



*Serve all with Love*

# 2021

Year in Review



**Be praised, my Lord,  
through our sister  
Mother Earth, who  
feeds us and rules us,  
and produces various  
fruits with coloured  
flowers and herbs.**

St Francis of Assisi, Canticle of the Sun

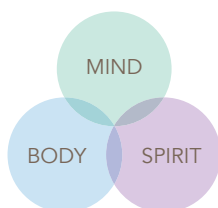
# At a Glance

FOUNDED IN

## 1961

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

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



Serving  
all with  
LOVE for

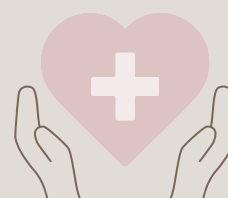
# 60 years

## Singapore's First

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

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

## St Francis of Assisi



## Outreach clinics –

2 dental + 1 medical to reach out to the underserved

Total outreach –

# 4,361

beneficiaries from various social service agencies

Total of

## 304 beds

Delivered

## 4,653 babies

## Specialist Doctors

## >20

Specialties

## >200

on Campus

## >1200

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 Olcomendy 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 304-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 Assis 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 eace

Being committed to building life-giving relationships with all

### Ladywell, UK

*The current Congregational Leadership Team:*

- Srs Helena, Jane, Monica and Helen (Bottom)
- 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

### 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

### 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

### Malaysia

*(From top to bottom)*

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

# Message from Sister Jane Bertelsen

Congregational Leader, FMDM



“In the last two years this same Franciscan Missionary spirit has been powerfully reflected in Mount Alvernia’s ongoing response to the COVID-19 pandemic. The working partnership with the Ministry of Health, the balance between pastoral, compassionate care and the demands of COVID regulations and restrictions, the generosity and selfless service of so many of our staff community has been a light shining in our FMDM hearts.”



As I look back at 2021, Mount Alvernia Hospital's Diamond Jubilee Year, I find myself wondering what our early sisters who worked so selflessly and tirelessly back in the late 50's and early 60's to build and establish Mount Alvernia would think as they look at what we see now. Some of those early pioneers are still with us; many are now interceding for us from their eternal home. These reflections are based on myself sitting down with these early sisters and reminiscing, observing the present and envisaging the future. I imagine they would look with wonder at the new buildings; they would marvel at the technology; they would give thanks to God for the many ways the hospital reaches out to the more vulnerable and marginalised in the community and they would look back with a smile to see how their hard work, fund-raising, blind faith and risk taking had borne such fruit.

However, I think there is another aspect of these pioneering sisters' reflection which would be more of a surprise to them. In those early days we always imagined there would be FMDM sisters to manage and run Mount Alvernia Hospital. We were not alone in this vision; every religious congregation thought the same – the 50's and

60's were 'boom' times for religious congregations across the globe. However, God's plan was different and, as ever, exciting and ever-new! The surprise, which fills both our pioneers and our current FMDM global family with joy and deep gratitude, is seeing our FMDM spirit and charism lived so fully in our lay Mission Partners across the entire hospital community – our Hospital Board, Executive Team, Heads of Department, every single member of staff all of whom mirror and reflect all that compelled our early sisters to do what they did. This is summed up in Mount Alvernia's motto to "Serve All with Love" and spelt out in their values of **Compassion, Humility, Integrity, Respect, Peace – CHIRP** for short! As vocations to religious life tail off (certainly in the developed world) we are confidently letting go and handing over to a whole generation of women and men committed to bringing the healing ministry of Jesus in the Franciscan way to all our patients and their families.

In the last two years this same Franciscan Missionary spirit has been powerfully reflected in Mount Alvernia's ongoing response to the COVID-19 pandemic. The working partnership with the Ministry of Health, the balance between pastoral, compassionate care and the demands of COVID regulations and restrictions, the generosity and selfless service of so many of our staff community has been a light shining in our FMDM hearts. We can no longer do what our Mount Alvernia team does but we can support them with our prayers. We also give thanks that God's original dream for Catholic healthcare in Singapore lives on in ways we could never imagine.

On behalf of all FMDM sisters across the globe we ask God's blessing on Mount Alvernia Hospital that it will continue to deepen, strengthen and expand its mission to serve the people of Singapore and we echo St Francis of Assisi's last words, *"I have done what is mine to do; may Christ teach you what is yours."*

# Message from Mr Ho Tian Yee

Chairman

“Amidst all this, I am heartened and applaud the Mount Alvernia Hospital team for their resilience – both rookies and veterans, locals and foreigners alike. What they went through personally and professionally could not have been easy, yet they did not give up and persevered to ‘Serve all With Love’. In a year dominated by discouraging news, the whole team soldiered on.”



We celebrated our 60<sup>th</sup> anniversary in the midst of the pandemic. As bleak as things may look, our founding Sisters could not have had it any easier when they first arrived in Singapore in 1949. Yet what they had was the courage and faith to respond to their vocation, and a calling to bring God's love and healing to all who were in need. They served those whom society had shunned, first the patients at Mandalay Road, and then those at Woodbridge, and the rest, as they say, is history. Fast forward to today, with COVID-19, the stage may have changed, healthcare services may have evolved, but it still requires the same courage and the same faith to respond to the calling.

Our hope for a grand 60<sup>th</sup> anniversary celebration was curtailed but the team still managed to celebrate it in a memorable way via various pre-recorded and live streaming segments on 4<sup>th</sup> March, amongst other events held throughout the year. One notable contribution was the fundraising events organised in conjunction with our 60<sup>th</sup> anniversary. Our Community Outreach team took the lead to raise funds for three beneficiaries – Care Corner, Fei Yue and Montfort Care for specific programmes targeted at transnational families and child protection. A total of \$130,758 was raised from these two events.

Amidst all this, I am heartened and applaud the Mount Alvernia Hospital team for their resilience – both rookies and veterans, locals and foreigners alike. What they went through personally and professionally could not have been easy, yet they did not give up and persevered to 'Serve all With Love'. In a year dominated by discouraging news, the whole team soldiered on. When we converted two wards into COVID wards – the ward team were given the option to transfer to other non-COVID wards on but they chose to stay on.

The border closures and travel restrictions delayed the construction of our new mother and child centre and the integrated oncology services centre. Thankfully, the governments of Singapore and Malaysia announced a Vaccinated Travel Lane through the Johor–Singapore Causeway from 29 November 2021. The partial lifting of travel restrictions between Singapore and Johor Bahru (JB) was definitely met with relief and tears of joy, especially for our staff from JB who had been living in Singapore for the past two years and had not seen their families face-to-face; and also the development team as construction of our new centres can now be brought up to speed.

To quote best-selling author John Maxwell – 'Everything rises and falls on leadership' – I would like to commend the leadership team led by James for their skillful steering of the Mount Alvernia family during this pandemic. As the hospital expands and grows, my only hope is for it to replicate its values and DNA such that we can impact more lives and Serve All with Love.



# Message from Dr James Lam Kian Ming

CEO



“

During the Heightened Alert phase, our nurses and frontline colleagues worked tirelessly to keep our hospital wards and the grounds safe. Their dedication never ceases to amaze me...To my colleagues who have taken up backend support roles, thank you for going beyond the call of duty to tend to everyone entrusted in our care.

”

2021 was a significant year in our history as we celebrated our diamond jubilee in the midst of fighting the COVID pandemic. We have come a long way from a 60-bedder hospital known for its maternity and paediatric expertise, into a 304-bedded multi-disciplinary general hospital to serve the changing healthcare needs of the community over the years.

The hospital was first opened by the Franciscan Missionaries of the Divine Motherhood (FMDM) Sisters in 1961. As we look back at the last 60 years, we are constantly in awe of the Sisters' vision, resilience, tenacity and hard work to build and develop the hospital. Their vision to continue with the healing ministry of Jesus Christ propelled them to build a private hospital at a time where there were none in existence - a hospital to meet the pressing needs of the population then. The Assisi Hospice was also birthed forth by the Sisters in 1969 for chronically-ill patients in one of our new wings.

We hope to carry on their vision and legacy with hospital developments like the new maternity and paediatric centre and an integrated oncology services centre. We believe that these developments will further define and shape our services to meet the ever-evolving medical needs of the population.

While we would very much want to celebrate in a big way, we were hemmed in by the COVID-19 safe management measures and restrictions. Despite this, we were very thankful to be able to hold our event virtually on 4 March with a hybrid of 'live' events and pre-recorded segments. We also had the honour of the Archbishop of Singapore and the Minister for Health who pre-recorded their well-wishes. There were close to 300 guests who tuned in to the celebrations.

Our FMDM Sisters, Sr Bernadette and Sr Florence also celebrated the diamond jubilees of their consecrated lives in ministry. Sr Bernadette was the recipient of the Healthcare Humanity Awards Honourable Mention Medallion for her contributions to the healthcare industry in 2015. The award honours individuals who have made outstanding contributions to the Singapore healthcare industry. Meanwhile, Sr Florence was the Hospital

Administrator from 1980 to 1983. In today's terms, that's equivalent to being a CEO. Sr Florence had the foresight to bring in lay people to help run the hospital.

Another significant milestone as we celebrated our 60<sup>th</sup> Anniversary, was the opening of the Mount Alvernia Outreach Dental Clinic in Enabling Village at Redhill. This continued our founders' legacy of reaching out to our community, especially the underprivileged and underserved.

Aimed at making dental care easily accessible to all, our new clinic has a highly subsidised fee structure and inclusive environment. It is wheelchair accessible with wide open spaces, a low counter, sliding doors, and a wheelchair tilter for dental works. The whole place was designed to accommodate the needs of both Persons with Disabilities (PWDs) and their caregivers who may find other dental clinics difficult to navigate.

During the Heightened Alert phase, our nurses and frontline colleagues worked tirelessly to keep our hospital wards and the grounds safe. Their dedication never ceases to amaze me. During that period and even till today, they have taken on additional duties and responded swiftly to changing safety requirements such as donning protective masks, manning swab stations, and performing rostered routine testing for patients and their caregivers.

To my colleagues who have taken up backend support roles, thank you for going beyond the call of duty to tend to everyone entrusted in our care. I know many of you have family members and loved ones back in your hometowns, whom you must miss dearly, yet you continue to put on brave faces and perform your duties at Mount Alvernia Hospital with the utmost professionalism.

While the hospital continues to grow in both capabilities and capacities, the Mount Alvernia Hospital family will always aim to live our core principles and values – To Serve All with Love.

# Board of Directors

## 1. Mr Ho Tian Yee

Chairman  
Member since 2015

Ho Tian Yee is the Chairman of Mount Alvernia Hospital and the Chairman of the Board of Fullerton Fund Management. Tian Yee has over 30 years' experience in managing and investing in global financial markets.

Tian Yee started his career with Bankers Trust Company, where his last position was MD and Regional Head of South East Asia. He was responsible for the management of the Singapore branch and the strategic direction of the bank's global trading in Asia.

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

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

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.

## 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.

## 7. Dr Kwa Chong Teck

Board Member since 2017

Chong Teck began his career as a dental surgeon in the Singapore Armed Forces. He was trained in oral pathology and in oral & maxillofacial surgery in London. He is a Senior Consultant in Oral Pathology at the National Dental Centre Singapore where he was also its founding Executive Director from 1995 until 2014. He was the founding Executive Director of the SingHealth Foundation from 2004 to 2017 when it was succeeded by the SingHealth Funds. Chong Teck is a member of the SingHealth Board of Advisers and holds advisory positions at the National Dental Centre Singapore, the SingHealth International Collaboration Office, the SingHealth Duke-NUS Disease Centres and the SingHealth Duke-NUS Pathology Academic Clinical Programme.



## 8. Mr Beh Jit Han, Paul

*Board Member since 2018*

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

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

Paul holds a Bachelor of Economics (Hons) as well as graduate diplomas in Financial and Marketing Management. He also attended executive management programmes at Harvard and Oxford.

He currently sits on the Singapore Management University board of trustees. He is also a board member of Banyan Tree Holdings and a Management Council member of Agape, Caritas Singapore. Previous boards include Mediacorp, National Library Board, Singapore Examinations and Assessment Board, COMPASS, Ministry of Education and Montfort

Care (a charity operating several family service centres, amongst other activities).

## 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.

Since the start of the COVID-19 pandemic, he has been involved in organising the COVID-19 ward and helping look after children admitted for the infection. He also helps conduct teleconsultations for children on the Home Recovery Programme. Before the COVID-19 pandemic, Eng

Keow organised medical mission trips through his church to Nepal at least once a year.

## 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 and chaired 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 in the past, 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.



# 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 community. He formerly served as Chief Executive Officer of Thomson Medical Group where he was responsible for the Group's business in Singapore.

James also led as Group Director of the Applied Sciences Group & Blood Services Group at the Health Sciences Authority (HSA) of Singapore. He also managed various departments in HSA including finance, operations, information management and emergency planning under corporate development, as well as the HSA Academy.

Additionally, he previously held various appointments in pharmaceutical companies in the Asia Pacific region in the areas of clinical research, medical and regulatory affairs.

James holds a Bachelor of Medicine Degree from the National University of Singapore, and a Master in Business Administration (Marketing) from the Leicester University, United Kingdom.



