

# Together

NHG HEALTH  
YEARBOOK 2025

WE ARE MORE

"THE BEST CARE  
HAPPENS WHEN WE  
DO IT TOGETHER."





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# OUR REFRESHED IDENTITY

## // WHAT DOES GOOD HEALTH REALLY MEAN? //



**RETHINKING HEALTHCARE, REFRESHING OUR IDENTITY.**

In July 2025, we transformed from National Healthcare Group to NHG Health. This refreshed identity represents more than just a new name—it embodies our evolved approach to delivering care that is patient-centred and population-focused.

Our hospitals, national centres, and polyclinics are now united under one shared purpose: building a seamless, connected healthcare system that cares for every patient. Serving 1.5 million residents across Central and North Singapore, we have broadened our lens to see a fuller picture of population health.

Our teams collaborate closely, connecting care for every individual, family, and community we serve.

At NHG Health, everything begins with people.

**OUR NEW LOGO.** Our refreshed logo captures our focus on people—it depicts a vibrant individual advancing with purpose, journeying along the *River of Life* with a spring in their step. It reflects our unwavering dedication to improving health and well-being across every stage of life for the people we serve.

This has led us to refine our mission statement, one that expresses our commitment to our residents and patients: *Enabling healthier lives through excellent, person-centred, and accessible care.*

Wherever you see the NHG Health logo, you have our promise: our team is here to support you every step of the way.



Tan Tock Seng Hospital • Khoo Teck Puat Hospital • Woodlands Hospital • Yishun Community Hospital • TTSI Integrated Care Hub • Institute of Mental Health  
 National Skin Centre • National Centre for Infectious Diseases • NHG Cancer Institute • NHG Eye Institute • NHG Heart Institute • Population Health  
 NHG Polyclinics • Diagnostics • Pharmacy • Community Care • NHG College • Centre for Healthcare Innovation

A photograph of two men in business suits sitting at a table, engaged in conversation. The man on the left is wearing a grey suit and glasses, looking towards the man on the right. The man on the right is wearing a blue suit and glasses, gesturing with his hands while speaking. On the table in front of them are two clear glass mugs filled with water. The background shows a window with blinds and a green plant.

"A CLEAR VISION  
LEADS THE WAY  
TO GREATNESS."

**OUR  
LEADERSHIP**

# CHAIRMAN'S MESSAGE

**MR TAN TEE HOW**

Chairman,  
NHG Health

**CHARTING OUR NEXT CHAPTER.** In 2025, the National Healthcare Group celebrated its 25th anniversary. We unveiled our refreshed identity: NHG Health. We also launched a bold vision: to collectively *add 15 million years of healthy life* to the 1.5 million residents under our care. This is not just a goal; it is our commitment to helping every resident live a longer, healthier, more fulfilling life.

**PUTTING PEOPLE FIRST.**

We have moved away from a “hospital-only” mindset to a person-centred and population-focused model. This means:

**Prevention:** Identifying health risks early.

**Integration:** Ensuring seamless care as patients move between our institutions and partners.

**Community:** Supporting Singapore’s ageing population through a holistic health ecosystem.

**SPEARHEADING A MOVEMENT.**

Healthcare is a collective effort. Through initiatives such as the *15M Social Challenge* and our inaugural *NHG Healthiverse*—which drew over 36,000 participants and brought about 480,000 social media views—we are turning residents into health advocates. We also remain a national leader in *Healthier SG* enrolment, ensuring more Singaporeans have a clear plan for their long-term well-being.

// TO COLLECTIVELY  
ADD 15 MILLION  
YEARS OF HEALTHY  
LIFE TO THE 1.5  
MILLION RESIDENTS  
UNDER OUR CARE. //



**INNOVATION AND RESEARCH.** As an Academic Health System (AHS), our partnership with Nanyang Technological University (NTU) Singapore's Lee Kong Chian School of Medicine (LKCMedicine) is driving real-world impact:

**HABITS:** Singapore's first behavioural sciences health research centre, designed to help people make lasting, healthy lifestyle changes.

**Advanced Surgery:** Collaboration with NTU and Cornerstone Robotics will lead to more precise surgeries, enhanced patient safety, and faster recovery times.

**SMART TECHNOLOGY.** NHG Health teamed up with ST Engineering to bring "Next-Gen" command centres, value-based, patient-centred care, and sustainable energy to our hospitals.

**EXPANDING OUR REACH.** To meet the needs of our growing and ageing population, we continue to expand our footprint:

**Serangoon Polyclinic:** Opened in November to bring primary care closer to home.

**Tan Tock Seng Hospital Medical Tower:** This upcoming facility will add 600 acute-care beds and an expanded Emergency Department to reduce waiting times and improve patient experience.



// TOGETHER,  
LET'S MAKE  
THOSE 15 MILLION  
HEALTHY YEARS A REALITY. //



**OUR PATH FORWARD.** Our strength lies in our people. As we move forward, I would like to welcome our new leaders: Mr Joe Hau (CEO, Woodlands Hospital), Dr Jamie Mervyn Lim (CEO, Institute of Mental Health), and Adjunct Associate Professor Shawn Vasoo (ED, National Centre for Infectious Diseases). I also congratulate Adjunct Associate Professor Yong Keng Kwang for his appointment to Ren Ci Hospital as its CEO.

We also extend our deepest thanks to outgoing leaders Professor Jason Cheah (Woodlands Hospital) and Associate Professor Daniel Fung (Institute of Mental Health).

As One NHG Health, we remain determined to fulfil our promise to Singapore. Together, let's make those *15 million healthy years* a reality.



# GROUP CEO'S MESSAGE

## PROFESSOR JOE SIM

Group Chief Executive Officer,  
NHG Health

### 2025: A YEAR OF CELEBRATION, REFLECTION, CHANGE AND ACTION.

2025 has been a defining year for all of us. As we marked our 25th anniversary, we didn't just celebrate our history and achievements; we stepped forward with a renewed sense of purpose as **NHG Health**. This evolution reaffirms our commitment as the trusted comprehensive healthcare provider for Central and North Singapore. It also embodies our focus on holistic and preventive health of the population we serve. Beyond the name change, what excites me most is how our NHG Health family is embracing this transformation, turning our shared vision into meaningful action every single day. Guided by our four cultural beliefs—One NHG, Build Trust, Take Action, and Forge Ahead—we are evolving the way we lead, care, and serve. We are putting people at the heart of everything we do, extending our reach beyond hospital walls to meet residents where they live, work, and age in place.

### REDEFINING EXCELLENCE: OUTCOMES THAT TRULY MATTER.

For more than two decades, our commitment to quality improvement has been anchored in the Quadruple Aim—enhancing safety, improving patient experience, reducing waste while improving efficiency, and enhancing staff well-being. This year, we built on that foundation by sharpening our focus on outcomes that truly matter to patients and staff.

// BY WORKING AS ONE, WE ARE AMPLIFYING OUR RESULTS AND REDEFINING OUR SHARED IMPACT. //

**Measuring Success through Patients:** We started work on Patient-Reported Outcome Measures (PROMs). A key highlight was embedding the Asthma GINA PROM into specialist discharge workflows, ensuring a seamless transition for patients moving back to primary care.

**Smart Insights:** Our 15 Value-Based Care (VBC) dashboards are generating the actionable insights we need to be responsible stewards of our resources. In this first year of implementation, we have started to see some cost savings while simultaneously improving the value of the care delivered.

**Cluster-Wide Value-Based Transformation:** We established the Enhanced Recovery After Surgery (ERAS) Office, which would lead and shape value-based transformation across NHG Health.



**BRINGING QUALITY CARE CLOSER TO HOME.** Access to timely care has been a major priority this year, and the results are tangible. We are building a network that ensures the right care is available at the right time.

**Expanding Our Capacity:** We have increased hospital specialist care capacity and opened Serangoon Polyclinic, our 10th and Singapore's largest polyclinic.

- Woodlands Hospital (WH), which opened in 2024, currently operates about 700 beds and will continue expanding to meet the growing needs of the population in the north.
- Serangoon Polyclinic is leading the way in intergenerational care. Through a family empanelment model, entire families can be cared for by the same teamlet. It is also the first polyclinic to integrate oral health screenings for seniors under the STRIVE frailty framework.

**Improving Access to Specialist Services:** We have brought expert services closer to our residents.

- Partnering with KK Women's and Children's Hospital (KKH), we opened the Women's Health & Specialist Centre and Children's Clinic at Woodlands Hospital (WH) to provide dedicated specialist care to families.
- With the installation of new CT and MRI scanners across Tan Tock Seng Hospital (TTSH), WH, and Khoo Teck Puat Hospital (KTPH), we are providing more timely diagnostic services to patients.

**Streamlining Referral Processes:** By enabling seamless collaboration between primary care physicians and specialists, we are referring eligible patients to open access investigations, such as endoscopies, continuous blood pressure, and cardiac rhythm monitoring. We are also expanding community-based services through community audiology and eye clinics, and facilitating virtual professional consultations.

**The Hub-and-Spoke Model:** At TTSH, our trauma care model is transforming emergency response. By acting as the "hub" for complex cases while partnering with KTPH, WH, Sengkang General Hospital (SGH), and KKH for moderate cases, we ensure every patient is treated at the most appropriate facility, significantly reducing mortality.



**BUILDING RESILIENT, HEALTHIER COMMUNITIES.** As Singapore's population ages, we are shifting from reactive treatment to proactive prevention, early intervention, and healthier living.

**The NHG Healthiverse:** This inaugural event was a landmark success, reaching over 36,000 residents and generating nearly half a million social media views, bringing preventive health activities directly into the heart of our 12 towns in Central and North Singapore.

**A Robust Community Network:** We expanded our Community Health Posts (CHPs) to 105, announcing the rollout of enhanced CHPs featuring more weekly nurse sessions, telehealth services, and the Be Fit, Not Frail (BFF) screening programme to identify and manage frailty risks early.

**Supporting our GPs:** Our Central-North Primary Care Network now supports over 200 GPs. Through the NHG Health BRIDGE programme, we are right-siting patients from specialist clinics back to their Healthier SG GPs, ensuring care continuity in the community.



**Healthier SG Momentum:** We have made incredible strides in enrolment, with nearly 60% (525,100)<sup>1</sup> of eligible residents signed up and an 85.8% (461,900)<sup>1</sup> health plan completion rate.

**Round-the-clock Mental Health Support:** The launch of national mindline 1771 is Singapore's first 24/7 helpline and textline that offers immediate emotional support and links people seeking mental health support to the right services.

<sup>1</sup>Data as of 20 Jan 2026 from AIC's Healthier SG Weekly Report (NHG Health)

**NEW STANDARDS FOR FRAILTY AND AGED CARE.**

We are strengthening our frailty and aged care services to ensure our most vulnerable receive compassionate, comprehensive support when they need it most.



**Frailty Ready for the Future:**

- The inpatient Frailty Ready Hospital (FRH) framework at TTSH expanded to more general wards, and the FRH Mobility Protocol maintained over 80% mobilisation rates in intervention wards.
- The Inpatient Nursing Frailty Assessment (INFA) pilot, launched in March 2025 at TTSH, identifies modifiable risk factors early and prompts targeted care. The outpatient FRH pilot has already shown a 70% increase in frailty awareness and over 50% improvement in exercise behaviour among counselled patients.

**Science for Stronger Ageing:** The frailty research programme at Institute of Geriatrics and Active Ageing (IGA), including *GerilABS*, continues to shape national policy and practice in sarcopenia and functional ageing, supporting test-bed programmes such as *MUSTER*, *Burn & Build*, and *Community Fall to Fit*.

**Urgent Care Built for Seniors:** We also launched *GEM CARE* at KTPH—Singapore’s first dedicated geriatric emergency care unit, offering tailored care that addresses the complex, interconnected health needs of seniors.

**THE FUTURE OF CARE: FASTER AND SMARTER.** Innovation at NHG Health is about turning science into better bedside care. As an Academic Health System (AHS), we are ensuring our research has a direct human impact.

**Scaling Up Research:**

- 52 of our clinicians and researchers received National Medical Research Council (NMRC) Awards this year, securing \$59.3 million in national competitive grants and awards. Together with partners, including LKCMedicine, we secured an additional \$40 million through grants, to focus on areas including skin imaging and a multi-detection platform for infectious diseases.
- NHG Health and LKCMedicine launched four new Academic Clinical Programmes (ACPs) covering Infectious Diseases, Family Medicine, Respiratory Health, and Gastrointestinal Health. These programmes join the Skin Health and Rehabilitation Health ACPs launched in January 2025.

**AI Empowering Care:**

- 3D imaging for skin cancer detection: The partnership between National Skin Centre (NSC) and A\*STAR enables doctors to map tumour boundaries and plan surgeries with greater precision.
- HEAL (Health Empowered by AI Launchpad): Co-developed with the Centre for Healthcare Innovation (CHI), this platform empowers our teams to integrate AI into patient care safely and confidently.
- Scribe: An AI-powered transcription tool co-developed by our Medical Social Workers (MSWs) that allows them to spend less time on documentation and more time genuinely caring for patients.



**MOVING FORWARD AS ONE NHG HEALTH.** If this year has reinforced one truth, it is that by working as one, we are amplifying our results and redefining our shared impact. No single institution or department can do this alone. When we are One NHG Health, our patients benefit from care that is connected, continuous, and coordinated.

As we look ahead, let us continue to turn challenges into possibilities, and “impossibles” into realities. The first 25 years have proven our resilience. The next 25 will show how far our collective spirit can take us.

My deepest thanks and appreciation go to every member of the NHG Health family and our partners in the community—your commitment, trust, and dedication have shaped who we are and will define where we go next. I also wish to thank our past and present Board of Directors for their unwavering and steadfast support and guidance through the years, without which NHG Health would not be where we are today.





