

SurgeOn

**THOUGHT
LEADERSHIP:
TO CREATE IMPACT,
START BY LISTENING**

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THOUGHT LEADERSHIP: TO CREATE IMPACT, START BY LISTENING

By Assoc Prof Henry Ho Sun Sien
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“Change is the only constant” and healthcare is not spared from it. Clinicians will always admit that there is room for improvement, which makes change inevitable. One example is the invention of the Mona Lisa™, the world’s first transperineal robotic biopsy device for safer diagnosis of prostate cancer. It was borne out of a need to reduce infection rates from transrectal biopsies.

Surgery ACP champions technology development as an academic pillar. It was identified as a surgical ecosystem gap that was filled by the device development office. The subsequent cultural change was facilitated by leadership endorsement and motivation alignment, and was fuelled by individual passion. Klaro™ is an example of a new surgical lighting device that was created from this change initiative.

Listening is the first skillset to attain if one wishes to be a change leader. Through listening, we will understand the multi-faceted perspectives from everyone. During the development of Mona Lisa™, clinicians struggled to understand why engineers needed mathematically precise clinical input. After listening, we understood that their need for technical details had stemmed from their professional training. Hence, listening permits us to step into one another’s shoes to walk the journey together towards the common goal.

Through listening, we will also discover everyone’s motivation. When we know their “why”, it will be easier to align the team towards the goal. It is also important to share our “why” behind the change for them to understand the process.

Another principle I apply is to not worry about over-communicating the goals and process of a change. With decreasing attention spans and varied communication platforms, information sticks better when released in repeated short bursts.

Finally, “walk the change” – our action needs to be coherent with our words. At the start when inertia is high, leading the change from the front will be useful. When most have changed, staying with the remaining to understand and help them will be the right way to “walk the change”.

Thus, we should listen to discover the “why” and communicate by words and action to effect a change. Since it is the only constant, let’s lead this change together to bring joy and best outcomes for our patients and us (everyone).

SINGHEALTH DUKE-NUS SURGICAL & ANAESTHESIA CONGRESS 2019 WELCOME MESSAGE

On behalf of the organising committee, it is our pleasure to welcome you to the **SingHealth Duke-NUS Surgical & Anaesthesia Congress 2019** at Academia, SGH Campus.

Building on the success of the Surgical & Anaesthesia Congress in 2017, which attracted more than 1,000 doctors, nurses and allied health professionals, the 2019 Congress is an excellent platform for delegates to engage in a vibrant and multi-disciplinary exchange of knowledge, ideas, experiences and best practices in surgery and clinical management.

This year’s theme ‘**Global Surgery, Global Partnerships**’ will explore a broad range of topics related to surgery across borders such as capacity-building, collaborations and partnerships, strategic policies and processes, global

surgery in the region as well as inculcating the global surgery spirit in residents. The two-day programme will include plenary sessions and multi-disciplinary symposiums. A series of surgical workshops will be conducted from 14 to 24 September 2019. You can also play a part by submitting your research abstracts under the respective tracks.

We are honoured to have highly esteemed local and international speakers, who are thought leaders and trailblazers in their respective fields. The aim is to encourage discourse on the role that individuals, groups and organisations can play in global surgery.

We look forward to a fruitful and inspiring exchange of ideas.

See you at the **Main Congress on 20 and 21 September 2019!**



Assoc Prof Denny Lie,
Congress Chairman



Assoc Prof Yuen Heng Wai,
Congress Co-Chairman



Assoc Prof Chan Yew Weng,
Congress Co-Chairman

WORKSHOP SPONSORSHIP SURGERY ACP – GLOBAL SURGERY PROGRAMME

The Global Surgery Programme is a three-year initiative led by Surgery ACP with the global goal of enhancing surgical capabilities and improving patient outcomes.

The core aims of the programme includes surgical skills set exchange, contribution to global health knowledge frontier and advocating for safe surgery. This will be achieved through overseas surgery outreach missions, regional capacity building through continuing education workshops and providing clinical fellowship programmes.

As part of regional capacity building, there are workshop sponsorships available for regional fellows to apply. This is so as to equip our regional partners with skills and experience relevant to their area of clinical training and education. Sponsorship covers the full workshop registration fees and a travel grant (up to \$1,500 SGD dollars) covering return airfare, accommodation and local transportation. Application is open to surgeons and paramedical staff in surgical units working in regional hospitals, who have completed post-graduate training in their country of origin.

Sponsorship covers:
Full workshop registration fees
Travel grant (up to \$1,500 SGD dollars) covering return airfare, accommodation and local transportation.

Eligibility:
Surgeons and paramedical staff in surgical units working in regional hospitals, who have completed post-graduate training in their country of origin.

Applications are closed for 2019. If you would like to register your interest for the 2020 sponsorship application, please contact Ms Nurimah at nurimah.juri@sgh.com.sg.

