



*Serve All with Love*

# Year in Review 2025

Where Compassion  
Shapes Progress



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

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

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

Enjoy the following excerpt:

## **Canticle of the Sun**

Most High, all powerful, good Lord,  
Yours are the praises, the glory, the honour,  
and all blessings.

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

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

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# At a Glance

Founded in

# 1961

by the Sisters from the Franciscan Missionaries of the Divine Motherhood (FMDM)

The first baby was delivered on 12 March 1961

Serving all with love for **64** Years

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

The only hospital that provides **Clinical Pastoral Care**



Close to **340** beds

Delivered **4,106** babies

## The Alvernia Psychological Health Centre

officially opened on 10 October 2025

## Outreach Clinics

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

# 4,359

unique lives touched by our Community Outreach department

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

Specialist Doctors

**29** Specialities    **371** On Campus    **1,483** Accredited

## Our Founding Story

In the summer of 1947, three Sisters of the Franciscan Missionaries of the Divine Motherhood (FMDM) left England for China. However, with the advancement of the Communist troops in China, the Sisters had to abandon their mission to work with the Irish Friars Minor in their Franciscan Missionary outreach and go to Hong Kong instead.

At that time, Bishop Olçomendy of Malacca was looking for Sisters to care for tuberculosis patients in Singapore. This disease was both life-threatening and contagious during World War II.

Thus, Sisters Angela McBrien, Mary Camillus Walsh and Mary Baptista Hennessy took over the tuberculosis wards at Tan Tock Seng Hospital at Mandalay Road Hospital, a tuberculosis treatment centre of Tan Tock Seng Hospital. They also served the “Lepers Camp”, a community of lepers housed in Trafalgar Home at Woodbridge Hospital.

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, they received donations from many generous individuals and companies.



*Mount Alvernia  
Hospital in 1961.*



The erected signage at the foot of Thomson Hill to publicise the opening of Mount Alvernia Hospital.

On 4 March 1961, Mount Alvernia Hospital (MAH) was officially opened with 60 beds. The hospital was staffed entirely by the professionally trained Sisters as nurses, midwives, physiotherapists, radiographers, laboratory technicians and other support services.



In the operating theatre in 1963.

The hospital took 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.

MAH today is home to nearly 340 beds, supported by over 370 on-campus medical specialists and 1,400 accredited doctors, and a team of more than 1,000 employees. Its facilities include multidisciplinary medical centres, a dedicated 10-storey building for mothers and children, a psychological health centre, and a comprehensive range of ancillary services from 24-hour urgent care and pharmacy to laboratory and rehabilitation services.



Mount Alvernia Hospital's first ambulance donated by Dr and Mrs Lai En Fo.

While the hospital has expanded in size and capability, it has remained true to its founding mission. As Singapore's only Catholic not-for-profit hospital, MAH continues to deliver patient-centred care, guided by the Franciscan values of compassion and dignity.



Sister Callistus Goh (left) and Sister Rosaria Hogan (right) with a patient in a single-bed ward in 1963.

# Our Ethos

Mount Alvernia Hospital (MAH) 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 Franciscan Missionaries of the Divine Motherhood (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, and the dignity of each individual and the community drive the hospital's mission – to live out its values by providing holistic healthcare and raising the quality of care and support for people where needed.

MAH believes in proactive collaborations and mutual support, partnering with doctors and healthcare organisations to

promote charity and social service that empower sustained growth in healthcare. This positions the hospital to appropriately respond to the needs of an ageing population whilst continuing to deliver new life as a hospital reputed for maternity care.

Today, with close to 340 beds, the hospital is supported by 371 on-campus specialist doctors and 1,483 accredited doctors.

As a not-for-profit hospital, MAH channels its surpluses to the communities it serves. 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 and South 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 Helena McEvilly in an outreach clinic
- Sr Celsus Nealon in a young offenders' prison
- Sr Judith teaching in Yola
- Sr Mary Jean Rogers with a polio patient

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'.



### Middle East

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



### South Africa

(from top to bottom)

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



### Ireland

(from left to right)

- Sr Maura offering pastoral support in an aged care home in Killarney
- Srs Angela and Maria at a charity walk for Galway Hospice

## Our Vision

Mount Alvernia Hospital seeks to continue to 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.

**Compassion** The capacity to enter into another's joy and sorrow.

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

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

**Respect** Treating each person we encounter with reverence.

**Peace** Being committed to building life-giving relationships with all.

### Ladywell, United Kingdom

(from top to bottom)

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



### England

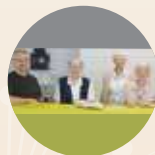
(from left to right)

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



### Rome

- FMDM in Rome



### Australia

(from left to right)

- Sr Monica, with the Sisters in Melbourne, Victoria
- Sr Marie counsels and runs a house in New South Wales for women released from prison or overcoming addiction



### Singapore

(from left to right)

- Srs Baptista, Camillus, Raphael and Angela exploring the site of Mount Alvernia Hospital
- Baby blessing by Sr Anne at Mount Alvernia Hospital
- What began in 1969 as a service at Mount Alvernia Hospital for chronically ill patients grew into a dedicated palliative care establishment by the FMDM Sisters in 1992 – marking the founding of Assisi Hospice
- Assisi Hospice provides specialist palliative care and comfort for patients



### Malaysia


(from left to right)

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



## Message from Sr Helen Doyle

Congregational Leader,  
Franciscan Missionaries of the Divine Motherhood



I begin this message by offering special thanks to Sister Jane Bertelsen, whose service as Congregational Leader concluded in May 2025. Jane has consistently and tirelessly supported Mount Alvernia's mission, to "Serve All with Love," at both Board and Executive levels.

Together with Sr Helena McEvilly, she played a key role in guiding the establishment of Catholic Health Care Asia, uniting the ministries of Assisi Hospice, Mount Miriam Cancer Hospital, and Mount Alvernia Hospital under one body and so ensuring that the Franciscan Catholic mission and identity remain at the heart of our healthcare.

Mount Alvernia through its deep and faithful commitment to its mission, continues to allow the new to emerge. This is highlighted by both the Board Chair Ms Chan Chia Lin and the Chief Executive Officer Dr James Lam in their messages. They both note with gratitude the strengthening of clinical services, the expansion of mental health care through the Alvernia Psychological Health Centre, and enhancing outreach efforts to serve the vulnerable.

As I begin my time as Congregational Leader, I am struck by the distinctive spirit that shapes Mount Alvernia Hospital. In a sector often marked by high turnover, its ability to retain staff long term is remarkable.

This reflects a clear and meaningful mission, increasingly rare in healthcare, where staff are drawn to a shared sense of purpose.

It is sustained by a supportive workplace culture, strong team bonds where everyone counts, and a commitment to work-life balance, even within the demands of healthcare.

Together with a stable and consistent environment, these qualities create a workplace where people find both meaning and belonging. It is this combination that allows Mount Alvernia to remain not only effective, but deeply human – and a place where staff choose to stay and grow.

In conclusion, in the spirit of Francis and Clare of Assisi – “What you hold may you always hold. What you do, may you always do and never abandon.” And so we entrust Mount Alvernia Hospital to God’s providence, that it may continue to be a place of healing, hope and compassion for all.

*“What you hold may you always hold.  
What you do, may you always do and  
never abandon.”*

# Message from Ms Chan Chia Lin

## Chairman of the Board

One of the most significant developments for Mount Alvernia Hospital in 2025 was the opening of the Alvernia Psychological Health Centre (APHC). The centre brings together outpatient psychological health services and an inpatient psychiatric ward, allowing us to provide more integrated support for patients across different stages of life.

Since the COVID-19 pandemic, there has been a clear increase in focus on mental health and mental wellness across government, workplaces and the wider community. Yet mental health remains an underserved area of need in Singapore. The launch of APHC reflects our desire to contribute meaningfully to this space by providing holistic, compassionate and accessible care for youth, seniors, post-partum mothers and adults.

Alongside this, Mount Alvernia Hospital continued to strengthen our clinical services and improve the patient experience. Throughout the year, our teams responded steadily to changing healthcare needs while remaining focused on excellent, sustainable and patient-centred care. I am grateful to our doctors, nurses, allied health professionals, management and support staff for their dedication and teamwork.

In 2025, the hospital saw growth in surgical activity, with surgeries increasing by 1.6% compared to the previous year. This reflects the strength of our surgical capabilities and the continued confidence that patients and doctors place in our clinical services.

Reflecting the broader national trend of falling birth rates, as well as the higher base effect of the Dragon Year in 2024, the number of babies delivered at the hospital declined by 20.5% in 2025. Even as demographic shifts continue to shape healthcare demand, we remain committed to supporting



women and children through quality maternity and paediatric care.

Looking ahead, we remain optimistic about the hospital's future growth. Ongoing upgrading and refurbishment works include new Day Surgery Operating Theatres, a Day Ward, and an upgraded Intensive Care and High Dependency Unit. Scheduled for completion in 2026, these improvements will not only increase capacity, but also enhance operational efficiency and strengthen the overall care journey for our patients.

Beyond the hospital, our community outreach efforts in medical, dental and preventive health services continued to expand. In 2025, our outreach programmes served more than 4,300 beneficiaries, a 23.5% increase from 2024. Particular focus was placed on supporting Persons with Disabilities and their caregivers through partnerships with social service agencies. These efforts included vaccinations, health screenings and dental check sessions. Through this work, we hope to make healthcare more accessible to vulnerable communities.

As a Catholic healthcare institution, Mount Alvernia Hospital remains guided by the mission and values of the Franciscan Missionaries of the Divine Motherhood. Their

legacy of compassionate service continues to shape the way we care for our patients, support one another and serve the wider community.

This year, we also strengthened our mission culture through initiatives such as the annual Joint Board Mission Retreat, as well as staff recognition programmes including the Values-In-Practice Awards and the Salt & Light Award. I would like to thank the Executive Team for their leadership and commitment in embedding our mission and values throughout the organisation.

At the governance level, we were pleased to welcome Associate Professor Jeremy Lim to the Board during the year. His experience across healthcare, public health and healthcare financing will further strengthen the Board's stewardship as Mount Alvernia Hospital continues to grow and evolve.

Finally, I would like to thank my fellow Board members, management, staff, doctors, partners and volunteers for their dedication and support. To our patients and their families, thank you for the trust you continue to place in Mount Alvernia Hospital. We remain committed to serving the community with love, compassion and professionalism.

# Message from Dr James Lam

## Chief Executive Officer

As Mount Alvernia Hospital celebrates 64 years since our founding by the Sisters from the Franciscan Missionaries of the Divine Motherhood (FMDM), we reflect with gratitude on a legacy built upon faith, compassion and service. What began in 1961 as a humble 60-bed hospital has grown into a quality healthcare institution guided by a mission to provide holistic and compassionate care to all. Through the decades, our commitment to caring for the community has remained steadfast and continues to shape the work we do today.

### Leadership Transition in Finance

This year saw an important leadership transition within our organisation. After 32 years of dedicated service, Mrs Annie Lim stepped down from her role as Director, Finance. Throughout her tenure, Annie oversaw multiple functions including Finance, Materials Management, Business Office, Medical Records Office, and previously the Technology Department. She also concurrently served as Director, Finance for Assisi Hospice.

Annie's financial stewardship and strategic foresight played an instrumental role in ensuring Mount Alvernia Hospital's financial stability and growth over the years. Her prudent management enabled the hospital to build reserves for key developmental projects, including the successful completion of the St Anne Mother & Child Centre in 2023. On behalf of the Mount Alvernia family, I would like to thank Annie for her invaluable contributions, friendship and steadfast support over the years.

At the same time, we warmly welcome Ms Jeanette Foo, who joined Mount Alvernia Hospital as Director, Finance on 24 March 2025. Jeanette brings with her extensive experience in healthcare finance, most recently serving as Deputy Director, Finance at Alexandra Hospital and the National University Health System. We are confident that her expertise and commitment to sustainable financial strategies will support Mount Alvernia Hospital's continued growth in the years ahead.

### Strengthening Mental Health Services

In 2025, we took a significant step in addressing the growing mental health needs of the population with the official opening of the Alvernia Psychological Health Centre (APHC) on 10 October 2025, officiated by Director-General of Health Professor Kenneth Mak as Guest of Honour.

Mental health has long been an underserved area in Singapore, often clouded by stigma and limited awareness. Today, however, conversations around psychological well-being are becoming more open, with greater recognition that mental health challenges can affect anyone regardless of age or background. Stress, anxiety, depression and burnout not only impact individuals, but also families and communities.

Looking ahead, the demand for accessible and comprehensive mental healthcare is expected to rise further. Youths face increasing academic and social pressures, while many seniors grapple with loneliness, grief and depression. These realities highlight the importance of integrated and empathetic support systems.

The APHC comprises the St John Paul II Ward for individuals requiring inpatient care, alongside an outpatient centre delivering integrated and holistic mental healthcare. Its multidisciplinary care model brings together psychiatrists, psychologists, occupational therapists, pastoral counsellors, trainers and allied health professionals to support not only medical needs, but also emotional, social and spiritual well-being.

## Enhancing Cardiovascular Care

Earlier in January 2025, we launched our new Cardiovascular Laboratory (CVL), enhancing our capacity to meet the rising demand for diagnostic and interventional cardiovascular services. Equipped with advanced digital imaging systems, additional procedure rooms and improved facilities, the new CVL strengthens our ability to provide timely and quality cardiac care to our patients.

## Celebrating the Dedication of Our People

None of these achievements would have been possible without the dedication and passion of our people. This year, we are proud to celebrate Sr Kelly Thian, who was recognised as a recipient of the Ministry of Health Nurses' Merit Award. We also congratulate the 47 staff members who received the Singapore Health Quality Service Awards 2025 in recognition of their exemplary service and commitment to patient care.

In addition, we honoured 136 colleagues at our Long Service Awards ceremony for their years of dedicated service ranging from five to 55 years. We paid special tribute to Mdm Ng Chek Gin from Housekeeping and Ms A. Vasantha Kumari from the Delivery Suite for their extraordinary 55 and 50 years of service respectively. Their loyalty and dedication embody the spirit and mission of Mount Alvernia Hospital.

## Continuing Our Mission in the Community

As a not-for-profit mission healthcare institution, we remain deeply committed to giving back to the community, continuing the legacy of our Founding Sisters. Every year, a portion of our surpluses is dedicated to supporting outreach initiatives for the underprivileged and marginalised through the efforts of our Community Outreach Team and social service partners.

In 2025, we expanded these initiatives to better serve vulnerable communities. We enhanced our

complimentary health screenings by incorporating educational workshops on chronic disease prevention, nutrition and caregiver mental well-being. We also improved access to dental care for Persons with Disabilities through arranged transportation and dedicated clinic sessions for them at our Mount Alvernia Outreach Dental Clinic.

This year, we introduced childhood immunisation services at our Mount Alvernia Outreach Medical Clinic for eligible children from transnational families who otherwise may not have been able to afford them. Our annual flu vaccination programme also reached over 1,500 Persons with Disabilities and their caregivers across more than 30 locations islandwide. In addition, we continued providing hospital-based services for vulnerable transnational families, supporting 52 individuals in 2025.

We would like to express our heartfelt appreciation to our social service partners for their collaboration in identifying healthcare gaps and enabling us to extend outreach efforts more meaningfully and effectively to the vulnerable community.

## Looking Ahead

As we look ahead to Mount Alvernia Hospital's 65th anniversary in 2026, we remain focused on strengthening our capabilities to serve future generations. Upcoming developments include the opening of a new Day Surgery Centre as well as an upgraded Intensive Care and High Dependency Unit, which will further enhance patient care and operational efficiency.

I would like to extend my sincere appreciation to our Board of Directors, healthcare partners, doctors, colleagues and supporters for your continued trust and unwavering support throughout the year. Together, as we continue building on the legacy of our Founding Sisters and responding to the evolving needs of the community, may we remain united in our mission to Serve All with Love.



# Board of Directors



**Ms Chan Chia Lin**  
*Chairman*  
*Board Member since 2023*

Ms Chan Chia Lin is a Director of investment holding company Lam Soon Cannery Private Limited, and a Board Director of Mapletree Industrial Trust Management Limited. Previously, she served as the Chief Investment Officer of Fullerton Fund Management Company, and was Managing Director and Head of Currency and Strategy at Temasek Holdings.

Prior to joining the Temasek Group, Ms Chan held roles at ABN AMRO Bank and the Monetary Authority of Singapore.

Beyond her corporate experience, Ms Chan is actively involved in the health and social service sectors. She serves on the boards of mental health charity Mindfull Community, the Yeo Boon Khim Mind Science Centre at the National University of Singapore, and several philanthropic organisations. She was previously the Vice President of the National Council of Social Service and Chairperson of migrant worker charity HealthServe.



**Dr Kwa Chong Teck**  
*Board Member since 2017*

Dr Kwa Chong Teck was the Founding Executive Director of the National Dental Centre Singapore. He currently serves as an Emeritus Consultant at SingHealth, practising in oral and maxillofacial pathology.

Dr Kwa holds advisory positions at the SingHealth Duke-NUS Disease Centres, the SingHealth Duke-NUS Pathology Academic Clinical Programme, the SingHealth International Collaboration Office, and the National Dental Centre Singapore.

