

MEDIA RELEASE**NHG Health Expands Capacity and Capabilities at Tan Tock Seng Hospital to Meet Future Healthcare Needs**

New Proposed TTSH Medical Tower that is envisaged to add around 600 acute beds, an expanded Emergency Department, more operating theatres and specialist outpatient clinics

Singapore, 9 September 2025 - Minister for Health and Coordinating Minister for Social Policies Mr Ong Ye Kung unveiled the next phase of the HealthCity Novena Master Plan, helmed by NHG Health's anchor hospital, Tan Tock Seng Hospital (TTSH). This development marks a pivotal step in NHG Health's roadmap in strengthening its healthcare capacity, advancing frailty-ready care and improving access and clinical care outcomes for the 1.5 million residents of Central and North Singapore.

Over the past 10 years, NHG Health has progressively expanded its infrastructure and clinical capabilities to meet the population's diverse and growing needs - it opened the Yishun Community Hospital; set up its third hospital campus and Singapore's latest hospital at Woodlands; introduced more polyclinics throughout the region and embarked on the HealthCity Novena Master Plan. Under the first phase of the HealthCity Novena Master Plan, five new developments were completed: the Lee Kong Chian School of Medicine's Clinical Sciences Building (2017), the Ng Teng Fong Centre for Healthcare Innovation and National Centre for Infectious Diseases (2019), the National Skin Centre (2023), and the TTSH Integrated Care Hub (2024).

Next Phase: The New Proposed TTSH Medical Tower

The next phase will involve the redevelopment of the former Communicable Disease Centre 2 (CDC 2) and Annex 2 building sites into the proposed TTSH Medical Tower. This signals NHG Health's strategic focus on supporting the older resident population and advancing Healthier SG. The proposed TTSH Medical Tower is envisaged to add approximately 600 acute beds and house an expanded Emergency Department (ED).

TTSH serves a population with a higher-than-national-average proportion of seniors as it is surrounded by mature housing estates. In 2023, the hospital's inpatients aged 65 and above were 1.5 times that of the national norm for males and 2.2 times for females. To meet the needs of the seniors in our region, Phase Two of the HealthCity Novena Master Plan aims to transform the campus into a frailty-ready one, starting with the proposed TTSH Medical Tower. This will include care models and infrastructure to better serve frail patients, alongside the progressive renewal of the existing facilities.

The proposed TTSH Medical Tower aims to enhance access to specialist care. As more residents undergo preventive screening, those with newly detected or complex chronic conditions will need timely intervention. With the proposed expansion, patients will gain faster access to high-acuity support across the NHG Health-integrated network of specialists and transition more seamlessly between primary, tertiary and community care with shorter wait times.

Professor Joe Sim, Group Chief Executive Officer, NHG Health, said, "Phase Two of HealthCity Novena marks a significant milestone for NHG Health. Developed in careful consideration with the Ministry of Health, the HealthCity Novena Master Plan, which includes the proposed TTSH Medical Tower and ED expansion, will address current and future healthcare needs. It reflects our commitment to redesigning care that is sustainable, efficient and centred on the needs of our patients. Faster access to care, enhanced recovery models, and innovations within the hospital will complement our efforts to anchor care in the community, working closely with general practitioners, polyclinics, and community care partners in our region. This expansion also reinforces TTSH's role as an integral part of NHG Health's regional strategy to deliver accessible, patient-centred care across Central and Northern Singapore."

Expanding Emergency Care for the Ageing Population

TTSH is one of Singapore's busiest emergency care providers, serving as a critical first responder for diverse medical and national emergencies. TTSH is studying the relocation of the ED to the proposed TTSH Medical Tower and expanding it to accommodate the high volume of emergency attendances, particularly for older adults. Over the past three years, TTSH's ED has been managing more than 125,000 cases annually. Last year, about 40% of TTSH's ED patients were aged 65 and above, up from about 30% five years ago.

TTSH will also review workflows at the new ED to allow faster triage and care coordination and minimise unnecessary patient transfers. For instance, urgent but non-critical cases can go directly to operating theatres for swift intervention and be discharged after short monitoring—without the need for admission.

Said Adjunct Professor Tang Kong Choong, Chief Executive Officer of Tan Tock Seng Hospital, NHG Health, "As one of Singapore's busiest emergency and acute care providers, growing our capabilities is essential to cater to the increasing demand. In addition to the expansion of our ED, we will also add operating theatres, procedural suites, and Specialist Outpatient Clinics in the proposed TTSH Medical Tower. But just building more of the same will not be enough. We will be designing smart and thoughtful capacity that will anticipate and address challenges of a greying population, support the workforce and improve healthcare outcomes."

Faster Access and Shorter Stays for Patients

Demand for TTSH's services has grown significantly in recent years. Between 2020 and 2024, TTSH saw an average 5% annual increase in admissions and outpatient visits, alongside an average 10% yearly growth in surgical procedures. In 2024, the hospital performed more than 100,000 procedures, and this demand is projected to rise due to Singapore's rapidly ageing population and increasing prevalence of chronic diseases.

To meet this demand, TTSH will scale its Enhanced Recovery After Surgery (ERAS) protocols to promote faster and safer recovery and shorter length of stay. More ERAS-trained clinical teams and recovery-focused design elements, such as early mobilisation areas, will become mainstays in the proposed TTSH Medical Tower's wards. TTSH also intends to explore more surgical options for seniors through less invasive surgical options or interventional radiological methods to reduce risk and speed up recovery.

