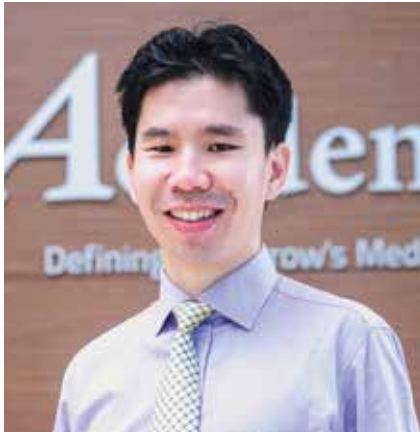


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**THOUGHT
LEADERSHIP:
KNOWING WHEN
NOT TO CUT**

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THOUGHT LEADERSHIP: KNOWING WHEN NOT TO CUT

By Dr Chong Tze Tec

Head & Senior Consultant, Department of Vascular Surgery, Singapore General Hospital (SGH)

I have always wanted to be a surgeon. My specialisation in vascular surgery was not immediately apparent, however, as I'd wanted to be a heart surgeon when I was a medical student training in Sydney, Australia.

The deal seemed sealed when I subsequently took up Residency at John Hopkins Hospital in Baltimore, United States (US). I became good friends with a paediatric heart surgeon and it was amazing to watch him perform delicate surgery and fix children's hearts, turning their lives around after congenital heart problems.

I persisted in training and research for heart surgery until I realised how cardiologists at John Hopkins Hospital were getting more skilled in angioplasty, which eliminated the bulk of heart surgery work. But I remained passionate about surgery and blood vessel work, and was drawn to a young and evolving field: Vascular surgery. I saw how technology advanced vascular surgery, going mainstream via the efforts of excellent physicians. I made the decision to specialise in this field and I've never looked back since.

Staying Challenged

My Residency was before the US implementation of the kinder 80 hour work week. Being in a foreign place with little support – there were times when I wondered if this was the right thing to do. It was the brilliant surgeons I met there who inspired me to continue challenging myself, making sure I got better with each surgery I did.

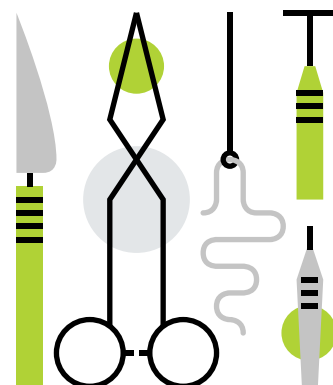
My mentor and boss during my Fellowship at Brigham & Women's Hospital, Harvard Medical School, Boston, was an excellent surgeon, Dr Michael Belkin. He eats a granola bar while commuting and he reaches work by 6 a.m. Many of the surgeons I have worked with were like that: Regimented. What was equally impressive was his ability to make decisions, and often the right decisions with very little information and very little time.

These giants of surgery have showed me it is true that a good surgeon knows how to cut, a better surgeon knows when to cut, and the best surgeon knows when not to cut.

Having Self-Awareness

All of us learn from making mistakes and watching others make mistakes. Many surgeons reach their levels of professional abilities because of persistence and perseverance. Technical expertise requires continued and constant practice. Beyond technical expertise is judgement. You can be the surgeon with the best techniques, but if you have poor judgement you're not going to help your patient as much as if you had good judgement and ordinary technical expertise.

Having good judgement of oneself is also important. In medical school, people have a tendency to want to get to the finishing line as soon as possible. However, I'll always tell medical students that it's worth it if you take an extra couple of years to decide on a specialty that they will be happy in – rather than being unhappy for the next few decades of active practice. We are all dispensable. Once we accept that, we can focus on doing and changing things that are worthwhile, and the bigger picture will emerge.





FORMALISATION OF CLINICAL QUALITY IMPROVEMENT COMMITTEE

To strengthen the safety culture in Surgery ACP, a Clinical Quality Improvement (CQI) Committee was formed to formulate, integrate and enhance quality improvement initiatives across the surgical disciplines in SGH, KKH, SKH and CGH.

At the CQI Committee's first meeting on 18 July 2017, Assoc Prof Ong Hock Soo, Academic Vice-Chair, Clinical outlined the challenges in the healthcare sector as well as the impetus to move towards value-based care, which strives to balance the tenets of cost and quality while delivering good outcomes for patients.

