful suggestions for a fuss-free environment where patients can be treated in greater comfort and privacy.

Making strides towards completion

By December 2009, life-sized ward mock-ups were constructed for workflow feasibility tests and simulations. Spatial arrangements were also tested during the Schematic Design phase, while Hospital Preparation Processes, or H2P, provided useful insights for the improvement of ergonomics and work efficiency.



ABOVE
Hospital planning meeting with the senior management team



ABOVE AND ON THE LEFT
On site at the Ng Teng Fong General Hospital and Jurong Community Hospital

The character of individual buildings, preliminary façades and landscaping plans took shape during the Design Development phase in the latter half of 2010. Floor plans were deliberated and hospital equipment carefully selected to support desired workflows in the respective departments. Tender documents were also prepared for the commencement of construction.

On 9 November 2010, over 500 guests joined in a momentous celebration at the groundbreaking ceremony for the two hospitals which was officiated by former Health Minister Khaw Boon Wan.

With the Detailed Design phase concluded in February 2011, and piling and substructure works scheduled for completion by October 2012, construction moved into the Superstructure phase in June 2012 – and we could finally witness the hospitals taking form above the ground.

Engaging the public

We staged a community event on the six-lane Jurong Gateway Road to showcase the innovative patient care processes developed to match our purpose-built hospital infrastructure.

These included "One Queue, One Bill, One Patient Experience", which allows patients to schedule specialist visits and complete various medical tests on the same day; an improved Specialist Outpatient Clinic (SOC) experience with the personalised assistance of a Patient Service Coordinator and consultation rooms equipped with a dual-swivel computer screen for enhanced patient-doctor communication; as well as hospital wards with new air filtration features in the event of a haze situation. We are on track as we approach the peak of hospital building as we embark on Architectural and M&E work.

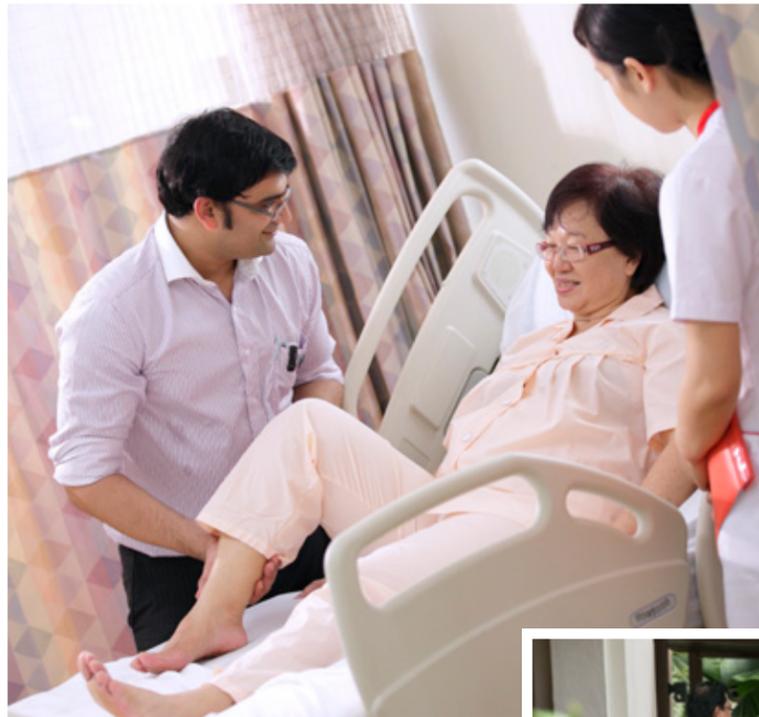
Collaborative teamwork

Since 2009, there have been about 15 hospital planning committees and at least 150 sub-committees involving 200 staff looking into every aspect of the hospital planning process, including Architectural and M&E works, interior design, clinical space, as well as medical and non-medical logistics. We salute the many colleagues who have served tirelessly on multiple sub-committees with a unified focus to bring patient-centred care to the community.



*Patient
Centredness*

PROVIDING
HOLISTIC
CARE AROUND
THE PATIENT,
NOT OUR
ORGANISATION



co-organised with partners and organisations such as the Health Promotion Board, People's Association and Southwest Community Development Council.

At the grassroots level, we have been working with Thong Kheng Seniors Activity Centres on health programmes for the elderly; NTUC Eldercare Centre to provide physiotherapy service to maintain functionality in the elderly; as well as provide physiotherapy and occupational therapy services to residents at Bethany Nursing Home. We also collaborate with corporate partners on workplace health programmes at their organisations.

These activities have strengthened public awareness on the importance of staying well and leading healthy lives. They have also enlivened our vision of bringing health to every home.



ABOVE AND ON THE RIGHT
Attentiveness to patients' comfort and needs

Setting standards in patient-centred care

At JurongHealth, patients' needs come first. Our doctors, nurses, allied health professionals, hospital planners and administrators actively strive to simplify the care journey of our patients to deliver quality, compassionate care. As a new establishment, we have an advantage to re-define holistic care and to build a distinctive patient-centred culture driven not just by industry or organisational standards, but more importantly, from the perspectives of our patients and their caregivers.

From our current home at Alexandra Hospital (AH), where we continue to grow our base till 2014, we have begun this journey of transformation, with seamless and integrated patient-centred care as our driving force.

A desire to reach out

The desire to design holistic care around our patients and their caregivers has seen JurongHealth stepping beyond the hospital boundary to engage residents in our community. These efforts have included the annual "Health on Track" outreach, public health forums, and public health screenings



ABOVE
A multi-disciplinary team engaging our patient

Moving in the right direction

Despite being the youngest regional health system, we are heartened by the support and encouragement from our patients and their loved ones. In 2010, JurongHealth ranked third in a nationwide Patient Satisfaction Survey administered by the Ministry of Health with a patient satisfaction score of 77 per cent.

In 2012, we claimed the second position with an improved overall score of 79.1 per cent – a 2.4 percentage-point improvement from the previous survey in overall satisfaction. Surpassing all public hospitals, 82 per cent of respondents, including those served by our Emergency Department, have expressed confidence in our ability to meet patient expectations. In addition, 80.9 per cent said that they would be willing to recommend our services to other patients. These outcomes affirm the public's confidence in JurongHealth, spurring our desire to do better.

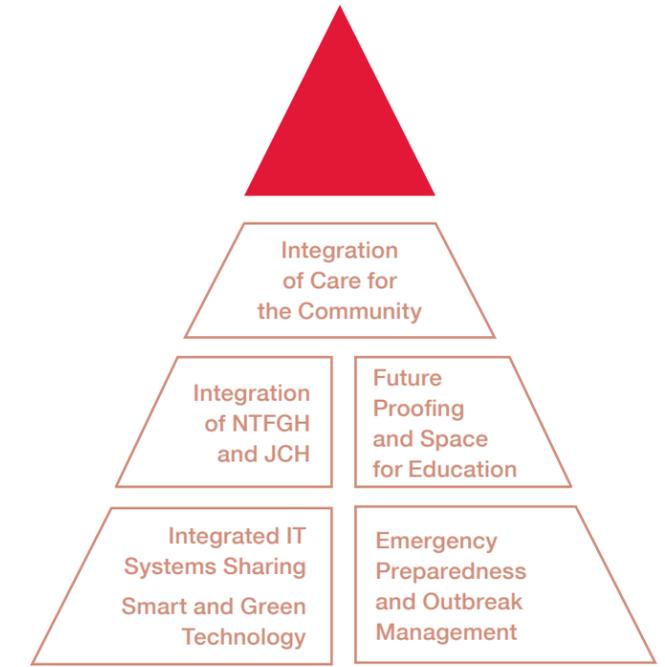
A Quality Steering Committee, chaired by our CEO, continues to monitor quality standards and service excellence. It also oversees initiatives put up by the Operations Quality Committee, Patient Safety Committee, Service Quality Committee and all clinical quality related measures.