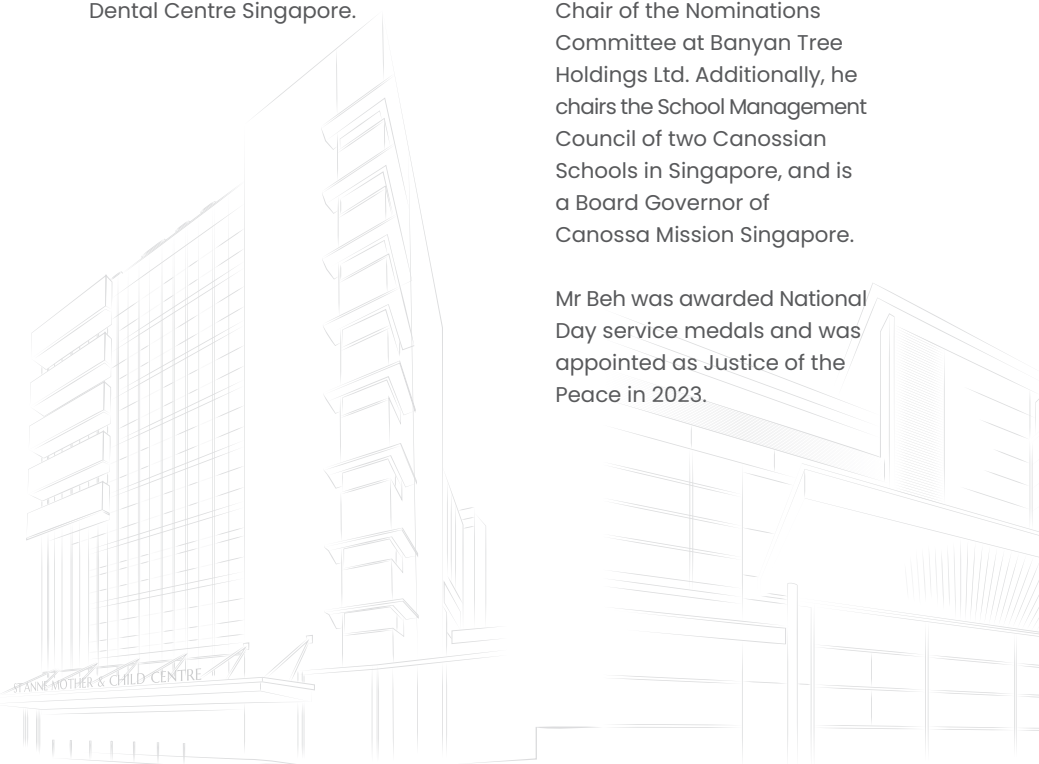


**Mr Beh Jit Han, Paul**  
*Board Member since 2018*

Mr Paul Beh is a Senior Advisor and immediate past Chairman for Asia Pacific at Reed Exhibitions. Before joining Reed Exhibitions, he was the Managing Director, Publisher and Partner of a regional publishing company. Prior to this, he spent several years with Singapore Airlines holding various marketing management positions.

Currently serving as a Director of SMU Overseas Pte Ltd, Mr Beh is also an Independent Director and Chair of the Nominations Committee at Banyan Tree Holdings Ltd. Additionally, he chairs the School Management Council of two Canossian Schools in Singapore, and is a Board Governor of Canossa Mission Singapore.

Mr Beh was awarded National Day service medals and was appointed as Justice of the Peace in 2023.





## Dr Ho Kheng Thye

*Board Member since 2018*

Dr Ho Kheng Thye is a senior consultant cardiologist. He was previously the Head of Cardiology at Tan Tock Seng Hospital, and Chairman of the Chapter of Cardiologists, College of Physicians (Singapore). He also sat on various advisory committees for the Ministry of Health and the Singapore Armed Forces.

Actively involved in cardiac imaging research, Dr Ho has authored professional research papers and book chapters, and has spoken at international medical conferences.

In his free time, he enjoys trekking in countries such as Japan, Spain and New Zealand.



## Dr Ong Eng Keow

*Chairman, Medical Advisory Board*

*Board Member since 2018*

Dr Ong Eng Keow is a neonatologist, paediatric intensivist and paediatrician with 24 years of private practice experience. He serves as Chairman of the Medical Advisory Board at Mount Alvernia Hospital.

He previously held various clinical and non-clinical positions at Alexandra Hospital, Tan Tock Seng Hospital (TTSH), KK Women's and Children's Hospital and Singapore General Hospital. Dr Ong was trained in paediatric intensive care medicine at the Royal Children's Hospital, Melbourne, after which he established the Paediatric Intensive Care Unit at TTSH.

Dr Ong has participated in and led many medical mission trips to Cambodia, Nepal, and other neighbouring countries. He is presently a council member of the Chapter of Neonatologists, Academy of Medicine, Singapore, and a committee member of the Singapore Paediatric Society.

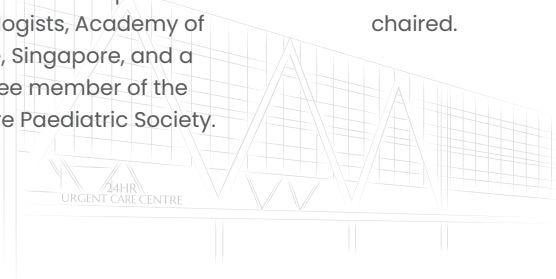


## Mr Tham Sai Choy

*Board Member since 2018*

Mr Tham Sai Choy is a Chartered Accountant and board member of Singapore-listed DBS Bank Ltd and Keppel Corporation. He was previously a member of KPMG's global board and chaired its Asia Pacific operations. As a practising accountant, he led work in financial audit, IT audit, restructuring and forensic investigations across a range of businesses and not-for-profit organisations.

Mr Tham has past and current board experience in a range of different organisations, including statutory boards Housing & Development Board and Accounting and Corporate Regulatory Authority, unlisted for-profit companies, and not-for-profit organisations such as DBS Foundation, Singapore International Arbitration Centre, Tax Academy of Singapore, and the Singapore Institute of Directors which he had chaired.





**Mr Ng  
Kim Beng**

*Board Member since 2023*

Mr Ng Kim Beng is a Managing Partner at Rajah & Tann Singapore LLP and an experienced counsel in the practice of International Arbitration and Construction & Projects. He is recognised as a leader in various industry reference publications, including Best Lawyers, Chambers Asia Pacific, Who's Who Legal, IFLR 1000 and The Legal 500 Asia Pacific.

In 2018, the Singapore Academy of Law accorded Mr Ng as a senior accredited specialist in Building and Construction Law for his professional excellence in this area of practice. He is a member of the Construction Adjudicator Accreditation Committee of the Singapore Mediation Centre. He is also a member of the Court of Arbitration of the Singapore International Arbitration Centre.



**Dr Chong  
Yoke Sin**

*Board Member since 2023*

Dr Chong Yoke Sin chairs the Portfolio Management Committee at A\*Star, and the advisory council of the School of Computing and Information Sciences at Singapore Management University. A Certified Senior Accredited Director, she is also a board member of the Urban Redevelopment Authority of Singapore, an Independent Director of Wilmar International and Great Eastern Holdings, and a council member of the Singapore Institute of Directors.

A veteran in the tech industry with expertise in AI, digital transformation, healthcare and cybersecurity, Dr Chong was the immediate past President of the Singapore Computer Society.

In 2024, she was conferred the NUS Distinguished Science Alumni Award and the National Day Public Service Medal for her contribution to the disability sector. She was also made a SkillsFuture Fellow for her commitment to lifelong learning and mentoring.



**Ms Loh Wei-Lyn**

*Board Member since 2024*

Ms Loh Wei-Lyn has had a diverse career spanning the government sector, manufacturing, aviation, and insurance industries. In her last executive appointment, she was the CEO of Asia Capital Reinsurance Group, an Asia-focused non-life reinsurer based in Singapore. She has recently completed the Executive Master of Change programme at INSEAD, and volunteers as a coach and mentor.

Passionate about culture and people development, she is a board member at Mount Alvernia Hospital, and serves on the Nomination and Remuneration Committee as well as the Audit Risk Management Committee.



**Dr Jeremy Lim**

*Board Member since 2025*

A/Prof Jeremy Lim is CEO and Co-founder of AMILI, the region's first and largest microbiome insights company. He trained in surgery, public health and lifestyle medicine, obtaining postgraduate qualifications in all three from Singapore, the United States of America and the United Kingdom.

He is adjunct faculty in the National University of Singapore and Monash University Malaysia and serves in various advisory and fiduciary capacities for healthcare organisations in digital health, migrant health and financing.

## Mount Alvernia Hospital (UEN: T08CC4085D) Year Ended 31 December 2025

Members' Attendance at Board Meetings – January to December 2025 is shown below:

Name of Director	Number of Board Meetings	Attendance
Chan Chia Lin (Chairman)	4	4
Kwa Chong Teck	4	4
Ong Eng Keow	4	4
Tham Sai Choy	4	4
Ho Kheng Thye	4	4
Beh Jit Han, Paul	4	4
Chong Yoke Sin	4	4
Ng Kim Beng	4	3
Loh Wei-Lyn	4	4
Jeremy Lim*	2	2

**Note:** \*Dr Jeremy Lim joined the Board as a member on 1 July 2025.

### Advisory Council

Name	Designation	Date of Appointment
NIL		

<b>Internal Auditor</b>	Ernst & Young Advisory Pte Ltd
<b>External Auditor</b>	KPMG LLP
<b>Banker(s)</b>	DBS Bank Ltd Oversea-Chinese Banking Corporation Limited United Overseas Bank Limited The Hongkong and Shanghai Banking Corporation Limited Maybank Singapore Hong Leong Finance Limited
<b>Investment Fund Manager(s)</b>	Fullerton Fund Management Company Ltd
<b>Other Adviser(s)</b>	Dentons Rodyk & Davidson LLP Allen & Gledhill Drew & Napier LLC

### Staffing

As at 31 December 2025, the Hospital has a total headcount of 1,235 staff.

### Reserves Policy

The Hospital shall determine the minimum Reserves level based on the estimated cumulative net cash outflow under a stressed environment for 3 consecutive years and, where relevant, also taking into account any major capital expenditure requirements in the medium term. This is to be reviewed on a yearly basis or as and when needed. Utilisation of the Reserves shall be subject to the Board's approval.

# Governance

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

Our 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 and 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 six committees, namely:

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

## Our Healthcare System Framework

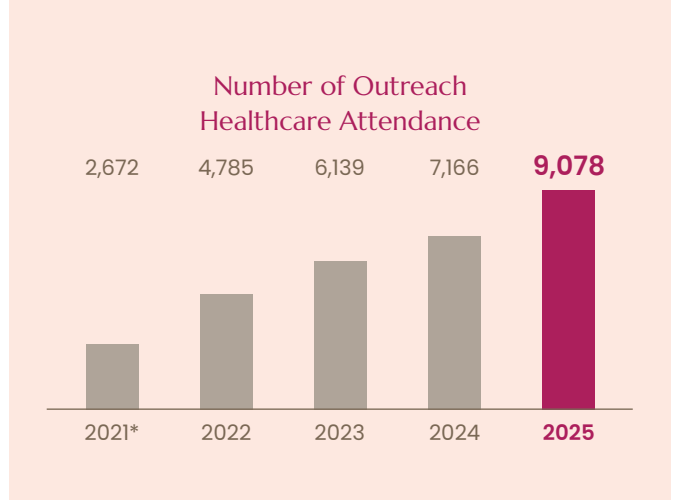
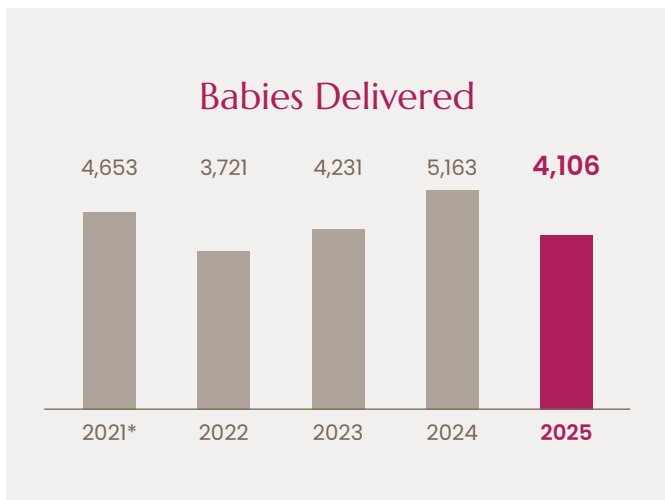
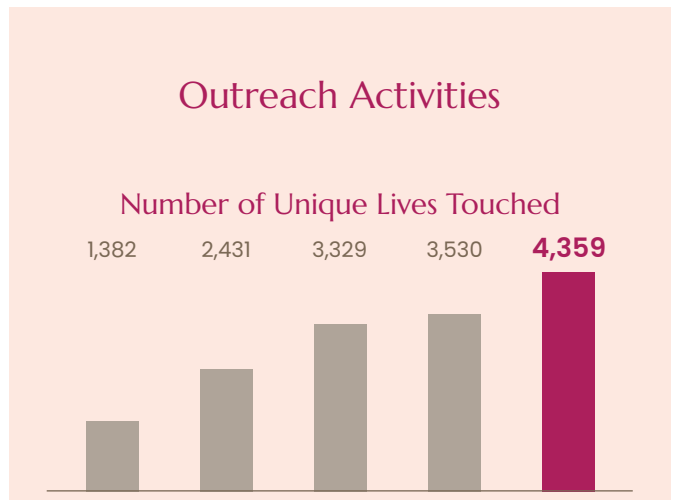
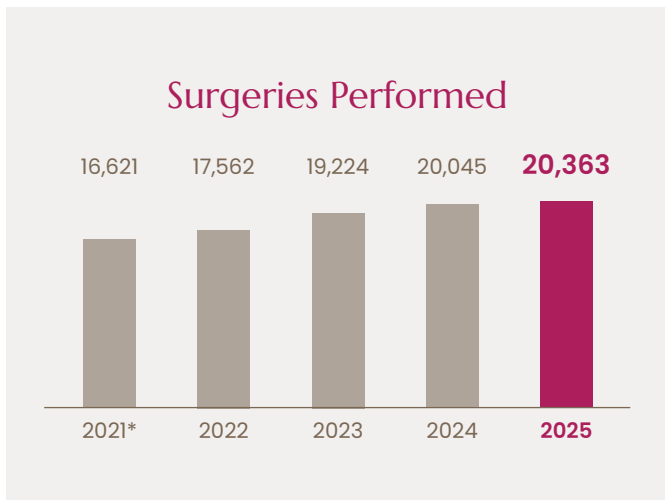
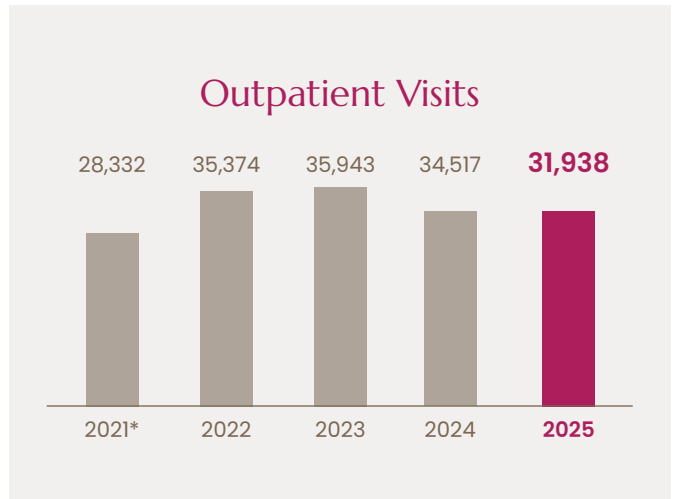
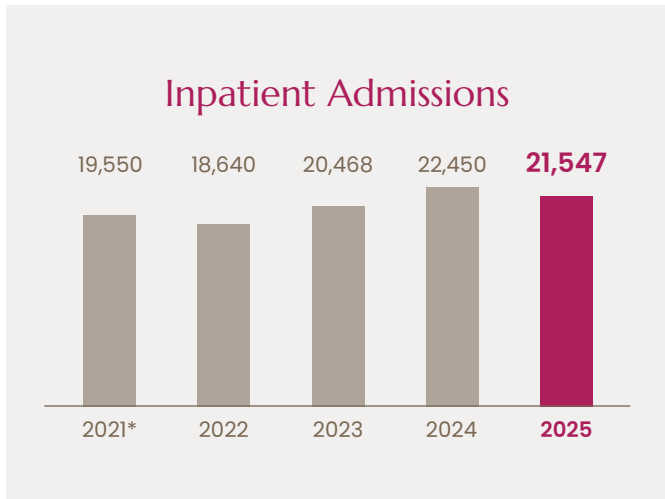
This report provides an overview of the healthcare services and community outreach initiatives launched by the hospital in 2025. Beyond our commitment to deliver high quality patient care and improve clinical standards, we endeavour to make visible our commitment to be a good corporate citizen beyond the general expectation of a private healthcare service provider. The work that we do at the hospital is invariably imbued with the Franciscan spirit of humility, gladness, kindness and generosity in serving others. Hence, the initiatives undertaken are in direct response to an identified community need and to fulfil our mission as a not-for-profit private Catholic hospital.

