

6 November 2025

PRESS RELEASE

NHG Health Recognised for Putting Humanity at Heart of Healthcare Innovation

17 individuals and six teams honoured for transforming patient care through compassion-driven excellence

SINGAPORE, 6 November 2025 – Seventeen individuals and six teams from NHG Health have been recognised at the Healthcare Humanity Awards 2025, demonstrating how exceptional healthcare emerges when clinical excellence meets deep human compassion.

The awards, presented by MOH Holdings across Singapore's public healthcare institutions, celebrate those who exemplify the human spirit in healthcare delivery. NHG Health's recipients showcase a distinctive approach: using innovation not for its own sake, but as a tool to address real human needs and forge meaningful connections with patients and families.

"These awards reflect our belief that the most advanced medical care must be delivered with genuine human understanding," said Professor Joe Sim, Group Chief Executive Officer, NHG Health. "Our winners show that true healthcare excellence happens when we combine cutting-edge innovation with the timeless values of compassion, dedication, and service to others."

Innovation Driven by Compassion

Often, the award recipients' breakthrough innovations stem from witnessing patient struggles firsthand. Please see full profiles of winners in Annexe, including below:

- Woodlands Health's Senior Art Therapist Roxanne Chew mastered digital and AI tools overnight to assist her in the process of creating a family portrait for a dying father;
- Tan Tock Seng Hospital's Principal Occupational Therapist Tegan Plunkett developed 3D-printed cranial caps after seeing the vulnerability faced by patients post brain surgery;
- Dr Wong Chin Jung, Senior Consultant, Department of Rehabilitation Medicine, Tan Tock Seng Hospital, established Singapore's first community-based cancer rehabilitation clinics after recognising gaps in support for survivors; and
- The ADHD (Attention-Deficit Hyperactivity Disorder) Team at the Institute of Mental Health created the patented Cogoland™ intervention to make therapy more engaging for children.

The Quiet Heroes

The award recipients exemplify too service that extends far beyond job descriptions.

- Yishun Community Hospital's Senior Staff Nurse San San Win Thant taught herself Mandarin to communicate better with patients;

- NHG Polyclinics' (Hougang) Senior Nurse Manager Elane Zhang patiently guided residents in the neighbourhood she volunteered in through the COVID-19 vaccination process, especially the elderly, helping hesitant individuals gain confidence to receive their shots;
- Associate Professor Surendra Kumar Mantoo, Senior Consultant, General Surgery, Khoo Teck Puat Hospital stepped in without hesitation to perform life-saving emergency surgery when a colleague was too fatigued, despite having family commitments that evening.

These acts of quiet heroism reflect a culture where compassionate service consistently comes first.

Collaboration as Care

The team awards highlight how exceptional outcomes emerge when healthcare professionals break down traditional silos.

- NHG Polyclinics' AdoLescent Evaluation and Rapid Treatment (ALERT) programme brings together family physicians, medical social workers, and psychiatrists to provide Singapore's first polyclinic-based youth mental health screening, achieving 85% clinical improvement rates among participants; and
- NHG Health's AimSG team exemplifies cross-sector collaboration, uniting three healthcare clusters to transform how artificial intelligence is deployed in medical imaging across Singapore's public healthcare system.

Building Lasting Impact

Our recipients demonstrate sustained commitment to transforming healthcare systems.

- Dr Mansha Khemlani, Senior Consultant, Geriatric Medicine, Khoo Teck Puat Hospital expanded palliative care access across the North region, making consultative services available 24/7;
- Louis Ang, Director, Group Research & Innovation, NHG Health strategically developed the cluster's Academic Health System, creating pathways that turn innovative ideas into sustainable healthcare solutions; and
- The TTSH@Home team fundamentally reshaped acute care by moving hospital-level treatment into patients' homes, saving 2,347 hospital bed days since July 2023, while giving families the comfort of familiar surroundings during recovery.