He cited the adoption of American College of Surgeons National Surgical Quality Improvement Program® (ACS NSQIP®) as an example of how SingHealth is moving towards collection of data to provide fair, in-depth and insightful analysis, thereby helping surgeons and hospitals better understand their quality of care compared to similar hospitals.

Elaborating on the Strategic Priorities for the Committee, Dr Jason Lim, Co-Chair, CQI Committee likened SGH to a Dreamliner. As a large and established organisation, it is critical that our progress is not impeded by bureaucracy and we should foster an innovative and adaptable culture. QI champions in the departments thus play a crucial role in building a QI culture and projects that translate to improved patient care. Using the example of the Same Day Admission Project, Dr Lim stressed that projects with good, clear, deliverable aims would slice through bureaucracy and garner support rapidly.

Moving ahead, the Committee, comprising surgeons, nurses, allied health professionals and administrators will work closely with the clinical departments to develop and implement a quality framework for Surgery ACP to deliver the best and safest care.

SURGERY ACP QUALITY IMPROVEMENT FUND

Is there something you would like to change in your area that would make a significant difference to the care of our patients?

**If the answer is yes, then please apply for funding for a QI Project!
Up to five S\$5000 grants will be awarded. Application closes on 15 Dec 2017.**

Please contact us at sacpcqi@sgh.com.sg for more information.





COLLABORATING TO DELIVER DATA-DRIVEN CARE

For the first time, three Academic Clinical Programmes (ACPs) – Anaesthesiology & Perioperative Sciences, Musculoskeletal Sciences, and Surgery – came together to organise the SingHealth Duke-NUS Surgical and Anaesthesia Congress.

Held on 4 – 5 Aug in Academia on SGH Campus, more than 1,000 participants attended over 40 symposiums led by local and international experts, including Professor Paris Tekkis, a renowned expert in surgical health services research and Dr Archie Brain, a prominent anaesthetist who invented the laryngeal mask airway. The event also saw 228 participants across 14 specialised workshops held over ten days, honing their procedural skills in the various disciplines.



Speaking at the opening ceremony, Prof Tan Ser Kiat (left), President, Singapore Medical Council and Emeritus Consultant, Department of Orthopaedic Surgery, Singapore General Hospital (SGH), announced that SGH has taken the first step to join ACS NSQIP®. A study has found that hospitals on NSQIP can prevent 250-500 complications every year.

Prof Tan shared, “The Programme will allow SGH to collect preoperative as well as 30-day postoperative data and benchmark it against 700 hospitals in the US and Canada. By doing so, areas for improvement can be identified.”

Since July 2017, five surgical departments at SGH have started contributing to the database. In addition, a cluster-wide Committee for Quality Improvement has been set up to look into the data, and implement sustainable measures to improve them.

There are plans to roll it out to other surgical departments in SGH, as well as Changi General Hospital, KK Women’s and Children’s Hospital, and Sengkang General Hospital over the next three years.



Associate Professor Kenneth Mak (left), Deputy Director, Medical Services (Health Services Group), Ministry of Health, spoke at the event dinner on 5 August. He highlighted the key shifts by MOH to keep healthcare sustainable. He emphasised on “Beyond Quality to Value” and called for clinicians to carefully weigh cost-effectiveness of new technological advances in surgery.

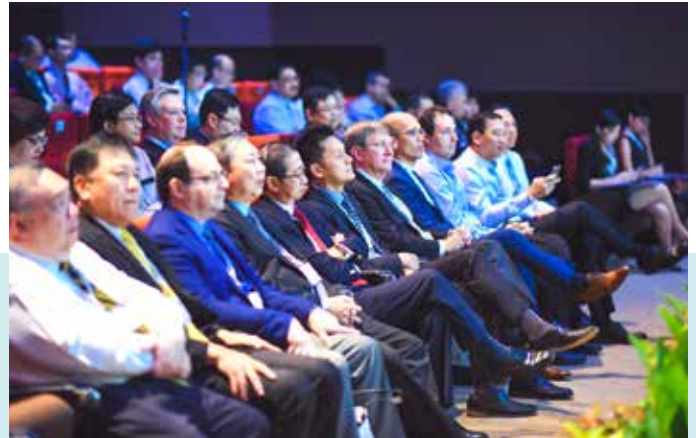
Prof Mak said, “As surgeons, we are responsible to ensure our patients are properly guided to make appropriate informed decisions on the treatment options available to them. It is important that we ensure that appropriate and cost-effective care is provided to our patients.”