**TAN TEE HOW**



**NG HOW YUE**



**AUGUSTIN LEE**



**PROF JOSEPH J Y SUNG**



**TOW HENG TAN**



**CHU SWEE YEOK**



**PATRICK TAY**



**ZURAIDAH ABDULLAH**



**LILLIAN LEE**



**ONG YEW HING**



**ONG KHIAW HONG**



**DR WONG CHIANG YIN**

# BOARD OF DIRECTORS

The Board of Directors provides strategic oversight and governance for NHG Health, ensuring we fulfil our vision of *Adding Years of Healthy Life*. Their stewardship keeps us accountable to our residents, patients, staff, and the community, while positioning us to meet evolving healthcare challenges with resilience and innovation.



**ABDUL HAMID BIN ABDULLAH**



**DEREK LOH**



**QUAH LEY HOON**



**PROF JOE SIM**  
Group Chief Executive Officer



**PROF JASON CHEAH**  
Deputy Group Chief Executive Officer  
(Strategy, Planning & Resourcing)



**PROF EUGENE FIDELIS SOH**  
Deputy Group Chief Executive Officer  
(Population Health)



**PROF CHIN JING JIH**  
Deputy Group Chief Executive Officer  
(Clinical & Academic Development)



**ADJ PROF TANG KONG CHOONG**  
Chief Executive Officer  
Tan Tock Seng Hospital



**PROF CHUA HONG CHOON**  
Chief Executive Officer  
Khoo Teck Puat Hospital &  
Yishun Community Hospital



**JOE HAU**  
Chief Executive Officer  
Woodlands Hospital



**LIM YEE JUAN**  
Group Chief Financial Officer



**KHOO SWEE LAN**  
Group Chief Human Resource Officer



**DR JAMIE MERVYN LIM**  
Chief Executive Officer  
Institute of Mental Health



**ADJ A/PROF KAREN NG**  
Chief Executive Officer,  
NHG Polyclinics  
Chief, Primary Care, Population Health



**ADJ A/PROF SHAWN VASOO**  
Executive Director  
National Centre for Infectious Diseases



**A/PROF CHUA SZE HON**  
Executive Director  
National Skin Centre



**PROF LIM TOCK HAN**  
Group Chairman Medical Board (Clinical)



**PROF BENJAMIN SEET**  
Group Chairman Medical Board  
(Research) and Co-Chair, Academic  
Partnership Office



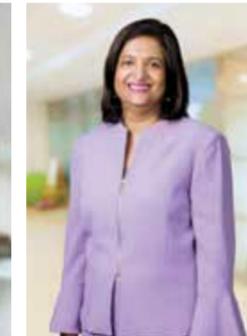
**ADJ A/PROF BERNARD THONG**  
Chairman Medical Board  
Tan Tock Seng Hospital



**A/PROF PHOA LEE LAN**  
Chairman Medical Board  
Khoo Teck Puat Hospital &  
Yishun Community Hospital



**PROF NICHOLAS CHEW**  
Chairman Medical Board  
Woodlands Hospital



**A/PROF SWAPNA  
KAMAL VERMA**  
Chairman Medical Board  
Institute of Mental Health



**ADJ A/PROF ERIC WONG**  
Group Chief Digital Health Officer



**JENNIFER YAP**  
Group Chief Communications Officer



**A/PROF TERENCE TANG**  
Group Chief Clinical Informatics Officer



**WILFRED SOON**  
Group Chief Information Officer



**LIM THOW CHANG**  
Group Chief Information Security Officer



**ASST PROF TUNG YEW  
CHEONG**  
Group Chief Quality Officer



**A/PROF MICHELLE JONG**  
Group Chief Clinical Education Officer



**PROF JOHN  
ABISHEGANADEN**  
Chief, Health Services  
& Outcomes Research



**A/PROF DANIEL FUNG**  
Chief Wellness Officer



**SHIRLEY HENG**  
Group Chief Nurse and  
Chief Nurse, Khoo Teck Puat Hospital  
& Yishun Community Hospital



**DOREEN YEO**  
Group Chief Allied Health

# GROUP LEADERSHIP

The Group Leadership Team translates strategy into action, driving clinical excellence and operational performance across NHG Health. Comprising senior leaders from various disciplines, their collective leadership and expertise catalyse collaboration and ensure we provide person-centred, integrated care to the community we serve.



**LIM HONG YEE**  
Group Chief Pharmacist



**A/PROF JIMMY LEE**  
Group Chief Research  
& Innovation Officer



**DR JEANNIE TEY**  
Group Sustainability Lead

"CELEBRATING 25 YEARS  
OF HEALTH, HOPE,  
AND HEALING."

WE ARE  
NHG HEALTH



# 2025 HIGHLIGHTS

In 2025, we entered a new era of care, one defined by renewal, innovation, and unity. We refreshed our identity, reshaped the way we approach health, and boldly embraced the community to celebrate a *Healthiverse of Health for All, Health as One*.

## 14 MAR NHG LEADERSHIP ASSEMBLY 2025: CHARTING A BOLD VISION.

We kicked off NHG25 celebrations, with our refreshed mission and identity of NHG Health. We also recognised the distinguished contributions of our exemplary leaders: A/Prof Pek Wee Yang, Prof Chin Jing Jih, Prof Eugene Fidelis Soh, Prof Vernon Lee and Prof Tan Suat Hoon.



## 18 MAR OFFICIAL LAUNCH OF THE NEW ETHICS AND COMPLIANCE ONLINE SYSTEM (ECOS)

Together with SingHealth, we developed *ECOS*, a one-stop solution that supports research functions across our public healthcare clusters and our local partners. This allows us to facilitate collaborations among researchers from different institutions seamlessly, attaining better outcomes for the patients and community we serve.



## 3 APR INTRODUCING HABITS, SINGAPORE'S FIRST HEALTH BEHAVIOURAL SCIENCES RESEARCH CENTRE



The Asian Centre for *Health Behavioural Insights & Interventions (HABITS)*, a joint research centre by NHG Health and Nanyang Technological University (NTU) Singapore, aims to identify the factors that influence health decisions through the study of human behaviour.

This helps us develop solutions that would impact public health policies, drive health promotion efforts, and support national strategies such as *Healthier SG*.



## 4 APR PROMOTING A HEALTH-CONSCIOUS CULTURE WITH THE 15M SOCIAL CHALLENGE

We have a bold vision: if each of the 1.5 million residents in Central and North Singapore was to reclaim just 10 years of good health, we would add 15 million years of healthy life collectively. For that cause, we kicked off the *15M Social Challenge*, rallying residents to get on their feet and lead an active life.



## 8 APR REVOLUTIONISING SKIN CANCER DETECTION

We partnered with Agency for Science, Technology and Research (A\*STAR) to pioneer an innovative 3D imaging technique that combines Multispectral Optoacoustic Tomography (MSOT) with artificial intelligence (AI). This could significantly improve the diagnosis and treatment of basal cell carcinoma (BCC), the most common form of skin cancer worldwide.



## 28 – 29 MAY A RECORD YEAR FOR RESEARCH EXCELLENCE

We had an exceptionally memorable National Medical Research Council (NMRC) Awards Ceremony and Research Symposium 2025. Forty-two clinicians and researchers from NHG Health and Lee Kong Chian School of Medicine (LKC Medicine) were recognised, our highest number of winners to date.

## 26 APR CREATING MORE SUPPORT FOR THE AUTISM COMMUNITY



Led by the Institute of Mental Health (IMH), the *Autism Collaborative* connects healthcare professionals with families and individuals with lived experience. In its first year, it delivered six webinars for 250–600 participants and provided updated assessments for affected children and adults. Over 220 professionals and 140 community members have joined the network. Through co-training, parent group involvement, and research engagement, the *Autism Collaborative* fosters co-creation and strengthens community support.

## JUN 2025 BOOSTING OUR SCREENING SERVICES



We upgraded our diagnostic services at Tan Tock Seng Hospital (TTSH), WH, and Khoo Teck Puat Hospital (KTPH) with new CT and MRI scanners, installed progressively from June 2025. This enables us to deliver faster, more precise imaging for our patients.



## 14 MAY PROVIDING DEDICATED MEDICAL CARE FOR WOMEN AND CHILDREN

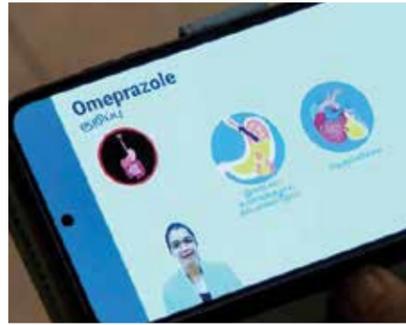
Two new clinics—Women's Health & Specialist Centre and Children's Clinic—have opened at Woodlands Hospital (WH), bringing specialised care closer to 250,000 women and 107,000 children and youths aged below 18 in Singapore's northern region.

With expert teams from NHG Health and KK Women's and Children's Hospital, residents now have easier access to holistic support, from pregnancy and postpartum care to paediatric services. Women can also take charge of their breast health with breast cancer screenings and timely follow-up made accessible at the Women's Health & Specialist Centre.



## 4 JUN TRANSFORMING COMMUNITY DIETARY HEALTH WITH EATWISE SG

We launched *EatWise SG*, a national initiative that helps Singaporeans make healthier food choices. It brings regular, easy-to-access nutritional guidance right into neighbourhoods, making diet support an integral part of everyday life.



**1 JUL**  
**UNVEILING A NEW CHAPTER IN OUR JOURNEY: NHG HEALTH**

After 25 years of serving the community, we begin a bold new era as NHG Health. NHG Health brings together our family of institutions under one unified identity. More than a name change, this refreshed identity reflects our role as Regional Health Manager to care for residents in Central and North Singapore.

**1 JUL**  
**NEW-GEN PHARMACY PRACTICE**

We introduced *MedVid*—an innovative initiative harnessing AI technology to provide patients and caregivers with access to medication counselling videos in all four official languages in Singapore. *MedVid* helps patients understand their medicines better and strengthens medication literacy across the community.



**8 JUL**  
**CELEBRATING EXCELLENCE AT THE PUBLIC SECTOR TRANSFORMATION AWARDS (PST) 2025**

We were honoured to receive 10 out of 21 awards at the PST Awards 2025, a recognition of our people's passion for innovation, service transformation, and citizen engagement across Singapore's public healthcare landscape.



**17 JUL**  
**BRINGING DIABETIC FOOT AND EYE SCREENINGS CLOSER TO HOMES**

We expanded access to diabetic foot and retinal screenings in neighbourhood spaces such as community clubs, active ageing centres, and residents' networks. More than 1,400 patients have benefitted from these screenings since our launch in 2023.



**31 JUL**  
**PIONEERING SAFER, FASTER SPINE SURGERY FOR SENIORS**

We introduced endoscopic spine surgery, a technique so minimally invasive that it's safe even for seniors. Patients experience less tissue damage, faster recovery, and shorter hospital stays.



**10 JUL**  
**ADVANCING PATIENT-CENTRED SOLUTIONS**

We teamed up with ST Engineering to co-develop patient-centred engineering solutions. These included:

- A next-generation C3 Centre at TTSH
- Cost-efficient patient-centred care driven by smart technology
- Sustainable cooling and smart-energy optimisation
- Engineering Sandbox, a testbed for real-world healthcare challenges



For illustration purpose only

**10 - 11 JUL**  
**EXPANDING ACCESS TO ROBOTIC-ASSISTED SURGERY**

Together with NTU Singapore and Cornerstone Robotics, we signed a Memorandum of Understanding (MOU) to evaluate innovative and cost-effective use of robotic-assisted surgeries (RAS) for a wider range of conditions in Singapore, paving the way for safer and less invasive procedures with positive patient outcomes.

**1 AUG**  
**PROJECT D:EDICATE: DEDICATING CARE TO DELIRIUM**

Through *Project D:EDICATE*, we aim to cut delirium rates by 30% among high-risk inpatients. This initiative is expected to shorten hospital stays for delirium-prone patients by one to two days, reduce cognitive decline, as well as significantly improve the patient and caregiver experience.



**2 AUG**  
**NEW WOUND AND VASCULAR CENTRE AT WOODLANDS HOSPITAL**



To mark WH's first anniversary, we launched the Wound and Vascular Centre. It offers early intervention and expedited care for patients with chronic vascular conditions, such as diabetic foot ulcers, to prevent serious complications.

This rides on the success of the hospital's *Lower Extremity Amputation Prevention Programme (LEAPP)*, which has helped more than 25% of its patients reverse their risk of a major amputation—a milestone worth celebrating, and a lifeline for many.



**18 AUG**  
**INTRODUCING THE INSTANT BLOOD-SUGAR LEVEL TEST**

With SG Diagnostics, we developed a new point-of-care HbA1c test. The revolutionary test offers blood-sugar level readings in just six minutes, from a single drop of blood.

This eliminates the need for venepuncture, laboratory tests, or follow-up visits, saving patients time while improving care.



**26 AUG**  
**HELPING PATIENTS REVERSE DIABETES WITHOUT MEDICATION OR SURGERY**

A study showed that weight loss of as little as 5% led to diabetes remission in some people.

Using this approach, our *Diabetes Reversal Programme*, co-funded by NHG Fund and Tanoto Foundation, has achieved promising results: two in five patients do not need medication for a year just through weight management. This game-changing approach to diabetes care has been adapted at Ang Mo Kio and Hougang Polyclinics.