END

About the Healthcare Humanity Awards

The Healthcare Humanity Awards recognise individuals and teams across five categories: Compassion, Dedication, Resilience, Selflessness, and Collaboration. The awards celebrate those who demonstrate that exceptional healthcare requires both clinical expertise and genuine human connection.

About NHG Health

NHG Health is a leading public healthcare provider in Singapore recognised for its quality clinical care and its commitment in enabling healthier lives through preventive health, innovative solutions and person-centred programmes tailored to every life stage. Our integrated health system, which spans primary care, hospitals and national specialty centres, includes Tan Tock Seng Hospital, Khoo Teck Puat Hospital, Woodlands Health, Yishun Community Hospital, NHG Polyclinics, the Institute of Mental Health, National Skin Centre and the National Centre for Infectious Diseases.

Together with academic and industry partners, we advance medical education, research and healthcare innovation in Singapore, addressing areas that are critical to Singapore's population needs. As the Regional Health Manager for Central and North Singapore, NHG Health partners general practices and health and social care agencies to ensure the physical, mental and social well-being of residents in the community.

Together, we are committed to building healthier and resilient communities, and Adding Years of Healthy Life to the people we serve.

More information at www.nhghealth.com.sg.

Follow us on [Facebook](#) | [Instagram](#) | [LinkedIn](#) | [TikTok](#)

ANNEXE: PROFILES OF INDIVIDUAL & TEAM AWARDS

Healthcare Humanity Award for Compassion

[Recognises individuals who show extraordinary compassion in their daily interactions with patients and families, making healthcare deeply personal and humane.]

Dr Claudia Koh Yiwen
Senior Consultant, Geriatric Medicine
Khoo Teck Puat Hospital

Dr Claudia Koh is known for her thoughtful, patient-centred approach and her ability to listen with empathy and intent. She takes time to understand not only her patients' medical conditions but also the emotional, social, and practical challenges faced by them and their families. When caring for an elderly patient with advanced dementia, she recognised the family's distress and created space for open, compassionate conversations that helped guide decisions with clarity and reassurance.

Dr Koh believes that compassionate care begins with understanding. She often takes the extra step to uncover concerns that may not be medical but deeply affect a patient's wellbeing. Through her calm presence and genuine care, she helps patients and families navigate difficult situations with dignity, comfort, and trust.

Roxanne Chew
Senior Art Therapist
Woodlands Health

Senior Art Therapist Roxanne Chew received the Healthcare Humanity Award for Compassion, recognising her efforts in transforming end-of-life grief into enduring legacies for their families. Demonstrating empathy, Roxanne raced against time to fulfil a father's wish. When a young father collapsed suddenly and was admitted to ICU, his wife shared that their last conversation was to capture a family portrait – he had a toddler and newborn delivered just a week prior. Roxanne quickly learned digital and AI tools, conducted extensive research, and ran multiple trials to create a meaningful portrait before the patient's scheduled extubation.

Beyond this, Roxanne created space for an advanced cancer patient who could not speak due to a tracheostomy to create a legacy artwork for his son. She then supported his son with a response piece to reassure his dying father.

Karen Lee Swee Boon
Senior Medical Social Worker
Woodlands Health

Senior Medical Social Worker Karen Lee received the Healthcare Humanity Award for Compassion, for her empathic patience and dedications towards patients.

When a patient's spouse passed on after care planning, Karen supported her through the grief, helping to coordinate home cleaning and refurbishment for a fresh beginning. Unfortunately, cancer followed, and the patient adamantly refused any discussions about treatment or palliative care, prioritising her dignity and autonomy.

Rather than pressuring her, Karen chose to be patient and to connect. She brought the patient's favourite meals during each hospitalisation and made regular home visits. Gradually, the patient opened up and began sharing her deepest fears about death. She later found courage to return to the hospital for symptomatic treatments.