Ensuring safety standards

Patients as well as workplace safety are core to our safety culture. We draw lessons from past incidents to prevent the recurrence of mistakes and human errors. The reporting of incidents is promoted through staff orientation, safety culture road shows, and an easy-to-use incident reporting system. We also educate staff on the importance of safe work practices, and feature exemplary staff behaviours in fortnightly and monthly newsletters dedicated to safety. The Senior Management Patient Safety Walkrounds, which started in April 2010, provide an added avenue for staff to highlight issues or concerns on patient safety. To date, over 50 improvements have been implemented in advancing safer care at JurongHealth.

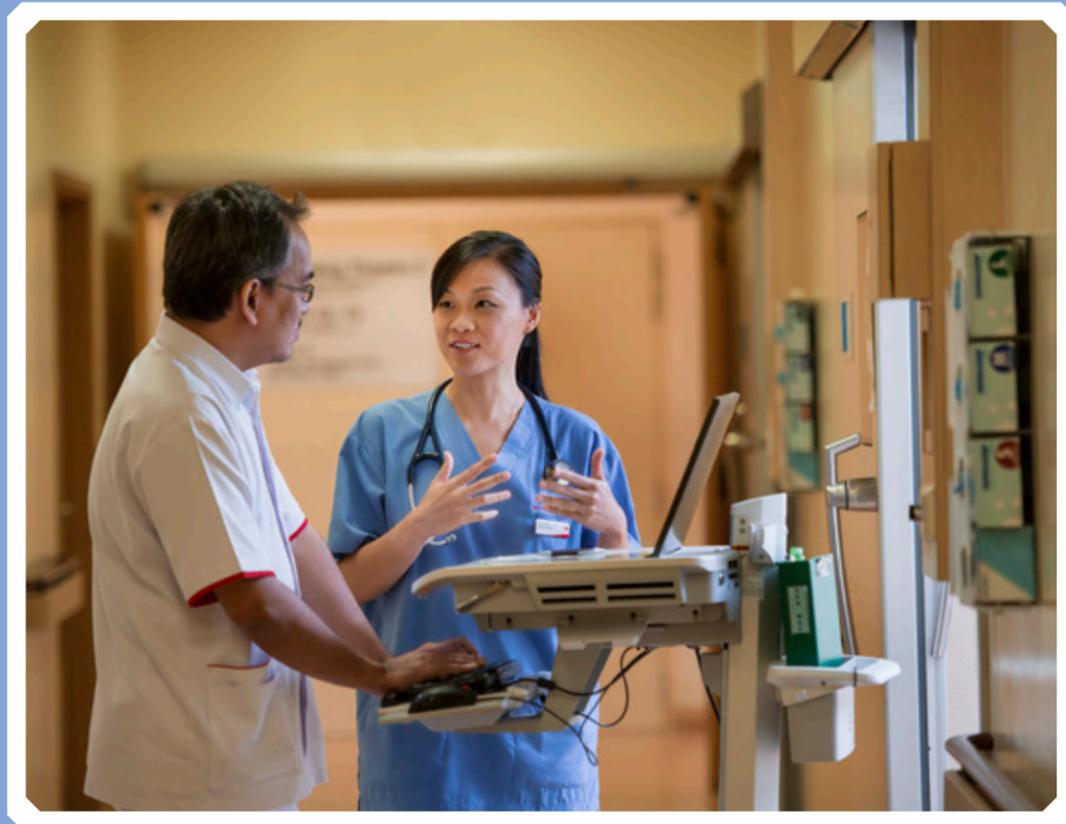


The Patient as our Focus



Building a hassle-free healthcare system for the population in the west

Building with these key elements to deliver transformative and integrated care



*Thinking
Different*

CREATING
NEW CONCEPTS
IN INTEGRATED
CARE



ABOVE
The multi-disciplinary team
for ICP-COPD patients

TO THE RIGHT
The first Intensive Care Medicine
Department in Singapore

Pushing boundaries for seamless patient care

In Singapore, the management of chronic diseases remains a fragmented and uncoordinated process due to the lack of active tracking of patients' conditions and customised care plans for the individual. Coupled with rising urbanisation and an ageing population, accessibility and affordability of healthcare continue to be key concerns of the community at large.

At JurongHealth, we understand that navigating a complex healthcare system can be daunting for both the patients and their caregivers. The concept of integrated care stems from an intention to simplify processes from the perspective of the patient. It underscores our philosophy of seamless patient care and our motivation to bridge the gaps between complex networks involving hospitals, intermediate and long-term care facilities, general practitioners (GP), and other healthcare institutions.

As a regional healthcare cluster, JurongHealth has taken on a catalytic role to connect the dots. We have been working closely with individuals, healthcare providers and government partners in the care continuum for greater robustness in the co-management of patients.

Pilot programmes for Integrated Care Pathways and multi-disciplinary team care

The success of new integrated care concepts requires different thinking. We seek to deliver integrated patient-centred care in partnership with tertiary and community stakeholders while improving quality of care and clinical outcomes.

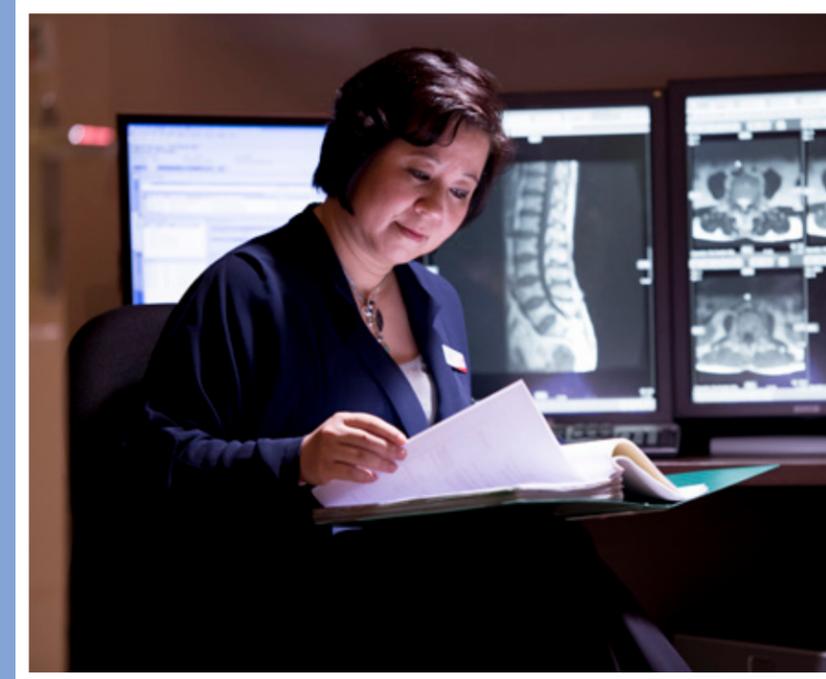
In April 2012, JurongHealth introduced Singapore's first Integrated Care Pathway (ICP) with a pilot programme for Chronic Obstructive Pulmonary Disease (COPD) – a first in Singapore to bring together patient services across multiple sites such as acute and community hospitals, polyclinics, GPs, hospices and supporting organisations to provide holistic and coordinated care for COPD patients. Over 90 per cent of the



ABOVE
Leveraging technology for
seamless and integrated care



ABOVE
Developing care bundles
for diabetic patients



ABOVE
Leveraging technology for
seamless and integrated care

158 patients who participated in the programme have reported an improved quality of life following the ICP pilot.