STEERING THE **ACADEMIC MEDICINE SHIP**



Council Members and administrators of the Surgery Academic Clinical Programme

When it comes to furthering Surgery ACP's Academic Medicine (AM) endeavours, it's all hands on deck to appreciate all members who have tirelessly led the surgical fraternity in areas of education, research and clinical excellence, the Surgery ACP Council gathered on 30 Jan 2019 for a mini-retreat and dinner. Assoc Prof Tan Hiang Khoon, Academic Chair, shared Surgery ACP's achievements in AM and how we can

progress further on this journey. He concluded that while the journey is long, but our AM vision can be achieved with the synergy of minds and hearts.

The Surgery ACP hopes to continue to drive impactful research, deliver state of the art, outcome driven care with a focus on safety and value for our patients, and be home to the best trained Surgeon.

LET'S WELCOME THE NEWLY APPOINTED KAHS TO THE BIG FAMILY!



NEWLY APPOINTED KEY APPOINTMENT HOLDERS (KAHs)



Assoc Prof Toh Song Tar
HOD, Otolaryngology, SGH

Collaboration between ENT departments in SGH, KKH, CGH and SKH within the Surgery ACP framework and SingHealth family will bring about greater efficiency, more academic opportunities for our specialists and residents, and better care for our patients.



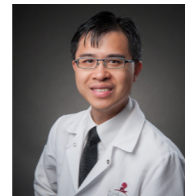
Assoc Prof Emile Tan
HOD, Colorectal Surgery, SGH

As we move forward in our respective journeys as doctors, we are required to lead by example, knowledge and hard work. Each of us must strive to rise above the routine of the daily ward round, and to see in every patient an opportunity to serve in excellence, and to progress knowledge.



Assoc Prof Jeyaraj Prema Raj
Head, SingHealth Duke-NUS Transplant Centre

In the SingHealth Transplant SDDC, we persevere to excel in clinical care, research and education with the aim of improving the lives of our patients and leaving our community and the world better than when we found it.



Asst Prof Amos Loh
Deputy Vice Chair (Research), Surgery ACP

Looking forward to working with everyone as we advance and develop our surgical research ecosystem further.



Asst Prof Lee Lui Shiong
HOD, Urology, SKH

If we empower, train and treat our staff well, patients will naturally come to the heart of what they do knowledge.



Asst Prof Charn Tze Choong
HOD, Otolaryngology, SKH

The little additional bit that we give can mean a world of a difference to our patients. Do make an added effort and walk an extra mile for our patients.



Asst Prof Ian Loh
Chief, Otorhinolaryngology - Head & Neck Surgery, CGH

I hope my time with the Surgery ACP will enable closer ties between the institutions in SingHealth. Synergy is better than my way or your way because it is about finding our way.



NURTURING CLINICIAN SCIENTIST SCHEME AWARDEE - ASST PROF KOH YE XIN

01

Please tell us more about your project.

My project is to develop a decellularised pancreas as a scaffold to enhance the differentiation pluripotent stem cells into beta islet cells and to improve their longevity.

Together with my co-investigators in NTU, Prof Teo Swee Hin and A*STAR Adj Assoc Prof Adrian Teo, we seek to first develop a protocol for decellularisation of the pancreas. In doing so, we will generate a favourable native extracellular matrix (ECM) which will eventually house the pluripotent stem cells. We understand that the native ECM is possibly a more favorable and stable long term environment for islet cells.

The next step is to differentiate pluripotent stem cells into insulin secreting beta cells. The contribution of the ECM to the process of differentiation, glucose sensing and insulin secretion function is currently unclear and we seek to understand this and harness our knowledge to optimise stem cell differentiation, beta cell function and enhance longevity of the cells.

In doing so, we can potentially create a renewable and stable source of bioengineered pancreases. This was directed at the clinical challenge of the rising incidence of diabetes mellitus in Singapore. We hope that a transplantable bioengineered pancreas could be the potential treatment for Diabetes in the future.

02

What inspired you to delve into this research topic?

I joined the excellent Department of Hepatopancreatobiliary & Transplant Surgery two years ago. From then on, I was inducted into the world of organ transplantation. I saw the wonderful gift of life - organ donation for patients in need. And while the liver transplantation program thrived, the pancreas

transplant program was slow to take off. This was in part due to the lack of suitable donors and that sparked the idea of a developing a renewable bioengineered pancreas.

Assoc Prof Prema Raj and Assoc Prof Chan Chung Yip sparked my interest from the many late night talks during our liver transplants and continued to mentor and help me develop my ideas as it slowly took shape. I had the chance to connect with the key players in the field with help from Prof Alex Chung and Assoc Prof Prema Raj. After months of preliminary work and testing, my co-investigators and I had some encouraging results. This gave us belief that the goal was not just a pipe dream.