As her condition deteriorated, Karen arranged home care whilst facilitating gentle end-of-life conversations. The patient eventually chose terminal hospice care — her own empowered decision. Even after her passing, Karen continued supporting the grieving next-of-kin.

Healthcare Humanity Award for Dedication

[Recognises individuals who demonstrate exceptional long-term commitment to healthcare excellence through sustained innovation, mentorship, and/or improvements. They consistently drive positive change while maintaining the highest standards of care delivery and professional development.]

Dr Mansha Khemlani Senior Consultant, Geriatric Medicine Khoo Teck Puat Hospital

Dedication defines Dr Mansha Khemlani's work in palliative care. Dr Mansha's dedication has transformed palliative care in the North, making consultative services accessible for all hospitalised patients 24/7. Under her leadership, care expanded to include acute palliative beds, inpatient hospice services, and seamless coordination across hospital and community settings. A dedicated educator, she mentors undergraduates, postgraduates, and multidisciplinary healthcare teams. Her exceptional commitment to teaching and interprofessional collaboration has been recognised through multiple awards.

She leads patient safety and quality improvement initiatives, with a focus on recommending process enhancements to prevent harm and strengthen care. During the pandemic, in collaboration with the Infection Control Team, she developed safe, compassionate discharge pathways, enabling patients to spend precious final moments with their families at home.

Dr Mansha exemplifies clinical expertise, leadership, and compassion — advancing the quality, safety, and humanity of palliative care in Singapore.

Louis Ang Director, Group Research & Innovation NHG Health

A dedicated leader in research and innovation, Louis has devoted his career to elevating healthcare in NHG Health and Singapore. As Director of Group Research and Innovation, he has strategically transformed small teams into established centres that connect hospitals, academia, research institutes, and industry partners to further strengthen and build the research, innovation, and enterprise ecosystem. Central to his contributions is the development of NHG Health's Academic Health System, which integrates research, innovation, education, and clinical care in partnership with NTU's Lee Kong Chian School of Medicine, laying the foundation for Academic Clinical Programmes (ACPs) that advance academic excellence and translational research impact across various clinical specialties.

Through the establishment of the Centre for MedTech & Innovations (CMTi) and co11ab Novena, Louis has strengthened the cluster's technology transfer function, industry collaborations, and biomedical start-up incubation—creating pathways that turn ideas into sustainable healthcare solutions. Equally committed to developing talents, Louis established programmes to train and mentor clinician scientists and innovators, fostering a culture where innovation is grounded in clinical needs and talents are supported to grow and succeed.

Tegan Kate Plunkett
Principal Occupational Therapist
Tan Tock Seng Hospital

A drive to make rehabilitation more accessible has guided Tegan throughout her career. When she saw that robot-assisted therapy was out of reach for many, she worked to restructure costs so more patients could benefit. Noticing the fear and vulnerability faced by patients after craniectomy, she also spearheaded an innovation project that led to 3D-printed cranial caps, giving patients both protection and confidence in their daily lives. Her vision extends into the community, where she has explored how technology can support recovery beyond the hospital through trials with robotics and remote monitoring. At the same time, she introduced the “Helping U Regain” programme, encouraging patients to take ownership of their exercise routines and gradually rebuild confidence and independence.

Tegan invests deeply in others as well. As a mentor and educator, she nurtures colleagues, partners and students, building skills and confidence across the rehabilitation field. Her dedication has advanced the practice while ensuring patients and professionals alike are equipped with the tools, support and belief needed to keep moving forward.

Dr Wong Chin Jung
Senior Consultant, Department of Rehabilitation Medicine
Tan Tock Seng Hospital

Dr Wong’s journey in cancer rehabilitation began after a fellowship in Toronto in 2018, where he was inspired to strengthen support for patients back home. He went on to help establish Singapore’s first community-based cancer rehabilitation clinics at the Singapore Cancer Society, adapting international best practices to local needs. These services have since expanded to new sites, reaching thousands of patients and serving as a model for others. Building on this, he developed the Oncorehabilitation service at Tan Tock Seng Hospital, bringing together allied health professionals to provide coordinated care during and after treatment. He also partnered with community providers to create pathways that allow survivors to continue rehabilitation after leaving hospital care.

