

# Programme Booklet

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SingHealth Duke-NUS Quality & Innovation Day 2021

12 March 2021

SingHealth Duke-NUS Institute for Patient Safety & Quality

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# A MESSAGE FROM ORGANISING CHAIRMAN



## Prof TAN Kok Hian

Chairman of Organising Committee,  
SingHealth Duke-NUS Quality  
& Innovation Day 2021

Group Director & Senior Associate Dean,  
SingHealth Duke-NUS Institute for Patient  
Safety and Quality

### Dear Colleagues and Friends,

Dear Colleagues and Friends,  
I take great pleasure in welcoming you to the SingHealth Duke-NUS Quality and Innovation Day 2021!

Last year, we witnessed an unprecedented crisis, but I am happy and grateful that we are able to demonstrate agility, resilience and learn from the challenges which have emerged. It is essential for us to build high reliability health systems and health organization to promote safer care at every level: One that protects both our patients and healthcare workers from harm. We need to recognise the importance of healthcare quality and innovation and move forward with 'Joyful, Thriving and Resilient' hearts and minds, as in our framework for Joy at Work! Through inspiring, educating and upskilling our workforce, we can contribute to the optimal design and delivery of safe care systems. Together, we will be able to rise from the challenges.

This year, we are excited to initiate the Virtual SingHealth Duke-NUS Quality and Innovation Day 2021, complete with an exciting line-up of speakers and topics. We have invited experts from various fields and industries; professionals within and outside healthcare, to share their knowledge and best practices.

We have themed this year's event, "Celebrating the Hearts & Minds of Healthcare Quality". It is important that we take stock of our learnings, successes and celebrate how far we have come in improving our quality of care in Innovation, Patient Outcomes, Patient Safety and Efficiency & Process.

This is a great annual occasion for us to celebrate the efforts and work by our colleagues, as well as to learn from one another. The abstracts and presentations of our work in patient safety and quality is now systematically archived in an academic format – Patient Safety & Quality Archives. I hope you will gain invaluable insights and be inspired to strive towards doing better for our patients and healthcare teams.

This event is a collaboration between SingHealth and Duke-NUS. Once again this strong partnership has brought together diverse expertise and valuable opportunities to improve patient care. We hope this relationship will continue to grow in the years to come. I would also like to commend the organizing committee for putting together an excellent programme, and extend my heartfelt gratitude to our speakers, partners, supporters, helpers, and you – for spending this day of learning and celebration with us. Thank you and take care!

With warmest regards,  
Prof Tan Kok Hian

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**Programme Booklet**  
**SingHealth Duke-NUS Quality & Innovation Day 2021, Singapore**

Organising Committee:  
SingHealth Duke-NUS Institute for Patient Safety & Quality (IPSQ)

Chairman: Prof Tan Kok Hian

Advisory Board: Ms Pang Nguk Lan  
Dr Diana Tan Yuen Lan  
Ms Loh Huey Peng  
Ms Zann Foo Sue Ting

Overall Leads: Ms Mabel Sim Wan Chi  
Ms Tang Xin Yan

Programme Leads: Ms Seow Yee Ting  
Mr Keith Heng Swee Kok

Communications Lead: Ms Nurhuda Ishak

Visual Graphic Leads: Mr Lim Yong Kang  
Mr Keith Heng Swee Kok

Poster Excellence  
Award Leads: Mr Lim Yong Kang  
Mr Lucas Ng Wee Kee  
Ms Tang Joo Ying

AM-EPIC Graduation Leads: Mr William Yap  
Ms Samuel Anju Mary  
Ms Teo Shao Chu

Event Registration Leads: Ms Nurfirdawati Ramli  
Ms Low Yan Yin  
Ms Rachel Goh Aik Hong

Event Logistic & Support  
Leads: Ms Megan Si Huan  
Ms Shanthi D/O Krishna Murti

Main Emcee: Dr Cheng Duo-Tong

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## SingHealth Duke-NUS Quality & Innovation Day 2021

The annual event with more than 700 participants aims at bringing together healthcare thought leaders, clinicians, researchers, educators and students, to inspire and enable the community to constantly improve care quality and safety for our patients as well as our healthcare workers. It is also a learning platform for domain experts to share their experiences and expertise, as well as to celebrate the innovation and quality improvement efforts and achievements of our SingHealth staff.



This is an interactive PDF, simply click or tap the icon to get redirected.