I then sought advice from Assoc Prof Tan Hiang Khoon, and he shared with me inspiring stories of his research journey and latest developments of our partners in Duke Surgery. To inspire me further, he brought me on the Surgery ACP trip to Duke University Medical Centre to understand their research set-up and immerse in their culture of dedication to translational science, of which one of the most prominent was the bioengineered vessel developed by clinicians and researchers from Duke University Medical Centre.

This gave me some belief that our goal was worthwhile and possible. I was also cognizant that the Duke team took 15 years and millions of dollars to develop a blood vessel. In comparison, the pancreas is far more complex. The challenge was mammoth. However, Assoc Prof Tan, Assoc Prof Prema Raj and Assoc Prof Chan urged me to take on the challenge and supported me in many ways.

"To be frank, I don't know where this will eventually take me and I'm a little daunted by the challenges that lie ahead. But I know where and how I started and I'll endeavor to take this first step well."

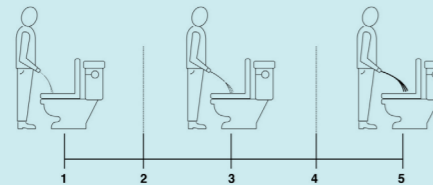
COLLABORATION BETWEEN FAMILY MEDICINE ACP AND SURGERY ACP – VALOUR

“Braving new frontiers in collaborative medicine for the management of BPH”

Benign prostate hyperplasia (BPH) is a common cause of lower urinary tract symptoms (LUTs), such as poor flow, frequency and urgency, as men age.

SGH Urology Department and Bukit Merah Polyclinic are currently collaborating on “VALOUR”: Evaluation of a Novel Visual Analogue Uroflowmetry Score (VAUS) to Support Shared Decision-Making for Men with Lower Urinary Tract Symptoms and their Primary Care Physicians. The aim of this study is to determine the prevalence of LUTs, and to evaluate how VAUS impacts shared decision making between physicians and patients.

The visual analogue uroflowmetry score, a novel patient reported likert score depicting flow strength and volume. A score of <2.5 predicts poor urinary stream.



VAUS is a locally validated pictogram questionnaire depicting the force of urinary stream. It is fast and cost-effective to administer, and easy to understand. VAUS is thus a useful tool to evaluate LUTs for elderly males (especially in busy polyclinics).

Working hand-in hand with primary care will ensure that patients with BPH have cost-effective and good access to necessary medical treatment, with timely referrals to specialist care.



Urology and Family Medicine collaborators for the VALOUR study at the inaugural Family Medicine Academic Clinical Programme Research and Innovation (FAMARI) Day event (from left to right: Raj Tiwari, Neo Shu Hui, Ngu Haidee, Tan Ngiap Chuan, Henry Ho)



GS RESIDENCY RETREAT

General Surgery (GS) Residency Programme held the 2nd Programme Retreat on 15 March 2019, focusing on the areas of Education, Patient Safety and Research, which was in line with the SingHealth Duke-NUS Academic Medical Centre (AMC)’s goal of academic advancement.

While feedback was being gathered at different stages of the GS Residency training, residents rarely had the opportunity to come together to discuss challenges faced during the programme. This retreat platform allowed residents to move from identifying problems to finding solutions for improvement. Residents were able to consult the faculty and other key stakeholders, who offered different perspectives and experiences to problems and helped residents come up with effective solutions.

From the robust and lively discussions on various topics, it was evident that the Retreat was a success and we look forward to the next Retreat in 2020!



2019 UROLOGY RESIDENTS' BOOTCAMP

The Bootcamp was held on 26 Jan 2019 @ SKH, with the aim to help junior residents transit smoothly into their senior residency journey by increasing their awareness on responsibilities and expectations.



Share to Inspire



The chemistry of teamwork

To grow and nourish relationships

ENT RESIDENCY RESEARCH ROUNDS 2019



How do we celebrate the research efforts of our residents, stimulate interest in research, coordinate and promote research between hospitals, and build camaraderie between faculty and residents in our residency program? These questions were the impetus behind the inaugural Residency Research Round organised by the SingHealth Otolaryngology Residency Programme on 13 March 2019.

ENT residents across all years of training, including the new AY2019 batch, were asked to present at least one project that they were currently undertaking, with some presenting

multiple ongoing projects. There was an excellent turnout of residents and faculty from all four hospitals in SingHealth, and we were honored to have Assoc Prof Tan Hiang Khoon and Assoc Prof Caroline Ong in attendance, both of whom added to the discussion with many useful suggestions. A short Q&A after each presentation also allowed residents and faculty to interact and clarify doubts, which helped to further refine research questions, and sharpen the residents’ presentation skills. The event was very well-received by all, and we look forward to the next Residency Research Round!

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