Alongside service development, Dr Wong remains committed to education. From mentoring trainees to contributing to professional guidebooks and speaking at national conferences, he has helped shape cancer rehabilitation as a recognised field in Singapore. His dedication has made cancer rehabilitation an essential part of care, giving survivors the support they need to rebuild their lives.

Healthcare Humanity Award for Resilience

[Celebrates those who demonstrate steadfast resilience and exceptional courage, consistently delivering care despite personal, systemic, or global challenges.]

Dr Tew Chee Wee
Senior Consultant, Geriatric Medicine
Khoo Teck Puat Hospital

Dr Tew Chee Wee’s career is defined by resilience and an unwavering commitment to geriatric care. She made the uncommon decision to leave a stable role in public healthcare to work in a nursing home, driven by the urgent need for geriatric expertise in long-term care and a deep concern for vulnerable elderly residents. When called back to public service to strengthen community geriatric care, she adapted without hesitation, responding to where need was greatest.

Her resilience was most evident during COVID-19 when she spearheaded the Tele-Medical Home initiative, creating an innovative virtual ward system for high-risk patients that required exceptional coordination across multiple departments.

Dr Tew also balances responsibilities across Memory Clinics, the northern Dementia Network, and inpatient services, often extending her hours to meet patient needs. Additionally, her research in telehealth and teaching excellence continue to shape geriatric care and professional development across the healthcare community.

Priscilla Chng Hsing Yun
Nurse Clinician, Infection Control
Yishun Community Hospital

Nurse Clinician Priscilla Chng demonstrates exceptional resilience and leadership in advancing infection prevention and patient safety. At Yishun Community Hospital, she was part of the Infection Control team during the COVID-19 pandemic, where she established clear guidelines, managed PPE shortages, and ensured staff and patient safety – efforts that earned her team the NHG Team Recognition Award.

As Committee Secretariat for the Catheter-Associated Urinary Tract Infection (CAUTI) prevention initiative, she fostered open communication and a culture of learning, reducing CAUTI rates from 2.0 to zero between 2019 and 2023.

Beyond her clinical duties, Priscilla mentors project team leads and facilitates Kaizen-in-Practice workshops, driving continuous improvement across the organisation. Amid uncertainty, she remains composed, breaking down complex challenges and guiding teams with clarity and empathy. Her persistence and collaborative approach have strengthened patient safety systems and workplace culture, setting a high standard of professionalism and care.

Goh Yiting
Senior Dietitian
Tan Tock Seng Hospital

Yiting's journey is marked by resilience, balancing clinical leadership with personal challenges. With over a decade of experience, she helms dietetics and nutrition for the geriatric discipline, working with doctors, nurses and therapists to address frailty and sarcopenia. She helped develop the MuscleUP programme, strengthening patient education and creating practical solutions for older adults. She also introduced video and phone consultations to keep less mobile patients connected to care. Despite a heavy workload, she joined the team developing a nutrition and screening app, contributing her expertise to improve support for the elderly. As department lead, she guided her team through manpower shortages, calmly reorganising resources and coaching colleagues to maintain safe and effective care. This was all while managing family crises and caring for her young children and elderly parents. Instead of stepping back, she supported student clinical placements during an educator shortage. Through her ability to balance competing demands, Yiting shows that resilience is not only about endurance, but about adapting with clarity and purpose.