Official SHQID Event Webpage



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# Programme Details

AM

- 0900 Welcome Address by Prof Tan Kok Hian
- 0905 Opening Address by Guest-of-Honour  
Prof Ivy Ng  
Group CEO,  
SingHealth
- 0915 **Keynote**  
Mr Ong Tze Chin  
Chief Executive,  
SkillsFuture Singapore
- 1000 AM-EPIC Graduation Ceremony
- 1015 IPSQ Poster Excellence Award Ceremony
- 1030 Intermission
- 1100 **Session 1, 2a, 2b & 3**  
**(concurrent)**

PM

- 1230 Intermission
- 1400 **Session 4, 5 & 6**  
**(concurrent)**
- 1530 Intermission
- 1600 **Closing Plenary**  
Mr Terrence Goh  
Deputy Commissioner (Operations & Rehabilitation),  
Singapore Prison Service
- 1700 Closing Address



**Zoom Sessions Password: qid**  
(Password is applicable to all QID Zoom sessions)



Participants will be placed in the waiting room before the start of each session.

All sessions will be opened 15 minutes before the actual time stated.

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# Speaker Synopsis

## Keynote

0915-1000

### SkillsFuture and Workplace Learning

*Mr Ong Tze Chin,  
Chief Executive,  
SkillsFuture Singapore*

The national SkillsFuture movement seeks to promote the continual pursuit of skills mastery and lifelong learning. The need for this is especially clear for members of the healthcare sector. Notably, the workplace itself is a significant source of knowledge and skills development. Studies have indicated that 70% of our learning comes from working on-the-job or from our experiences at the workplace. With coherent processes in place, capabilities and skills can be practised and honed at the workplace. This brings benefits to both employees and organisations. It raises the level of productivity and improves the quality of work. It lays the foundation for an innovation culture. These are the reasons why promotion of workplace learning is a key priority in the next bound of SkillsFuture.

## Session 1

1100-1230

### The RSAF Innovation Journey – Drawing a box that we can think out of

*BG Lau Boon Ping,  
Chief Innovation Officer,  
Republic of Singapore Air Force (RSAF)*

BG Lau Boon Ping will share with us how the RSAF identified the challenges to develop a more innovative culture in a large organisation steep in procedures and processes; how the RSAF developed unconventional strategies to overcome those; identify some lessons learned that may be applicable for the audience; and finally share the current state of the RSAF's journey.

## Session 2a

1100-1145

### Care Anywhere: Changing landscape of Patient expectations in the era of AI & Cloud Technology

*Mr Tirupathi Karthik,  
Chief Executive Officer,  
Napier Healthcare Solutions*

Patient centric Usability in technology solutions have contributed to greater acceptance of technology by Patients and the Next-of-Kin. Currently, patients don't just want good clinical care - they want excellent service too. This means, among other things, care delivered with humane touch, convenience, and choice.

The Pandemic situation has forced Providers, Payers and Technology Vendors to re-examine the way care is being delivered. Uncertainty triggers the fear centers in consumer's brains. Consumers are now asking for Care to be delivered in the comfort of their Homes or out of hospital- setup. Nowadays, patient increasingly wants to visit a Hospital only for Critical and Urgent care. This is driving a paradigm shift in care delivery - away from Hospital centred care to Care Anywhere.

Care Anywhere is also driving better Health outcomes. More technology options are now available to ensure Care Anywhere especially after the COVID-19 Pandemic.

## Session 3

1100-1230

### Change Measurements

*Ms Pang Nguk Lan,  
Director, Quality, Safety & Risk Management, KKH;  
Deputy Group Director, IPSQ*

*Dr Alvin Chang,  
Clinical Director of Quality, Safety & Risk Management, KKH;  
Senior Consultant, Department of Neonatology, KKH*

*Mr Bernard Wong Yih Terng,  
Quality Improvement Specialist;  
Group Quality and Clinical Governance, NHG*

Successful measurement is a cornerstone of successful improvement. Measurement is a critical part of testing and implementing changes; measures tell a team whether the changes they are making actually lead to improvement. Measurement doesn't have to be difficult or time-consuming. The key is to pick the right measurements, so that you can see results quickly and adapt your interventions accordingly, putting less strain on resources and more focus on outcomes. To achieve the main purpose of accelerating improvement, quality measures must be integrated into a methodological approach. At the end of this session, you will be able to decipher the importance of choosing measures correctly enabling you to focus on what matters in your improvement journey

## Session 2b

1145-1230

### Digital Transformation of Healthcare for a Smart Nation

*Mr Walter Lee,  
Evangelist and Head of NEC Consulting,  
NEC Asia Pacific*

The aging population in advanced societies such as Singapore and Japan accelerates the need for innovative healthcare solutions that promotes healthy lifestyles and active aging. How can we do so effectively considering the ever increasing costs and shortage of manpower? How will digital transformation bring about new and innovative solutions from automated smart hospitals to remote monitoring at connected homes and smart cities with 5G?