Our healthcare system framework comprises the following elements:

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

# Stewardship

These key operational indicators provide an overview of the hospital's activity levels and impact across inpatient, outpatient, surgical and community outreach services delivered in 2025.



\* COVID-19 Year

# Executive Management Team

## Dr James Lam Kian Ming

Chief Executive Officer



With over 20 years of experience in the healthcare industry, Dr James Lam brings strong leadership and expertise from the clinical and medical field. He previously served as the Chief Executive Officer of Thomson Medical Centre, and Group Director of the Applied Sciences Group and Blood Services Group at the Health Sciences Authority, Singapore.

As Chief Executive Officer of Mount Alvernia Hospital, Dr Lam has been instrumental in driving the hospital's growth and development, overseeing the opening of key facilities including a new mother and child centre, psychological health centre, and cardiovascular laboratory. Under his leadership, the hospital also introduced robotic-assisted surgery with the latest da Vinci Surgical System.

## Ms Jeanette Foo

Director, Finance



Ms Jeanette Foo brings with her over 20 years of experience in corporate finance, starting her career as an auditor at PricewaterhouseCoopers, and moving on to work in technology and semiconductor multinational corporations including HP, IBM and Micron.

Prior to joining Mount Alvernia Hospital, she worked in the public healthcare sector at Alexandra Hospital, National University Health System, playing an instrumental role in the start-up of the hospital and leading initiatives in financial sustainability and capitation. Ms Foo now oversees the finance, business office operations, materials management and risk management functions of the hospital.

## Ms Han May Ching

Director, Corporate Development and Human Resources



With over 20 years of experience in both local and overseas public and private healthcare sectors, Ms Han May Ching has a strong background in various fields including communications, marketing, business development, and strategic planning.

Prior to joining Mount Alvernia Hospital, Ms Han was the Director and Head of Group Service Operations at the National University Health System (NUHS). She saw to the successful implementation of the Ministry of Health's national IT turnkey project, known as the Next Generation Electronics Medical Records in Jurong Health Campus and the National University Polyclinics. She also served as the Assistant Chief Data Protection Officer in the NUHS Corporate Office for two years.

## Dr Djoni Huang

Director, Clinical Services



Dr Djoni Huang graduated with commendation from the University of Dundee in 1998, and obtained his postgraduate qualification in family medicine in 2007. He is currently a member of the Royal College of General Practitioners (UK).

He brings a wealth of experience from his previous employment at National Healthcare Group Polyclinics, National University Health System's Regional Health System, Yishun Community Hospital, and National University Polyclinics.

## Mr Bruce Leong

Director, Technology & Strategy



Mr Bruce Leong brings more than 20 years of experience in information technology across various industries and domains. He was previously with Synapse Pte Ltd, supporting the IT infrastructure for Singapore's northern cluster of restructured hospitals. He also led various teams in commissioning the IT infrastructures for new hospitals such as Khoo Teck Puat Hospital, Yishun Community Hospital and Admiralty Medical Centre.

Mr Leong's expertise includes data centre development, network and storage solutions, cybersecurity, virtualisation, IT operations, and vendor management. As Mount Alvernia Hospital's Chief IT Security Officer and Data Protection Officer, he is responsible for maintaining robust cybersecurity standards.

## Ms Karen Poon

Director, Mission



Ms Karen Poon joined Mount Alvernia Hospital in 2014. Previously, she held appointments as Brand Director and Head of Strategic Marketing for financial institutions and not-for-profit organisations. She holds a Bachelor of Business Administration from the National University of Singapore.

A lay associate of the Franciscan Missionaries of the Divine Motherhood congregation, Ms Poon is responsible for the hospital's social mission, and oversees the Clinical Pastoral Care Department.

## Ms Shirley Tay

Director, Nursing



With over 42 years of healthcare experience in both government and private institutions, Ms Shirley Tay brings with her a wealth of experience in nursing leadership and quality. She is appointed by the Ministry of Health as a member of the National Nursing Education Committee and the Acute Hospital Advisory Committee under the new Healthcare Services Act. She is also the Chairperson for Social and Health Sciences on the Kaplan Industry Advisory Board.

Ms Tay was previously with Tan Tock Seng Hospital, and has held appointments at Raffles Hospital. At Mount Alvernia Hospital, she oversees the Nursing Division, focusing on competency, standards, patient safety and care delivery experience.

## Mr Gus Teoh

Director, Hospital Operations



Mr Gus Teoh 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.

Since joining Mount Alvernia Hospital in 2019, Mr Teoh has been overseeing the operations of the hospital. He holds a Master of Business Administration from Murdoch University, Australia.

## Ms Cecil Ng

Deputy Director, Centre for Quality, Information & Innovation



With more than 20 years of experience in healthcare, Ms Cecil Ng has a proven track record in Electronic Medical Record (EMR) implementation, change management, quality improvement, governance, compliance and innovation.

At Mount Alvernia Hospital, Ms Ng successfully oversaw the implementation of EMR systems, resulting in streamlined workflows, improved patient care and increased clinician collaborations. Additionally, she led change management efforts to ensure smooth transitions and acceptance of new processes in quality improvements, innovation and informatics among staff members. Ms Ng is also adept at navigating complex regulatory frameworks, ensuring compliance with healthcare standards and regulations, while optimising operational efficiency.

# Division Highlights & Stories

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## Key Highlights of 2025

Mount Alvernia Hospital received

**1** Star

**7** Golds

**50** Silvers

at the annual Singapore Health Quality Service Awards 2025.

Sr Kelly Thian,  
Nurse Manager, Operating  
Theatre, was awarded the

### Ministry of Health Nurses' Merit Award

for her dedicated contribution to the nursing profession and deep commitment to patient care.

A hospital-wide

### Environmental, Social and Governance (ESG) framework

was introduced to guide sustainable practices and long-term organisational resilience.

The

## Alvernia Psychological Health Centre

was launched on 10 October 2025, officiated by Professor Kenneth Mak, Director-General of Health, signalling the hospital's commitment to provide accessible mental health care for all life stages.

A new

### cardiovascular laboratory

was opened to support a growing community of patients in need of cardiovascular and interventional care.

# Our ESG Initiative

In 2025, Mount Alvernia Hospital (MAH) took a significant step forward in its sustainability journey with the launch of its Environmental, Social and Governance (ESG) Framework. More than an environmental initiative, ESG provides a structured approach to integrating sustainability, social responsibility and ethical governance into the way healthcare is delivered, decisions are made and operations are managed.



The first ESG workgroup meeting on 13 January 2025.

## The ESG Framework's Three Interconnected Pillars

**ENVIRONMENTAL**

Promoting sustainable operations through responsible resource management, energy efficiency, waste reduction and environmentally conscious practices that support a healing environment.

**SOCIAL**

Delivering quality healthcare for all communities while fostering an inclusive workplace, strengthening employee well-being and deepening community engagement.

**GOVERNANCE**

Strengthening transparency, accountability, risk management and ethical decision-making to support long-term organisational resilience.

## Key Benefits of ESG

- ✓ Strengthen regulatory compliance and audit readiness
- ✓ Improve patient and staff safety and well-being
- ✓ Drive greater operational efficiency and cost optimisation
- ✓ Enhance organisational transparency and accountability
- ✓ Align hospital operations with mission-driven and sustainability goals

## Why ESG Matters at Mount Alvernia

As a Catholic mission hospital, MAH's ESG commitment is deeply rooted in the wisdom of Franciscan spirituality and the principles of integral ecology articulated in *Laudato Si'*. It reflects the understanding that caring for people and caring for creation are interconnected and inseparable responsibilities.

## Turning Commitment into Action

Throughout 2025, the ESG initiative gained momentum through a series of awareness campaigns, workshops, governance training sessions and staff engagement activities, while departments across the hospital translated ESG principles into action through projects that embedded sustainability into everyday operations and delivered benefits for patients, staff and the environment.

### ESG HIGHLIGHTS IN 2025

#### LED Lighting Retrofitting Project

Facilities Management completed the replacement of over 700 fluorescent light fittings with energy-efficient LED lighting throughout the hospital, contributing to annual savings of \$40,000.

#### Bringing Nature Closer to MAH

The Housekeeping team introduced new greenery and landscaped spaces around the rehabilitation and bus waiting areas to create a more healing environment with improved air quality.

#### Sustainable Procurement Practices

The Materials Management Department strengthened sustainable purchasing practices through the adoption of eco-friendly products, including certified paper products, biodegradable wipes and eco-friendly packaging. This reduced the environmental impact of plastic.

#### Greener Technology Procurement

The Technology & Strategy Department incorporated sustainability considerations into technology procurement by acquiring EPEAT Gold-certified laptops and strengthening responsible e-waste management practices.

#### Transition from Plastic Film to Digital Imaging

The Digital Imaging Department transformed replaced traditional plastic film with digital imaging solutions, eliminating the use of chemicals for film-processing.

## Looking Ahead

The launch of the ESG framework marks the beginning of a long-term journey towards sustainable healthcare. By integrating environmental stewardship, social responsibility and strong governance into its operations, MAH is strengthening its ability to serve patients, communities and future generations while remaining true to its Franciscan mission and values.

# Mission

## Clinical Pastoral Care

The Clinical Pastoral Care (CPC) team remained dedicated to promoting staff well-being, expanding support services and enhancing professional competencies over the past year.

### “Flourishing@MAH”

The “Flourishing@MAH” initiative was developed and implemented by CPC to support Mount Alvernia Hospital (MAH) staff well-being through evidence-based programmes tailored to the unique needs of healthcare professionals. The programme included “Mindfulness Practice in Medicine®” guided sessions to help healthcare professionals cultivate presence, emotional balance, and stress management. Workshops using validated tools such as the ‘Values in Action’ survey were also taught, to enhance work, relationships and coping strategies.

Additionally, receptive music experience and facilitated art sessions were held, providing opportunities for staff to relax and rejuvenate through guided music and art sessions. These initiatives were tailored to address the stressors unique to the hospital environment.

“Flourishing@MAH” saw active participation and received positive feedback from staff, and strengthened the sense of community and support within MAH.

### Pastoral Counselling Service

The CPC team introduced a pastoral counselling service as an integral offering of the hospital’s new Alvernia Psychological Health Centre. Designed to complement the care provided by psychiatrists, psychologists, and therapists to provide a more comprehensive continuum of care for the MAH patient community, this service with a fee, is available to both inpatients and outpatients.

The new pastoral counselling service offers individualised sessions by trained pastoral counsellors who are registered with the Singapore Association for Counsellors. Persons requiring support can self-refer or be referred by healthcare practitioners, ensuring that support is both proactive and responsive within a multi-provider framework focused on patient care.



*Pastoral counselling was introduced to complement the care provided at the Alvernia Psychological Health Centre.*

### Code of Conduct for CPC

The CPC team also implemented a formal Code of Conduct to guide professional behaviour and ethical standards in pastoral care. The Code promotes a culture of accountability, respect, and ongoing professional growth within the team.

The Code of Conduct was developed by drawing on best practices in pastoral care and ethical frameworks with a focus on cultural sensitivity.

## Mission Engagement Sessions 2025

Throughout 2025, Mission Engagement sessions created opportunities and space for reflection, community building, and values formation. These sessions helped staff rediscover purpose and vocation in their Catholic healthcare journey. These sessions covered:

- **Spiritual Strengths**

- focused on spiritual resilience and rediscovering one's inner strengths as a healthcare caregiver.



*The Mission Engagement session held in May engaged participants through reflective activities.*

- **Vocation-centred Formation**

- deepened personal reflection and helped staff to appreciate their talents and motivations as unique contributions to our mission.

- **Self-Care Workshops**

- engaged with experiential themes, "Nothing to Lose" invited staff to engage creatively and freely express themselves through reflective activities, while "Listening through Music and



*Participants showing their creation after the "Nothing to Lose" activity.*

Play" helped staff explore how music and creative play can cultivate presence, active listening, and emotional awareness.

- **Franciscan Spirituality and Joyful Service**

- highlighted stories of early FMDM sisters who embodied Franciscan joy, simplicity, and service in their work.



*Staff enjoying the Mission Engagement session.*

## Formation at the Annual Joint Board Retreat



Participants at the Joint Board Retreat 2025.

The Joint Board Retreat in November 2025 brought together the Board and Executive Team from the three ministries of Mount Alvernia Hospital, Assisi Hospice, and Mount Miriam Cancer Hospital, Catholic Health Care Asia Canonical Stewards, and the new FMDM Congregational Leadership Team. The retreat centred on deeper shared identity, stronger inter-ministry collaboration, and commitment to the Catholic healthcare mission.

## Celebrations and Blessings that Graced the Year

Year 2025 marked the 800<sup>th</sup> anniversary of the 'Canticle of the Creatures', St Francis of Assisi's poetical song of praise celebrating the unity of all creation.

The hospital, in communion with the FMDM and the Franciscan family worldwide, commemorated this milestone:

- The Feast of St Francis of Assisi was celebrated on 3 October 2025 with inspiring songs about the beauty of creation and visual storytelling – through a wall projection, emails, and posters – that highlighted Francis' compassion, humility, ecological care, and fraternity. These elements affirmed our shared mission of serving all with love, rooted in Franciscan spirituality.

- At our blood donation drives in March and September, our printed collaterals presented blood donation as an expression of care for others, recognising a sense of 'kinship' that transcends boundaries – echoing St Francis' reverence for nature, peace, and unity with all creation.
- We continued to offer blessings in various wards and clinical departments, as well as the new Alvernia Psychological Health Centre and St John Paul II Ward, as part of our spiritual support and holistic care for our patients, staff and others in our hospital community.



*Our blood donation drive on 12 March 2025 saw 65 units of blood collected.*

- On 30 July 2025, MAH celebrated a deeply meaningful Nurses' Day Mass in thanksgiving for all nurses and caregivers. Many found comfort and encouragement in the insights shared by the presider, Rev Fr Johnson Fernandez, and came forward to receive a 'Blessing of Hands' which honours the sacredness of caregiving and healing.



*A Nurses' Day Mass was held on 30 July 2025 in thanksgiving to all nurses and caregivers.*

# Community Outreach

Central to Mount Alvernia Hospital's mission is a commitment to give back to the community and help the marginalised population. This legacy is being carried forward by the Community Outreach Department through three key programmes, purposefully defined and structured to systematically reach diverse target segments, ensuring appropriate assistance is provided to the identified disadvantaged communities.

## Our Three Key Programmes

### 1 Mount Alvernia Outreach Medical Clinics

Located in Enabling Village and Agape Village, the Mount Alvernia Outreach Medical and Dental Clinics provide primary healthcare and dental care services to specific vulnerable individuals, including Persons with Disabilities (PwDs), at highly subsidised rates.

### 2 Hospital-based Services for Transnational Families

The hospital-based programme provides healthcare support to financially struggling transnational spouses and children who are ineligible for government health subsidies, covering services such as maternity care, diagnostics and non-complex medical procedures.

### 3 Offsite Programmes

The Outreach Team partners with social service agencies to bring essential healthcare services directly to beneficiaries through offsite programmes such as flu vaccinations, health screenings and educational workshops.



The Mount Alvernia Outreach Team.

## Our Reach in 2025



**4,359**  
Unique Lives Touched

**81** Social Service Agencies Supported

**112** Volunteers Involved

## 1. Mount Alvernia Outreach Clinics

In the year 2025, the Outreach Clinics served **2,683 individual patients**, who collectively made **6,743 visits**, utilising multiple services at the clinics.

### Making Dental Care Accessible for PwDs

In 2025, the Outreach Team partnered several social service agencies to ensure access to basic dental care for their PwD beneficiaries at the Mount Alvernia Outreach Dental Clinic at Enabling Village. Transportation, including wheelchair-accessible options, was arranged to ferry beneficiaries from the partners' respective premises to the clinic, easing their stress from travelling and reducing dependence on caregivers.

At the Outreach Dental Clinic, PwDs are cared for by trained staff in a supportive environment, with dedicated monthly appointment slots that allow for ample time, comfort and privacy during checks. The first visit is provided free of charge, with subsequent visits subsidised at \$30.



SPD beneficiary Ms Overee Stephanie Fawcet going for her first dental check.

As of 31 December 2025, 200 PwDs have benefitted from this initiative, in partnership with SPD, TOUCH Ubi Hostel, TOUCH Centre for the Independent Living @ Ubi, Metta Home for the Disabled, and the Singapore Association for the Visually Handicapped.

### Childhood Vaccination for Transnational Families



The Outreach Medical Clinic offers subsidised essential vaccinations for eligible children from transnational families.

Through its Transnational Maternity Support Programme, the Outreach Team identified a gap in the access to subsidised childhood vaccinations for non-Singaporean children from transnational families. This gap leaves families, many already financially stretched, struggling to pay the full cost of essential immunisations.

To address this need, the Outreach Medical Clinic started offering childhood developmental screening and the full suite of vaccines under the National Childhood Immunisation Schedule at subsidised rates of \$5 per visit to eligible families.

