



Serve All with Love

2018 Year in Review



Praised be you, my Lord through our Sister, Mother Earth, who sustains and governs us, producing varied fruits with coloured flowers and herbs.

Saint Francis of Assisi, Canticle of the Sun

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Our efforts are inspired by the Catholic values and the legacy provided by the Franciscan Missionaries of the Divine Motherhood. We know that healthcare is about science and medicine. We also recognise the spiritual significance of what we do.

Founded in
1961

by the Sisters from
the Franciscan
Missionaries of The
Divine Motherhood
(FMDM). The first
baby was delivered
on 12 March 1961

Serving all
with Love
for
57
years

Singapore's first
private and only
not-for-profit
Catholic acute
tertiary care hospital

Mount Alvernia Hospital

We are the only
hospital that provides

**Clinical
Pastoral Care**

Mind

Body

Spirit

Total of
305
Beds

Delivered
> 5,500
Babies

Outreach clinics
- one dental and
two medical, to
reach out to the
underserved

Total outreach
4,855
beneficiaries from
various voluntary
welfare organisations

A 6-bedded ward to cater
to those who hope to seek
private medical care at an
affordable cost, is named
after our patron saint

**St Francis
of Assisi**



At a Glance

**Specialist
Doctors**

>190
on campus

>1,200
accredited

Our Founding Story



The hospital takes its name from La Verna, the mountain in Italy, where St Francis of Assisi was believed to have received the Stigmata (an imprint of the five wounds of Christ). He led a life of radical simplicity and joy, sharing God's love for all people and all creation by loving and honouring each and every person he met, from lepers to Sultans and Popes to the ordinary townspeople.

Mount Alvernia Hospital began in the summer of 1947 when three FMDM Sisters left England for China. They had been commissioned to work with the Irish Friars Minor in their Franciscan Missionary outreach. However, with the advancement of the Communist troops in China, the Sisters were ordered to abandon their mission and go to Hong Kong instead, where they stayed with the Maryknoll Sisters.

At that time they heard that Bishop Olçomendy of Malacca was looking for



Sisters to care for tuberculosis patients in Singapore. This disease was both life threatening and contagious during World War II in Singapore.

On 7 March 1949, Sister Angela McBrien arrived in Singapore from Hong Kong, followed by Sister Mary Camillus Walsh and Sister Mary Baptista Hennessy. They took over the tuberculosis wards at Tan Tock Seng Hospital, which eventually became known as Mandalay Road Hospital. They also served "The Lepers Camp", a community of lepers housed in Trafalgar Home at Woodbridge. Both centres were managed as self-contained units as isolation was the treatment at that time.

In 1952, the Sisters were given an opportunity to start a private hospital to bring nursing care and services to the population. Thus the FMDM Sisters began canvassing for donations. In

addition to pooling their savings and salaries, many generous individuals and companies responded to the call to donate.

On 4 March 1961, the hospital was officially opened with 60 beds. The Sisters staffed the hospital and were professionally trained as nurses, midwives, physiotherapists, radiographers, laboratory technicians and other support services.

Mount Alvernia Hospital today reflects the wisdom and inspiration of our founding Sisters and those who contributed to our organisation. The hospital remains wholly owned by the FMDM congregation. The leadership team in the UK ensures that our hospital is compliant with governance guidelines and responsible stewardship.



Mount Alvernia Hospital today reflects the wisdom and inspiration of our founding Sisters as well as many who have contributed to our organisation.



Our Ethos

Mount Alvernia Hospital is a mission of faith, hope and courage to bring life and light into the lives of people and the community. Our work by the Sisters of the Franciscan Missionaries of the Divine Motherhood (FMDM) in 1961 to care for lepers and tuberculosis patients, is a call to love all, especially the marginalised and the poor.

At the heart of the Franciscan spirit is a joy that comes from an appreciation for life. This gives rise to a deep commitment to relationships with people and all creation – to be life-giving, all-inclusive and just.

The sacredness of life, the dignity of each individual and the community compel

us to live out our values in our work – providing holistic healthcare, raising the quality of care and support for people where needed and filling a gap.

We believe in proactive collaborations and mutual support, partnering with doctors and other healthcare organisations to bring about charity and social service that empower sustained growth in healthcare. This enables us to appropriately respond to the needs of an ageing population whilst continuing to be a deliverer of new life as a hospital reputed for maternity care.

We are a 305-bed general acute care medical institution with tertiary medical capabilities and multidisciplinary medical specialist

centres. The hospital is supported by over 1,200 accredited doctors with more than 190 specialist doctors located on campus.

As a not-for-profit hospital, Mount Alvernia Hospital channels our surpluses to the communities we serve. Significant efforts are made towards providing outreach healthcare services to the underserved in the community.

The hospital is part of the FMDM global network spanning Singapore, Malaysia, the United Kingdom, Ireland, Italy, Australia, Nigeria, Zambia and Zimbabwe; reaching out to the sick, the poor and the marginalised through healthcare, pastoral care, counselling, education, as well as prison and parish ministries.

Mission Outreach Around the World



NIGERIA

(From left to right)

- . Sr. Celsus Nealon in young offenders prison, Jos
- . Sr. Helena McEvilly in Young Women's Empowerment Centre, Jos
- . Sr. Mary Jean Rogers with a polio patient



ZAMBIA

(From left to right)

- . Sr. Jean at Chelstone School's Guidance and Counseling office
- . Sr. Rogita (Coordinator of Home Based Care Project in Kasanka, Zambia for those affected by HIV AIDS) gives advice to a young mother on a rural road
- . Sr. Maura runs HIDDEN VOICE Project, providing education for special needs children



IRELAND

(From left to right)

- Sisters Maria Kiely, Finola Kidney, Angela Yioh, Anne O'Brien walking for charity – Galway Hospice Walk Ireland



Our Vision

Mount Alvernia Hospital seeks to continue and embody the healing ministry of Jesus Christ to serve all with love.

Our Mission

Mount Alvernia Hospital shares in the worldwide mission of the Franciscan Missionaries of the Divine Motherhood, providing compassionate, excellent and holistic healthcare.

Our Core Values

They guide the delivery of our mission, influence how we act and reflect our Franciscan roots founded by Saint Francis of Assisi.



Compassion:

The capacity to enter into another's joy and sorrow

Humility:

Recognising that we are all brothers and sisters in the one global, human family

Integrity:

Seeking always to act, speak and make decisions that reflect our values in a spirit of honesty and authenticity

Respect:

Treating each person we encounter with reverence

Peace:

Being committed to building life-giving relationships with all



UNITED KINGDOM

The current Congressional Leadership Team
(From left to right)
Sisters Shirley Aeria, Monica Weedon, Jane Bertelsen, Helen Doyle, Claudia Lee, Helena McEvilly



CHINA

Sr. Isobel Loong – Outreach to the poor



MALAYSIA

(From left to right)
· Sr. Marie Therese Ng who runs EDUCARE (An education project for the poor and marginalised in Port Klang, Kuala Lumpur)
· Sr. Jennifer, Clinical Pastoral Care at Mt Miriam Cancer Hospital



MIDDLE EAST

Sr. Bridget – Caritas International Gaza, Middle East



ITALY

Sr. Carmel helping a student at the Beda Collage, Rome



AUSTRALIA

(From left to right)
· Sr. Marina visiting the elderly and frail in Western Sydney
· Sr. Shirley with school children in Billiluna, home of the Kururrungku Aboriginal community, Kimberly, Western Australia



SINGAPORE

(From left to right)
· Baby blessing by Sister Bernadette at Mount Alvernia Hospital, Singapore.
· The Sisters explore the site of the future Mount Alvernia Hospital.
(From left to right: Sisters Baptista Hennessy, Camillus Walsh, Raphael McDowell, Angela Brien and Philippa Crofton-Sleigh)

Message from Sister Jane Bertelsen

Congregational Leader, FMDM

St Francis understood at a deep and personal level that he and the whole of creation were intrinsically related as everything is created and held in being by the One Creator.



Thank you Mount Alvernia Hospital for taking a 'Go Green' theme this year – we desperately need to hear this message. Around the world, summits are held, legislation is passed, goals are set, incentives are provided to try and help us as individuals, as communities, organisations and as countries to take steps to save "Our Common Home"¹ from destruction. I find myself asking why none of these steps seem to be effective or seem to wake us up to the urgency of the situation. I turn to our patron St Francis of Assisi for answers. St Francis had a unique and prophetic gift (I say prophetic because 'climate change and care for the environment' was hardly on the global agenda in the 13th century) which we, as Franciscans and as community members of a Franciscan Mission hospital, have the responsibility to ponder, make our own and share with the wider community.

St Francis is often portrayed in a 'fairy tale' way surrounded by birds or flowers; talking with wolves or picking up worms from the road so they would not be trampled on. Yet these images had a much

¹ Pope Francis Laudate Si #1



deeper significance for St Francis as they do for us today. St Francis understood at a deep and personal level that he and the whole of creation were intrinsically related as everything is created and held in being by the One Creator. This profound awareness enabled him to treat every aspect of our created world with the very same values Mount Alvernia Hospital aspires to. St Francis would treat not only all people but all of creation with **Compassion, Humility, Integrity, Respect and Peace.**

All of us associated with Mount Alvernia Hospital are challenged to do the same – to care for our common home as we would care for our own families. If we could approach the urgent call to care for our planet from this deeply relational place we may find more energy and commitment to do those simple things which would make a difference. We would also be more attentive to the cries of our sisters and brothers across the world who are suffering due to catastrophic environmental damage and the

almost continuous cycles of floods, droughts and fires. We are called to be attentive to our sister and brother scientists who are pleading with us to face the facts that they put before us.

St Francis, Patron Saint of the Environment pray for us.

Any organisation needs strong, committed leadership who understand and are steeped in the vision, mission and values of the organisation. Mount Alvernia Hospital is blessed to have such leadership both in the board led so wisely by Ho Tian Yee and the Executive Team led by CEO Dr James Lam Kian Ming. I express my deep gratitude to them for their example, courage and generous commitment to our mission ensuring the legacy of the FMDM sisters not only remains but develops, deepens and expands as we seek to respond to the evolving healthcare needs of the Singapore community.



Message from Ho Tian Yee

Chairman

"As Chairman, it has been my privilege to have enjoyed the counsel and friendship of my colleagues on the Board. Together with the executive team and staff, we are indeed making 'serving' meaningful. I would like to thank each of you for living up to our mission to 'Serve All With Love'."



