



*Serve all with Love*

# 2022

## Year in Review



The **Canticle of the Sun**, also known as the *Canticle of the Creatures* or *Laudes Creaturarum* (Praise of the Creatures), is a religious song composed by St Francis of Assisi.

It was written in an Umbrian dialect of Italian, but has since been translated into many languages. It is believed to be among the first works of literature, if not the first, written in Italian.

The Canticle of the Sun in its praise of God thanks Him for such creations as “Brother Sun” and “Sister Water”. It is an affirmation of Francis’ personal theology as he often referred to animals as brothers and sisters to Mankind.

Enjoy the excerpt below:

## **The Canticle of the Sun**

**Most High, all-powerful, good Lord,  
Yours are the praises, the glory, the honor,  
and all blessings.**

**To You alone, Most High, do they belong,  
and no man is worthy to mention Your name.**

**Praised be You, my Lord, with all your creatures;  
especially Brother Sun, who is the day,  
and through whom You give us light.  
And he is beautiful and radiant with great splendor,  
and bears a likeness to You, Most High One.**

# At a Glance

Founded in  
**1961**

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

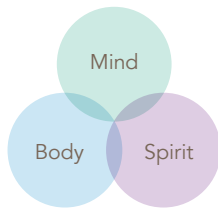
Serving all with  
Love for

**61**  
years

**Singapore's first**

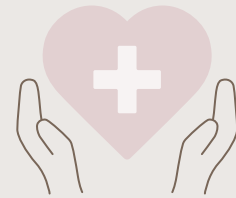
private and only not-for-profit Catholic acute tertiary care hospital

We are the only hospital that provides  
**Clinical Pastoral Care**



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

**St Francis of Assisi**



**Outreach clinics –**

two dental and one medical, to reach out to the underserved

Total  
**2,431** unique lives touched by our Community Outreach department

More than  
**300** beds

Delivered  
**3,721** babies

Specialist Doctors

**>20**  
Specialties

**>200**  
on Campus

**>1,200**  
Accredited

# Our Founding Story

In the summer of 1947, 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 had 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.

On 7 March 1949, Sister Angela McBrien arrived in Singapore from Hong Kong, followed by Sisters Mary Camillus Walsh and 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 deemed the best 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 who staffed the hospital were professionally trained as nurses, midwives, physiotherapists, radiographers, laboratory technicians and other support services.



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 every person he met, from lepers to sultans and popes to the ordinary townspeople.

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 United Kingdom ensures that our hospital is compliant with governance guidelines and exercises responsible stewardship.



# 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. The work by the FMDM Sisters 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 and raising the quality of care and support for people where needed.

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 deliver new life as a hospital reputed for maternity care.

We are a 300 plus bed general acute care health institution with tertiary medical capabilities and multidisciplinary specialist centres. The hospital is supported by over 1,200 accredited doctors with more than 200 specialists 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, Southern Africa – 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

Franciscan Missionaries of the Divine Motherhood



## Nigeria

(From left to right)

- Sr Nenlidang with Damiette Peace Initiative colleagues
- Sr Judith teaching in Yola
- Sr Philomina teaching sewing to the women in Tunkus
- Sr Mercy with internally displaced people

The dandelion in this mural captures the 'evolving' and 'rippling' sense of mission. Each 'stem' flowing from the centre (Jesus Christ) symbolises the flow of mission out to the many, ever-increasing circles of outreach locally and globally; all of which are equal but different. Each culminates in a circle of energy representing where we 'Serve All with Love'.

## Ireland

(From left to right)

- Sr Maura offers pastoral support in Aged Care Home, Killarney, Ireland
- Sr Angela and Maria at a charity walk for Galway Hospice



## Southern Africa

(From left to right)

- Sr Lucy with children in Kasanka Community School, Zambia
- Sr Ann in Mwembeshi prison
- Sr Biatar and Sr Lucy with Little Assisi children
- Sr Teclar with newborn child

## Rome

The FMDM community in Rome



## Middle East

Sr Bridget, Director of Caritas Jerusalem, with families in Gaza

# 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 St Francis of Assisi.

## C

ompassion

The capacity to enter into another's joy and sorrow

## H

umility

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

## I

ntegrity

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

## R

espect

Treating each person we encounter with reverence

## P

ease

Being committed to building life-giving relationships with all



## Ladywell, UK

The current Congregational Leadership Team:

- Srs Helena, Jane, Monica and Helen
- Srs Maureen and June both taught in Catholic Junior College, Singapore



## England

(From left to right)

- Sr Marguerite serving meals at a refugee centre
- Srs Anne and Frances in Coventry



## Australia

(From left to right)

- Congregational Leadership Team member Sr Monica, with the sisters in Melbourne, Victoria
- Sr Marie in NSW counsels and runs a house for women released from prison or overcoming addictions

## Singapore

(From top to bottom)

- The Sisters explored the site of the existing Mount Alvernia Hospital (From left to right) Srs Baptista, Camillus, Raphael, Angela and Philippa
- Baby blessing by Sr Anne at Mount Alvernia Hospital
- A service started in 1969 as part of Mount Alvernia Hospital to care for chronically ill patients. In 1992, the FMDM Sisters established palliative care and Assisi Hospice was set up
- Assisi Hospice – a place of specialist care, comfort for patients and support for loved ones



## Malaysia

(From top to bottom)

- Mount Miriam Cancer Hospital Pioneer Sisters
- Mount Miriam Cancer Hospital Cancer Survivor Support & Pastoral Care Team

# Message from Sr Jane Bertelsen FMDM

Congregational Leader, FMDM



One of the joys of 2022 was to leave the Zoom calls aside and travel back to Singapore and Malaysia to visit our FMDM sisters and our Health Care Ministries. Visiting Mount Alvernia Hospital, along with its sister ministries - Assisi Hospice Singapore and Mount Miriam Cancer Hospital Penang, always gives me a huge sense of hope and encouragement.



In a world where we can so often feel helpless or even defeated in the face of the constant crisis we face both locally and globally, our health care ministries are beacons of light, hope and vision as they continue to bring the healing ministry of Jesus to the communities of Singapore and Malaysia.

As I write today, I am conscious of the whole Mount Alvernia team – every person who contributes, daily, in their own unique way to ensure those we ‘serve with love’ receive the very best of care. There are so many people in so many departments, on committees, in management, on the Board who work together in the complex ecosystem which is the hospital. As St Paul says to his community in Corinth:

*There is a variety of gifts but always the same Spirit; there are all sorts of service to be done, but always for the same God; working in all sorts of different ways in different people, it is the same God who is working in all of them. The particular way in which the Spirit is given to each person is for a good purpose. A human body, though it is made up of many parts, is a single unit because all these parts, though many, make one body. The eye cannot say to the hand, ‘I do not need you’, nor can the head say to the feet, ‘I do not need you.’*

As a Franciscan ministry ‘Right Relationships’ lie at the heart of our mission and I am inspired to see and to hear how each member of the team lives this Franciscan value by recognising, appreciating and respecting the unique gift that every single person brings to making Mount Alvernia the very special place it is today.

As the Mount Alvernia community continues to discern the most effective ways it can continue to **‘Serve all with Love’** in the spirit of St Francis and our pioneering FMDM sisters I am reminded of these wise words from Jan Richardson (slightly adapted):

*If you could see the journey whole,  
you might never undertake it,  
might never dare the first step that  
propels you from the place  
you have known toward the place you  
know not.*

*Call it one of the mercies of the road:  
that we see it only by stages as it opens  
before us,  
as it comes into our keeping, step by  
single step.  
There is nothing for it but to go, and by  
our going proclaim the goodness of  
God in our midst.  
We can only be faithful to the next step;  
to rely on more than the map;  
to heed the signposts of intuition  
and dream;  
to follow the star that together  
you will recognise.  
And to keep an open eye for the  
wonders that attend the path.*

Adapted from Jan Richardson from **Circle of Grace:  
A Book of Blessings for the Seasons**

# Message from Mr Ho Tian Yee

Chairman of the Board



As we successfully transitioned to live with COVID-19 towards the end of the year, I am proud that Mount Alvernia Hospital was awarded the President's Certificate of Commendation (COVID-19) by the Prime Minister's Office. The certification is awarded in recognition of the exceptional efforts that we have made in contributing to Singapore's fight against COVID-19.

Individually, 16 colleagues, including James, the Chief Executive Officer were recipients of the Public Service Medal. My heartfelt congratulations to James and the awardees and everyone else who have made significant contributions during the challenging COVID-19 period.

Besides, the President's Certificate of Commendation (COVID-19) 2 of our nurses, assistant director of nursing, Adeline Koo and senior nurse manager, Agnes Dass were accorded the Nurses' Merit Awards while 91 staff from the various departments of MAH were awarded the Singapore Health Quality Service Awards (SHQSA). Well done!

It was also an enriching Mission Formation year as many staff could once again participate in the mission formation programmes in-person. Mission Formation has always been an important aspect of MAH in terms of integrating our mission and values as our way of being. MAH staff in various leadership positions immersed themselves together with colleagues from Assisi Hospice, in the Mission Formation programme that took place in the Franciscan Missionaries of the Divine Motherhood Motherhouse in the United Kingdom, Surrey.

Board Members and Executive Team of MAH, also came together with Assisi Hospice, Mount Miriam Cancer Hospital, Penang and the Canonical Stewards of Catholic Health

Care Asia, for a one-day mission retreat to jointly reflect and share out thoughts based on the theme, "Crafting Our Future Together - Responding with My Abilities". These sessions strengthened and deepened our shared Franciscan mission that was passed down to us by our FMDM founding Sisters.

Continuing on the legacy of the founding Sisters, we persisted in our quest to help the underserved community. As soon as COVID-19 restrictions were lifted, the Community Outreach team set about swiftly to serve the community. By the end of the year, we have reached out to more than 4,700 unique lives through our various outreach programmes. The team also formed new partnerships with the community of visually and hearing impaired – the Singapore Association of the Visually Handicapped (SAVH) and The Singapore Association for the Deaf (SADeaf) – a first for our Community Outreach department. Members of both associations received our health screening service as well as care at our medical and dental outreach clinics.