We are currently working on ICPs for hip fracture patients and our teams have been actively engaging key partners to explore collaborative opportunities.

Collaborative multi-disciplinary teams

Meanwhile, the Diabetes team has been focusing on creating diabetes care bundles, developing a registry system to track patient care, and piloting a shared care model. To encourage collective decisions on goals and care plans for diabetic patients, multi-disciplinary care teams have been put in place. They comprise specialists and allied health professionals in charge of our diabetes clinic, weight management programme, thyroid clinic, diabetic foot inpatient rounds and hip fracture inpatient rounds, amputee rehabilitation, renal and ortho-geriatrics departments.

We have also formed the first Intensive Care Medicine (ICM) Department in Singapore in collaboration with the Medicine, Surgery, Orthopaedics and Anaesthesia departments to improve integration in the delivery of

intensive care. With this one-ICM concept, we anticipate better coordinated patient care as well as overall utilisation of Intensive Care Units and High Dependency wards with better clinical outcomes.

Accelerating positive patient outcome

Our base at Alexandra Hospital (AH) has served as an important platform for building up the expertise of our clinical teams and stepping up on integrated models of care. In fact, our multi-disciplinary approach to diabetes management has successfully lowered the incidence of limb amputations at AH by 60 per cent. For JurongHealth, such outcomes underpin our impetus for patient-centred care.

Augmenting these efforts for integrated healthcare are initiatives like Project OneCare, which establishes an integrated Electronic Medical Records system as part of a total and accessible healthcare platform for patients and medical personnel, as well as facilitate the sharing of patient information and records with authorised external healthcare partners. We will also be implementing technologies such as Real-Time Location Sensing to enhance existing methods of patient and equipment monitoring as part of a seamless and integrated care process.

Enhancing community health with Jurong Medical Centre

With the inclusion of Jurong Medical Centre (JMC) in April 2012 as part of JurongHealth, we are a step closer to the heartland and communities in the west. Through JMC, we have been working with companies and community partners to promote workplace and community health through onsite screening programmes including diabetes, high cholesterol, high blood pressure, cancer screening (breast and colorectal cancer), hearing and dental. We have also extended our ICPs, educational talks on managing chronic conditions and interactive home care solutions exhibits for the patients and elderly.

As an ambulatory medical centre located where outpatient specialists are supported by diagnostic and day surgery services, chronic disease management, health screenings and promotion programmes, JMC plays a key role in our community engagement strategy and allows access to appropriate specialist care without the need for patients to travel to an acute setting.

Providing chronic care with Family Medicine Clinic

Collaborating with GPs, we launched the Lakeside Family Medicine Clinic (LFMC) in July 2013 for patients in the west with chronic conditions. Conveniently located at Block 518A, Jurong West Street 52 near the Lakeside MRT station, this one-stop clinic offers multi-disciplinary healthcare services including dietetics, physiotherapy, podiatry, medical social services and diabetes management at a location closer to our patients' home.

In delivering comprehensive and holistic care under this collaboration, our GP partners are supported by JurongHealth's multi-disciplinary healthcare team and resources. Patients at LFMC can also be swiftly referred to JurongHealth for specialist care should their conditions become complicated.

Gearing for the future

We look forward to 2014, when the completion of our integrated healthcare hub will offer us the capacity and resources to take integrated care concepts to greater heights. For now, we will continue to hone our capabilities and pilot programmes at AH so that we can achieve a higher quality of service and care when we are finally operating at full capacity in the west.



Hand-in-Hand

WORKING
CLOSELY WITH
PARTNERS
IN THE
HEALTHCARE
CONTINUUM



ABOVE AND ON THE RIGHT
Health screenings to keep the
population's health in check



ABOVE
Our network of GP partners at
Lakeside Family Medicine Clinic

Unleashing synergies through collaboration

The aspiration to provide integrated healthcare transcends conventional boundaries. We envision a future where primary, acute and step-down care providers, as members of the healthcare ecosystem, work together to provide integrated and seamless care centred on the needs of individual patients.

At JurongHealth, this means going beyond our hospital walls to reach out to a wide spectrum of healthcare providers, including general practitioners (GP), polyclinics, community hospitals, nursing homes, hospices, home care providers and social support groups. We are also collaborating with community partners such as grassroots organisations, employers, sports associations and other interest groups to help patients stay healthy in the community and away from the hospital.

Pooling knowledge and resources with National University Healthcare System

We are focused on synergistic alliances that improve patient outcomes. Our teaming arrangement with the National University Healthcare System (NUHS) enables collaboration on the planning and development of

clinical services, training and education of medical students and residents, as well as manpower and infrastructure requirements. We have also teamed with the National Cancer Institute Singapore (NCIS) of NUHS to set up the Western Cancer Action Network to look at detailed cancer care management for the western population. Together, we can augment our capabilities, synergise and align the clinical disciplines and services offered in the western region.