**18 SEP**  
**EMPOWERING THERAPY ASSISTANTS TO DELIVER GREATER IMPACT**

We introduced an enhanced career framework that provides specialised training and new progression pathways for therapy assistants to become therapy associates. Within the next three to five years, about 30% of our 230-strong therapy support team is expected to advance in their roles, strengthening therapy care across NHG Health.



**29 AUG**  
**NEW: ALL-IN-ONE NHG HEALTH WEBSITE**

As part of our refreshed identity, we launched the new NHG Health website, uniting all our institutions under one roof. Visitors can now explore our doctors, services, and resources easily and seamlessly in one integrated site.



**19 SEP**  
**KUDOS TO OUR NATIONAL MEDICAL EXCELLENCE AWARD (NMEA) WINNERS**

We are proud of our teams who were honoured at the NMEA 2025:

- **NHG Polyclinics & CN-PCN Healthier SG in Primary Care** programme whose work has achieved outstanding patient satisfaction rates of 95% to 99%. Their efforts in expanding health screenings and vaccinations have built a sustainable framework that now serves as a model for preventive healthcare delivery in Singapore.
- **IMH's NeuroBehavioural Clinic: Autism Team** for transforming autism care as well as building a more supportive and inclusive community in Singapore.



**9 SEP**  
**THE NEW TAN TOCK SENG HOSPITAL MEDICAL TOWER**

As Singapore advances into the next phase of the HealthCity Novena Master Plan, we are playing our part in supporting the nation's evolving healthcare needs. Our new TTSH Medical Tower will add 600 acute-care beds and an expanded Emergency Department. The tower will also house new operating theatres, procedural suites, and specialist outpatient clinics as part of our efforts in strengthening healthcare capacity, easing waiting times, and improving patient experience.



**21 SEP**  
**ENCOURAGING HEALTHY EATING WITH 'I CAN'T BELIEVE IT TASTES SO GOOD!' COOKBOOK**



Together with the Tanoto Foundation, we created a cookbook that proves healthy food can be delicious as well. Co-created by clinicians, dietitians, and community members, the delectable



recipes make it easy and enjoyable for patients to eat well every day.



**29 NOV**  
**WELCOMING SINGAPORE'S LARGEST POLYCLINIC YET.**

Officially opened in November 2025, Serangoon Polyclinic brings essential primary care closer to residents, strengthening our presence in the community. As NHG Health's 10th polyclinic, the largest in Singapore, this flagship facility supports preventive care and early intervention through more personalised, coordinated care for families and seniors. With digital innovations and a focus on frailty management, the polyclinic helps both young and old stay active, independent and well, right in the heart of the neighbourhood.



**9 - 10 OCT**  
**FORGING NEW PARTNERSHIPS FOR HOLISTIC HEALTH AT SHBC 2025**

At the Singapore Health & Biomedical Congress (SHBC), we inked two milestone MOUs:

- **With DFI Retail Group** to bring evidence-based wellness innovations to stores across Asia.
- **With NTU Singapore** to advance integrative medicine, including TCM clinical rotations at TTSH from 2027 to focus on pain, palliative and rehabilitation care.



**2 JAN (2026)**  
**NEW NAME. SAME HEALTHCARE MISSION.**

We officially renamed Woodlands Health as Woodlands Hospital, with effect from 2 January 2026, as part of our efforts to unify branding across our institutions. Opened in 2024, the hospital will play a key role in shaping Woodlands into Singapore's first Health Promoting Town.

**28 OCT**  
**GEM CARE: SINGAPORE'S FIRST GERIATRIC EMERGENCY UNIT**

KTPH launched *GEM CARE* to provide a dedicated emergency care area for elderly patients. Here, a multidisciplinary team of healthcare professionals works closely to assess seniors' complex medical needs, provide emotional support, and encourage mobility through tailored exercises.

Through *GEM CARE*, we aim to serve more than 1,000 patients annually, shorten hospital stays from a week to just one day, and improve both patient outcomes and experiences.



**5 JAN (2026)**  
**INNOVATE TODAY. BETTER CARE TOMORROW.**

We collaborated with LKCMedicine to launch four new Academic Clinical Programmes (ACPs) covering Infectious Diseases, Family Medicine, Respiratory Health, and Gastrointestinal Health. These join the Skin Health and Rehabilitation Health ACPs introduced in January 2025.

**4 - 5 OCT**  
**COMING TOGETHER FOR OUR**  
**FIRST NHG HEALTHIVERSE**

Over 36,000 residents, partners, colleagues, and families joined us at our first-ever public health festival, *NHG Healthiverse*, held at the Singapore Sports Hub. Mdm Rahayu Mahzam, Minister of State, Ministry of Digital Development and Information & Ministry of Health and Mr Tan Kiat How, Senior Minister of State, Ministry of Digital Development and Information & Ministry of Health graced the two-day event.

True to its name, *NHG Healthiverse* was an extravaganza where play and well-being were seamlessly integrated. Participants hopped from wellness talks to health-tech showcases, discovering interactive activities that transformed healthy living into something truly fun and inspiring. Adding to the excitement, they enjoyed delightful meet-and-greet moments with our beloved *15M Social Challenge* mascots—Olah, Lylah, and Ellah—who brought an infectious spark of joy to the event.



“ TO MAKE HEALTHY LIVING  
**FUN, INCLUSIVE,  
 AND INSPIRING.** ”



3, 2, 1, say “*Healthiverse!*”

Over 36,000 residents, partners, colleagues, and families joined us at the two-day event, where play melded with well-being.



**Move it, everyone!**

We shifted our focus from individual health to collective community well-being, modifying sports for people of all ages and abilities.



At the heart of the festival were the 15M Health Games. Eighty-one teams from 12 towns came together and faced off in football, floorball, and volleyball matches especially adapted for people of all ages and abilities. Alongside the games, seniors took the stage with *Groove Your Way to Health*, a dance competition for people aged 60 and above. Teams of five to eight showcased their best dance styles from Line Dance to Zumba Gold to Bollywood Fusion and more. Across the two-day event, the public learned to "Choose and Eat Wisely" through guided tours of the SG Farmers' Market and to "Breathe into the Moment" with mindfulness practices.

Held in conjunction with SG60 and NHG Health's 25th anniversary, the festival marked a key milestone in our journey as a Regional Health Manager. Above all, the event reflected our shared commitment to *adding 15 million years of healthy life* to the residents of Central and North Singapore.

"HEALING IS A CRAFT  
THAT BEGINS WITH  
COMPASSION."

NHG  
Health

**CLINICAL CARE**



# IT TAKES MORE THAN TECHNOLOGICAL BREAKTHROUGHS TO IMPROVE PATIENT EXPERIENCE, REFINE OUR CARE, AND BUILD A HEALTHIER TOMORROW.

It takes dedicated staff, passionate partners, and like-minded community members who constantly ask, “How can we make this better?”

**OUR 100% COMMITMENT TO ZERO HARM.** Every act of care should bring healing, not harm. At the NHG Quality Day 2025, we renewed our collective commitment to *Zero Harm* for a safer healthcare environment. Over 500 healthcare professionals from NHG Health, Ministry of Health (MOH), and partners came together to celebrate innovation, compassion, and safety in care. We recognised 92 award winners whose efforts made healthcare safer and more effective.

*Zero Harm* isn't just a one-day theme. It's our year-round mission to keep learning from one another and continuously improve, so every patient and co-worker is protected by our shared dedication.

**A DEDICATED FOCUS ON DELIRIUM.** Delirium affects up to one in three hospitalised patients, especially seniors. Symptoms include sudden confusion, irritability, and even memory loss—all of which may lead to longer recovery time. While delirium often goes undetected, it is preventable. *Project D:EDICATE* was launched to focus on early detection and individualised care for patients at risk.

This cluster-wide initiative unites Tan Tock Seng Hospital (TTSH), Khoo Teck Puat Hospital (KTPH), Woodlands Hospital (WH), Yishun Community Hospital (YCH), and the Institute of Mental Health (IMH). Through shared data and collaboration, we aim to reduce delirium by 30% among high-risk inpatients by providing early screenings, supportive ward environments, and staff trained to recognise and act on early signs. With this dedicated focus, we can help strengthen our patients' mental health, speed up recovery, and lighten the care burden on families.



**GEM CARE. BECAUSE EVERY SENIOR DESERVES THE RIGHT CARE, RIGHT AWAY.** As Singapore's population ages, more seniors are arriving at emergency departments with complex medical needs. To ensure they receive timely support, KTPH has opened Singapore's first dedicated emergency care area for elderly patients, known as the *Geriatric Emergency Medicine Comprehensive Assessment and Responsive Engagement (GEM CARE)*.

Here, a multidisciplinary team comes together to assess each senior holistically, addressing their complex medical conditions, emotional well-being, and mobility concerns. This comprehensive approach supports their recovery, helps them stay active, and enables them to return home sooner.

Through *GEM CARE*, KTPH is expected to serve over 1,000 elderly patients annually and reduce hospital stays from a week to just 24 hours.



Singapore's first dedicated emergency care area for elderly patients, *GEM CARE*, prioritises seniors' urgent medical needs and ensures the best care suited for them.



**HELLO, WE ARE HOSPITAL CLINICIANS!** They plan, coordinate, and see through an inpatient's care journey. Yet few people know who they are.

Meet our Hospital Clinicians (HCs), one of the newest and most versatile roles in Singapore's healthcare system. They work across departments, partnering nurses, pharmacists, and other healthcare specialists to ensure seamless, holistic care for inpatients with complex conditions.

Dr Choong Pei Jing from WH and Dr Charmaine Tan from KTPH are among the growing number of HC's at NHG Health. So what keeps them passionate about a role few talk about? For Dr Choong, it's "the best of both worlds". She gets to care deeply for her patients as a full-time doctor. At the same time, the job offers her flexibility to spend time with her family. For Dr Tan, it's the appeal of constant upskilling. As HC's co-manage patients across specialties, the job naturally offers broad-based, continuous learning.



**FIRST PHARMACIST-LED CLINIC TO MANAGE ECZEMA PATIENTS ON HIGH-RISK MEDICATIONS.** The National Skin Centre (NSC) launched the Pharmacist Eczema Clinic (PEC)—Singapore’s first pharmacist-led clinic dedicated to managing moderate-to-severe eczema adult patients on high-risk medications. The clinic has enabled these patients to work directly with pharmacists who provide ongoing clinical reviews to ensure safe and effective use of high-risk medications for adequate disease control and appropriate management of flare-up episodes.

For patients, this means accessible, value-based eczema care—without the cost of a specialist visit. For NSC, it frees dermatologists to focus on complex cases and urgent referrals, improving overall health-system efficiency.

- The results are already encouraging:
- 97% patient satisfaction
  - 43% reduction in out-of-pocket payments
  - Over 150% increase in NSC PEC attendance



Buoyed by this successful pharmacist-led clinic, NSC is now exploring how this value-based care model can be extended to other areas, such as psoriasis, hair, urticaria, and acne, so that more patients can benefit from better and more accessible chronic skin disease management.

**DERMATOLOGICAL NURSING CARE AT HOME.** Patients with chronic skin conditions such as eczema and venous wounds often require multiple visits to NSC for nursing treatment. For patients with limited mobility who depend on caregiver support, these frequent outpatient visits can present significant challenges.

To address this need, NSC’s Nursing Department has collaborated with community partner, Active Global Respite Care Pte Ltd, to develop a comprehensive home-based dermatological nursing care programme. Through structured dermatology nursing knowledge and skill transfer initiatives, we have empowered Active Global nurses to deliver specialist dermatological nursing care directly to patients in their homes, eliminating the burden of travel for those with mobility constraints.

Our programme includes comprehensive training for community care nurses, enabling them to provide professional dermatological services in the comfort of patients’ homes. To ensure consistent quality care, we have established a dedicated hotline for community nurses to provide professional guidance and support.

This innovative approach represents our commitment to patient-centred care, bringing specialist services directly to those who need them most, whilst maintaining the highest standards of clinical excellence.



**WHERE WOMEN AND CHILDREN COME FIRST.** Over 250,000 women and 107,000 children and youths now have easier access to specialised care close to home. In May 2025, NHG Health opened its first Women’s Health & Specialist Centre and Children’s Clinic at WH—the first public healthcare institution to offer these services in North Singapore.

Through a partnership with KK Women’s and Children’s Hospital, the centres bring together multidisciplinary teams that provide coordinated support across Obstetrics & Gynaecology, nursing, allied health, mental health, and social care. New services such as support for lactation, perinatal mood, and anxiety disorders further strengthen holistic maternal care.

As an approved Reading and Assessment Centre under BreastScreen Singapore, the Women’s Health & Specialist Centre also plays a vital role in early breast cancer detection. This ensures that women receive timely assessments, follow-up, and the specialised care they need.

**ONE-STOP CENTRE FOR WOUND AND BLOOD VESSEL CONDITIONS.** At WH’s new Wound & Vascular Centre, a multidisciplinary team including surgeons, wound care nurses, podiatrists, therapists, and medical specialists such as diabetes doctors work closely together to care for patients with complex wounds and blood vessel conditions. Using an integrated approach, the team manages a range of health issues including diabetic foot ulcers, varicose veins, deep vein thrombosis, chronic wounds, and haemodialysis-related concerns, helping patients heal and regain their quality of life.

This rides on the success of the hospital’s *Lower Extremity Amputation Prevention Programme (LEAPP)*, which has helped almost 400 patients with diabetic limb salvage over the past 12 months. Notably, one in three patients seeks help late, often presenting moderate to severe ulcers that carry a major amputation risk of over 25% within a year. However, with the team’s multidisciplinary care model, major amputation rates have fallen to below 5%.