I look forward to year 2023 with much optimism with our new 10-storey St Anne Mother and Child Centre opening its door by third quarter next year, and I am certain that the MAH team will continue to give their upmost best to serve all with love.

# Message from Dr James Lam Kian Ming

CEO



The past 3 years have been a challenging one – coping with the COVID-19 virus that upended our lives as we knew it. There were numerous MOH briefings, circulars and unending modifications to visitor policies. The safe management measures that were put in place in all public and private establishments caused economic, personal and mental challenges. When we were finally able to stand down our COVID-19 wards in Nov 2022, we had come out of the pandemic with a team spirit strengthened from fighting in the trenches and a resilience forged in fire.

Despite these challenges, we started and ended 2022 on a high with our staff receiving 2 individual gold and 89 silver awards at the Singapore Health Quality Service Awards (SHQSA) and the President's Certificate of Commendation (COVID-19) for our efforts in helping the nation battle COVID-19. 16 colleagues were also accorded The Public Service Medal in recognition for our individual contribution during the pandemic. We are truly humbled and honoured to be given this privilege to serve.

Two of our veteran nurses also did us proud in being awarded the Nurses' Merit Award. Assistant Director, Nursing, Adeline Koo and Senior Nurse Manager, Agnes Dass, were given the award by the Ministry of Health. In its 46th year, this award is one of the highest nursing accolades in the country. I congratulate Adeline and Agnes as they continue to elevate and inspire their nursing peers through their hard work, professionalism and service excellence.

Being a staff-centric hospital, we are constantly looking out for ways to encourage and inspire our colleagues to do better. The Values-in-Practice (VIP) award is presented to team members who live out our hospital's core values of compassion, humility, integrity, respect and peace, through their work and interaction with patients and other colleagues. Let me congratulate the 12 winners of our 18th Values-in-Practice (VIP) award. You really do us proud!

We also acknowledged staff who have served in Alvernia for five years or more. Out of more than 100 colleagues who were eligible for the award, five stood out as they had served 40 to 50 years. Our heartfelt gratitude to Irene Koh and S Krishna who both served 40 years, Goh Mui Peng, 45 years and Tan Kim Yeok and Loo Poh Chin – 50 years! We are amazed by your dedication and commitment to Alvernia - thank you so much!

Apart from our colleagues, we always seek to give back to the community just as our FMDM Sisters did. The Community Outreach team sought out the visually and hearing impaired community from SAVH and SADeaf to offer complimentary health and dental screenings to kick-start their healthcare journeys. In 2022 alone, we managed to touch 2,431 individual lives through our medical and dental clinics, hospital-based and offsite programmes.

As life progressively returns to normalcy, I am happy to share that our two major projects that will take us further into the future are on track. We watch with delight the construction of our new 10-storey mother and children building – the St Anne Mother and Child Centre (SAMCC), that was significantly delayed by the COVID-19 pandemic. The completion of SAMCC will present three floors of maternity wards and two floors of paediatric wards – both with single and double beds, delivery suites as well as a parent craft centre among other services and facilities. We are anticipating a soft opening sometime in June 2023.

The new integrated oncology services centre – ICON Cancer Centre opened its doors end 2022 at Medical Centre E with its official opening planned for January 2023. This centre will provide a one-stop service for patients seeking the convenience and privacy of a private healthcare setting at reasonable prices. This extends our clinical offerings and marks another step forward in our mission to care for our community. We look forward to elevating the standard of cancer care at Mount Alvernia Hospital and for Singaporeans.

As I reflect on 2022, I'm filled with gratitude and would like to thank everyone who have weathered the pandemic storm with us – to our Board members for their guidance and being supportive of our ideas; and to all our colleagues who have been fighting in the trenches with me. Finally, to our doctors and partners who rallied with us and we have thrived! Your belief and trust in us have allowed us to continue to Serve all with Love. Thank you from the bottom of my heart and here's wishing everyone good health and a blessed 2023.

# Board of Directors

## 1. Mr Ho Tian Yee

*Chairman*

*Member since 2015*

Tian Yee is the chairman of Mount Alvernia Hospital and Fullerton Fund Management, an investment management company. His past experiences include financial markets, exchanges, FMCG and insurance.

Currently Tian Yee serves as a non-executive director at DBS Group Holdings Ltd and DBS Bank Ltd. He is an advisor to Blue Edge Advisors Pte Ltd. He is also a director of Seviara Holdings and Pavilion Capital, and serves on the Urban Redevelopment Authority finance committee.

He holds a degree in Economics from Portsmouth University (Hons), United Kingdom, and a Master of Business Administration from the University of Chicago.

## 2. Sister Elizabeth Lim Ee Lee

*Board Member since 2014*

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

## 3. Mr Eddie Chau Shing Chi

*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 institutes of higher learning, startups as well as social enterprises. Eddie holds an MSc in Communication Engineering from Imperial College, London.

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## 4. 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 research on cardiac imaging, authoring professional research papers, book chapters and speaking at international medical conferences.

## 5. Ms 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.

## 6. Ms 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.

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## 7. Dr Kwa Chong Teck

*Board Member since 2017*

Chong Teck began his career as a dental surgeon in the Singapore Armed Forces. He is trained in oral pathology and oral & maxillofacial surgery in London.

He was the founding executive director of the National Dental Centre Singapore and is currently its senior consultant in oral pathology.

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

## 8. Mr Paul Beh Jit Han

*Board Member since 2018*

Paul is a senior advisor and immediate past chairman, Asia Pacific of Reed Exhibitions. Before joining Reed, Paul was the managing director/publisher 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, and attended Executive Management Programmes at Oxford and Harvard. He currently sits on the Singapore Management University board of trustees, Banyan Tree Holdings Ltd board, and the advisory Council of Agape Village, a charity managed by Caritas Singapore.

## 9. 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, Tan Tock Seng Hospital (TTSH), KK Women's and Children's Hospital (KKH) and Singapore General Hospital 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.

## 10. Mr Tham Sai Choy

*Board Member since 2018*

Sai Choy is a chartered accountant. He is a board member of Singapore listed DBS Group Holdings and Keppel Corporation. He is also the immediate past chairman of the Singapore Institute of Directors, and was for many years a member of KPMG's global board, chairing its Asia Pacific 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 also serves on the board of governors of Nanyang Polytechnic, and has previously served on a number of statutory boards, including the Housing & Development Board and the Accounting and Corporate Regulatory Authority. He is a Fellow of the Institute of Singapore Chartered Accountants and the Institute of Chartered Accountants in England and Wales.



Members' Attendance at Board Meetings - January to December 2022 is shown below:

Name of Directors	Number of Board Meetings	Attendance
Ho Tian Yee (Chairman)	4	4
Chau Shing Chi	4	4
Tan Su May	4	4
Lim Ee Lee Elizabeth	4	4
Kwa Chong Teck	4	4
Chan Chia Lin	4	3
Ong Eng Keow	4	4
Tham Sai Choy	4	4
Ho Kheng Thye	4	3
Beh Jit Han	4	3

Advisory Council:

Name	Designation	Date of Appointment
NIL		

**Internal Auditor** : Ernst & Young Advisory Pte. Ltd

**External Auditor** : KPMG LLP

**Banker(s)** : DBS Bank Ltd  
Oversea-Chinese Banking Corporation Limited  
United Overseas Bank Limited  
The Hongkong and Shanghai Banking Corporation Limited  
Maybank Singapore  
Hong Leong Finance Limited

**Investment Fund Manager(s)** : Fullerton Fund Management Company Ltd

**Other Adviser(s)** : Dentons Rodyk & Davidson LLP  
WongPartnership LLP

### Reserves Policy

The Hospital shall maintain a minimum Reserves level of S\$70m ("Reserves"). This is to be reviewed on a yearly basis or as and when needed. Utilisation of the "Reserves" shall be subject to the Board's approval.

# 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
- Corporate & clinical governance
- Monitoring of management performance
- Approval of annual budgets
- Overseeing the processes for evaluating the adequacy of internal controls, financial reporting and compliance and clinical system design improvements

To assist in the execution of its responsibilities, the Board has established seven committees, namely:

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

The MAB is elected by medical specialists and appointed by the Board to provide 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 2022. 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:

- Clinical Excellence
- Community & Social Health
- Mission Integration
- Information System
- Operational Efficiency
- Hospital Development
- Nursing Quality
- Health Promotion

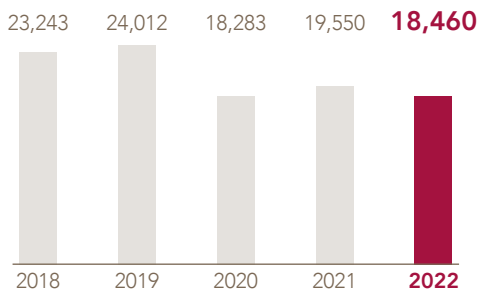
### Staffing

As at 31 December 2022, the Hospital has a total headcount of 1,032 staff.