“While this does not constrain us from looking at the specific clinical needs of each patient and to make individualised recommendations for appropriate care, if we choose to depart from mainstream approaches, it is important that we counsel our patients properly and offer alternative treatment options within the proper context of a research study.”

Reproduced from Tomorrow’s Medicine



Cancer survivors performed Zumba at the Opening Ceremony



Distinguished guests at the Opening Ceremony



Poster exhibition and presentation featuring over 100 outstanding research projects



14 multi-specialty surgical courses with over 200 participants!



Dr Archie Brain (second from left) is a British anaesthetist best known as the inventor of the laryngeal mask airway. The LMA™ has been used over 300 million times worldwide in elective anaesthesia and emergency airway management. Dr Brain donated the prototypes of his invention to SGH.



Strong support from over 30 industry partners

Philanthropy

In conjunction with the SingHealth Duke-NUS Gala Dinner 2017, Surgery ACP raised over \$200,000, with significant contribution from the departments of Urology, Vascular Surgery, Otolaryngology and Hepatopancreatobiliary & Transplant Surgery. Themed 'Stars of the Night', the Gala Dinner was a celebration of the unwavering support of donors in partnering clinicians, researchers and educators at the SingHealth Duke-NUS AMC to advance medical research and education.



Prof Thomas Coffman, Dean of Duke-NUS Medical School, said, "The essence of our SingHealth Duke-NUS AMC collaboration is to bring together education, research and clinical care in order to enhance medical practice and improve patients' lives.

The successes of our academic programmes hinge on support from private philanthropy. These gifts nurture and encourage innovation and creativity across our enterprises, building a pathway from discoveries to healing and cures."

Prof Ivy Ng, Group CEO of SingHealth, added, "With the generosity of our donors, we are committed to accelerating research and advancing education in our continual pursuit of even more ways to improve care for our patients and the health of our population."

Reproduced from Tomorrow's Medicine

SINGHEALTH EXCELLENCE AWARDS

The following awards recognised outstanding individuals for their exemplary contributions to healthcare leadership, education, research and administration.

GCEO EXCELLENCE AWARD WINNERS



OUTSTANDING CLINICIAN AWARD

Assoc Prof Lim Boon Leong Kevin

Chairman, Division of Surgery, KKH
Academic Deputy Chair, Surgery ACP



OUTSTANDING CLINICIAN AWARD

Assoc Prof Tang Choong Leong

Head and Senior Consultant, Colorectal Surgery, SGH



DISTINGUISHED EDUCATOR AWARD

Assoc Prof Ong Choo Phaik Caroline

Senior Consultant, Paediatric Surgery, KKH



DISTINGUISHED YOUNG LEADER AWARD

Assoc Prof Chew Min Hoe

Head and Senior Consultant, General Surgery, SKH



DISTINGUISHED YOUNG RESEARCHER AWARD

Dr Tan Jianhong Winson

Consultant, General Surgery, SKH



OUTSTANDING CLINICIAN RESEARCHER AWARD

Assoc Prof Goh Kim Poh Brian

Senior Consultant, Hepatopancreatobiliary & Transplant Surgery, SGH

SINGHEALTH EXCELLENCE AWARD WINNERS

ACP PROGRAMME GRANT FY2017 CYCLE 2

This funding supports programmes that will seed development and facilitate advancement of the ACPs' academic medicine (AM) strategic goals.

(A) CLINICAL INNOVATION

To promote transformative innovation in healthcare delivery, and to cultivate a spirit of entrepreneurship in this area in line with AM priorities.

RECIPIENTS:



Dr Ng Lay Guat
Senior Consultant, Urology, SGH



Dr Raj Vikesh Tiwari
Senior Resident, Urology, SGH

(B) NURTURING CLINICIAN SCIENTIST SCHEME (NCSS)

To nurture and spur junior clinicians onto gaining competencies and experience to be competitive for external research grants, leading to a sustainable research career.

