

The Journey to pioneer Singapore's 1st integrated development of an acute general hospital and community hospital

Foo Hee Jug

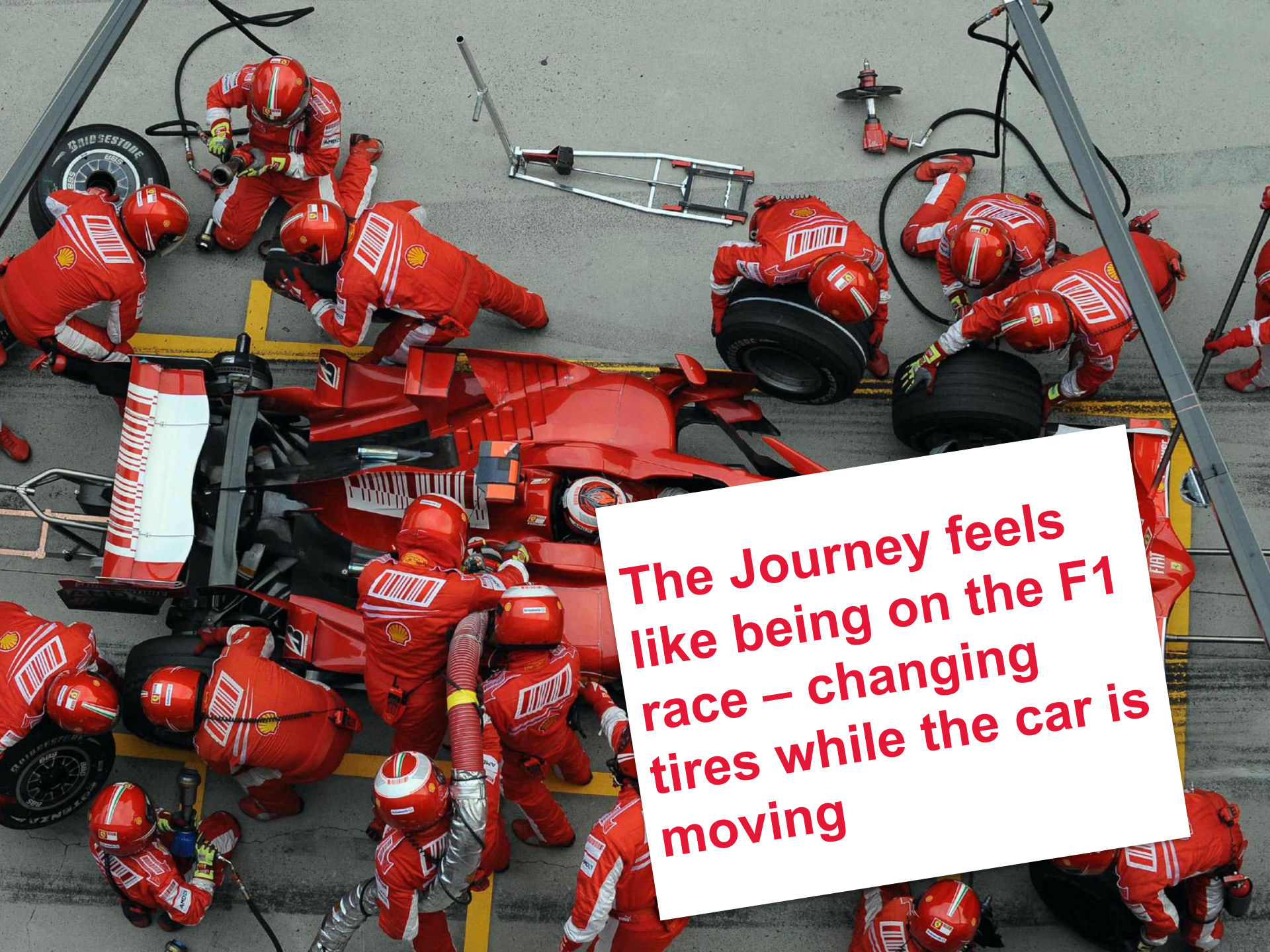
Chief Executive Officer
Jurong Health Services