Adj Associate Professor Mervyn Koh
Senior Consultant, Department of Palliative Medicine and Divisional Chair, Division of Integrative & Continuing Care
Tan Tock Seng Hospital

A/Prof Koh stands as an exceptional leader whose dual accreditation in Geriatrics and Palliative Medicine reflects his extraordinary dedication to patient care. He pioneered the groundbreaking Tan Tock Seng Hospital-Dover Park Hospice (DPH) Integrated Palliative Care Programme,

revolutionising healthcare delivery through an integrated ecosystem model uniting inpatient, day care, and home services. His innovative *PISCES-ward DPH model bridged critical gaps in patient transfers whilst managing higher acuity needs, and as Medical Director of DPH, led the team to achieve an unprecedented 70% home death outcome. Through his MOH advocacy, he secured increased governmental subvention for hospice services, demonstrating his commitment to healthcare accessibility.

A prolific researcher, A/Prof Koh spearheaded multiple initiatives and innovations, with a focus on overcoming manpower constraints. His research into burnout amongst palliative physicians has shaped educational programmes for future generations. Beyond clinical excellence, his national influence extends through his Board membership of the Singapore Hospice Council and MOH End-of-Life Care Workgroup, where he has significantly shaped palliative care standards and established the National Palliative Medicine Residency Program.

**PISCES (Palliative Integrative Supportive Complementary Empowering Spiritual) is a co-management model that bridges the gap between acute and palliative care. Rather than an abrupt transition, PISCES allows patients to receive palliative support alongside continued acute medical treatment, ensuring comprehensive care without withdrawal of essential services.*

Healthcare Humanity Award for Selflessness

[Honours those who consistently put the needs of patients, colleagues and patient outcomes above their own, making vital contributions and often working behind the scenes to ensure seamless healthcare operations.]

Dr Sung Min Senior Consultant, Developmental Psychiatry Institute of Mental Health

Dr Sung Min has devoted her career to improving the lives of children with autism and their families. In 2006, she started the Autism Services at the Institute of Mental Health, building a multidisciplinary team that integrated psychiatry, psychology, and social work and research to deliver holistic care. She led Singapore's first clinical trial on Cognitive Behavioural Therapy for children with autism and helped develop national clinical practice guidelines.

She serves with quiet dedication, often taking on extra cases, and offering steady support to parents in distress and colleagues in need. As a trainer and mentor, she has nurtured many clinicians in Singapore and the region.

During the COVID-19 pandemic, she led the development of a special care kit to support individuals with special needs, their caregivers, and healthcare workers in managing situations where such individuals were suspected or diagnosed with COVID-19. The kit was thoughtfully designed with clear visuals, structured guidance, and simple tools to help ease anxiety and improve communication in medical settings. Steadfast and compassionate, Dr Sung exemplifies care through consistent action and a lifelong commitment to others.

Dr Su Su Senior Consultant, Geriatric Medicine Khoo Teck Puat Hospital

Dr Su Su's impact is deeply felt, even though much of her work happens quietly behind the scenes. As a senior consultant geriatrician, she has transformed hip fracture care for elderly patients through relentless daily rounds, working alongside surgeons, nurses, and therapists to ensure no

gap goes unattended. Her evidence-based approach has achieved reduced complications, timely surgeries, and shorter hospital stays.

Beyond patient care, Dr Su Su strengthens systems that uphold safety and quality. As Chairperson of the Fall Prevention Workgroup, she reviews incidents and mentors staff to embed stronger safety practices. She has also helped establish a nurse-led osteoporosis counselling service, trains nurses in falls clinics, and collaborates with community partners on post-discharge care.

Deeply committed to nurturing others, Dr Su Su mentors junior doctors, advanced practice nurses and allied health professionals across multiple institutions, instilling clinical excellence and compassion to elevate geriatric care standards.

Associate Professor Surendra Kumar Mantoo
Senior Consultant, General Surgery
Khoo Teck Puat Hospital

A/Prof Surendra embodies selfless leadership through clinical excellence and integrity. When a colleague was too fatigued to perform an emergency procedure, he stepped in without hesitation, calmly completing the life-saving surgery despite a family commitment that evening. This quiet act of service reflects his lifelong dedication to patient care and colleagues alike.