**BIGGER AND MORE FRAILTY-READY.** TTSH will add about 600 acute beds and expand its Emergency Department at its upcoming new medical tower. The facility will sit on the Communicable Disease Centre 2 site, as part of Phase Two of the HealthCity Novena Master Plan. The proposed expansion aims to improve access to specialist care across NHG Health’s network of specialists, reduce waiting times and smooth the transition between primary, tertiary, and community care. Beyond new beds and bigger spaces, the tower will enable frailty-ready care, Enhanced Recovery After Surgery (ERAS) protocols, and faster, more coordinated emergency responses for the 1.5 million residents in central and north Singapore.

**ADVANCING TRAUMA CARE THROUGH A COORDINATED REGIONAL APPROACH.** Central Region Trauma Services has introduced a regional trauma-care model, guided by a hub-and-spoke approach, to improve timely access to quality trauma care.

Under this model, the TTSH Trauma Centre serves as the regional hub, providing advanced care for complex trauma cases. Partner hospitals manage moderate to less severe trauma injuries, stabilising patients and transferring them to TTSH when a higher level of care is required. After the acute phase, patients may be transferred back to the partner hospitals for ongoing care.



Celebrating the launch of our first Women’s Health & Specialist Centre and Children’s Clinic at Woodlands Hospital.

TTSH Trauma Centre also supports partners through a regional activation roster, as well as leading training courses to sustain high-quality trauma care across the region.



## INTRODUCING PRECISION MEDICINE.



**ONE STEP CLOSER TO PERSONALISED MEDICINE.** We are proud to be part of the launch of the *National Precision Medicine (NPM)* programme, Phase III. While Phases I and II focused on studying the DNA of Singaporeans, Phase III explores how doctors can integrate these genomics insights and deliver precision medicine as part of everyday clinical care.

The launch also witnessed the signing of a Memorandum of Understanding (MOU) on the *NPM* programme, Phase III. That's another step towards shaping personalised healthcare for all Singaporeans.

**THE FUTURE OF MEDICINE: SO PRECISE, IT'S TAILORED TO THE PATIENT'S DNA.** Not every health condition can be explained in the same way. Sometimes, the answer lies in a person's genetic makeup. At TTS's Centre for Precision and Genomic Medicine, genomic testing and clinical interpretation are integrated into patient care to support the diagnosis and management of inherited cancers, adult-onset genetic conditions, and other genetic disorders, including rare diseases. The Centre also supports pre-emptive genomic testing for selected individuals without symptoms, where clinically appropriate, to support risk stratification and inform preventive and long-term care planning.

Through genomic analysis and genetic counselling, clinicians gain deeper insights into disease risk, diagnosis, and care planning. In selected cases, pharmacogenomic insights may also help clinicians anticipate how a patient could respond to certain medications, supporting safer and more informed prescribing decisions.

With genetic testing at the Centre growing at about 20% annually, we continue to strengthen our precision medicine capabilities to support more targeted, evidence-based, and patient-centred care.

## PROMOTING EDUCATION & DEVELOPMENT.

**REIMAGINING NURSING. TOGETHER.** The inaugural NHG Nursing Conference 2025, held in conjunction with the 28th Joint Singapore-Malaysia Nursing Conference in October 2025, brought more than 650 nursing professionals from across the region to the Centre for Healthcare Innovation (CHI) in Singapore.

Organised by NHG Group Nursing, with support from MOH, the conference—*Riding Waves, Reaching Stars, Reimagining Nursing*—sparked rich exchanges on relationship-based care, transdisciplinary practice, digital innovation, and more positive practice.



The enthusiastic participation from the nursing teams underscored the power of shared learning. Together, we strengthened bonds, broadened perspectives, and reaffirmed our collective commitment to providing better care for the communities we serve.



### WE STRENGTHEN REHABILITATION EXPERTISE.

**STEP BY STEP.** Continuous learning is key to better care. That's why we partnered with Nanyang Technological University (NTU) Singapore to launch *Rehability*, a new postgraduate training programme for physiotherapists.

*Rehability* offers upskilling opportunities in three tiers:

**Residency programme:** Combines classroom learning with supervised workplace training to build skills in cardiopulmonary, neuro-geriatric, and musculoskeletal care. Graduates earn a certificate after the first year, followed by a FlexiMasters qualification over the next 18 months.

**Specialist certificate:** Provides interprofessional mentorship with medical specialists, preparing senior physiotherapists for advanced roles such as diagnosing musculoskeletal injuries and interpreting X-rays.

**Community workshops:** Train healthcare workers in primary and community care, guided by our senior physiotherapists and local trainers.

For real patient insights, we co-developed these courses with the Asian Women's Welfare Association (AWWA) and the Society for the Physically Disabled (SPD). Our senior physiotherapists also mentor participants to apply their learning in real-world care settings.

With *Rehability*, we are empowering our physiotherapists to reach new heights in their careers and strengthening rehabilitation care for the people we serve.

**TOMORROW'S HEALTH RESILIENCE STARTS TODAY.** How could we be better prepared for the next pandemic? That was the focus of the inaugural National Centre for Infectious Diseases (NCID) Symposium, held in September in conjunction with NCID's sixth anniversary.



Themed *Pandemic Preparedness: Science, Systems and Solidarity*, the event brought together close to 400 healthcare experts, partners, and thought leaders to exchange insights and strengthen Singapore's readiness for future outbreaks. Keynote speaker

Dr Norio Ohmagari, Director of Japan Institute for Health Security delivered an inspiring keynote address on pandemic readiness and the future of public health.

We never know when the next pandemic will strike, but we can continue advancing science, strengthening health systems, and fostering solidarity—building a more resilient tomorrow together.

### MELDING TRADITIONAL MEDICINE WITH MODERN SCIENCE.

Traditional Chinese Medicine (TCM) and Western medicine are not mutually exclusive. In fact, when the two join forces, they open up new horizons for healthcare. To unravel the possibilities, we partnered with NTU Singapore to launch *Prevention & Recovery through Integrative Medicine (PRIME)*—an initiative that brings TCM and Western medicine together across patient care, education, and research.

Starting in 2027, NTU Singapore's final-year TCM students will train alongside our clinicians at TTS, exploring how Eastern and Western therapies can work together in pain management and rehabilitation. Through *PRIME*, we are nurturing a new generation of clinicians who deliver holistic, evidence-based, and patient-centred care for Singapore.





## ENCOURAGING OUR COMMUNITY TO PLAY A PART.

**HARVESTING HEALTH, TOGETHER.** What's holistic healthcare? It's more than medicine and prescriptions—it's about nurturing well-being in every way.

The rooftop garden at KTPH elevates patient care by harvesting a wide variety of vegetables and fruits, from kale and sweet potatoes to mangoes and bananas. Each week, 18kg of fresh *chye sim*, *xiao bai chye*, and *kailan* are supplied to the hospital kitchen for patients to enjoy nutrients straight from the garden.

Made possible by 16 dedicated volunteers, the garden turns sustainable farming into patient care—demonstrating how community support can make a real difference in Singapore's healthcare system.

**SUPPORTING SINGAPORE'S FIGHT AGAINST VAPING.** Vaping addiction is on the rise among youths in Singapore.

As part of the national initiative to combat vaping, in particular etomidate-laced vapes (Kpods), IMH was appointed by MOH to run a *Mandatory Etomidate Rehabilitation Programme (MERP)* for individuals caught using Kpods, alongside the voluntary *QuitVape Programme*.

Through education, counselling, and healthcare support, we help individuals overcome their addiction and take steps towards healthier habits. Group and family sessions further create safe spaces for individuals to share their personal experiences—allowing these learnings to ripple out to the wider community.

**NHG HEALTH WORLD DAYS FOR EVERYONE.** We actively engage the community through our NHG Health World Days, with platforms dedicated to raising public awareness and championing the vision of *Health for All, Health as One*. Each day spotlights a key health concern, bringing people together to learn, share, and take charge of their well-being. Throughout 2025, we organised several activities that engaged residents across Central and North Singapore:

**World Glaucoma Week**  
15 Mar 2025

**Osteoporosis & Sarcopenia Day**  
24 Oct 2025

**World Asthma Day**  
10 May 2025

**World Diabetes Day**  
15 Nov 2025

**World No Tobacco Day**  
26 & 28 May 2025

**World COPD\* Day**  
22 Nov 2025

**Awareness of Macular Diseases Week**  
27 Sep 2025

\*COPD stands for Chronic Obstructive Pulmonary Disease



**TO A MORE PREPARED SINGAPORE.** Since its launch in 2019, NCID has stood as a national pillar for clinical care, research, and outbreak preparedness and response.

As NCID marks its sixth anniversary, the centre embarks on a new chapter to strengthen Singapore's readiness against infectious diseases. With the formation of the Communicable Diseases Agency (CDA) in 2025, NCID will work more closely with national partners to ensure swift, coordinated responses during public health crises—fulfilling its role as Singapore's clinical centre for infectious diseases and designated outbreak facility. This new phase is further energised with the appointment of Adjunct Associate Professor Shawn Vasoo as Executive Director—an experienced leader who will guide NCID towards a more prepared future.



"HEALTH GROWS STRONG  
WHEN COMMUNITIES  
COME TOGETHER."

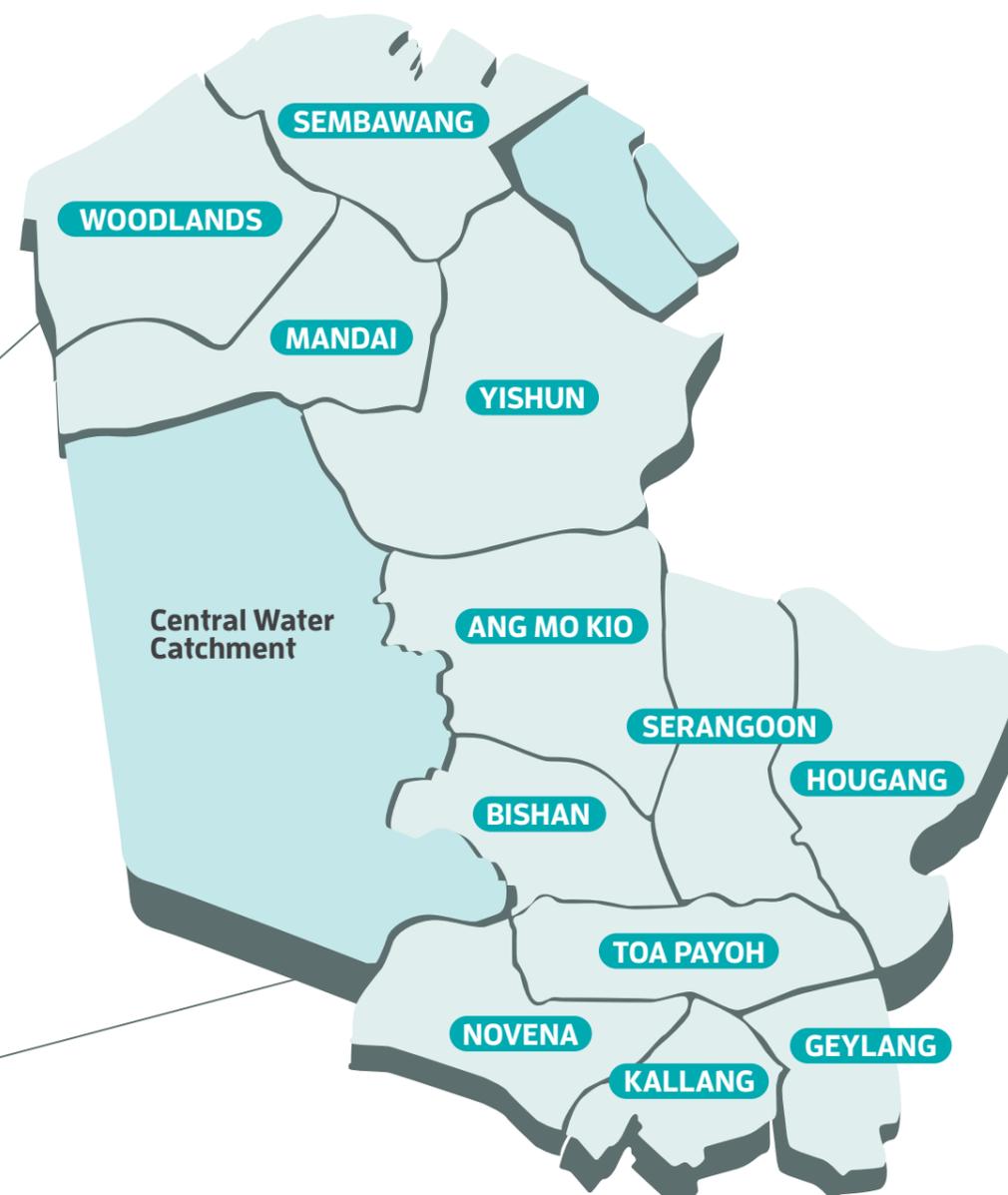
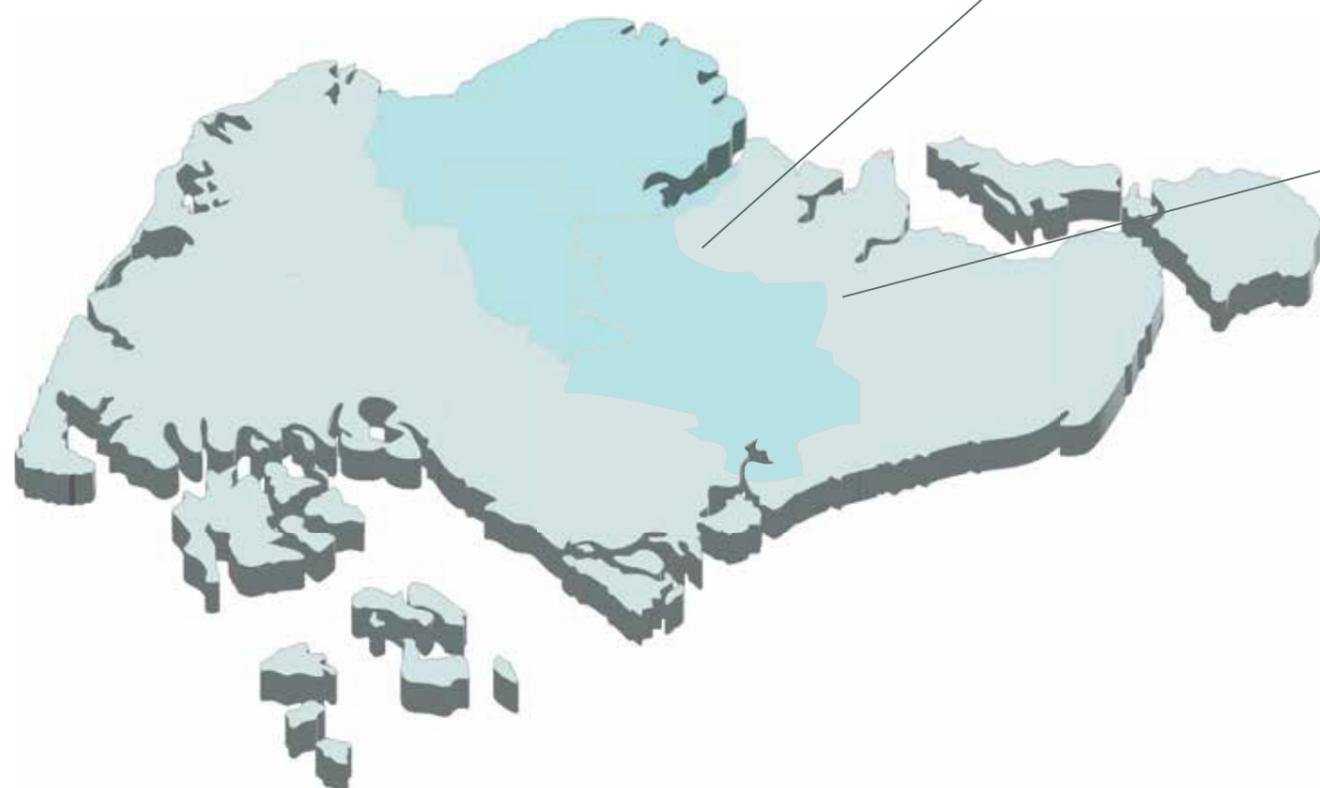
POPULATION HEALTH