## 2. Hospital-Based Support for Transnational Families

In 2025, the Outreach Team supported **52** transnational spouses and children.

### Transnationals Spotlight



#### Five Surgeries to a Fresh Start

Malaysian cleaner Mdm Tho Kwai Lan, 54, whose husband is Singaporean, suffered from severe kidney stones that required multiple surgeries. Her case was referred by The Inclusive Fund (TIF) to the Outreach Team, which provided support through its transnationals programme. Consultations and surgeries were arranged with urologist Dr Yeow Yuyi and anaesthetist Dr Lee Rui Min, who waived their professional fees, while the Outreach Team funded her hospitalisation costs. Following five surgeries, all of her kidney stones were successfully removed.

#### An Arrival Against the Odds

45-year-old Malaysian Mdm Zalina faced financial difficulty when she became pregnant. She lives with her Singaporean husband Mr Abdul and five-year-old daughter Maryam in a HDB rental flat. The family struggles financially as Mr Abdul was declared unfit for work due to cardiovascular issues, while Mdm Zalina is a full-time caregiver to Maryam who has high caregiving needs. Unable to afford prenatal care without government subsidies, she was referred to the Outreach Team's transnationals support programme where obstetrician Dr Kenneth Edward Lee provided pro bono care. On 9 May 2025, Mdm Zalina safely delivered a healthy baby girl, Mardhiah.



#### From Daily Pain to a Brighter Future

Eight-year-old Naasir had lived with an inguinal hernia since birth. His condition worsened, causing chronic pain and requiring surgery. As a non-citizen on a Student Pass, he was ineligible for subsidies. With his father unable to work due to chronic health issues, the family relied solely on his mother, a hotel housekeeper, to support Naasir and his two siblings, leaving them unable to afford Naasir's hernia surgery. The Outreach Team arranged Naasir to see paediatric surgeon Dr Sim Chiang Khi, who waived his professional fees, while the Outreach Team covered the remaining costs. The surgery was a success, and Naasir is now back to his cheerful self.

### 3. Offsite Programmes

#### Island-wide Flu Vaccination Exercise

Complimentary flu vaccinations were provided to **1,319** PwDs and their caregivers across more than 30 different locations which includes disability homes, day activity centres and partners' premises.



*Flu vaccination at THK Sembawang.*

#### Health Screenings and Educational Workshops

PwDs face significant challenges in visiting clinics for health checks and prevention care due to their mobility difficulties, health conditions, or other constraints.



*Health screening for Down Syndrome Association.*

To address this issue, the Outreach Team partnered social service agencies to conduct health screenings for their PwD beneficiaries directly at their premises, building on its ongoing

efforts to improve access to care. While such screenings have long been part of its outreach efforts, this initiative was enhanced with the addition of educational talks for both PwDs and caregivers in 2025. Covering topics such as interpreting blood test results, nutrition and stress management, these sessions provided practical, relevant support. In 2025, a total of **358** participants benefitted from the screenings and educational sessions.

#### Overseas Outreach in Cambodia

In November 2025, the Mount Alvernia Outreach Team conducted a two-day training programme in Kampong Chhnang, Cambodia, in partnership with the Water and Healthcare Foundation.



*Neonatal resuscitation workshop led by Ms Adeline Koo.*

Focusing on neonatal resuscitation and maternal and child nutrition, the "Train-the-Trainer" initiative equipped 33 healthcare workers with practical skills to benefit the wider community. Led by Assistant Director of Nursing Ms Adeline Koo and Senior Clinical Dietitian Ms Tan Shiling, the two workshops combined theory and hands-on training. Participants showed significant improvements in knowledge, strengthening local capacity to manage neonatal emergencies and address childhood nutrition challenges.

# Human Resources

## Building Future Talent and Strengthening Workforce Enablement

### Developing a Pipeline of Future Healthcare Professionals



MAH's HR team engaging and connecting with NUS nursing students during their clinical attachment at MAH.

In 2025, Human Resources (HR) strengthened the hospital's long-term workforce sustainability by actively engaging students and building early awareness of healthcare careers. Across 19 internal and external student engagement initiatives, HR reached over 450 students, positioning Mount Alvernia Hospital (MAH) as a mission-driven, private not-for-profit, multidisciplinary healthcare institution. These engagements not only promoted MAH's values and service philosophy but also showcased meaningful career pathways available within the hospital.

### Supporting Students Through Sponsorship and Career Pathways

To deepen MAH's commitment to talent development, HR introduced and promoted sponsorship programmes that helped alleviate the financial burden of education for aspiring healthcare professionals. Sponsored students are given a pathway to return to MAH upon graduation, providing a sustainable pipeline of nursing talent aligned with the hospital's culture and mission. This approach advances both student development and MAH's long-term workforce needs.



MAH Staff Nurse Geraldine Victoria sharing her journey with students at the NUS Freshmen Orientation Camp 2025.

## Improving HR Visibility, Responsiveness and Engagement

### Deepening Trust Through Staff Engagement

HR built stronger relationships across departments through 16 staff engagement sessions, creating safe spaces for discussion, feedback, and early issue detection. This enhanced HR's credibility and positioned HR as a proactive partner in supporting staff well-being and performance.

### Accelerating Issue Resolution Through Stronger Line Collaboration

Close partnership with line managers resulted in faster case handling and quicker resolution of ground issues. This improved staff experience and further established confidence in HR's ability to support both employees and line managers.

## Advancing People Development and Competency Growth

MAH sustained its commitment to people development with over 50,000 hours of training delivered across leadership, communication, nursing competencies, and core operational skills. Investments in personal development facilitated a 30% increase in external course participation, demonstrating strong uptake and engagement by staff.



*Strengthening care beyond clinical skills through Psychological First Aid training.*

Key training programmes undertaken included:

- **Serve All with Love** – reinforcing personal ownership in service delivery and aligns staff with MAH's service standards to consistently deliver positive patient experiences.
- **Conflict De-escalation for Healthcare Professionals** – equipping staff with skills to manage challenging situations effectively while ensuring personal safety in the workplace.
- **Psychological First Aid Training** – helping staff to identify and manage stress, practise active listening, and utilise self-care strategies to build personal resilience.

## Building Employer Brand, Engagement and Retention Through Recognition

**Singapore Health Quality Service Awards (SHQSA) 2025**  
HR advanced MAH's employer brand by enhancing recognition frameworks that celebrate service and excellence. Through careful coordination of nominations and communications, MAH received 15 Gold and 32 Silver awards at the SHQSA 2025.



*MAH staff at the SHQSA 2025.*

### Long Service Awards 2025

Through the Long Service Awards, HR honoured 136 dedicated employees for five to 55 years of service. The occasion sent important signals to new joiners that MAH is an organisation where long-term careers are valued and celebrated. Personalised 999 Fine Silver medallions were awarded to Mdm Ng Chek Gin from Housekeeping and Ms A. Vasantha Kumari from the Delivery Suite, who have served MAH for a remarkable 55 and 50 years respectively.



*Celebrating 136 colleagues' service milestones with the FMDM Sisters, Executive Team and MAH colleagues.*

## Long Service Awards 2025 Recipients

### 55 Years

**Mdm Ng Chek Gin**, Housekeeping

### 50 Years

**A. Vasantha Kumari**, Delivery Suite

### 45 Years

**Vasegee Arumugam**, Day Ward  
**Jumiah Binte Yunani**, Wards - Our Lady  
**S. Krishna Kumari**, Wards - Our Lady  
**Pereira Gloria**, Wards - St Francis

### 40 Years

**Ang Gek**, Delivery Suite  
**A. Jenyanthy V. Annasalam**, Wards - Our Lady  
**Francis Mary Madeline**, Wards - St Nicholas

### 35 Years

**Karupathevan S/O R**, Facilities Management  
**Teo Siew Eng**, Food & Beverages  
**Tamilselvi D/O Vaithilingam**, Wards - St Gabriel

### 30 Years

**Bernadette Rajoo**, Front Office  
**Si Lian Kiang**, Wards - St Michael  
**Tan Meow Huay**, Wards - St Michael

### 25 Years

**Ho Li Chin**, 24-Hr Urgent Care Centre  
**Chok Shuk Kyun Beverley**, Rehabilitation Centre  
**Oh Lay Khim**, Business Office  
**Chinnasamy Latchemenan**, Security  
**Goh Sze Ling Rosalind**, Intensive Care Unit  
**Mageswari D/O Rajoo**, Nursing Administration  
**Glenda Lor Cabansay**, Wards - St Michael  
**Ruhana Bte Ahmad**, Wards - St Michael

### 20 Years

**Elizabeth Fabiana Macapayag**, Diagnostic Imaging  
**Ng Lih Wing**, Rehabilitation Centre  
**Ng You Ting**, Business Office  
**Duanmu Chuanfang**, Day Ward

### 15 Years

**Sumathy D/O Arumugam Pillai**, 24-Hr Urgent Care Centre  
**Chui Jinq Fong**, Pharmacy  
**Alice Ng Gek Neo**, Rehabilitation Centre

**Ari Wulandari Sutanto**, Patient Liaison Services  
**Lim Hui Gee**, Business Office  
**Foong Chee Kei**, Materials Management  
**Aw Liang Hsiung**, Food & Beverages  
**Chee Chai Ling**, Housekeeping  
**Mohamed Rozali Bin Abdul Rahim**, Security  
**Sharom Bin Mohammad**, Security  
**Lim Yew Song William**, Clinical Pastoral Care  
**Leow Bee Tian**, Parentcraft  
**Despabeladera-Bennett Marilou Loyola**, Wards – St Dominic  
**De Guia Maria Janice Cabadin**, Wards – St Gabriel  
**Sandoval Danielle Rose Tio**, Wards – St Raphael

## 10 Years

**Francis Sylvia Shanti**, 24-Hr Urgent Care Centre  
**Vinothini Selvanderan**, 24-Hr Urgent Care Centre  
**Yeo Joo Lee Jillian**, Clinical Support Administration  
**Dampil Jennelyn Villanueva**, Diagnostic Imaging  
**Lee Yoke Fong**, Diagnostic Imaging  
**Tan Chor Gek**, Diagnostic Imaging  
**Toh Qi Xian Terence**, Diagnostic Imaging  
**Caroline Chan Chien Liek**, Laboratory  
**Leu Qian Yi Jasmine**, Laboratory  
**Lim Sok Fong**, Laboratory  
**Nadesan Rageindran**, Laboratory  
**Seah Juncheng**, Laboratory  
**Tan Siew Lan**, Laboratory  
**Yeong Chee Leong**, Laboratory  
**Yogis D/O Subramaniam**, Laboratory  
**Misalang Mercedes Gundayao**, Pharmacy  
**Tan Yuan Teng**, Pharmacy  
**Low Kar Yin**, Outreach Special Projects  
**Megala D/O Arinathan**, Medical Records Office  
**Gan Siew Lee**, Business Office  
**Siti Salbiah Binte Omar**, Business Office  
**Soon Hao Shien Dickson**, Business Office  
**Chong Yoke Peng Millie**, Finance  
**Tay Lee Wah**, Finance  
**Natarajan S/O Doraisamy**, Facilities Management  
**Chong Ka Shem**, Food & Beverages  
**Pathmapriya Perumal**, Front Office  
**Rubah Govindasamy**, Housekeeping  
**Busari Bin Tarjoh**, Security  
**Ong Swee Bee Joyce**, Mission  
**De Souza Jeffrey Peter**, Central Sterile Services  
**Punggothei Subramaniam**, Central Sterile Services  
**Rani Koodathummuriyil Varughese**, Day Ward  
**Lim Lee Cheng**, Intensive Care Unit  
**Low Phui Toh Kathleen**, Nursing Administration  
**Alim Bin Hamzan**, Operating Theatre  
**Baldove Jezelmar Arellano**, Operating Theatre  
**Chan Wei Jie Timothy William**, Operating Theatre  
**Muhammad Ihsan Bin Abu Rahim**, Operating Theatre  
**Saing Ja Maing**, Operating Theatre  
**Lim Sem Choo**, Parentcraft

**Ocampo Editha Quilantic**, Wards – Our Lady  
**Gayatri D/O Amrathalingam**, Wards – St Dominic  
**Loria Dorothy Paz Quinon**, Wards – St Dominic  
**Lian Bee Leng**, Wards – St Francis  
**Su Jianping**, Wards – St Francis  
**Suganya D/O P Gunasager**, Wards – St Francis  
**Mon Myat Zin**, Wards – St Gabriel  
**Rubiales Valerie Cacayan**, Wards – St Gabriel  
**See Chia Wen**, Wards – St Gabriel  
**Eng Lee Lan**, Wards – St Michael  
**Morales Abigel Celmar**, Wards – St Nicholas  
**Teh Hui Hui**, Wards – St Nicholas  
**Yin Nyein Thu**, Wards – St Nicholas  
**Roshazmira Binte Fhaidil**, Wards – St Raphael  
**Zhu Jing**, Wards – St Raphael

## 5 Years

**Leong Yee Ling, Elaine**, Legal Department  
**Leitner Florence Ann Olaya**, 24-Hr Urgent Care Centre  
**Huang Djoni Sian Wei**, Clinical Support Administration  
**Lagunzad Cecile Rose Martinez**, Diagnostic Imaging  
**Veronica Thanaletchimi D/O Kobel Pullei**, Diagnostic Imaging  
**Lim Hock Huat**, Laboratory  
**Nadhirah Binte Abdullah Mustafa**, Laboratory  
**S Darshanaa Nair**, Pharmacy  
**Jamie Yong Hui Ling**, Bed and Surgical Booking  
**Png Huey Ling**, Materials Management  
**Seow Bian Shiang, Melvin**, Materials Management  
**Hong Kim Yen**, Food & Beverages  
**Wu Cheun Chia @Seah Cheun Chia**, Food & Beverages  
**Lee Jan Leong**, Hospital Planning & Development  
**Lek Chun Qiang**, Security  
**Mohammad Fauzi Bin Rahmat**, Security  
**Muhammad Firdaus Bin Jamaludin**, Security  
**Goh Bee Nah Susan**, Clinical Pastoral Care  
**Lim Keng Leng Ruth**, Clinical Pastoral Care  
**Llano Joseph Arroyo**, Central Sterile Services  
**Vimala Gunusegran**, Delivery Suite  
**Dineshvaran K Manivannan**, Endoscopy Centre  
**Wong Shee Hua**, Operating Theatre  
**Tan Shin Nee**, St John Paul II  
**Sinnamahshni Rajoo**, Wards – Our Lady  
**Vijy Balan**, Wards – Our Lady  
**Amoc Mary Daffodil Paningsoro**, Wards – St Francis  
**Lim Yee Yee**, Wards – St Gabriel  
**Nalapo Maria Lourdes Tabunda**, Wards – St Gabriel  
**Pulimparayil Mathew Jeny**, Wards – St Gabriel  
**Erfe Shelly Grace Ardiente**, Wards – St Nicholas  
**Aromin Meliza Balcita**, Wards – St Raphael  
**Sin Hou Yuen**, Technology & Strategy  
**Cheng Fui Meng**, Technology Applications  
**Liaw Jun Han**, Technology Applications  
**Goh Yong Fook**, Technology Infrastructure  
**Ho Boon Hua**, Technology Infrastructure  
**Ng Chih Chong, Alvin**, Technology Infrastructure

# Centre for Quality, Information & Innovation

## Quality Day 2025

The annual Quality Day, organised by the Centre for Quality, Information & Innovation (CQII) Division continues to be a key platform for driving continuous improvement and patient-centred excellence across the hospital. It was created to highlight and share valuable improvement efforts that were previously unrecognised or confined within departments.

Guided by the theme “Journey of Care – Quality to Heal, Innovation to Empower”, the event encourages staff at all levels to identify gaps, challenge existing processes, and champion meaningful change. It emphasises the shared responsibility of quality, reinforcing that every role contributes to better patient outcomes.



32 innovation projects were submitted.



Six projects from various departments were recognised for excellence.



The annual Quality Day continues to be a key platform for driving continuous improvement across the hospital.



Ms Lek Lee Hong from Technology & Strategy presenting her team's eMAC project on Quality Day.

This year, 32 innovation projects were submitted, showcasing a strong culture of initiative and improvement. Six top projects were recognised for excellence, with winning teams from the Intensive Care Unit, 24-Hr Urgent Care Centre, St Nicholas Ward, Housekeeping, and Technology Infrastructure.

In addition, five staff members received Certificates of Achievement for completing Quality Innovator Projects, while more than 30 participants were awarded Certificates of Participation for attending the Quality Innovator Workshop.

Interactive booths featuring best practice sharing further encouraged cross-departmental learning and collaboration.

## Digital Customer Satisfaction Survey System

The CQII Division led the implementation of a digital Customer Satisfaction Survey system at Mount Alvernia Hospital, marking a significant step in its ongoing efforts to enhance patient experience and service quality. This initiative involved transitioning from traditional paper-based

surveys to a secure digital platform, allowing patients to conveniently provide feedback through their own devices or hospital-provided iPads.

The project required close coordination across departments, supported by structured staff training, deployment of new devices in wards and clinics, and clear communication to ensure smooth adoption. Change management efforts focused on engaging staff, addressing concerns, and reinforcing the value of timely patient feedback.