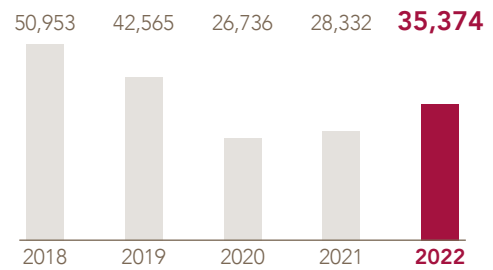
# Stewardship

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

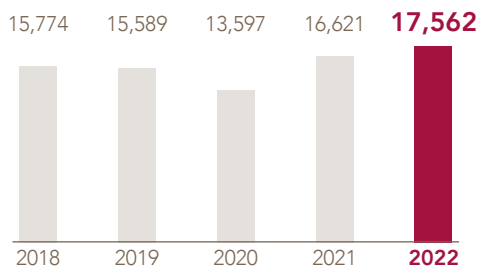
## Inpatient Admissions



## Outpatient Visits

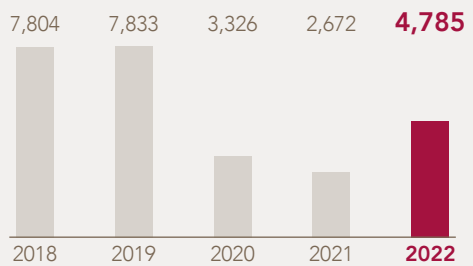


## Surgeries Performed

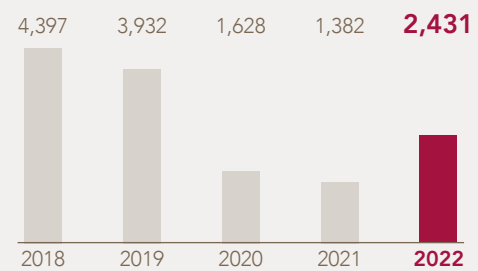


## Outreach Activities

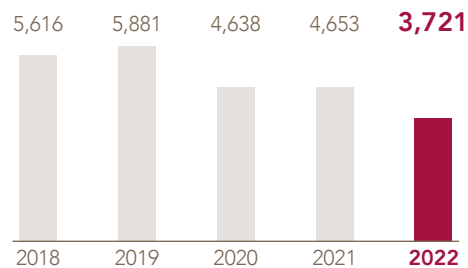
### Number of unique lives touched



### Number of outreach healthcare attendances



## Babies Delivered



# Executive Management Team

## 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 field. Prior to MAH, James served as chief executive officer of Thomson Medical Centre and led as group director of the Applied Sciences Group and the Blood Services Group at the Health Sciences Authority, Singapore (HSA). He also managed various departments in HSA such as finance, operations, information management and emergency planning under the corporate development portfolio, as well as the HSA Academy. He held various appointments previously in pharmaceutical companies in the Asia Pacific region in the areas of clinical research, medical and regulatory affairs. James holds a Bachelor of Medicine and Bachelor of Surgery degree from the National University of Singapore, and a Master in Business Administration (Marketing) from the Leicester University, United Kingdom.



## Mrs 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 started her career as an auditor at Coopers & Lybrand, Singapore. Subsequently, she worked in the travel and manufacturing sectors in Australia, handling accounting & finance and information systems. Annie now oversees the accounting & finance, business office operations, material management and risk management functions of the hospital.



## Mr Bruce Leong *Director, Technology and Strategy*

Bruce brings along with him more than 20 years of Information Technology experience in various industries and domains. He 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, cyber security, virtualisation, IT operations and vendor management. He was also responsible for all IT infrastructure project implementation. Bruce is the hospital's chief IT security officer, responsible for the hospital's cybersecurity hygiene.



## Dr Djoni Huang *Director, Clinical Services*

Djoni graduated from the University of Dundee with commendation in 1998 and subsequently obtained his postgraduate qualification in family medicine in 2007. He is currently a member at the Royal College of General Practitioner in UK, MRCGP (UK). He brings with him a wealth of experience from his previous employment at National Healthcare Group (NHG) Polyclinic, National University Health System (NUHS) Regional Health System, Yishun Community Hospital and National University Polyclinic (NUP).



## Ms Han May Ching *Director, Corporate Development & Community Outreach Director, Human Resources*



Graduating with B.A (Honours) in Political Science from NUS, May Ching brings with her over 20 years of public and private healthcare experience, locally and overseas. Prior to joining Mount Alvernia Hospital, she was the director/head group service operations with the National University Health System (NUHS). She saw to the successful Go-Live of the Ministry of Health's national IT turnkey project, known as the Next Generation Electronics Medical Records (NGEMR), in Jurong Health Campus and National University Polyclinics. Additionally, she served as the assistant chief data protection officer in the NUHS Corporate Office for two years. Her healthcare experience spans across various fields, including communications, marketing, business development and strategic planning.



## Mr Gus Teoh *Director, Hospital Operations*

Gus has more than 20 years of local and overseas healthcare experience in the areas of operations, process improvement, service planning and business development in primary and tertiary healthcare institutions. He joined Mount Alvernia Hospital in 2019 and is currently overseeing the operations of the hospital. Gus holds a Master of Business Administration from Murdoch University.



## Ms 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 NUS.



## Ms Shirley Tay *Director, Nursing*

Shirley oversees the nursing division, focusing on competency, standards, patient safety and care delivery experience. She was previously with Tan Tock Seng Hospital and has held appointments at Raffles Hospital. With more than 42 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 at Harvard Business School. She is appointed by MOH as a member of the National Nursing Education Committee, the Acute Hospital Advisory Committee under the new Healthcare Services Act, and Chairperson for Social and Health Sciences on the Kaplan Industry Advisory Board.

# New Specialist Doctors

## Anaesthesiology



**Dr Eileen Sim Yilin** *Anaesthesiologist*

Dr Sim obtained her medical degree from the National University of Singapore and completed specialist anaesthesiology training at SingHealth. Before joining private practice, she was a consultant anaesthetist with Singapore General Hospital (SGH). She has special interest in regional anaesthesia techniques for orthopedic surgery. She was also instrumental in establishing Enhanced Recovery after Surgery protocols at SGH leading to better outcomes in patient care.



**Dr Yvonne Wong Chiong Ling** *Consultant Anaesthesiologist*

Dr Wong is a consultant anaesthesiologist who specialises in perioperative care of major surgeries for Enhanced Recovery after Surgery (ERAS), geriatric anaesthesia and onco-anaesthesia. She graduated with an MBBS from Monash University, Melbourne and went on to obtain her anaesthesia fellowship from Australia and New Zealand College of Anaesthetists (FANZCA) in 2016. During her specialist training years, she was appointed chief resident to participate in the 4th Singapore Chief Residency Programme under MOH Healthcare Leadership College. In clinical research, she has been awarded the National Health Innovation Grant 2015, and holds a research patent for a novel monitoring device invention to improve patient safety.

## Cardiology



**Dr Tang Hak Chiaw** *Consultant Cardiologist*

Dr Tang is a recognised expert in the field of cardiomyopathy. His expertise in echocardiography and cardiac MRI further enhances his work in this field. He was the course director of Singapore's first cardiomyopathy conference in 2021. Dr Tang's cardiology training started in the National Heart Centre (NHC) in 2004. He subsequently furthered his training in the field of cardiomyopathy (heart muscle disease) and cardiac MRI at The Heart Hospital, University College London Hospitals, UK in 2010. After returning from his training, Dr Tang started a dedicated cardiomyopathy clinic at NHC in 2011. This clinic is currently a national tertiary referral centre for cardiomyopathies in Singapore.

## Dentistry - Oral &amp; Maxillofacial Surgery

**Dr Lai Juen Bin** *Oral and Maxillofacial Surgeon*

Dr Lai is an MOH accredited oral and maxillofacial surgeon. He was awarded the Singapore Health Quality Service 2022 Gold award. He received his Bachelor of Dental Surgery from NUS in 2000. Thereafter, he completed a Masters of Dental Surgery in oral & maxillofacial surgery and obtained Fellowships of the Royal Australasian College of Dental Surgeons and Academy of Medicine, Singapore. Dr Lai was a senior consultant and clinical assistant professor in the Department of Oral & Maxillofacial Surgery, National Dental Centre Singapore. He was also the head of department of Oral & Maxillofacial Surgery, Changi General Hospital (CGH) from 2013 to 2020, and the director, Dental Service CGH clinical service of SingHealth, Duke-NUS, ORH-ACP from 2013 to 2020.

## Gastroenterology

**Dr Chen Weihao** *Gastroenterologist*

Dr Chen has a subspecialty interest in inflammatory bowel disease (Crohn's Disease, Ulcerative Colitis) and intestinal ultrasound. He obtained his Bachelor of Medicine and Bachelor of Surgery (MBBS) from NUS in 2008. He did his specialist training at Tan Tock Seng Hospital (TTSH) and was accredited as a specialist in gastroenterology and hepatology with the Specialist Accreditation Board, Singapore in 2016. Dr Chen formally practiced gastroenterology and hepatology in Ng Teng Fong General Hospital (NTFGH), where he set up their inflammatory bowel disease and point-of-care intestinal ultrasound services.

**Dr Loo Wai Mun** *Senior Consultant Gastroenterologist*

Dr Loo is a gastroenterologist with a wealth of clinical experience in the treatment of gastroenterology and hepatology conditions. She has subspecialty interests in non-alcoholic fatty liver disease (NAFLD) and liver-related disorders. Prior to joining AliveoMedical, Dr Loo served as a consultant in the Division of Gastroenterology and Hepatology at National University Hospital (NUH) and Alexandra Hospital. She was assistant professor at the Yong Loo Lin School of Medicine, NUS as well as the director of undergraduate education for Gastroenterology and Hepatology at NUH. At the national level, Dr Loo serves as a member of the executive committee of the Gastroenterological Society of Singapore.

**Dr Lu Wei** *Gastroenterologist*

Dr Lu is a gastroenterologist at Mount Alvernia Hospital and other private hospitals. After obtaining her medical degree (MBBS) from NUS in 2006, she underwent internal medicine and gastroenterology training in NUH. She attained Membership of the Royal College of Physician (MRCP UK) in 2010, Master of Medicine (MMed) in 2011, and gastroenterology specialist accreditation in 2013 respectively. Subsequently she pursued further training in liver disorders and endoscopic ultrasound overseas under the 2016 Healthcare Manpower Development Programme awarded by the Ministry of Health. Upon returning, she developed endoscopic ultrasound service at NTFGH, and worked as a senior consultant gastroenterologist before leaving for private practice.



**Dr Robert Lo Su Chun** *Senior Consultant Gastroenterologist and Hepatology*

Dr Lo is a UK trained specialist in Gastroenterology and Hepatology. He has over 21 years of clinical experience in the specialty and has performed approximately 10,000 gastrointestinal endoscopies. Prior to private practice, he was a senior consultant at Tan Tock Seng Hospital (TTSH) and an assistant professor at LKC School of Medicine. Dr Lo looks after patients with gastrointestinal and liver diseases. He also performs gastroscopy and colonoscopy including polyp removal.