17 Aug 2016

Jurong**Health**

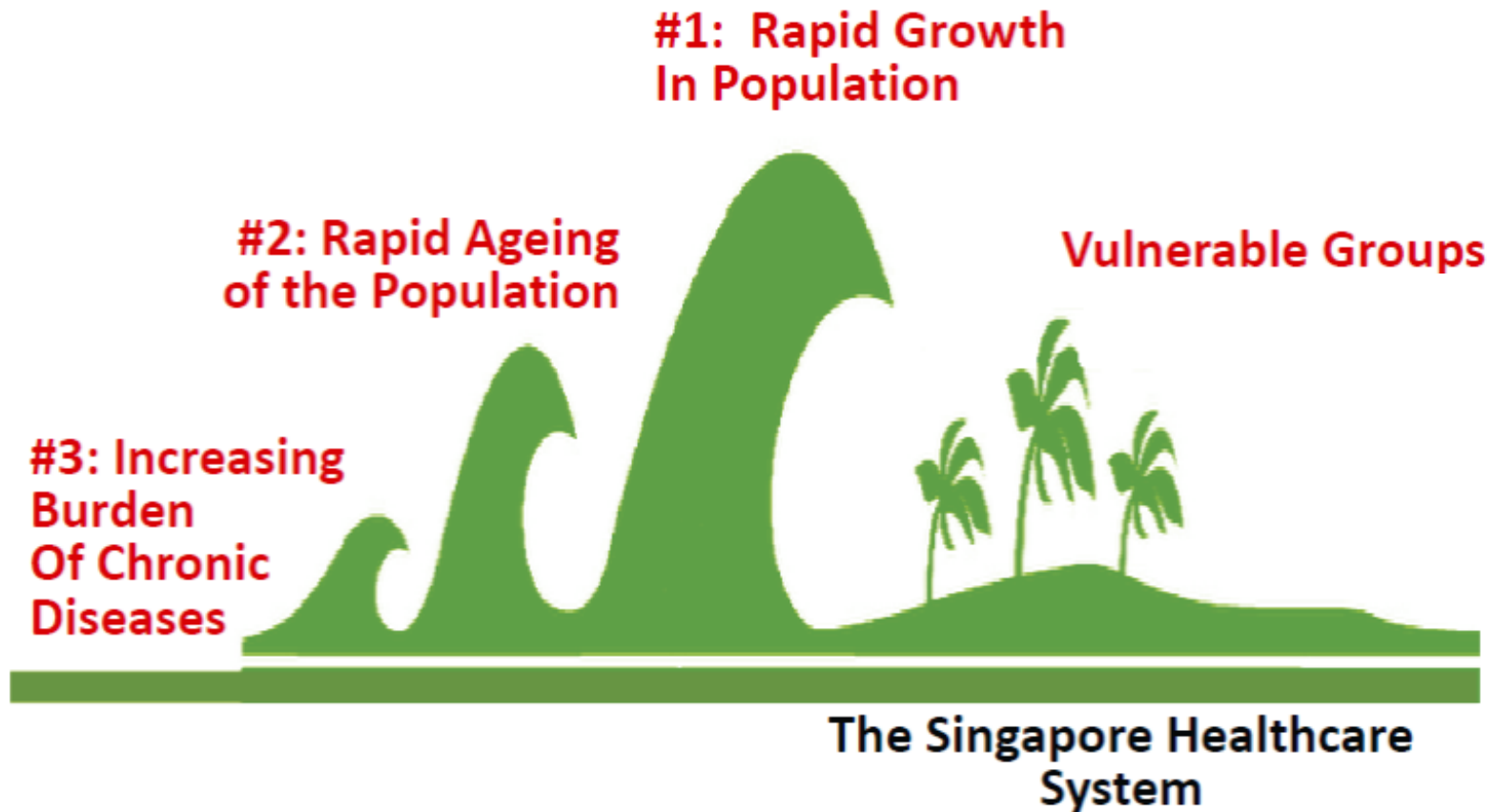






**The Journey feels
like being on the F1
race – changing
tires while the car is
moving**

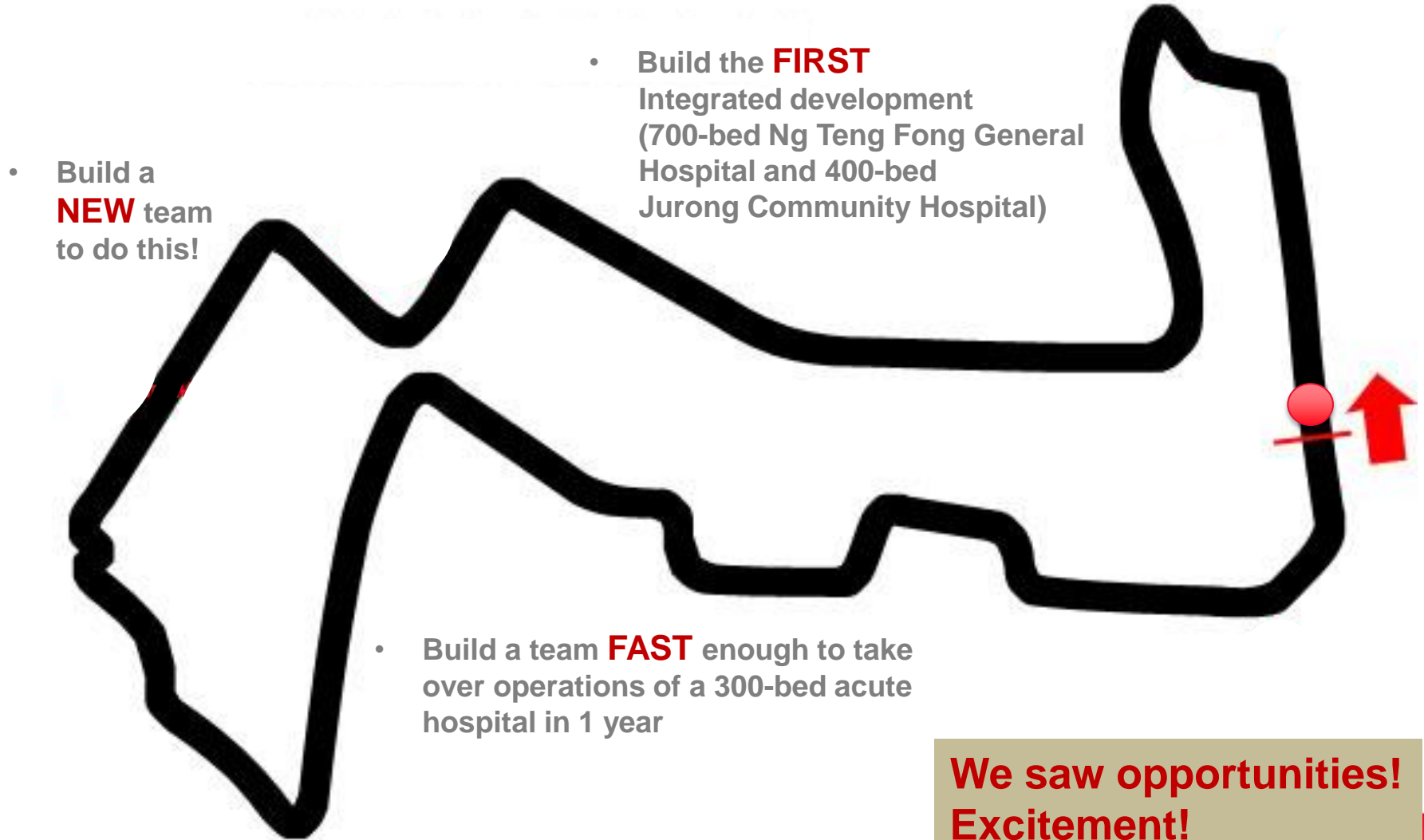
Singapore's Healthcare System faces three major challenges



A Unique Beginning, Challenge and Opportunity

“Pitch your tent as high as possible, but the most important parts are outside.”