**Session 4**

1400-1530

**Digital Transformation for Healthcare Industry**

*Mr Rick Yeo Chee Keong,  
Director,*

*Singapore Institute of Manufacturing Technology (SIMTech), A\*STAR*  
A\*STAR SIMTech have been driving various initiatives to develop a vibrant eco-system for Singapore wearable tech industry as part of Singapore's Smart Nation push through our Collaborative Industry Project (CIP) programs. Started in Feb 2018, the program aims to provide a platform for MNCs and SMEs to collaborate with A\*STAR SIMTECH to develop Smart wearable products and solutions for various industries in Singapore. To date, the platform has brought together industry partners (7 MNCs and 14 SMEs) ranging from hardware product designers to garment and apparel manufacturers.

During the session, the speaker will provide an overview of the Flexible Hybrid Electronics technologies, which combines the traditional electronics technology and printed electronics technology. FHE is the key enabling technology for advanced Smart Wearable and IoT product innovation.

The content of this session includes:

• **Digital transformation Innovation for Healthcare industry**

*Dr Roland Lim,*

*Principal Technical Lead,*

*Singapore Institute of Manufacturing Technology (SIMTech), A\*STAR*

In the face of the Covid-19 crisis, many companies are adapting to protect their business during this period and prepare for the future. The Government has called on company bosses to look for opportunities to address business resilience and continuity challenges, especially in the landscape today. This talk will focus on how companies can innovate their Business Model, adjust their Processes to respond to the changing business model, harness the People to respond to the changing operations landscape, and leverage on Digital Technologies to support People and Process towards Business Resilience Continuity.

• **Smart Predictive & Adaptive Scheduling Systems for Operating Theatres (OT) and Nurses**

*Mr Chua Tay Jin,*

*Principal Research Engineer,*

*Singapore Institute of Manufacturing Technology (SIMTech), A\*STAR*

This presentation gives an overview of SIMTech on-going effort on the design and development of Smart Predictive and Adaptive Scheduling Systems to manage and allocate Operating Theatres. To support the deployment of the nurses for each surgical operation, the Predictive Scheduling System for Nurses is designed to generate the schedule deployment of nurses based on their skill set and availability, including responding to dynamic disruptions, for examples, nurses on MC or urgent leave and the cancellation of the surgical operations, as and when needed.

• **Mobile workflows for Healthcare industry**

*Dr Justin Lim,*

*Principal Research Engineer,*

*Singapore Institute of Manufacturing Technology (SIMTech), A\*STAR*

In this presentation, Dr Justine will present a mobile workflow application platform that easily configured to address some of the needs of the healthcare industry, for example operations checklist forms, approval forms requiring signatures, etc.

These flows once configured would be able to be deployed on the cloud and run on multi-platforms. This presentation will illustrate examples of how other companies have utilized the wfMOBILE to digitalised their processes.

• **Future digital technology and research in digital solution for healthcare industry**

*Dr Ian Chan,*

*Deputy Research Division Director,*

*Singapore Institute of Manufacturing Technology (SIMTech), A\*STAR*

This talk will share on the trends in digital health and how the pandemic has made this trend even more pressing and obvious. Dr Ian will also share on how data analytics and artificial intelligence can enable more efficient ways in facility management, or to effect more efficient ways to manage crowds or enable high speed temperature taking for large crowds using AI and IoT.

**Session 5**

1400-1530

**Patients as Partners-in-Care – Strategies on how to engage patients and families to improve healthcare quality**

*Ms Ai Ling Sim-Devadas,*

*Co-Chair,*

*SingHealth Patient Advocacy Network (SPAN)*

*Mr Ellil Mathiyen Lakshmanan,*

*Co-Chair,*

*SingHealth Patient Advocacy Network (SPAN)*

*Ms Josie Liow,*

*Member,*

*SingHealth Patient Advocacy Network (SPAN)*

*Mr Franklin Tan,*

*Director,*

*Office for Service Transformation, SingHealth*

*Ms Chang Sook Mei,*

*Director,*

*Group Office of Patient Experience SingHealth*

*Mrs Tan-Huang Shuo Mei,*

*Senior Director, (Special Projects),*

*SingHealth*

If you are looking for strategies, methods and practical tips to engage patients and families in your healthcare improvement, patient experience and patient safety projects, this is the session to attend.