General Surgery



**Dr Chan Chung Yip** *Senior Consultant*

Dr Chan is an accredited general surgeon with a subspecialty interest in liver, bile duct and pancreas surgery, and liver transplant. Prior to private practice, he was senior consultant and head of department of the Department of Hepatopancreatobiliary and Transplant Surgery in SGH, and National Cancer Centre, Singapore. Dr Chan is also a pioneer of laparoscopic HPB surgery in Singapore, and is keenly involved in developing and promoting laparoscopic HPB surgery. He was awarded the Singhealth GCEO Outstanding Clinician Award, and also the Public Administration Medal (Bronze) at the National Day Awards in 2021. He maintains ties with the public sector by being a visiting consultant to SGH and CGH.



**Dr Desmond Ooi** *Senior Consultant*

Dr Ooi is a senior consultant with accreditation in general surgery, with subspecialist interest in vascular & endovascular surgery. He obtained Fellowship of the Royal College of Surgeons (FRCS Edinburgh) and received a Master of Medicine (Surgery) from NUS. Dr Ooi is an expert in the treatment of the full spectrum of vascular conditions, with keen interests in minimally invasive treatments of varicose veins, aortic aneurysms, wound care and peripheral artery diseases associated with diabetes mellitus. He also has over 15 years of experience practising a wide repertoire of general surgery procedures, including endoscopy, hernia repair, gallbladder and gastrointestinal surgery.



**Dr Jennifer Liauw** *Consultant Surgeon*

Dr Liauw graduated from the University of Manchester, UK in 1996. She obtained her Membership from The Royal College of Surgeons of England (MRCS) in 1999, and embarked on higher surgical training in the North West of England. She subsequently moved back to Singapore to complete her training at the Department of Surgery, NUH. She has a special interest in colorectal disorders that commonly affect women, in particular; anal fissures, haemorrhoids (piles), pelvic floor disorders and functional bowel disorders.





### Dr Jesse Hu Shulin *Breast and Endocrine Surgeon*

Dr Hu specialises in managing both benign and malignant breast and thyroid conditions, which also includes breast pain, breast lumps, breastfeeding problems, neck lumps, amongst others. In 2016, Dr Hu concurrently completed two Health Manpower Development Programme (HMDP) fellowships at Oxford University Hospital, UK, where she further subspecialised in both oncoplastic breast surgery and endocrine surgery. Till 2022, Dr Hu worked as a senior consultant in National University Health System (NUHS) where she provided care for patients at both NUH and Ng Teng Fong General Hospital (NTFGH). She was the Tumor Group Lead for Breast Oncology at National Cancer Institute Singapore (NCIS).



### Dr Lee Wai Peng *Senior Consultant & Breast Surgeon*

Dr Lee is a senior consultant and breast surgeon specialising in treating benign and malignant breast conditions. Prior to joining Solis, she was a senior consultant and an adjunct assistant professor at CGH. Dr Lee obtained her bachelor's degree in medicine and surgery at NUS. She then acquired her membership qualifications under the Royal College of Surgeons, Edinburgh and completed her masters in surgery at NUS. Dr Lee is the recipient of numerous service awards including the Singapore Health Quality Service Silver Award (2018) and the Singapore Health Quality Gold Award (2020).

#### Medical Oncology



### Dr Angela Pang *Senior Medical Oncologist*

Dr Pang is a senior medical oncologist at the OncoCare Cancer Centre and a visiting consultant at NCIS. Prior to this, she was a medical oncology consultant with NCIS and visiting consultant with the Ng Teng Fong General Hospital (NTFGH). Dr Pang's main clinical interests are in bone/soft tissue sarcomas, gastrointestinal cancers, breast cancers and geriatric oncology. She has a keen interest in cancers in older adults and was trained in the Memorial Sloane Kettering Cancer Centre (MSKCC) in NYC before returning to set up the Geriatric Oncology Service in both NCIS and NTFGH.

#### Ophthalmology



### Dr Wesley Chong *Consultant Eye Surgeon*

Dr Chong has special interests in cataracts and refractive surgery as well as comprehensive ophthalmology. He graduated from the Faculty of Medicine at NUS in 2008, and subsequently trained under the SingHealth Ophthalmology Residency Programme, obtaining the Master of Medicine in Ophthalmology. He then further trained in cataract and comprehensive ophthalmology under the SNEC Advanced Clinical Subspeciality Programme, and completed the Advanced Cataract, Intraocular Lens and Small Incision Cataract Surgery (SICS) training in India. His past appointments include clinical director of the Primary Eyecare Department, programme director of the Advanced Diploma for Optometrists, clinical associate professor of Duke-NUS EYE Academic Clinical Programme and Clinical Lecturer in the NUS Clinical Faculty Scheme.

Orthopaedic Surgery



**Dr James Tan Chung Hui** *Senior Consultant Orthopaedic Surgery,  
Sports & Exercise Medicine*

Dr Tan is a skilled surgeon who has more than 10 years of experience in sports surgery and exercise medicine. Apart from partnering the industry to pioneer advanced and proven treatment techniques, Dr Tan has treated athletes from the Singapore national teams and professional footballers from the Singapore Premier League and the Young Lions. He is a member of the elite Asian Shoulder and Elbow Group and a founding member of the Singapore Shoulder and Elbow Surgery Society. His expertise is much sought after and he has chaired and instructed at many workshops and seminars in China, South Korea, India, Thailand, Malaysia and Singapore.



**Dr Lam Kai Yet** *Orthopaedic Surgery*

Dr Lam completed his specialist training in orthopaedic surgery in 2014. He is actively involved in research in paediatric trauma, limb lengthening and deformity correction, sports injuries and 3D-printing. He helped set up the Limb Lengthening and Deformity Clinic in KKH in 2018, and is a pioneer in the use of 3D-printing in deformity correction in this region. He is also well recognised for his work in the region, being awarded the prestigious Asia Pacific Paediatric Orthopaedics Travelling Fellowship in 2019. Dr Lam is the first and remains the only orthopaedic surgeon in Singapore, to obtain the Diploma of Children's Orthopaedics from the European Paediatric Orthopaedic Society.



**Dr Bryan Wang Dehao** *Consultant Orthopaedic Surgeon*

Dr Wang is a fellowship-trained orthopaedic surgeon with an interest in shoulder & elbow and sports surgery (knee). He graduated from NUS in 2005, and went on to complete his advanced specialist training in Orthopaedic Surgery. He was admitted as a Member of the Royal College of Surgeons of Edinburgh in 2010 and obtained a Masters of Medicine in Orthopaedic Surgery in 2013. Dr Wang practised in CGH as a consultant orthopaedic surgeon, and was instrumental in the growth and development of the Shoulder & Elbow Unit. He has more than 15 years of experience in the management of general orthopaedic conditions including musculoskeletal injuries and fractures of the upper and lower limb.

Otorhinolaryngology



**Dr Huang Xinyong** *Senior Consultant ENT Surgeon*

Dr Huang graduated with an MBBS from NUS Medicine in 2000. He obtained a Membership in the Royal College of Surgeons (Edinburgh), a Master in Medicine in Otolaryngology, before completing his specialist training. After his MOH fellowship in Head & Neck Surgery, Dr Huang practised as a senior consultant and subsequently director in the Department of Otorhinolaryngology - Head & Neck Surgery in CGH. Currently, Dr Huang serves as visiting consultant to CGH, TTSH and KTPH. He is an Executive Committee member of the Asia-Pacific Society of Thyroid Surgery and the International Sialendoscopy Society.

## Plastic Surgery


**Dr Lee Hanjing** *Consultant Plastic Surgeon*

After graduating from the Guys Kings and St Thomas School of Medicine in the University of London, Dr Lee completed her postgraduate training at NUH in 2016. To further her training in cosmetic surgery, she completed a fellowship at the East Sydney Private Hospital under renowned plastic surgeons specialising in breasts and body contouring. She is currently a visiting consultant at NUH. She also holds the appointment of assistant professor in the Yong Loo Lin School of Medicine, is a Fellow of the Academy of Medicine Singapore in Plastic Surgery and also a member of the Singapore Association of Plastic Surgeons.


**Dr Matthew Yeo Sze Wei** *Consultant Plastic Surgeon*

Dr Yeo is internationally-qualified and holds local and European Board certifications for plastic, reconstructive and aesthetic surgery. He completed AST in 2012 and was awarded the Gold Medal by the College of Surgeons, Singapore (CSS) at the exit examination. He subsequently completed a fellowship in Advanced Reconstructive Microsurgery under the tutelage of internationally renowned Professor Hung-Chi Chen and other fellowships with notable plastic surgeons in various countries. He was past chairman, Chapter of Plastic, Reconstructive and Aesthetic Surgeons, CSS, and is the current president of Singapore Association of Plastic Surgeons, and national secretary for the International Society of Aesthetic Plastic Surgeons. His clinical interests include advanced reconstructive surgery of the face, breast and extremities, and complex surgical conditions.

## Respiratory Medicine and Intensive Care Medicine


**Dr Lim Hui Fang** *Respiratory Physician and Intensivist*

Dr Lim practices at Mount Alvernia Hospital and other private hospitals. She is a visiting senior consultant at NUH and an adjunct assistant professor at NUS. After receiving her MBBS from NUS in 2003 and Master of Internal Medicine in 2007, she underwent clinical specialty training in NUH and obtained dual specialty accreditation in Respiratory Medicine (2011) and Intensive Care Medicine (2013). In 2017, she set up the Complex Airway Clinic to provide a one-stop, multidisciplinary management of patients with complex airway diseases. She was appointed as the deputy director of the NUS Immunology Translational Research Programme from 2020 to 2022.

# Reflecting 61 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.



## 2018 – 2019

Alvernia Endoscopy Centre was redesigned into a one-stop service facility, with a minor operating theatre so that patients could undergo colonoscopy and follow-up with other minor surgeries within the same premises.

Our electronic medical records system, christened HealthAngel, went 'live'. HealthAngel would enhanced hospital operations and be integrated into the national healthcare network.

Partnered with Prudential to allowed patients to enjoy the convenience of cashless medical service.

A new wing was added to St Francis Ward with two sets of two-bedders and four-bedders, bringing our bed count to more than 300.

Began construction of a new maternity and paediatrics centre, to be ready in 2023.

## 2016 – 2017

The Laboratory Services were redeveloped and expanded to provide increased capabilities and procedures, based on the most contemporary medical laboratory systems.

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

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

## 2015

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

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.