## Ms 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 also 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 the National University of Singapore, May Ching brings with her over 20 years of public and private healthcare experience both 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 raising competency, standards, patient safety and care delivery service experience. She was previously with Tan Tock Seng Hospital and has held appointments at Raffles Hospital.

With more than 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 from Harvard Business School.

She is appointed by MOH as a member of the National Nursing Education Committee, National Antimicrobial Resistance Control Committee (NARCC) and recently Acute Hospital Advisory Committee under the new Healthcare Services Act.



# New Specialist Doctors

## Anaesthesiology



**Dr John Paul  
Lew Hui Jian**

Anaesthesiologist  
*The Anaesthetic Clinic @ Alvernia*

Dr Lew is a fully qualified anaesthesiologist who has a special interest in obstetric anaesthesia and outpatient sedation. He was formerly from the Department of Anaesthesia in Singapore General Hospital (SGH). He holds a Bachelor of Medicine and Bachelor of Surgery (MBBS) Singapore and a Master of Medicine (MMed) (Anaes).

## Anaesthesiology - Pain Management



**Dr Nicholas  
Chua Hai Liang**

Medical Director and Senior  
Consultant  
*Specialist Pain International Clinic*

Dr Chua's clinical interests are neuropathic pain, chronic headaches and facial pain, and cancer pain management. He graduated from the Faculty of Medicine, National University of Singapore (NUS) and obtained his MMed (Anaes) in Singapore. He completed his advanced specialist training in Anaesthesiology in Tan Tock Seng Hospital (TTSH), Singapore, where he served as head of Acute Pain Service, Department of Anaesthesiology. He completed his PhD with the Radboud University Medical Centre of Nijmegen, The Netherlands, focusing on chronic neck pain and cervicogenic headache. He is a certified Diplomate with the American Academy of Pain Management (Dipl AAPM), and has undergone training and certification in Quantitative Sensory Testing for Pain Diagnostics in Bochum, Germany.

## Cardiology



**Dr Hsu Li Fern**

Cardiologist  
*Novena Heart Centre*

Dr Hsu is widely recognised as an expert in the field of heart rhythm problems, having been invited to talk at regional and international scientific meetings. He has also been invited to demonstrate catheter ablation and device implantation techniques at various regional hospitals.

Dr Hsu graduated from NUS, and obtained his postgraduate degree at the Membership of the Royal College of Physicians (MRCP UK) in 1997. He underwent advanced specialist training in Cardiology at the National Heart Centre, Singapore from 1998 to 2001, followed by further training in the management of cardiac arrhythmias at the Hopital Cardiologique du Haut-Leveque, Bordeaux, France.

His specific interests include sudden cardiac death and the evaluation and treatment of atrial fibrillation and flutter.



**Dr Jimmy Gordon  
Lim Tien Wei**

Cardiologist  
*Novena Heart Centre*

Dr Jimmy Lim did his undergraduate training in the UK and subsequently returned to Singapore for further specialist training.

His underwent postgraduate training at Johns Hopkins Hospital in Baltimore, USA where he did further training in interventional cardiology, preventative cardiology and cardiac rehabilitation.

He was also the former director of the Invasive Cardiac Laboratory at TTSH from 2004 till 2007. During his time

there, he was the highest volume operator in Singapore for primary angioplasty.

His specific interest includes early detection of coronary artery disease, hypertension and diabetes mellitus and their role in heart disease. He has written numerous papers on hypertension and the importance of exercise in the prevention of heart disease.



## Dr Kenneth Ng Kwan Chung

Cardiologist  
Novena Heart Centre

Dr Ng has more than 15 years' experience. His subspecialty interests are in heart failure and cardiac imaging. He is a board-certified cardiologist in Adult Comprehensive Echocardiography, USA, and spent a year and a half as a heart failure/transplant fellow at the Cleveland Clinic Foundation. He was the director of the Heart Failure Programme in the National Healthcare Group from 2003 to 2007.

Dr Ng is widely recognised as an expert in the field of heart failure in the ASEAN region, and has been invited to give talks at both local and international conferences, including the American Congress of Cardiology Annual Scientific Meeting. He was invited to set up the Heart Failure Disease Management Programme in the Sultanate of Brunei by a private healthcare group.



## Dr Raymond Lee Kok Keong

Cardiologist  
Novena Heart Centre

Dr Lee has about 19 years' experience in the field of Cardiology providing specialised care in the treatment of

valvular heart disease, congestive heart failure and coronary artery disease.

Dr Lee graduated from Flinders University in South Australia (MBBS, 1991). He then completed specialty training in Internal Medicine (MRCP Edinburgh, 1997). Following his Advanced Specialist Training in Cardiology (TTSH), he obtained specialist accreditation in 2003. He underwent subspecialty training in Advanced Echocardiography (University of Queensland/Princess Alexandra Hospital, 2003) and Cardiac CT (University of Erlangen, 2006).

Prior to his move to private practice, Dr Lee was a consultant in the Department of Cardiology at TTSH. During his tenure, he served as the director of Clinical Research and Postgraduate Education.

## Cardiothoracic Surgery



## Dr Aneez DB Ahmed

Director & Senior Consultant Surgeon  
International Centre for Thoracic Surgery Pte Ltd

Dr Aneez has been a practitioner in the field of thoracic surgery, with a special interest in thoracic oncology, for more than 15 years.

He completed cardiothoracic training at NUH, Singapore and passed his Fellowship exams from the Royal College of Surgeons of Edinburgh. Prior to starting his private practice, Dr Aneez served as the Head of Service of Thoracic Surgery, Department of General Surgery, TTSH, Singapore.

Dr Aneez leads the training programme for thoracic surgeons in ASEAN and South Asia. He is also a pioneer in Chest Wall Resection and Reconstruction, having performed the world's first 3D Printed Polymer Ribcage Reconstruction.

## Cardiothoracic Surgery



**Dr Lim Chong Hee**

Cardiothoracic Surgeon  
*Icon Surgical Oncology Centre*

Dr Lim has 25 years of clinical experience in cardiothoracic surgery. He graduated with an MBBS from NUS in 1990. Dr Lim went on to earn his Fellowship of the Royal College of Surgeons (FRCSEd) in 1994 and furthered his training in cardiothoracic surgery at the world-renowned Cleveland Clinic Foundation. Prior to private practice, Dr Lim served at the National Heart Centre, Singapore, where he continues to serve as visiting consultant.

Dr Lim has contributed to the NUS Medical Faculty as senior lecturer and held the appointment of adjunct associate professor with the Duke-NUS Graduate Medical School, Singapore, where he taught and tutored future doctors.

His clinical interest includes areas like minimally-invasive lung surgery and heart valve repair and replacement.

## General Surgery



**Dr Frances  
Lim Sheau Huei**

General and Colorectal Surgeon  
*Colorectal Clinic Associates*

Dr Lim is a double board-certified general and colorectal surgeon. She received her medical degree from the University of Calgary in Alberta, Canada. She then completed a General Surgery residency at the State University of New York, and a fellowship in Colon and Rectal surgery at Washington Hospital Centre.

Throughout her distinguished career, she has held numerous prominent positions including that of a senior consultant to the National Cancer Institute Singapore and to the Division of Colorectal Surgery at National University Health System, (NUHS) Singapore. She was also the programme director for the General Surgery Residency and at NUHS.

An internationally known physician, Dr Lim has been a speaker on numerous gastroenterological procedures and patient management topics at conferences around the world.



**Dr Grace Tan**

General Surgeon  
*Icon Surgical Oncology Centre*

Dr Tan graduated from Guy's, King's and St Thomas's College of Medicine in London, UK. She completed her general surgery and surgical oncology training at SGH and the National Cancer Centre Singapore (NCCS). Subsequently, she completed subspecialty training in Cytoreductive Surgery and Hyperthermic Intraperitoneal Chemotherapy at the renowned NHS Peritoneal Malignancy Unit in Basingstoke, UK.

Dr Tan currently serves as an executive committee member for the Asian Peritoneal Surface Malignancy Group, and as a member of the Gastrointestinal and Sarcoma Clinical Trial Steering Committee. She has co-authored over 70 research papers published in journals such as the Journal of Surgical Research and is a reviewer for The Surgeon and the International Journal of Hyperthermia.

Dr Tan treats all cancer types, with a special clinical interest in gastrointestinal cancers (colorectal, stomach, oesophagus), peritoneal and pelvic malignancy, melanoma and sarcoma.



**Dr Ho Gay Hui**

General Surgeon  
*Icon Surgical Oncology Centre*

Dr Ho obtained her FRCSEd in General Surgery in 1996 and a Doctorate in Medicine in 2004. She trained in the Breast Service, Department of Surgery at Memorial Sloan-Kettering Cancer Center in New York from 1998 to 2000.

Upon her return, Dr Ho developed her interest in breast surgery and led the Breast Service at NCCS from 2006. She



has won numerous accolades for her commitment to patients, including the prestigious SingHealth GCEO Excellence Award/Outstanding Clinician Award and the Healthcare Humanity Award in 2011.

Dr Ho is also fervent about improving public education on breast cancer prevention, screening, treatment and survivorship. She accepts referrals for all breast-related conditions, with a special clinical interest in breast cancer.



## Dr Koong Heng Nung

General Surgeon  
*Icon Surgical Oncology Centre*

Dr Koong has specialised in thoracic and breast surgery for more than 20 years. He trained at Memorial Sloan-Kettering Cancer Centre, New York, from 1998 to 2000, focusing on early and multifocal lung cancers. These often start with a ground-glass appearance on CT scans and can be removed by keyhole surgery. He also performs complex surgeries in the upper chest and breast that involve deeper structures like bone, joints and major blood vessels.

He practised at NCCS from 2000 to 2014, heading the Surgical Oncology Department for 8 years. He won several awards for excellent service and innovations in service improvement.

In disease prevention, he initiated the smoke-free pub legislation in Singapore and now directs a global programme that is increasingly adopted by different countries to prevent teenagers from smoking and vaping ([www.tobaccofreegen.com](http://www.tobaccofreegen.com)).



## Dr Melissa Teo

General Surgeon and Surgical Oncologist  
*Icon Surgical Oncology Centre*

Professor (Adjunct) Melissa Teo completed her General Surgical training in Singapore and two Fellowships in Surgical Oncology and Colorectal Surgery in Toronto,

building her expertise in Complex Abdominal and Pelvic Surgery.

She was a senior consultant and head, Division of Surgical Oncology at NCCS, where she wrote treatment guidelines for Gastrointestinal Tract cancers, Sarcomas and Melanomas.

She has authored 200 publications, 6 book chapters and received awards for Service Excellence and Outstanding Faculty. She remains a visiting professor at DUKE-NUS Medical School.

In her own practice, Prof Teo provides patient-centric care, focused on surgical excellence, and improving patient outcomes.

Her specialities include Gastrointestinal (Stomach, Colorectal and Pancreatic), Pelvic and Peritoneal Cancers, Sarcomas and Melanomas.



## Prof Soo Khee Chee

Oncology Surgeon  
*Icon Surgical Oncology Centre*

Prof Soo studied medicine at the University of Singapore, graduating in 1975. He did his surgical training in Sydney and then completed his fellowship training in surgical oncology and head and neck surgery in London and New York. After returning to SGH in 1988, Prof Soo became head of the Department of Surgery in 1993 and held that position for 11 years, in addition to the role of chair of the NUS Department of Surgery.

In 1997, he became the founding director of the NCCS, and recently retired from that position after 20 years. He was also the senior vice dean of the Duke-NUS Medical School. Currently, he continues to hold the Benjamin Sheares Professorship in Academic Medicine, and practices at private medical institutions.



## Dr Tan Ngian Chye

General Surgeon  
*Icon Surgical Oncology Centre*

Dr Tan has more than 20 years of clinical experience in restructured hospitals managing challenging surgical cases. He graduated from NUS and completed his general surgical training in 2006, before pursuing subspecialty training in head & neck ablative surgery at SGH and NCCS. He went on to complete another fellowship in reconstructive microsurgery at Chang Gung Memorial Hospital, Taiwan.

At NCCS, he was the clinical lead for skin cancer surgery and head & neck oncologic reconstruction. At the same time, he was part of the NCCS Cancer Service Line Development, planning treatment guidelines for nasopharyngeal carcinoma, thyroid cancer and other head and neck cancers. In recognition of his exceptional clinical and service contributions, he was awarded the Singapore Health Quality Service Silver Award for 2016/2017 and the Gold Award for 2018/2019.



## Dr Tan Siong San

Senior Consultant Surgeon  
*Icon Surgical Oncology Centre*

Dr Tan has 20 years of clinical experience. A graduate of the NUS School of Medicine in 1999, Dr Tan trained in general surgery and hepato-pancreato-biliary (HPB) surgery in Changi General Hospital (CGH) and SGH. He was admitted as a Fellow of the Royal College of Surgeons of Edinburgh (RCSEd) in 2008.

In 2011, Dr Tan was appointed the director of HPB service in CGH. Over 9 years, he helped expand the capability of the HPB team to include minimally invasive HPB surgery. While maintaining his proficiency in general surgery procedures such as hernia, stomach and colon resections, Dr Tan's main focus is providing evidence-based surgical care for patients with HPB conditions such as liver and pancreatic cancer.