Forging a strategic alliance with St Luke's Hospital

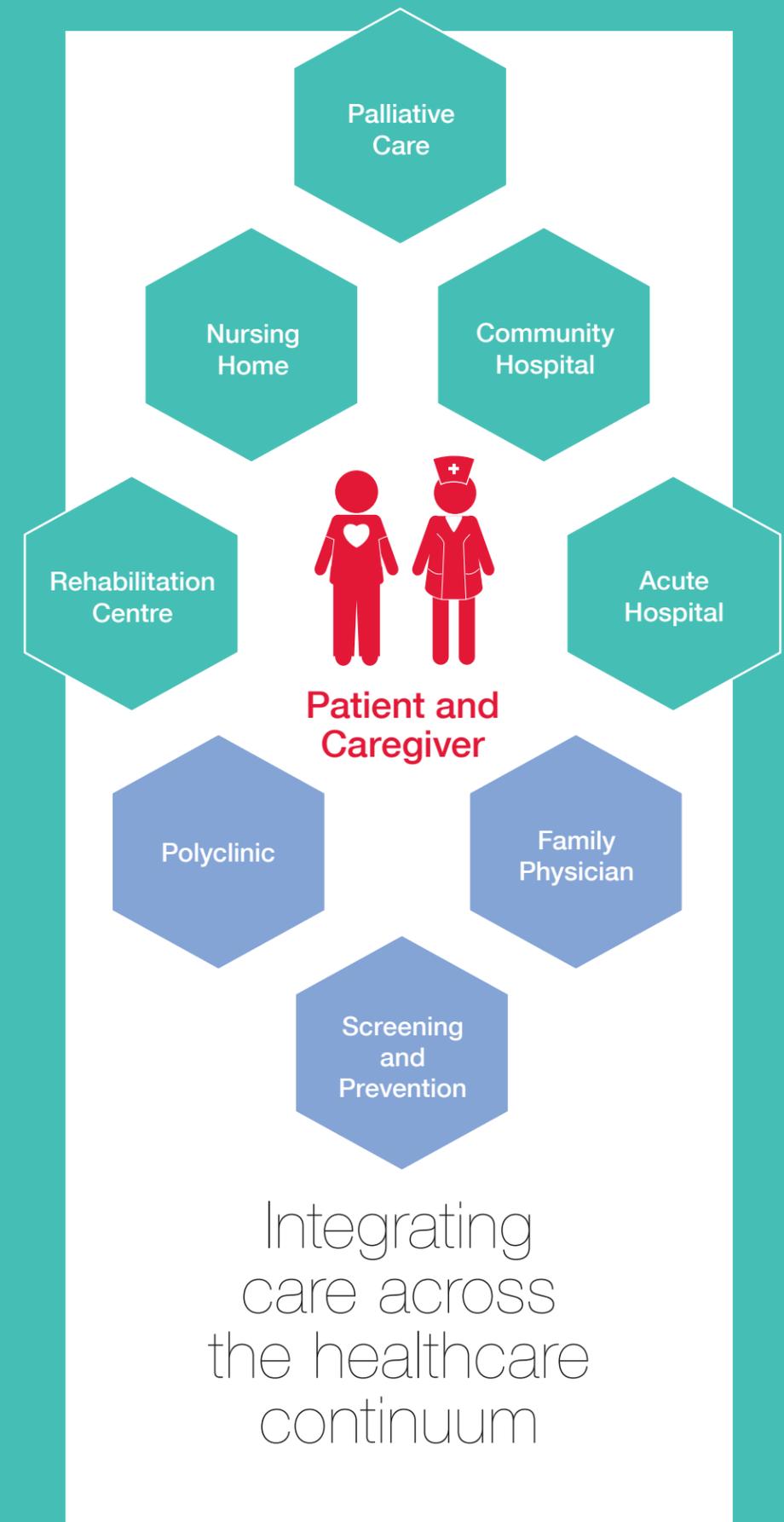
A Memorandum of Understanding with St Luke's Hospital (SLH) has cemented the joint commitment to plan and build a seamless integrated hub and pave the way for smoother patient transfers and management between acute and sub-acute settings. We have benefitted from the expertise and knowledge of the SLH team in identifying the needs of a step-down facility and planning the right level of integration in our early stages of hospital planning.

Strengthening bonds with the medical fraternity

As part of our outreach to GPs, private nurses and allied health professionals, we conduct holistic Continuing Medical Education (CME) programmes both at Alexandra Hospital and at Jurong Medical Centre to offer insightful updates on a variety of medical, surgical and allied health topics. These sessions have served as great platforms for networking and exchanging of ideas on integrating care for better patient outcomes.

Accelerating care integration through Family Medicine Clinic

The concept of Family Medicine Clinic (FMC) will see private sector doctors, nurses and allied health professionals working alongside hospital specialists in a team-based effort to manage chronic illnesses in the community. Offering convenient and multi-disciplinary healthcare services, they allow patients with chronic conditions to be cared for closer to their homes. With the debut of Lakeside Family Medicine Clinic in the west, we now work closely with our network of GP partners to co-manage patients with complex but stable conditions in the community context. Plans are also in place for more FMCs in the western region to deepen the levels of partnerships with private and public healthcare providers and truly provide patients with the integrated care that they deserve.



2009

August

1

Our pioneering team based at Alexandra Hospital Blocks 14 and 22

September

2

Team JurongHealth participated in the National Healthy Lifestyle Campaign

October

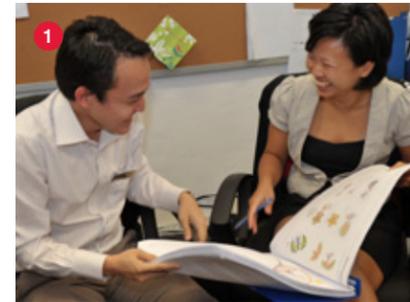
3

CEO and Management tea sessions with nested staff at the National University Hospital and Tan Tock Seng Hospital

4

First JurongHealth Board meeting and walkabout at the construction site of Ng Teng Fong General Hospital and Jurong Community Hospital

Our Milestones 2009-2013



2009

2010

November

December

January

5

First Strategic Planning Session

6

First Christmas Party at Alexandra Hospital Block 14

7

Former Health Minister Khaw Boon Wan visited the life-sized mock-up of the hospital ward

8

First staff orientation at Civil Service College



February

March

9

Our first Dinner & Dance

10

Healthcare Recruitment Drive with e2i at the ward mock-up

11

Corporate Identity workshop to develop the JurongHealth brand

12

Assumed management of the Dental and Eye clinics, Day Surgery, Operating Theatre and Wards at Alexandra Hospital



2010

March

13

Corporate orientation and tea sessions for new staff

June

14

Launch of our corporate vision, mission and values on JurongHealth's first anniversary

15

Special cupcakes for staff as part of our first anniversary celebration



July

17

Assumed management of Alexandra Hospital's Emergency Department at midnight

August

18

Assumed full management of Alexandra Hospital from Alexandra Health



2010

August

19

Unveiled new nursing uniforms at our first Nurses' Day celebration



September

20

CEO tea sessions with staff



November

21

Memorandum of Understanding signing ceremony with St Luke's Hospital and groundbreaking of the Ng Teng Fong General Hospital and Jurong Community Hospital



2011

December

22

Inaugural JurongHealth Scholarship & Sponsorship Awards



February

23

Inaugural Service Quality Awards



March

24

Recognising staff at our first Long Service Awards



2011

April

25

Forging ties with the National University Hospital



May

26

JurongHealth recipients of the Healthcare Humanity Awards



July

27

Site visit by Health Minister Gan Kim Yong in conjunction with Nurses' Day celebration



November

28

Leadership Retreat for Board Members



2012

March

29

"Back to School" – our theme for Dinner & Dance



April

30

Assumed management of Jurong Medical Centre (JMC)



31

Launch of Integrated Care Pathway – Chronic Obstructive Pulmonary Disease Programme and JMC Open House



2012

May

32

JurongHealth Healthcare Manpower Development Programme Awards for staff

July

33

Clinched second spot in the Ministry of Health's Annual Patient Satisfaction Survey

August

34

Our winners at the Nurses Merit Award

September

35

Signing ceremony for the commencement of the Superstructure phase

October

36

Kicked off our inaugural Quality Month

November

37

JurongHealth received the Silver Award at the Singapore Health Awards

December

38

Official medical partner of the Annual Standard Chartered Marathon Singapore

39

Awarded the contract for Electronic Medical Records to enable care transformation



2013

January

40

Inaugural Doctors' Night celebration for clinicians

41

The first Multi-Disciplinary Clinic opened at Alexandra Hospital

March

42

Achieved first in the Customer Satisfaction Index of Singapore as well as most improved score among restructured hospitals

43

Signed Memorandum of Understanding with Singapore Armed Forces for enhanced emergency medical care

June

44

Launched the Transition Planning Command Centre and unveiled new Patient Service Associates uniforms

July

45

"Build with Us! Your Gateway to Health" community outreach event on Jurong Gateway Road

46

Lakeside Family Medicine Clinic opened in Jurong West

47

Launched IPOEM & Me at Alexandra Hospital



Minister's Message

*It's all
about
you*



TO THE LEFT
Mr Gan Kim Yong, Minister for Health, and Dr Amy Khor, Senior Minister of State for Health and Manpower, and Mayor of South West District, visits Alexandra Hospital



BELOW
Pictures of Health mural on the site hoarding of the hospitals

I look forward to seeing more collaboration between JurongHealth and its network of partners to provide our population with affordable, accessible and good quality healthcare.