Our guiding principles rooted in the values of St Francis of Assisi, motivate us to care for the environment. As Patron Saint of the Environment, St Francis is widely celebrated for his profound awareness of creation's intrinsic relationship and his love for all creation and the environment.

Being Singapore's only Catholic mission hospital, a gift from the Sisters of the Franciscan Missionaries of the Divine Motherhood (FMDM), we continue this mission to champion the message of saving our planet. This invariably reflects the heart and deeds of our patron saint.

I am happy to share that in our efforts to live up to this honour and to be exemplary of Franciscan values, the proposed new hospital wing is specifically designed to meet the highest certified Platinum rating standard under the Building and Construction Authority's Green Mark Scheme.

Serving as a care facility for patients, the hospital planning team has integrated green concepts in its design to ensure the comfort of our patients. These designs include a communal terrace with greenery that provides a healing environment, a well-designed ventilation system

to improve air quality and the use of environmentally-friendly products in the interior fit-out works.

Our strong environmental consciousness also motivates us to take a deeper look at integrating energy and water saving features into the building design. To accommodate green vehicles, we have designed special parking lots for electric or e-hybrid cars with charging infrastructure.

Recent implementation of the Electronic Medical Records was another initiative with an intended objective of reducing waste towards a paperless work environment. Even at Café 820, our casual dining café, we had set the going green tone, by replacing plastic straws with paper straws.

Mount Alvernia Hospital's vision and mission is to continue to embody the healing ministry of Jesus Christ to provide compassionate, excellent and holistic healthcare. It aims to continuously strengthen and deepen the sense of Mission that has been a gift from our founding Sisters. As such, mission formation is crucial to enable board, management, staff and volunteers to understand, practise and integrate mission and values. I

am glad to share that this ongoing initiative is gaining traction and guiding our day-to-day practices, making it part of our lives.

The hospital has evolved and grown to meet the increasing demand of healthcare services by the community. The new electronic medical record system, *HealthAngel* has been launched to cater to higher volumes and increase efficiency. We are pleased that the system is poised to be integrated with the nation's National Electronic Health Record. In addition, new and improved facilities like Centres for Obstetric Screening and Endoscopy are being added to increase our growing healthcare footprint.

During the year, there were various changes to the Board. I would like to welcome three new Board Members in 2018 – Mr Tham Sai Choy, Dr Ong Eng Keow and Mr Paul Beh. Sai Choy is a chartered accountant and was a member of KPMG's global Board and its Executive Committee for many years. He chairs our Audit & Risk Committee. Eng Keow is a Neonatologist, Paediatric Intensivist and Paediatrician who has been in private practice for 23 years. He is Chairman of our Medical Advisory Board. Paul is currently the President

of Asia Pacific at Reed Exhibitions and is a member of its Worldwide Board. He has taken up the chair of the Hospital Development Committee. During the year, some members have retired from the Board. I would like to express our appreciation to outgoing Board Members – Mr Lau Beng Long, Dr Wong Sen Chow and Professor Lily Kong – for their dedication and invaluable contributions to the Board.

In fondness, we bade farewell to Sister Theresa Pillai who was called home to the Lord on 28 July 2018. She served at Mount Alvernia Hospital's general and maternity wards until her retirement. In her later years, Sister Theresa also volunteered as an aftercare officer at the Singapore Anti-Narcotics Association (SANA) for many years, and received the Silver and Gold Medals of Honour for her dedication to this cause in 2004 and 2005 respectively.

As Chairman, it has been my privilege to have enjoyed the counsel and friendship of my colleagues on the Board. Together with the executive team and staff, we are indeed making "serving" meaningful. I would like to thank each of you for living up to our mission to **"Serve All With Love"**.



Message from Dr James Lam Kian Ming CEO

"In keeping with the Franciscan values of being an agent of change, we continually introduce changes in our care model so that we are always ready to deliver a continuum of care to our patients and be of service to our community."



Our patron St Francis of Assisi was a man ahead of his time. He lived in a period where environmentalists were far and few between, if any at all. Yet he knew the importance of loving and protecting our Mother Earth – a virtue that earned him the recognition as the Patron Saint of the Environment.

In honour of our patron saint, we implemented various 'go-green' initiatives through the year. Café 820 launched food ordering via iPads instead of using paper menus and hard copy order chits. Plastic straws were also replaced with paper straws. To take the green steps further, all staff were given personal stainless steel lunch boxes during Christmas so that they could use them for lunch take-outs as an alternative to using disposables.

Our Housekeeping Department got into the green act by adopting paperless inspection records via an online e-platform. Not only did they achieve cost savings, it also shaved hours off their routine inspection through speeding up the whole housekeeping process. After rolling out our Electronic Medical Records project last November, we also see less paper usage.

Following many months of hard work, *HealthAngel*, the hospital's electronic medical records project, went 'live' on 19 November 2018. I would like to congratulate the team driving the project. *HealthAngel* has helped us further enhance patient safety, as well as enabled the use of data analytics to improve clinical quality and operations. It has also brought us on board the Ministry of Health's 'One Patient One Record' vision, for seamless access to clinical notes across healthcare institutions.

What gave me much joy was the fact that the launch was regarded as a family affair by many doctors and nurses, and teams spanning across clinical, finance and technology departments. The colleagues came together to provide professional and technical support which led to the successful launch of *HealthAngel*.

Teamwork was further strengthened by the formation of a multidisciplinary Clinical Informatics Committee led by dedicated doctors who worked in collaboration to enhance users' experience and quality of the application.

In keeping with the Franciscan values of being an agent of change, we continually innovate such that we are always ready to deliver a continuum of care to our patients and be of service to our community. With great pride, I am delighted to share a quick preview of the key projects we have embarked on.

Our new Alvernia Endoscopy Centre is redesigned into a one-stop service facility. It is equipped with a centralised monitoring system to ensure optimised patient care. Designed with a minor operating theatre, patients can undergo an endoscopy and follow up with another minor surgery within the same premises, if necessary. We are also pleased to be appointed by the Ministry of Health as the only private hospital to support the National Colorectal Cancer Screening Programme to provide colonoscopy services to Singaporeans.

To meet increasing healthcare demand, we will be developing a new hospital

wing on the site of the former Assisi Hospice. Our new hospital wing, designed to meet the highest certified Platinum rating standard under the Building and Construction Authority's Green Mark Scheme, is targeted to be completed in 2022. This 10-storey facility will house our maternity and paediatric wards, delivery suites, a neonatal intensive care unit, allied health services, ancillary hospital services, and be connected to the existing Mount Alvernia Hospital's campus via a link bridge.

In 2019, we will be opening a new Obstetric Screening Centre and building an Integrated Cancer Centre. With the latter, we will have a complete range of oncology services on campus, providing patient-centred care that addresses the needs of cancer patients, which is anticipated to increase with an ageing population.

To be of service to our community, we actively engage in outreach activities to bring care directly to those in need amid our long history of caring for the underprivileged.

To raise awareness of the importance of oral health among the vulnerable families and seniors staying in public rental flats, we organised our first dental screening event with our community partners – Singapore Dental Health Foundation (SDHF), GSK Consumer Healthcare (GSKCH) and Toa Payoh East Constituency Office. Over 100 patients were screened and counselled on their dental health. Those patients with dental needs were referred to our Outreach Dental Clinic at Agape Village to be cared for at very affordable rates.

We had also worked collaboratively with public healthcare partners such as community nurses from Singapore General Hospital (SGH) and NTUC Health to reach out and help elderly residents living in the central part of Singapore keep well, especially seniors with chronic conditions. The partnership with SGH nurses allowed the nurses to be stationed at our Outreach Medical Clinic at the Enabling Village thrice a week so as to make health monitoring more accessible, provide early intervention and close management of the seniors' chronic conditions.

Another partner that we worked closely with was Hagar International, an organisation dedicated to the recovery of women and children who had endured extreme abuses. The partnership saw one of our neurosurgeons treat a six-year-old Cambodian girl suffering from tethered cord syndrome. Several victims of human trafficking were also treated for various medical conditions at the hospital by our volunteer specialists.

Looking back on the year's journey, I am grateful and privileged to be able to carry on the legacy of the Sisters of the Franciscan Missionaries of the Divine Motherhood (FMDM). I also feel blessed to have a very passionate team that is dedicated to delivering high quality care for our patients, while living out our Mission and core values. I would like to thank the FMDM Sisters, the Board, the Executive Team, our doctors and all colleagues for their hard work, commitment and support. Let's all continue to ***"Serve All With Love"***.



Board of Directors



1. Ho Tian Yee

Chairman
Member since 2015

Tian Yee is the Chairman of the Board of Fullerton Fund Management Company Ltd. and an investment advisor to Blue Edge Advisors Pte Ltd.

Currently, Tian Yee also serves as Chairman of FFMC Holdings Pte Ltd, and Lead Independent Director of DBS Group Holdings and DBS Bank. He holds a degree in Economics from Portsmouth University (Hons), UK and a Master of Business Administration from the University of Chicago.

2. Lau Beng Long

Board Member
2001-2018

A hospital planner and director, Beng Long served at Mount Alvernia Hospital as Advisor to the Board (2010), Chairman (2008-2009) and CEO (1993-1997). He is currently the Managing Director of Sunway Healthcare Services, Malaysia, and a board member of Mount Miriam Cancer Hospital, Penang; Good Shepherd Welfare Centre and Kasih Hospice

Foundation in Malaysia. Prior to joining Mount Alvernia Hospital in 1993, he was the General Manager of Pantai Medical Centre in Kuala Lumpur, Malaysia for nine years.

3. Dr Wong Sen Chow

Board Member
2004-2018

Sen Chow is a consultant surgeon in private practice since 1987. In 1981, he was in UK on a Singapore Government HMDP fellowship in colorectal surgery. On returning to Singapore, he was consultant surgeon in Tan Tock Seng Hospital and later in Singapore General Hospital. He has previously served as Chairman of the Medical Advisory Board of Mount Alvernia Hospital. He had postgraduate degrees, Master of Medicine in surgery from University of Singapore, Fellowship of the Royal Australasian College of Surgeons and Fellowship of the Academy of Medicine Singapore.

4. Sister Elizabeth Lim

Board Member
Since 2014

Sr Elizabeth was assigned to the mission in England, Jordan and Zimbabwe. She also worked in the Apostolic Nunciature in Singapore.