## Hand Surgery



## Dr David Tan Meng Kiat

Senior Consultant Hand Surgeon  
*Orthopaedic and Hand Surgery Partners*

Dr Tan has developed and cultivated his practice in hand surgery over the past 15 years. He graduated from NUS in 1998 and received his accreditation in Hand Surgery in 2008.

He practised hand surgery for 12 years in NUH, and was appointed programme director for the Hand Surgery Residency Programme before relinquishing the position in early 2020.

Dr David Tan is well versed in all aspects of hand surgery including soft tissue reconstruction in the hand. His subspecialty interests are the treatment of sporting and traumatic injuries of the wrist, forearm and elbow. He incorporates arthroscopy and minimally invasive approaches frequently to the treatment of many of these conditions.

## Infectious Diseases



## Dr Leong Hoe Lam

Infectious Diseases Specialist  
*Rophi Clinic*

Dr Leong graduated from NUS in 1996, and obtained his MRCP and MMed in 2001. Thereafter, he began his advanced specialist training in infectious diseases. Dr Leong further pursued his interest in virology at the Royal Free and University College Medical School, London, under a fellowship awarded by the National Medical Research Council. In 2008, he was awarded a second research fellowship to train at the University of Columbia, New York, on emerging pathogens.

Dr Leong was previously a consultant in the Department of Infectious Disease in SGH. Having left SGH, he continued his practice in Infectious Diseases at a private hospital before setting up his own clinic.

His research interests are general virology, beta-herpes viruses, emerging and re-emerging pathogens and molecular diagnostics.



## Dr Ling Li Min

Infectious Diseases Specialist  
*Rophi Clinic*

Dr Ling is experienced in caring for patients with complicated infectious diseases conditions. She completed her specialist training in 2007 and furthered her subspecialty training in infections in ICU and haematology patients at The Alfred Hospital and Peter MacCallum Cancer Centre in Melbourne, Australia.

Prior to joining Rophi Clinic, she was a senior consultant at the National Centre for Infectious Diseases (NCID) and TTSH. There, she led the Intensive Care Multi-Disciplinary Infectious Diseases service from 2009 and Haematology-Infectious Diseases service from 2018.

At NCID, she has cared for COVID-19 patients in ICU and general ward settings. She was a co-investigator for the Adaptive Covid-19 Treatment Trials and the lead for the COVID-19 Immunomodulatory Clinical workgroup at TTSH.

## Medical Oncology



## Dr Patricia Kho

Medical Oncologist  
*Icon Cancer Centre Mount Alvernia*

With over 20 years of experience, Dr Kho has subspecialty interests in lung, head and neck, breast and gastrointestinal cancers.

Dr Kho graduated from the University of Newcastle upon Tyne, UK, and worked at NUH and TTSH in Singapore before continuing her specialist postgraduate training in medical oncology at the Sydney Cancer Centre, Royal

Prince Alfred Hospital, (now known as Chris O'Brien Lifehouse). She obtained her fellowship from the Royal Australasian College of Physicians in 2003 and MMed (University of Sydney) in 2011.

Before returning to Singapore in 2010, she held appointments such as head of the Department of Medical Oncology in Liverpool Hospital, Sydney, clinical lecturer, University of NSW and visiting scientist at the Garvan Institute of Medical Research, Sydney.

## Neurosurgery



## Dr Ng Zhi Xu

Neurosurgeon  
*FeM Surgery @ Alvernia*

Dr Ng graduated from Yong Loo Lin School of Medicine (NUS) in 2007. He commenced on his neurosurgical training in 2012 in NUH. During his training, he completed a one-year fellowship in Neurosurgery in Addenbrooke's Hospital, Cambridge, UK, focusing on subspecialties in spine and neuro-oncology. He obtained his postgraduate qualifications for Neurosurgery in October 2016 and became a fully registered specialist in Neurosurgery in August 2017.

Upon completion of training, Dr Ng worked in KTPH neurosurgery department. He was also the site programme director for residency teaching in KTPH. He has ongoing research collaborations with NUH in developing modified stem cell treatment for resistant brain cancers. Dr Ng joined FEM surgery in Nov 2021 to embark on a new phase in his career.

## Ophthalmology



### Dr Jean Chai

Senior Consultant Ophthalmologist and Director of Cornea Services, LASIK Services and Refractive Surgery  
*Eagle Eye Centre Pte Ltd (EEC)*

Dr Chai's areas of clinical expertise include Corneal and External Eye Disease, Refractive Surgery, Cataract and Comprehensive Ophthalmology.

She graduated from the Faculty of Medicine, NUS in 2004, and obtained her MMed (Ophthalmology). She received her Ophthalmology specialist training at the Singapore National Eye Centre and trained in the subspecialty of Corneal and Refractive surgery.

Prior to private practice, Dr Chai was an assistant professor with Duke-NUS Medical School, clinical senior lecturer with Yong Loo Lin School of Medicine, NUS and the programme director of the SingHealth Ophthalmology Residency Programme.



### Dr Paul Zhao

Senior Consultant Ophthalmologist  
*Eagle Eye Centre Pte Ltd (EEC)*

Dr Zhao graduated from NUS in 2002. He completed his Ophthalmology specialty training in Singapore and went on to pursue a retina fellowship at Queen Mary Hospital, Hong Kong in 2012.

His areas of clinical expertise include all Medical and Surgical Retina conditions, complex cataract surgery and Femtosecond laser assisted cataract surgery. He also has a special interest in the management of partially dislocated and dislocated lenses using the latest techniques for scleral fixation of lenses.

He is a visiting senior consultant ophthalmologist at NUH and was previously the Head of Alexandra Hospital Ophthalmology Department.

## Orthopaedic Surgery



### Dr Bernard Lee Chee Siang

Orthopaedic Surgeon  
*Shoulder Elbow Orthopaedic Clinic (Alvernia)*

Dr Lee specialises in sports surgery of the shoulder, elbow, hip and knee. He has special interests in arthroscopic surgery, ligament reconstructions and complex soft tissue injuries of the knee, shoulder and elbow. He has extensive experience in multi-ligament reconstructions, revision surgery and joint preservation surgery.

After graduating from NUS in 2003, Dr Lee completed his postgraduate surgical training in orthopaedic surgery in Singapore. Following the completion of his specialist training, he underwent further subspecialty training in shoulder, elbow, hip and knee surgery.

He then practised in Ng Teng Fong General Hospital, where he set up the Shoulder & Elbow as well as Sports services. During his time there, Dr Lee dealt with complex bony and soft tissue trauma of the shoulder, elbow and knee.



### Dr Desmond Ong Hang Shyan

Orthopaedic Surgeon  
*Shoulder Elbow Orthopaedic Clinic (Alvernia)*

At Shoulder Elbow Orthopaedic Group, Dr Ong sees patients with orthopaedic sports surgery needs, with a focus on shoulder, elbow, and wrist concerns. Dr Ong graduated from NUS in 2000 and received his MMed (Orthopaedic Surgery) in 2006. He is a registered orthopaedic surgeon and a Fellow of the prestigious RCSEd.

In recognition of his clinical work, Dr Ong is a recipient of the Health Manpower Development Programme (HMDP) scholarship awarded by MOH and the Excellent Service Gold Award. In 2011, he was appointed as a visiting scholar by the Chinese University of Hong Kong's Faculty of Medicine. Dr Ong is also actively involved in teaching as a clinical tutor with NUS.





## Dr Hitendra K Doshi

Orthopaedic Surgeon  
*HK Doshi Orthopaedic Center*

Dr Doshi is an orthopaedic surgeon and visiting surgeon at various private hospitals in Singapore.

Besides general orthopaedics, he specialises in the treatment and management of patients with complex fractures and patients requiring joint replacement, with a particular interest in the ageing population. He also has a special interest in sport related trauma injuries.

Dr Doshi obtained his MMed (Orthopaedic Surgery) from NUS in 2005 and completed his orthopaedic training in 2009. He is a Fellow of the RCSEd and the European Board of Orthopaedics and Traumatology.



## Dr James Wee Liang Hao

Orthopaedic Surgeon  
*Oxford Orthopaedics Pte Ltd*

Dr Wee is a dual subspecialty orthopaedic surgeon who was awarded a scholarship for clinical fellowships in Hip & Knee Surgery at Oxford University Hospitals, and Foot & Ankle Surgery at the Royal National Orthopaedic Hospital in the UK. He is skilled in minimally-invasive keyhole surgery and is amongst the highest volume partial knee replacement surgeons locally. He is also experienced in the correction of short limbs and severe limb deformities, and previously served as director of the Limb Lengthening & Reconstruction Surgery (LLRS) service at TTSH.

Dr Wee obtained his MBBS from NUS in 2005, having been placed on the Dean's list with the Ivan Polunin Gold Medal. He completed his postgraduate specialist training in orthopaedic surgery and obtained his FRCSEd in 2015.



## Dr Kau Chung Yuan

Orthopaedic Surgeon  
*Synergy Orthopaedics Group Pte Ltd*

Dr Kau is a UK fellowship-trained orthopaedic surgeon with a subspecialty interest in Hip and Knee surgery. He practised as a consultant with TTSH since 2016 and is now a visiting consultant.

His subspecialty interests include unicompartamental, total and revision hip and knee arthroplasty. He is well-versed in the Oxford Partial Knee Arthroplasty (PKA) system, and is a regional instructor on the Oxford PKA system to help train aspiring orthopaedic surgeons. He has presented as an invited speaker at international forums, and is an instructor for arthroplasty at local and regional conferences. He is familiar with Robotic-Assisted Joint Reconstruction Surgery and uses both MAKOplasty and the ROSA knee system.

Dr Kau is also proficient in sports and ligament reconstruction, trauma and fracture care, and general orthopaedics.



## Dr Lingaraj Krishna

Orthopaedic Surgeon  
*Orthopaedic and Hand Surgery Partners*

Dr Krishna has practised medicine for more than 20 years and manages a wide range of orthopaedic conditions. His subspecialty interests lie in the field of knee surgery and orthopaedic sports medicine, where he is recognised as a thought leader nationally and internationally.

He is currently senior consultant orthopaedic surgeon at Orthopaedic and Hand Surgery Partners. He was previously head of the Division of Sports Medicine and Surgery at NUH from 2014 to 2020. He was also the founding director of the NUH Sports Centre, and served on the executive board of Sport Singapore from 2016 to 2020. He currently serves on the Civil Aviation Medical Board.

Dr Krishna has published more than 40 peer-reviewed scientific articles and has been involved in more than 70 conference presentations.



## Dr Roland Chong Weng Wah

Orthopaedic Surgeon  
*Shoulder Elbow Orthopaedic Clinic  
(Alvernia)*

Dr Chong has a primary interest in shoulder and elbow concerns. He obtained his medical degree from NUS in 2001, and was awarded the Yeo Khuan Joo Gold Medal in Surgery. He went on to pursue postgraduate training in Surgery and was admitted as a Member of the RCSEd in 2006. The following year, he obtained a MMed in Orthopaedic Surgery from NUS and was admitted into advanced speciality training in Orthopaedic Surgery.

Dr Chong previously practised at CGH as a consultant orthopaedic, shoulder and elbow surgeon. He is currently a reviewer for the Singapore Medical Journal and was awarded the Reviewer Recognition Award in 2011.



## Dr Ruben Manohara

Consultant Orthopaedic Surgeon  
*Shoulder Elbow Orthopaedic Clinic  
(Alvernia)*

Dr Manohara is a fellowship-trained consultant orthopaedic surgeon. His speciality areas of expertise include the management of simple and complex trauma, sports injuries and degenerative conditions, particularly of the shoulder and elbow.

Dr Manohara graduated from the NUS Faculty of Medicine with an MBBS in 2004. He then went on to complete his orthopaedic postgraduate surgical training in Singapore. He obtained a MMed in Orthopaedic Surgery from NUS and was admitted as a Fellow of the RCSEd in Orthopaedic Surgery.

Prior to joining The Shoulder Elbow Orthopaedic group, Dr Manohara worked at NUH's Department of Orthopaedic Surgery, as consultant orthopaedic surgeon with both the Shoulder & Elbow Division and the Musculoskeletal Trauma Division.

## Otorhinolaryngology



## Dr Annette Ang Chi Hui

Senior Consultant Paediatric  
*Otolaryngologist  
Nobel ENT Centre*

Dr Annette Ang has a special interest in complex airway management. She completed her paediatric ENT fellowship training at New York, Presbyterian Hospital, Weill Cornell College of Medicine in 2009. She graduated with Dean's List Honours in 1998 from NUS. She completed her ENT specialist training in 2005 and was awarded the gold medal for excellence.

She brings with her a wealth of surgical experience in managing children with ear, nose, throat, and airway problems. Conditions managed by her include enlarged tonsils and adenoids, snoring, allergic rhinitis, nose bleeds and neck lumps in children.



## Dr Leslie Koh

ENT Specialist  
*The ENT Specialist Centre*

Dr Koh is a fellowship-trained ENT specialist and was the director, Rhinology service in the Department of Otorhinolaryngology Head and Neck Surgery at CGH. He was also the clinical assistant professor at Duke-NUS Medical School and served as a clinical tutor at YLL School of Medicine.