**Session 6**

1400-1530

**Leading Disruption Without “Being” Disrupted Mindfulness training for thriving in the face of change**

*Ms Jennifer Davis,*

*Partner,*

*OSC Leadership Performance*

We must learn to navigate disruption without being disrupted, ourselves. None of us could have predicted the unprecedented rate and scale of disruption Covid-19 introduced both locally and globally - increasing general state of distress, anxiety and overwhelm to all new levels. And even without the pandemic, with today's rapid acceleration of technological innovation and changing expectations of how healthcare should be provided, there is a risk of getting swept up in the speed of change, leaving us distracted, overwhelmed, meaningful. Mindfulness training offers a proven solution by equipping health care providers and leaders with the capacity to be more present, clear, connected and compassionate. By enhancing these abilities we can lead and adapt to change with greater effectiveness and agility, be resilient to the challenges of change, and even experience more joy and connection at work. In this workshop you will:

- Explore mindfulness applications for adaptability to change
- Understand the brain and the science of mindfulness
- Gain insights into habits that limit your ability to thrive in the face of change
- Experience and develop mindfulness skills to enhance awareness, focus + connection
- Understand how self and other compassion can enhance resilience to the challenges of change

### **Closing Plenary**

1600-1700

### **Transforming Corrections Through Innovation**

*Mr Terrence Goh,  
Deputy Commissioner (Operations & Rehabilitation),  
Singapore Prison Service*

From a once traditional custodial agency faced with challenges of overcrowded prisons and manpower shortage, the Singapore Prison Service (SPS) has transformed significantly in the last 20 years to become a leading correctional agency with a stellar safety and security track record, effective offender management programmes, a strong culture of innovation, and leadership in the global correctional landscape. Speaker, Mr Terrence Goh, Deputy Commissioner (Operations & Rehabilitation), will be sharing SPS's transformational journey and lessons learnt.

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# Speaker Biographies

## Keynote: SkillsFuture and Workplace Learning



Official Website:  
[www.skillsfuture.gov.sg](http://www.skillsfuture.gov.sg)

### Mr Ong Tze Chin

Chief Executive,  
SkillsFuture Singapore

Mr Ong Tze Chin is the Chief Executive of SkillsFuture Singapore. He is also concurrently Deputy Secretary (SkillsFuture) in the Ministry of Education. He is responsible for driving the national SkillsFuture movement, which seeks to provide Singaporeans with the opportunities to develop themselves to their fullest potential regardless of their starting points, and to achieve skills mastery throughout life.

Tze Chin is a member of the Boards of Workforce Singapore Agency, Employment and Employability Institute Pte Ltd (e2i), and Learning Gateway Limited.

Tze Chin started out with a career in the Singapore Armed Forces (SAF), attaining the rank of Brigadier General after almost 25 years of service. His last 2 appointments in the SAF were: Director of Military Intelligence; and Commander of the 3rd Singapore Division. Tze Chin was also previously a Director on the board of ST Electronics, a Member of the Governing Board of Duke-NUS Medical School, Ngee Ann Polytechnic Council and Singapore Polytechnic Board of Governors, and Chairman of Sembawang Country Club.

Tze Chin received a Masters in Business Administration from INSEAD in 2010 and a Masters in Defence Studies from King's College London in 2006. He graduated from Stanford University in 1998 with Masters and Bachelor degrees in Electrical Engineering.



## Session 1: The RSAF Innovation Journey – Drawing a box that we can think out of



Official Website:  
[www.mindef.gov.sg/web/portal/rsaf/home/](http://www.mindef.gov.sg/web/portal/rsaf/home/)

### BG Lau Boon Ping

Chief Innovation Officer,  
Republic of Singapore Air Force

BG Lau Boon Ping is the Commander of Participation Command in the RSAF. He is a Super Puma helicopter pilot by training and held diverse appointments over his military career, such as Commanding Officer, 126 Squadron and Commander of Unmanned Aerial Vehicle Command. He is currently the RSAF's Chief Innovation Officer.

BG Lau was seconded to Land Transport Division, Ministry of Transport from 2009 – 2011, where his portfolio included national bus and road policies. He also spent two years in Manpower Division, MINDEF as the Deputy Director of Personnel Policy where he led the formulation of Strategic HR policies, such as remuneration, service schemes and benefits.

BG Lau was awarded the President's cum SAF Overseas Scholarship in 1999 to pursue a Bachelor of Science in Electrical Engineering at Cornell University and subsequently, Master of Science in Electrical Engineering at Stanford University. In 2012, he completed his Command and Staff Course in the United States Air Command and Staff College, where he was awarded a Master of Military Operational Art and Science. In 2016, he earned a Master of Business Administration from the MIT Sloan MBA Program.

Outside of work, he enjoys reading, exercising, and making music. He also spends time volunteering as a Grassroots Leader in the local community.

He is married to Tara and has a son and daughter.



## Session 2a: Care Anywhere: Changing landscape of Patient expectations in the era of AI & Cloud Technology



### Mr Tirupathi Karthik

Chief Executive Officer,  
Napier Healthcare Solutions

Tirupathi Karthik has been the Chief Executive Officer of Napier Healthcare Solutions Pte. Ltd since 2012. A leader in the Healthcare IT space, Karthik has extensive business leadership experience across Asia, the Middle East and USA, particularly in the enterprise software space. He is a passionate advocate for the innovative use of technology that turns IT investments into competitive differentiators for their stakeholders rather than using IT as a pure cost containment initiative.