5. Dr Ho Kheng Thye

Board Member
Since 2014

Kheng Thye is a senior consultant cardiologist. He was previously the Head of Cardiology at Tan Tock Seng Hospital, Chairman of the Chapter of Cardiologists, College of Physicians (Singapore), and sat on various advisory committees to the Ministry of Health, and the Singapore Armed Forces. Kheng Thye is also actively involved in researching on Cardiac Imaging, authoring professional research papers, book chapters and speaking at international medical conferences.

6. Eddie Chau

Board Member
Since 2014

Eddie is a serial entrepreneur and angel investor. He founded five companies and one seed investment fund since 2000. Two of the five companies – e-Cop and Brandtology, were acquired in 2007 and 2014 respectively. He currently advises several higher learning institutes, start-ups as well as social enterprises. Eddie holds an MSc in Communication Engineering from Imperial College, London.



7. Tan Su May

Board Member

Since 2014

A partner with Allen & Gledhill, Su May has extensive experience in a wide range of corporate and merger and acquisition transactions including share acquisitions and business acquisitions, direct investments and local and regional joint ventures. She represents leading corporations and has worked on transactions of international significance in a variety of industries.

8. Professor Lily Kong

Board Member

2015-2018

Lily is Provost and Lee Kong Chian Chair Professor of Social Sciences at the Singapore Management University (SMU).

She was a faculty member in the National University of Singapore (NUS) Department of Geography from 1991 to 2015.

A graduate of NUS and University College London, she sits on international journal editorial boards, is a member of the Singapore's Public Service Commission and also serves on many local and international boards and committees.

Known for her research in religion, cultural policy and creative economy, urban heritage and conservation, and national identity, Lily received five international fellowship awards including the Commonwealth Fellowship Award and the Fulbright Fellowship Award.

9. Dr Kwa Chong Teck

Board Member

Since 2017

Chong Teck began his career as a dental surgeon in the Singapore Armed Forces. He was trained in oral pathology and in oral & maxillofacial surgery in London. He is a Senior Consultant in Oral Pathology at the National Dental Centre Singapore where he was also its founding Executive Director from 1995 until 2014. He was the founding Executive Director of the SingHealth Foundation from 2004 to 2017 when it was succeeded by the SingHealth Funds.

Chong Teck is a member of the SingHealth Board of Advisers and holds advisory positions at the National Dental Centre Singapore, the SingHealth International Collaboration Office, the SingHealth Duke-NUS Disease Centres and the SingHealth Duke-NUS Pathology Academic Clinical Programme.

10. Chan Chia Lin

Board Member

Since 2017

Chia Lin is the Director of Holywell Pte Ltd, a private investment company. She is Vice President of the National Council of Social Services and chairs its investment committee. She also serves on the boards of several other non-profit organisations, including HealthServe which provides medical and other assistance to migrant workers. She was previously the Chief Investment Officer of Fullerton Fund Management Company.

11. Mr Tham Sai Choy

Board Member

Since 2018

Sai Choy is a chartered accountant. He was for many years a member of KPMG's global board and its executive committee, and chaired its compensation and nominations committee and its Asia Pacific regional operations. As a practising accountant, he led work in financial audit, restructuring and forensic investigations, across a range of businesses and not-for-profit organisations. He is the audit committee chairman of the Housing and Development Board, Nanyang Polytechnic and Singapore International Arbitration Centre. He also serves on the boards of the Accounting and Corporate Regulatory Authority and DBS Holdings Ltd. He is the Chairman of the Singapore Institute of Directors, and a Fellow of the Institute of Singapore Chartered Accountants and the Institute of Chartered Accountants in England and Wales.

12. Dr Ong Eng Keow

Medical Advisory Board Chairman

Board Member

Since 2018

A neonatologist, paediatric intensivist and paediatrician, Eng Keow has been in private practice for 23 years. He is currently serving as Chairman of the Medical Advisory Board at Mount Alvernia Hospital.

He held various clinical and non-clinical positions at Alexandra Hospital (AH), Tan Tock Seng Hospital (TTSH), KK Women's and Children's Hospital (KKH) and Singapore General Hospital (SGH) during his tenure in restructured hospitals. He was trained in paediatric intensive care medicine at the Royal Children's Hospital, Melbourne, Australia, after which he established the Paediatric Intensive Care Unit at TTSH. He was in the pro-tem committee preparing the development of the present KKH before coming out into private practice. His passion is in looking after children who are premature and also in journeying with parents in managing their children's health. He still helps out in teaching at KKH in the Paediatric Critical Care course.

13. Mr Beh Jit Han, Paul

President, Asia Pacific

Reed Exhibitions

Since 2018

Paul is President, Asia Pacific of Reed Exhibitions and is a member of the Worldwide Board. Reed Exhibitions is a division of RELX Group with a portfolio of over 500 events across 43 countries. Reed Asia Pacific organises over 120 trade exhibitions in major Asian cities in Singapore, Malaysia, Thailand, Indonesia, Vietnam, South Korea, Australia and multiple cities across China.

Before joining Reed, Paul was Managing Director and Partner of a regional publishing company. Prior to this, he spent several years with Singapore Airlines holding various marketing management positions.

Paul holds a Bachelor of Economics (Hons) as well as Graduate Diplomas in Financial and Marketing Management. He also attended Executive Management programmes at Harvard and Oxford.

He currently sits on the Singapore Management University Board of Trustees and is also a board member of a charity board, Caritas Singapore. Previous boards include MediaCorp, National Library Board, Singapore Examinations and Assessment Board, COMPASS, Ministry of Education and Montfort Care (a charity operating three Family Service Centres, amongst other activities).

Executive Management Team

1. Dr James Lam Kian Ming

Chief Executive Officer

With more than 20 years' experience in the healthcare industry, James brings with him strong leadership and expertise in the clinical and medical community. He formerly served as Chief Executive Officer of Thomson Medical Group where he was responsible for the Group's business in Singapore. James also led as Group Director of the Applied Sciences Group & Blood Services Group at the Health Sciences Authority (HSA) of Singapore. He managed various departments including finance, operations, information management and emergency planning under the corporate development, and the HSA Academy.

➤ *Green effort – refrains from printing meeting notes by going to meetings with laptop and taking notes on it.*

2. Dr Mok Ying Jang

Director, Hospital Services

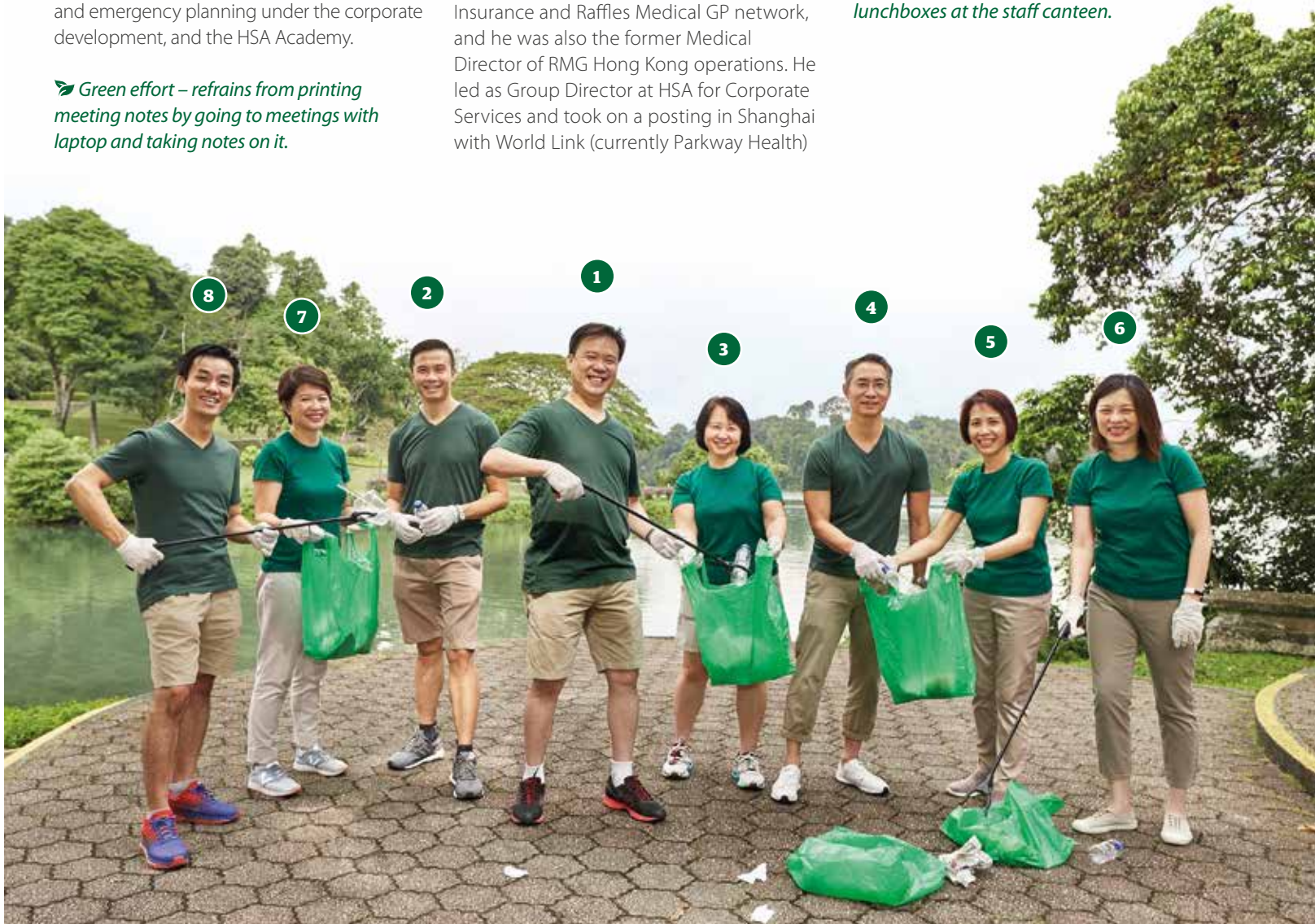
Ying Jang has more than 25 years of healthcare experience, ranging from clinical practice and business management both locally and internationally in Shanghai and Hong Kong. He joined Mount Alvernia Hospital in 2017, and is currently overseeing the departments across the divisions of Hospital Services and Clinical Services.

Prior to Mount Alvernia Hospital, he worked in Raffles Medical Group (RMG) serving as General Manager of Raffles Health Insurance and Raffles Medical GP network, and he was also the former Medical Director of RMG Hong Kong operations. He led as Group Director at HSA for Corporate Services and took on a posting in Shanghai with World Link (currently Parkway Health)

Medical & Dental Centres from 2005 to 2008.