RECIPIENT:



Dr Chen Yong
Senior Staff Registrar, Paediatric Surgery, KKH



Residents' Corner!

(Clockwise)
Shaun, Kimberley,
Dr Constance Teo,
Vanessa



Yang Yang



Natascha



Chi Wei,
Annalisa,
Issac



Yexin & Aik Young



Kok On



Joshua



(Front Row L-R) Jay, Assoc Prof Weber Lau, Jonathan
(Back Row L-R) Kenneth and Wai Loon

BIGGEST TAKEAWAY FROM RESIDENCY TRAINING

"It would be getting acquainted with inspiring mentors and fellow budding surgeons. I have also learnt to execute my daily work with precision and speed."

Chi Wei

"You can never be too humble. Whatever you can do, someone will always do better than you. Learn from him or her."

Issac

"Have fun during residency as the time really flies. The days are long but years are short so make time for friends and family and the things you love. Remember to enjoy the process even as you focus on graduating."

Kimberley

MESSAGE FROM ACADEMIC CHAIR

Dear Graduates,

Congratulations on completing your residency! It is indeed a great pleasure to welcome you to Surgery ACP. All of you have gone through a long and rigorous programme that has given you a foundation to further hone your skill sets to become an independent consultant in the specialty of your choice. Regardless of the institution you practise at, you are an integral member of Surgery ACP in SingHealth Duke-NUS Academic Medical Centre.

I wish you a very successful and rewarding career.

Assoc Prof Tan Hiang Khoon

MESSAGE FROM YOUR FAVOURITE ADMINISTRATORS

Today you stop being a 'resident' and become a specialist. Congratulations! You did it!

Best wishes for a bigger, bolder and brighter tomorrow!

Alicia Goh & Angie See

It is really an honour to have accompanied you for the past 5 years of training. We look forward to your contribution to your juniors' residency training and wish you all the best in your future endeavours.

P.S: Don't miss our haunting phone calls and nagging. If you do miss us, come find us for our usual chit chat session ok?

Carolyn, Laney, Chun Meng and Veronica

Congratulations to all of you on the next chapter of your career. I look forward to working with you as Faculty of our programme.

Janeiro Wang

WHO'S WHO - IN SURGERY ACP

ACADEMIC CHAIR

Assoc Prof Tan Hiang Khoon
tan.hiang.khoon@singhealth.com.sg

ACADEMIC DEPUTY CHAIR

Assoc Prof Kevin Lim
kevin.lim.b.l@singhealth.com.sg

EDUCATION**ACADEMIC VICE CHAIR, UNDERGRADUATION EDUCATION**

Asst Prof Chong Tze Tec
chong.tze.tec@singhealth.com.sg

ACADEMIC VICE CHAIR, POSTGRADUATION EDUCATION

Assoc Prof Caroline Ong
caroline.ong.c.p@singhealth.com.sg

DIRECTOR, SURGICAL SKILLS TRAINING CONTINUUM

Assoc Prof Lee Ser Yee
lee.ser.yee@singhealth.com.sg

YEAR 2 SURGERY PROGRAMME COORDINATOR, MEDICAL STUDENT EDUCATION (DUKE-NUS)

Asst Prof Veronique Tan
veronique.tan.k.m@singhealth.com.sg

YEAR 4 SURGERY PROGRAMME COORDINATOR, MEDICAL STUDENT EDUCATION (DUKE-NUS)

Prof Wong Wai Keong
wong.wai.keong@singhealth.com.sg

PROGRAMME DIRECTOR, SURGICAL RESIDENCY (GENERAL SURGERY)

Assoc Prof Cheow Peng Chung
cheow.peng.chung@singhealth.com.sg

PROGRAMME DIRECTOR, SURGICAL RESIDENCY (OTOLARYNGOLOGY)

Asst Prof Neville Teo
neville.teo.w.y@singhealth.com.sg

PROGRAMME DIRECTOR, SURGICAL RESIDENCY (UROLOGY)