- Minister Khaw Boon Wan



With rapid ageing population and growing prevalence of chronic diseases, the hospital-centric model of care is no longer sustainable

JurongHealth envisions transforming the current care delivery model over time

Current State

Care is:

- Episodic
- Hospital based
- Illness-focused

Challenges

- Increasing demand for costly inpatient services (aging population, chronic disease)
- Rise in obesity

Aspiration

- Vision of a healthy Singapore

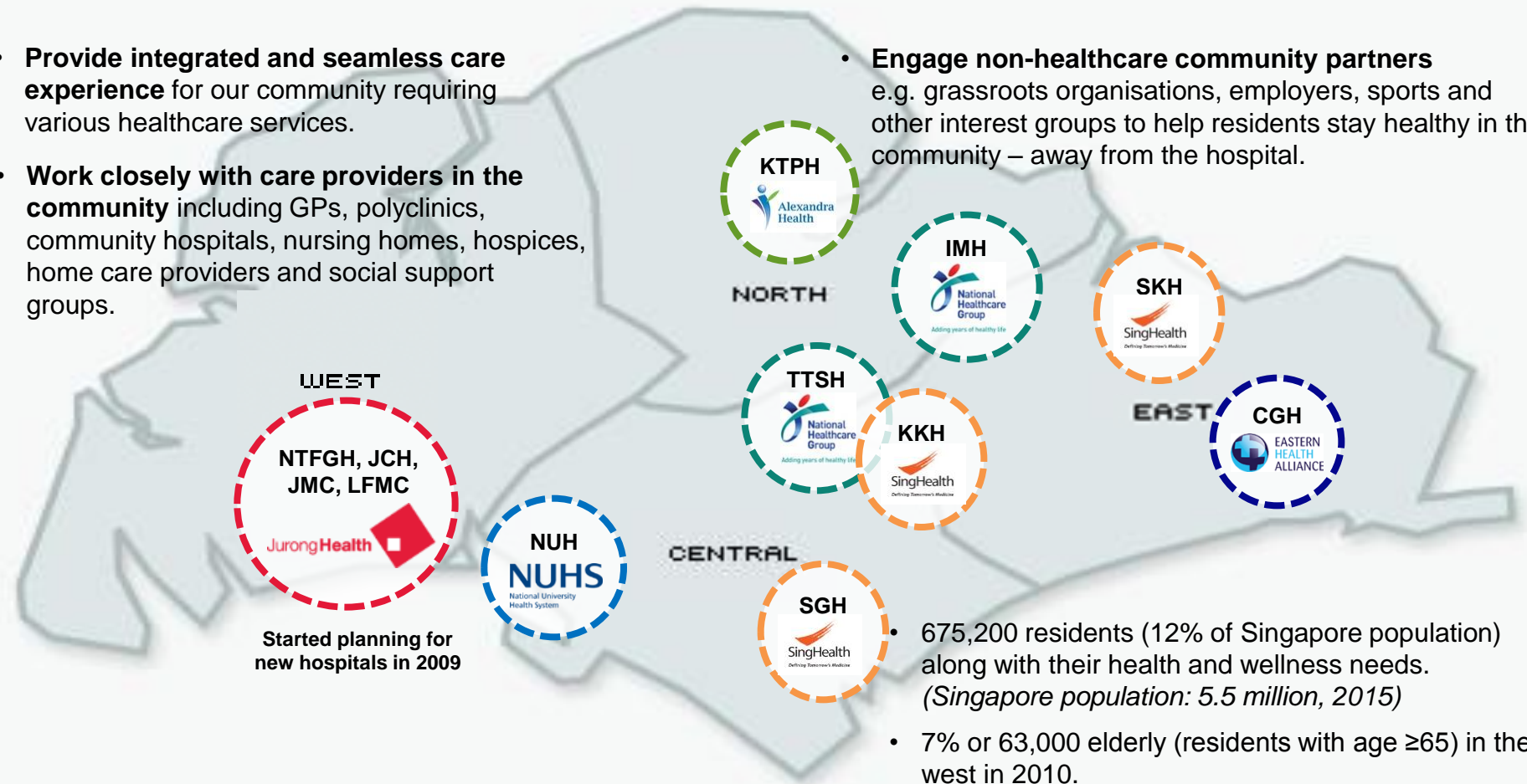
Future State



JurongHealth is the Regional Health System (RHS) looking after the population in the western sector of Singapore together with NUH as a tertiary partner

- **Provide integrated and seamless care experience** for our community requiring various healthcare services.
- **Work closely with care providers in the community** including GPs, polyclinics, community hospitals, nursing homes, hospices, home care providers and social support groups.

- **Engage non-healthcare community partners** e.g. grassroots organisations, employers, sports and other interest groups to help residents stay healthy in the community – away from the hospital.