Ying Jang obtained his Medical Degree from the National University of Singapore and an Executive Masters of Business Administration (Dean's List) from Singapore Management University. He is also a Designated Aviation Medical Examiner (Australia).

➤ *Green effort – effected the exercise to use paper straws instead of plastic ones at Café 820. Also pushed for biodegradable lunchboxes in place of styrofoam lunchboxes at the staff canteen.*





3. Shirley Tay

Director, Nursing

Shirley oversees the nursing division focusing on raising competency, standards, patient safety and care delivery service experience. She was previously with Tan Tock Seng Hospital and has held appointments at Raffles Hospital. With more than 35 years of healthcare experience in both government and private institutions, she brings with her a wealth of experience in nursing leadership and quality. She holds a Bachelor in Nursing from Griffith University and attended the Managing Healthcare Delivery programme from Harvard Business School.

🌿 *Green effort – walks home whenever she can, chalking up a total of 5km each time.*

4. Goh Hock Soon

Director, Corporate Development

Hock Soon joined Mount Alvernia Hospital in 2012. He was previously with the civil service and held appointments in the Ministry of Health and People's Association. His experience includes marketing and business development; research and statistics, and partnership and membership. He oversees strategic planning, business analysis, strategic marketing, marketing communications, tenancy management, community outreach and patient liaison services. He holds a Bachelor of Social Science (Hons) in Sociology from the National University of Singapore.

🌿 *Green effort – conscientiously takes public transport to and from work.*

5. Annie Lim

Director, Finance

Annie joined Mount Alvernia Hospital in 1993. A fellow of the Association of Chartered Certified Accountants (UK) and

Fellow Chartered Accountant Singapore, she was an auditor at Coopers & Lybrand, Singapore and has experience in accounting & finance and information systems in the travel and manufacturing sectors in Australia. Annie is responsible for the accounting and finances, materials management and business office operations of the Hospital.

🌿 *Green effort – uses stainless steel straws instead of plastic straws for her drinks.*

6. Leah Yoong

Director, Human Resources

Leah joined Mount Alvernia Hospital in 2017 from Raffles Medical Group, where she served as Director Human Resources. Prior to Raffles, she was Director – Policy, Planning and Manpower Development at SingHealth. A career human resources professional, she brings with her more than 20 years of human resources experience and expertise in healthcare and other industries, and in both private and public sectors. She provides leadership management and personnel development for the human resource function of the hospital. Leah graduated with a Bachelor of Business Administration from the National University of Singapore.

🌿 *Green effort – pushed for the purchase and distribution of thermal lunchboxes as a Christmas gift to all staff so that less styrofoam boxes are used for packing lunch.*

7. Karen Poon

Director, Mission

Karen joined Mount Alvernia Hospital in 2014. A lay associate of the Franciscan Missionaries of the Divine Motherhood (FMDM) congregation, she is responsible for the hospital's social mission and oversees the Clinical Pastoral Care department.

Previously, she held appointments as Brand Director and Head of Strategic Marketing for financial institutions and not-for-profit organisations. She holds a Bachelor of Business Administration from the National University of Singapore.

🌿 *Green effort – Makes an effort to Reduce, Reuse, Recycle, for example, sorts things that she wants to discard into different categories to recycle.*

8. Bruce Leong

Director, Technology and Strategy

Bruce brings along with him close to 20 years of Information Technology experience in various industries and domains. Prior to joining Mount Alvernia Hospital, Bruce was with iHiS Pte Ltd supporting IT Infrastructure for Singapore's northern cluster of restructured hospitals. He led various teams in commissioning IT Infrastructure for new hospitals such as Khoo Teck Puat Hospital, Yishun Community Hospital, as well as Admiralty Medical Centre. Bruce has experience in building Data Centres, network, storage, virtualisation, cyber security, IT operations and vendor management. He was also responsible for all IT Infrastructure Project implementation. Bruce is also the hospital's IT Security Information Officer, responsible for the hospital's cybersecurity protection. In the earlier phase of his career, Bruce was also with NCS Pte Ltd supporting many large scale IT Infrastructure project implementation with the Hong Kong government. He holds a Bachelor of Engineering Degree from National University of Singapore.

🌿 *Green effort – uses less plastic by bringing along his own bag for shopping*

New Specialist Doctors



1

1. Dr Adrian Tan Chek Jin
Obstetrics & Gynaecology (O&G)
 Senior Consultant,
 Obstetrician & Gynaecologist
 ACJ Women's Clinic Pte Ltd

PROFILE:

- An Obstetrician and Gynaecologist since 1990 and has delivered more than 7000 babies and counting
- Recipient of Spring Singapore's Excellent Service Award (Gold)
- Former Deputy Head and Senior Consultant at the Department and General O&G, KK Women's and Children's Hospital (KKH), 1999 -2005
- Examiner of Master of Medicine (MMed)/ Bachelor of Medicine and Bachelor of Surgery (MBBS), Regional Membership Royal College of O&G Course and National University of Singapore (NUS) Clinical Teacher
- Hospital Accredited Trainer of the Minimally Invasive Surgery (MIS) at KKH, 1999-2005

2. Dr Alvin Teo Yeng Hok
Anaesthesiology & Intensive Care Medicine

Anaesthesiologist and Intensivist
 ICCAPS@Alvernia

PROFILE:

- Registered Specialist in Anaesthesiology and Intensive Care Medicine, Singapore Medical Council and Specialist in Anaesthesia and Intensive Care Medicine, Australian Health Practitioner Registration Agency



2

- Visiting Consultant at Department of Anaesthesia and Surgical Intensive Care, National University Hospital (NUH), Department of Intensive Care Medicine, Ng Teng Fong General Hospital and Department of Anaesthesia and Surgical Intensive Care, Changi General Hospital

3. Dr Anton Cheng Kui Sing
General Surgery

Specialist in General Surgery and Obesity Surgery
 Advanced Vascular Centre

PROFILE:

- Visiting Consultant at the Department of General Surgery and Clinical Research Unit, Khoo Teck Puat Hospital
- Founding President of Obesity and Metabolic Surgery Society of Singapore
- Past Member at large International Federation of Surgery for Obesity, Asia Pacific Chapter



3

4. Dr Audra Fong
Ophthalmology

Senior Consultant Ophthalmologist
 Director of Neuro-Ophthalmology and General Ophthalmic Services
 Eagle Eye Centre Pte Ltd (EEC)

PROFILE:

- Graduated from the NUS in 1998, and obtained specialist degree from the Royal College of Surgeons (Edinburgh) in 2008
- Completed a one-year Neuro-ophthalmology fellowship under Professor Barry Cullen and Dr Sharon Tow
- Was involved in a National Medical Research Council research study of retinal microvasculature changes in relation to optic nerve diseases
- Works closely with neurologists and neurosurgeons in managing conditions affecting both eye and brain such as hemifacial spasm, myasthenia gravis, brain and pituitary tumours and strokes affecting the visual pathway
- A trained general ophthalmologist managing age-related eye conditions



4



5

5. Dr Caroline Khi Yu May
Obstetrics & Gynaecology (O&G)
 Consultant Obstetrician &
 Gynaecologist
 ACJ Women's Clinic Pte Ltd

PROFILE:

- Received her MBBS from the NUS, 1996
- Admitted to the Royal College of Obstetricians and Gynaecologists, UK, 2000; received her postgraduate qualifications
- Member of Royal College of Obstetricians and Gynaecologists, Obstetrical and Gynaecological Society of Singapore, and Society for Colposcopy and Cervical Pathology of Singapore
- Appointed clinical tutor in the Faculty of Medicine, NUS
- Conducted and involved in training, courses and lectures for general practitioners, medical students and O&G trainees



6

6. Dr Cheryl Lau Chien Li
General Surgery
 Adjunct Assistant Professor
 Colorectal Clinic Associates

PROFILE:

- Extensive experience in minimally invasive colorectal and general surgical procedures, treatment of colorectal cancers and diseases, complex perianal disorders and bowel disorders
- Mentored by Professor Phillip Fleshner and his group of nine senior colorectal surgeons, she completed a year of advanced colon and rectal surgery training at the world-renowned Cedars-Sinai Medical Center in the USA under the Ministry of Health (MOH) Health and Manpower Programme (HMDP) scholarship
- An international member of the Society of American Gastrointestinal and Endoscopic Surgeons, and the American Society of Colon and Rectal Surgeons
- Received hospital research grants for clinical quality research in 2015-2017 and authored numerous research articles and book chapters



7

7. Dr Choo Bok Ai
Radiation Oncology
 Senior Radiation Oncologist
 Icon SOC Mount Alvernia Medical Clinic

PROFILE:

- Graduated from the University of Aberdeen, UK and obtained postgraduate internal medicine training qualification, 2002 and clinical oncology qualification, 2007
- Fellow of the Academy of Medicine Singapore and currently Vice Chairman of the Chapter of Radiation Oncology
- Specialises in the treatment of breast, gynaecological, head and neck, skin and sarcoma cancers; skilfully utilises IMRT, IGRT, VMAT, RapidArc, SBRT and SRS in treatment
- Published over 25 peer review articles in medical journals and speaks regularly at local, regional and international meetings
- Set up the Nasopharyngeal Cancer Patient Support Group and the Singapore Sarcoma Support Group and acted as medical adviser
- Received the Healthcare Humanity award in 2018 with an honourable mention from the President of Singapore

New Specialist Doctors



8

8. Dr David Tan Boon Harn

Radiation Oncology

Consultant Radiation Oncologist
Asian American Radiation & Oncology

PROFILE:

- Clinical expertise in the management of gynaecological, gastrointestinal, hepatobiliary, lung cancers and brachytherapy for gynaecological cancers
- Trained in Stereotactic Body Radiotherapy for lung, liver, pancreas and oligometastatic disease
- Awarded Fellowship of the College of Radiologists (FRCR) in Clinical Oncology, UK
- Graduated from NUS in 2005 with MBBS; commenced training in Radiation Oncology in 2007
- Awarded an HMDP Fellowship by MOH to undergo Fellowship in Advanced Oncology programme in UK



9

9. Dr David Tan Liang Hui

Anaesthesiology & Intensive Care Medicine

Anaesthesiologist and Intensivist
ICCAPS@Alvernia

PROFILE:

- Registered Specialist in Anaesthesiology and Intensive Care Medicine, Singapore Medical Council
- Obtained medical degree from the NUS Medical School
- Awarded Fellowship Australian and New Zealand College of Anaesthetists
- Holder of the European Diploma in intensive care medicine from the European Society of Intensive Care Medicine (ESICM)
- Awarded HMDP Fellowship by MOH for fellowship programme in critical care medicine at Mayo Clinic, USA
- Former Director of Surgical Intensive Care Unit, Khoo Teck Puat Hospital