# HEALTH FOR ALL, HEALTH AS ONE.

As the Regional Health Manager for Central and North Singapore, we are proud to serve as the health partner for the 1.5 million residents in our region. We believe healthcare extends beyond hospital walls. Through collaboration with community partners, we bring care to every neighbourhood, making it more accessible and closer to home for everyone.

We invite our residents to join us on this journey of healthy living. Together, we can *add 15 million years of healthy life.*



COMMUNITY HEALTH POSTS	105	TOWNS	12	HOSPITALS	3
RESIDENTS	1.5M	NATIONAL SPECIALTY CENTRES	3	NHG POLYCLINICS	10

Information as of January 2026



**EARLY DETECTION, TIMELY CARE, AND LIFESTYLE MANAGEMENT.**

Through partnerships with General Practitioners (GPs) in the Central-North Primary Care Network (CN-PCN) and community organisations, we have made it easier for residents with diabetes in Central and North Singapore to access one-stop, essential screenings at more places close to home. Now, residents can go for Diabetic Foot Screening and Diabetic Retinal Photography (eye screening). This is complemented with nurse counselling to co-develop health goals and formulate a health plan for lifestyle changes, and social prescriptions with preventive health counselling and referrals to health-related activity programmes.

Since the initiative's launch in November 2023, more than 1,400 patients have benefitted from the one-stop screening services at Active Ageing Centres (AAC), Community Centres (CC), and Resident Networks (RN), supported by CN-PCN nurses, Primary Care Coordinators, and NHG Health Relationship Managers.

This initiative is part of NHG Health's wider efforts as the Regional Health Manager of Central and North Singapore to build healthier communities. It demonstrates how

integrating nurse counselling and social prescribing within community-based screening can strengthen preventive care, improve accessibility, and foster healthier living.



**A PRESCRIPTION OF LAUGHTER FOR BETTER HEALTH.**

Yoga is known for its healing power, and laughter is said to be the best medicine. Now, what if we combined the two? At Sree Narayana Mission Active Ageing Centre @ Race Course, seniors embraced Laughter Yoga, and it transformed their lives.

These active young-at-hearts are now vibrant community leaders, spreading joy and wellness through this uplifting practice to more seniors across Singapore.



**NOW IT'S EASIER TO EAT WISER.**

Good nutrition begins with having the right knowledge. *EatWise SG* is a community-based initiative designed to bring nutrition care to those who need it most, including seniors and individuals at risk of malnutrition, frailty, or with metabolic conditions. With the support of partners including NTUC Health, PAP Community Foundation Sparkle Care, and the Central-North Primary Care Network, *EatWise SG* ensures residents can access nutrition guidance conveniently at these places within their neighbourhoods:

- Active Ageing Centres
- Home and Centre-based Services
- Community Health Posts
- NHG Polyclinics and General Practitioners

Since its pilot launch between April and September 2024, 570 healthcare providers have been trained and 93% of *EatWise SG* participants have reported making healthier food choices.



**A HEALTHY EXCHANGE OF IDEAS.**

*The NHG Population Health Collective (POP Collect)* is our signature annual platform that strengthens partnerships and facilitates learning and the exchange of ideas to build thriving communities.

The result: a robust network of over 60 health and social care organisations serving the 1.5 million residents living in Central and North Singapore work together to *add 15 million years of healthy life*.

*POP Collect Workplan Seminar 2025*, on 23 May, brought together over 400 like-minded leaders from organisations across healthcare, community, and social sectors with a shared mission: to enhance care and healthcare delivery for residents in Central and North Singapore.

**MENTAL HEALTH SUPPORT IS JUST A CALL AWAY.**

How important is mental health support? Within just four months of its launch in June, the national mindline 1771 had already attended to over 30,000



calls and text messages, a reminder that people need someone to listen and reach out to. Operated by the

Institute of Mental Health (IMH), national mindline 1771 is Singapore's first 24/7 helpline and textline that offers immediate emotional support and links help-seekers to the

right services. It is also a key service under the Ministry of Health's First Stop for Mental Health initiative, which aims to make mental health care accessible, coordinated, and timely for everyone.

What's even more meaningful is the way it brings partners together. Working closely with agencies and community groups like Tinkle Friend, Samaritans of Singapore, HealthServe and more, it creates a seamless pathway of care, so anyone can get the support they need through one simple number. In moments of distress, knowing help is just one call or text away can make all the difference.



**SHIFTING THE FOCUS OF HEALTH FROM "ME" TO "WE".**

57-year-old Jasmine joined our *15M Social Challenge*, inspiring her to take charge of her health through participating in Zumba, K-pop, and group dance, all now part of her fitness-packed routine. Previously struggling with high blood pressure and diabetes, Jasmine's health has since improved, her medication reduced, and her social circle blossomed into close friends who meet regularly.

Today, Jasmine inspires those around her to embrace an active lifestyle, reminding everyone that it is never too late to start moving.

**FASTER, SMARTER DIABETES CARE. MADE IN SINGAPORE.**

Patients with diabetes make at least two clinic visits yearly for laboratory tests and results. Could things be made more convenient? Technology and collaboration were our answer.

We partnered with SG Diagnostics and developed the Rapid HbA1c Point-of-Care Test for Improved Care.

This smart device measures a patient's three-month average blood sugar level—in just six minutes.

Unlike the widely-used glucose machines, which only capture the blood glucose level at a moment in time, this test offers a long-term picture of blood sugar control. This insight helps doctors and patients spot potential complications early and adjust treatment before problems arise in organs such as the eyes, kidneys, and heart.

This device can be used in various settings and allows us to reach out to patients who have difficulties getting to a healthcare facility or clinic. In just one visit, patients with diabetes are empowered to take charge of their health—that's one great step towards making preventive healthcare more accessible for Singaporeans.

**MORE COMMUNITY HEALTH POSTS. MORE POWER TO OUR RESIDENTS.**

We want our residents to feel empowered to take charge of their health with confidence. They can walk into a Community Health Post (CHP) near home to get medication advice or find out when their next health screening is due.

That's why from 2026, we are expanding our CHP network, starting with the northern region of Singapore, where chronic illnesses are more common. Five new Health Posts will open in Sembawang, Woodlands, and Yishun, bringing the total number of CHPs to 105 nationwide. We are also making the CHPs more accessible. They will operate weekly and offer more services, including frailty screening and telehealth consultations. Just walk in, no appointments needed. As Singapore's population ages, we are supporting our residents to live well and stay well, every step of the way.

**HEALTHIER FOOD FOR THOUGHT.**

We were happy to partner with FairPrice Foundation, the philanthropic arm of FairPrice Group, to help seniors eat well, the fun way. Working closely with Tan Tock Seng Hospital (TTSH), the Foundation launched *Stay Strong*, a new nutrition programme designed to bridge dietary gaps among seniors. Through interactive classroom sessions, playful bingo-styled games and even supermarket learning journeys, seniors discover simple, practical ways to enjoy healthier meals.

By joining hands with community leaders, we can all help Singapore's silver population age well and stay strong.

**A GREENER AND MORE INCLUSIVE WAY TO DETECT BREAST CANCER.**

Mammogram plays a vital role in the early detection of breast cancer. Hence, we thought—could we increase screening among women if we brought a second mammobus into the community? In May 2025, we introduced the first electric Mammobus (eMammobus) in Singapore to our fleet, doubling our screening capacity. Running on a zero-emission tailpipe and other smart



green features, the eMammobus supports our commitment to a greener future.

Complete with innovative features such as a low-step entry, wheelchair-friendly spaces, and a specialised mammography chair, the eMammobus makes screening accessible even for older patients and those with mobility concerns.

With these features, the eMammobus is all set to scoot around neighbourhoods and bring breast cancer screening services closer to where women live and work.

At our two-day *NHG Healthiverse* event in October, the eMammobus was onsite and drew a record number of 86 participants to screen for breast cancer.

With this latest addition to our fleet, we are now able to broaden our reach to the working crowd and heartlanders, and aim to provide screening to 12,000 women every year.

**DID YOU KNOW?**

Every year, 12,000 women in Singapore will benefit from our new eMammobus, which brings mammogram closer to homes and offices.



**WELCOMING OUR LARGEST POLYCLINIC.** Officially opened on 29 November 2025, Serangoon Polyclinic is the largest polyclinic in Singapore, marking a significant step forward in meeting Singapore's growing healthcare needs. As NHG Health's 10th and largest polyclinic, Serangoon Polyclinic champions next-generation care—where novel concepts and digital innovation come together. Under a new care model that builds on NHG Polyclinics' Teamlet Care Model, families are attended to by the same healthcare team for more personalised, coordinated care, while seniors are supported under a frailty management framework called STRIVE, which helps them stay physically mobile, resilient, and independent. Serangoon Polyclinic is also the first to integrate seniors' oral health into this framework.

Patients can also expect advanced preventive care. Innovations such as PRIME-CXR streamlines chest X-ray triage, while HealthVector Diabetes looks as far as three years ahead to identify a patient's risk of developing chronic kidney disease—enabling care teams to step in earlier.

With the new Serangoon Polyclinic, heartland residents can now access the latest in healthcare, closer to home.

A community performance by guest singers and children from My First Skool kicked off Serangoon Polyclinic's opening ceremony.



Ms Siti Noraisyah Sulaiman, Senior Staff Nurse, demonstrating the use of Viola, an AI-powered vaccine management system, at the opening event.

# RESEARCH, AI & TECHNOLOGY

"BEHIND EVERY  
DISCOVERY IS A  
TIRELESS SPIRIT."



# AS AI TRANSFORMS THE LANDSCAPE OF HEALTHCARE, THE FUTURE IS UNFOLDING BEFORE US.

From rapid detection to precision imaging, we are redefining what's possible for our patients. Each technological discovery brings fresh hope and innovative solutions, and we are just getting started.

**EARLIER DETECTION. TIMELIER CARE.** Prevention is better than cure. With AI, we can now see ahead faster than ever before. Partnering with Synapxe, Singapore's national HealthTech agency, we actively explore AI-enabled technologies that enhance predictive and preventive care. Here are some of the innovations that will soon benefit our patients:

**ASPIRE (AI-Enabled Short Performance Physical Battery Evaluation) for sarcopenia:**

As Singapore's population ages, sarcopenia has become a growing concern. Developed with Tan Tock Seng Hospital (TTSH) and NHG Polyclinics, *ASPIRE* empowers our clinicians to detect early signs of muscle loss, identify at-risk seniors, and intervene early to promote healthier ageing.

**Chest X-ray AI model for tuberculosis:** Through *AimSG*, Singapore's first AI Medical Imaging Platform for public healthcare, a new chest X-ray model for tuberculosis screening will be deployed at the National Tuberculosis Screening Centre. This AI-powered tool uses deep learning to detect abnormalities and helps our clinicians prioritise urgent cases for timelier treatment.

**Bone trauma interpretation model:** Again with the support of *AimSG*, we have adopted a bone trauma interpretation model at Woodlands Hospital (WH) emergency department. The AI-enabled model detects bone fractures with speed and precision, offering valued assistance in a department where every second matters.