Having graduated from NUS in 2006 with an MBBS, Dr Koh embarked on a well-rounded training programme with postings in A&E, respiratory medicine, general medicine and primary care, as well as orthopaedics and general surgery. He pursued otolaryngology in 2010, and completed a fellowship in rhinology and advanced skull base surgery in 2018 at Sir Charles Gairdner Hospital in Perth, Western Australia.



## Dr Luke Tan Kim Siang

ENT Specialist  
*Luke Tan ENT-Head & Neck-Sinus and  
Thyroid Surgery Centre*

After graduating with an MBBS (1998) at NUS, Dr Tan completed his ENT specialist residency in ENT surgery in UK. He also attained entry into the prestigious FRCS of England and completed his cancer research work leading to a Master of Medical Science at the University of Dundee.

He was awarded an American Fellowship in Head and Neck Oncologic Surgery at the University of Texas, Galveston. This 2-year hands-on intensive training programme was accredited by the American Joint Council of Head and Neck Surgeons.

Upon his return, Dr Tan joined NUS and later assumed associate professorship and head of Department of Otolaryngology. He was instrumental in expanding the head and neck cancer care to ENT surgery at NUHS. In private practice for the past 15 years, he continues his passion for head and neck cancer surgery especially thyroid cancer surgery.



## Dr Valerie Tay Su-Lin

Senior Consultant Ear, Nose and  
Throat Surgeon  
*Ascent ENT Alvernia Holdings Pte Ltd*

Dr Tay has special interests in breathing and sleep problems, septorhinoplasty, facial plastic surgery, facial nerve palsy and facial rejuvenation. She is also the current president of the Society of Otolaryngology, Head & Neck Surgery, Singapore.

She graduated from NUS and was the recipient of the ENT Book Prize - an award for the best student of the year in Otolaryngology.

She completed her postgraduate Otolaryngology training in Singapore, and pursued advanced training in facial plastic surgery at the renowned Navi Plastic Surgery Clinic in Seoul.

As chief of the facial plastic surgery service at TTSH ENT department, she spearheaded the first Facial Palsy Clinic in

Singapore, a multi-disciplinary clinic that manages facial palsy patients, offering facial retraining therapy and surgical facial reanimation.

## Urology



## Dr Gerald Tan Yau Min

Urology Specialist  
*Advanced Urology*

Dr Tan is known for his expertise in minimally invasive and robotic surgery and for prostate, kidney and bladder cancers. He has been involved in over 1,600 robotic radical prostatectomies, and was one of the first in Singapore to perform robotic partial nephrectomy for early kidney cancer and robotic radical cystectomy for muscle-invasive bladder cancer.

Prior to private practice, Dr Tan headed the TTSH Robotic Urology Task Force as surgical proctor, and oversaw the development of the hospital's inpatient-care path for patients undergoing robotic prostatectomy.

In 2011, he was awarded the Yahya Cohen Memorial Lectureship by the College of Surgeons, Singapore for excellence in clinical research. In 2012, he was named the Outstanding Young Urologist of Asia by the Urological Association of Asia for his contributions to the field of urology.



## Dr Ho Siew Hong

Urologist  
*CAH Specialists @ Mount Alvernia*

Dr Ho obtained his medical degree from National University of Singapore and surgical fellowships from the Royal College of Surgeons of Glasgow and Edinburgh. He completed advanced urology specialty training in Singapore and was conferred membership to the Academy of Medicine, Singapore.

After a fellowship stint in Endourology and Laparoscopy at Westmead Hospital in Sydney, Dr Ho returned to Singapore

and served as a consultant urologist at Changi General Hospital where he spearheaded the development of percutaneous and laparoscopic urology surgery. He experienced in managing male fertility problems, microsurgical techniques, and newer minimally invasive prostate surgeries. Dr Ho is an accredited da Vinci robotic surgeon.

Dr Ho has been in private practice since 2017 and is well versed in Chinese, Malay and Bahasa Indonesia.



**Dr James  
Tan Khiaw Ngiap**

Urology Specialist  
*Advanced Urology*

Dr Tan is a visiting consultant at NUH and a gazetted renal transplant surgeon in the MOH Transplant Team. He holds an MBBS and MMed (General Surgery) from Singapore.

Prior to starting his private practice, he was head of Urology at TTSH and the lead surgeon (Urology) at TTSH's Centre for Advanced Laparoscopic Surgery. Dr Tan has wide experience in managing benign and malignant conditions of the adrenal gland, kidney, bladder and prostate. His subspecialty is in genitourinary cancer surgery, robotic & advanced laparoscopic surgery.

He is the first in Singapore to perform laparoscopic radical prostatectomy (2002), laparoscopic retroperitoneal radical nephrectomy, laparoscopic transposition of retrocaval ureter, laparoscopic repair of vesicovaginal fistula and robotic ureteric re-implantation.



**Dr Lee Yee Mun**

Urologist  
*Nexus Surgical Associates*

Dr Lee graduated with MBBS in 1992 from NUS, and attained the MMed & FRCS in 1998. He completed further specialist training and was granted board certification in urology in 2003.

Prior to entering private practice, Dr Lee was a senior consultant urologist and director of Endourology at TTSH, where he pioneered day surgery mini-Percutaneous Nephrolithotomy, and spearheaded several inter-departmental collaborations on the management of peritoneal dialysis access, shockwave lithotripsy for pancreatic ductal stones and surgical management of adrenal conditions. He was previously programme director for NHG Urology and Surgery-in-General residency programmes, and principal lead for Urology with the LKC School of Medicine.

Dr Lee currently serves on the Singapore Medical Council Complaints Committee and as Exco member of the Singapore Medical Association. He is visiting consultant to Dover Park Hospice, Ng Teng Fong General, and Khoo Teck Puat Hospitals.



**Dr Lewis  
Liew Choon How**

Urology Specialist  
*Advanced Urology*

Dr Liew's clinical expertise involves the screening, prevention and treatment of urological problems for various age groups. Treatments include open and laparoscopic (keyhole) surgery of the urinary tract system and male reproductive system, and male ageing treatment. Dr Liew has also performed various laparoscopic urological surgeries, such as laparoscopic prostate, kidney, bladder and ureter surgery.

Dr Liew was a clinical fellow at the St James's University Hospital, Leeds, UK, where he trained in the fields of endourology (minimally invasive treatment of kidney stones) and laparoscopy under the mentorship of Dr Adrian Joyce. Dr Liew then underwent robotic surgery training in 2006 and gained experience in robotic-assisted prostate surgery using the da Vinci robot.

Additionally, he is a kidney transplant surgeon and a member of the national kidney transplant team under MOH, Singapore.





## Dr Lie Kwok Ying

Urologist  
*Advanced Urology*

Dr Lie graduated from Queens' College in Cambridge University with triple First Class Honours and subsequent degrees in Medicine and Surgery. He received his surgical degree from the Royal College of Surgeons of Edinburgh in 2006 and MMed (Surgery) in 2007. He then received urology training in SGH and NUH, and was elected a Fellow of the Royal College of Physicians and Surgeons of Glasgow.

Dr Lie was a pioneer urologist at the Ng Teng Fong General Hospital (NTFGH), and was pivotal in obtaining one of the first high powered laser platforms in Singapore, improving stone and benign prostatic hyperplasia (BPH) care for patients. He also pioneered the use of HoLEP (Holmium Laser Enucleation of the Prostate) for BPH in Singapore.



## Dr Ronny Tan Ban Wei

Specialist Urologist and Andrologist  
*Advanced Urology*

Dr Tan is trained locally and board-certified by the Specialist Accreditation Board. He is the first Singaporean to be fellowship-trained in US in this niche specialty. He is a member of the RCSEd and a Fellow of the Academy of Medicine, Singapore.

Dr Tan was one of the first to implant the latest Titan Touch penile implant as well as the quadratic urethral sling. He pioneered the use of UroLift™ (Prostatic Urethral Lift) in Singapore. He is also appointed as UroLift™ Faculty to proctor surgeons learning the technique.

Additionally, he was one of the first to start using intralesional collagenase injections for the treatment of Peyronie's disease and reported on the efficacy of the second generation PDE5 inhibitor avanafil for treatment of erectile dysfunction.



## Dr Shirley Bang Shieh Ling

Urologist  
*Advanced Urology*

Dr Bang performs general and oncological urological procedures. These include endoscopic surgery for stone diseases, minimally invasive surgery (MIS) for urological cancers and treatment of benign prostatic conditions. She did her subspecialty fellowship in three hospitals, namely the Queen Elizabeth Hospital Birmingham, Birmingham Women's Hospital and Russells Hall Hospital in UK.

During her time in TTSH, she ran a busy tertiary practice and managed both simple and complex urological cases on a daily basis. She is one of only two urologists who ran a weekly urodynamics and video urodynamics session in the hospital. She was instrumental in introducing Percutaneous Tibial Nerve Stimulation (PTNS) to the hospital in 2018.

Dr Bang sits on the executive committee of the Singapore Society for Continence. She has also authored research papers published in respected urological journals.



## Dr Tan Teck Wei

Senior Urologist  
*Urohealth Medical Clinic*

Dr Tan is a UK fellowship-trained senior urologist. He sits on the executive committee of the Singapore Urological Association and is a board member of the Chapter of Urologists in the College of Surgeons, Singapore.

He was formerly a consultant urologist and director of Genitourinary Oncology at TTSH, where he specialised in the management of complex urological cancers including that of the prostate, bladder, kidney and testis.

As an expert in the field of MRI-targeted prostate biopsies, he is an advisor to MOH's Agency for Care Effectiveness, which has successfully obtained approval for this type of biopsy to be the standard of care for the evaluation of men suspected of having prostate cancer in Singapore.

# 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 eight 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 2021. Beyond our commitment to deliver high quality patient care and improve clinical standards, we endeavour to be a good corporate citizen, going 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.

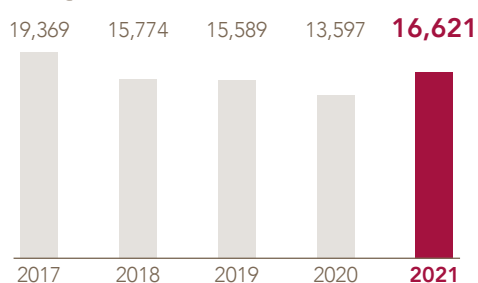
Our healthcare system framework comprises the following elements:

- |  |  |
|--|--|
| <ul style="list-style-type: none"><li>• Clinical Excellence</li><li>• Community &amp; Social Health</li><li>• Mission Integration</li><li>• Information System</li></ul> | <ul style="list-style-type: none"><li>• Operational Efficiency</li><li>• Hospital Development</li><li>• Nursing Quality</li><li>• Health Promotion</li></ul> |
|--|--|

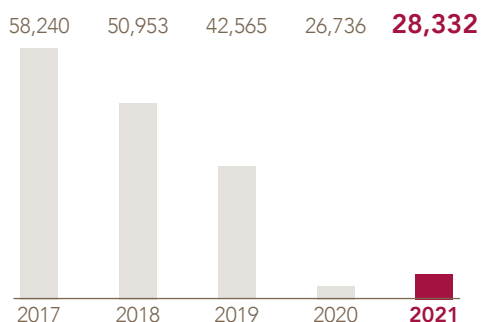
# Stewardship

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

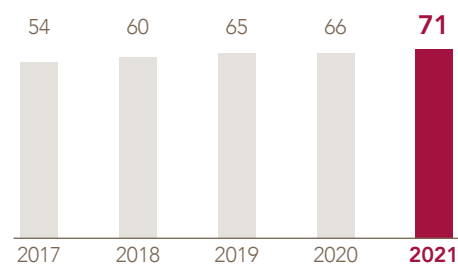
## Surgeries Performed



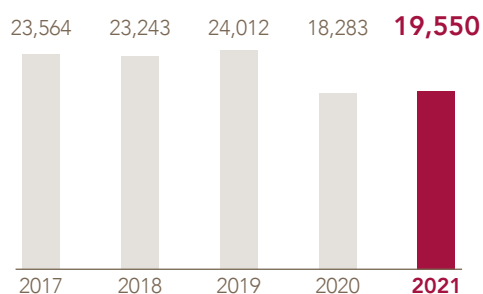
## Outpatient Visits



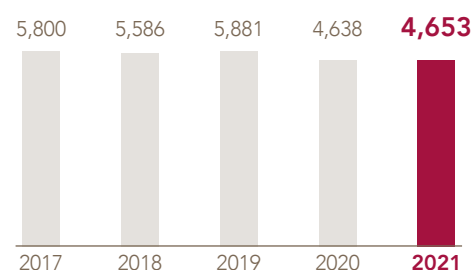
## Community Partners Engagement



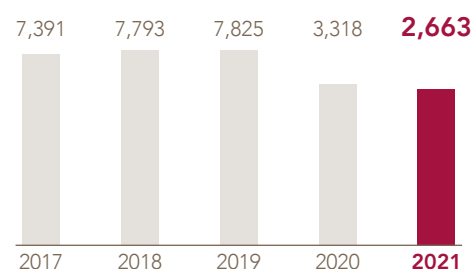
## Inpatient Admissions



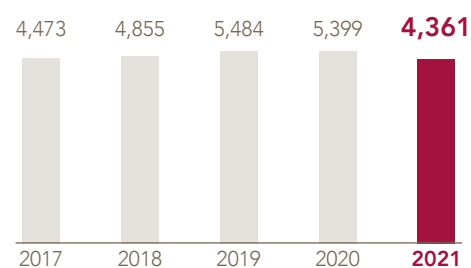
## Babies Delivered



## Participants of Healthcare Outreach Activities



## Mount Alvernia Outreach Beneficiaries



# Reflecting 60 Years of Care and Service to All

We celebrated our anniversary on 4 March. Stroll down memory lane with us as we trace the FMDM Sisters' journey of building Mount Alvernia Hospital over the last 60 years.