## 2020

Together as one Mount Alvernia Hospital family, we battle the ongoing COVID-19 pandemic. St Clare was converted into a COVID-19 ward.



Hosted the ground-breaking ceremony for the Integrated Oncology Service Centre (IOSC), a partnership between Icon Cancer Centre and Mount Alvernia Hospital.



## 2021

Celebrated our 60<sup>th</sup> Anniversary with a series of virtual and live events with safe distancing measures put in place.

Inspired by the precision, reduced complications and faster recovery for patients, we branched into robotic-assisted surgery using the da Vinci System.



## 1965 – 1971

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

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.



## 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.

## 2004

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

## 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.



## 2011 – 2013

Launched the Mammography Screening Centre.

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

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.



## 2009 – 2010

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

Alvernia Parentcraft Centre, a dedicated one-stop centre for antenatal care, childbirth education and newborn care, was launched.

## 2022

Awarded the President's Certificate of Commendation (COVID-19) for our efforts at battling COVID-19 as an institution. Dr James Lam and 15 other colleagues were also individually accorded The Public Service Medal in recognition for their contribution.



Our one-stop Integrated Oncology Services Centre opens for service at Medical Centre E.



# Highlights of 2022

1  
Awarded the President's Certificate of Commendation (COVID-19) for our contribution towards helping the nation fight the pandemic.

2  
Accorded 2 Golds and 89 Silvers at the annual Singapore Health Quality Service Awards 2022.

3  
Two of our nurses were awarded the Nurses' Merit Award for their contributions to the nursing faculty.

4  
Our CEO, Dr James Lam, together with 15 other colleagues, were accorded The Public Service Medal for their contribution in our fight against COVID-19.

5  
FMDM Sister Linda Sim won Singapore's first gold medal at the World Taekwondo Poonsae Championships for the women over-65 age category.

6  
First ever outreach to the visually and aurally impaired community, SAVH and SADeaf.

# Catching the Dream and the Call to Mission

## Mission Formation in Ladywell Convent, UK

The FMDM Mission Formation programme in Ladywell Convent, UK was started as an immersion programme to invite board and staff members of the three healthcare ministries, namely – Mount Alvernia Hospital, Assisi Hospice, both in Singapore, and Mount Miriam Cancer Hospital in Penang to visit the motherhouse of the Sisters of the Franciscan Missionaries of the Divine Motherhood (FMDM), the congregation that founded these ministries.

This annual trip is a time of sharing mission stories with the hope that as the participants heard from the sisters who had worked in the healthcare ministries before them as well as their stories of missions as far away as Africa; the board and staff members would be able to catch the Spirit of our shared mission and the dream started by St Francis of Assisi, Italy in the 1200s.

This year, staff members in various leadership positions, five each from Mount Alvernia Hospital and Assisi Hospice made the trip to Ladywell in Godalming, Surrey, UK. It was timed to coincide with the Feast of St Francis of Assisi, a time of reflection and celebration for all Franciscans around the world.



Aptly, the formation programme began with an invitation to reflect on a reading from 2 Timothy 1:6-8,13-14:

I am reminding you to fan into a flame the gift that God gave you when I laid my hands on you. God's gift was not a spirit of timidity, but the Spirit of power, and love, and self-control... Keep as your pattern the sound teaching you have heard from me, in the faith and love that are in Christ Jesus. You have been trusted to look after something precious; guard it with the help of the Holy Spirit who lives in us.

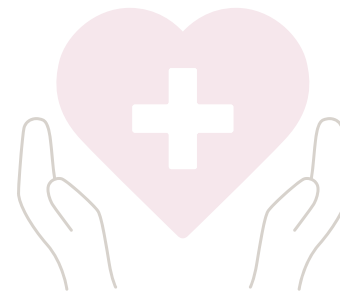
It was an invitation to a time of reflection on each one's personal ministry in Catholic Health Care, as an opportunity to fan into a flame the gift that God gave each staff member when they chose to join the mission. God's gift is not a spirit of timidity, but the spirit of empowerment, love, and self-control to bear the hardships, relying on the power of God.

## Joint Mission Formation Retreat 2022

The annual Joint Mission Formation Retreat was held on 5 Nov 2022 attended by the Board and Executive Teams of Mount Alvernia Hospital, Mount Miriam Cancer Hospital, Assisi Hospice and the Canonical Stewards of Catholic Health Care Asia.

Each year the healthcare ministries founded by the FMDM congregation come together to celebrate a shared life in mission as well as the diversity of gifts and contributions they have been able to make in the communities they serve. There is also a sharing of challenges experienced as well as stories of overcoming and facing very real issues in each community.

This year, members were invited to reflect on the theme "CRAFTING OUR FUTURE TOGETHER - RESPONDING WITH MY ABILITIES", taking references from St Francis of Assisi who sought to name God's dream for the world and act on it. He understood the call to Mission was always inclusive of everyone creating a world beyond what we know.



### “ Pope Francis

God's answer to our pain is a closeness, a presence that accompanies us, that doesn't leave us alone. Jesus made himself the same as us and for this reason we have him near us, to cry with us in the most difficult moments of our lives. Let us look at him, entrust him with our questions, our sorrows, our anger. The "great sickness" of our time is "indifference" to human suffering. ”

## Blessing of St Francis and St Clare of Assisi

What you hold may you always hold  
What you do may you always do,  
With swift pace, light step, unswerving feet  
May you go forward, securely, joyfully and calmly  
on the path of happiness, justice and peace;  
believing nothing, agreeing with nothing  
that would dissuade you from embracing all that  
the Lord puts before you,  
so that you may offer your service to God  
in pursuit of all that  
the Spirit of the Lord has called you.



May God bless you and keep you  
May God show his face to you and be always merciful to you  
May God turn his countenance towards you and give you peace  
May God be with you always and wherever you are may you always be with Him.  
Amen.



# Feast of the Stigmata of St Francis

## Moments of Reflections with Our FMDM Family

Some 200 staff from Mount Alvernia Hospital, Assisi Hospice, Mount Miriam Cancer Hospital, Penang and FMDM Sisters came together on Friday, 16 September 2022 to mark the Feast of the Stigmata of St Francis of Assisi, with sharing from Friar Derrick Yap, OFM.

Friar Derrick's talk introduced the story of St Francis who sought solace on Italy's Mount Alvernia when he was troubled. We too are invited to come away to seek comfort

and get 'filled' again in the midst of our busyness. He encouraged all to view events like this as a 'good time' to reflect on our desires and hopes for work and ministry.

Friar Derrick also shared that in our daily engagement with others, we are called to touch and encounter everyone in a holistic and integrated way. It was a timely reminder for us to connect with each other through a relationship of listening and dialogue.

## Clinical Pastoral Care

### Responding with compassionate presence & contemplative listening

The Clinical Pastoral Care (CPC) Team grew with new staff members on board who brought with them their gifts of new experiences and skills; thus, enabling the CPC team to move into service development to better serve the needs of growing patient segments and profiles.

The team challenged themselves to explore how there might be ways to innovate and improve, for example, the provision of care for patients in Day Wards. In the past, due to the patients' short stay in the wards before and after they were wheeled in and out of surgery, CPC was not able to reach many of the patients. CPC staff assigned to cover Day Wards then took to trying to focus on the type of procedures (e.g. evacuation of uterus, biopsies) to prioritise who to visit, in between attending to patients in other types of wards. Even with that, they missed patients because it was not always possible to anticipate discharge timings.

Since July 2022, a turning point was achieved by repositioning the CPC counsellor to be stationed at the Triage area and the initial touchpoint became when patients stepped into the ward. With that, CPC staff was able to give a warm assurance to each patient who came to the ward, and their accompanying caregiver. They were able to assess who to prioritise for further follow up bedside visits.



As a result, the CPC Team has been able to attend to an average of 200 Day Ward patients each month as compared to only double-digit figures in previous years.

CPC support for patients of the Alvernia Obstetrics Screening Centre (AOSC) was also improved to better place the work of spiritual support in the context of the clinical process, taking into consideration the different

scenarios where the Centre can make a CPC referral. The request for CPC support continues to be strong, as patients recognise their need for emotional and spiritual support during a time of crisis.

In the pipeline, we are also working on supporting the specialised services for the new cancer centre, geriatric and paediatric care, and also collaborating with CQII/ Nursing team to develop a Plan of Care programme that will help patients develop their advanced care plan.

With the different projects in place, the team will continue to upskill and reskill. Five of our CPC team members have attended the Interprofessional Spiritual Care Education Curriculum (ISPEC) organised by George Washington University's Institute of Spirituality of Health. It is a train-the-trainer programme which focuses on promoting interprofessional spiritual care. Team members also continue to receive ongoing Clinical Pastoral Education (CPE) training as well as professional supervision.

## Being a Salt and Light to All

### Relationships matter most for Salt & Light Winner 2022 winner Rebecca Yap

Senior Staff Nurse Rebecca Yap was given the 'Salt & Light Award', presented to her by our CEO Dr James Lam at our 2022 Nurses' Day celebration.

Fondly known as the 'sunshine' of her ward, Rebecca shared that she was sincerely touched by the appreciation from colleagues, and this award was a testament to their support.

She shared, "In my five years with the hospital, there were many occasions when I have appreciated our friendly culture, especially with its generous sharing and kind praises."

Rebecca added, "New relationships begin whenever I meet new people who become friends. Whether it is a patient, family member or colleague, sometimes it is just about paying attention or giving reassurances when they are worried. I am so happy just to be there for them. As a team, we also share our knowledge and experiences and grow together. That's why relationships matter most".



#### **Salt & Light Award**

A special award for staff who are role models to others as they live out our MAH values. They are also a constant support and joy to colleagues. Winners who have won 4 consecutive rounds of the VIP Award are given the Salt & Light Award.

# A Shining Light for the Mount Alvernia Hospital Family

Our 18<sup>th</sup> Values-In-Practice (VIP) Award paid tribute to 12 staff who have demonstrated our values of Compassion, Humility, Integrity, Respect and Peace (CHIRP).