**LEARN MORE ABOUT YOUR MEDICINE. THE EASY WAY WITH AI.** Medication counselling often depends on face-to-face conversations or densely written materials—which can be overwhelming to some patients. With *MedVid*, we reimagined how medication education could be simpler and clearer through short AI-powered videos. In collaboration with the Digital Learning Team of Lee Kong Chian School of Medicine (LKCMedicine), we rolled out more than 300 *MedVid* videos—the largest scale of its kind in Singapore.

Using speech samples and images of our pharmacists, the AI-generated educational videos bring them “to life” on screen, explaining medications in plain, relatable terms. Available in English, Mandarin, Malay, and Tamil, *MedVid* provides comprehensive

information on medication uses and side effects, covering topics from pain management to chronic conditions such as stroke, diabetes, hypertension, and high cholesterol.

Patients can conveniently access the videos via the Medication Information Leaflets on the HealthHub website or by scanning the QR code on their medication labels—a feature being progressively rolled out across all NHG Health institutions. Singaporeans can learn more about their medicine anywhere, anytime and take charge of their health.



AI-generated videos feature our pharmacists, helping patients to learn more about their medicine.



The NHG HealthBot offers support on our NHG Health website and app.



**AI TOOL TRANSFORMS COMPLEX SPINAL SURGERY.** Since 2021, the TTSH Department of Orthopaedic Surgery has successfully completed over 250 AI-assisted spinal operations, primarily for elderly patients with complex spine deformities. By harnessing machine learning and AI predictive modelling, our surgeons are now able to visualise, simulate, and pre-map the entire surgery before entering the operating theatre. With the AI pre-planning software, it also allows customisation of each spinal rod size and curvature, to deliver better spinal alignment and optimal correction for older patients with severe spinal deformities and fragile osteoporotic bones.

During the surgery, an AI-guided robotic navigator assists surgeons to enhance screw placement accuracy, reducing the margin of error, surgical time, manpower needs, and the risk of complications. The deployment of this AI-driven approach has delivered transformative clinical and operational efficiencies. Key outcomes include a 50% reduction in hospitalisation stays—falling from an average of 14 days to just three to six days—and a 20% decrease in total surgery time. These improvements underscore the role of AI in enhancing patient recovery and optimising hospital resource utilisation for high-risk surgical cases.



**ONE-STOP RESEARCH PLATFORM.** Bringing together researchers across institutions, we partnered with SingHealth to launch the *Ethics and Compliance Online System (ECOS)*, a one-stop research platform.

*ECOS* enables seamless research collaborations, harmonises workflows, and speeds up the processing of ethics applications. As a result, research processes are streamlined from start to finish across public healthcare clusters and local partners.

Complementing *ECOS*, a Memorandum of Agreement now facilitates the mutual recognition of ethics reviews among Institutional Review Boards from NHG Health, SingHealth, Nanyang Technological University (NTU) Singapore, National University of Singapore (NUS), and Agency for Science, Technology and Research (A\*STAR).

**DRIVING CLINICAL ADVANCEMENT WITH ACADEMIC POWER.** In January 2026, NHG Health and LKCMedicine launched four Academic Clinical Programmes (ACPs) for Infectious Diseases, Family Medicine, Respiratory Health, and Gastrointestinal Health under the NHG Health-LKCMedicine-NTU Academic Health System (AHS). Building on the Skin Health and Rehabilitation Health ACPs launched earlier in January 2025, the four new ACPs will be led by accomplished clinicians and scientists, who will leverage the clinical strengths of NHG Health and the academic prowess of LKCMedicine and NTU. The ACPs will bring together multidisciplinary teams of healthcare professionals, scientists, and engineers from across our institutions to further integrate research, innovation, and education with clinical care.

**59 CLINICIANS RECOGNISED AS TOP 2% MOST-CITED SCIENTISTS.** A total of 59 clinicians and scientists from NHG Health and NTU Singapore's LKCMedicine were named among Stanford University's top 2% most-cited scientists for 2025. Notably, 16 experts were new additions to this prestigious global ranking. This achievement reflects the power of our AHS in bridging the gap between discovery and the bedside. By translating world-class research into clinical practice, our experts continue to drive innovation and deliver better health outcomes for our patients and community.

**THE REAL DRIVER BEHIND HEALTHCARE BREAKTHROUGHS: PEOPLE.** Safer medicines, more personalised treatments, and smarter hospital systems do not emerge overnight. They are the result of sustained research, rigorous trials, and an unwavering commitment to pushing boundaries.

This year, nine of our researchers, clinicians, and students were given a well-deserved spotlight at the AHS Awards. In their own distinctive ways, they have brought new hope to patients, contributed to better community health, and inspired our next generation of changemakers.

Translational Medicine Award



A/Prof Tavintharan Subramaniam  
Khoo Teck Puat Hospital

Young Investigator Award



Dr Lo Zhiwen, Joseph Woodlands Hospital  
(Mentor) Prof Josip Car



Dr Xu Chuanhui  
Tan Tock Seng Hospital  
(Mentors) A/Prof Leong Khai Pang, A/Prof Rinkoo Dalan

Clinician Innovator Award



Dr Trevor Binedell  
Tan Tock Seng Hospital

Young Innovator Award



Ms Winnie Choo  
National Skin Centre  
(Mentor) A/Prof Tey Hong Liang



Dr Ong Poo Lee  
Tan Tock Seng Hospital  
(Mentor) A/Prof Loh Yong Joo

Research Mentor Award



A/Prof Yeo Tsin Wen  
Woodlands Hospital

Undergraduate Award



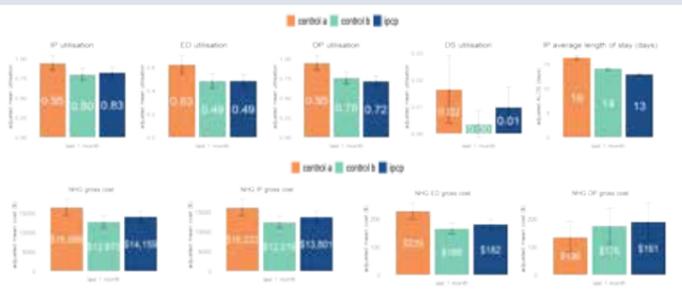
Mr James Wang Jia Dong  
LKCMedicine  
(Mentor) Prof Nagaendran Kandiah



Ms Loh Pei Yi  
LKCMedicine  
(Mentor) A/Prof Jimmy Lee

# HOW DATA-DRIVEN RESEARCH IS TRANSFORMING PATIENT CARE.

To deliver better care, we must first understand what truly works for our patients. That's why our Health Services & Outcomes Research (HSOR) team evaluates key initiatives across our institutions, helping us refine and strengthen the way we care. Here are the top three projects that showed encouraging impact this year:

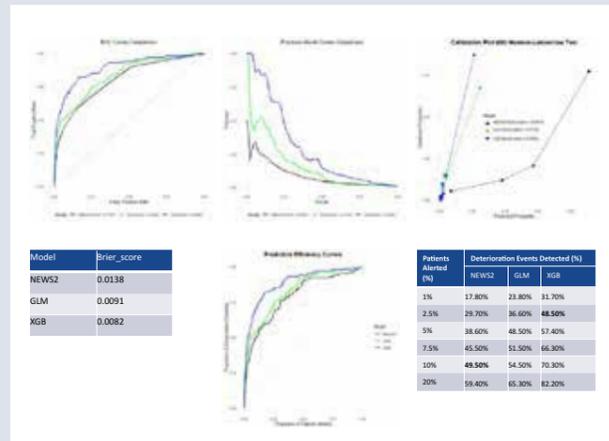


**MAKING END-OF-LIFE CARE MORE SEAMLESS.** The Tan Tock Seng Hospital-Dover Park Hospice Integrated Palliative Care Programme provides patients with advanced illnesses seamless, coordinated end-of-life care transitions from hospital to hospice, home, or day care. The results were encouraging: patients were more likely to receive goal-concordant care, experience fewer hospital visits with good symptom control, and spend their final days in their preferred setting.

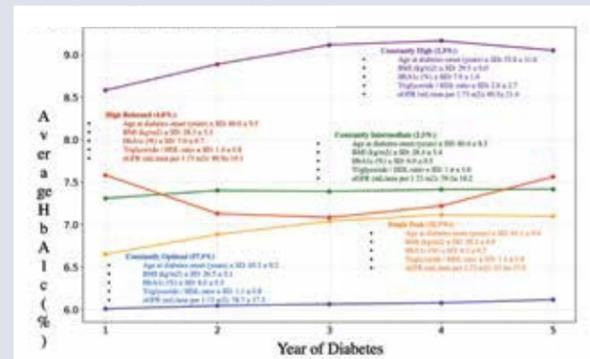
Adjusted Utilisation and Gross Costs within NHG Inpatient (IP), Emergency Department (ED), Outpatient (OP) and Day Surgery (DS) in Last 1 Month of Life - Predictive Margins.

## PREDICTING PATIENT DETERIORATION WITH AI.

To support timely clinical decision-making, we developed a novel deterioration model—an AI-powered early warning system that predicts patients at risk of clinical deterioration within a 24-hour time frame. Compared with existing tools, our AI model demonstrates superior accuracy while significantly reducing manual workload and enabling earlier and more targeted interventions for critically-ill patients.



Impact on Clinical Practice: Deterioration Detection at Different Alert Thresholds



5-Year HbA1c Trajectory for T2DM Patients

**PROVIDING EARLIER TREATMENT FOR TYPE 2 DIABETES PATIENTS.** A long-term study of newly-diagnosed Type 2 Diabetes Mellitus (T2DM) patients uncovered five distinct patterns of blood sugar control. By identifying the patients at higher risk of complications, such as faster kidney decline, we can intervene earlier and provide treatment more effectively.

## IMPROVING MENTAL HEALTH.

In May 2025, the Institute of Mental Health (IMH) launched Singapore's first comprehensive longitudinal study to understand how depression, the most common mental health condition among adults here, develops. The study tracks 3,200 adults over five years to identify factors that could prevent depression or halt its progression.

IMH also conducted the SPEARS study—the nation's first psychological autopsy of suicide cases. Drawing on information from suicide loss survivors, the study identified warning signs families and friends can look out for, enabling timely support and early intervention.

## PANDEMIC PREPAREDNESS, POWERED BY RESEARCH.

The National Centre for Infectious Diseases (NCID) marked two landmark achievements in infectious disease research:

### Pioneering Human Challenge Study:

Associate Professor Barnaby Young led Singapore's first SARS-CoV-2 human challenge study. It was also the first COVID-19 trial conducted globally outside the UK. The study safely exposed healthy volunteers to the Delta variant, studying human immune responses and viral dynamics.

### Advancing Antimicrobial Resistance:

Associate Professor Ng Oon Tek was awarded the National Medical Research Council (NMRC) Senior Investigator Grant. This achievement



A/Prof Ng Oon Tek

will advance his long-term research in antimicrobial resistance and pathogen genomics, strengthening Singapore's ability to track, anticipate, and respond to emerging infectious threats.

Together, these milestones highlight NCID's commitment to fortify pandemic preparedness in Singapore and the wider region.

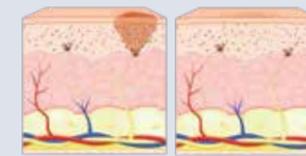
## NEW HOPE FOR VITILIGO PATIENTS.

For the first time in 15 years, patients with vitiligo have a possible new cure. Ruxolitinib is a breakthrough drug for this chronic skin condition, and the first vitiligo treatment approved by the FDA. In partnership with local pharmaceutical company Rxilient, the National Skin Centre (NSC) is running the region's largest real-world study, giving patients early access to this new treatment free of charge. Vitiligo, marked by white patches, affects more than skin appearance; it impacts psychological health and quality of life. Now with Ruxolitinib, about 60% of participants have seen improvements, with some achieving near-complete recovery.

This initiative marks a major step forward in expanding treatment options and improving outcomes for vitiligo patients in Singapore.

## A DECADE OF INNOVATION AGAINST MELASMA.

Over the past 10 years, NSC has collaborated with A\*STAR and Dr Leah Vardy to study the role of polyamines in skin health, focusing on melasma, a common pigmentation disorder that affects more women than men.



This research led to the development of Claramine, a topical cream with polyamine inhibitor. Studies put Claramine to the test, comparing it with a leading global treatment. The results: Claramine is both safer and more effective. Following these trials, NSC launched a real-world study for patients, with over 300 currently receiving Claramine treatment. Early results are promising: up to 70% of patients show positive responses, marking a significant step forward in treating melasma.



## WHERE CARING BEGINS WITH CREATIVITY.

The NHG Nursing Innovation Festival 2025 lit up NHG Health with bright ideas and unstoppable creativity. Organised by NHG Nursing Innovation Group and Centre for Asian Nursing Studies (CANS), the festival saw 106 participating teams, with 25 shortlisted to showcase their healthcare solutions to over 500 participants and partners.

Ten teams made it to the finals, and one even scored a collaboration opportunity with Singapore Biodesign. With the support of sponsors, the festival celebrated NHG Health's growing culture of innovation and nurses who turn bold ideas into real change for patient care.

## NURSES SHINE AT HACKATHON.

Between May and October 2025, over 100 nurses across 25 teams battled it out at the inaugural NHG Nursing Research Hackathon 2025. Armed with passion, they tackled real-world gaps in community frailty and nurses' mental resilience. Each team shared fresh research ideas, pitched to a panel of experts. The hackathon showcased the prowess of nurses—driving innovation, advancing care, and proving that when nurses team up, brilliant breakthroughs happen.