## 2016-2017

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



Our 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 increased inpatient admissions.



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

## 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.



## 2018-2019

Our 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, if needed within the same premises.



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

## 2019

We were the first private hospital to partner Community Chest to raise awareness and rally support for the Rare Disease Fund.

We announced our partnership with Icon Cancer Centre to build a new integrated cancer facility at the hospital premises, offering services like haematology and radiation oncology.

Our partnership with Prudential 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 304.

We began construction of a new maternity and paediatrics centre. The centre would be ready in 2022/2023.



## 1961

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



## 1965-1971

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.

## 2013

Emeritus Archbishop Nicholas Chia officially opened our newly renovated Chapel.



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

## 2011

Launched the Mammography Screening Centre.

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

## 2009-2010

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

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



## 2004

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



## 2020

Together as one Mount Alvernia Hospital family, we battle the ongoing COVID-19 pandemic.

On 3 November 2020, we hosted the groundbreaking ceremony for the Integrated Oncology Services Centre (IOSC), a partnership between Icon Cancer Centre and Mount Alvernia Hospital, which is due to open in 2022.



## 2021

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

A new dental clinic with wheelchair friendly features and catering to Persons with Special Needs opens at Enabling Village.

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



# Highlights of 2021

1  
60<sup>th</sup> Anniversary  
logo reveal

2  
“NIU” Year  
blessings for three  
adopted charities  
which raised  
\$12,300 in February

3  
ComChest  
Heartstring Walk in  
safe groups of five

4  
First 60<sup>th</sup>  
Anniversary baby,  
Ellerie Chew born  
at 12:18am

5  
Celebration via a ‘live’  
virtual event on 4<sup>th</sup>  
March filled with pre-  
recorded performances  
and well-wishes from our  
FMDM leadership, board  
members, ET members  
and partners.

6  
Blood Donation drive  
in April in collaboration  
with The Red Cross,  
where 71 participants  
came forward to  
donate blood.

7  
Opening of our 2<sup>nd</sup>  
dental clinic at the  
Enabling Village.

8  
Another donation drive for our adopted charities  
Big Love, Care Corner and Fei Yue. Our staff,  
doctors and partners generously gave a total of  
\$118,458, which was 1.46 times above our target.  
We raised a total of \$130,758 for our beneficiaries.



*Serving all with Love*

## 60<sup>th</sup> Anniversary Logo Reveal

The line drawing depicts Mount Alvernia Hospital's first building in Singapore, while the use of handwritten fonts and nature-inspired graphics adds warmth and nostalgia. The five doves circling the logo represent Mount Alvernia Hospital's fundamental values of Compassion, Humility, Integrity, Respect and Peace.

The anniversary tagline 'Serving all with Love' reflects the wisdom and inspiration of our founding Franciscan Missionaries of the Divine Motherhood (FMDM) Sisters, which we embrace daily.

More significantly, it expresses our hospital's commitment to providing holistic healthcare, raising the quality of care, and serving patients with love – 60 years and beyond.

## Blood Donation Drive

As part of our 60<sup>th</sup> Anniversary celebrations, a blood donation drive was held on Thursday, 1 April. A total of 71 donors gave blood for this exercise. All hands were on deck, with clinical services, hospital operations, mission and corporate development staff on site to assist Red Cross and their volunteers.

Mount Alvernia Hospital staff from other departments also volunteered to assist with administrative duties such as registration and issuing of certificates. Safe distancing officers were in attendance as well, to ensure that safety measures were adhered to.

The donation drive made Good Friday and Easter even more meaningful as it gave us the opportunity to do our part to give life to others.



# Our 60<sup>th</sup> Anniversary Virtual Event

Extraordinary times call for an extraordinary approach to celebrating our 60<sup>th</sup> Anniversary. In the midst of COVID-19, with the aid of technology, we brought the celebrations to colleagues, doctors, partners and friends across Singapore and around the world.



On 4 March 2021, close to 300 guests tuned in to our 2-hour 'live' 60<sup>th</sup> anniversary virtual event, aired on our Facebook page and YouTube channel. The milestones of the hospital's eventful journey were recapped, and a series of pre-recorded congratulatory messages were shared. The messages included greetings from the Archbishop of Singapore, Minister for Health, FMDM Congregation Leadership Team member, Chairperson of Catholic Health Care Asia, FMDM Sisters, our leadership team, doctors, community outreach partners and corporate partners.



A highlight of the event was the debut of an original song, 'The Alvernia Way'. The moving piece was specially composed, performed and recorded by colleagues and friends of the hospital to commemorate our 60<sup>th</sup> Anniversary. It pays tribute to how our staff have continued to live the values of our FMDM Sisters, while embracing change and moving forward during these unprecedented times.

During the virtual event, we also welcomed our first 60<sup>th</sup> Anniversary baby – a lovely girl born 18 minutes after midnight.



## Well Wishes from our FMDM Sisters



**Sister Helena McEvilly**  
FMDM Congregation  
Leadership Team Member

“On behalf of all FMDM Sisters around the world, we really congratulate you on this wonderful occasion, a day of great thanksgiving and many blessings.. May the missionary zeal and enthusiasm of our early Sisters who have gone before us be the heartbeat of your many encounters as you continue to reach out and serve all with love. Congratulations, and may this diamond jubilee year be filled with blessings of hope and peace for all!”

“As I look back, it is with much gratitude to God for His guidance and protection for the various developments and projects through the years, and for all who have journeyed with us over the years – the doctors, dedicated staff and their families. I have seen and experienced the transformation of Mount Alvernia Hospital and grown with the hospital over the years. Happy Diamond Jubilee, Mount Alvernia Hospital!”



**Sister Eucharua Tan**  
FMDM

“On behalf of all our FMDM Sisters, I take this opportunity to pay tribute and express heartfelt gratitude to each and every one who contributed to the Mount Alvernia Hospital of today. Praise and thanks be to God. Thank you to our Board of Directors, management and staff, doctors and mission partners. I am sure that our pioneer FMDM Sisters are celebrating with us in spirit.”



**Sister Linda Sim**  
FMDM

# Celebrating our FMDM Sisters Diamond Jubilee

In the same year we are celebrating the hospital's 60<sup>th</sup> Anniversary, we also celebrate the diamond jubilee of two of our FMDM sisters, Sister Bernadette and Sister Florence.



Sister Bernadette has dedicated her life to healthcare and served generations of patients since 1966 through the FMDM. She was one of the first few local Sisters to join Mount Alvernia Hospital after it opened, and worked as a nurse and midwife before undergoing training to work as a Clinical Pastoral Care counsellor in the 1980s. Over the decades, she has touched many lives through the love and compassion she has shown to patients and their relatives. In recognition of her life-long service and dedication to patient care, she received the Healthcare Humanity Awards Honourable Mention Medallion from Former President Tony Tan Keng Yam in 2015.

As for sister Florence, she served Mount Alvernia Hospital as a nurse and midwife for many years and managed the hospital from 1980 to 1983 as the Hospital Administrator. In addition to assisting in numerous surgeries and nursing hundreds of patients, she has been active in fundraising work for needy patients at both Assisi Hospice and Mount Alvernia Hospital.

*We salute both sisters for 60 years of religious life in mission.*



# Honouring our Staff

## Singapore Health Quality Service Award 2021

This year's Singapore Health Quality Service Awards (SHQSA) recognised close to 7,000 healthcare professionals who have contributed significantly to the nations' fight against COVID-19. The award honours outstanding healthcare professionals who have delivered quality care and excellent service to patients. This year, Mount Alvernia Hospital was awarded 1 SuperHero winner and 34 Hero winners.

Our SuperHero winner was Ms Mary Emelda Reddy, who has worked as a Healthcare Assistant at Mount Alvernia Hospital for 24 years. Besides supporting the nursing team in providing medical, surgical and paediatric nursing care to adult and paediatric patients in St Dominic ward, Mary has always been there to coach junior staff.



*Congratulations Mary on receiving this prestigious award.*

## Nurses' Merit Award 2021

Ms Chan Yew Keng, Senior Nurse Educator, was among nine nurses from private hospitals to receive the year's Nurses' Merit Award.

She has worked at Mount Alvernia Hospital for 19 years, beginning her career as a staff nurse before progressing to her current position as a senior nurse educator.

We extend our sincere congratulations to Yew Keng. May she continue to share her passion and knowledge with her colleagues for many years to come.



“

The journey in caring for my father made me realise that I had a keen interest in nursing, and charted my career path. Today, I have been a nurse for 19 years in Mount Alvernia Hospital.

Having started my career as a staff nurse, I have since progressed to a senior nurse educator. I was fortunate to be given ample opportunities to assume different roles in management and coach junior nurses within the nursing division in the hospital.

I am glad to have chosen nursing as a career and am deeply humbled and privileged to be an educator for novice nurses, teaching my juniors to provide safe nursing care and mentoring them to embrace their calling in their careers.

My advice to young nurses is for them to be resilient, tenacious and enjoy their job. ”



## Long Service Award Recipients

Mount Alvernia recognises the contributions and loyalty of staff who have served at the hospital for periods ranging from five to 50 years. Our Long Service Award recipients continue to live out the values of the FMDM Sisters, as they work with passion and an unshakeable commitment to nurturing life, bringing joy and serving all with love.

This year's recipients include:

### 50 Years

**Tan Lim Siok**, *Food & Beverages*  
**Khng Mui Tien**, *Housekeeping*  
**Ng Chek Gin**, *Housekeeping*

**Koh Sai Moo**, *Corporate Development*  
**Bernadette Rajoo**, *Front Office*  
**Sulaiman Bin Ahmat**, *Housekeeping*  
**Si Lian Kiang**, *St Michael Ward*

### 45 Years

**Nalini Govindan**, *Day Ward*  
**A Vasantha Kumari**, *Delivery Suite*  
**Koh Nyuk Choon**, *Facilities Management*

### 20 Years

**Ho Li Chin**, *24-Hr Clinic & Emergency Services*  
**Oh Lay Khim**, *Business Office*  
**Ruhana Bte Ahmad**, *Delivery Suite*  
**Hamimah Bte Haji Dollah**, *Food & Beverages*  
**Goh Sze Ling Rosalind**, *Intensive Care Unit*  
**Mageswari A/P Rajoo**, *Nursing Administration*  
**Chok Shuk Kyun Beverley**, *Rehabilitation Centre*  
**Chinnasamy Latchermenan**, *Security*  
**Glenda Lor Cabansay**, *St Michael Ward*

### 40 Years

**Margaret Mary Paul**, *Business Office*  
**Jumiah Binte Yunani**, *Our Lady Ward*  
**Vasegee Arumugam**, *St Francis Ward*  
**Pereira Gloria**, *St Francis Ward*  
**Ho Mei Leng**, *St Michael Ward*  
**D Leela Bernardine**, *St Raphael Ward*

### 15 Years

**Lee Beng Sim Frances**, *24-Hr Clinic & Emergency Services*  
**Ng You Ting**, *Business Office*  
**Duanmu Chuanfang**, *Day Ward*  
**Elizabeth Fabiana Macapayag**, *Diagnostic Imaging*  
**Ng Lih Wing**, *Rehabilitation Centre*  
**Neo Yan Fen**, *St Joseph Ward*

### 35 Years

**Ang Gek**, *Delivery Suite*  
**Francis Mary Madeline**, *St Gabriel Ward*  
**A. Jenyanthy V. Annasalam**, *St Raphael Ward*

### 10 Years

### 30 Years

**Karuppathevan S/O R**, *Facilities Management*  
**Teo Siew Eng**, *Food & Beverages*  
**Aishah Binte Muhammad**, *St Gabriel Ward*  
**Tamilselvi D/O Vaithilingam**, *St Joseph Ward*

**Sumathy D/O Arumugan Pillai**, *24-Hr Clinic & Emergency Services*  
**Lim Hui Gee**, *Business Office*  
**Lim Yew Song William**, *Clinical Pastoral Care*  
**Ari Wulandari Sutanto**, *Corporate Development*  
**Carmela Dawn Lalong Isip Cueto**, *Day Ward*  
**Chidie Canon Verginisa**, *Delivery Suite*  
**Chee Siew Lin**, *Finance*  
**Aw Liang Hsiung**, *Food & Beverages*  
**Grace D/O Yessudas**, *Front Office*  
**Chee Chai Ling**, *Housekeeping*  
**Sunga Richard Villaneueva**, *Intensive Care Unit*

