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KODAK 100TMX



Singapore
General Hospital
SingHealth



“I fought to stay alive.”

Third Sergeant Karthigayan, a survivor of the fighter jet crash in Taiwan in May 2007, suffered 45% burns to his body. This brave SAF soldier may have succumbed to infection had it not been for the donated skin that covered his injuries during the first two weeks of treatment. The graft acted as ‘natural bandages’ for the Muay Thai enthusiast, who spent the first six weeks unconscious, yet progressed rapidly to be discharged from hospital only two months after admission.

Mr Karthigayan Ramakrishnan, 24

Burns patient, SGH

“ At SGH, quality patient care is our top priority. We constantly look to introduce new and improved services and roll out quality and patient safety initiatives. Our sights are now set on reducing patient waiting time and waging battles against hospital infection while remaining mindful of keeping healthcare costs affordable for our patients.



Professor Tan Ser Kiat
CEO, Singapore General Hospital

HIGHLIGHTS

MID-2007

Specialist Outpatient Clinic's improvement efforts potentially frees up 30,000 more appointment slots a year, significantly reducing patients' waiting time for an appointment.

SEPTEMBER 2007

The groundbreaking of the new Singapore General Hospital (SGH) Pathology Building signals the much anticipated consolidation of Pathology services, at the same time, integrating research and education to create a robust, research-centric environment.

FEBRUARY 2008

First hospital-based one-stop centre opens for patients with lifestyle-related conditions. Helmed by a comprehensive team of doctors, psychologists, physiotherapists, occupational therapists, dietitians and medical social workers, the SGH Lifestyle Improvement and Fitness Enhancement (LIFE) Centre offers integrated and holistic patient care.

Mr Karthigayan Ramakrishnan spent two months in the Singapore General Hospital (SGH) Burns Centre, having been airlifted back from Taiwan after a fighter jet crash. The 24-year-old soldier suffered 45% burns on his body and might have succumbed to infection had it not been for donated skin which acted as 'natural bandages' for his injuries during the first few critical weeks of his treatment. Now out of hospital, Karthigayan looks back at his long period of recovery. "The physiotherapist taught me how to walk again and the occupational therapist helped me with simple everyday tasks like feeding myself," he recalled. "A psychiatrist kept a close watch in case I suffered from post-traumatic stress disorder."

Such is the depth of holistic care offered at SGH, delivered with the aim of achieving the best possible outcome for every patient. The Hospital expanded its clinical offerings with the opening of the SGH Lifestyle Improvement and Fitness Enhancement (LIFE) Centre in February 2008. The Centre provides a one-stop service for patients with today's common lifestyle-related conditions such as obesity and eating disorders. Ms Caroline Wooi, 25, is one patient who benefited from the obesity management programme. She lost 19kg as a result of her thrice weekly exercise programme, proper eating regimen and support from her programme mates. "My mum says there is no point buying new clothes now because I'm going to lose more weight anyway," laughs a confident Caroline.

Another new service providing integrated multi-disciplinary care is the Pain Management Centre, which opened its doors in January 2008. The SGH Pain Management Centre is the country's first referral centre for patients with chronic disabling pain disorders. It is a one-stop centre with outpatient clinics, acupuncture services, x-ray facilities and recovery room to provide patients with a seamless treatment experience.

Patients with allergies will benefit from the opening of the Allergy Clinic, which is managed by a multi-disciplinary team comprising Respiratory physicians, Ear, Nose and Throat (ENT) specialists and Dermatologists, to treat various allergic conditions.

SGH prides itself on its diversity of clinical specialties and state-of-the-art treatment options such as the cadaver skin grafts used to treat

Karthigayan. Another patient to benefit from somewhat unusual treatment was 19-year-old leukaemia survivor Candy Yeow, who received a double cord blood transplant in August 2006. This procedure, while not commonly practised, was identified as the only way to potentially cure Candy because no suitable cord blood was available from her family members, or cord blood registries in Singapore and overseas.

In another breakthrough treatment, SGH became the first of only two institutions to use Brachytherapy to treat prostate cancer. This alternative to surgical treatment promotes faster recovery for the patient as tiny radioactive pellets are inserted directly into the prostate gland, significantly reducing damage to surrounding healthy tissue caused by the radiation.

Innovative surgical procedures and integrated holistic care will improve the quality of patient care and outcomes. However, improving overall patient experience is no less important. Tasked with combating the problem of long waiting times for outpatient appointments, an 18-member task force comprising medical, nursing and operations staff created the Clinic Resource Optimisation System (CROS), which subsequently created 30,000 extra outpatient appointment slots per year, simply by reorganising and optimising existing consultation rooms.

A further initiative to tackle waiting times, Service Express, was launched to eliminate the time taken by patients to pay their outpatient appointment bills. Patients who sign up for Service Express no longer need to wait to pay their bill after their appointment. Depending on a patient's preference, the bill can be settled through GIRO, charged to their credit card or deducted from an SGH deposit account.