- 675,200 residents (12% of Singapore population) along with their health and wellness needs. (Singapore population: 5.5 million, 2015)
- 7% or 63,000 elderly (residents with age ≥ 65) in the west in 2010.

CEO and CMB were appointed in April 2009 – our work cut out for immediate priorities

- Immediate tasks to form the management team and clinical leaders, and build a team from scratch
- Recruit sufficient staff to take over the management of Alexandra Hospital from Khoo Teck Puat Hospital team by August 2010
- Appoint the architect and start detailed design of 2 new hospitals for opening by end 2014

Govt investing \$1 billion in two new hospitals in Jurong

The two hospitals are scheduled to open in 2014 and early 2015

By NISHA RAMCHANDANI
The government is channeling some \$1 billion towards Jurong General Hospital (JGH) and Jurong Community Hospital (JCH), which will open in 2014 and early 2015 respectively.

"This is a very heavy investment on the part of the government and has not even factored in land cost. It reflects our commitment to raising the healthcare service standard for Singaporeans, especially for those in the lower income group," said Health Minister Khaw Boon Wan at the ground-breaking ceremony yesterday morning.

For instance, about three quarters of JGH's 700 beds will be in the subsidised Class B2C wards.

JGH will also be the first regional hospital in Singapore to be integrated with a community hospital from ground up, which is expected to enable the smooth transfer of patients from the acute to the subspecialty setting. It is also in line with the government's strategy of making healthcare both hassle-free and cost-effective, and an ageing population. In addition to being wired up for connectivity, the two hospitals - which will be situated along Jurong East Street 21 - will share services such as digital imaging, pharmacy, catering, medical records, a warehouse and training facilities.

Residents in the West will benefit from the addition of the new 700-bed Jurong General Hospital and the 286-bed community hospital. We will complement the current healthcare capacity in the West that is largely anchored by National University Hospital, Alexandra Hospital and the St Luke's Community Hospital," said Foo Hwee Jig, CEO of Jurong Health Services.

Mr Khaw also highlighted plans to extend hassle-free health services to eldercare services in the community as well. Two new subsidised nursing homes in the West, for instance, will open by 2013. Recently, the Khoo Teck Puat Hospital in Yishun opened its doors, which has eased congestion at hospitals such as Tan Tock Seng. For instance, attendance at Tan Tock Seng's emergency department has fallen by nearly 20 per cent, which has also brought down waiting times for beds. Khoo Teck Puat currently serves over 20,000 outpatients and 2,000 inpatients a month.

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— Health Minister Khaw Boon Wan



Associate Professor Cheah Wei Hock
Chairman, Medical Board

Mr Foo Hwee Jig
Chief Executive Officer

TAKE THE LEAD. BE A PIONEER.

We are charting a new direction for healthcare. Slated to open in 2014, Jurong General Hospital (JGH) will be a patient-centred hospital offering integrated, seamless and holistic care. Be part of the founding team with a shared vision to build a healthcare institution for generations to come.

JURONG GENERAL HOSPITAL

designing the hospital to serve and protect, patient needs are our main focus and everything should be health-care for them.

JURONG GENERAL HOSPITAL

New chief's big vision

Introducing CEO Foo Hwee Jig to the public, the new chief of Jurong General Hospital (JGH) has outlined his vision for the new hospital.

Mr Foo Hwee Jig, who has been appointed as the CEO of JGH, said the new hospital will be a patient-centred hospital offering integrated, seamless and holistic care. He said the hospital will be a pioneer in providing high-quality healthcare services to the community.

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The site was challenging, prompting the need for an innovative approach



- Long & narrow site: 600m x 100m
- New 6-7 lane road cutting into the plot
- Highly urbanised

- Surrounded by commercial buildings and shopping malls
- Flanked by busy roads with high traffic noise

Picked up ideas from hospitals in Asia and in the US – learn from anyone

USA

Northwestern Memorial Hospital, Chicago, Illinois (NWM)

- Wide and well-designed link bridge between towers
- Wayfinding kiosks

Cleveland Clinic, Cleveland, Ohio (CC)

- Sense of arrival and double volume lobby
- Separation of OT and ICU on different floors linked by dedicated trauma lift

Los Angeles County-USC Medical Centre, Los Angeles, California (LAC+USC)