Beyond surgical care, TTSH is looking at supporting a broad range of medical specialities through the proposed TTSH Medical Tower. This includes expanding its nurse-led ambulatory care model for certain medical cases (e.g. infusions and radiological procedures) to be discharged earlier, instead of a typical two-day inpatient stay.

Advancing Smart, Human-Centred Care through Technology

As part of TTSH's continued digital transformation, the proposed TTSH Medical Tower will integrate smart technologies to enhance care delivery, better support Singapore's ageing population, and empower a mature healthcare workforce. TTSH will also explore innovative solutions that optimise workflows and reduce physical strain on staff, allowing care teams to focus on delivering high-value, person-centred care.

HealthCity Novena Master Plan 2030 and Beyond

The Master Plan reimagines HealthCity Novena as a green sanctuary in the heart of the city. Proposed green corridors and pedestrian connectors will create seamless, walkable pathways across the campus to promote healing and improve accessibility. The Master Plan also looks at introducing more trees and expanding green spaces and gardens across the campus. These natural elements will enhance biodiversity and provide restorative spaces for patients, caregivers, staff, and the wider community, making HealthCity Novena a vibrant and sustainable environment for healing, working and living.

To further meet the growing healthcare needs in the Central region, an interim healthcare facility at the former TTSH Pavilion Ward site, a Future Medical Education and Training Development (METD) and a Future Healthcare Development have been proposed as part of the Master Plan. When completed, HealthCity Novena will fulfil NHG Health's vision for an integrated, nature-inspired health and innovation campus.

Please refer to the Annex for the HealthCity Novena Factsheet.

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About NHG Health

NHG Health is a leading public healthcare provider in Singapore, recognised for its quality clinical care and its commitment to 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 with 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.

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About Tan Tock Seng Hospital

Tan Tock Seng Hospital (TTSH), an anchor hospital of NHG Health, is one of Singapore's largest and pioneering multidisciplinary hospitals. TTSH has a dedicated healthcare team of over 11,000, operates more than 2,000 beds, and provides care across more than 60 clinical disciplines. It is home to NHG Health's National Centre for Infectious Diseases (NCID), a 330-bed purpose-built facility designed to strengthen Singapore's capabilities in infectious disease management and prevention.

TTSH anchors HealthCity Novena—Singapore's first integrated healthcare hub, spanning 17 hectares, and as part of NHG Health, TTSH is committed to empowering individuals in Central and North Singapore to lead healthier lives, transforming care through innovation, research and clinical excellence — adding years of healthy life to the community.

ANNEX - HealthCity Novena Factsheet

Overview of HealthCity Novena

HealthCity Novena is Singapore's first large-scale integrated healthcare campus. It was launched in 2013 by the former Minister for Health, Mr Gan Kim Yong. Spanning 17 hectares in central Singapore, it brings together institutions such as NHG Health, Tan Tock Seng Hospital, Dover Park Hospice, Ren Ci Hospital, the National Skin Centre, the National Centre for Infectious Diseases, the National Neuroscience Institute and the Lee Kong Chian School of Medicine, integrating care, education, research, commercial and community spaces in a single ecosystem.



Figure 1: Aerial view of HealthCity Novena.

Image shown is an artist's impression for illustration purposes only and should not be taken as a depiction of the actual designs. Details, including scale and form, are to be determined. All final designs will be subject to approval.

Image URL: [Aerial View of HealthCity Novena](#)



Figure 2: View of HealthCity Novena from Moulmein Road.

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Image URL: [View of HealthCity Novena from Moulmein Road](#)

HealthSpaces @ HealthCity Novena

HealthCity Novena is designed around a network of interconnected HealthSpaces—dedicated zones that provide integrated, people-centred care across the health continuum. Each has a distinct role in supporting population health, clinical innovation, and sustainable care delivery.

HealthSpace	Purpose	Facility	
		Phase One (Completed)	Phase Two (Proposed)
Specialist HealthSpace	Supports acute, ambulatory and surgical care, as well as specialist outpatient care.	<ul style="list-style-type: none">National Centre for Infectious DiseasesNational Skin Centre	<ul style="list-style-type: none">Proposed TTSH Medical TowerProposed TTSH PavilionFuture Healthcare Development
Community HealthSpace	Focuses on long-term, frailty, and transitional care; helps patients recover and reintegrate into the community.	<ul style="list-style-type: none">TTSH Integrated Care Hub	
Future HealthSpace	Drives innovation through research, education, and digital health pilots. Supports training, simulation, and scaling of healthcare innovation.	<ul style="list-style-type: none">Lee Kong Chian School of MedicineNg Teng Fong Centre for Healthcare Innovation	<ul style="list-style-type: none">Future Medical Education and Training Development

Nature-based Design

HealthCity Novena will integrate nature into its urban healthcare environment to promote healing, wellness, and sustainability. Proposed key features include:

- Green corridors and pedestrian connectors, enhancing walkability and seamless access across the campus
- Themed gardens that provide restorative and inclusive outdoor spaces
- More trees to enhance biodiversity and healing environments to support the well-being of patients, caregivers, healthcare teams, and the wider community

These green elements reinforce HealthCity Novena's role as a healing sanctuary within the city.

Facility Overview

The proposed TTSH Medical Tower, to be completed beyond 2030, is envisaged to be a flagship development under Phase Two of the HealthCity Novena Master Plan, supporting Singapore's evolving healthcare needs through 2030 and beyond. It is proposed to add around 600 beds, an expanded Emergency Department, and additional Specialist Outpatient Clinics (SOCs), along with enhanced surgical and procedural capacity.