10

10. Dr Desmond Quek

Ophthalmology

Senior Consultant Ophthalmologist
Director of Glaucoma Services
Eagle Eye Centre Pte Ltd (EEC)

PROFILE:

- Specialises in the diagnosis and treatment of glaucoma, cataracts, refractive errors and general ophthalmological conditions
- Member, 2008 and Fellow, 2011 of the Royal College of Surgeons of Edinburgh, and Fellow of the Academy of Medicine of Singapore, 2011
- Underwent subspecialty fellowship training in glaucoma at Singapore National Eye Centre (SNEC), before pursuing an Executive Masters of Business Administration at INSEAD, 2013
- Helmed leadership positions at SNEC and was principal investigator in multiple research trials, such as the association of obstructive sleep apnoea with glaucoma
- First-author of numerous scientific journal articles, and regular presenter at international eye conferences



11

11. Dr Joycelyn Wong Sook Miin*Obstetrics & Gynaecology (O&G)*

Consultant Obstetrician &
Gynaecologist
ACJ Women's Clinic Pte Ltd

PROFILE:

- Graduated with medical degree from NUS, 1996
- Trained in O&G in KK Women's and Children's Hospital
- Obtained Postgraduate O&G Degree from The Royal College of Obstetricians & Gynaecologists, UK (MRCOG), 2000



12

12. Dr Kenneth Tan Hock Soon*Anaesthesiology & Intensive Care Medicine*

Anaesthesiologist and Intensivist
ICCAPS@Alvernia

PROFILE:

- Graduated with medical degree from the NUS Medical School, 1989 and postgraduate in Master of Medicine in Anaesthesiology (MMed Anaes), from NUS, 1996
- Awarded Membership of the Royal College of Physicians (MRCP), UK in internal medicine, 1997
- Awarded HMDP Fellowship by MOH for programme in critical care medicine at Mayo Clinic, USA
- Appointed Director of Surgical Intensive Care Unit, NUH, 2001
- Holder of the European Diploma in intensive care medicine from the European Society of Intensive Care Medicine (ESICM)
- Fellow of the American College of Chest Physicians



13

13. Dr Kong Hwai Loong*Medical Oncology*

Senior Consultant Medical Oncologist and Physician
Icon SOC Mount Alvernia Medical Clinic

PROFILE:

- Recipient of numerous academic awards, including HMDP Fellowship to New York, USA, from MOH and the National Medical Research Council Research Fellowship
- Was conferred the Singapore Young Scientist Award for his research accomplishments in anti-angiogenesis and gene therapy
- Awarded the prestigious American Society of Clinical Oncology Merit Award
- Was previously the Chairman of the Chapter of Medical Oncologists, Academy of Medicine and member of the MOH Specialist Training Committee (Medical Oncology)
- Conferred the National Day Award from the President of Singapore and won the Service to Education Award from the Ministry of Education twice
- Adjunct Associate Professor of NUS
- Visiting Senior Consultant Medical Oncologist, National University Healthcare System

New Specialist Doctors



14

14. Dr Lee Lih Charn

Obstetrics & Gynaecology (O&G)
(Special interest in Urogynaecology)

Senior Consultant
Medical Director
Agape Women's Specialists

PROFILE:

- More than 20 years' experience in management of simple and complex Obstetrical and Gynaecological conditions
- Subspecialty training in Urogynaecology (female bladder and prolapse problems) at St Vincent's Hospital in Sydney, Australia
- Former Senior Consultant at KK Women's & Children's Hospital until 2013
- Appointments held include Director of KK Urogynaecology Centre and Head of KK Ambulatory & Urodynamics Unit
- Published numerous articles in medical journals and book chapters
- Recipient of several service awards including the Service from the Heart Award and the EXSA Star Award



15

15. Dr Lee Tze Wee

Anaesthesiology & Intensive Care Medicine

Anaesthesiologist and Intensivist
ICCAPS@Alvernia

PROFILE:

- Graduated from NUS with Medical Degree (MBBS) in 2000 and MMed (Anaes), 2006
- Awarded HMDP Fellowship by MOH for fellowship programme in Critical Care Medicine in Mayo Clinic, USA, 2008
- Awarded HMDP Fellowship by MOH for fellowship programme in Hyperbaric and Diving Medicine in Duke University, USA, 2010
- Obtained the European Diploma of Intensive Care Medicine (EDIC) awarded by European Society of Intensive Care Medicine, 2008
- Visiting Clinician Programme in Neuro-anaesthesia and Neuro-intensive Care at Mayo Clinic, USA, 2015
- Registered Specialist in Anaesthesia and Intensive Care Medicine, Singapore Medical Council



16

16. Dr Leong Hoo Kwong

Otorhinolaryngology

Consultant Ear, Nose & Throat Surgeon
Nobel ENT Centre

PROFILE:

- Recipient of numerous medals and book prizes for being the top student in various subjects and in the Final MBBS Examination; awarded an undergraduate scholarship by the Public Service Commission
- Presented the Howard-Eddey Medal for being the top candidate in Southeast Asia after completing the Primary Surgical Fellowship Examination of the Royal Australasian College of Surgeons
- Trained with Professor Michel Portmann in Bordeaux, France and Professor Ugo Fisch in Zurich, Switzerland – centres of international excellence for otology (middle ear surgery), neuro-otology (inner ear surgery) and microscopic skull base surgery
- Was Senior Lecturer and Consultant in the University Department of Otolaryngology, NUH
- Authored numerous academic papers and spoke, lectured and presented research findings at local and overseas conferences



17

17. Dr Lim Hwee Yong*Medical Oncology*

Specialist Medical Oncologist
Novena Cancer Centre

PROFILE:

- Achieved full American Board certification in Internal Medicine, Medical Oncology and Haematology
- Haematology and Medical Oncology clinical and research training at Huntsman Cancer Institute, USA
- Published articles in various international journals, authored chapters, served as editor for oncology textbook and served on committee for drawing up cancer treatment guidelines
- Former member of Medical Oncology Residency Advisory Board – reviewed and advised on medical oncology residency training structure and served as examiner for oncologist trainee exit exams



18

18. Dr Loh Meng Woei*Anaesthesiology & Intensive Care Medicine*

Anaesthesiologist and Intensivist
ICCAPS@Alvernia

PROFILE:

- Obtained medical degree in 1995 and postgraduate in Anaesthesiology (MMed Anaes), 2001 from NUS
- Underwent ICU training from 2004-2006 at The Alfred Hospital, Melbourne, Australia
- Registered as Intensivist with Specialty Accreditation Board, Singapore, 2012

19. Dr Mas Suhaila Isa*Paediatric Medicine*

Paediatrician
Kids Clinic @ Mt Alvernia

PROFILE:

- General paediatrician with clinical expertise in infectious disease and travel health and immunisation
- Graduated from NUS with MBBS, 2003 and obtained the Membership of the Royal College of Paediatrics and Child Health (MRCPCH), UK, in 2008
- Received paediatric infectious disease training in Sydney Children's hospital, 2010
- Awarded the HMDP and completed her paediatrics ID fellowship in Boston Children's Hospital, USA in 2013
- Former committee member of the Expert Committee of Immunisation, MOH (2013 to 2017)



19

- Former Consultant in Paediatric Infectious Disease at NUH and was Assistant Professor with the Yong Loo Lin School of Medicine, NUS



20

20. Dr Peter Robless*General Surgery*

Vascular Surgeon
Advanced Vascular Centre

PROFILE:

- Graduated with Bachelor of Medicine and Bachelor of Surgery (MBChB) from the University of Aberdeen, UK, 1992; obtained Fellowship of the Royal Colleges of Surgeons (FRCS) from the Royal College of Surgeons, Edinburgh, 1996
- Research Fellow at St Mary's Hospital, UK; trained in General and Vascular surgery on South East and North West Thames London Deanery Surgical rotations, Intercollegiate FRCS in General Surgery
- Fellow of the European Board of Vascular Surgery, 2004; subspecialised in Endovascular Surgery as Vascular Fellow at St George Hospital, Sydney
- Doctorate in Medicine (University of London, 2004)
- Founding Head, Division of Vascular Surgery, National University Heart Centre, Senior Consultant, Department of Cardiac Thoracic and Vascular Surgery, NUH; Director at Vascular Medicine and Therapy Programme, NUH, and Non-Invasive Vascular Laboratory, NUH
- Visiting Consultant, NUH

New Specialist Doctors



21

21. Dr Peter Ting

Cardiology - Cardiovascular Rehabilitation

Cardiologist
Restore Heart Centre

PROFILE:

- Structures rehabilitation programmes to improve functional performance, reduce risk factors and reverse coronary atherosclerosis in ischemic heart disease and heart failure patients
- Underwent specialty training in general cardiology at the National Heart Centre, Singapore; further trained at one of the leading heart institutes in Canada, and Harvard University, USA
- Trained in advanced echo techniques such as contrast echocardiography to enhance the accuracy of assessing heart function and diagnosing coronary artery narrowing; 3D-echocardiography in the diagnosis, evaluation and guidance of minimally invasive interventions of various heart valve disorders
- Certified clinical exercise physiologist by the American College of Sports Medicine; performs cardiopulmonary exercise testing for the assessment of cardiovascular diseases and evaluating athlete performance



22

22. Dr Steve Yang Tze Yi

Respiratory Medicine and Intensive Care Medicine

Respiratory Specialist and Intensivist
The Respiratory Practice Lung, Asthma, Cough, Allergy

PROFILE:

- Obtained his medical degree from NUS in 1994, and trained in Respiratory and Intensive Care Medicine at Singapore General Hospital
- Further trained in Intensive Care Medicine and Interstitial Lung Disease at the University of Washington Medical Centre, Seattle, USA
- Fellow with the College of Chest Physicians, USA, the Chapter of Respiratory Physicians, Singapore and the Chapter of Intensive Care Physicians, Singapore. Holds the European Diploma in Intensive Care
- Serves as Chairman of IRB-D, a subcommittee of SingHealth's Centralised IRB
- Research interest in Critical Care and Interstitial Lung Disease and has published in local and overseas medical journals



23

23. Dr Steven Ng

Paediatric Medicine

Senior Consultant Paediatrician & Neonatologist
Steven's Baby & Child Clinic

PROFILE:

- Obtained his MBChB from University of Leicester, England and MMed (Paediatrics) from NUS; Fellow of the Academy of Medicine, Singapore, and the American Academy of Paediatrics
- Clinical and research fellow in Neonatal Nutrition (Canada and USA), 1997-1998; sat on many committees in the health ministry, including Sale of Infant Foods Ethics Committee Singapore (SIFEC), 1998-2006; Association for Breastfeeding Advocacy (Singapore) (ABAS) (previously SBPC) 1998-2006, and Pharmacovigilance Unit 2000-2016
- A reviewer for many international journals and contributing author/member of the World Perinatal Nutrition Working Group (Paris, 2004), and has more than 40 peer-reviewed publications including books/handbooks/guidelines to his credit
- President, College of Paediatrics & Child Health, Singapore, 2011-2013
- Visiting Senior Consultant to the Department of Neonatology, KKH, 2012-2017
- Chairman, Chapter of Neonatology, College of Paediatrics & Child Health, Singapore, 2013-2017 (currently, Board member, Chapter of Neonatology, College of Paediatrics & Child Health, Singapore)



24

24. Dr Tan Aik Huang Terence*Medical Oncology*

Specialist in Medical Oncology
Icon SOC Mount Alvernia Medical Clinic

PROFILE:

- American Board-certified Clinical Medical Oncologist with additional expertise in molecular medicine, medical informatics and cancer prevention
- Received his medical degree at the Royal College of Surgeons in Ireland and a Masters of Science in Molecular Medicine at Imperial College, London
- Completed his Internal Medicine Residency training at SUNY Buffalo followed by Clinical Fellowship training in Medical Oncology at Roswell Park Cancer Institute
- Holds an Advanced Certificate in Medical/Health Informatics from SUNY Buffalo
- Worked in the clinical academic setting as an Associate Consultant in Medical Oncology at National Cancer Centre, Singapore, and in private practice at Central Care Cancer Center, Kansas, USA



25

25. Dr Tan Hon Liang*Anaesthesiology & Intensive Care Medicine*

Anaesthesiology, Intensive Care and Home Care Consultant
ICCAPS@Alvernia

PROFILE:

- Intensive Care Medicine Fellowship at both Queen Elizabeth Hospital, Birmingham, UK and Mayo Clinic, Rochester, Minnesota, USA
- Vice President of Society of Intensive Care Medicine, Singapore, 2017-2019
- Qualifications: MBBS (NUS), MRCP (UK), MMed (Internal Medicine), MMed (Anaes) and EDIC



26

26. Dr Tan Tee Yong*Anaesthesiology - Pain management, Anaesthesiology & Intensive Care Medicine*

Consultant Pain Specialist/
Anaesthesiologist
ICCAPS@Alvernia

PROFILE:

- Graduated from NUS in 1995 and trained in Anaesthesiology locally
- Awarded a scholarship in 2006 under HMDP from MOH
- Conferred the Fellow of the Faculty of Pain Medicine, Australian and New Zealand College of Anaesthetists
- Pioneered many interventional pain treatments
- Started pain medicine and acupuncture practice in 2009 specialising in treating various pain conditions

Governance

Governance and leadership structures are in place to guide us in providing quality services as well as exercising responsible stewardship, accountability and controls.

The Board members are appointed by the Trustees of the hospital, acting on behalf of the FMDM Congregation, for a term of three years. The appointment is renewable for up to two terms.

The Board provides oversight in the following areas:

- Approval of broad policies, strategies and objectives for the hospital
- Monitoring of management performance
- Overseeing the processes for evaluating the adequacy of internal controls, financial reporting and compliance
- Approval of annual budgets
- Corporate governance

To assist in the execution of its responsibilities, the Board has established six Committees, namely:

- Nomination & Remuneration Committee (NRC)
- Audit & Risk Management Committee (ARMC)
- Finance Committee (FC)
- Hospital Development Committee (HDC)
- Ethics Committee (EC)
- Technology Strategy Committee (TSC)

In addition, a Medical Advisory Board (MAB) elected by specialists and appointed by the Board provides oversight of clinical governance matters. The Chairman of the MAB is also a member of the Board.

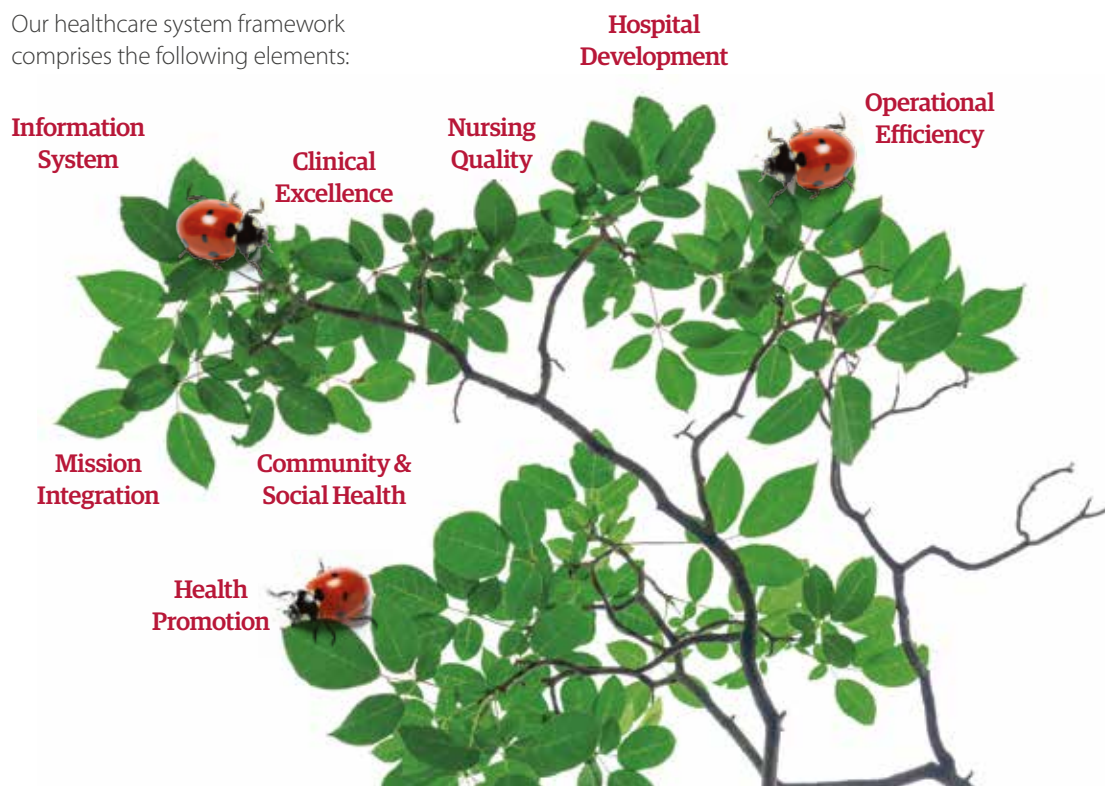
Our Healthcare System Framework

This report provides an overview of the health services and community outreach initiatives launched by the hospital in 2018.

Beyond our commitment to deliver high quality patient care and improve clinical standards, we endeavour to make visible our commitment to be a good corporate citizen beyond the general expectation of a private healthcare service provider.

The work that we do at the hospital is invariably imbued with the Franciscan spirit of humility, gladness, kindness and generosity in serving others. Hence, the initiatives undertaken are in direct response to an identified community need and to fulfil our mission as a not-for-profit private Catholic hospital.

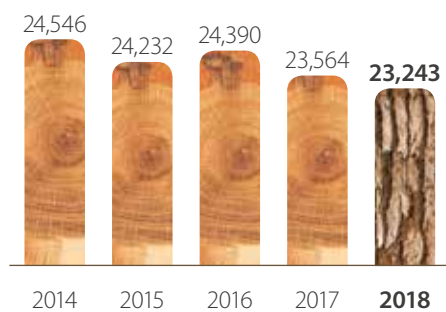
Our healthcare system framework comprises the following elements:



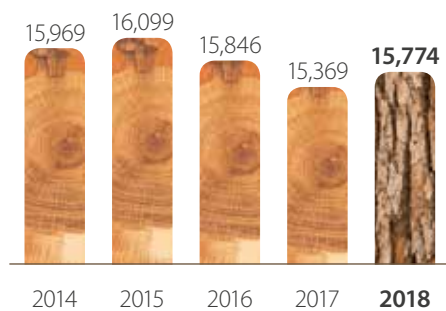
Stewardship

The report provides an overview of what has been accomplished towards delivering value-based high quality patient care and healthcare standards.

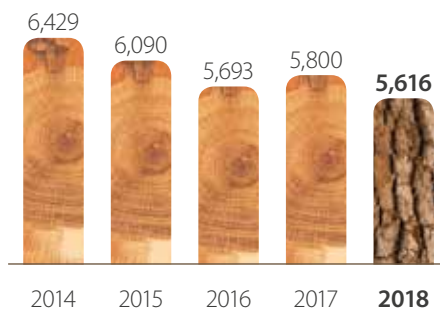
Inpatient Admissions



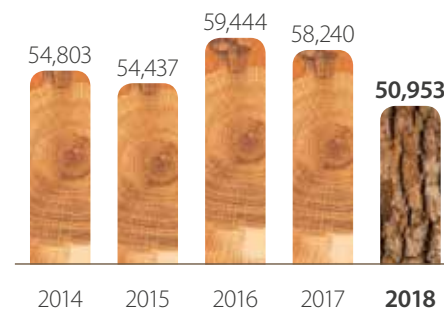
Surgeries Performed



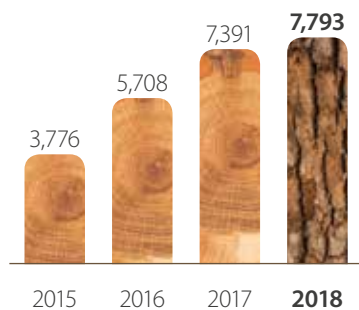
Babies Delivered



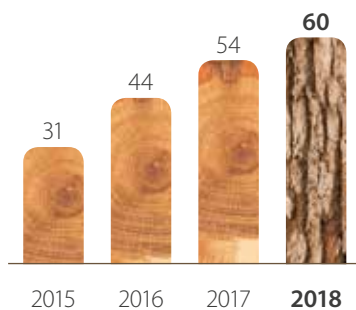
Outpatient Visits



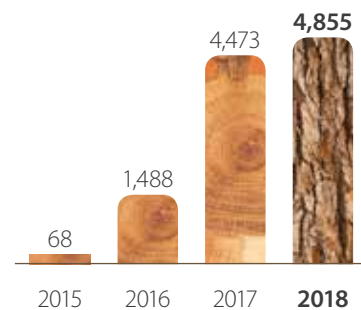
Participants of Healthcare Outreach Activities



Community Partners Engagement



Mount Alvernia Outreach Beneficiaries



Reflecting 57 Years of Care and Service to All

1961

On 4 March, Mount Alvernia Hospital started as a 60-bed hospital entirely staffed by the FMDM Sisters who were trained nurses. The first baby was delivered at the hospital on 12 March 1961.