Assoc Prof Weber Lau
weber.lau.k.o@singhealth.com.sg

DIRECTOR, ADVANCED SPECIALIST TRAINING/ FELLOWSHIP

Assoc Prof Benita Tan
benita.tan.k.t@singhealth.com.sg

RESEARCH**ACADEMIC VICE CHAIR, RESEARCH**

Assoc Prof Henry Ho
henry.ho.s.s@singhealth.com.sg

DEPUTY VICE CHAIR, RESEARCH

Assoc Prof Gopal Iyer
gopalier@singhealth.com.sg

DIRECTOR, DEVICE DEVELOPMENT

Assoc Prof Tan Ngian Chye
tan.ngian.chye@singhealth.com.sg

DIRECTOR, OUTCOMES RESEARCH & DATABASE REGISTRY

Asst Prof Lee Lui Shiong
lee.lui.shiong@singhealth.com.sg

DEPUTY DIRECTOR, OUTCOMES RESEARCH & DATABASE REGISTRY

Assoc Prof Brian Goh
brian.goh@singhealth.com.sg

DIRECTOR, RESIDENT AND STUDENT RESEARCH MENTORSHIP

Dr Teo Jin Yao
teo.jin.yao@singhealth.com.sg

DIRECTOR, CLINICIAN SCIENTIST DEVELOPMENT

Asst Prof Amos Loh
amos.loh.h.p@singhealth.com.sg

CO-DIRECTOR, HEALTH SERVICES RESEARCH

Assoc Prof Emile Tan
emile.john.tan.k.w@singhealth.com.sg

CO-DIRECTOR, HEALTH SERVICES RESEARCH

Asst Prof Wong Ting Hway
wong.ting.hway@singhealth.com.sg

CO-DIRECTOR, NURSING/ ALLIED HEALTH INTERDISCIPLINARY RESEARCH

Assoc Prof Brian Goh
brian.goh@singhealth.com.sg

CO-DIRECTOR, NURSING/ ALLIED HEALTH INTERDISCIPLINARY RESEARCH

Ms Ang Shin Yuh
ang.shin.yuh@sgh.com.sg

CLINICAL**ACADEMIC VICE CHAIR, CLINICAL**

Assoc Prof Ong Hock Soo
ong.hock.soo@singhealth.com.sg

DEPUTY VICE CHAIR, CLINICAL

Assoc Prof Low Yee
low.yee@singhealth.com.sg

DEPUTY VICE CHAIR, CLINICAL

Prof Wong Wai Keong
wong.wai.keong@singhealth.com.sg

DEPUTY VICE CHAIR, CLINICAL

Assoc Prof Peter Lu
peter_lu@cgh.com.sg

COLORECTAL SURGERY (SGH)

HOD, Assoc Prof Tang Choong Leong
tang.choong.leong@singhealth.com.sg

GENERAL SURGERY (SGH)

HOD, Asst Prof Jeremy Ng
jeremy.ng.c.f@singhealth.com.sg

HPB/ TRANSPLANT SURGERY (SGH)

HOD, Assoc Prof Chan Chung Yip
chan.chung.yip@singhealth.com.sg

OTOLARYNGOLOGY SURGERY (SGH)

HOD, Asst Prof Barrie Tan
barrie.tan@singhealth.com.sg

UROLOGY SURGERY (SGH)

HOD, Assoc Prof Henry Ho
henry.ho.s.s@singhealth.com.sg

UPPER GI/ BARIATRIC SURGERY (SGH)

HOD, Assoc Prof Ong Hock Soo
ong.hock.soo@singhealth.com.sg

VASCULAR SURGERY (SGH)

HOD, Asst Prof Chong Tze Tec
chong.tze.tec@singhealth.com.sg

SURGICAL ONCOLOGY (NCCS)

Div Chair, Assoc Prof Melissa Teo
melissa.teo.c.c@singhealth.com.sg

GENERAL SURGERY (SKH)

HOD, Assoc Prof Chew Min Hoe
chew.min.hoe@singhealth.com.sg

BREAST DEPARTMENT (KKH)

HOD, Asst Prof Lim Swee Ho
lim.swee.ho@singhealth.com.sg

OTOLARYNGOLOGY SURGERY (KKH)

HOD, Assoc Prof Henry Tan
henry.tan.k.k@singhealth.com.sg

PAEDIATRIC SURGERY (KKH)