In various hospital implementations, Karthik has been championing the use of Mobility as a pervasive information delivery channel. His vision led to the use of the mFirst approach with the infusion of HTML5 and Apple's mobility products across the Napier Acute Care platform starting in 2012. Napier's leadership in the global marketplace continues to gather momentum on the back of one of the most modern implementation of such a technology stack.

As an Eldercare thought leader, he has been driving productivity agendas for aged care models globally and seen to the expansion of Napier's product vision to include elderly care services delivery. Applying technology-enabled solutions for senior care providers offering nursing home, home care and activity-centre services, Napier today enables productivity and improved quality of care.

Recently he has been championing the use of AI in Healthcare but with a difference. He believes AI must be approached as a mindset and not just as productivity projects or products. As a result, Napier's products are increasingly infused with AI ideas and not just as a standalone AI product.

As an entrepreneur, he was the Founder & Chief Executive Officer of Nihongo Bashi, an investee company of Economic Development Board, Singapore. Karthik is a winner of the 2007 'Spirit of Enterprise Award', which honours self-reliant entrepreneurs who are starting and operating small and medium-sized businesses in Singapore. His thoughts have been well received in many industry conferences where he has been a key speaker and also in mainstream media such Channel News Asia and BBC amongst others.

Official Website:  
[www.napierhealthcare.com/home](http://www.napierhealthcare.com/home)



## Session 2b: Digital Transformation of Healthcare for a Smart Nation



### Mr Walter Lee

Evangelist and Head of NEC Consulting,  
NEC Asia Pacific Pte Ltd

Walter leads strategic innovation partnerships with government agencies and corporates in enhancing cyber and physical security. He is evangelising innovative solutions for digital transformation of various industries towards Society 5.0, a human-centered future leveraging A.I., Big Data Analytics and Robotics.

Walter was the CEO of e-Cop Group, a cybersecurity services group of companies, Senior Vice President at the Agency for Science, Technology and Research, Singapore and Vice President and Head of IDC Consulting, Asia Pacific, member of the worldwide Consulting Management Board.

Official Website:  
[sg.nec.com](http://sg.nec.com)



### Session 3: Change Measurements



#### **Ms Pang Nguk Lan**

Director of Quality, Safety & Risk Management,  
KK Women's and Children's Hospital

Ms Pang, a RN with more than 20 years of PICU experience, also serves as the Faculty Member of Singapore Healthcare Improvement Network (SHINe), a collaborative program with Institute for Healthcare Improvement (IHI). Currently the Director of Quality, Safety and Risk Management and Chief Risk Officer of KK Women's and Children's Hospital, she is also the Deputy Group Director of Institute for Patient Safety and Quality (IPSQ), SingHealth Duke-NUS and senior program faculty.



#### **Dr Alvin Chang**

Clinical Director of Quality, Safety & Risk Management,  
KK Women's and Children's Hospital

Dr Chang leads the Quality Assurance activities and was a Patient Safety Lead of the Neonatal department. He co-chairs the Hospital Quality Safety and Standard committee, chairs the KKH Patient Safety Council and is a Patient Safety Champion. Dr Chang conducts regular in-house Root Cause Analysis (RCA) workshops, Speak up for Safety and Accountable and Safe Culture seminars. He is also the President of the Healthcare Quality Society of Singapore and Secretary of the Singapore Pediatric Society. He has published a Cochrane review on neonatal transport and other scientific papers in various peer-reviewed journals locally and internationally on a range of neonatal-related topics. Dr Chang also serves as a Faculty Member of Singapore Healthcare Improvement Network (SHINe), a collaborative program with Institute for Healthcare Improvement (IHI).

Official Website:  
[www.kkh.com.sg](http://www.kkh.com.sg)



#### **Mr Bernard Wong Yih Terng**

Quality Improvement Specialist Group Quality and Clinical Governance,  
National Healthcare Group

Mr Bernard Wong, with an IT background by training has been actively involved in developing, teaching, facilitating, organising Quality and Patient Safety related courses, activities and conferences in healthcare since 2006. Before joining healthcare, he was a Quality Engineer with Creative Technologies, and a Senior Systems Engineer with Hewlett Packard.

As a teaching Faculty for NHG's Institute of Healthcare Quality (IHQ), his work enables him to reach out to healthcare institutions across primary, acute, intermediate and long term care sectors in Singapore, as well as overseas healthcare institutions in Brunei, Malaysia, Thailand and Indonesia. He now portions his time to coach and develop new faculty and facilitators.

Bernard is currently a Faculty Member of Singapore Healthcare Improvement Network (SHINe), a collaborative program with Institute for Healthcare Improvement (IHI) aiming to reduce harm in healthcare delivery.