As Lead Clinician of the Colorectal Service and Chairman of the Endoscopy Centre Committee, he has championed transformative initiatives, including Enhanced Recovery After Surgery (ERAS) protocols and structured colorectal cancer survivorship programmes that improved outcomes and patient safety.

As President of the Society for Continence, Singapore, and Immediate Past President of the Society of Colorectal Surgeons Singapore, he has led initiatives that improved surgical standards across the region. His collaborative approach strengthened training programmes and clinical protocols benefiting patients nationally and internationally. Calm, humble, and steadfast, A/Prof Surendra leads with integrity — never seeking the spotlight, only to put patients first.

Elane Zhang Yunxia
Senior Nurse Manager
NHG Polyclinics (Hougang)

Ms Elane Zhang Yunxia, Senior Nurse Manager, NHG Hougang Polyclinic, exemplified selfless dedication through extraordinary acts of service. Recognising the immense pressure on her team during a critical IT system migration, Elane voluntarily verified thousands of children's immunisation records, ensuring data integrity while alleviating her overwhelmed colleagues from additional burdens during the COVID-19 pandemic.

Since December 2020, Elane has been delivering food to vulnerable families in the Yishun Floral Resident Community, mediating neighbour conflicts, and providing administrative assistance to residents in need. An example was during COVID-19 where she patiently guided residents — especially the elderly — through the COVID-19 vaccination process and helped hesitant individuals gain confidence to receive their shots. Elane is also an advocate of active ageing. She leads elderly brisk walking groups to help seniors stay socially connected.

Elane's selflessness extends to being a pillar support to her staff. Without a second thought, she played the motherly role to her staff who was hospitalised, supporting her emotionally throughout her recovery journey. Elane's unwavering commitment to the wellbeing of others — whether colleagues or community members — reflects her exceptional selflessness and spirit of service.

Adj Associate Professor Allyn Hum
Senior Consultant, Department of Palliative Medicine
Tan Tock Seng Hospital

A/Prof Hum exemplifies selflessness through her quiet, tireless work to advance palliative care education, research and policy. As Director of the Palliative Care Centre of Excellence in Research and Education, she built collaborations that expanded training opportunities, including a pioneering course in geriatric palliative care for advanced dementia that filled critical gaps in healthcare education. Her selflessness is most evident in mentorship. Recognised with the NHG Research Mentor Award 2023, she has guided projects and secured over \$4 million in research funding to improve outcomes for vulnerable patients. She consistently places the growth of students and junior colleagues above her own recognition as academic supervisor. At a national level, A/Prof Hum has shaped postgraduate and certificate programmes in palliative medicine, creating a framework that equips healthcare workers locally and abroad. She also helped develop clinical tools for better prognostics that will create lasting impact on patient care. Through humility and persistence, she has advanced the field while inspiring others to serve with the same spirit of selflessness.

San San Win Thant
Senior Staff Nurse
Yishun Community Hospital

Senior Staff Nurse San San exemplifies selflessness and quiet strength in caring for both patients and colleagues. During the pandemic, when her ward was converted into a COVID-19 acute unit, she worked long hours in full protective gear in sweltering conditions without air-conditioning. She never missed a shift and often urged her teammates to rest. Her calm presence kept the ward steady and safe under immense pressure.

Her commitment to patient care is also evident in the way she bridges communication gaps. She taught herself Mandarin in order to communicate better with Mandarin-speaking patients and, as the ward's only Burmese-speaking nurse, she served as a vital link for Myanmar families. In one instance, she stayed after her shift to train a Myanmar helper in caregiving, ensuring quality care continued at home.

Beyond the hospital, San San donates most of her earnings to help those in her home country, keeping only what's needed for herself.