This transition addresses the limitations of manual surveys by enabling faster collection and analysis of responses, improving data accuracy, and reducing administrative workload. With real-time insights, care teams are better equipped to respond promptly to patient needs, supporting continuous quality improvement and more responsive, patient-centred care.



CQII led the transition from paper-based customer satisfaction surveys to a digital platform.

## Patient Experience and Clinical Evaluation Committee (PEACE)

Established in 2025, PEACE reflects Mount Alvernia Hospital's continued efforts to strengthen its clinical governance framework. More than a response to evolving regulatory expectations, the committee represents a commitment to fostering collaboration, transparency, and continuous learning across the organisation.

PEACE brings together clinicians and representatives from diverse disciplines, creating a structured platform for inter-clinical engagement and shared decision-making. This integrated approach enables a more comprehensive evaluation of patient care practices, while ensuring that varied professional perspectives shape key discussions.

Through regular review of clinical outcomes, patient feedback, and care processes, the committee supports the adoption of best practices and drives continuous quality improvement. Its work reinforces accountability and encourages open dialogue and knowledge-sharing across departments.

By building stronger partnerships within the hospital, PEACE contributes to more coordinated, patient-centred care, while creating a culture where collective expertise supports sustained improvements in clinical quality, service delivery and overall patient experience.

# Nursing

In 2025, the Nursing Division continued to strengthen its role as a key driver of safe, efficient and patient-centred care. Through a combination of infrastructure enhancements, clinical innovation, workforce development and community engagement, the Division implemented initiatives that supported evolving patient needs while maintaining high standards of care delivery.

## Investing in Nursing Workforce Development and Recognition



“ This award is deeply humbling. It belongs to every patient who has trusted me, and every colleague who has journeyed alongside me. Every moment we faced together in the OT, the team work, and the compassion continue to inspire me to give my best every day. ”

– Sr Kelly Thian

### Ministry of Health Nurses' Merit Award 2025

The Nursing Division is proud to celebrate Sr Kelly Thian, Nurse Manager, Operating Theatre (OT), as a recipient of the Ministry of Health Nurses' Merit Award 2025. With 27 years of nursing experience, Sr Kelly has displayed noteworthy and exceptional performance in both her clinical work and leadership.

As the Nurse Manager overseeing the OT, Sr Kelly is a dependable and dedicated leader. Known for her calm presence, she is often the first to step in during high-pressure situations, and supports her team both clinically and emotionally.

Within the nursing division, she continuously seeks ways to streamline workflows and enhance patient safety standards.

Sr Kelly's impact is felt not only by staff, but also by patients. Her gentle manner brings reassurance during the most intense moments for patients going for surgery.

This national-level recognition reflects both individual excellence and the hospital's commitment to maintaining high standards of nursing practice.

## Celebrating Nurses' Day 2025

This year's Nurses' Day at MAH recognised the contributions and dedication of its nursing workforce under the theme "The Heart of Healthcare, The Strength of the Future".



The Nurses' Day celebration was attended by FMDM Sisters, Executive Team and staff across all departments.

The festivities on 1 August began in the morning with games and a photo booth, followed by a special lunch. The main programme included the Nurses' Merit Award presentation to Sr Kelly Thian, spirited singing performances by the Alvernia band, an original play "Shift Happens: Nurse on a Mission", games, a lucky draw, and finally, a cake-cutting ceremony.



An original play put up by MAH staff, titled "Shift Happens: Nurse on a Mission".

The celebration highlighted the essential role nurses play, while also promoting staff morale and well-being.

Acknowledging the profession's challenges, Ms Shirley Tay, Director, Nursing, said, "The global economic situation and the declining birth rate in Singapore have presented unprecedented obstacles. Yet, despite these difficulties, the nurses at MAH have demonstrated remarkable effort and professionalism. For that, I extend my heartfelt gratitude."

## Professional Contribution at S6 ECG Fair

Ms Kathleen Low, Deputy Director, Nursing, represented MAH as a speaker at the S6 Cluster Education and Career Guidance (ECG) Fair on 4 November 2025, engaging Primary 6 students on the nursing profession. The annual event helps students explore educational and career pathways.



Ms Kathleen Low engaging Primary 6 students at the S6 ECG Fair on nursing as a career.

During the session, Ms Low shared insights on the evolution of nursing and the role of nurses in today's healthcare landscape. She also introduced nursing as a meaningful career, highlighting its diverse opportunities and impact on patient care.

Her participation raised awareness among students and supported efforts to inspire future generations to consider careers in healthcare.

## Expanding Mental Health Services



Colleagues celebrated the successful opening of the St John Paul II Ward on 15 October 2025.

### Official Opening of St John Paul II Ward

The St John Paul II (SJPII) Ward, a dedicated inpatient mental health ward, was officially opened on 15 October 2025, providing a dedicated facility for patients requiring specialised mental health care. As part of the Alvernia Psychological Health Centre (APHC), the SJPII Ward and outpatient centre work in tandem to offer integrated and holistic psychological services to the population's growing need for mental health care.

The SJPII Ward was designed with purpose-built therapeutic spaces and a calming environment to support patient recovery and well-being. Staff underwent comprehensive training on mental health protocols, safety practices and the use of specialised facilities to ensure operational readiness.



Staff underwent comprehensive training on mental health protocols.

The successful launch was supported by close collaboration across clinical, nursing, administrative, operations and facilities teams, ensuring that all operational, safety and patient care standards were met.

## Optimising Care Capacity and Infrastructure

### St Joseph Ward Renovation and Upgrade

The St Joseph Ward underwent a targeted renovation, which included refurbishment of ward interiors, upgrading of fixtures and fittings, and optimisation of clinical layouts to better support care delivery. The upgraded ward enhanced patient comfort and safety while improving staff workflow efficiency, ensuring continued alignment with current clinical and regulatory standards.

### Optimisation of Bed Configuration in St Francis Ward

Following an assessment of patient demand, which indicated a consistent preference for 4-bedder rooms, selected 6-bedder rooms in St Francis Ward were converted into 4-bedders. This reconfiguration improved patient privacy and comfort, reduced congestion within care areas, and enabled better utilisation of available space.

### Establishment of Short Stay Unit

Twelve beds in St Francis Ward were repurposed to establish a Short Stay Unit as an extension of the Urgent Care Centre (UCC), enabling timely transfer of suitable patients requiring short-term observation or treatment. Through close coordination between UCC, ward teams and supporting services, the unit improved patient flow, reduced bottlenecks in acute care areas, and optimised use of ward beds and resources.

### Renaming and Expansion of OG Wards

The Our Lady and St Michael wards expanded their scope to care for both obstetrics and gynaecology patients and were renamed Obstetrics and Gynaecology (OG) Wards. The change enabled more flexible patient allocation, improved care coordination, and better reflected the wards' expanded role.

### Supporting the New Cardiovascular Lab

The Operating Theatre (OT) team, supported by the expertise of the Anaesthesia Unit, played a key role in preparing the new cardiovascular laboratory for operations. Working closely with clinical users and supporting services, the team verified equipment and environmental readiness, helping to establish safe workflows and ensure compliance with patient safety requirements before the launch.



*The enhanced Cardiovascular Lab.*

The OT team worked closely with clinical users and supporting services during the go-live phase, including verification of equipment and environmental readiness. This ensured that workflows were established and aligned with safety requirements prior to the commencement of clinical services.

## Strengthening Infection Prevention Practices

### Hand Hygiene Day 2025

Hand Hygiene Day 2025 was observed with the theme “Gloves are great, clean hands are better”, reinforcing the importance of proper hand hygiene in preventing hospital-acquired infections and safeguarding both patients and healthcare workers.



The theme for Hand Hygiene Day 2025 was “Gloves are great, clean hands are better”.

The hospital marked the occasion with interactive staff activities and a talk by infectious diseases expert Dr Leong Hoe Nam. These initiatives strengthened awareness and promoted best practices in infection prevention and patient safety across the organisation.

### Basic Infection Prevention and Control Training for Housekeeping

A basic infection prevention and control training programme was introduced for housekeeping staff in September 2025 recognising their critical role in maintaining a safe and hygienic environment.

Covering cleaning techniques, use of disinfectants, handling contaminated materials and hygiene standards, the programme enhanced staff capability and confidence, contributing to stronger infection control practices and improved patient safety.



Housekeeping staff attending the infection prevention and control training programme.

### Isolation Precautions Guide

An Isolation Precautions Guide was launched on the MAH Intranet to provide staff with guidance on patient placement and infection control.

The guide outlines precautions for airborne, contact and droplet infections, including the use of negative pressure rooms, single rooms and cohort arrangements. By standardising practices, it streamlined decision-making and optimised isolation facility use.

The initiative improved patient placement, reduced unnecessary use of specialised rooms and strengthened infection prevention, enhancing patient safety and reducing cross-contamination.

## Enhancing Emergency Response Capabilities

### Implementation of Code Green for Crash Lower Segment Caesarian Section

Code Green, an emergency response protocol for urgent caesarean delivery, was implemented in June 2025 to ensure rapid intervention in cases of maternal or foetal distress.



The initiative included the development of clear activation protocols, staff training and multidisciplinary simulation exercises involving obstetrics, anaesthesia, neonatology, operating theatre and supporting teams. It has established a standardised response pathway, improved team readiness and reduced response times in obstetric emergencies.

### Renewal as an Approved BCLS Training Centre

The hospital successfully renewed its status as an approved Basic Cardiac Life Support (BCLS) training centre, ensuring continued provision of accredited life support training.

The renewal process involved compliance with accreditation requirements, review of training programmes and maintenance of qualified instructors and facilities. Ongoing training sessions ensure that staff remain current and competent in life support protocols, supporting emergency preparedness across the organisation.

### Enhancing Bed Readiness for Urgent Admissions

To improve responsiveness to urgent care needs, bed allocation processes were revised to prioritise UCC and clinic admissions for beds vacated by 1pm, while reserving later discharge beds for next-day elective cases.

The new approach improved bed availability, reduced admission delays, strengthened patient flow and enhanced the hospital's capacity to respond to time-sensitive admissions. It also supported more efficient resource utilisation, improved coordination between teams, and contributed to better overall patient experience.

## Strengthening Maternity and Patient Education Services

### Revision of Antenatal Education Programme

The antenatal education programme was redesigned from a six-session format into a one-day course, with updated content and classes scheduled on Fridays and Saturdays to better accommodate working parents. The streamlined format improved resource utilisation while aligning content with current preferences.

Following the changes, attendance increased significantly, demonstrating the positive impact of improved accessibility, relevance and participant engagement.

## Advancing Innovation

### Remote CTG Monitoring Published in The BMJ

MAH's maternity care innovation on early foetal distress identification using remote cardiotocography (CTG) monitoring was published in *The BMJ*. Led by Ms Adeline Kooh, Assistant Director, Nursing, the project demonstrated the hospital's commitment to evidence-based practice and innovation in maternal and foetal care.

As the first hospital in Singapore to implement remote CTG monitoring, MAH enabled realtime monitoring across multiple wards (Our Lady and St Michael Wards), improving early detection and responsiveness. Between October 2023 and October 2024, the initiative reduced monitoring time by over 50 per cent and saved more than 218 clinical hours across 218 cases, allowing care teams to focus more on direct patient care.

The findings affirmed the value of remote monitoring in supporting safe, timely obstetric care, while publication in *The BMJ* reflected the project's methodological rigour and international relevance.

### Waterless ICU Initiative and Staff Adaptation

In preparation for an upcoming ICU expansion, a series of waterless initiatives were introduced to familiarise staff with new workflows aligned to a waterless ICU design.

A structured rollout incorporating quizzes, huddles, feedback sessions and open dialogues facilitated adaptation, addressing concerns early and allowing refinements before implementation. This improved staff readiness and supported a smooth transition to the new care model.



Ms Shirley Tay, Director, Nursing, briefing staff on the new waterless ICU workflows.

## Fostering Community Engagement and Patient Experience

### Bear Mascot Appearance on Children's Day

To celebrate Children's Day 2025, a bear mascot was introduced to engage young patients and bring a sense of joy to the hospital environment. The mascot made rounds across selected wards, engaging children through high-fives, photo opportunities and light-hearted activities.

It was a welcome distraction for paediatric patients, helping to ease anxiety and break the routine of hospital care, with many families describing the experience as a source of comfort and joy.



*Bear mascot spreading smiles on Children's Day.*

The mascot's presence also contributed to a more uplifting ward atmosphere, with staff sharing in the children's enjoyment.

### Engagement Activities with the FMDM Sisters

The Nursing Administration team organised and participated in a series of engagement activities with the FMDM Sisters at the convent, supporting their well-being through meaningful interaction, recreation and social connection.

A key activity was a dry dragon boat session, which allowed the Sisters to experience the teamwork and rhythm of dragon boat rowing in

an adapted land-based format. The activity encouraged participation, coordination and shared enjoyment. In another session, the team facilitated a mooncake-making activity, guiding the Sisters in preparing this traditional treat.



*Engagement activities can support the emotional well-being of the FMDM Sisters.*

A mascot also made a surprise appearance during the sessions, adding a light-hearted element and bringing moments of joy and laughter.

These activities strengthened relationships between staff and the Sisters while bringing joy and companionship to the Sisters.



*FMDM Sisters enjoying a mooncake-making session, with a surprise mascot appearance bringing added cheer.*

# Clinical Services

## Official Launch of Alvernia Psychological Health Centre

A significant milestone in 2025 was the launch of the Alvernia Psychological Health Centre (APHC) on 10 October, in conjunction with World Mental Health Day. The event was officiated by Professor Kenneth Mak, Director-General of Health.



APHC was officially launched on 10 October 2025, at a ceremony officiated by Professor Kenneth Mak, Director-General of Health.

The establishment of APHC represents a major step forward in MAH's commitment to provide accessible holistic and integrated mental health care for all, joining nationwide efforts to address the rising prevalence of mental health issues.

APHC comprises a new inpatient ward, the St John Paul II Ward, alongside an expanded outpatient clinic, enabling the hospital to support patients across a wide spectrum of psychological and psychiatric conditions.



The new Alvernia Psychological Health Centre.

The outpatient clinic offers a comprehensive range of services, including psychiatric consultations, psychotherapy, counselling, and occupational therapy, within a private and conducive environment. The integration of multidisciplinary services within a single centre allows for more coordinated care and timely interventions for patients.

Beyond clinical services, APHC plays an important role in advocacy and education. As part of the World Mental Health Day launch, the centre hosted staff talks, interactive games, and therapeutic workshops to raise awareness, reduce stigma, and equip staff with strategies for self-care.

## Equipping Staff with Psychological First Aid Skills

In August 2025, a Psychological First Aid (PFA) training module was introduced to equip staff with knowledge and skills to support individuals experiencing emotional distress.

More than 90 staff members from various departments have completed the training. Participants reported increased confidence in recognising signs of distress, approaching individuals in a supportive manner, providing immediate emotional support, and guiding them to appropriate professional resources when needed.

Post-training feedback highlighted the programme's relevance and impact. Many shared that the training strengthened their resilience and ability to support not only patients and colleagues, but also family members and friends.

The positive response has generated interest in expanding the training across the organisation, further building a culture of care where both patients and healthcare workers feel supported and understood.

## APHC's Participation at Caritas Walk

APHC continued extending its reach into the community through participation in the Caritas Walk. During the event, the hospital set up a booth to share information about APHC's services with Caritas member organisations and members of the public.

This outreach platform provided an opportunity to raise awareness about mental health in an accessible community setting, helping to normalise conversations and encourage individuals to seek support when needed.



Staff at the Caritas Walk to share APHC's services.

Participation in the Caritas Walk facilitated meaningful connections with partner organisations, creating opportunities for collaboration and strengthening referral networks. These partnerships enhance continuity of care and help ensure individuals receive the support they need across different touchpoints.

## New Weight Management Programme

In response to the growing incidence of obesity and related chronic conditions, the Nutrition and Dietetics Department launched a multidisciplinary Weight Management Programme in 2025, reflecting a stronger focus on preventive care and long-term health management.

The programme brings together expertise from the Nutrition and Dietetics, Pharmacy, Rehabilitation and APHC teams, providing a coordinated and holistic approach to weight management.

Patients receive personalised care plans tailored to their health needs and goals, including dietary guidance, behavioural strategies, medication management where appropriate, exercise recommendations and psychological support to encourage sustainable lifestyle changes.

Beyond improving patient outcomes, the programme also raises awareness of the hospital's range of clinical services.

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## “Happy Mealtimes” Toddler Nutrition Workshop

To address the growing concern of picky eating among young children, the Nutrition and Dietetics team introduced the “Happy Mealtimes” Toddler Nutrition Workshop. This hands-on programme supports parents in managing feeding challenges and fostering positive mealtime experiences.

Led by a dietitian, the workshop combines education and interactive activities, equipping parents with evidence-based strategies, practical feeding techniques, and guidance on building healthy eating habits. Conducted in a group setting, it also encourages peer learning through the sharing of experiences.

A highlight is the food play segment, where toddlers explore foods through touch, smell and taste. Many parents reported that their children became more willing to engage with and try foods they had previously rejected, while also gaining new perspectives on feeding approaches.