Official Website:  
[corp.nhg.com.sg](http://corp.nhg.com.sg)



## Session 4: Digital Transformation for Healthcare Industry



### **Mr Rick Yeo Chee Keong**

Director, Manufacturing Productivity Technology Centre,  
Singapore Institute of Manufacturing Technology (SIMTech), A\*STAR

Mr Rick Yeo Chee Keong is currently the Director, Manufacturing Productivity Technology Centre (MPTC) of Singapore Institute of Manufacturing Technology (SIMTech) - a research institute of A\*STAR. During his tenure, MPTC promotes the use of technology to enhance manufacturing productivity by improving efficiency and effectiveness through process and technology innovation.

Prior to his current role, he was the Director, Emerging Applications Centre (EAC) of SIMTech. During his tenure, EAC seeded and grew emerging industry sectors by identifying, growing, adopting and commercializing technologies developed under SIMTech Research Programmes. EAC also spearheaded business development and application development of various printed electronics products using SIMTech's 'state-of-the-art' roll to roll manufacturing technology in the domain of Large Area Processing.



### **Dr Roland Lim**

Principal Technical Lead,  
Singapore Institute of Manufacturing Technology (SIMTech), A\*STAR

Dr Roland Lim has been an active practitioner and research lead in the fields of Digital Transformation, Business Model Innovation, and Operations Management in Manufacturing and Supply Chain for over 25 years. His research and working experience with industry has enabled him to gain extensive knowledge of the best practices and solutions to tackle the digital transformation, business model innovation and operations management challenges of SMEs and MNCs in Singapore.



### **Mr Chua Tay Jin**

Principal Research Engineer,  
Singapore Institute of Manufacturing Technology (SIMTech), A\*STAR

Mr Chua Tay Jin is a Principal Research Engineer and Initiative Lead with SIMTech. Since joining SIMTech, he has led numerous industrial and research projects in the areas of production planning and scheduling and conducted several Advanced Planning and Scheduling (APS) courses. He is spearheading an industry-wide effort on helping companies in the deployment of production planning, scheduling, and shopfloor tracking software (Smart Manufacturing Operations Management, S-MOM) for HMLV manufacturing environment. He is also leading the effort on the mass roll-out of Manpower Scheduling System (MSS) for service industries. He has three USA patents and one Singapore patent in production planning and scheduling.

Official Website:  
[www.a-star.edu.sg/](http://www.a-star.edu.sg/)

## Session 4: Digital Transformation for Healthcare Industry



### **Dr Justin Lim**

Principal Research Engineer,  
Singapore Institute of Manufacturing Technology (SIMTech), A\*STAR

Dr Justin Lim is the Initiative Lead for wfMOBILE™ which is a low cost mobile application that enables mobile workflows to be configured and operational on Android and iOS devices, as well as Web browsers. This product has been adopted by many enterprises for digitalizing their operational workflows, because of the ease of configurations for various processes and runs on the cloud and on-premise servers.

Dr Lim has extensive experience in the semiconductor industry in various senior IT management positions, and has served as CIO of several large MNCs. He has successfully driven the global consolidation and standardization of the IT Business processes, applications, and IT infrastructure. He has vast experience in ERP implementation, Strategic Planning and Visioning, IT Operations and Applications Management, Supply Chain Management, and IT outsourcing. His current research interests include Blockchain Smart contract for construction industry and Enterprise Workflow management systems.

Over the last 6 years that he has been with SIMTech, he has advised and helped many SMEs to digitalise their operational workflows.



### **Dr Chan Hian Leng Ian**

Deputy Research Division Director,  
Singapore Institute of Manufacturing Technology (SIMTech), A\*STAR

Dr Ian Chan is a Senior Scientist and is currently Group Manager for Manufacturing Execution & Control Group and Deputy Director for Manufacturing System Division at Singapore Institute of Manufacturing Technology, A\*STAR, where he is responsible to direct the R&D work in SIMTech to enable the translation of data analytics and IoT for industrial applications in manufacturing and engineering services. His research interests include sensing, data pre-processing, machine learning, and data analytics for fault detection fault diagnosis and failure prediction to enable condition monitoring and predictive maintenance. He has a Bachelor's degree in Mechanical Engineering from NUS, and Masters and PhD from Department of Aeronautics & Astronautics Stanford University.

His research interests include sensing, data pre-processing, machine learning, and data analytics for fault detection fault diagnosis and failure prediction to enable condition monitoring and predictive maintenance. He is also a member of Technical Committee for Enterprise Singapore Smart Manufacturing for 2018-2020, and has over 30 publications to date.