Our vision for healthcare in Singapore is a holistic one – to provide accessible, affordable and quality healthcare services, and to empower Singaporeans to take charge of their own health. We aim to deliver a high standard of hassle-free, patient-centric care for Singaporeans.

The Ng Teng Fong General Hospital (NTFGH) and Jurong Community Hospital (JCH) are the latest additions to our public healthcare. These new hospitals are part of our Healthcare 2020 Masterplan to expand capacity and make healthcare services more accessible to Singaporeans.

These hospitals will add more than 1,100 beds when completed in end 2014 and 2015 respectively. NTFGH and JCH will be conveniently linked to transport systems such as the Jurong East MRT station, the bus interchange and surrounding office and retail buildings - bringing specialist and rehabilitation care closer to the community.

NTFGH and JCH are also geared towards providing high quality and seamless care to Singaporeans in the west. The twinning of the hospitals enable the seamless transfer of patients across care settings, especially for elderly patients who usually require more time to recover in the community hospital after the acute episode of their illness.

Our healthcare landscape will continue to change significantly in the next decade as more facilities come on stream to meet the needs of patients and their families. I look forward to seeing more collaboration between JurongHealth and its network of partners to provide our population with affordable, accessible and good quality healthcare.

Gan Kim Yong
Minister for Health

Chairman's Message

*Steering
the
transformation*



Planning and developing the Ng Teng Fong General Hospital and the Jurong Community Hospital at the same time has allowed us the opportunity to engineer care and service integration from ground-up.

At Jurong Health Services (JurongHealth) we have a vision to transform care and to bring healthcare closer to every home. To become truly patient-centred however, requires that we make a change in the way that we provide care.

As a newly established healthcare cluster in Singapore, we have the advantage to develop new models of care that respond to changing population needs. New knowledge, systems and technology will also enable us to remain responsive, to adapt, reboot and refresh our thinking and processes for the best interest of our patients. We will also encourage our patients to be healthier and to stay healthy.

Planning and developing the Ng Teng Fong General Hospital (NTFGH) and the Jurong Community Hospital (JCH) at the same time has allowed us the opportunity to engineer care and service integration from ground-up. These two hospitals, which will open at the end of 2014 and 2015 respectively, together with Jurong Medical Centre and Lakeside Family Medicine Clinic (LFMC), will enable us to achieve this objective at the right place and cost.

Nurturing the right values

Nonetheless, our renewed focus does not stop with the new infrastructure. The uniqueness of JurongHealth comes from the people who have joined our organisation. It is important for us to select people who share our vision and are willing to see things from the perspective of our patients and their loved ones. I am happy that JurongHealth has been able to attract good people. We strive to be a nurturing employer who provides a caring work environment and long, fulfilling careers for our staff.

How we are perceived depends on how we live our values. At JurongHealth, a culture of openness, mutual respect and excellence is essential. We look for people with integrity, good skills, and the penchant for learning and adapting to changes. We strive together as a team for the benefit of our patients. The healthcare profession promises a great future for those with compassion for the sick. We collaborate closely with the Ministry of Health to make our systems as hassle free as possible, and to provide each patient with an appropriate level of care at the right setting and cost. Our patients' interests come first.

We have a team of leaders who are committed to patient-centred care, and a culture where views and issues can be shared and rigorously debated. To stay relevant, we give people the room to challenge mindsets and rules of thumb, and to participate in patient-care improvements.

At the same time, we encourage an environment of learning and teaching where we can learn and teach for each other's benefit. I believe we learn better when we teach.

We must do the right things to build a high level of patient trust, so that they in turn, will have confidence in the system of integrated care we have created with healthcare providers beyond our hospitals.

The will to collaborate

Today, we have a framework for multi-disciplinary care that is made possible by various medical disciplines coming together to provide seamless coordinated care. I have been greatly encouraged by the results of their teamwork. For example, patients with Chronic Obstructive Pulmonary Disease have benefitted from the Integrated Care Pathway programme, which we have piloted with community partners. At the same time, multi-disciplinary integration in the management of patients with diabetes and foot problems has made it possible for better care coordination and outcomes. For JurongHealth, such outcomes affirm our direction towards patient-centredness.

We must do the right things to build a high level of patient trust, so that they in turn, will have confidence in the system of integrated care we have created with healthcare providers beyond our hospitals.



ABOVE
Nurses' Day celebration 2011



TO THE LEFT
JurongHealth Board's first retreat 2011



TO THE LEFT
Groundbreaking ceremony for the twinned hospitals



BELOW
Board and senior management reviewing the building progress

In July 2013, we launched the LFMC to support the strategy of providing better primary care for patients with chronic illnesses. We have established close collaboration with private sector doctors and welcome more general practitioners on board this scheme. We also look forward to forging close collaborations with other partners as part of our regional healthcare system.

Towards patient-centredness

We are ramping up our resources to prepare for the opening of our new hospitals in Jurong. We will continue to build the team at JurongHealth and strengthen our community networks to bring about a hassle-free healthcare experience.

Throughout this process, the Ministry of Health has provided valuable guidance and funds for our initiatives. Our Board of Directors have also been actively involved in this exciting journey. Our vision, mission and values will continue to guide us and serve as a constant reminder to be patient focused.

Many of us enjoy "walking the talk", but I think we should also "talk the walk". Explain what we do and why we do what we do, as we move along. Each one of us can continue to be agents of change as we work together to bring better healthcare to our patients.

Lim Yong Wah
Chairman

Our vision, mission and values will continue to guide us and serve as a constant reminder to be patient focused.

CEO's Message

*Leading the
integration*



The culture I would like JurongHealth to have is one that is enlivened by being patient-centred – an organisation that genuinely cares for every member of its family, and founded on living its values.

It has been amazing to watch JurongHealth grow over the last four years since our formation. Notwithstanding our youth, we have made significant progress within a short time, and have attracted a progressively larger flock of like-minded people into the JurongHealth family who passionately believe in our vision of “Transforming Care. Bringing Health to Every Home”.

As the youngest regional healthcare system in Singapore, we have the golden opportunity to catalyse transformation in the delivery of healthcare to the population. Our people have stepped up to this journey of possibilities and we are really looking forward to serving our community in the west starting end 2014 from the new integrated healthcare hub in Jurong comprising the new 700-bed Ng Teng Fong General Hospital (NTFGH) and the 400-bed Jurong Community Hospital (JCH).