- Flexibility of design grid for future change of use and space for expansion

Ronald Reagan UCLA Medical Centre, Los Angeles, California (RR)

- Segregation of patients going for surgery on separate floor from OTs

ASIA

Seoul St. Mary's Hospital, Seoul, Korea (SMH)

- Double volume lobby, colours in wards and horizontal fire evacuation plans

Prince of Wales Hospital, Hong Kong (PWH)

- Sense of arrival must be pleasant for patients

Shatin Hospital, Hong Kong (STH)

- Therapeutic garden and mobility park

Princess Margaret Hospital, Hong Kong (PMH)

- Isolation room concepts and isolation ward

Our Lady of Maryknoll Hospital, Hong Kong (OLMH)

- Space for patient education and community partners

Kowloon Hospital, Hong Kong (KLH)

- Sufficient rehab space

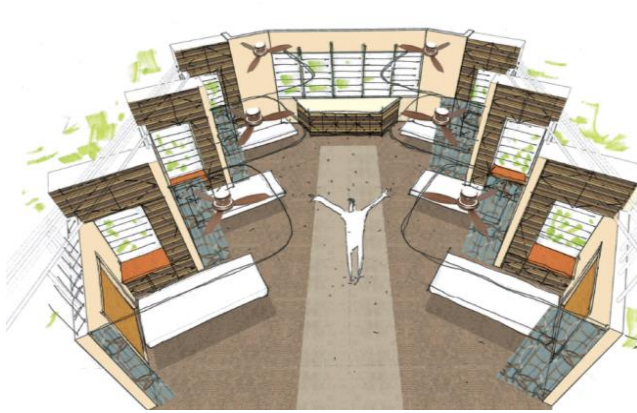
Bumrungrad International Hospital, Thailand (BIH)

- Sense of arrival at clinics, good signages and way finding
- Decentralise pharmacy to minimise choke points at medication collection.

Singapore

- Jalousie windows & maximise airflow at KTPH
- Low ceiling height at CGH ward – poor ventilation
- Incorporation of teaching areas at SOC – NUH Medical Centre
- SLH was our key partner to plan and design JCH

... and customised them to fit our context and needs



Improved comfort and ventilation in subsidised ward – “A window for every patient”

- Patient comfort is optimised – ventilation increased 2x
- Promotes healing for critical patients
- Enhance patient privacy, comfort and recovery
- Improved infection control
- More spacious and conducive working areas for hospital staff.