Official Website:  
[www.a-star.edu.sg/](http://www.a-star.edu.sg/)

**Session 5: Patients as Partners-in-Care – Strategies on how to engage patients and families to improve healthcare quality**



**Ms Ai Ling Sim-Devadas**

Co-Chair,  
SingHealth Patient Advocacy Network (SPAN)

Ai Ling is a cancer survivor with an interest in shaping the role of patients and families in the care journey. An experienced professional in healthcare communications, patient experience and volunteer management, Ai Ling offers valuable perspectives from both ends of the care spectrum – that of the patient and the healthcare provider. An active patient advocate, Ai Ling won the Partner-in-Care (Patient Category) at the Singapore Health Inspirational Patient & Caregiver Awards 2020.



**Mr Ellil Mathiyan Lakshmanan**

Co-Chair,  
SingHealth Patient Advocacy Network (SPAN)

Ellil is a double cancer survivor who dedicates his time to helping others. He is co-founder of the Ostomy Association of Singapore and is a patient ambassador at Changi General Hospital and the Singapore General Hospital. As an active patient advocate, Ellil has won multiple patient awards, including the Singapore Health Inspirational Patient Award 2017 and Singapore Patient Advocate Award 2018.



**Ms Josie Liow**

Co-Lead,  
SingHealth Patient Advocacy Network (SPAN)

As a dedicated caregiver to her daughter who is a Left Ventricular Assist Device (LVAD) patient, Josie plays an active role in her care plan, working closely with healthcare staff to achieve the best possible outcome. She dedicates her time to representing the voice of patients and caregivers with the aim of improving quality of care and was one of the panellists at the SPAN Partners-in-Care Webinar in 2020. Josie won the Singapore Health Inspirational Caregiver Award in 2014.

Official Website:  
[www.singhealth  
dukenus.com.sg/ipsq/  
singhealth-patient-  
advocacy-network](http://www.singhealthdukenus.com.sg/ipsq/singhealth-patient-advocacy-network)



## Session 5: Patients as Partners-in-Care – Strategies on how to engage patients and families to improve healthcare quality



### Mr Franklin Tan

Director, Office for Service Transformation  
SingHealth

Mr Franklin Tan is the Director at the Office for Service Transformation at SingHealth and his team work on strategic initiatives that focuses on delivering and improving patient experience and work processes across the SingHealth cluster. Working closely with the domain leads from the different institutions and clinical specialties, the results of their efforts and hard work have seen improvements across the entire care continuum such as the outpatient journey, elective surgery journey, better access to care, nursing productivity, and optimization of operating theatres.



### Ms Chang Sook Mei

Director, Group Office of Patient Experience  
SingHealth

As the current Director (Group Office of Patient Experience) at SingHealth and Director (Corporate Affairs (Patient Relations)) at Changi General Hospital, Sook Mei dedicates her time to working with patients and families to improve care quality and patient experience. A qualified pharmacist with over 20 years of experience in patient relations and engagement, Sook Mei is a seasoned professional who uses her expertise to develop SPAN – a group of interested patients and caregivers committed to representing the voice of patients with the aim of improving care delivery.



### Mrs Tan-Huang Shuo Mei

Senior Director, (Special Projects)  
SingHealth

Shuo Mei is the immediate past Group Chief Communications Officer. Today, she is the Co-Advisor (along with Group Chief Nurse and Group Director, SingHealth Institute for Patient Safety & Quality) of SPAN. She provides guidance directly on the engagement and growth of the Network. SPAN is directly connected to the bigger circle of SingHealth's over 40 Patient Support Groups and executes several initiatives through them.

In her semi-retirement, she now oversees the SingHealth Staff Care Centre set up in April 2020 to enable accessibility of mental wellness resources for healthcare professionals; and to promote Joy at Work through grants from generous donors.

Official Website:  
[www.singhealth.com.sg](http://www.singhealth.com.sg)

## Session 6: Leading Disruption Without “Being” Disrupted – Mindfulness training for thriving in the face of change



### Ms Jennifer Davis

Partner,  
OSC Leadership Performance

Jennifer is a Partner at OSC Leadership Performance. Her experience in the fields of executive coaching, psychology, and transformational change provides a unique framework for understanding how to transcend limiting mindsets and behaviours into thoughtful leadership at the individual, team and organisational level.

Before moving to Asia in 2010, Jennifer spent ten years at Duke University Health System (USA) incorporating positive psychology, emotional intelligence, mindfulness and coaching, into her work as a psychotherapist, facilitator and in scientific research. Much of her career has focused on furthering the evidence-based applications of mindfulness training within the medical and wellness industries. She has been Project Manager for three US National Institutes of Health funded mindfulness-based research studies, as well as several academic and industry research collaborations.