### 25 Years

**Kamala Davi A/P Kathir Gamer**, *24-Hr Clinic & Emergency Services*

**Foong Chee Kei**, *Materials Management*  
**Leow Bee Tian**, *Parentcraft*  
**Chui Jinq Fong**, *Pharmacy*  
**Ng Gek Neo Alice**, *Rehabilitation Centre*  
**Mohamed Rozali Bin Abdul Rahim**, *Security*  
**Sharom Bin Mohammad**, *Security*  
**Jason John Chevez Araboy**, *Technology & Strategy*  
**Sandoval Danielle Rose Tio**, *St Clare Ward*  
**Despabeladera Marilou Loyola**, *St Dominic Ward*  
**De Guia Maria Janice Cabadin**, *St Joseph Ward*  
**Shasi Priya D/O Ravi**, *St Joseph Ward*

## 5 Years

**Francis Sylvia Shanti**, *24-Hr Clinic & Emergency Services*  
**Marlar Tin Aye**, *24-Hr Clinic & Emergency Services*  
**Ehlilarrasi Tamilselvan**, *24-Hr Clinic & Emergency Services*  
**Dandan Edmyralyn Gaspar**, *24-Hr Clinic & Emergency Services*  
**Vinothini Selvanderan**, *24-Hr Clinic & Emergency Services*  
**Siti Salbiah Binte Omar**, *Business Office*  
**Liaw Yue Ting**, *Business Office*  
**Soon Hao Shien Dickson**, *Business Office*  
**Gan Siew Lee**, *Business Office*  
**Ely Aqilah Binte Mohamad Nasir**, *Cardio-Vascular Laboratory*  
**Punggothei Subramaniam**, *Central Sterile Services*  
**De Souza Jeffrey Peter**, *Central Sterile Services*  
**Elizabeth Moey Kar Lee**, *Clinical Pastoral Care*  
**Magala D/O Arinathan**, *Clinical Quality & Informatics*  
**Yeo Joo Lee Julian**, *Clinical Support Administration*  
**Ganesh Bahadur Khadka**, *Coffee House*  
**Low Kar Yin**, *Corporate Development*  
**Chan Wai Yee**, *Day Ward*  
**Rani Koodathummuriyil Varughese**, *Day Ward*  
**Lim Lee Cheng**, *Delivery Suite*  
**Toh Qi Xian Terence**, *Diagnostic Imaging*  
**Ho Fui Tze**, *Diagnostic Imaging*  
**Tan Chor Gek**, *Diagnostic Imaging*  
**Lee Yoke Fong**, *Diagnostic Imaging*  
**Dampil Jennelyn Villaneuva**, *Diagnostic Imaging*  
**Sinaram Sarah Shamila**, *Dietetics*  
**Natarajan S/O Doraisamy**, *Facilities Management*  
**Tan Lee Wah**, *Finance*  
**Chong Yoke Peng Millie**, *Finance*  
**Chong Ka Shem**, *Food & Beverages*  
**Pathmapriya Perumal**, *Front Office*  
**Rubah Govindasamy**, *Housekeeping*

**Uylengco Arlene Aranzanso**, *Intensive Care Unit*  
**Yeong Chee Leong**, *Laboratory*  
**Seah Juncheng**, *Laboratory*  
**Yogis D/O Subramaniam**, *Laboratory*  
**Leu Qian Yi Jasmine**, *Laboratory*  
**Chan Chien Liek Caroline**, *Laboratory*  
**Lim Sok Fong**, *Laboratory*  
**Tan Siew Lan**, *Laboratory*  
**Nadesan Rageindran**, *Laboratory*  
**Yam Mei Ying**, *Medical Affairs*  
**Ong Swee Bee Joyce**, *Mission*  
**Low Phui Toh Kathleen**, *Nursing Administration*  
**Chan Wei Jie Timothy William**, *Operating Theatre*  
**Baldove Jezelmar Arellano**, *Operating Theatre*  
**Saing Ja Maing**, *Operating Theatre*  
**Aaron Gerard**, *Operating Theatre*  
**Alim Bin Hamzan**, *Operating Theatre*  
**Muhammad Ihsan Bin Abu Rahim**, *Operating Theatre*  
**Dimaano Dina Gegajo**, *Operating Theatre*  
**Lim Sem Choo**, *Parentcraft*  
**Misalang Mercedes Gundayao**, *Pharmacy*  
**Sultan Ali Shahul Hameed**, *Pharmacy*  
**Harvy Anne Tanglao Makabali**, *Pharmacy*  
**Tan Yuan Teng**, *Pharmacy*  
**Koh Zexuan**, *Pharmacy*  
**Busari Bin Tarjoh**, *Security*  
**Ocampo Editha Quilantic**, *Our Lady Ward*  
**Yin Nyein Thu**, *Our Lady Ward*  
**Zhu Jing**, *St Clare Ward*  
**Roshazmira Binte Fhaidil**, *St Clare Ward*  
**Mon Myat Zin**, *St Dominic Ward*  
**See Chia Wen**, *St Dominic Ward*  
**Tijimol Lukose**, *St Dominic Ward*  
**Geder Lea Tomboc**, *St Dominic Ward*  
**Loria Dorothy Paz Quinon**, *St Dominic Ward*  
**Gayatri D/O Amrathalingam**, *St Dominic Ward*  
**Lian Bee Leng**, *St Francis Ward*  
**Suganya D/O Gunasager**, *St Francis Ward*  
**Chet Kae Shuang**, *St Francis Ward*  
**Su Jianping**, *St Francis Ward*  
**Chua Li Lian**, *St Gabriel Ward*  
**Teh Hui Hui**, *St Gabriel Ward*  
**Morales Abigel Celmar**, *St Gabriel Ward*  
**Rubiales Valarie Cacayan**, *St Joseph Ward*  
**Mary Thangam D/O Bazi**, *St Michael Ward*  
**Dela Cruz Ma Dominica Layug**, *St Michael Ward*  
**Eng Lee Lan**, *St Michael Ward*



# Community Outreach

## Annual Flu Vaccination Exercise

Flu vaccinations were provided to residents of our disability homes and seniors home outreach partners. Given that it is logistically challenging for disability homes without resident physicians to administer this, and vaccinations are not fully subsidised, MAH has stepped in to provide for our outreach partners.

This year's vaccination exercise was held at Singapore Cheshire Home, Bishan Home for the Intellectually Disabled and Pertapis Senior Citizens Fellowship Home, on 8, 13 and 20 December respectively. A total of 186 residents and 39 staff were successfully vaccinated.

A big thank you to the Mount Alvernia team, including our locum doctors and volunteer MAH nurses, for keeping our elderly safe and healthy.



## Maternity Support for Transnational Families

Pregnancy can be a stressful time for vulnerable families, especially when it happens during a period of retrenchment, imprisonment, spousal abuse or an unwed pregnancy. This outreach project supports vulnerable transnational families facing unexpected social and financial issues in their maternity journey. In particular, foreign wives married to Singaporean husbands who are on short or long-term visit passes, or are not eligible for government subsidies for hospitalisation.

In 2021, we journeyed with 5 mothers and their families: 4 transnational mothers and a young single unwed mother. The team in charge worked with social workers to provide emotional and pro-bono medical support for these mothers, through the course of their pregnancy and delivery; for example, through home visits, arranging gynaecology appointments and postpartum follow-ups.

## Medical Support for Foreign Spouses and Workers

Foreign workers in Singapore whose healthcare needs are not covered by their employers are often hesitant to seek treatment, being unable to afford the medical costs. Their untreated condition adversely affects their quality of life and even their ability to work and support their family.

As such, Mount Alvernia Hospital seeks to support such workers – as well as foreign spouses – who can't afford medical treatment. The hospital will assist in providing a diagnosis of their condition through the required laboratory or diagnostic imagery support, as well as consultations with specialists. If treatment is straightforward, follow-ups may be provided.

This year's project saw a co-payment framework with HealthServe. In 2021, a total of 5 cases were treated.

## Second Outreach Dental Clinic at Enabling Village

Our second outreach dental clinic officially opened at Enabling Village on 19 August 2021. The opening ceremony was graced by the Parliamentary Secretary for the Ministry of Social and Family Development & Ministry of Culture, Community and Youth, Mr Eric Chua.

Designed with an inclusive environment in mind, the new clinic caters to Persons with Disabilities (PWDs), including wheelchair users, people with special needs and their caregivers. Manoeuvring within the clinic is made friendlier through the installation of sliding doors, large entrances, a low counter and a wheelchair tilter for dental works.



Mount Alvernia Hospital also announced a new initiative to provide exclusive appointment times to PWDs and their caregivers referred by CaringSG, enabling them to have their dental needs jointly attended to in private. And in celebration of the hospital's 60th anniversary, the clinic offered complimentary scaling and polishing treatments to 60 PWDs and their accompanying caregivers referred by CaringSG.

## MAH 'NIU' Year Blessings and Gift of Hope

In 2021, Mount Alvernia held two fundraiser campaigns as part of its 60<sup>th</sup> anniversary celebrations. The first was NIU' Year Blessings, an online campaign via Giving.sg from 1 February to 28 February 2021. The second was Gift of Hope, another online campaign via Community Chest. This was conducted from 19 November to 18 December 2021.

Three charities were adopted for the year, with funds channelled equally to them. These included Care Corner, Fei Yue and Montfort Care. Funds raised went toward Early Risk Marriage Support Programmes by Care Corner & Fei Yue, targeted at transnational and early marriages couples, and also to Big Love by Montfort Care, which seeks to help families with child protection concerns improve their functioning and build resilience.



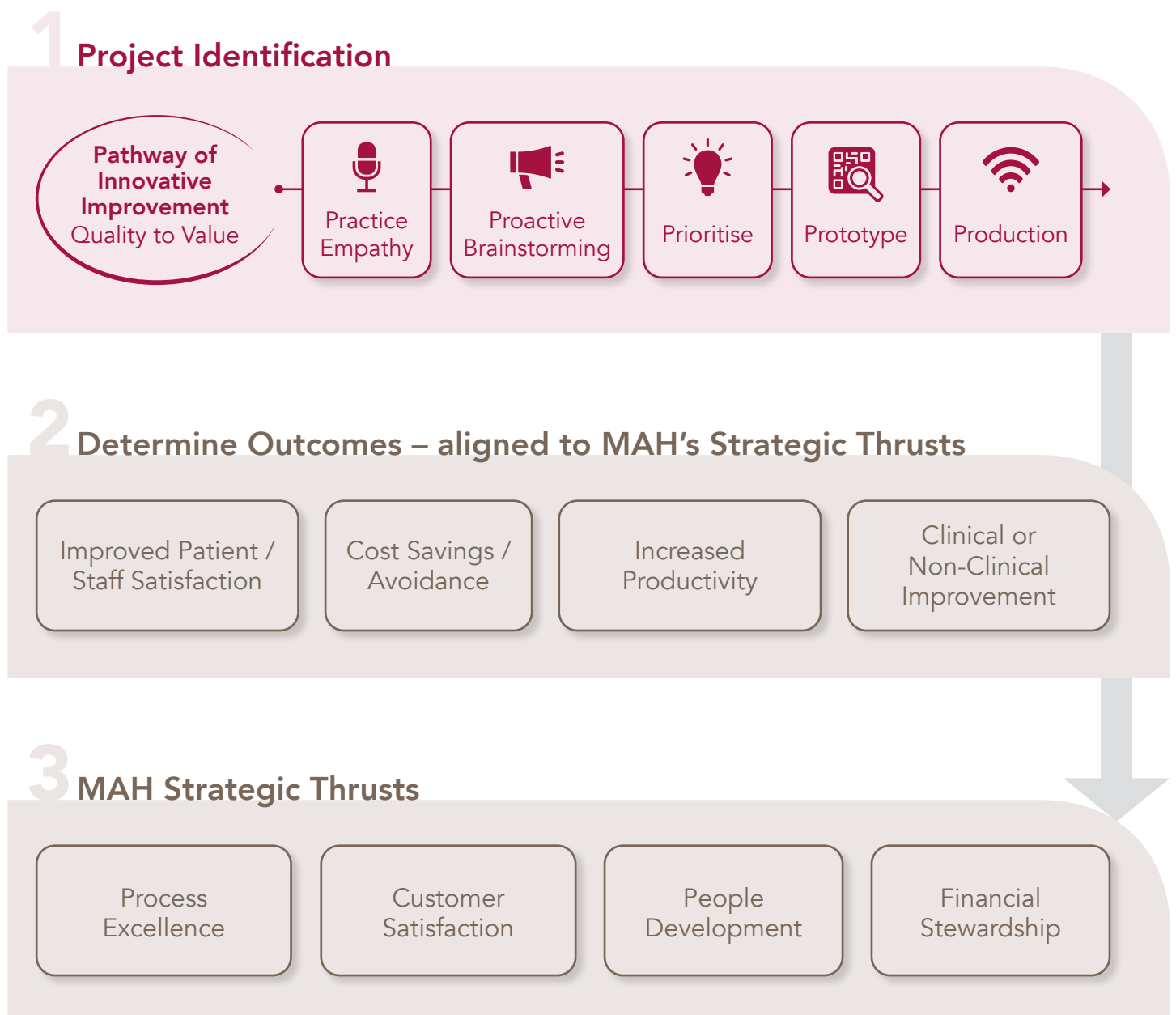
In total, \$130,758 was raised from both online campaigns. We thank all our generous donors for their kind contributions!