**Maria Cecilia Teston**  
Senior Midwife, St Raphael



**Zhao Liping**  
Supervisor, Housekeeping



**Paramaeshwary V.**  
Patient Service Officer, St Michael



**Edmer Manalastas Lapuz**  
Executive, Housekeeping



**Daljit Kaur**  
Patient Service Officer, Front Office



**Shyvreena Bte Jafferysin**  
Staff Nurse, St Raphael



**Lee Hui Wen**  
Enrolled Nurse, Day Surgery



**Joseph Arroyo**  
Supervisor, Central Sterile Services



**Lynda Yap**  
Senior Staff Nurse, St Raphael



**Joshua Wu Shi Bin**  
Senior Staff Nurse, 24-Hour Clinic & Emergency Services



**Lau King Poh**  
Assistant Director, Facilities Management



**Ng Lih Wing**  
Principal Physiotherapist, Rehab Centre



# Caring for our Visually and Hearing Impaired Friends

The Mount Alvernia Hospital Community Outreach team offered complimentary health and dental screenings to visually impaired and deaf clients, to kick-start their healthcare journeys.



## Off-site Health Screening at Singapore Association of the Visually Handicapped (SAVH)

To encourage the visually impaired (VI) to rekindle relationships post-pandemic, and help those who required healthcare intervention, Mount Alvernia Hospital Community Outreach team gathered the community through a subsidised health screening.

On 3 September 2022, a road show was held at the SAVH headquarters, introducing the outreach clinic and its services. This enabled our team to build rapport with the VI community in a familiar environment.



The team served about 40 SAVH clients aged 30 and above, who were not on any regular follow up for their chronic medical conditions, and had a family history of chronic medical conditions. After the screenings, participants were treated to light refreshments and a goodie bag prepared by Mount Alvernia Hospital.

To further educate our VI friends, their post-health screening reviews were conducted on 20, 22 and 26 September 22 at Mount Alvernia Outreach Clinic (MAOC) at the Enabling Village, Lengkok Bahru.

## Health Screening Campaigns for SADeaf Members

In conjunction with International Week of Deaf People 2022, the Community Outreach team collaborated with the Singapore Association for the Deaf (SADeaf) to organise three campaigns during September and October 2022.

The Outreach team prepared posters and blurbs for SADeaf to publicise the campaigns via email and on their Facebook page. Within four days of the launch, the free flu vaccination for 50 people were snapped up. The 100 free dental scaling and polishing slots were filled by the second day.

To allow as many of our deaf friends to benefit from the health screening campaign, unlimited slots were offered from 12 September to 31 October, including screening for obesity, high blood pressure, cholesterol and diabetes.

After their first visit, SADeaf members shared that they now felt encouraged to take charge of their health, and became aware that they could enjoy subsidised healthcare services beyond the campaign period.

## Early Detection Tests For Our Underserved Community

Our Community Outreach team brought health screening to residents staying at rental flats near our medical clinic at Enabling Village. This was a collaboration with Beyond Social Services through their community-led Healthy You & Me initiative.

To enable healthcare access and encourage female residents to take charge of their health, a basic health check including a mammogram screening on the Mammobus for eligible female residents was organised. MAH subsidised the fees further for participants, who eventually paid between \$0 and \$20.

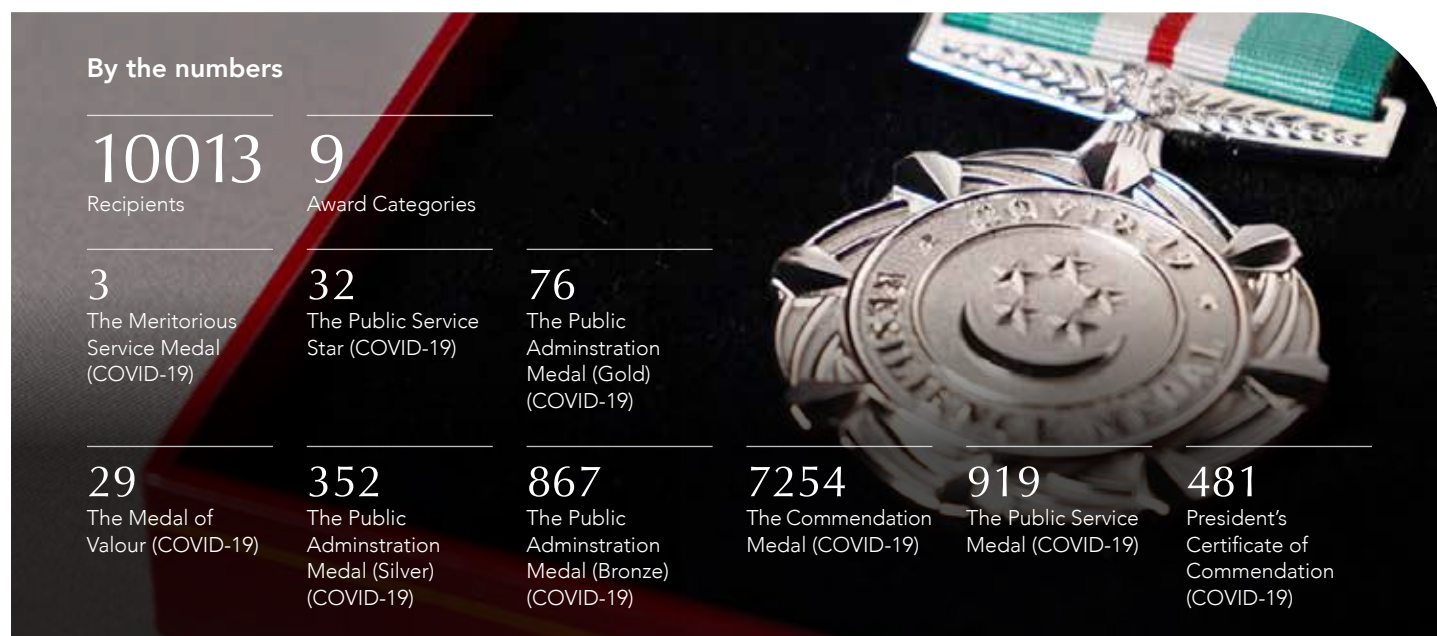
All screenings were successfully completed within the month of June, with event preparations and resident engagement beginning as early as March. A total of 28 lives were touched. Four participants were also detected with undiagnosed chronic medical conditions and referred to our doctors at the medical clinic.

To further protect the community from the seasonal flu, 80 flu vaccination shots subsidised by MAH were offered to the residents and their families at the clinic.



# The National Awards (COVID-19)

The National Awards (COVID-19) recognise individuals and teams who have made outstanding contributions to Singapore's fight against the COVID-19 pandemic. About 9,500 individuals and 480 teams received the awards in 9 categories.



We were accorded the President's Certificate of Commendation (COVID-19) as an institution for our contribution towards helping the nation fight the pandemic. Within Mount Alvernia Hospital, 16 other individuals including our CEO Dr Lam were accorded the Public Service Medal (COVID-19).

Audrey Lim	Assistant Director, Nursing
Cecil Ng	Assistant Director, Centre for Quality Informatics and Innovation
Choo Han Poh	Senior Security Supervisor, Security
Erfe Shelly Grace Ardiente	Senior Staff Nurse, St Clare Ward
Goh Chai Feng	Senior Staff Nurse, St Clare Ward
Joshua Wu	Senior Staff Nurse, 24-hr Clinic and Emergency Services
Kathy	Assistant Director, Hospitality
Khine Myo Nwe Ni	Senior Executive, Housekeeping
Lau King Poh	Assistant Director, Facilities Management
Leonard Liew	Senior Manager, 24-hr Clinic and Emergency Services
Magdalene Yuen	Staff Nurse, St Clare Ward
Naw Pwint Hmone Oo	Nurse Manager, St Clare Ward
Shirley Tay	Director, Nursing
Stephen Tan	Manager, Operations
Vikneswari D/O Sreenivasan	Assistant Nurse Clinician, St Clare Ward

While we are still pending the final list from the Prime Minister's Office, we offer our heartiest congratulations to one and all for their service to our country. We are humbled by the opportunity to serve our nation and to Serve All with Love.

# Singapore Health Quality Service Awards 2022

The awards, which recognise outstanding healthcare professionals who have shown remarkable commitment in delivering quality care and excellent patient experience, were presented at a hybrid ceremony at the Singapore General Hospital (SGH) Campus.

About 9,000 healthcare professionals and partners from 41 public and private healthcare institutions, community hospitals and agencies from the community care sector were honoured at the ceremony.

91 of our frontline and backend staff were individually accorded Gold (2) and Silver (89).

## Gold

Choo Han Poh  
Khine Myo Nwe Ni

Gabriel Hew Poi San  
Glenda Lor Cabansay  
Gowrri D/O Krishnamoorthy  
Guada Raquel Mallari Racca  
Gursharan Kaur D/O Joginder Singh  
Heng Mok Kiang

Pathmapriya Perumal  
Peremne Richel Pastolero  
Peter Vimala Mary  
Phan Kuan Yee  
Poh Chye Mui  
Pumaren Bituin Pumaren  
Racheal Lim Suk Wen  
Rajanteran S/O A Govindasamy  
Roslinda Binte Mohammad Hajar

## Silver

Agustin Mylene Mercado  
Aju Abraham Saju  
Arnez Binti Kasman  
Azmi Bin Ahmad  
Balamurugan Sujatha  
Bang Kheng Li Lily  
Bartolome Susana Rabut  
Bautista Czarina Mae Ramos  
Buena Nerissa Cruz  
Buyan Mariel Panida  
Chang Fa Shing  
Chen Jihong  
Cheok Tze Oh  
Chew Sandy  
Chng Yong Kiat Joshua  
Chong Chwee Ling  
Chong Hengkang  
Chua Sook Mei  
Dampil Jennelyn Villanueva  
Emie Roseliatutie Binte Rahmat  
Eng Lee Lan  
Erfe Shelly Grace Ardiente  
Felicia Tan  
Fung Linda Lai Ha

Ho Chue Ee  
Hoi Kam Weng  
Jacqueline Loh Hui En  
Koh Eng Leng  
Lai Zit Hua  
Lau King Poh  
Leow Bee Tian  
Lian Bee Leng  
Liao Geraldine Stephanie Veloria  
Lim Hui Ling  
Lim Sem Choo  
Lim Yee Yee  
Lim Yew Song William  
Llano Joesph Arroyo  
Low Yeow Kam  
Manoharan Joseph Prasath  
Mendoza Haidi Lim  
Mon Myat Zin  
Muhamad Helmi Niza Bin Mohamed  
Muhammad Firdaus Bin Jamaludin  
Naha Kanni Manimaran  
Ng Shi Yin  
Noorshidah Binte Mohamed Rashid  
Nordiana Binte Abdul Kader  
Nurul Ammira Binti Ab Razak  
Oh Lay Khim  
Oon Chee Wei

Roy Masikip Solano  
Rubah Govindasamy  
Rupa Pun Magar  
Samjhana Subedi  
Saranyaa Sekaran  
See Chia Wen  
Seet Lay Tin  
Sheba Solomi Moses Vejaya Kumar  
Soon Hao Shien Dickson  
Tan Shelia  
Tan Shiling  
Tan Wen Jue  
Tang Sok Lin  
Teo Seow Ching  
Theresa Toh Wai Keng  
Thian Yu Han Kelly  
Torrefiel Maria Dolores Catherine Espina  
Vasegee Arumugam  
Vicmudo Loiselle Marie Ilano  
Wong Shee Hua  
Xing Li  
Yeh Wai Ling  
Zaw Myo Than

# Our Nursing Superstars

Three cheers to our two recipients of the Ministry of Health Nurses' Merit Award 2022.