In 2014, Jennifer joined Duke-NUS, as the Director of Student Personal and Professional Leadership, where she has developed a curriculum and coaching program for medical students to develop emotional intelligence, resilience and motivation, high performing teams, and enhanced stress agility. In addition to her Duke-NUS position, Jennifer has also served as the Director of Programs and Teacher Development with eMindful, Inc. where she developed and facilitated numerous mindfulness-based trainings to improve performance, well-being and chronic health conditions for Fortune 500 Health Insurance Companies (Blue Cross and Blue Shield, Aetna, Highmark), and as a Women In Management Facilitator for the Stanford Graduate School of Business.

Jennifer is a licensed psychotherapist, having received a Master’s Degree in Psychology from the University of Chapel Hill; a leadership coach with certifications in The Coaches Training Institute and Duke Integrative Health Coaching; and a program designer and facilitator.

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## Closing Plenary: Transforming Corrections Through Innovation



### Mr Terrence Goh

Deputy Commissioner (Operations & Rehabilitation),  
Singapore Prison Service

SAC Terrence Goh joined the Singapore Prison Service (SPS) in 1995 and is currently holding the appointment of Deputy Commissioner (Operations & Rehabilitation) of Prisons. Before his current post, SAC Terrence Goh was the Director of Operations Division responsible for the formulation and implementation of plans and strategies to ensure the overall safety and security of all prison clusters and institutions. In 2011, SAC Terrence Goh headed the Rehabilitation and Reintegration Division, formulating and implementing policies and programmes, to support inmates’ rehabilitation and reintegration back to society. Prior to this, his ground posting included being the Commander of a Cluster of 5 prisons with an inmate population of 5000, Head of Research and Planning Branch, Head of Operations Control Branch and the Superintendent of Prison School.

Official Website:  
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## List of Patient Safety & Quality Projects 2021

The Patient Safety & Quality Archives 2021 Volume 2 consists of Patient Safety & Quality projects submitted in 2020 that are categorised in the following areas:

• PSQEF	Efficiency & Process
• PSQIN	Innovation
• PSQPO	Patient Outcomes
• PSQPS	Patient Safety
• PSQEST	Esther Projects
• PSQCOVID	COVID-19 Projects

You may view and download the full abstracts and posters from our Archives via the URL provided below.

Projects categorised in PSQEF and PSQIN can be found in:

Patient Safety & Quality Archives 2021 Volume 2 Number 1  
- Page 1 to Page 159 (30mb)

[https://www.singhealthdukenus.com.sg/ipsq/Documents/PSQA/PSQA2021\\_N1.pdf](https://www.singhealthdukenus.com.sg/ipsq/Documents/PSQA/PSQA2021_N1.pdf)

Projects categorised in PSQPO, PSQPS and PSQEST can be found in:

Patient Safety & Quality Archives 2021 Volume 2 Number 2  
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Projects categorised in PSQCOVID can be found in:

Patient Safety & Quality Archives 2021 Volume 2 Number 3  
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In 2020, 142 Patient Safety & Quality projects and 67 COVID-19 related projects were submitted, 17 Poster Excellence Awards awarded at SingHealth Duke-NUS Quality and Innovation Day 2021.

We would like to acknowledge the SingHealth Duke-NUS Institute for Patient Safety & Quality Poster Excellence Awards 2021 Judging Committee for their contributions in the project assessment:

### **Judging Committee**

Prof Tan Kok Hian  
Group Director, Institute for Patient Safety & Quality, SingHealth  
Senior Associate Dean of Academic Medicine, Duke-NUS Medical School

Adj A/Prof Ching Chi Keong  
Senior Consultant, National Heart Centre Singapore

Dr Lim Eng Kok  
Director, Office of Value-Driven Care, SingHealth

Mr Franklin Tan Chee Ping  
Director, Office for Service Transformation, SingHealth

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- PSQEF Efficiency & Process
- PSQIN Innovation
- PSQPO Patient Outcomes
- PSQPS Patient Safety
- PSQEST Esther Projects
- PSQSQ GSQ Projects

You may view and download the full abstracts and posters from our Archives via the URL provided below.

Projects categorised in PSQEF and PSQIN can be found in:

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In 2019, 128 Patient Safety & Quality projects were submitted, 10 Poster Excellence Awards 2020 awarded at SingHealth Duke-NUS Quality and Innovation Day 2021.

We would like to acknowledge the SingHealth Duke-NUS Institute for Patient Safety & Quality Poster Excellence Awards 2021 Judging Committee for their contributions in the project assessment:

### **Judging Committee**

Prof Tan Kok Hian  
Group Director, Institute for Patient Safety & Quality, SingHealth  
Senior Associate Dean of Academic Medicine, Duke-NUS Medical School

A/Prof Chong Chia Yin  
Director, Clinical Quality & Patient Safety, KK Women's and Children's Hospital

Mr Geoffrey Gui  
Director, Org Planning & Performance, Singapore General Hospital

A/Prof Ken Tan  
Director, Clinical Governance and Quality Management, National Dental Centre  
Singapore

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