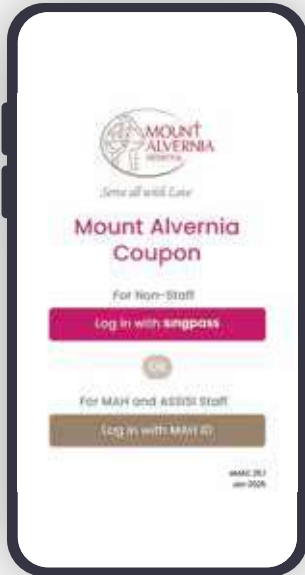


*An activity where the child was guided to create his own meal.*

Feedback has been positive, with parents expressing greater confidence in managing mealtimes and supporting their child's nutritional development.

# Technology & Strategy

## Electronic Mount Alvernia Coupon (eMAC)



Launched in 2025, the Electronic Mount Alvernia Coupon (eMAC) replaced the hard-copy coupon system with a fully digital, mobile-enabled solution. Designed and developed in-house, eMAC streamlines staff meal distribution through an intuitive interface that allows

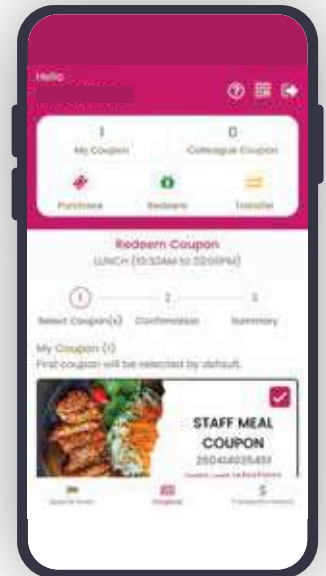
employees to purchase coupons anytime, anywhere. Integration with HR systems automatically assigns the appropriate coupon type based on staff's job codes, removing manual selection and administrative errors.

Using staff members' existing mobile phones for redemption, users can purchase coupons in any quantity, transfer unused coupons when leaving the organisation, and share redemption links with guests. The platform was further enhanced to

support festive food ordering and doctors' breakfast orders, enabling the decommissioning of older point-of-sale systems and generating further savings.

eMAC also supports non-staff users, including doctors and clinic personnel, through Singpass login, while providing real-time data for tracking, reporting and decision-making.

The elimination of paper coupons supports sustainability and reduces manpower required for printing, sales and reconciliation, enabling staff redeployment to higher-value tasks. The initiative reduced annual recurring costs from \$16,515 to \$3,767, while improving convenience and operational efficiency.



## Electronic User Access Management (eUAM)

The Electronic User Access Management (eUAM) system was introduced to automate and standardise the user access review process. By automating data extraction and cleansing across more than 60 systems, eUAM reduces manual effort and minimises human error.

A user-friendly dashboard enables Heads of Departments to review and manage access

rights efficiently. The implementation reduced the review cycle from 10 months to under two months, while lowering operational costs and user support calls.

Overall, eUAM improved process consistency, strengthened governance, and enhanced operational efficiency, and supported more timely and effective access management decisions.

# Hospital Operations

## Strengthening Infrastructure and Medical Capabilities

### Space Planning and Infrastructure Coordination for the New Alvernia Psychological Health Centre

The Hospital Planning & Development (HPD) team played a key role in the planning and successful completion of the new Alvernia Psychological Health Centre (APHC) and St John Paul II Ward, supporting Mount Alvernia's expansion of specialised mental health services. From space planning to infrastructure coordination, the project involved developing outpatient consultation and therapy facilities, alongside an eight-bed inpatient ward designed with therapeutic spaces, private rooms and a dedicated Electroconvulsive Therapy (ECT) procedure room.



*The outpatient clinic at APHC and the St John Paul II Ward.*

### Expansion of Medical Services

The former Delivery Suite was redeveloped into eight tenancy units now occupied by surgical subspecialists including orthopaedic, colorectal and urology practices. The redevelopment enabled the hospital to accommodate more specialist doctors on campus, expanding specialist options available to patients.

### High Tension Panel Upgrade

Facilities Management completed the replacement of a 34-year-old High Tension electrical panel to strengthen the reliability and resilience of the hospital's power infrastructure. Completed within the approved budget of \$680,000, the project removed a major single-point-of-failure risk in the hospital's electrical infrastructure while improving system safety, reliability and maintainability.



*The HT Panel Project Ops team led a successful initiative to replace a 34-year-old high tension electrical panel.*

## Building an Environmentally Sustainable Hospital Environment

### Creating Greener, Healing Spaces

In support of the hospital's ESG efforts, the Housekeeping team enhanced the hospital campus by introducing greenery in key areas, including the space behind the Rehabilitation Centre and the bus waiting area on Level 1. Beyond beautifying the campus, the initiative helps improve air quality and creates a more calming, healing environment that supports patients' and visitors' overall well-being.



Greenery was introduced around the hospital premises to create a more healing environment.

### Reusable Staff Supper Containers



Disposable foam containers used for staff suppers were replaced with durable, microwave-safe reusable containers. The initiative eliminated approximately 36,500 foam containers annually, significantly reducing non-biodegradable waste while lowering annual costs by 75%. Staff also benefitted from a better dining experience through the use of sturdier and heat-resistant containers, supporting the hospital's sustainability goals.

### Safer, Cleaner Entrances

Wet umbrellas at busy entrances previously created slip hazards, while single-use plastic umbrella sleeves generated waste and required frequent replenishment by staff.

To address this, umbrella dryers with reusable, washable pads were installed at key entrances to absorb water before visitors enter the building, keeping floors dry, improving safety, eliminating single-use plastic waste and reducing staff workload.

### LED Lighting Retrofit

Over two years, the Facilities Management team replaced more than 700 fluorescent light bulbs with energy-efficient LED lighting, reducing energy consumption, lowering operational costs by an estimated \$40,000 annually and supporting the hospital's broader sustainability goals.

## Driving Operational Excellence and Efficiency

### “1 Wipe, 1 Table, 1 Room” Cleaning Strategy

Reusable folded cloths previously used across inpatient wards were replaced with single-use wet wipes to standardise cleaning practices and strengthen infection control. Each wipe is used once per table before disposal, eliminating inconsistent hygiene practices and reducing cross-contamination risks. The initiative also removed the need for cloth folding and reduced hidden labour and material costs by 50%.



*The “1 Wipe, 1 Table, 1 Room” cleaning strategy standardises cleaning practices and strengthens infection control.*

### Optimising Portering Through Hybrid Workforce Planning

To strengthen service continuity and improve operational efficiency, MAH partnered Clean Solutions to introduce a hybrid workforce model for portering services. Combining in-house and outsourced manpower, the approach enhanced 24/7 service coverage, improved response time, reduced operational disruptions and delivered significant cost savings.

### Centralisation of Block E Ward and Day Ward 3 Air-Conditioning System

Several standalone air-conditioning units in Block E wards and Day Ward 3 were consolidated into a centralised chilled water system through the addition of a fourth chiller. Completed within budget, the project improved cooling stability and reliability in patient-critical areas, reduced maintenance burden and achieved estimated annual energy savings of approximately \$69,000 while lowering the hospital’s carbon footprint.



*The newly installed fourth chiller in the plant room.*

### Consolidation of Office Space

The former staff canteen was converted into office space, bringing together teams from divisions previously located across different parts of the campus, including Clinical Services, CQII and Medical Affairs. The move improved collaboration, communication and space utilisation.

## Enhancing Patient and Visitor Experience



Special Koi Fish Jellies for patients during Chinese New Year.

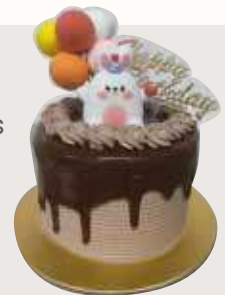
### Introduction of Festive Desserts

To uplift patient morale and create a more positive recovery experience during festive seasons such as Chinese New Year and Christmas, the F&B team introduced specially crafted festive desserts for inpatients.

The chefs invested significant time in developing desserts that were both visually appealing and suitable for patients, working closely with dietitians and suppliers to ensure the desserts met hospital dietary standards while remaining tasty. The desserts were personally delivered to the wards by the chefs, spreading warmth across the hospital.

### Partnering Kazo for Birthday Cakes for Inpatients

The F&B team partnered with bakery Kazo to provide customised birthday cakes for inpatients celebrating birthdays during their hospital stay. The bakery's personalised and child-friendly cake themes were especially meaningful for paediatric patients, while an advance ordering workflow ensured reliable and timely delivery.



### Elevating Front Office Service Standards

A structured training programme was introduced for all frontline personnel to strengthen service excellence and cultivate a customer-first culture.

The programme addressed areas such as communication, empathy in a healthcare environment, teamwork, stress management and conflict resolution. The initiative resulted in stronger teamwork, enhanced communication, and improved visitor feedback and satisfaction.



Front office staff delivering warm and attentive service.

# Strategic Marketing

In 2025, the Strategic Marketing Department drove patient engagement through events, partnerships and digital initiatives, creating opportunities for conversion while supporting the hospital's mission to provide compassionate, patient-centred care.

## Driving Engagement at Mummys Market

Mount Alvernia Hospital (MAH) participated in Mummys Market, Singapore's largest baby fair. Held from 4 to 6 July, the event attracted approximately 100,000 expecting and young parents over three days, offering a high-impact opportunity to engage directly with the target audience.



Mummys Market, Singapore's largest baby fair, attracted 100,000 parents over three days.

The hospital's booth was designed to be interactive and experience-driven, showcasing Alvernia Parentcraft Centre services and the benefits of the Alvernia Ladies Card (ALC). A key feature was the "ALC Member Privileges Showcase" where expectant mothers could experience curated product and service samplings from selected merchant partners, such as Beauty Mums & Babies and SG Homemade. This tangible experience helped to bring the value of ALC membership to life for prospective members.

The team also actively encouraged visitors to sign up for maternity tours, which serve as an

important gateway for prospective parents evaluating where to deliver.

**6x** increase in maternity tour registrations

**8x** increase in Alvernia Ladies Card sign-ups

Participation in Mummys Market not only boosted immediate conversions but also reinforced brand awareness and strengthened MAH's positioning within the competitive maternity care landscape.

## Engaging Expectant Parents Through Educational Seminars

In 2025, strong emphasis was placed on educational seminars as a key platform to connect with expectant parents and support them in their pregnancy journey.

### Prenatal Seminars

The Strategic Marketing team organised two prenatal seminars in August and November 2025, designed to equip expecting parents with essential knowledge for a healthy pregnancy and to prepare them for childbirth and early parenthood. The sessions featured expert-led sharing by MAH's obstetricians on key aspects of pregnancy care, complemented by practical guidance on breastfeeding and newborn care from lactation consultants at the Alvernia Parentcraft Centre.

Beyond knowledge sharing, they also provided valuable opportunities for participants to interact directly with healthcare professionals, helping to build trust and confidence in MAH's care.



*Clinical dietitian Ms Aileen Ling gave a presentation on nutrition for a healthy pregnancy during the prenatal seminar in August.*

**The two seminars collectively attracted 120 parents and were well received for their informative and engaging content.**

### Supermom Maternity Seminar

Supermom, a well-established parenting platform, partnered with MAH to present a maternity seminar on 1 November 2025, themed "Embracing Motherhood: A Holistic Approach to a Healthy Pregnancy". The seminar featured MAH obstetricians sharing expert insights on pregnancy and maternal health.

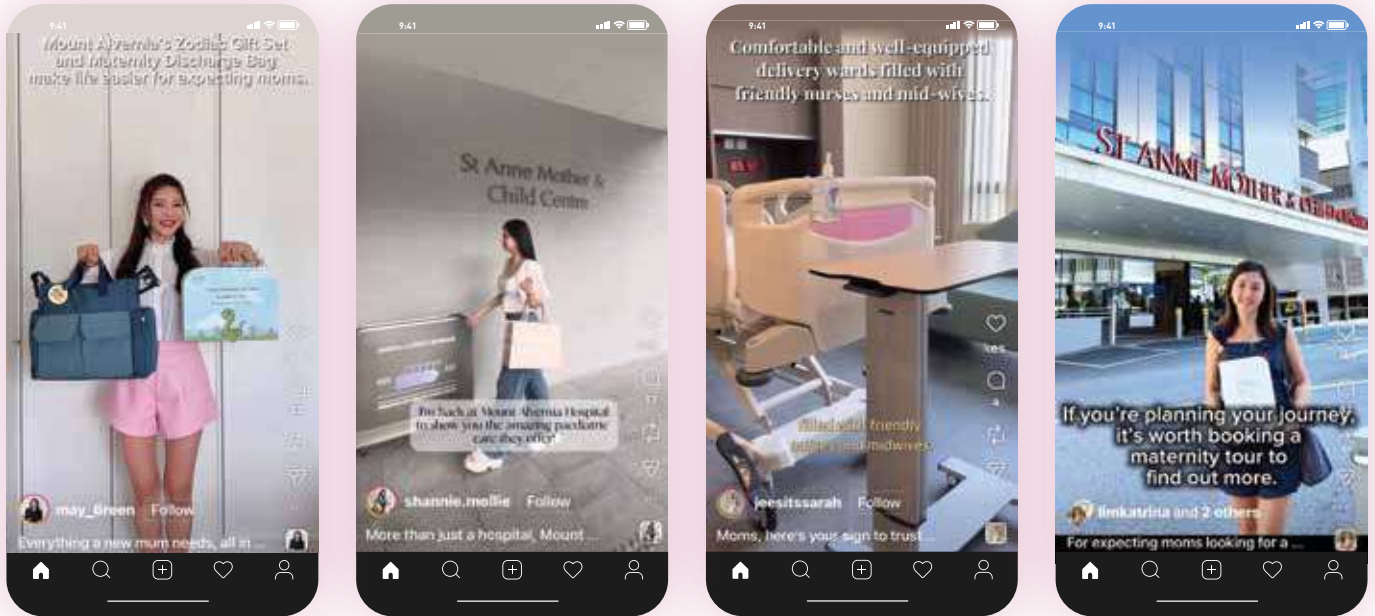


*The Supermom maternity seminar drew 451 attendees.*

The collaboration enabled MAH to reach Supermom's extensive audience of expectant and young parents while introducing participants to the hospital's maternity services.

**Attendance totalled 451 participants, demonstrating the effectiveness of strategic partnerships in expanding reach and strengthening engagement.**

## Expanding Reach Through KOL Marketing



KOLs sharing about their experiences at MAH through Instagram reels.

In April 2025, the Strategic Marketing Department launched a Key Opinion Leader (KOL) Marketing initiative to expand digital reach and strengthen brand credibility.

This initiative aimed to leverage influencers with established Instagram followings whose personas align with MAH's brand identity - genuine, warm and non-commercial in tone - to amplify its messaging. By partnering with KOLs who resonate with the hospital's target audience, particularly young families and expectant mothers, the hospital was able to connect with audiences in a more authentic and relatable manner.

**A total of 15 selected KOLs shared their personal experiences at MAH, covering aspects such as their childbirth journeys and overall encounters with paediatric care and other hospital services. Presented through Instagram reels, these stories provided prospective patients with real-life insights into the patient experience.**

This approach not only extended the hospital's reach beyond its owned channels but also strengthened trust, as audiences are more likely to engage with content endorsed by familiar and credible voices.

## Alvernia Live Chat



Psychiatrist Dr Lim Wei Shyan on Alvernia Live Chat in September, advising viewers on stress and mental illness.

Introduced in April 2025, the Alvernia Live Chat is a monthly 30-minute lunchtime online session designed to engage audiences through accessible, expert-led content.

Held across the hospital's Facebook, Instagram and TikTok platforms, the live sessions featured healthcare professionals sharing insights and answering real-time questions on topics ranging from high-risk pregnancies and baby nutrition to mental health and weight management.

The Alvernia Live Chat aimed to enhance brand awareness, position MAH as a trusted acute general hospital with multidisciplinary expertise, and foster meaningful audience engagement.

**From April to December 2025, nine sessions were conducted, attracting an average of 700 live views per session across platforms.**

The consistent viewership demonstrated strong audience interest and the effectiveness of bite-sized, expert-driven content.

## Zodiac Baby Gift Set

To enhance the patient experience and create meaningful touchpoints for new parents, the Zodiac Baby Gift Set was launched on 29 January 2025, and given to every mother who delivered in MAH in the Year of the Snake.

Thoughtfully curated, the gift set included keepsake items such as a baby romper, milestone disc set, and imprint kit, alongside practical essentials like a soft swaddle, beanie, and mittens.



The Zodiac Baby Gift Set.

More than just a gift, the Zodiac Baby Gift Set served as a memorable brand touchpoint, allowing families to associate their childbirth experience at MAH with warmth, care, and celebration.

# Sports & Recreation Club

The Sports & Recreation Club (SRC) continued to foster staff engagement and well-being in 2025 through a series of meaningful initiatives that promoted wellness, teamwork, inclusivity and community spirit.

## World Health Day 2025

To coincide with the World Health Organization's World Health Day, SRC organised a wellness-focused event on 11 April 2025 to encourage staff to prioritise their health and well-being. This year's theme centred on weight management, highlighting the importance of healthy lifestyle habits and preventive healthcare.