# Efforts in Innovation

## Pathway of Innovative Improvement

### Innovation @ MAH 2021 – Outcome Driven

Innovations must support MAH's Mission Statement of "...providing compassionate, excellent and holistic healthcare and in alignment to our strategic thrusts.



Officially unveiled during our Quality Day on 6 December 2021, the Pathway of Innovative Improvement (PII) serves as a common framework for all Quality Improvement and Innovation initiatives in MAH, providing a simple and logical yet comprehensive approach to guide such initiatives.

While MAH had embarked on various quality initiatives in the past, many of them utilised a variety of approaches and presentation methodologies. A common framework was needed to guide projects. As such, the PII was conceptualised in mid-2021 by our Centre for Quality, Informatics and Innovation (CQII) department, after poring through research articles and other similar frameworks. Aligned to MAH's strategic thrusts, the PII encompasses five key components: Practicing Empathy, Proactive Brainstorming, Prioritise, Prototype and Production.

In our push to enhance the quality of care provided to patients, the PII has proven to be indispensable when newly-trained quality innovators embarked on their QI journeys. Some have already shown encouraging signs of improvement in terms of operational excellence (e.g. reduced errors in staff claims), service quality (e.g. reduced dropped calls) or increasing productivity in areas like COVID patient transfers.

## Quality Innovators Training

In line with our push to build a culture of continuous quality improvement at Mount Alvernia Hospital, the Quality Innovators training began in the 3rd quarter of 2021. Nominated staff from various departments underwent a series of six virtual lessons and six tutorials taught by our inhouse quality resource management trainer, Jermain Chng. Jermain collaborated with Dr Yin Shanqing, Assistant Director, Department of Human Factors & Systems Design, KKH, to co-develop training materials.

Through the training programme, staff became more knowledgeable in QI and project management, enabling them to become better quality innovators. As of January 2022, 7 participants from Group 1 (comprising various departments) and eight participants from Group 0 (comprising CQII staff) completed the training. The Group 1 participants then went on to lead QI initiatives within their departments, with the CQII staff as co-facilitators. Another four groups comprising 32 participants are planned for 2022.



## Patient Safety Leadership Walkabout

Leadership walkabouts have proven to be effective in demonstrating leadership commitment and willingness to 'walk the ground' to understand staff concerns and co-develop solutions to these concerns.



At Mount Alvernia Hospital, our monthly Patient Safety Leadership Walkabout (PSLW) is another extension of the push to build a QI culture, and serves as a two-way communication platform for various departments' quality innovators to present their initiatives to senior management. Also, for our senior management to show support, give guidance and remove roadblocks.



As of January 2022, 3 PSLWs have been conducted. The PSLWs in 2021 were conducted virtually, while 2022's PSLW was conducted in hybrid with a physical visit by senior management. Nursing Administration, Clinical Administration, Facilities Management, Business Office, Finance, and Security departments hosted the PSLWs, with CQII providing secretariat support. Exciting quality initiatives were showcased by the departments, and the support provided by senior management resulted in renewed enthusiasm for the quality innovators to continue their improvement journey.





## Transformation of Inpatient Meal Process

In our efforts to boost productivity, we sought to transform the food plating process for inpatient meals, with a systematic methodology to identify and eliminate waste.

Previously, 10 staff from the Main Kitchen were required to carry out plating, with multiple cross paths lowering productivity.

A series of engagement sessions were held with the F&B team in 2021, to brainstorm and generate ideas for the new process. The result was a conversion of the Main Kitchen's work table into a mimic conveyor belt plating

system. Each staff would have a different role as well, such as distributing the food and ensuring the correct meal was placed at each bed.

The new streamlined process was implemented on 28 June 2021, and saw great success. Staff were able to focus on their own role, eliminating cross paths during meal plating. Meal errors were also reduced, as all plated meals are checked by a staff before being placed into the meal trolley for heating up. There was also less manpower deployment, with the number of staff reduced by an impressive 30%.

### Staff 1

Main Caller



### Staff 2-6

Distribution of Chinese, Rice/Soup, Western, Malay and Vegetarian/Dessert



### Staff 7

Checker



## Digitalisation of Porter Task Management

Before our Front Office embarked on this improvement project, Porter Task Management was recorded in a traditional method – using pen and notebooks. With records being handwritten, legibility varied and it was sometimes challenging to decipher what was being written. This made it impossible to fully replicate the handwritten data accurately onto a spreadsheet, to perform meaningful data analysis.

In light of this, digitising our Porter Task Management eliminated the use of paper, improved the clarity of imputed information and made data mining easy to generate reports and perform data analysis. Digitisation also encouraged staff to embrace technology.

### Previous Method



Cumbersome to store all the task management notebooks



Some handwriting may be illegible

### New Method

DATE	TIME	LOCATION	TASK DETAILS	STATUS
2020-01-01	08:00	AD-101	DELIVER MEDS	COMPLETED
2020-01-01	08:15	AD-102	DELIVER MEDS	COMPLETED
2020-01-01	08:30	AD-103	DELIVER MEDS	COMPLETED
2020-01-01	08:45	AD-104	DELIVER MEDS	COMPLETED
2020-01-01	09:00	AD-105	DELIVER MEDS	COMPLETED
2020-01-01	09:15	AD-106	DELIVER MEDS	COMPLETED
2020-01-01	09:30	AD-107	DELIVER MEDS	COMPLETED
2020-01-01	09:45	AD-108	DELIVER MEDS	COMPLETED
2020-01-01	10:00	AD-109	DELIVER MEDS	COMPLETED
2020-01-01	10:15	AD-110	DELIVER MEDS	COMPLETED
2020-01-01	10:30	AD-111	DELIVER MEDS	COMPLETED
2020-01-01	10:45	AD-112	DELIVER MEDS	COMPLETED
2020-01-01	11:00	AD-113	DELIVER MEDS	COMPLETED
2020-01-01	11:15	AD-114	DELIVER MEDS	COMPLETED
2020-01-01	11:30	AD-115	DELIVER MEDS	COMPLETED
2020-01-01	11:45	AD-116	DELIVER MEDS	COMPLETED
2020-01-01	12:00	AD-117	DELIVER MEDS	COMPLETED
2020-01-01	12:15	AD-118	DELIVER MEDS	COMPLETED
2020-01-01	12:30	AD-119	DELIVER MEDS	COMPLETED
2020-01-01	12:45	AD-120	DELIVER MEDS	COMPLETED
2020-01-01	13:00	AD-121	DELIVER MEDS	COMPLETED
2020-01-01	13:15	AD-122	DELIVER MEDS	COMPLETED
2020-01-01	13:30	AD-123	DELIVER MEDS	COMPLETED
2020-01-01	13:45	AD-124	DELIVER MEDS	COMPLETED
2020-01-01	14:00	AD-125	DELIVER MEDS	COMPLETED
2020-01-01	14:15	AD-126	DELIVER MEDS	COMPLETED
2020-01-01	14:30	AD-127	DELIVER MEDS	COMPLETED
2020-01-01	14:45	AD-128	DELIVER MEDS	COMPLETED
2020-01-01	15:00	AD-129	DELIVER MEDS	COMPLETED
2020-01-01	15:15	AD-130	DELIVER MEDS	COMPLETED
2020-01-01	15:30	AD-131	DELIVER MEDS	COMPLETED
2020-01-01	15:45	AD-132	DELIVER MEDS	COMPLETED
2020-01-01	16:00	AD-133	DELIVER MEDS	COMPLETED
2020-01-01	16:15	AD-134	DELIVER MEDS	COMPLETED
2020-01-01	16:30	AD-135	DELIVER MEDS	COMPLETED
2020-01-01	16:45	AD-136	DELIVER MEDS	COMPLETED
2020-01-01	17:00	AD-137	DELIVER MEDS	COMPLETED
2020-01-01	17:15	AD-138	DELIVER MEDS	COMPLETED
2020-01-01	17:30	AD-139	DELIVER MEDS	COMPLETED
2020-01-01	17:45	AD-140	DELIVER MEDS	COMPLETED
2020-01-01	18:00	AD-141	DELIVER MEDS	COMPLETED
2020-01-01	18:15	AD-142	DELIVER MEDS	COMPLETED
2020-01-01	18:30	AD-143	DELIVER MEDS	COMPLETED
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2020-01-01	19:30	AD-147	DELIVER MEDS	COMPLETED
2020-01-01	19:45	AD-148	DELIVER MEDS	COMPLETED
2020-01-01	20:00	AD-149	DELIVER MEDS	COMPLETED
2020-01-01	20:15	AD-150	DELIVER MEDS	COMPLETED
2020-01-01	20:30	AD-151	DELIVER MEDS	COMPLETED
2020-01-01	20:45	AD-152	DELIVER MEDS	COMPLETED
2020-01-01	21:00	AD-153	DELIVER MEDS	COMPLETED
2020-01-01	21:15	AD-154	DELIVER MEDS	COMPLETED
2020-01-01	21:30	AD-155	DELIVER MEDS	COMPLETED
2020-01-01	21:45	AD-156	DELIVER MEDS	COMPLETED
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2020-01-01	23:15	AD-162	DELIVER MEDS	COMPLETED
2020-01-01	23:30	AD-163	DELIVER MEDS	COMPLETED
2020-01-01	23:45	AD-164	DELIVER MEDS	COMPLETED
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2020-01-01	00:15	AD-166	DELIVER MEDS	COMPLETED
2020-01-01	00:30	AD-167	DELIVER MEDS	COMPLETED
2020-01-01	00:45	AD-168	DELIVER MEDS	COMPLETED
2020-01-01	01:00	AD-169	DELIVER MEDS	COMPLETED
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2020-01-01	01:30	AD-171	DELIVER MEDS	COMPLETED
2020-01-01	01:45	AD-172	DELIVER MEDS	COMPLETED
2020-01-01	02:00	AD-173	DELIVER MEDS	COMPLETED
2020-01-01	02:15	AD-174	DELIVER MEDS	COMPLETED
2020-01-01	02:30	AD-175	DELIVER MEDS	COMPLETED
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2020-01-01	04:15	AD-182	DELIVER MEDS	COMPLETED
2020-01-01	04:30	AD-183	DELIVER MEDS	COMPLETED
2020-01-01	04:45	AD-184	DELIVER MEDS	COMPLETED
2020-01-01	05:00	AD-185	DELIVER MEDS	COMPLETED
2020-01-01	05:15	AD-186	DELIVER MEDS	COMPLETED
2020-01-01	05:30	AD-187	DELIVER MEDS	COMPLETED
2020-01-01	05:45	AD-188	DELIVER MEDS	COMPLETED
2020-01-01	06:00	AD-189	DELIVER MEDS	COMPLETED
2020-01-01	06:15	AD-190	DELIVER MEDS	COMPLETED
2020-01-01	06:30	AD-191	DELIVER MEDS	COMPLETED
2020-01-01	06:45	AD-192	DELIVER MEDS	COMPLETED
2020-01-01	07:00	AD-193	DELIVER MEDS	COMPLETED
2020-01-01	07:15	AD-194	DELIVER MEDS	COMPLETED
2020-01-01	07:30	AD-195	DELIVER MEDS	COMPLETED
2020-01-01	07:45	AD-196	DELIVER MEDS	COMPLETED
2020-01-01	08:00	AD-197	DELIVER MEDS	COMPLETED
2020-01-01	08:15	AD-198	DELIVER MEDS	COMPLETED
2020-01-01	08:30	AD-199	DELIVER MEDS	COMPLETED
2020-01-01	08:45	AD-200	DELIVER MEDS	COMPLETED

Clear data is being captured in a structured manner



Able to generate meaningful reports and charts

# Developments in Nursing

## Acquisition of New Robotic-Assisted Surgery System



A significant milestone in our 60<sup>th</sup> Anniversary was the adoption of a robotic-assisted surgery system at our Operating Theatre (OT). The precision of the incisions reduced complications and provided shortened recovery time for patients.

The 4<sup>th</sup> generation Da Vinci Xi robot facilitates surgery using a minimally invasive approach, and is controlled by specialist surgeons from a console. As of February 2022, our specialist surgeons and nurses have already performed up to 98 successful surgeries.

## Training Nurses to Use the New Technology

The acquisition of new equipment meant training our nurses to assist doctors in robotic-assisted surgeries. A team of OT nurses was selected to lead and conduct train-the-trainer training to these other OT nurses. This training would be ongoing to meet the growing demand of these robotic surgeries.

In addition, our colleagues from Central Sterile Supply Department (CSSD) were also roped in for the sterilisation and disinfection of robotics equipment.

## Training for New Paediatric Oncology Service

As we wait excitedly for the completion of our integrated oncology services centre, our paediatric ward nurses embarked onto learning and training from the oncology paediatrics trained experts to acquire this specialised knowledge and skills to deliver safe and competent care to children with cancer.

Work and operational processes were streamlined with the cancer team to ensure a smooth and seamless patient journey.



## Advanced Skills Competency Assessment

To reduce patient's wait time to receive treatment, a list of advanced nursing skills was drawn up for staff nurses to be proficient and competent in. The nurse educators collaborated with the ward nurse clinicians to organise lectures, hands-on practice sessions and competency assessments to equip our staff nurses for these advanced tasks.