1965

The late Mr Lee Kuan Yew officially opened a new five-storey wing, which brought the total number of hospital beds to 127.

1971

By 1971, three extensions of the building had been added and were officially opened by the late Mr Lee Kuan Yew.



1985

The Clinical Pastoral Care Department was established as part of holistic care to support patients and their relatives.

2004

The Day Surgery Centre and the 24-hour Walk-in Clinic and Emergency Services were opened and ready to serve the public.

2009

A hospital-wide community outreach programme was officially launched to bring health screening services to the poor and needy.

1996 - 1997

Medical Centre A was opened, adding medical suites, operating theatres, delivery suites, an endoscopy centre and rehabilitation centre to the hospital.

More medical suites were added with the completion of Medical Centre B. The total number of licensed beds was increased to 303.



2010

Launched and opened Alvernia Parentcraft Centre, a dedicated one-stop centre for antenatal care, childbirth education and newborn baby care.

2011

Launched the Mammography Screening Centre.

Officially opened our first overseas office, Mount Alvernia Hospital Information Centre (MAHIC), in Jakarta on 6 May.



2013

Emeritus Archbishop Nicholas Chia officially opened our newly-renovated Chapel.

We became the first hospital in Singapore to expand our magnetic resonance imaging (MRI) services for prostate, breast and magnetic resonance angiography (MRA) with the new 3 Tesla MRI digital scanner with Ambient Experience.



2015

The opening of St Dominic's medical and surgical ward and St Michael's maternity ward provided additional bed capacity to reduce waiting time and increased inpatient admissions.

We officially opened our first outreach medical clinic at the Enabling Village located at Redhill to provide healthcare services to people with disability, the elderly and financially needy residents.

Our third endoscopy room became fully operational to cater to emergent endoscopic assessments and treatment planning for patients.



2014

Mr Gan Kim Yong, Minister for Health and Archbishop William Goh, officially opened Medical Centre D. The number of on-campus specialist clinics was increased to 89.



2016

The Laboratory Services were redeveloped and expanded to provide increased capabilities and procedures based on the most contemporary medical laboratory methodologies and systems. These changes enable rapid turnaround times, a 24/7 service, a comprehensive and expanding menu of tests and quality results.

Our second outreach clinic comprising medical and dental services opened at Agape Village in Toa Payoh.



We added two more operating theatres, bringing it to a total of 10 operating theatres for surgical operations.

The Art @ Mount Alvernia programme was launched. In addition to the art pieces from Cerebral Palsy, Haig Girls' Primary and ITE College Central, today we have artworks from Zhong Hua Secondary and Hai Sing Catholic School.



2017

Successful transition from ISO 2008 standards to ISO 2015 standards hospital-wide.

Our medical and surgical ward, St Joseph's was spruced up in a renovation and upgrading exercise.

Highlights in 2018

1.

Ms Rosalind Goh, Head of the Intensive Care Unit (ICU) was awarded the Nurses' Merit Award presented by the Ministry of Health of Singapore.

2.

Our healthcare team was honoured at the Singapore Health Quality Service Awards and they received their awards from President Halimah Yacob, President of the Republic of Singapore.



3.

In conjunction with World Heart Day, we held a cardiology seminar where our on-campus cardiologists shared knowledge and tips on managing heart health and heart diseases to more than 500 attendees.

4.

We were voted the choice maternity hospital by readers of Young Parents magazine, Singapore's most read parenting magazine.

5.

Our electronic medical records system, christened *HealthAngel*, went live! *HealthAngel* will enhance hospital operations and integrate into the national healthcare network.

6.

Our Endoscopy Centre was redesigned into a one-stop service facility with a minor operating theatre so that patients can undergo colonoscopy and follow up with other minor surgery, if needed, within the same premises.



7.

To raise awareness of the importance of oral health among the elderly and the less privileged families staying in public rental flats, we organised our first mass dental screening event with our community partners. Over 100 residents were screened and counselled on their dental health.

8.

Together with one of our on-campus neurosurgeon, we helped a six-year old Cambodian girl suffering from tethered cord syndrome walk again.



Nurses' Merit Award Winner

Head of the Intensive Care Unit (ICU), Rosalind Goh shared, "As a critical care nurse, you need to anticipate, react and act fast. You also need to prioritise your work, and possess good critical thinking and communication skills. Teamwork is also very important in the ICU."

Elaborating on the need for good communication skills, Rosalind added, "As people are more educated nowadays, we not only need to do a lot of explaining to the patient but also to the patients' families. Gaining their trust is very important."

"I give my best to my patients by being non-judgmental and treating each patient as my family member. In this way, you will definitely give the best care that you can to all your patients,"

– Rosalind



Advice for Aspiring Nurses

When asked for some words of advice for school leavers contemplating a career in nursing, Rosalind said, "Nursing is all about being compassionate, dedicated and passionate about what you are doing. If you are looking for a career that allows you to have a real impact on patients' lives, nursing could be the right field for you."

We congratulate Rosalind on receiving the Nurses' Merit Award, and thank her and her fellow nurses for their tireless care, all year round.



Singapore Health Quality Service Awards (SHQSA)

A huge congratulations to our healthcare team who were honoured to be awarded 1 Star, 11 Golds and 41 Silvers.

This year saw a total of 3,462 winners from 34 public and private healthcare institutions, community hospitals and agencies from the intermediate and long-term care sector nationwide.

Launched in 2011, the SHQSA is Singapore's first dedicated platform to honour healthcare professionals who have demonstrated remarkable commitment in delivering quality care and excellent service to patients.

Parent's Choice Award 2018/2019

We are happy to announce that we were awarded the Parent's Choice Award 2018/2019 organised by SPH Young Parents magazine.

We were voted as the top choice under the Maternity Hospital category.

This biennial award celebrates parents' favourite family brands across 23 categories from various industries such as Education, Pregnancy and Baby Retail, and Food and Beverages. The judges are the readers of Young Parents.

This is a significant win for the hospital as Young Parents is the most-read parenting magazine in Singapore according to the Nielsen Media Index 2016 and has a current readership of 330,000 in digital and print.





Baby Friendly Hospital Initiative (BFHI) - Working towards Accreditation

Our Alvernia Parentcraft and Postnatal Wards prepared for Baby

Friendly Hospital Initiative (BFHI) accreditation by refreshing our hospital maternity tours and antenatal education classes, in accordance with the BFHI guidelines, to help establish successful breastfeeding.

During patients' hospital stay, we implemented skin-to-skin contact for normal deliveries and allowed infants to remain with mothers throughout their first hour after delivery.

We will roll out our execution plan in phases to achieve successful accreditation in 2020.



Newborn Critical Congenital Heart Disease (CCHD) Screening

To enable early detection of CCHD for newborns and hence, timely access to care, we introduced a routine screening for neonates in neonatal intensive care and all maternity postnatal wards. This would assist parents greatly in their care planning for their newborns.



Dementia & Fall Awareness Day - 28 September

Hosting their first ever Dementia and Fall Awareness Day, our nurses organised a poster competition among the various departments and Assisi Hospice. Participants were encouraged to vote for the best poster. They also had the opportunity to walk in the shoes of the elderly through experiential stations where they had weight strapped on them to perform certain activities of daily living that many of us have taken for granted. At the end of the day, many walked away impacted and with greater insights into the challenges of the elderly.

Talks on nutrition and other relevant topics were also conducted.

Better Infection Control

To improve our Infection Control standards, we replaced fabric curtains with disposable, anti-microbial ones in all our nurseries.





Electronic Medical Record (EMR) went 'live'

Our EMR project, affectionately christened *HealthAngel* finally took flight on 19 November after a blessing ceremony.

This is a significant milestone in our hospital development journey. Not only does this help us meet statutory requirements, it also improves patient safety

via clinical decision support and knowledge-based medication administration.

The implementation exercise spanned across almost all departments and took nearly two years. We look forward to feature enhancements and fine-tuning to make our EMR system more user-friendly and efficient.





New Endoscopy Centre

Our Endoscopy Centre was relocated to Level 3 in Medical Centre B and redesigned into a one-stop service facility. Equipped with a minor operating theatre, patients can now undergo a colonoscopy and follow up with a minor surgery within the same premise – increasing patient accessibility to care.

It is also equipped with a centralised monitoring system thus ensuring optimised patient care.

Finally, a new endoscopy washer and pass through cabinet enhances infection control.

We are honoured to be appointed as an approved provider of colonoscopy services for eligible patients in support of the National Colorectal Cancer Screening Programme (NCRCSPP). NCRCSPP was introduced by the Health Promotion Board in 2011 for Singaporeans and permanent residents 50 years old and above.



Day Ward 4 - New Process Improvement

Eye & laser cases were relocated to Day Ward 4 to facilitate seamless transfers for eye patients from the Operating Theatres at level 4 during emergencies. The laser machine was also moved to a new facility room in Day Ward 4 to support this exigency.



New Procedures Increase Patients' Safety

Our Day Ward and Nurse Training Department devised a procedure for checking standardised resuscitation equipment across our Hospital and a procedure for all clinical departments to have well-equipped emergency trolleys and properly functioning equipment. This would help shorten response time during life threatening emergencies, thus improving patients safety and survival outcomes.

Corporate PayNow

We implemented an additional payment mode for our customers; they can now make payment by scanning the QR Code at our Business Office.







Enabling Healthy Growth through Mission Integration

By integrating our mission into our daily work and our care environment, we remain conscious of the obligation of our clinical practices towards the well-being of our patients. It keeps our values alive as we respond to the demands of progress and change.



Mission Formation Retreat 2018

The second combined Mission Formation Retreat was held on 30 June 2018, Saturday at Agape Village. It brought together the Board and Executive Members of all three organisations founded by the FMDM – Mount Alvernia Hospital, Assisi Hospice and Mount Miriam Cancer Hospital.