"TREATMENT BRINGS  
CURE. PEOPLE BRING  
CARE & COMPASSION."

OUR PEOPLE



# WHILE HEALTHCARE CONTINUES TO EVOLVE, THE HUMAN TOUCH REMAINS IRREPLACEABLE.

To our people who contribute selflessly, inspire with purpose, and ignite the dedication that powers our work, we are grateful.



The inaugural NHG Well-Being Festival focused on supporting staff's physical, emotional, and social wellness.

**OUR CULTURE TRANSFORMATION FROM "ME" TO "WE".** We went on a journey to reshape our culture to fully embrace our refreshed identity as one united NHG Health.

As healthcare demands grow more complex, we know that working as One NHG Health gives us the strength to take on challenges together. Our shared belief that we can go further as a team now guides how we think, act, and care for our patients.

This collaborative spirit is already in motion, from Tan Tock Seng Hospital (TTSH) surgeons operating at Woodlands Hospital (WH) to staff across institutions paddling together as one dragon boat team. With 170 Culture Trainers, 1,200 Culture Champions, and growing camaraderie, we are building a culture powered by collaboration, connection, and a common goal: *adding 15 million years of healthy life* to the community we serve.



## TRANSFORMING, BLOOMING, AND CO-CREATING AS ONE.

This year, we focused on reshaping our culture, nurturing our staff's well-being, and co-creating employee values that make us uniquely NHG Health.

Here are three HR initiatives that keep us moving forward as one family.

### Culture Transformation

We advanced a movement that aligns our shared values, purpose, and strategy so we can achieve *15 million years of healthy life* as One NHG Health. With culture tools embedded across our institutions and over a thousand champions driving the work, we are building a community where collective action grows stronger than individual effort.

### Well-Being Festival: "Bloom Together"

When we bloom together, everyone thrives. At the Well-Being Festival 2025, we encouraged fellow co-workers to support one another's physical, emotional, and social wellness. Through competitions, forums, and fringe activities, we strengthened collaboration, uplifted each other, and watched new friendships blossom along the way.

### Co-Creating the NHG Employee Value Proposition (EVP)

We embarked on a meaningful quest to uncover the values that unite us as one unique NHG Health. Engaging 19 focus groups, 481 participants, and seven of our institutions, we co-created with our people the new EVP: *Adding Years of Healthy Life Through Life-Changing Careers, Where Passion Meets Purpose*. It captures our staff's aspirations, motivations, and what matters most to us. Anchored on the pillars of Noble Work, Thriving Health, and Fulfilling Growth, it sets the foundation for a rewarding employee experience that develops, drives, and inspires us all.

## LEAD AND GROW AS ONE NHG.

From 2025, we have been revamping our leadership development roadmap to focus on cultivating capabilities that support integration across multiple dimensions. The *LEAD as One NHG* programme, delivered through NHG College, is our signature leadership development programme for our Heads of Department (HODs) and strategic business leaders. Working with Nanyang Business School (NBS) and Outward Bound School (OBS) as our learning partners, *LEAD as One NHG* equips our strategic leaders with essential knowledge, skills, and mindset to lead effectively in today's dynamic healthcare environment. By the end of FY2026, all current HODs are expected to have completed the programme.

Additionally, NHG College has also developed *GROW as One NHG* to be the milestone leadership programme for our mid-level managers, as part of NHG Health's leadership capability-building roadmap. Anchored on our cultural beliefs, this programme enables leaders to build NHG-distinct leadership traits and capabilities, emphasising leading with trust and relationships to enable our strategic priorities. Since its development, we have completed two successful pilot runs for 36 participants to ensure the programme's relevance and applicability and trained 28 facilitators across all our institutions and family groups. The programme will be ready for institutional roll-out from March 2026, with the commitment to train 2,000 managers across NHG Health.



### NHG25 TIME CAPSULE

This is one capsule we couldn't wait to "dispense."

First launched at the NHG Leadership Assembly 2025 and having travelled across our institutions, the NHG25 Time Capsule captures the hopes, dreams, and voices of our people, from heartfelt messages to treasured memorabilia marking our 25-year journey in healthcare.

Now sealed and set to be reopened only in 2050, it's a gift to our future selves; a reminder of how far we've come and how much further we'll go together.

**KAIROS: SUPPORT FOR OUR NEW NURSES.** For many new nurses, the first year can be overwhelming. Hence, *Kairos* was born. A ground-up initiative that nurtures first-year nurses through structured mentorship, peer support, and a culture of empathy, *Kairos* creates safe spaces where learning is met with understanding. With 73 trained peer supporters guiding 219 new nurses along their journey, emotional well-being scores improved from 48% to 71% within six months. Participants felt more confident and connected.

Following its success at Khoo Teck Puat Hospital (KTPH) and Yishun Community Hospital (YCH), we plan to expand *Kairos* to more of our institutions in 2026, strengthening our culture of care, connection, and growth.



**A PATH TO EMPOWERMENT: FROM THERAPY ASSISTANTS TO THERAPY ASSOCIATES.** At NHG Health, we believe in empowering our people to go further. With rising rehabilitation needs, we redesigned the career framework for our Therapy Assistants to help them build deeper skills and take on expanded roles.

Through upskilling, they learn to manage routine therapy sessions, lead group activities, and provide one-to-one patient care. Our Therapy Assistants have the opportunity to advance to become Therapy Associates, creating meaningful pathways for professional growth and career progression.

Not only does this enhance job satisfaction for our staff, it has also benefitted our patients with quicker access to therapy and rehabilitative care.



**CONGRATS TO OUR TRAILBLAZER!** We're thrilled that Dr Zhao Wanting made it to the Singapore 100 Women in Tech 2025 list.

As founder of our HR Analytics & Automation Community of Practice, Dr Zhao has built a collaborative platform across NHG Health. One where she spearheads smarter data use, strategic process automation, and AI-powered initiatives that shape tomorrow's healthcare.



**PADDLING UP THE TEAM SPIRIT.** One NHG Dragons made waves at the IHH Healthcare Singapore Sea Regatta 2025. Pouring their heart and soul into the competition, the team won second place in three different races.

With members from across our institutions, the team demonstrated what defines the One NHG Health spirit: trust, camaraderie, and collaboration.



**14 MAR**  
NHG Leadership  
Assembly 2025



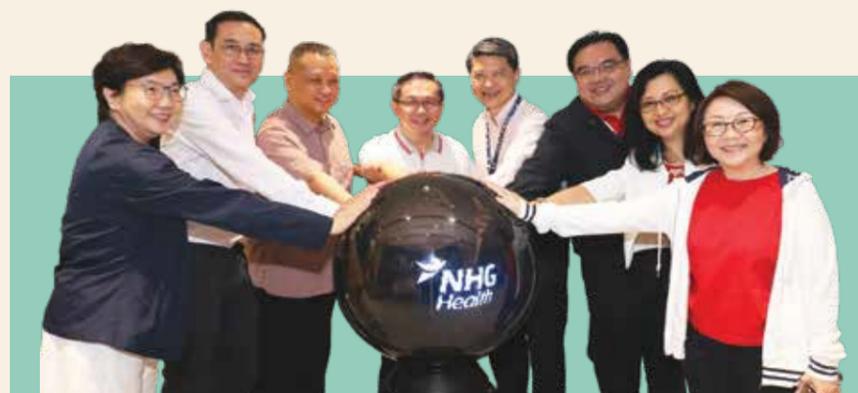
**1 AUG**  
NHG Nurses'  
Day 2025



# SPECIAL

# MOMENTS

2025 was brimming with meaningful moments and events we celebrated together as one cluster.



**21 JUL & 11 AUG**  
Office-warming  
of NHG Health  
(main) building



**30 AUG**  
NHG Awards  
Ceremony





4 - 6 SEP  
NHG Advance



17 - 26 SEP  
NHG Quality  
Festival 2025



16 SEP  
NHG  
Teachers' Day





**23 OCT**  
NHG Allied Health &  
Pharmacy Day 2025



**24 OCT**  
Inaugural NHG  
Well-Being  
Festival



# AWARDS



**NATIONAL DAY AWARDS**  
Announced by the Prime Minister's Office annually, the Awards recognise outstanding contributions to Singapore in various sectors.

Scan the QR code to view the full list of recipients



- Recipients:
- Meritorious Service Medal**  
Mr Tan Tee How  
Chairman,  
NHG Health
  - Public Administration Medal (Silver)(Bar)**  
Prof Jason Cheah  
Deputy Group Chief Executive Officer  
(Strategy, Planning, & Resourcing),  
NHG Health
  - Public Service Medal**  
Ms Chu Swee Yeok  
Board Member,  
NHG Health
  - Public Administration Medal (Silver)**  
A/Prof Swapna Kamal Verma  
Chairman Medical Board,  
Institute of Mental Health



**NATIONAL MEDICAL EXCELLENCE AWARDS (NMEA)**  
These annual national awards recognise the efforts of outstanding clinicians, clinician scientists and other healthcare professionals for their contributions. NMEA also acknowledge their achievements in advancing healthcare, improving the standards of patient safety, driving research and education, and developing better health in the community, which ultimately improve people's lives.

NHG Polyclinics & CN-PCN Healthier SG in Primary Care programme whose work has achieved outstanding patient satisfaction rates of 95% to 99%. Their efforts in expanding health screenings and vaccinations have built a sustainable framework that now serves as a model for preventive healthcare delivery in Singapore.

IMH's NeuroBehavioural Clinic: Autism Team for transforming autism care as well as building a more supportive and inclusive community in Singapore.



## PUBLIC SECTOR TRANSFORMATION AWARDS

These awards celebrate contributions to innovation, collaboration, digitalisation, and workforce development.

Recipients:

- Dare to Do Award**  
Yogeswary D/O Maniam  
Principal Occupation Therapist,  
Early Psychosis Intervention Programme,  
Institute of Mental Health
- Exemplary Innovation Award**  
Geriatric Care in Emergency Department  
Khoo Teck Puat Hospital
- Exemplary SkillsFuture @ Public Service Award**  
Peh Xueli  
Senior Staff Nurse,  
Acute and Emergency Care,  
Khoo Teck Puat Hospital
- Exemplary Leader Award**  
A/Prof Wong Hon Tym Wong  
Clinical Director,  
Centre for Healthcare Innovation and  
Senior Consultant, Ophthalmology,  
Tan Tock Seng Hospital
- Rapid HbA1c POCT for Improved Care**  
NHG Polyclinics, NHG Diagnostics,  
Khoo Teck Puat Hospital and  
Centre for Medical Technologies  
& Innovations
- Richmond Ang Wei Hsien**  
Physiotherapist,  
Rehabilitation Service,  
Khoo Teck Puat Hospital
- Exemplary Service Excellence Award**  
Mary Chan Hin Kiaw  
Nurse Manager, Ward A82,  
Khoo Teck Puat Hospital
- Dr Michael Yam**  
Clinical Director,  
Tan Tock Seng Hospital  
Medical 3D Printing Centre and Consultant,  
Orthopaedic Surgery,  
Tan Tock Seng Hospital
- Lee Bin**  
Senior Physiotherapist,  
Tan Tock Seng Hospital
- Star Partner Award**  
NHG Health's Population Health Collective



## HEALTHCARE HUMANITY AWARDS 2025

These awards recognise healthcare professionals who have demonstrated exceptional care, compassion, and humanity in their work.

Scan the QR code to view the full list of recipients



## HEALTHCARE DAY AWARDS

These awards celebrate public-sector healthcare changemakers and innovators.



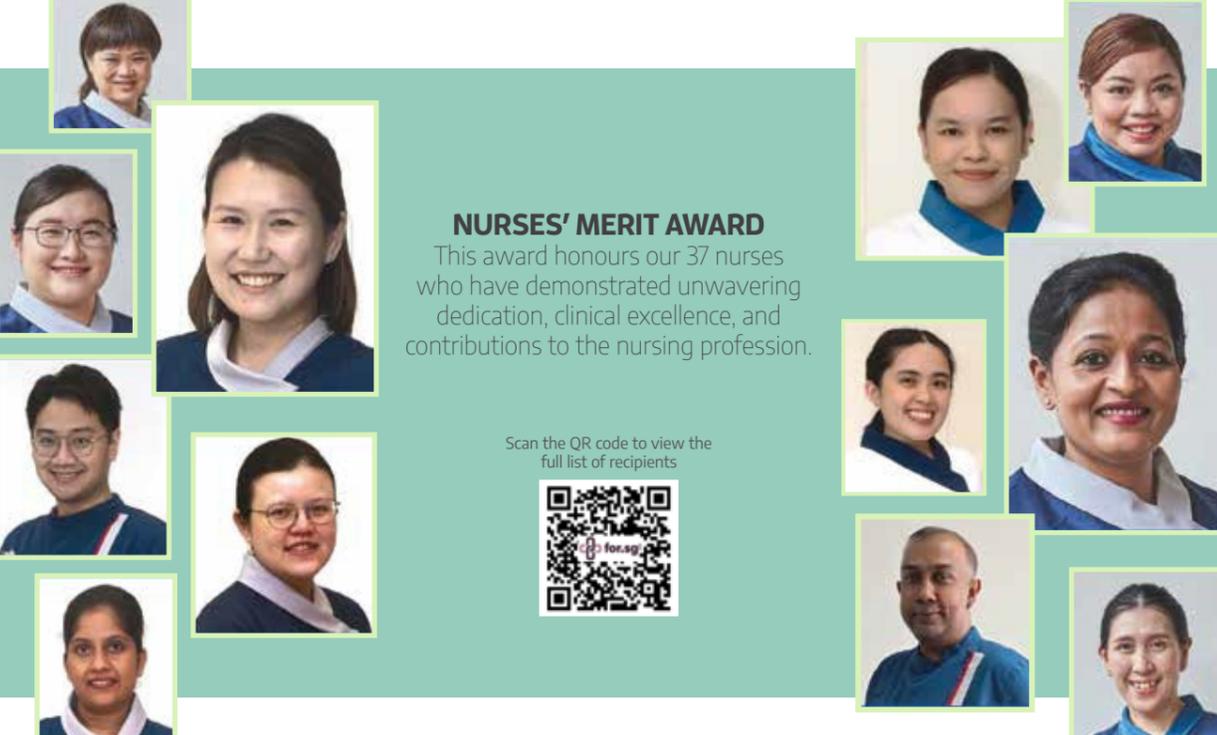
Recipients:

- Digital Health Champion Award (Winner)**  
Dr Clement Chia  
Senior Consultant, General Surgery,  
Khoo Teck Puat Hospital
- Workplace Transformation Champion Award (Winner)**  
NurseFirst  
Woodlands Hospital
- Excellence in Data-Driven Transformation Award (Special Mention)**  
Health Data & AI Team  
NHG Health Group HR  
• Dr Zhao Wanting  
Assistant Director & Lead Data Scientist  
• Yeo Shu Ting  
Senior Manager  
• Ling Chin Kiat Kelvin  
Manager  
• Ryan Chong  
Senior Executive
- Digital Health Champion Award (Special Mention)**  
Dr Karen Chua  
Senior Consultant, Rehabilitation Medicine,  
Tan Tock Seng Hospital
- Best in AI-Driven Healthcare Innovation Award (Special Mention)**  
AI-eNabled Education (AINE) Team  
NHG Health Group Clinical Education  
• Dr Chow Minyang  
Consultant (General Medicine),  
Tan Tock Seng Hospital  
• Dr Mucheli Sharavan Sadasiv  
Senior Consultant  
National Centre for Infectious Diseases  
• Lim Pao Hup  
Senior Assistant Manager,  
Group Clinical Education,  
NHG Health
- Next-Generation Healthcare Facility Award (Winner)**  
A Smart Campus  
Woodlands Hospital
- Healthcare Transformation Leader of the Year Award (Special Mention)**  
A/Prof Tan Cher Heng  
Director, Operations (Special Projects),  
Woodlands Hospital  
Group Chief Research & Innovation Officer,  
NHG Health
- Next-Generation Healthcare Facility Award (Special Mention)**  
Smart Ward  
Khoo Teck Puat Hospital



**PRESIDENT'S AWARD FOR NURSES**  
 Yvonne Yap, Deputy Director of Nursing at KTPH, received the President's Award for Nurses 2025. This is the highest nursing accolade that celebrates outstanding nurses who have contributed consistently to patient care delivery, education, research, and administration.

Yvonne has elevated nursing standards at KTPH through human-centred rostering, strategic workforce redesign, and co-creating the Patient Care Officer role to enhance staff well-being. She introduced Personal Development Conversations through the Work-Sense Committee, fostering professional growth and purpose while building a culture of excellence, empathy, and connection.



**NURSES' MERIT AWARD**  
 This award honours our 37 nurses who have demonstrated unwavering dedication, clinical excellence, and contributions to the nursing profession.

Scan the QR code to view the full list of recipients




**TAN CHIN TUAN NURSING AWARD**  
 Named after Tan Sri (Dr) Tan Chin Tuan, whose dedication, kindness and generosity embodied the spirit of nursing, this award recognises promising Enrolled Nurses who are committed to advancing their profession.

Recipients:

**Bibi Milkit Kaur D/O S Tilok Singh**  
 Senior Enrolled Nurse,  
 Outpatient Specialist,  
 Dermatological Centre/Nursing,  
 National Skin Centre

**Siti Zaitun Binte Samad**  
 Senior Enrolled Nurse,  
 Acute & Emergency Care Centre,  
 Khoo Teck Puat Hospital

**Mai Nilar Tin Win**  
 Senior Enrolled Nurse,  
 Ward 50B/Nursing,  
 Institute of Mental Health

**AT A GLANCE**

Healthcare Humanity Awards Individuals & Teams	23	Health Manpower Development Plan (HMDP) Team-based	13	Health Manpower Development Plan (HMDP) Medical	24
Health Manpower Development Plan (HMDP) Allied Health	1	Health Manpower Development Plan (HMDP) Visiting Experts	7	NHG Leaders Development Award	6
MOH In-Service Scholarship	196	NHG Outstanding Citizenship Award	9	NHG Distinguished Senior Clinician Award	2
NHG Distinguished Achievement Award	5	NHG Innovate Award Teams	23	NHG Young Achiever Award	27
NHG Distinguished Contributor Award	2	NHG Outstanding Partner Award	3		
National Day Awards	202	National Medical Excellence Awards Teams	2		



**NHG AWARDS 2025**

We honoured our staff, teams, and partners for their achievements in leadership, patient care, and research.

Scan the QR code to view the full list of recipients



“CONNECTION IGNITES  
COLLABORATION.”



# STATISTICS

We expanded our capacity, attended to more patients, and streamlined care delivery. These advances reflect our dedication to timelier, smarter, and more effective healthcare for the patients and communities we serve.

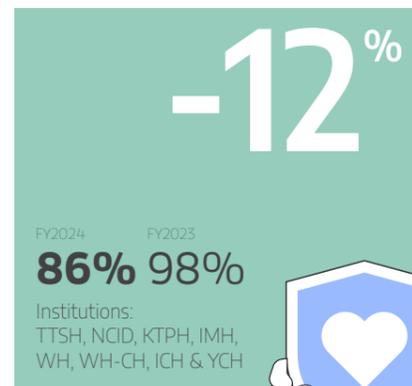
## MORE BED COMPLEMENTS

Acute & Community Hospitals



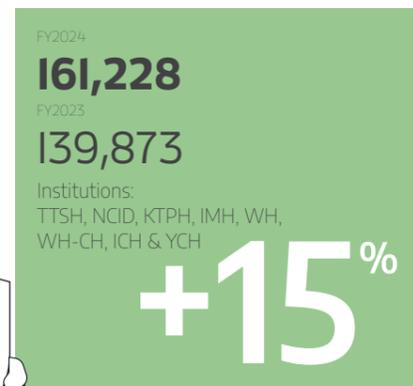
## LOWER BED OCCUPANCY RATE

Acute & Community Hospitals



## MORE INPATIENT DISCHARGES

Acute & Community Hospitals



## SHORTER TOTAL INPATIENT STAY

Acute & Community Hospitals



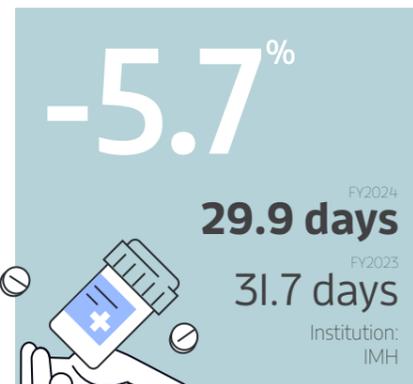
## SHORTER AVERAGE INPATIENT STAY

Acute Hospitals



## SHORTER AVERAGE INPATIENT STAY

Institute of Mental Health Short Stays



## SHORTER AVERAGE INPATIENT STAY

Community Hospitals



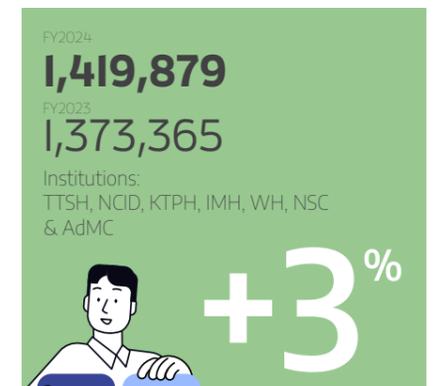
## MORE DAY SURGERIES

Hospitals & Medical Centres



## SPECIALIST OUTPATIENT CENTRE ATTENDANCES

Hospitals & Medical Centres



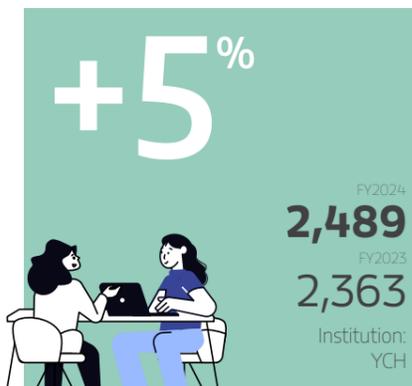
## A&E ATTENDANCES

Hospitals



## DAY REHABILITATION CENTRE ATTENDANCES

Community Hospital



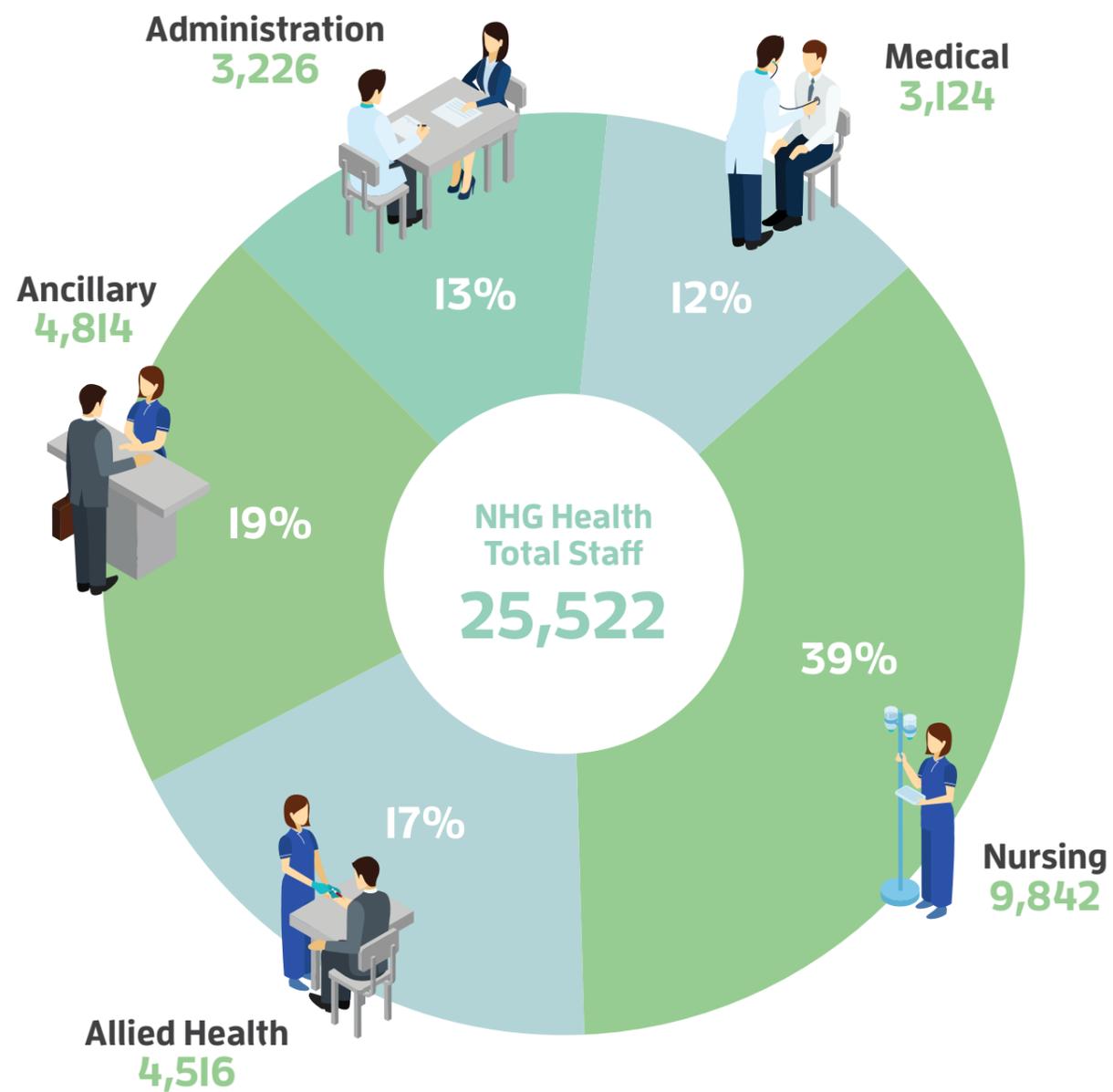
## POLYCLINIC ATTENDANCES



Information accurate as of 31 March 2025

“THE NUMBERS SPEAK FOR THEMSELVES. THEY REFLECT OUR EFFORTS IN IMPROVING HEALTHCARE ACROSS DIMENSIONS—FROM INPATIENT TO OUTPATIENT, FROM REHABILITATION TO EMERGENCY CARE.”

Professor Joe Sim  
Group Chief Executive Officer,  
NHG Health



Information accurate as of 31 March 2025



# DISTRIBUTION OF STAFF

As Singapore's population ages, the demand for healthcare professionals continues to rise. Beyond strengthening our teams, we have redesigned workflows and streamlined care processes to ease administrative load. This enables our staff to focus on patient needs, delivering our promise of putting patients first.



# THE NHG HEALTH FAMILY



## LEARNING & INNOVATION



Our services are provided through an integrated system of acute care tertiary hospitals, community hospitals, polyclinics, and national specialty centres.

## CENTRES OF EXCELLENCE



## ACUTE & COMMUNITY HOSPITALS



## POPULATION HEALTH



## SPECIALTY CENTRES



Adding Years of *Healthy Life*