## Agnes Dass, Senior Nurse Manager

Since joining MAH 17 years ago, Agnes has become an excellent role model not just for nurses, but also other colleagues. During the COVID-19 pandemic, Agnes chipped in to manage many adhoc non-nursing tasks such as nurse swabbers' rosters for hospital campus partners, and staff and doctors' vaccination schedules.

As the head nurse of the Day Ward, Agnes handles the administrative and operational functions of the unit. A keen learner, she is always in search of opportunities to upgrade her skills, regularly attending nursing-related courses such as wound care management.

She keeps herself current with policies and procedures. And on a monthly basis, she conducts training and sharing sessions with her team so that they may benefit from the latest knowledge. Agnes leads her team effectively and with compassion, which is also what drives her every day in her interactions with patients.

## Adeline Kooh Seok Koon, Assistant Director, Nursing

Adeline has been in nursing around the world for the last 30 years, and spent the last four at Mount Alvernia Hospital (MAH). Adeline's commitment toward safe maternity nursing is clearly seen in her work. One of her many improvement projects was the Partogram chart added with colour range, to highlight an early warning sign on the cardiotocography monitoring. This visual provision enables nurses to initiate the next level of alert or care plan, resulting in added safety measures for birthing ladies.

Today, Adeline helms the Neonatal Intensive Care (NICU) Unit, in addition to a 15-bedded delivery suite, three postnatal wards with 56 beds and three nurseries. She also represents MAH in different national regulatory boards on expecting mothers' education, parentcraft training, lactation provision and electronic birth/death registration.



# Honouring Our Loyal Staff

With the presence of FMDM Sisters, we gathered on 13 June to recognise our employees' service contributions and inculcate a sense of belonging. Here are our Long Service Award Recipients:



## 50 Years

*Tan Kim Yeok, Housekeeping, Hospital Operations*  
*Loo Poh Chin, Central Sterile Services, Nursing*

## 45 Years

*Goh Mui Peng, Central Sterile Services, Nursing*

## 40 Years

*Irene Koh Kim Keow, Operating Theatre, Nursing*  
*S. Krishna Kumari, Ward - Our Lady, Nursing*

## 35 Years

*Chioh Kim Hong Sharon, Operating Theatre, Nursing*  
*Junita Binte Taip, Ward - Our Lady, Nursing*

## 30 Years

*Ho Ai Choo, Operating Theatre, Nursing*

## 25 Years

*Tan Poh Guan, Diagnostic Imaging, Clinical Services*  
*Low Boon Geok Stewart, Laboratory, Clinical Services*

**Badariah Pauzan**, Business Office, Fiscal  
**Gandhimathi D/O Krisnan**, Business Office, Fiscal  
**Lee Keng Sung**, Facilities Management, Hospital Operations  
**Eng Way Cher**, Food & Beverages, Hospital Operations  
**Quak It Siong**, Food & Beverages, Hospital Operations  
**Yeo Teck Chuan**, Operations Support, Hospital Operations  
**Tan Guek Hoon**, Delivery Suite, Nursing  
**Lim Chwee Ling**, Nursing Administration, Nursing  
**Punitha Muniandy**, Operating Theatre, Nursing  
**Tan Meow Huay**, Ward - St Michael, Nursing  
**V Paramaeshwary**, Ward - St Michael, Nursing  
**Anandan Sreedevi**, Ward - St Raphael, Nursing

## 20 Years

**Emelia M. Undag**, 24-Hr Clinic & Emergency Services, Clinical Services  
**Chin Huey Fang**, Diagnostic Imaging, Clinical Services  
**Ng Geok Hiok Magdelene**, Laboratory, Clinical Services  
**Lim Yen Ling**, Ward - Our Lady, Nursing  
**Roslinda Binte Mohammad Hajar**, Nursing Administration, Nursing  
**Santhanam Santhana Raj**, Technology & Strategy

## 15 Years

**Ramulu Bakkiyalakshmi**, Intensive Care Unit, Nursing  
**Subramani Annalakshmi**, Intensive Care Unit, Nursing  
**Khaing Soe Paing**, Operating Theatre, Nursing  
**Susan Pagdanganan Mutschler**, Operating Theatre, Nursing  
**Toh Teck Eng**, Biomedical Engineering, Technology and Strategy  
**John Paul Cruz Tuazon**, Cardio-Vascular Laboratory, Clinical Services  
**Melissa Bernadette Chua Sin Huay**, Cardio-Vascular Laboratory, Clinical Services  
**Ng Yee Jeh @ Goh Gee Jeh Sybil**, Medical Affairs, Clinical Services  
**Lee Dey Cie**, Finance, Fiscal  
**Toh Seo**, Food & Beverages, Hospital Operations  
**Sem Hoo Hoy**, Security, Hospital Operations  
**Hao Wenfei**, Day Ward, Nursing

## 10 Years

**Chua Ming Ju David**, 24-Hr Clinic & Emergency Services, Clinical Services  
**Lim Li Jing**, Diagnostic Imaging, Clinical Services  
**Rita Kumari D/O Kesavamurthi**, Health Screening Centre, Clinical Services  
**Zhang Weifang**, Laboratory, Clinical Services  
**Koo Hoong Mun**, Community Outreach, Corporate Development  
**Chua Siok Kim**, Business Office, Fiscal  
**Jennifer Cheung Tsz Ling**, Business Office, Fiscal  
**Zubaidah Binte Abdul Hamid**, Facilities Management, Hospital Operations  
**Noorshidah Binte Mohamed Rashid**, Front Office, Hospital Operations  
**Heng Mok Kiang**, Housekeeping, Hospital Operations  
**Kho To Ho**, Housekeeping, Hospital Operations  
**Lim Gek Choo**, Housekeeping, Hospital Operations  
**Janet Rajavathanam D/O Suppiah**, Clinical Pastoral Care, Mission  
**Buena Nerissa Cruz**, Delivery Suite, Nursing  
**Noor Azizah Bte Yusof**, Endoscopy Centre, Nursing  
**Agustin Mylene Mercado**, Intensive Care Unit, Nursing  
**Zhu Hua**, Intensive Care Unit, Nursing  
**Emie Roseliatutie Binte Rahmat**, Operating Theatre, Nursing  
**Felicia Tan**, Operating Theatre, Nursing  
**Ma Ferdie Pinuela Dilag**, Ward - Our Lady, Nursing  
**Sherlin Cagas Salvacion**, Day Ward, Nursing  
**Vikneswari D/O Sreenivasan**, Ward - St Clare, Nursing  
**Joyce Yan Bubulo**, Ward - St Dominic, Nursing  
**Elizabeth Elaurea Bacay**, Ward - St Francis, Nursing  
**Tan Swee Chew**, Biomedical Engineering, Technology and Strategy  
**Rudy Hartono**, Technology & Strategy, Technology and Strategy

## 5 Years

**Ng Jie Ying Cecil**, Clinical Quality & Informatics, Administration  
**Goh Chai Feng**, 24-Hr Clinic & Emergency Services, Clinical Services  
**Monteiro Gennalyn Delapa**, 24-Hr Clinic & Emergency Services, Clinical Services



**Chua Sin Moi**, Diagnostic Imaging, Clinical Services  
**Tan Shiling**, Dietetics, Clinical Services  
**Fabillar Rommel Engle**, Laboratory, Clinical Services  
**Renuka D/O S Elanggovan**, Laboratory, Clinical Services  
**Tang Lee Li**, Laboratory, Clinical Services  
**Vivian Li Meiping**, Laboratory, Clinical Services  
**Erica Lin Zhihui**, Community Outreach, Corporate Development  
**Nina Widjaja**, Community Outreach, Corporate Development  
**Teo Seow Ching**, Community Outreach, Corporate Development  
**Chen Zi Xin**, Business Office, Fiscal  
**Cheok Tze Oh**, Business Office, Fiscal  
**Nur Azliza Binte Rosli**, Business Office, Fiscal  
**Yen Liwei**, Business Office, Fiscal  
**Lau King Poh**, Facilities Management, Hospital Operations  
**Tan Kah Yen**, Hospital Planning & Development, Hospital Operations  
**Douglas Wong Ku Yong**, Central Sterile Services, Nursing  
**Tee Chee Seng**, Central Sterile Services, Nursing  
**Roobaneswary Amurthalingam**, Day Ward, Nursing  
**The Tania Kustanto**, Day Ward, Nursing  
**Consuelo Deneb Gajo**, Delivery Suite, Nursing  
**Sarinah Binti Ahmad**, Delivery Suite, Nursing  
**Hoong Chuen Nee**, Intensive Care Unit, Nursing  
**Kaliyamoorthy Baladevi**, Intensive Care Unit, Nursing