The journey of co-creating our future continues... just as the FMDM Sisters had written their chapters as founding members and administrators of the hospitals and hospice in its early years; we continue the legacy by contributing new chapters to continuing the healing ministry of Jesus, bringing Catholic healthcare to serve the communities in Singapore and Malaysia.

We will continue to explore our shared journey and mission, gathering the wisdom of our FMDM Sisters' experience of worldwide mission, sharing our own experiences with each other and supporting one another.



Mission Formation Strategy Workgroup

A Mission Formation Strategy Workgroup was formed to discuss and propose a Mission Formation strategy and develop a framework for all three – Mount Alvernia Hospital, Assisi Hospice and Mount Miriam Cancer Hospital to adopt and adapt for implementation respectively.

Formation is to help all members of our community (Board, Management, Staff and Volunteers) to understand, practice and integrate our mission and values in order for the foundational principles of Catholic healthcare, in our Franciscan tradition, to permeate every aspect of our ministry.

The aim is to empower the whole team to strengthen, deepen and expand the sense of mission and FMDM heritage gifted to us by our founding sisters.





Clinical Pastoral Care

There is no greater joy than serving our patients, staff and their loved ones in their time of greatest need

A person's whole life from the day he/she is born to the day he/she dies is relational. Some may wonder how it is relational when someone is dying; when a patient says, "I cried when a part of me died....." Imagine the pain and loss this person is feeling.

The call as Clinical Pastoral Care (CPC) Counsellors is to be TRULY PRESENT and LISTENING, keeping pace with, tuning in and moving in at the right time to pose a question for reflection, facilitating such that the patient finds his/her own answers that would quieten his/her spirit.

In doing so, we trust and believe that through our compassionate, empathetic and warm presence, healing and self-transcendence will occur that is right for the person. As wounded healers, the knowledge gained through our very own experience helps us to better empathise with our patients who are suffering physically, emotionally and spiritually.

Besides patients and their families, our CPC counsellors also support hospital and hospice staff going through emotional suffering and grief over the loss of their loved ones. For some, the pain of losing their loved ones can be so intense that they prefer to remain in their dark hole for a while and our counsellors stay with them till they are ready to move on.

As a team, despite their different backgrounds, they care for one another in their own unique ways, accepting and respecting their individuality and gifts. They begin their day by lighting a candle and spending some quiet time in silent reflection and prayer before they go out to face the challenges of the day. (*Lighting a candle is a symbol of connecting and keeping our spirits going.*) The Spirit of God upholds them during challenging situations as they reach out and touch their patients, families and staff. They give thanks daily to God for using them as His instruments to bring love, hope and healing to all whom they encounter along the way.

"The life I touch for good or ill will touch another life, and in turn another, until who knows where the trembling stops or in what far place my touch will be felt."

Frederick Buechner







Making Care Inclusive through Community Outreach

Passionate to reach out to the underserved, we go beyond our professional practice to provide medical care to the less privileged communities.

Caring Beyond Borders

Cambodians in Singapore: Helping a little girl walk again

With the help of our on-campus neurosurgeon, Dr Timothy Lee, six year-old Channey*, who had a congenital disorder known as spina bifida, found hope to live on.

Based on his observation and experience, Dr Lee recognised that Channey could possibly be plagued by Tethered Spinal Cord Syndrome, a rare disorder because of the unique pattern of weakness in her legs. This results in an abnormal stretching of the spinal cord which was causing severe pain in her legs and the irregular passing of urine. The only way to treat her was through a relatively simple surgery to relieve the pulling of the nerve.

The operation was a great success and Channey was up and walking again with no more pain. She was also able to go to the toilet on a more regular basis before being discharged after having been hospitalised for five days.

** Patient's name has been changed to protect her identity.*



Singaporeans in Cambodia: Helping babies breathe easier

In November 2018, our nurses returned to Kampong Chhnang, Cambodia, to conduct a Train-the-Trainer programme and imparted knowledge and skills focused on newborn and infant resuscitation. The sessions were attended by 82 local midwives and nurses from various health centres who would help to train their colleagues with their newfound knowledge.

This is a significant project due to the high incidence of respiratory issues among the 3,800 or so babies delivered in the hospitals and health centres of the province. Also, every month, over 4,600 children below the age of 14 years old suffer from respiratory issues. While 99 percent of these patients are seen at the province's health centre, severe cases are sent to Phnom Penh.



Providing dental care

We partnered Toa Payoh East Constituency Office, the Singapore Dental Health Foundation (SDHF) and GSK Consumer Healthcare (GSKCH) to raise awareness of the importance of oral health at our first dental screening event.

Among the 141 participants, the participants with dental health issues were referred to our Outreach Dental Clinic for follow-up treatment at a highly subsidised rate. Located at Agape Village, Lorong 8 Toa Payoh, the clinic opened in 2016 at the request of our outreach partners, upon observing poor dental health among their beneficiaries.



Bonding with beneficiaries

For the annual heads of department (HOD) retreat, our HODs went on an outing with the beneficiaries from Bishan Home for the Intellectually Disabled. They had a great day bonding and enjoying the rides at Sentosa.





Home visit outreach with medical students

We piloted the Home Visit Outreach Programme at Lengkok Bahru and Redhill with Duke-NUS Medical School student volunteers to bring healthcare closer to homebound seniors. A simple health review was carried out. When they encountered a senior not taking their medication as instructed, the team sought to identify the reason for the lapse and get the patient back on track by educating and simplifying the instructions. The team also offered general advice on healthy eating and regular exercises to the seniors.

Flu vaccinations for seniors

Staying healthy during the flu season is crucial, especially for the elderly as flu can lead to high fever and pneumonia. The outreach team ventured to the east to help keep the flu bugs at bay for seniors. Through working with partners like TRANS Family Service Centre (Bedok), AWWA, Pertapis Senior Fellowship Home and the Singapore Buddhist Welfare Services, free influenza vaccinations were given to beneficiaries under their care.



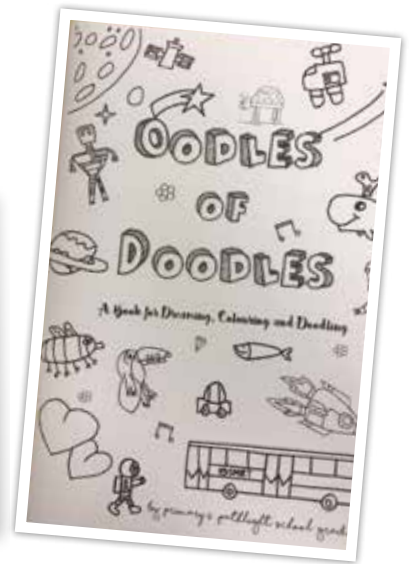
Partnering Singapore General Hospital (SGH) community nurses to provide holistic healthcare for seniors

Since September, a group of SGH community nurses have been attending to seniors three times a week at the outreach clinic at Enabling Village. They provide a range of relevant services including monitoring and education on chronic diseases and fall prevention, dementia and depression screening and referrals, advice on caregiver stress and referrals for care coordination and home visits.



Medical care for foreign workers at Transient Workers Count Too (TWC2)

Since 2016, the team has been operating a mobile clinic at TWC2's day space. To date, the fortnightly clinic has treated migrant workers on a variety of skin conditions, work-related aches and pains and other common acute illnesses.



Artists of Pathlight

This is a Community Involvement Programme for the talented students of Pathlight, fostering their sense of belonging and commitment to society. The meaningful project gave Primary 6 students the opportunity to showcase their artistic talent by commissioning their drawings for a series of colouring books. The fantastic books were subsequently packed into goodie bags for the young patients recuperating in St Gabriel's ward during Christmas.

Mount Alvernia Hospital has been partnering Pathlight since 2015.



Our Green Efforts



Our patron saint, St Francis of Assisi is also the patron saint for ecologists — a title honouring his boundless love for animals and nature.

In our efforts to honour him and live out his values as ours, we imbue our practices here with ideas and routines that are environmentally conscious.

Here are some examples of the green efforts that we adopted in 2018:

EMR leads the way

With the successful implementation of EMR, we envision that there will be less paper records, forms and reports. This would aid in our 'go green' efforts.

Green Packed Lunch

For staff who prefer to eat packed food at the office pantry rather than the canteen, biodegradable lunchboxes now replace the styrofoam boxes. Plastic spoons and forks have also been switched to biodegradable types.

To encourage more staff to go green, all staff were given a lunchbox with a thermal bag for Christmas 2018. It was encouraging to see some using the colourful bags for their takeaway lunch.



Café 820

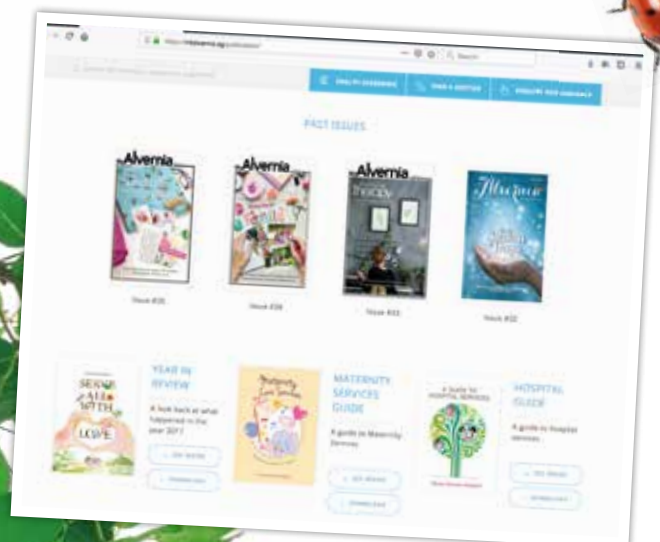
Café 820 launched food ordering via handheld devices instead of using paper menus and writing orders down on order chits. Plastic straws were also replaced with paper straws.

Paperless Inspection Checklist

Our Housekeeping Department used to collate data manually during their inspection rounds at various hospital facilities. They migrated to paperless inspection via an online platform. Not only did they achieve cost savings, they also shaved off hours from the inspection as it helped to speed up the whole process.

Going 'e' and printing less

We have been consciously printing fewer hardcopies of our publications, loading the pdf versions online and encouraging patients and doctors to download the electronic versions instead. Examples of our online publications are our quarterly magazine – My Alvernia; our annual report – Year in Review and various collaterals.





*Most High glorious God, bring light to the darkness of
my heart. Give me right faith, certain hope, and perfect
charity, insight and wisdom, so I can always observe
Thy holy and true command. Amen.*

*The Prayer of St Francis before the Cross
at San Damiano*



Serve all with Love

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