The nurses' competency booklets were revised to include the advanced nursing skills assessment and its renewal period.

## Learning to Care for the Aged

To create an awareness on care for the aging population in Singapore, our Nursing Division conducted mini gerontology online workshops for our nurses.

A total of eleven geriatric-related topics were presented monthly by nurses trained in specialties like neurology, gerontology and palliative care. This encouraged peer sharing and learning among them.





## Fall Risk Intervention

In our continuous effort on fall prevention, the Nursing Fall Prevention committee had created a video on common fall scenarios in the ward areas for nurses in training.

## Supporting New Mothers

To reach out to new mothers via the electronic platform, Parentcraft classes and maternity virtual tours are now available.

New mothers could review topics at their own timing and or revisit topic again to help them along for their motherhood role.



## Nurturing Leaders

For senior staff nurse to assume the supervisory role of a Nurse Manager or Clinician, a trial and evaluation opportunity was put in place. We utilised WSQ (Workforce Skills Quality) framework for performance management such as orientation, training, feedback and appraisal to allow high potential senior staff nurses to participate in actual supervisory work activities.

Since implementation, we could identify our second line of new managers / clinicians. Such a career development path provides nurses an ongoing mechanism to enhance their skills and knowledge that can lead to promotions to new or different positions.



# Our Year in Mission

## Pioneering Nursing and Contributing to Healthcare in Singapore



In 2021, the Catholic Church in Singapore had a year-long celebration to commemorate 200 years. The Church grew from just being an outpost of the Roman Catholic Church, to become part of the local community and its nation-building journey. Our Catholic missionaries pioneered nursing in Singapore and helped to build the nation's healthcare service.

1 August 1885 officially marks the presence of nursing in Singapore, when the Infant Jesus (IJ) Sisters first answered the call to service. The IJs were followed by others including our FMDM Sisters, the first batch of fully trained nurses to arrive in Singapore. The FMDM Congregation went on to fund-raise, build and found Mount Alvernia Hospital.



## Catholic200SG celebrations



As part of the celebrations, the FMDM Sisters and Mount Alvernia Hospital were featured in various media such as the commemorative book "From Outpost to Church, Singapore's Catholic Journey 1821 – 2021".

Mount Alvernia Hospital was also part of the Catholic200SG Festival on 8 Dec 2021. The exhibition showcased aspects of our social mission work and culture of care for our community, through our healthcare services, clinical pastoral care as well as medical-dental outreach programmes.

Our CEO, Dr James Lam, also presented on the theme 'Serving All with Love in Catholic Healthcare'. Besides highlighting Mount Alvernia Hospital's past contributions and upcoming projects, he shared how Catholic healthcare attends to physical, psychological and spiritual needs, and its implications in the pandemic. He also emphasised how our healthcare role is a unique opportunity to continue the healing ministry of Jesus Christ.

## Clinical Pastoral Care (CPC) Support for COVID-19 patients

When the hospital admitted patients with COVID-19, CPC counsellors were unable to provide the usual face-to-face visits and support. CPC quickly looked into using telecounselling as we recognised the high anxiety possibly faced by these isolated patients.

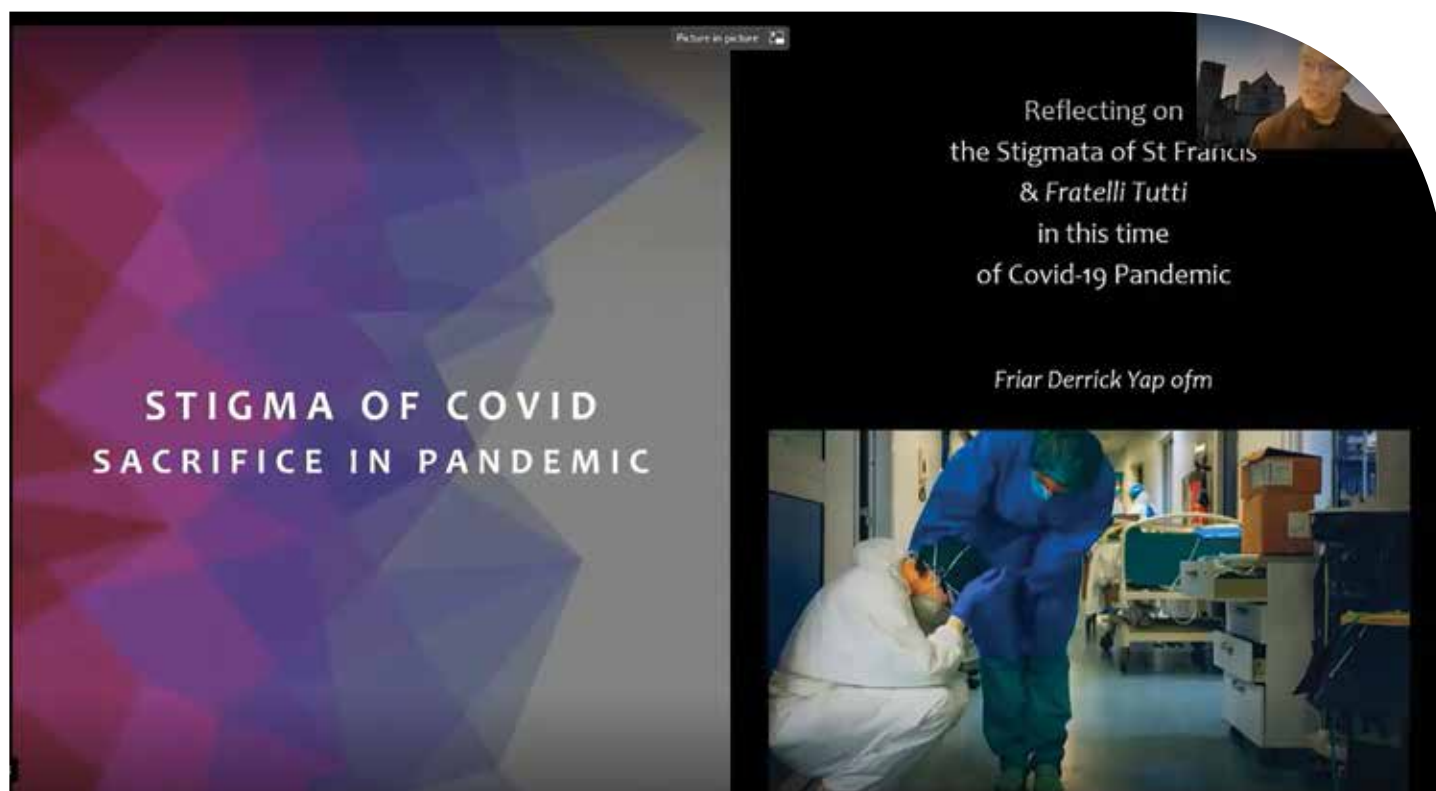
A mobile phone line was dedicated to specific care for our patients with COVID. Each new admission would receive a welcome call, assuring them of our support during their stay, prayers and any assistance they might need.

For example, we provided some patients with care packs filled with basic necessities that they wanted and activity packs for paediatric patients. We also helped top up phone cards for foreign workers who needed to keep in touch with family back home. When patients updated us with good news that they could be discharged, we celebrated with them over the phone.

## Dedicated CPC Support for Staff

Healthcare workers face unprecedented challenges during the pandemic, and our colleagues may require extra support to continue serving our patients with compassion, respect and dignity. CPC stepped up its support for staff by initiating an on-line booking system for sessions with CPC counsellors, where they could receive spiritual or emotional support. On Wednesdays, Friar William, OFM availed himself for the Sacrament of Reconciliation for Catholic colleagues.

## Mission Engagement Activities for Staff



A total of 8 mission engagement sessions were conducted for staff in February and April, and another 2 online sessions in September. Staff welcomed these sessions that provided inputs for personal reflection, mutual dialogue and personal sharing.

To commemorate the Feast of the Stigmata of St Francis of Assisi, Friar Derrick Yap, OFM was invited to provide an online sharing for our annual reflection for staff on 17 September 2021. This year's reflection drew upon the wisdom of Pope Francis' encyclical 'Fratelli Tutti', the spirit of brotherhood and love that transcends all boundaries. It gave staff a unique opportunity to reflect on our Franciscan heritage as an FMDM family in our mission to care for the sick.

The sharings provided a testament that the vision of the hospital is continuing and served as timely reminder for all to pause and reflect amidst our work during a Covid-19 fatigue phase.

## Fostering Community Spirit



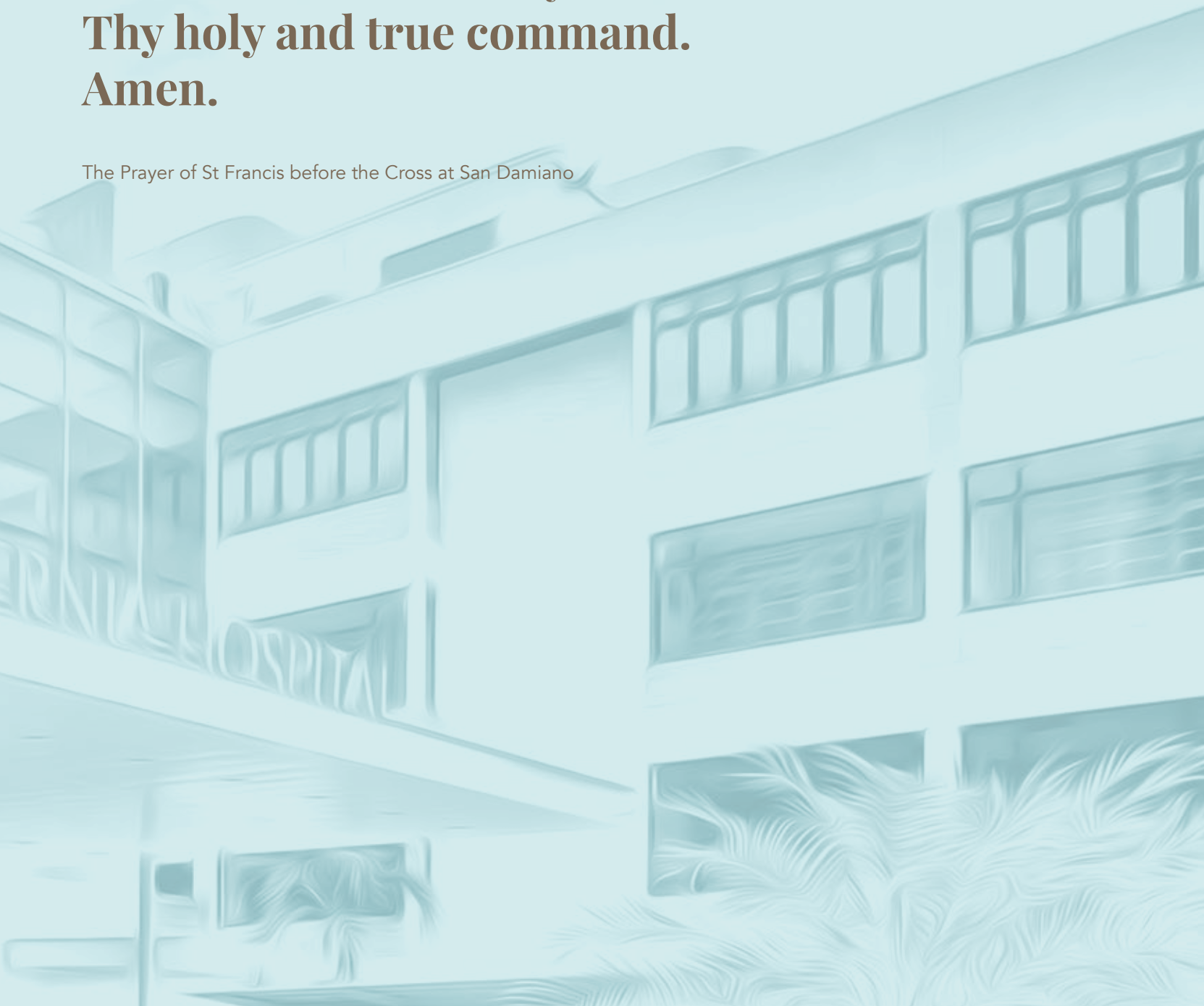
Staff from all over the hospital came together again to express their Christmas cheer through a collection of video greetings. They showed off fantastic bonding and teamwork, in working to create the virtual Christmas meet-up comprising live interviews. The combined participation from everyone using MS Teams and YouTube Live was encouraging. Participants actively connected with each other and emanated life-giving energy and appreciation for each other through the live chats.

## Becoming a Catholyst for Care

Our annual Joint Mission Formation Board Retreat with the ministries of Mount Miriam Cancer Hospital and Assisi Hospice was held in September 2021, with this year's theme being 'Becoming a Catholyst for Care'. Participants identified with Sr Jane Bertelsen, Congregational Leader FMDM's sharing on the 8 points of Franciscan Spirituality. As part of the retreat, they also took part in an Appreciative Inquiry exercise, where members across organisations interviewed each other and gained a better understanding of our diversity and shared commonalities.

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

The Prayer of St Francis before the Cross at San Damiano








*Serve all with Love*

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