The new bank of clinics located at the SGH Block 7 will further enhance outpatient clinic capacity for the Hospital. Patient experience will be elevated with the improved design and work processes. These improvements will be cascaded to all other clinics as SGH progressively upgrades them.

SGH also scored a world's first with the official opening of the Khoo Teck Puat-National Neuroscience Institute (KTP-NNI) Integrated Neuroscience Centre in November 2007. Made possible only through the kind philanthropy of

the late Tan Sri Khoo Teck Puat, this new centre, the first of its kind in the world, significantly improves patients' surgical outcomes with its revolutionary new facilities and less-invasive operating techniques.

The Centre consists of three operating suites fitted with intra-operative imaging capabilities and image-guidance navigation systems, as well as the Novalis Shaped Beam surgery system which performs highly precise radiosurgery. One new procedure that is now possible is awake craniotomy, carried out on a conscious patient for the surgical team to remove the maximum amount of tumour. Keeping the patient awake allows the surgical team to test the brain tissues close to the tumour – and receive an immediate response from the patient. The state-of-the-art facilities, meanwhile, allow images of the patient's brain to be taken before, during, and right after surgery. Thus, the surgical team is able to go back and remove more tumour if the images show areas yet to be removed.

As the suites and Novalis system are digitally integrated, the operating team and even clinicians in consultation rooms are able to assess the data, real-time, and conduct remote clinical conferences, even during surgery.

SGH is committed to maintaining its preparedness in the face of emergencies. The hospital plans and conducts internal hospital emergency exercises with the Ministry of Health (MOH) on a two yearly basis. These include Disease Outbreak scenarios such as Pandemic and Avian Influenza as well as Civil Emergency exercises that train on various mass casualty scenarios. To plan for Business Continuity in cases of large-scale emergencies, critical Business Continuity Planning departments conduct yearly Business Continuity Management and Emergency Recall exercises. Such emergency drills ensure the continued preparedness of SGH's various systems and capabilities to deal with mass casualty and disease outbreak situations as well as other adverse events.

As SingHealth's flagship hospital, SGH takes the lead in emergency preparedness exercises and initiatives to ensure it is always prepared and able to cope with emergencies. Field deployment exercises and medical coverage for at least 10 to 12 national events and Government

agency-led field events are conducted on an ongoing basis, providing hospital field medical teams ample opportunity to hone their pre-hospital disaster medical responses.

In an effort to better engage patients, 'Outram Now', a bi-monthly complimentary patient newspaper, was launched with the objective of informing patients of the range of clinical service offerings, and more importantly on how to navigate through the healthcare system and to improve overall health literacy. This is the first publication of its kind amongst hospitals in the region.

Education plays a major role in the development of staff and enhancement of healthcare services for patients at SGH. The Postgraduate Medical Institute (PGMI) and Alice Lee Institute of Advanced Nursing (Institute), developed expertise in pedagogy and curriculum development for a wide range of programmes. The PGMI continued its postgraduate training of doctors, organising the first Surgical Foundation Programme for the Division of Surgery and facilitating fellowship training for 57 overseas fellows.

The Institute, accredited by the American Nurses Credentialing Centre as a Provider of Continuing Education in March 2007, trained 7,756 nurses, as compared with 1,078 nurses in 2003. The Institute collaborated with the Workforce Development Agency (WDA) and Institute of Technical Education (ITE) to provide healthcare support training programmes. Four new programmes were launched to increase the skills and scope of Registered Nurses, Senior Enrolled Nurses, Patient Care Assistants and Health Care Assistants, thereby improving patient care delivery. It also resulted in better job satisfaction and staff retention.

The Postgraduate Allied Health Institute (PGAHI) successfully collaborated with La Trobe University in Melbourne for a conversion course for local occupational therapists with a diploma from Nanyang Polytechnic. PGAHI also launched their clinical diploma in physiotherapy practice.

With clear focus on the goal of academic medicine, the organic momentum to integrate service, research and education continued to gain pace. The Hospital embarked on 33 new clinical trials, in the last year. There was also very good progress in research output – 63 out

of 332 research papers were published in journals with an impact factor (JIF) exceeding 5, of which 3 were with JIF exceeding 18. One research project of particular significance is by Professor Xiao Zhi Cheng and his team. They discovered why the brain produces harmful plaque deposits which cause Alzheimer's Disease. Their groundbreaking findings made it into the prestigious Nature Cell Biology Journal, as it paves the way for a more targeted search for a cure.

Come 2010, the Department of Pathology will move into the SGH Pathology Building on College Road, which is 75% larger than its present home. The new building, fitted with state-of-the-art laboratories, will lead to a 50% increase in pathology services.

Housing SingHealth's education and research functions under one roof, this facility will create a research-centric environment conducive for collaboration and synergy on Outram Campus, especially with the construction of a linkway to Duke-NUS Graduate Medical School.