HOD, Assoc Prof Low Yee
low.yee@singhealth.com.sg

GENERAL SURGERY (CGH)

HOD, Assoc Prof Andrew Wong Siang Yih
Andrew_Wong@cgh.com.sg

OTOLARYNGOLOGY (CGH)

HOD, Prof Hsu Pon Poh
Pon_Poh_Hsu@cgh.com.sg

UROLOGY (CGH)

HOD, Assoc Prof Ng Foo Cheong
Foo_Cheong_Ng@cgh.com.sg

BREAST CENTRE (SDCC)

HOC, Asst Prof Ong Kong Wee
ong.kong.wee@singhealth.com.sg

HEAD & NECK CENTRE (SDCC)

HOC, Assoc Prof Gopal Iyer
gopalier@singhealth.com.sg

FACULTY AFFAIRS & PROFESSIONAL DEVELOPMENT**VICE CHAIR**

Assoc Prof Melissa Teo
melissa.teo.c.c@singhealth.com.sg

DEPUTY VICE CHAIR

Asst Prof Ong Lin Yin
ong.lin.yin@singhealth.com.sg

SURGERY ACP ADMIN TEAM

CORE ADMIN TEAM

SENIOR MANAGER

Ivan Tan En-Howe
ivan.tan.e.h@sgh.com.sg

SENIOR MANAGER, EDUCATION

Low Ngor Heng
low.ngor.heng@sgh.com.sg

MANAGER, RESEARCH

Karen Chen
karen.chen.y.c@sgh.com.sg

ASST MANAGER, FACULTY AFFAIRS & PROFESSIONAL DEVELOPMENT

Pamela Hwee
pamela.hwee.y.f@sgh.com.sg

EXECUTIVE, EDUCATION

Loh Kai Kee
loh.kai.kee@sgh.com.sg

EXECUTIVE, RESEARCH

Han Qi'En
han.qi.en@sgh.com.sg

SENIOR ASSOCIATE EXECUTIVE

Pauline Foo Pow Ling
pauline.foo.p.l@sgh.com.sg

SENIOR ASSOCIATE

Wai Si En
wai.si.en@sgh.com.sg

Nursyafiqah Bte Rosli
nursyafiqah.rosli@sgh.com.sg

Sharifah Amirah Bte Aljunied
sharifah.amirah.s.a.a@sgh.com.sg

EDUCATION PROGRAMMES

DUKE-NUS YEAR 2 CLERKSHIP PROGRAMME

SENIOR ASSOCIATE
Siti Sufairah Binte Nizam
siti.sufairah.nizam@sgh.com.sg

DUKE-NUS YEAR 4 CLERKSHIP PROGRAMME

ASSOCIATE EXECUTIVE
May Heng
may.heng.p.h@sgh.com.sg

GENERAL SURGERY RESIDENCY PROGRAMME

SENIOR EXECUTIVE
Carolyn Ho Geok Eng
carolyn.ho.g.e@singhealth.com.sg

EXECUTIVE

Laney Guevarra
laney.enrique.guevarra@singhealth.com.sg

Wong Chun Meng
wong.chun.meng@singhealth.com.sg

SENIOR ASSOCIATE

Veronica Chue Hui Ping
veronica.chue.h.p@singhealth.com.sg

OTOLARYNGOLOGY RESIDENCY PROGRAMME

EXECUTIVE
Janeiro Wang Youjia
janeiro.wang.y.j@singhealth.com.sg

UROLOGY RESIDENCY PROGRAMME

SENIOR EXECUTIVE
Alicia Goh Hui Peng
alicia.goh.h.p@singhealth.com.sg

RESEARCH PROGRAMMES

CLINICAL AND RESEARCH DATABASE REGISTRY (CARAR)

EXECUTIVE
Khairul Anwar Bin Abdul Karim
khairul.anwar.abdul.karim@sgh.com.sg

SURGEON-SCIENTIST STRATEGIC START-UP GRANT (S4G)

RESEARCH OFFICER
Qiu Xuan
qiu.xuan@sgh.com.sg

NURTURING CLINICIAN SCIENTIST SCHEME (NCCS)

ASSOCIATE CLINICAL RESEARCH COORDINATOR
Chen Ka Yee
chen.ka.yee@sgh.com.sg

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