The programme began with an energetic Zumba session, followed by a healthy breakfast and talks by Clinical Dietitian Ms Aileen Ling and Resident Medical Officer Dr Lo Ying Tai. The speakers shared practical advice on healthy eating, sustainable weight management and maintaining overall wellness.

Despite the early 8am start, over 100 staff attended the event, reflecting strong support for health-related initiatives within the hospital community. Beyond promoting physical wellness, the event also encouraged self-care and strengthened camaraderie among staff across departments.



Staff getting a good workout during the Zumba session on World Health Day.

## Filipino Heritage Night

To celebrate the hospital's multicultural workforce, SRC organised its first Heritage Night on 4 November 2025, kicking off with the Philippines, one of the largest communities represented at MAH.

The venue was transformed into a vibrant Filipino street scene, complete with colourful stalls, authentic delicacies, and performances of Filipino songs and traditional bamboo dances. The event attracted 125 staff members and drew enthusiastic participation throughout the evening. Beyond the festivities, the event fostered greater cultural appreciation and inclusivity within the workplace. Filipino staff felt welcomed and reminded of home, while colleagues gained a deeper understanding of Filipino culture and traditions.



The decorations included a typical Filipino street stall.

## Bring Your Child to Work Day

MAH held its inaugural “Bring Your Child to Work Day” on 17 June, welcoming 36 children aged seven to 12 for a full-day programme that offered a behind-the-scenes look at the healthcare environment and their parents’ workplace.



*The children kicked off the day with cookie-baking.*

The initiative aimed to strengthen family bonds while introducing children to healthcare concepts such as hygiene, nutrition and first aid.



*The children making their own “calming jars”.*

Activities included cookie-baking, creating “calming jars”, meeting the FMDM Sisters, and a guided tour around MAH where participants visited the nursery, outpatient laboratory, security office and data centre, seeing the Automated Guided Vehicle along the way.



*A guided tour gave the children a firsthand look at various departments, including the nursery.*

After lunch, the children attended a storytelling session at the Chapel before exploring interactive booths featuring CPR basics, healthy eating, baby care, hand hygiene, occupational therapy, laboratory services, pharmacy operations and the Urgent Care Centre.



*Storytelling in the Chapel.*

Feedback from both staff and children was overwhelmingly positive, with parents appreciating the opportunity to share their professional world with their children while the young participants gained a better understanding of healthcare and their parents’ work.

## Singapore Sea Regatta 2025

MAH participated in the Singapore Sea Regatta 2025 on 13 and 14 September at The Promontory @ Marina Bay. The annual international dragon boat event brought together organisations and communities in support of mental health advocacy and community causes.



The Alvernia Dragons at the Singapore Sea Regatta, with colleagues who came to cheer them on.

Representing the hospital was the newly formed Alvernia Dragons, comprising staff from various departments and four specialist doctors. Despite

having many first-time paddlers, the team trained every Sunday for six months, demonstrating determination, teamwork and perseverance.

Their hard work paid off and culminated in a bronze medal for the men's team in the 200-metre Healthcare Opens race. Beyond the achievement, the experience strengthened camaraderie, resilience and collaboration among participating staff members.



The Alvernia Dragons training against the backdrop of Singapore's skyline.

## MAH and Assisi Hospice Dinner & Dance

The annual MAH and Assisi Hospice (AH) Dinner & Dance was held on 5 December 2025 at Orchard Hotel, bringing together 850 staff, doctors and partners for an evening of celebration and appreciation.

With the theme "International Fiesta", the event celebrated the diversity of MAH and AH's multicultural workforce through vibrant performances, games and lucky draws.



The theme "International Fiesta" celebrated MAH and AH's multicultural workforce.

Highlights included energetic dances by Filipina staff members and performances by MAH's in-house band, "Clinical Heartbeat". The event fostered stronger bonds among colleagues while recognising the dedication and contributions of staff members across both organisations.

## Christmas Décor Competition

A cherished FMDM tradition dating back to before 1949, the annual Christmas Decoration Competition once again transformed the hospital and AH into vibrant festive spaces in December 2025.

Staff from wards and departments across both institutions participated enthusiastically, creating imaginative displays judged on creativity, storyline, contribution, effort and overall impact.



First Prize: St Elizabeth Ward (AH)

St Elizabeth Ward (AH) clinched the top prize, followed by Day Ward and the Urgent Care Centre (MAH).



Beyond the competition, the initiative fostered teamwork, creativity and community spirit while creating a warm and uplifting environment for patients, visitors and staff during the Christmas season.



Second Prize: Day Ward (MAH)

The annual event continues to serve as a meaningful reminder of the compassion, creativity and community spirit that define both organisations.



Third Prize: Urgent Care Centre (MAH)

## New Doctors

Mount Alvernia Hospital warmly welcomes 37 specialist doctors who joined the Mount Alvernia family in 2025. With their experience and a shared commitment to providing compassionate care, they support the hospital's mission to serve all with love.

### Anaesthesiology



#### Dr Diana Chan Xin Hui *Advanced Pain Specialists*

Dr Diana Chan is a specialist in anaesthesiology and pain medicine. After receiving her Master of Medicine (Anaesthesiology) in 2013, she pursued her pain medicine fellowship training in Sir Charles Gairdner Hospital, Western Australia, and concurrently completed her Masters of Clinical Investigation in 2016. During her fellowship, she was trained in both multidisciplinary pain management and advanced interventional pain medicine, as well as women's and children's pain management.

Dr Chan currently holds a Fellow of Interventional Pain Practice (FIPP) certificate, a European Diploma of Regional Anaesthesia and Graduate Diploma in Acupuncture. Prior to joining private practice, she was a senior consultant and head of the Department of Pain Medicine in the Division of Anaesthesiology at the Singapore General Hospital. She also founded the SingHealth Duke-NUS Pain Centre.

### Cardiology



#### Dr Sheldon Lee Shao Guang *Orchard Heart Specialist Clinic*

With over 20 years of clinical experience, cardiologist Dr Sheldon Lee specialises in the management of cardiovascular conditions and cardiac imaging. His subspecialties are heart failure management, and non-invasive cardiac imaging and cardiac magnetic resonance imaging. After graduating from the National University of Singapore in 2003, Dr Lee received his specialist accreditation in cardiology in 2013. Thereafter, he completed fellowships in advanced heart failure management at St Vincent's Hospital, Australia, and cardiac magnetic resonance imaging in the Royal Brompton Hospital, London.

Prior to joining private practice, Dr Lee served as a senior consultant cardiologist and Director of the Heart Failure Programme at Changi General Hospital. He is currently a council member of the Heart Failure Society (Singapore), and a Fellow of the ASEAN College of Cardiology.



#### Dr Benji Lim Yaozong *Novena Heart Centre*

Dr Benji Lim is an interventional cardiologist specialising in coronary angiography and angioplasty. His clinical interests include the prevention and management of coronary artery disease and its risk factors, such as diabetes, hypertension, and hypercholesterolaemia. He graduated from Trinity College Dublin, Ireland in 2007, and completed his specialist training in cardiology in 2015 and a fellowship in interventional cardiology at Inselspital, University of Bern, Switzerland in 2017. Before private practice, he was a senior consultant cardiologist at Changi General Hospital and visiting consultant at National Heart Centre Singapore.

Dr Lim served as Associate Programme Director of the SingHealth Cardiology Residency Programme (2018-2024) and was appointed Clinical Assistant Professor at SingHealth Duke-NUS. His research has been published in international journals, including *Circulation* and *Journal of the Asian Pacific Society of Cardiology*.

## Endocrinology



### Dr Tng Eng Loon *Nobel Diabetes, Thyroid and Endocrine Centre (Mount Alvernia)*

Dr Tng Eng Loon is a specialist in endocrinology with clinical expertise in diabetes, hormonal, and metabolic disorders. He manages a wide range of conditions including hypothalamic-pituitary disorders, adrenal and androgen imbalances, thyroid and lipid disorders, osteoporosis, and diabetes mellitus.

Dr Tng has a strong interest in integrating evidence-based practice into endocrine care, and has pursued subspecialty training in leading centres across the UK.

## Gastroenterology



### Dr Poh Choo Hean *Clinic for Liver & Digestive Disorders Pte Ltd*

Dr Poh Choo Hean obtained his medical degree from Queen's University in the United Kingdom in 1996, followed by his postgraduate degree in 1999. He completed advanced training in internal medicine and gastroenterology in Singapore in 2000, and was accredited as a Fellow of the Academy of Medicine, Singapore in both specialities in 2004 and 2006 respectively.

From 2008 to 2009, Dr Poh was in the United States to further subspecialise in the field of upper gastrointestinal motility. He has published numerous medical research papers in reputable medical journals, and was awarded the Research Publication Award in 2010. He was actively involved in teaching the next generation of young doctors when he was a core faculty member of the Accreditation Council for Graduate Medical Education.



### Dr Tey Tze Tong *Clinic for Liver & Digestive Disorders Pte Ltd*

Dr Tey Tze Tong is a gastroenterologist experienced in managing a wide range of digestive and liver conditions. After graduating from the Yong Loo Lin School of Medicine, National University of Singapore (NUS), Dr Tey attained his Membership of the Royal College of Physicians (UK) and Master of Medicine (Internal Medicine) from NUS. He is a Fellow of the Royal College of Physicians (Edinburgh) and the Academy of Medicine, Singapore.

Dr Tey previously headed the Inflammatory Bowel Disease Service at Sengkang General Hospital. His subspecialty interest is in inflammatory bowel disease. He is a member of the European Crohn's and Colitis Organisation, and trained in intestinal ultrasound at the Mater Hospital in Brisbane, Australia. He was awarded the Singhealth Outstanding Faculty Award and Singhealth Senior Educator Award.



### Dr Yeo Chong Meng *Clinic for Liver & Digestive Disorders Pte Ltd*

Dr Yeo Chong Meng graduated from the University of Otago, New Zealand, where he received his medical degree in 1998. He completed his basic medical training at two reputable public hospitals, Auckland City Hospital and North Shore Hospital before returning to Singapore. He subsequently became Member of the Royal College of Physicians of the United Kingdom and embarked on advanced specialist training in gastroenterology and hepatology in Tan Tock Seng Hospital.

Dr Yeo was then accredited as a gastroenterologist by the Singapore Specialist Accreditation Board, and later conferred the Fellowship by The Academy of Medicine, Singapore and the Royal College of Physicians, Edinburgh. He was also awarded the Ministry of Health Healthcare Manpower Development Plan Scholarship for his advanced training in Yale-New Haven Hospital, USA.



## Dr Benjamin Yip Cherng Hann *Alpha Digestive & Liver Centre*

Dr Benjamin Yip, a consultant gastroenterologist, is a Singapore-trained doctor who completed specialist training in both general medicine and gastroenterology & hepatology at the National University Hospital. He later underwent advanced endoscopy subspecialty training at the Royal Free and University College Hospitals in London, United Kingdom.

Dr Yip previously served nearly two decades in the public sector, including consultant roles at Khoo Teck Puat Hospital and Ng Teng Fong General Hospital. His expertise lies in diagnostic and therapeutic gastroscopy and colonoscopy as well as advanced endoscopy including ERCP, endoscopic ultrasound, deep enteroscopy, SpyGlass™ cholangioscopy, endoscopic dilation, stenting and gastrointestinal bleeding control. He received the NMRC/MOH Health Research Scholarship for his Master of Clinical Investigation and is a Fellow of the American Society for Gastrointestinal Endoscopy.

## General Surgery



## Dr Chong Choon Seng *Ark Surgical Practice*

Dr Chong Choon Seng graduated from the National University of Singapore in 2004 and obtained his specialist qualifications from the Royal College of Surgeons of Edinburgh in 2013. He went on to complete his fellowship at Samsung Medical Center, one of South Korea's most prestigious cancer centres.

As a senior consultant in colorectal and general surgery, Dr Chong has a keen interest in minimally invasive surgery for colorectal cancer and advanced endoscopy. In addition to his vast clinical experience, he also serves as an instructor, training fellow colleagues and juniors in colonoscopic stenting, keyhole and robotic surgery for colorectal cancers and transanal total mesorectum excision for rectal cancers. In recognition of his work as an established surgeon and academic contribution, Dr Chong was appointed Associate Professor in 2022.



## Dr Daniel Lee Jin Keat *Colorectal Clinic Associates*

Dr Daniel Lee graduated from the University Putra Malaysia in 2004 and completed his surgical training in Singapore, becoming a Fellow of the Royal College of Surgeons of Edinburgh in 2015. He then pursued dual fellowships in the UK, specialising in advanced rectal cancer surgery at St James's University Hospital, Leeds, and surgical trauma at the Royal London Hospital.

He previously served as a consultant surgeon and later as head of colorectal surgery at Khoo Teck Puat Hospital. His expertise includes complex rectal cancer surgery, exenteration and minimally invasive colorectal procedure. He was also the surgical lead for the geriatric surgical service, where he focused on enhancing perioperative care for older patients. He has received multiple awards for his contributions to surgical care and medical training, and his work has been recognised internationally.



## Dr Ng Jing Yu *Ark Surgical Practice*

Dr Ng Jing Yu is a fellowship-trained colorectal surgeon with a special interest in minimally invasive care. His practice includes laparoscopic and robotic-assisted surgery, advanced transanal techniques and laser perianal treatments, particularly for patients with haemorrhoids. He completed his general surgical training at the National University Hospital (NUH), and later pursued advanced colorectal fellowship training at Sun Yat Sen Cancer Centre in Taiwan, where he further developed his skills in robotic surgery and transanal total mesorectal excision (taTME) for rectal cancer.

Before moving into private practice, Dr Ng served as a senior consultant in the Division of Colorectal Surgery at NUH. He is passionate about teaching. He previously served as Associate Programme Director of the NUH General Surgery Residency Programme and continues to support training as a visiting consultant to NUH.

## Haematology



### Dr Lee Chun Tsu *Centre for Clinical Haematology*

Dr Lee Chun Tsu is a senior consultant clinical haematologist experienced in lymphoma, multiple myeloma and the full spectrum of benign blood conditions. Trained at the University of Malaya (Malaysia) and the National University Hospital (Singapore), he has led key developments in clinical haematology, stem cell transplantation and cellular therapy, including pioneering haematology and transfusion services at Singapore's first integrated general hospital. He delivers comprehensive, patient-centred care for individuals with anaemia, clotting issues, bleeding disorders and complex blood cancers.

Dr Lee is fluent in English, Mandarin, Cantonese, Hokkien and Bahasa, enabling him to communicate warmly and effectively with diverse communities.



### Dr Joanne Lee *Centre for Clinical Haematology*

Dr Joanne Lee is a senior consultant haematologist, with special interests in lymphoma, haematopoietic stem cell transplantation, and cellular therapy. She has wide experience managing both benign conditions such as clotting, bleeding or anaemia, and malignant haematological disease including myeloma and leukaemia.

Dr Lee received her medical degree from the National University of Singapore, and completed internal medicine and haematology specialist training at the National University Hospital (NUH). She further trained in haematopoietic stem cell transplantation and cellular therapy at the Memorial Sloan Kettering Cancer Centre in New York. At NUH, she served as the lymphoma group lead, and was part of the haematopoietic stem cell transplantation group. She was also the Programme Director for the National Haematology Senior Residency Integrated Programme and an Assistant Professor at the Yong Loo Lin School of Medicine.



### Dr Lim Zi Yi *Centre for Clinical Haematology*

Dr Lim Zi Yi is a senior consultant haematologist with over two decades of experience, having practised at leading haematology centres in both London and Singapore. He subspecialises in haemato-oncology and haematopoietic stem cell transplantation, and has helped develop the haematopoietic stem cell transplantation programme in Mount Alvernia Hospital over the last two years.

Dr Lim obtained his medical degree from the University of Edinburgh, UK, and completed specialist training in haemato-oncology at the King's College Hospital, London. He has published extensively in the area of acute leukaemia, myelodysplastic syndromes, and allogeneic haematopoietic stem cell transplantation.



### Dr Ng Chin Hin *Centre for Clinical Haematology*

Dr Ng Chin Hin is a senior consultant haematologist specialising in leukaemia and other blood cancers. He also has extensive experience managing general haematological conditions, such as clotting disorders, anaemia, and bleeding disorders. He previously served as the leukaemia lead at the National University Cancer Institute of Singapore (NCIS), with more than 18 years of dedicated experience in this field. He was Research Director for the Haematology Division in the Department of Haematology-Oncology at NCIS.

Dr Ng is passionate about improving the outcomes of acute leukaemia through MRD-guided therapy, and optimising the use of novel targeted therapy. He firmly believes this combination approach provides the most optimal treatment outcome while minimising unnecessary toxicity.

## Hand Surgery



### Dr Kang Yong Chiang *Orthopaedics International*

Dr Kang Yong Chiang treats the full spectrum of hand and wrist conditions in both adults and children, including pain, numbness, and injuries. He is highly skilled in using non-invasive ultrasound for precise diagnosis and employs minimally invasive “keyhole” endoscopic and arthroscopic surgical techniques to achieve faster post-operative recovery.