Creating a good work environment for the retention of staff is an important consideration for SGH. The Hospital's Employee Engagement Survey results showed a 76% employee satisfaction rate, which exceeds the norm for Singapore companies, and global healthcare norms. This validates the decreasing staff turnover experienced over the last few years and is consistent with its low attrition rate.

Winning the Gold Award in Reader's Digest Trusted Brand Hospital Category for a second year, and scoring an 11.2 percentage point increase in overall satisfaction ratings in the MOH Patient Satisfaction Survey 2007, was affirmation and a resounding vote of confidence for the 6,000 SGH healthcare professionals.

The Hospital will, under the leadership of its new CEO, Professor Ang Chong Lye, work in collaboration with the specialty centres on Outram Campus, to journey through a new era of growth to firmly establish itself as a world class tertiary hospital committed to academic medicine.



“Not giving up is in my blood.”

Candy, who was diagnosed with an aggressive form of Acute Lymphoblastic Leukaemia, received a new lease of life after a double cord blood transplant. A year in remission and no longer on medication, this bubbly Business Management Studies student's blog is no longer about medication and hospital stays. It is now peppered with snapshots and snippets of good times with family and friends.

Ms Candy Yeow, 19

Double cord blood transplant patient, SGH

AWARDS & ACCOLADES

Reader's Digest Trusted Brand (Hospital Category) 2008 – Gold Award
SGH

The Arts Supporter Award
SGH

Service

Asian Hospital Management Awards 2007:
Technical Service Improvement Project
(Most Outstanding Project)
SGH

Excellent Service Awards 2007
902 SGH staff – Janet Khoo (SuperStar winner)
108 Star, 544 Gold, 248 Silver

Healthcare Humanity Awards 2007
Mary Josephine Teo Foong Yee, Boh Tuan Boey,
Chong Lai Ling, Elizabeth Ong Choo Eng, Tan Ai
May, Zation Bte Mohd Tahir, Khong Kum Chue,
Paravathi d/o Kulanthaivellu, Pang Fong Wan

Institute for Healthcare Improvement 19th Annual
National Forum (Award for Original Research in
Service Quality)
Cheong Chiu Peng

PS21 Distinguished Star Service Award 2007
Chong Lai Ling

Pharmaceutical Society of Singapore Congress –
PSS-Shire Hospital Pharmacist of the Year Award
Winnie Lee

Sokka Gakkai International
– Woman for Peace Award
Dr Fatimah Lateef

Education

Lee Kuan Yew Scholarship
Dr Wong Ting Hway

SingHealth-Lee Foundation Excellence in
Nursing Award 2007
Teng Hwee Siang, Kamsiah Jaafar, Wong Mei
Wah, Susila d/o Perumal, Loo Keng Soon Gary

Research

4th Asian Conference on Emergency Medicine
(Malaysia) – Best Oral Presentation
Dr Ong Eng Hock Marcus

4th Asia PD College / 1st Asia Pacific PD College
– Best Clinical Poster
Dr Tan Choon Hian

College of Surgeons Singapore
– Yahya Cohen Award
A/Prof Low Wong Kein

Orthopaedic Research Society (ORS) (U.S.)
– New Investigator Recognition Award (NIRA)
Dr Chia Shi Lu

World Confederation of Physical Therapy (WCPT)
2007 (Canada) - Outstanding Presenter Award
Dr Celia Tan

Human Resource/Talent Development

President's Award for Nurses 2007
Tracy Carol Ayre

Ministry of Health Nurses' Merit Award 2007
Ng Lay Hwa, Wong Yew Hong, Wong Kwai Meng,
Choo Siew Fung, Ng Kim Choo Magdalene, See
Sor Kuan, Teo Mui Huay, Tamilchelvi Sinnappan

Tan Chin Tuan Nursing Awards 2007
Santhi d/o Baloo

Home Team NS Awards for Employers
– Special Award
SGH

Singapore HR Awards 2007: Leading HR
Practices in Quality-Work Life
SGH

Singapore Sporting Inspiration Awards
– Gold Award (Sports Advocates Category)
SGH

FINANCIALS

	FY07	FY06
Size		
Bed Complement (as at end Mar)	1,529	1,518
Beds in Service	1,466	1,463
Workload per annum		
Bed Occupancy Rate	83.5%	82.2%
Inpatient Admissions	72,004	74,064
Inpatient Discharges	72,070	74,293
Total Patient Days	447,902	438,890
Average Length of Stay (days)	6.2	5.9
Total Surgical Operations	78,683	76,875
Day Surgeries	42,373	41,642
Inpatient Surgeries	36,310	35,233
Specialist Outpatient Clinic Attendances	662,758	640,386
Accident & Emergency Attendances	137,307	128,539
Staffing (as at end March)		
Total	5,889	5,494
Doctors	710	620
Nurses	2,428	2,239
Allied Health Professionals	883	790
Others	1,868	1,845