The JurongHealth story may have begun in August 2010, amidst charming greenery and colonial architecture. Our core team however, surmounted many challenges in taking over the management of Alexandra Hospital (AH) barely a year into our formation. Our success depended on strong foundations, and our ability to bring

on board colleagues who genuinely care for our mission. We treat our people well so that they in turn, can look after patients well and be the change that we would like to see in Singapore’s healthcare landscape. I cherish the many milestones that we have collectively achieved in our early years, and will never forget how we celebrated our first patient compliment, which was for Patient Service Associate Joyce Tan, now a Supervisor at our Specialist Outpatient Clinics.

It’s all about our patients

Looking after patients’ needs holistically and with compassion continues to be the basis for all we do at JurongHealth. I recall a Chinese calligraphy that resonates strongly with the task before us, “一切为病人, 为病人一切, 为一切病人”, which translates as “making every effort; meeting every need; serving every patient”.

I am really proud to see our transformation progress so far. As we brace for the physical transition into our new hospitals in Jurong, we are also gearing up for the role of looking after the health of the population in western Singapore. We have been greatly encouraged by the consistent and positive feedback



TO THE LEFT
JurongHealth bagged four at the Annual Singapore HR Award 2012

BELOW
Alexandra Hospital emerged first and the most improved among restructured hospitals in the Customer Satisfaction Index of Singapore (CSISG) 2012



The design of the hospitals will also see many innovations that will make a difference to patients' safety, medical care, comfort and convenience. Indeed, the planning, design and co-location of the acute hospital and community hospital will mean that we can truly plan for seamless patient experiences should the need to transit from one facility to the other arise.

gathered through feedback forms, regular patient feedback lunches and the annual MOH Patient Satisfaction Survey. We have improved from an overall third rank in the MOH 2010 survey to second position in 2012, and also emerged top in the restructured hospitals category in the Customer Satisfaction Index Singapore (CSISG) survey in 2012. These results affirm our efforts and will drive us to work even harder to build a strong foundation for the future.

Embedding the software

At the heart of our activities are our people, the members of our JurongHealth family. To carry out our role effectively, we have to build up a workforce with the right values, skills and attitudes – individuals who are willing to serve and exceed expectations, and who embody IPOEM, or our core values of "Integrity", "Patient-Centredness", "Openness", "Excellence" and "Mutual Respect". The culture I would like JurongHealth to have is one that is enlivened by being patient-centred –

an organisation that genuinely cares for every member of its family, and founded on living its values.

We have grown exponentially in the last three years to become 3,000 strong. As we continue to grow the pioneering JurongHealth team, we will have to be much more deliberate in building and embedding our desired culture. In early 2013, we engaged over 400 colleagues to identify desired behaviours and mindsets that manifest IPOEM. The outcome is a set of 20 behaviour statements that we have wholeheartedly adopted. Training programmes and modules such as "IPOEM & Me", and "Living our Values" have been put in place to extend our efforts at values cultivation.

Delivering the hardware

As we build our people, we have also worked hard to deliver both NTFGH and JCH "on time, on budget and on quality". Construction of the two hospitals is well underway and it is very exciting to watch



ABOVE
Celebrating the best in service at Service Quality Award 2012

TO THE LEFT
Memorandum of Understanding signing ceremony with St Luke's Hospital in 2010

the hospitals gradually emerge above ground with their superstructure. The design of the hospitals will also see many innovations that will make a difference to patients' safety, medical care, comfort and convenience. Indeed, the planning, design and co-location of the acute hospital and community hospital will mean that we can truly plan for seamless patient experiences should the need to transit from one facility to the other arise.

Thinking different

Beyond JurongHealth, we need to work with the community at large to achieve integrated patient care. The groundbreaking design of our two new hospitals will give us a head start in our transformative journey. We look forward to extending good patient experiences beyond our hospitals, and to becoming proactive in public education, disease prevention, health screenings, early detection and treatment. The challenge will require us to think differently; to forge new partnerships with other healthcare institutions, government bodies, polyclinics, general practitioners (GP), nursing homes, social care providers and grassroots organisations to bring about a fuss-free experience.

This transformative change certainly cannot be achieved overnight. We have taken over the management of Jurong Medical Centre (JMC) since April 2012 and started our first Lakeside Family Medicine Clinic (LFMC) in July 2013. We will step up our integration efforts with JMC and FMC as our base in the west.

Going the distance

For those of us on this exciting journey, the rewards have been immeasurable. The pilot Integrated Care Pathway programme for Chronic Obstructive Pulmonary Disease, for example, has heralded strong teamwork, and we look forward to closer collaboration with GPs, community partners and multi-disciplinary teams comprising members from the departments of medicine, nursing, physiotherapy, medical social services, pharmacy, clinical measurement and clinical operations in delivering a new dimension of holistic and integrated patient care.

JurongHealth remains guided by our "BEST+++" strategy – to build our new hospitals on time, on budget and on quality; to excel through a strong foundation at AH; to synergise with our community partners; and to transform patient care through an integrated framework.

Appreciation

Our achievements today would not be possible without the invaluable support of our friends at National University Health System and St Luke's Hospital; and our predecessors at Alexandra Health, who have been instrumental in many ways during our transition. To our Chairman and extraordinary Board members, my deepest gratitude for their visionary leadership.

Last but not least, a personal tribute to my management team and all members of the JurongHealth family, who have chosen to build their careers with an exciting new cluster on an unparalleled mission. We have started this journey of possibilities – let's stay resilient to finish it together!

Foo Hee Jug
Chief Executive Officer

CMB's Message

*Shaping
Patient-Centred
Care*



Transforming care is a collaborative effort. Delivering good patient care requires both the personal conviction of each healthcare professional and the collective effort and commitment of JurongHealth.

At JurongHealth, we have an important mandate of transforming healthcare by providing and delivering care services that is holistic, safe and of the highest standards for our patients. We achieve this through an integrated healthcare system with a focus on patient-centred care. We know this is a common aspiration in JurongHealth and everyone is excited to participate in this transformation.

Meeting population needs

JurongHealth has been given the privilege of looking after the healthcare needs of the Singapore community living in the west. Besides providing a comprehensive range of clinical services based on the demographic and medical needs of our population, we are also focusing on seven key areas in emergency medicine, intensive care medicine, geriatric medicine, rehabilitation medicine, chronic disease management, oncology and mental health. Developing our competencies in emergency care, industrial accident and trauma is especially a high priority for JurongHealth with the higher concentration of industrial activities in the west, as well as our proximity to two major expressways.

We are building a strong team of clinical and healthcare experts at Alexandra Hospital (AH) while planning for the new hospitals, and piloting new models of healthcare that put the patient as the priority. We will be consolidating critical care under the Intensive Care Medicine Department to provide one standard of care and attention for patients. Critical departments supporting emergency operations such as operating theatres and ICU are also located directly above the Emergency Department. The new hospitals are designed to be more responsive and allow an integrated spectrum of specialists to provide intensive care treatments readily to the patients with minimal movement and greater efficacy.

Transforming mindsets

Transforming care is a collaborative effort. Delivering good patient care requires both the personal conviction of each healthcare professional and the collective effort and commitment of JurongHealth. Healthcare is complex and navigating through the system can be daunting for patients and caregivers alike. We believe that integrated and transformative care is the way to meet the growing local healthcare needs and are going the distance to bring this a step closer for our patients.