One of the few super-microsurgeons in Southeast Asia, Dr Kang specialises in trauma and complex reconstruction – restoring function to severely injured limbs. He holds a Master’s degree in Reconstructive Microsurgery, a qualification attained by only a select group of surgeons worldwide. He is also an innovator in surgical techniques, having developed several procedures, including the Eponychial Digital Artery Perforator Flap, Thenar Crease Skin Graft, lateral plating of middle phalanx fractures, and simultaneous bilateral endoscopic carpal tunnel release.

## Medical Oncology



### Dr Tan Hon Lyn *OncoCare Cancer Centre*

Dr Tan Hon Lyn is a senior medical oncologist whose subspecialty interests include gastrointestinal cancers and neuroendocrine tumours.

After graduating from the National University of Singapore (NUS) where she received the Lee Kuan Yew Gold Medal, Dr Tan completed her post-graduate training in the Internal Medicine Residency Programme followed by the Senior Residency Programme in Medical Oncology at the National University Health System (NUHS).

Before entering private practice, Dr Tan was a consultant with the Department of Haematology-Oncology, National University Cancer Institute, Singapore. She was also core faculty for the NUHS Internal Medicine Residency Programme, and Clinical Assistant Professor on the Clinical Faculty Scheme for the Department of Medicine, NUS Yong Loo Lin School of Medicine.



### Dr Valerie Yang *OncoCare Cancer Centre*

Dr Valerie Yang is a senior medical oncologist with over 15 years of clinical experience. Translating cutting-edge approaches to clinical care, she focuses on managing complex cancers, including rare cancers, sarcomas, skin cancers, melanomas, lymphomas and general oncology.

Dr Yang is jointly appointed as group leader of the Translational Precision Oncology Laboratory at the Institute of Molecular and Cell Biology, Adjunct Principal Investigator at the Bioinformatics Institute, A\*STAR, and Adjunct Assistant Professor at Duke-NUS Medical School. A graduate of the MB/PhD programme at the University of Cambridge, she is also a member of a three-person international scholar selection panel for the Gates Cambridge Trust for Biological Sciences. She is a National Science Scholar under Singapore’s A\*STAR scholarship programme.

## Neurology



### Dr Pang Yu Zhi *KK Queck Neurology*

Dr Pang Yu Zhi, a consultant neurologist, completed his medical training at the National University of Malaysia in 2009. He earned his Master of Medicine of Internal Medicine from the National University of Singapore, and became a Member of the Royal College of Physicians (United Kingdom) in 2014. He completed his specialist training in neurology at the National Neuroscience Institute in 2019 where he received the Outstanding Resident Award for excellence in patient care.

Previously, Dr Pang served at the Singapore General Hospital, Changi General Hospital, and Sengkang General Hospital. His expertise includes general neurology, stroke, headache management and neurophysiology, with active involvement in hyperacute stroke services. Now in private practice, he remains committed to delivering optimal care for neurology patients with dedication and excellence.

## Obstetrics & Gynaecology



### Dr Ho Ping Ling *Ascensus Health (MAH)*

Dr Ho Ping Ling is a consultant obstetrician and gynaecologist with a distinguished background in evidence-based, patient-centred care and a growing focus on transforming the landscape of women's health through innovation, strategy, and systems-level redesign. Known for her clinical excellence, empathetic leadership, and forward-thinking mindset, she combines hands-on experience with a broader vision for healthcare that is both scalable and deeply human.

Dr Ho is actively exploring opportunities to contribute beyond traditional care pathways through strategic advisory roles, collaborative ventures, and initiatives that integrate digital health, data, and design. In the years ahead, she hopes to play a meaningful role in shaping healthcare delivery across Southeast Asia, contributing to scalable and impact-driven solutions that serve both patients and providers.



### Dr Serena Koh Meiling *The O&G Specialist Clinic*

Dr Serena Koh is an obstetrician and gynaecologist known for her expertise in both routine and high-risk pregnancies, adolescent care, as well as a wide range of gynaecological conditions including endometriosis, fibroids, ovarian cysts and menopause.

Committed to providing holistic care, Dr Koh empathetically guides women through key life stages, from adolescence through pregnancy, labour and delivery to menopause.

Beyond patient-centred clinical practice, Dr Koh is actively engaged in medical education and has led national teaching initiatives on sexual assault management and reproductive health. She is also involved in community outreach, women's advocacy, and adolescent health education.



### Dr Tan Kai Lit *KL Tan Clinic and Surgery for Women*

Dr Tan Kai Lit is a compassionate and highly skilled obstetrician and gynaecologist known for his patient-first approach to women's health. With a commitment to evidence-based care, Dr Tan specialises in everything from routine check-ups and pregnancy care to advanced gynaecological procedures. With training in foetal medicine, he brings expertise in managing both routine and high-risk pregnancies, including ultrasound assessment of at-risk fetuses and prenatal screenings and ultrasounds to complex twin pregnancies and invasive diagnostic procedures.

He is equally skilled in minimally invasive gynaecological surgery, from laparoscopic and hysteroscopic procedures for fibroids, ovarian cysts and endometrial polyps, helping women recover faster and with less discomfort. Beyond pregnancy, he provides comprehensive care spanning fertility evaluations, routine check-ups, pap smears, menopause management and treatment of gynaecological conditions.



### Dr Tan Shu Qi *The O&G Specialist Clinic*

Dr Tan Shu Qi is a dedicated obstetrician and gynaecologist known for her warm, patient-centred approach to women's health. Trained in London and Singapore, she brings over a decade of experience managing general gynaecology and complex pregnancies.

She has a special interest in minimally invasive reproductive surgery, adolescent gynaecology and urogynaecology. Dr Tan is committed to guiding women through each stage of life with clarity, compassion and evidence-based care.

Prior to entering private practice, she was a consultant at the department of obstetrics and gynaecology at KK Women's and Children's Hospital.



## Dr Janice Tung Su Zhen *The O&G Specialist Clinic*

Dr Janice Tung is an obstetrician and gynaecologist with over a decade of experience dedicated to providing value-based holistic care. Her specialised skills include the management of high-risk pregnancies and early pregnancy complications. She is also experienced in minimally invasive laparoscopic and hysteroscopic procedures, and the treatment of gynaecological conditions such as vulvar disease and menstrual disorders.

Dr Tung offers personalised guidance as well as compassionate support to ensure a fulfilling and positive journey to parenthood, bringing both depth of expertise and empathy to every patient interaction.

## Ophthalmology



## Dr Jay Siak *Eagle Eye Centre Pte Ltd (EEC)*

Dr Jay Siak is an ophthalmologist at Eagle Eye Centre with a special interest in autoimmune and immunosuppressive disorders. He manages inflammatory and infectious eye conditions such as uveitis, scleritis and lymphoma.

He graduated from the National University of Singapore in 2004 and completed his specialist training at the Singapore National Eye Centre (SNEC) in 2015. That same year, he obtained fellowships from the Royal Colleges of Ophthalmologists (London and Edinburgh) and a Master of Clinical Investigation. Thereafter, he completed a fellowship in ocular inflammation and immunology at SNEC, followed by two years of HMDP fellowship training at Casey Eye Institute in Oregon and the National Institutes of Health in Maryland, USA.

A former senior consultant at SNEC until 2023, Dr Siak is known for strong patient rapport and has received multiple service awards.

## Orthopaedic Surgery



## Dr Aravind Kumar *Straits Specialists Clinic*

Dr Aravind Kumar is a UK-trained orthopaedic surgeon with more than 20 years of experience in this field. He graduated from Madras Medical College, Chennai, India, winning a Gold in orthopaedic surgery. After becoming a Member of the Royal Colleges of Glasgow and Edinburgh, he went on to complete the orthopaedic resident training programme in Cardiff, Wales, where he obtained Fellowship of the Royal Colleges of Surgeons.

Dr Aravind's experience includes prolapsed intervertebral discs and sciatica, spinal stenosis, spinal fractures and scoliosis. He is skilled in minimally invasive spine surgery and spine navigation surgery. He has been a consultant orthopaedic and spine surgeon in Singapore since 2014, having worked in Khoo Teck Puat Hospital and Ng Teng Fong Hospital, winning several awards for excellence of patient care.



## Dr Seng Chusheng *Axis Orthopaedic Centre*

Dr Seng Chusheng is a consultant orthopedic surgeon specialising in foot and ankle surgery and knee surgery. He has vast experience in minimally invasive and open surgeries for foot and ankle conditions, orthopaedic trauma, sports-related knee injuries, and reconstruction for hip and knee arthritis. He offers minimally invasive bunion correction, complex foot and ankle fracture fixation and deformity correction, keyhole ligament reconstruction, and cartilage repair for foot, ankle and knee sports injuries.

Dr Seng completed his Master of Medicine (Orthopaedic Surgery) in the National University of Singapore, and is a Fellow of the Royal College of Surgeons of Edinburgh in the United Kingdom. He underwent subspecialty training at the Assal Centre, Geneva, one of Switzerland's leading establishments in the treatment of foot, ankle and lower limb conditions.



## Dr Mark Tan *Pinnacle Orthopaedic & Sports Centre (Alvernia)*

Dr Mark Tan is an orthopaedic surgeon specialising in spine surgery. His clinical interests encompass a broad range of spinal procedures including minimally invasive techniques, anterior and lateral lumbar procedures, joint preserving, complex spine deformity surgery and pain management for degenerative, neoplastic and traumatic spine conditions. A strong advocate for evidence-based care, he is actively involved in the Robotic Spine Surgery and Enhanced Recovery after Spine Surgery workgroups at the NHG Spine Centre.

Dr Tan has organised and led numerous local and regional spine courses, sharing his expertise and surgical techniques with aspiring spine surgeons. His contributions extend to academia, where he held the position of Adjunct Assistant Professor at the National University of Singapore.



## Dr Terry Teo Hong Lee *Sportsin Orthopaedic Clinic (Alvernia)*

Dr Terry Teo, an orthopaedic surgeon with a focus on spine health and surgery, is experienced in minimally invasive techniques, robotic-assisted procedures, and advanced spinal instrumentation. His key areas of expertise also include managing degenerative spine conditions and deformities, spinal injuries, and performing endoscopic and disc replacements.

After obtaining his Master of Medicine in Orthopaedic Surgery from the National University of Singapore, Dr Teo completed a clinical fellowship in spine surgery at Spine Ortho Clinic in Melbourne, Australia. He is a Fellow of the Royal College of Surgeons of Edinburgh, and a Member of the Royal College of Surgeons in Ireland.

Dr Teo previously served as the Director of Spine Service and site chief of SingHealth Duke-NUS Spine Centre at Changi General Hospital. He is currently a Clinical Assistant Professor at Duke-NUS Medical School.



## Dr Wu Pang Hung *Achieve Spine and Orthopaedic Alvernia Centre*

Dr Wu Pang Hung is a senior consultant orthopaedic and spine surgeon, subspecialising in minimally invasive and motion preservation surgeries for complex cervical, thoracic and lumbar degenerative conditions. He is one of the earliest Singaporean orthopaedic surgeons to receive a Ministry of Health scholarship to complete both a full fellowship in open complex spinal surgery, paediatric and adult spinal deformity and spinal tumour in North America, and a fellowship in endoscopic spine surgery in South Korea.

Before entering private practice, Dr Wu was Director of the Spinal Fellow Programme and Orthopaedic Research in JurongHealth Campus, National University Health System. He established the LEADS (Local Endoscopic Awake Discectomy Surgery) protocol at Ng Teng Fong General Hospital, and was an Adjunct Assistant Professor at the National University of Singapore.

## Palliative Care



## Dr Zac (Qingyuan) Zhuang *OncoCare Cancer Centre*

Dr Zac Zhuang is a senior specialist in palliative medicine at OncoCare Cancer Centre, with a background in family medicine and over a decade of experience caring for patients with serious illnesses. He works closely with oncology teams to support patients across all stages of cancer, focusing on symptom relief, clear communication, and quality of life.

Previously, he was a consultant at the National Cancer Centre Singapore, where he contributed to both patient care and service development. He also has a strong interest in medical informatics and leads research using real-world health data to improve care delivery and outcomes. Dr Zhuang is known for his patient-centred approach and commitment to integrating palliative care seamlessly into cancer treatment.

## Psychiatry



### Dr Marcus Tan Wee Lun *Garden Grove Clinic*

Dr Marcus Tan has been practising psychiatry for nearly two decades. He is experienced in all areas of general psychiatry, with particular clinical interests in both uni- and bipolar mood disorders, anxiety disorders, obsessive-compulsive disorder, trauma-related conditions, attention-deficit hyperactivity disorder, and behavioural challenges in autism spectrum disorder. He also manages insomnia, and has a special interest in military psychiatry.

Before joining Garden Grove Clinic, Dr Tan was the co-founder of Nobel Psychological Wellness Clinic, where he practised for 15 years. Known for his empathetic care and compassionate approach, Dr Tan is committed to creating a supportive environment where patients feel empowered to achieve their goals. He is a strong advocate of exercise, lifestyle practices, and psychotherapy. In his free time, he enjoys running, baking, and reading.

## Radiation Oncology



### Dr Wong Ru Xin *Icon Cancer Centre at Mount Alvernia*

Dr Wong Ru Xin is an experienced radiation oncologist, specialising in breast, head and neck, paediatric, brain and skin cancers, as well as sarcoma treatments. She obtained her medical degree from the National University of Singapore, and graduated on the Dean's list. She is proficient in techniques such as the 3D image-guided radiation therapy, volumetric modulated arc therapy, stereotactic body radiation therapy, and proton beam therapy.

Dr Wong received specialist radiation oncology training at the National Cancer Centre Singapore, where she received several research and clinical grants to implement new technologies. She also received the Ministry of Health Manpower Development Grant to study proton beam therapy in the USA, where she completed specialised training and observorships at St Jude Children's Research Hospital, Provision Cares Proton Centre, and Kobe Proton Centre.

## Respiratory Medicine



### Dr Choo Chuan Gee *O2 Lung Centre*

Dr Choo Chuan Gee is a specialist in respiratory medicine and internal medicine. He received his Bachelor of Medicine and Bachelor of Surgery from UK in 2000 and membership of the Royal College of Physicians (UK) in 2004. He then obtained his Certificate of Completion of Training, UK in 2010.

Prior to joining private practice, Dr Choo was a senior consultant and head of the Division of Respiratory Medicine at Ng Teng Fong General Hospital (NTFGH). As the chairperson of the NTFGH Endocentre Committee, he has led the development of advanced diagnostic endoscopy procedures at the hospital.

Besides clinical work, Dr Choo is also active in academia and medical training. He is a Senior Clinical Lecturer at the National University of Singapore's Yong Loo Lin School of Medicine.



## Dr Lee Chuen Peng *O2 Lung Centre*

Dr Lee Chuen Peng is a pulmonologist, intensivist, and sleep physician. He specialises in respiratory medicine and intensive care medicine, with special interests in sleep medicine, lung nodules, endobronchial ultrasound and navigational bronchoscopy. After receiving his accreditation as a specialist in respiratory medicine in 2015 and intensive care medicine in 2016, he pursued a sleep medicine scholarship at the Stanford Sleep Centre, and completed a Master of Sleep Medicine from the University of Sydney.

Dr Lee is a certified sleep disorders specialist and somnologist, the first Singaporean to achieve this recognition. He is also the first Singaporean Fellow of the American Academy of Sleep Medicine. He established an independent sleep laboratory and integrated sleep service at Tan Tock Seng Hospital, and chaired the National Healthcare Group Sleep Workgroup.

## Rheumatology



## Dr Anindita Santosa *Aaria Rheumatology (MAH)*

Dr Anindita Santosa is a dual-trained consultant in rheumatology and clinical immunology/allergy, and the medical director of Aaria Rheumatology. After obtaining her specialist accreditation in rheumatology in 2017, she pursued advanced clinical training in allergy and clinical immunology across three tertiary centres in Singapore, and completed a Master of Science in Allergy from Imperial College London in 2023.

Dr Santosa's clinical expertise spans a wide spectrum of rheumatic and immunologic diseases. She has special interests in connective tissue disorders such as systemic lupus erythematosus, systemic sclerosis, idiopathic inflammatory myopathies, and pulmonary hypertension associated with autoimmune disease. She previously led the Division of Rheumatology at Changi General Hospital. She is Deputy Chairman of the National Arthritis Foundation and a council member of the Lupus Association Singapore.

## Urology



## Dr Terence Lim Sey Kiat *Assure Urology & Robotic Centre*

Dr Terence Lim is a senior consultant urologist with subspecialty expertise in uro-oncology and endourology. He was fellowship-trained in laparoscopic and robotic surgery and uro-oncology at Yonsei Severance Hospital, Seoul. Before entering private practice, Dr Lim was the senior consultant and chief of the Department of Urology at Changi General Hospital (CGH), and served as Director of CGH's Advanced Surgical Centre, overseeing robotic and complex surgeries. He is also a certified Expert Proctor in Robotic Surgery with the Robotic Surgery Society of Singapore.

Dr Lim has a keen interest in endourological and minimally invasive urological surgeries, with extensive experience in robot-assisted surgeries of the kidneys, bladder and prostate. He has participated in over 750 robotic surgeries, and was the first in Singapore to perform a robot-assisted Retzius-sparing prostatectomy.



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