Healthcare Humanity Award for Collaboration

[Recognises outstanding teamwork, where collaboration has led to exceptional patient care, crisis response, or healthcare improvements.]

ADHD Team
Institute of Mental Health

The ADHD (Attention-Deficit Hyperactivity Disorder) Team at the Institute of Mental Health (IMH) has spent two decades advancing the care of children and adults with ADHD, combining science, compassion, and collaboration to transform lives.

The multidisciplinary team brings together psychiatrists, psychologists, a specialist teacher, and a music therapist to deliver coordinated, person-centred care. Their peer supervision model promotes robust case discussions and shared learning, while play and music therapies make interventions more engaging for children.

During the COVID-19 pandemic, the team quickly adapted therapy sessions and parent workshops for online delivery, maintaining meaningful connections despite physical distance. Their research in Brain-Computer Interface technology led to *Cogoland™*, a patented intervention now available to families. Recognising ADHD as a lifelong condition, they pioneered lifespan services by extending care into adulthood.

Beyond clinical care, the team works closely with community partners such as Unlocking ADHD and SPARK to co-create educational resources and support caregivers. Leading the revision of the national ADHD Clinical Practice Guidelines, the team brings together public, private, and community partners to set care standards across Singapore.

AdoLescent Evaluation and Rapid Treatment (ALERT) NHG Polyclinics

The AdoLescent Evaluation and Rapid Treatment (ALERT) programme exemplifies the strength of teamwork in advancing youth mental health in Singapore. Anchored by NHG Polyclinics clinicians — Family Physicians and Medical Social Workers — and in close partnership with Institute of Mental Health Child Guidance Clinic psychiatrists, schools and Social Service Agencies, ALERT provides early identification, risk assessment and timely intervention for adolescents aged 13 to 17 with underlying medical conditions and mental health concerns. It is the first polyclinic programme in Singapore to offer opportunistic mental health screening and bring timely care to at-risk youths. Together, the team creates a safe and welcoming space for youths to seek help.

Between November 2021 and March 2025, ALERT has supported over 140 adolescents, with 85% achieving significant clinical improvement. Regular case discussions and joint training have enhanced clinical capabilities, while families and youths attest to the programme's impact. One caregiver shared, "I'm thankful for the professional counselling at the polyclinic. My granddaughter felt comfortable talking to the Medical Social Worker, and now we know where to turn to for support." Another adolescent reflected, "I want to work a similar job like you helping others... I think it is meaningful... Thank you for helping me all this while."

ALERT shows how integrated partnerships can transform youth mental health care, setting a strong model for coordinated primary care delivery in Singapore.

TTSH@Home Tan Tock Seng Hospital

The TTSH@Home team has reshaped acute care by moving it beyond hospital wards and into patients' homes. What began as a pioneering model of hybrid care is now a trusted service that eases pressure on hospital capacity while giving patients the comfort of recovering in familiar surroundings. Their success comes from strong partnerships across the hospital. Working with Acute Internal Medicine and the Emergency Department, they created new pathways that allow patients who are stable but still in need of hospital-level care to be admitted directly into TTSH@Home even after regular referral hours. This reduces unnecessary hospital stays while ensuring patients get the right care in the right setting. They also collaborated with financial counsellors to simplify processes, making the service easier to navigate. Always looking ahead, the team designed a tiered care model to adapt to different patient needs, and introduced a Conveyance Support Scheme to cover transport costs for patients who might otherwise struggle to return for essential procedures. Since July 2023, TTSH@Home has supported 687 patients and saved 2,347 hospital bed days. Beyond these numbers is a clear message: care no longer stops at the hospital door. By blending clinical excellence with creativity and grit, the TTSH@Home team has shown that hospital care can be safe, accessible and transformative, even at home.