To fully address the healthcare needs, we also have to provide affordable and accessible preventive care. This is an area where we are working with community partners to ensure wellness and good preventive practices in the community such as changing the community's perception towards health screening in the Asian society. If we can encourage people to look after themselves properly, we will be able to alleviate many of the complications that occur before patients are diagnosed with chronic conditions and help many to stay away from the hospital. As the western region's health system, it is also our aim to find better ways to support and collaborate with our primary care providers so that together as an integrated team, we can address the population's needs more effectively.

Ground up from Alexandra Hospital

To maintain a high standard of patient care and medical capabilities, it is crucial for us to sharpen the competencies of our doctors and specialists. AH has been an excellent base for piloting collaborative multi-disciplinary teams to grow our clinical strengths and expertise. I want to thank the specialist teams from other restructured hospitals, in particular the National University Hospital, who have worked closely with us to ensure our operational readiness as we build our clinical team. We look forward to a JurongHealth where all our specialists and clinical teams, with their fresh insights and innovative ideas, are working uncompromisingly towards patient-centred care.

As the western region's health system, it is also our aim to find better ways to support and collaborate with our primary care providers so that together as an integrated team, we can address the population's needs more effectively.



ABOVE
A/Prof Cheah Wei Keat
with a patient at
Alexandra Hospital



BELOW
The open house at
Jurong Medical Centre
and launch of the
JurongHealth Integrated
Care Pathway for Chronic
Obstructive Pulmonary
Disease



TO THE LEFT
JurongHealth management
retreat 2012

Towards patient-centredness

JurongHealth is on an exciting trajectory. While all patients are receiving the best care by capable doctors, specialty nurses and allied health practitioners, we have ensured a coordinated approach in the seamless stepping-down from acute and sub-acute care, to rehabilitation care, community-based specialist care and primary care.

We are encouraged by the positive feedback from the pilot run of our Integrated Care Pathway programme for Chronic Obstructive Pulmonary Disease. The overall 30-day re-admission rate was reduced from 39.8 per cent for 2011 to 31.5 per cent for 2012. As of September 2013, the rate has been maintained below the 30 per cent target mark for the past nine months. This is a good and significant start. We are on the right track and will continue to review our processes so as to pilot and roll out more of such patient-centred care pathways progressively. The multi-disciplinary training opportunities also emphasise values such as compassion, professionalism, safety, and good communications as part of the delivery of holistic care.

On the community engagement front, our Continuing Medical Education programmes have reached out to the clinical partners whom

we are working closely with to develop smooth step-down patient care. Today, audits on patient satisfaction provide a measure of our service and patient care. While we have done well in these audits, we have identified communication gaps and several processes that can be enhanced. This journey to provide seamless patient care will require time and effort. I hope, in the near future, that the audits will also capture how much JurongHealth patients have benefitted from a well-coordinated and proficient patient care system.

Acknowledgement

I take this opportunity to thank the Ministry of Health for setting a clear direction in patient care, and for their continuing support in managing new challenges with us. I also want to thank our Chairman and members of the Board for their invaluable insights and guidance; the senior management and staff of JurongHealth for their faith and commitment in delivering impeccable healthcare services; and especially the clinical heads and directors for their shared passion and vision in turning the idea of patient-centred care into a reality.

A/Prof Cheah Wei Keat
Chairman, Medical Board

JurongHealth is on an exciting trajectory. While all patients are receiving the best care by capable doctors, specialty nurses and allied health practitioners, we have ensured a coordinated approach in the seamless stepping-down from acute and sub-acute care, to rehabilitation care, community-based specialist care and primary care.

Board of Directors



Mr Lim Yong Wah
Chairman of the Board

Chairman of Human Resource Committee

Chairman of Infrastructure Development Committee



Mrs Dorothy Chan
Board Member



Ms Chong Siak Ching
Board Member



Mr Foong Daw Ching
Board Member



Mr Latiff Bin Ibrahim
Board Member

Chairman of Audit Committee



Mr Barney Lau
Board Member

Chairman of Information Technology Committee



Prof Lee Hin-Peng
Board Member



Mrs Sylvia Lee
Board Member



Mr Lim Joo Boon
Board Member

Chairman of Care Integration Committee



Mr Low Wong Fook
Board Member



A/Prof Benjamin Ong
Board Member



Mr Tan Kian Huay
Board Member



Mr Anthony Tan
Board Member
Appointed in April 2013



Mr Roy Quek
Board Member
From June 2009 to April 2013

Senior Management



FROM LEFT TO RIGHT

1 Mr Ng Kian Swan
Asst. Chief Operating Officer
(Service Operations) &
Director, Operations,
JMC & JCH

2 Dr Lesley-Ann Goh
Head, Radiology

3 Dr Tan Chee Keat
Head, Intensive Care
Medicine

4 Mr Tan Tai Soon
Director, Hospital Planning

5 Dr Hwang Chi Hong
Director, Medical Affairs

6 Ms Joanne Yap
Chief Operating Officer

7 Ms Chee Thong Gan
Asst. Chief Operating Officer
(Clinical Services) & Director,
Allied Health

8 Dr Quek Lit Sin
Head, Emergency Medicine

9 Mdm Kuttiammal
Sundarasan
Director, Nursing

10 Mr Foo Hee Jug
Chief Executive Officer

11 Dr Ng Huey Ping
Head, Anaesthesia

12 Dr Allen Wang
Director, Office of CMB

13 Ms Stephanie Teo
Director, Operations
(Services)

14 Ms Casey Chang
Director, Communications
and Service Quality

15 Dr Gamaliel Tan
Chief Medical Information
Officer & Head,
Orthopaedic Surgery

16 Dr Gerald Chua
Head, Medicine

17 Mr Ken Lee
Director, Human Resource

18 A/Prof Cheah Wei Keat
Chairman, Medical Board

19 Ms Chow Siew Ying
Chief Financial Officer

20 Ms Anna Fok
Chief Human Resource
Officer

21 Mr Lim Soo Tong
Chief Information Officer

22 Dr Chua Chi Siong
Medical Director, JCH

23 Dr Leslie Lam
Head, Laboratory Medicine

24 Mr Joel Tan
Director, Operations
(Support Services)

25 Ms Jasmine Wee
Financial Controller

26 Dr Yang Kok Soong
Director, Epidemiology



Clinical Disciplines and Services



TO THE LEFT
AND BELOW
A comprehensive suite
of services to meet the
needs of the west



A model of patient-centred care

At JurongHealth, the delivery of clinical care is guided by patient-centredness, one of JurongHealth's five core values. As a regional healthcare system, we are strategically and geographically situated to improve overall health and achieve integrated care for the west through the delivery of acute care at Ng Teng Fong General Hospital (NTFGH), sub-acute and rehabilitative care at Jurong Community Hospital (JCH), community-based specialist care at Jurong Medical Centre (JMC), and primary care at Lakeside Family Medicine Clinic (LFMC).

NTFGH's comprehensive suite of clinical services aims to meet the needs of the west based on its demographics. We are also partnering various healthcare providers in the west to actively right-site care around the needs of patients, and to improve the quality, affordability and accessibility of care. Our Multi-Disciplinary Care (MDC) and Integrated Care Pathway (ICP) models aim to bring about seamless care as well as to encourage close

collaboration and harmonisation between care teams to make collective decisions on patient goals and individual care plans. These collaborative care models will enhance clinical outcomes, optimise resource utilisation and improve communication with patients and their family.