**Silang Arleen Dinglasan**, Intensive Care Unit, Nursing  
**Aguhar Ma Marilyn Francisco**, Neonatal Intensive Care Unit, Nursing  
**Ng Geok Pin**, Nursing Administration, Nursing  
**Ooi Bee Choo Jenny**, Nursing Administration, Nursing  
**Tay Poh Ching**, Nursing Administration, Nursing  
**Jessy Bangan Anak Manju**, Operating Theatre, Nursing  
**Manuel Maricel Lacana**, Operating Theatre, Nursing  
**May Cho Zin**, Operating Theatre, Nursing  
**Win Win Myint**, Operating Theatre, Nursing  
**Reano Erienne Krystle Baluyot**, Ward - Our Lady, Nursing  
**Umah Ganis**, Ward - Our Lady, Nursing  
**Yap Siang Bei Rebecca**, Ward - Our Lady, Nursing  
**Chong Fui Yin**, Ward - St Clare, Nursing  
**Goh Meiqi**, Ward - St Francis, Nursing  
**Liew Lan Yin**, Ward - St Dominic, Nursing  
**Durga Devi D/O Seenivasan**, Intensive Care Unit, Nursing  
**Quilantang Tessa Marie Cajilig**, Ward - St Francis, Nursing  
**Ungsod Victoria Anne**, Ward - St Francis, Nursing  
**Guillen Cheryl Silvosa**, Ward - St Joseph, Nursing  
**Kalaiselvi Elenselien**, Ward - St Joseph, Nursing  
**San Luis Clarence Joy Salceno**, Ward - St Joseph, Nursing  
**Sarah Rachel Ngui Sheut Er**, Ward - St Joseph, Nursing  
**Bavani Mohan**, Ward - St Raphael, Nursing  
**Chung Kai Wen Evan**, Biomedical Engineering, Technology and Strategy  
**Sandra Grace D/O Seenivasan**, Technology & Strategy, Technology and Strategy

# Meeting the Needs of Generations



Since its sod-turning ceremony in 2019, we have been anticipating the opening of St Anne Mother & Child Centre (SAMCC). This 10-storey building dedicated to women and children is a significant milestone in our 60+ year history. Alvernia has always been known, by word of mouth, as a maternity hospital, with its inimitable baby blessing and send-off by our Nursing and Clinical Pastoral Care colleagues (a tradition started by our FMDM Sisters).



As we look forward to the next 60 years, we want to continue meeting the needs of generations with modern facilities and processes, combined with unique traditions and time-honoured core values.

Augmenting our medical and surgical specialties, the 2-storey Integrated Oncology Services Centre (IOSC), run by Icon Cancer Centre, was opened for service in Dec 2022. This marks another step forward in our mission to care for our community.



## Pictorial Advice for Falls Prevention

After surgery, patients are at a high risk for falls. To mitigate this risk, during patients' pre-operations preparation, Day Ward nurses would educate them and their next-of-kin (NOK) about falls prevention and how both parties could contribute to the patients' safety.

The Day Ward team and Falls Risk Committee also designed a pictorial guide on **Fall Prevention**. It serves as a visual aid to further illustrate the information shared with our patients and their NOK for their understanding and cooperation.

## Pictorial Guide for Paediatric Airway Management

In our continuous effort to enhance patient safety and provide quality care to our patients, our ICU team created the following:

- Designated 1 ventilator and 1 high flow oxygen device and labelled specially for Paediatric emergency usage
- Created 3 resource charts to guide paediatric airway management and ventilator/device set up guide

## Living Matters – Advance Care Planning

Serving All with Love, our Alvernia mission towards providing quality care to all.

In line with the national initiative in promoting an open conversation between patients, their family and healthcare providers, an Advance Care Planning (ACP) workgroup was formed. Comprising staff from Centre for Quality Informatics and Innovation, Nursing and Pastoral Care, the workgroup worked on patients' future care preferences should they become very ill one day.

In end 2022, our ACP workgroup had attended a 3-part facilitator training programme via e-learning with the Agency for Integrated Care (AIC). They learnt the facilitation skills needed on interacting with end-stage patients and their family with enhanced empathy – skills which were useful in managing medical interactions and communicating their end-stage health decision making.

# Current Programmes Revamped, New Programmes Launched

As we position Alvernia as the Employer of Choice, our human resource colleagues have been hard at work launching and revamping programmes for new and current staff.

First up is the New Staff Orientation, a comprehensive 1-day programme covering every department of the hospital and essential information for employees. This ongoing programme involves presentations by individual department representatives, interactive team activities and quizzes to reinforce learning.



New Staff Check-in is a new programme to help us understand how new employees are coping in the new work environment and to gather their feedback. This session benefits both employer and employees, as it enables us to address employee concerns and use feedback to implement improvements.

The Student Nurses Engagement Sessions create awareness of Alvernia as an Employer of Choice, and attract interested students to work at Alvernia after graduation. These sessions serve as a valuable platform for the students to ask questions and gain a better understanding of Alvernia's sponsorship programme and career progression tracks.



Local and overseas recruitment exercises were also conducted. Collaborating with e2i and the School of Health and Social Sciences at Nanyang Polytechnic, our human resource colleagues went on recruitment drives in May and November at the respective career fairs. Some staff were recruited at a recruitment trip to Kuala Lumpur as well.



These recruitments are also in anticipation of the opening of the new 10-storey St Anne Mother & Child Centre, which will house three maternity wards and two paediatric wards.

# New Medical Record Tracking (MRT)

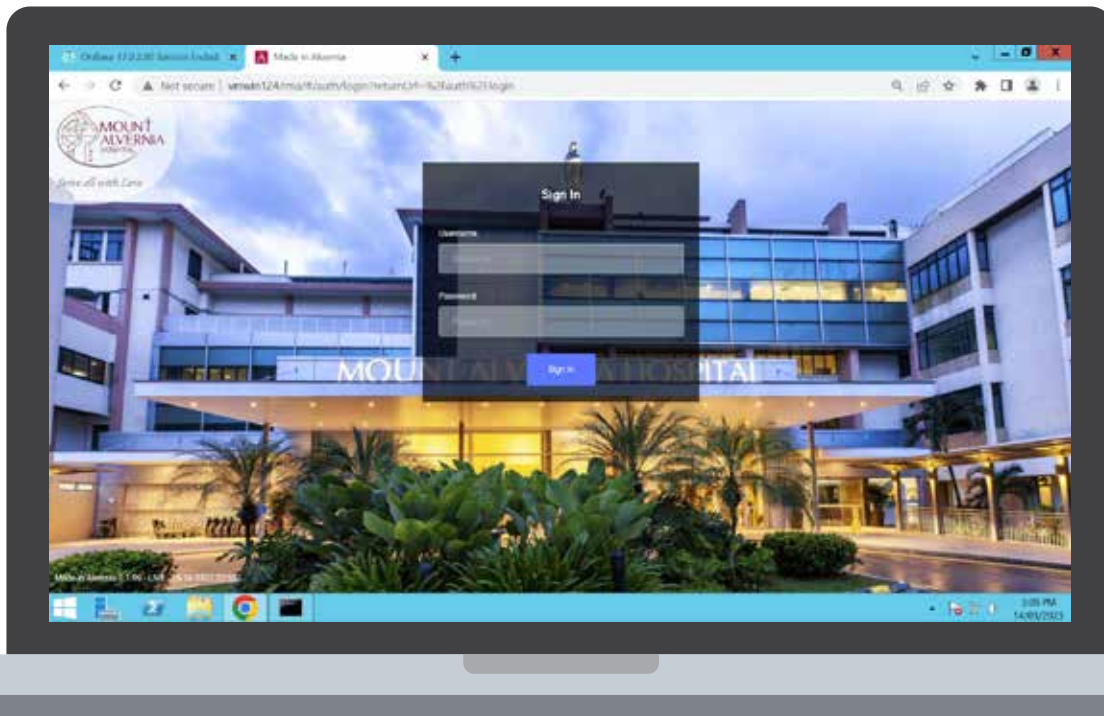
Our Medical Record Tracking system went live on 29 August 2022, a collaboration between Technology and Strategy (T&S) and Centre for Quality Informatics and Innovation. T&S developed the system, conducted user training and supported users when the system went live.

Previously, records borrowed were written manually in a record book. The Medical Records Office (MRO) had no

traceability when medical records were transferred, and records were not returned on time.

The new system now eases users in tracking borrowed medical records, and informs users of overdue loans. The Medical Records Office (MRO) can also follow up with the borrowers.

# Registration of Birth & Death



In response to the government’s initiative in streamlining our birth and death registration, Alvernia has introduced a seamless digital birth & death certification process.

The team worked to coincide with the nationwide launch of digital certificates on 29 May 2022. The system is named RoB (Registration of Birth) and RoD (Registration of Death), proprietary to and hosted in Alvernia, and used 24x7 whenever there is a birth or death.

## Digital Tagging of Medical Assets

To track the movements of medical equipment in St Clare ward, our Biomedical-Engineering (BME) team came up with an asset tracking system.

The project was done in collaboration with medical technology product company Dräger. With Dräger's

software, all medical equipment in St Clare ward was physically tagged and multiple "observers" were placed throughout the ward to give full coverage.

Now, both nursing and BME staff are able to locate medical devices efficiently and can save on searching hours.

## Blood Bank: In-house Group and Cross Match

On 5 January 2022, we became the first private hospital to achieve the setting up of an in-house group and cross match services at Alvernia's Laboratory Blood Bank.

Through this new setup, a limited amount of blood products are stored at the hospital Blood Bank. This speeds up the process of issuing blood to patients.

The project started in December 2020, and involved renovation to the current space to accommodate more laboratory equipment, working space for staff and IT configuration. Staff were also trained by HSA to increase their competency, ensuring accuracy and quality of the services provided.

## Reskilling Our Housekeepers

Since the 2<sup>nd</sup> half of 2022, our inpatient meals - traditionally served by our nurses - have been taken over by our housekeepers.

In doing so, our housekeepers become diversely skilled in areas other than housekeeping. This also allows our nurses

to focus more on nursing duties and direct patient care.

We conducted a pilot run in St Michael ward, which was well received by patients. Subsequently, we rolled out the meal-serving service progressively to the other wards.



# Notes

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# Notes


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*Serve all with Love*

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