TSSH Smoking Cessation Team Tan Tock Seng Hospital

Formed in 2019, the Smoking Cessation Team at Tan Tock Seng Hospital helps patients, staff and community break free from tobacco addiction. Comprising physicians, pharmacists, nurses, psychologists and partners from Occupational Health and Community Health, the team has built a collaborative model of care with seamless cross-disciplinary referrals, and regular workshops for staff. During COVID-19, they were early adopters of teleconsultation. Despite the sudden shift online, quit rates matched in-person sessions, attendance improved, and patient satisfaction stayed high. This adaptability ensured uninterrupted care when people needed it most. The team has also driven innovation. They embedded the ABC (Ask, Brief advise, Cessation support) method across the hospital, developed training modules and workshops, streamlined access to nicotine replacement therapies, and extended services into the community through GP referrals and pharmacy partnerships. Their efforts have translated into measurable change: inpatient quit rates have maintained around 30% since 2019, and outpatient rates consistently exceed 10%, compared to the unaided quit rate of only 1 to 3%. Services now extend into surgical and specialist clinics. By combining expertise with compassion, the TSSH Smoking Cessation Team has created a sustainable model that continues to grow, helping more people move towards healthier, smoke-free lives.

Shortened Stay Post Knee Arthroplasty Team Tan Tock Seng Hospital

The Shortened Stay Post Knee Arthroplasty team set out with a clear vision to help patients go home earlier. This multidisciplinary group of surgeons, nurses, therapists, and care coordinators reimaged every step of the patient journey. They began by listening to one another and to patients to understand why discharges were delayed, mapped bottlenecks, and co-created solutions. As such, discharge planning was brought forward to the pre-operative stage, families were given more time to prepare, and therapy moved into the home so patients could continue recovery without extended hospital stays. Technology supported this shift: pre-op classes are delivered online, wound reviews through teleconsultation, and a mobile app is in the midst of development to guide exercises and pain management for ongoing support and real-time feedback. Roles were also expanded, with nurses trained to handle post-op reviews and Advanced Scope Care Coordinators stepping in to provide discharge planning, rehabilitation guidance, and safety education. Average stays fell from 4.1 to 1.4 days for partial knee replacements, and from 4.9 to 2.8 days for total knee replacements, achieved safely without more complications. By reshaping knee surgery care, the team has given patients a faster return to daily life while setting a new benchmark for how multidisciplinary collaboration can transform recovery.

AimSG Project Team Tan Tock Seng Hospital NHG Health

The AimSG (AI-enabled medical imaging platform for Singapore Public Healthcare) Project is transforming how artificial intelligence is deployed across radiology practices in Singapore. Designed to be open, modular, and vendor-neutral, AimSG allows healthcare institutions to access, test, and deploy AI models easily. Its flexible architecture enables clinicians to switch models as needed, accelerating innovation and adoption across the sector.

Jointly developed by NHG Health, Synapse, and SingHealth, with support from the Ministry of Health (MOH) and the Smart Nation and Digital Government Office (SNDGO), AimSG exemplifies cross-sector, multidisciplinary partnership across healthcare settings. The team manages more than 10 concurrent deployment and validation projects across public healthcare institutions.

Associate Professor Tan Cher Heng, Group Chief Research and Innovation Officer, who is also a radiologist from NHG Health, co-chairs the AimSG Steering Committee alongside two other representatives from Synapse and SingHealth. Under their leadership, AimSG has scaled up to meet growing national demand in an agile manner, and the platform has now become a cornerstone of Singapore’s healthcare AI strategy.

AimSG has enabled A/Prof Tan and his colleagues in NHG Health to leapfrog in radiology AI adoption through the deployment of 7 AI models, across a variety of clinical settings in NHG Health, including our polyclinics and emergency departments, within 18 months. Full rollout of all the AI models for use in patient care is expected to be completed by April 2026.

Glossary of translations

Professor Joe Sim Group Chief Executive Officer NHG Health	沈恒毅教授 集团首席执行总裁 国立健保集团
Healthcare Humanities Awards	仁心奖