Meeting the acute care needs of the population

Having assessed the healthcare needs of the west, seven key focus areas have been given special emphasis in our clinical services plan to deliver integrated patient-centred care.

Emergency, industrial accidents and trauma

With our close proximity to Jurong Island and the industrial zone in the west, the Emergency Medicine Department will have the capabilities to meet any crises involving mass casualty, disease outbreaks or hazardous materials incidents. As part of our emergency services, a Trauma Committee will develop a multi-disciplinary framework for the acute and follow-up care of patients. We are also partnering the Ministry of Manpower (MOM) to understand the injury pattern of industrial accidents in the west.

Geriatric medicine

To serve an ageing population, we have an expanded scope of inpatient and outpatient services in geriatric rehabilitation, community services for the elderly and palliative services. There are currently 18 geriatric beds for the Geriatric Evaluation and Management Unit (GEMU) at Alexandra Hospital (AH) with plans for 38 beds at NTFGH. The team conducts weekly multi-disciplinary ward rounds together with the Transitional Care Services and Orthopaedic Surgery teams to review and constantly improve the care plan for the hospitalised elderly. Our geriatricians are also providing services at St Luke's Hospital as visiting consultants.

Oncology

We have collaborated with the National University Cancer Institute, Singapore (NCIS) to set up an integrated cancer care service for the west under the jointly resourced Western Cancer Action Network (WCAN). Through the partnership, we are able to introduce the JurongHealth-NCIS Joint Tumour Board to incorporate more sub-specialties such as Head and Neck Tumour Board, appoint JurongHealth surgeons as visiting consultants to National University Hospital Singapore (NUHS), and build a comprehensive Oncology service at NTFGH which includes ambulatory chemotherapy and radiation therapy.

Mental health

The Community Mental Health programme aims to build a network of general practitioners (GP) care partners to manage patients in the community. We have also introduced psychological and medical social services at JMC for GPs to refer patients who need counselling and psychosocial support.

Chronic disease

ICP programmes enable the effective management of chronic diseases and the coordination of care across multiple sites with various partners. The Chronic Obstructive Pulmonary Disease-ICP has progressed well, while the Diabetes-ICP team has created the diabetes care bundle and is working with the LFMC as a pilot site in the shared-care model. We are also making progress with the Stroke and Heart Failure ICP teams.

Intensive care

As Singapore's first Intensive Care Medicine Department to combine and co-locate different conventional Intensive Care Units (ICU) and their respective High Dependency (HD) wards into one designated area, the ICU at NTFGH will facilitate the concentration of skills, expertise and resources to provide unified and quality care for critically ill patients in all specialties. The unit features 70 beds, which can be readily converted for HD purposes and allows the ICU to respond swiftly to national emergencies. ICU clinicians and nurses will also provide services outside the ICU, such as managing deteriorating patients in the general wards, in addition to follow-up support to patients discharged to general wards (such as tracheostomy and end-of-life care). The team will also share critical care skills with colleagues in the general wards.

Rehabilitation medicine

With dedicated inpatient beds as well as an outpatient clinic in AH, the Rehabilitation Medicine team will continue to build key services for patients recovering from stroke, brain injury, spinal cord injury and other neurological conditions. The team provides a multi-disciplinary and integrative approach in developing individualised rehabilitation plans for both inpatients and outpatients. Having worked with NUHS to start the Rehabilitation Medicine service at AH, the team will be collaborating with Tan Tock Seng Hospital next to strengthen a core team to implement patient-centred and holistic rehabilitative care at NTFGH and JCH.



TO THE LEFT
The transitional care setting in AH for patients who require further recuperation



BELOW
Coordinated care for patients with chronic diseases



TO THE LEFT
AND BELOW
Providing specialist care and educational outreach for the community



Sub-acute and rehabilitation care

To complement the clinical services at NTFGH, JCH will provide sub-acute or chronic rehabilitation care for patients who have recovered but require further recuperation before returning home. The Transitional Care Service (TCS) has piloted a co-location model in AH by operating a transitional care setting within the acute hospital to integrate processes, streamline workflows, and foster teamwork and communication between care teams. This model of care, together with other programmes like patient activity table and art therapy, has been well received by recovering patients.

Specialist care for the community

We have expanded the scope of JMC as an ambulatory surgery centre with key specialties like Ophthalmology, ENT General Surgery, Orthopaedics, and Dental services for integrated community care. Clinical facilities for

Hand Surgery, a Renal Clinic, and MDC clinics for Weight Management, Pain, Sleep disorder, and Sports Medicine are also available. JMC will also feature preventive care and work with partners in the community.

The introduction of LFMC in July 2013 has allowed us to work closely with ICP teams as well as family physicians in managing patients with chronic conditions (i.e. COPD, diabetes and hip fracture), ensuring that care is continued seamlessly at the LFMC.

Prevention, wellness and community outreach

To raise the health standards of our population, we are partnering grassroots leaders from Boon Lay, Pioneer, Yuhua, Southwest Community Development Council and Health Promotion Board to organise community health screenings, eye screenings, health seminars, forums and healthy lifestyle activities. We are also working with corporate partners to provide holistic,

multi-disciplinary care through workplace health programmes like employee health screenings with follow-up, occupational health screenings, on-site diabetes management programmes and health talks.

Expanding on our role as a regional health system, we also organise regular activities to promote healthy eating, physical exercise and mental wellness, including internal events targeted at staff.

Through our community HEALTH Programme project with Thong Kheng Welfare Services Society, we aim to equip the elderly with knowledge on proper planning for their health and social needs to enable them to live and stay well into their golden years.

We will continue to develop, pilot and implement integrated care practices and MDC models and systems at AH and JMC; and finetune them as we make our transition into NTFGH and JCH by end 2014.

JurongHealth Fund

About JurongHealth Fund

The JurongHealth Fund (JHF) was established on 4 August 2011 as a not-for-profit organisation, limited by guarantee. JHF aims to promote all medical and health-related services that are exclusively charitable and for the benefit of the Singapore community. JHF is registered as a charity under the Charities Act, Chapter 37 on 29 August 2011. JHF is also an approved Institution of Public Character (IPC) in accordance with Section 371 of the Income Tax Act. As an IPC, donations to JHF are tax exempted and donors are given tax deductions for their donations. JHF is governed by a Board of Directors.

Goals of the JHF

In partnership with Jurong Health Services Pte Ltd, JHF facilitates fund-raising and awards grants to fund programmes in five key areas:

1 To help needy patients

Needy patients who require healthcare services and are assessed to be in need of financial assistance.

2 To improve community care

Community care and outreach programmes and enhancement of care integration initiatives.

3 To support education

Education through programmes and additional sponsorships for medical, nursing, paramedical and other health-care related education and training programmes for healthcare workers.

4 To run pilot projects

Pilot projects to test new and improved ways of providing patient care and improving safety of care.

5 To support research

Research including the publication of research findings, educational findings, educational journals, reports, magazines, books and other related areas.

Donations received

S\$75m*

from **the family of the late Mr Ng Teng Fong**
(for S\$50,000 and above category) for FY2011-2013

S\$39,000

from **SMRT Corporation Ltd**
(for S\$10,000 - S\$49,999 category) for FY2011

* This is the first three tranches of the S\$125m donation from the family of the late Mr Ng Teng Fong.

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