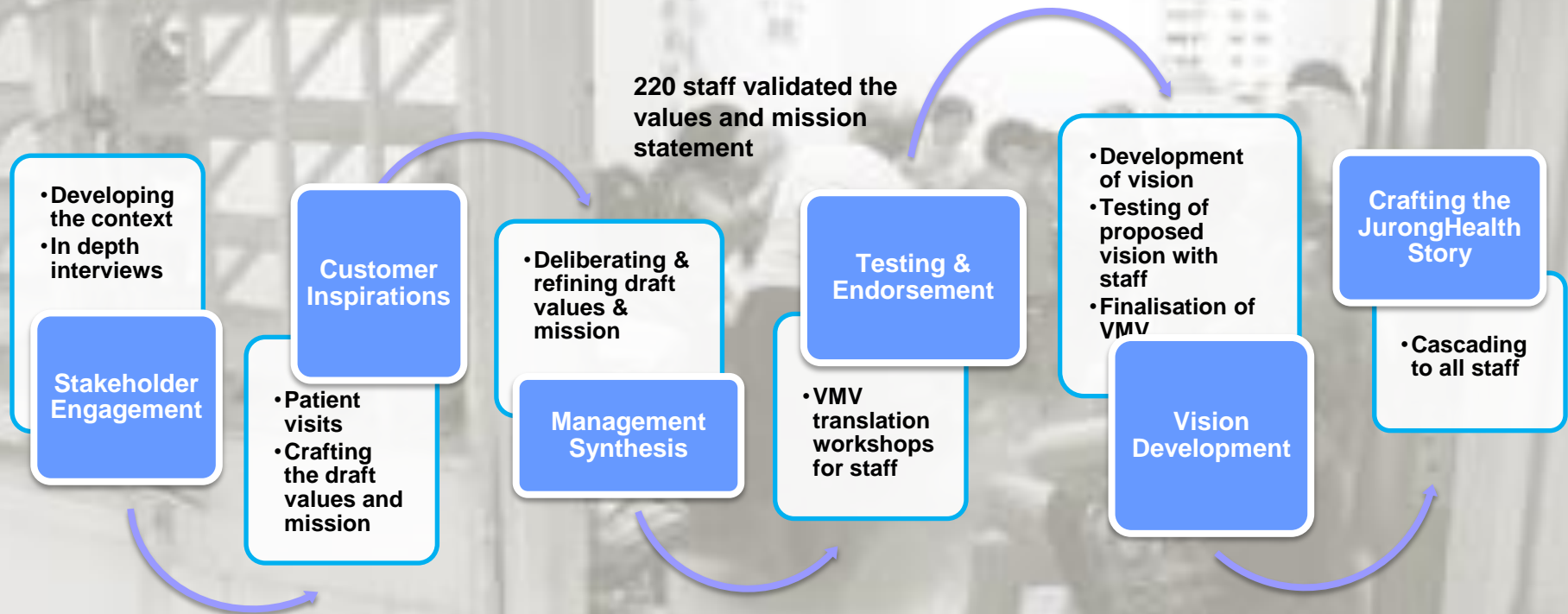


Meaningful horizontal and vertical adjacencies

- Modular wards and clinics to facilitate conversions
- Main Operating Theatres (MOT) and Day Surgery Operating Theatres (DSOT) adjacency and flexibility
- Combined Intensive Care Units (ICU) and High Dependency Units (HDU)
- A&E and Diagnostic Imaging adjacency
- A&E and Isolation Ward adjacency
- Logistics Hub supporting both hospitals
- Inpatient Rehabilitation (JCH) and General Ward (NTFGH) connectivity
- Patient, staff, logistics separation
- ED, ICU/HD, MOT, via dedicated trauma lifts

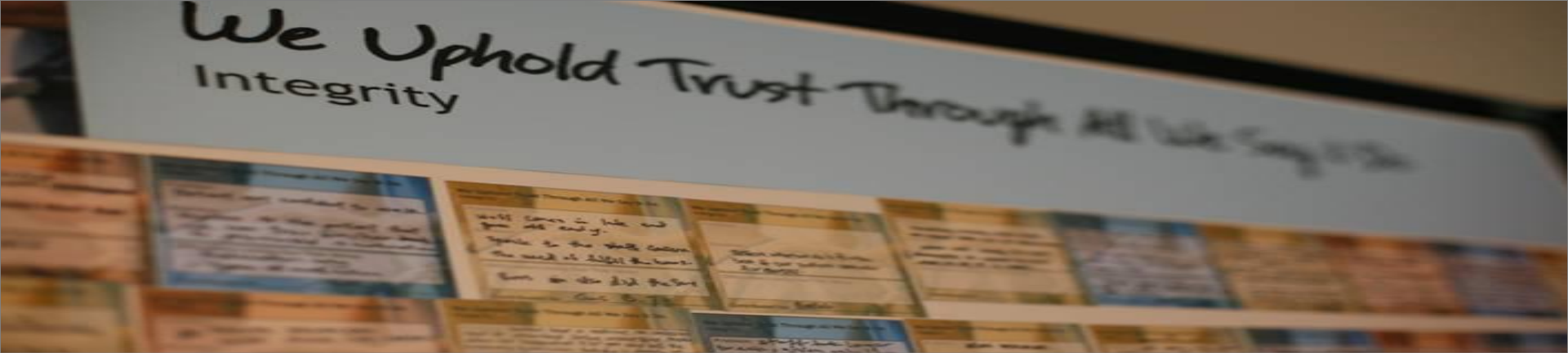
Being new, we have a unique opportunity to develop a sense of Vision, Mission and Values (VMV) that anchor our actions and collective destiny.

We adopted an ethnographic approach to the process of VMV development



Views of Chairman, Board members, senior management and staff were obtained in Stakeholder engagement phase.

32 staff visited with 8 families living in the Western region to understand their needs and their home environment.



Vision

Transforming Care. Bringing Health to Every Home.

Mission

Stay Well . Heal . Empower

Providing integrated healthcare by working hand-in-hand with community partners, patients, caregivers, and staff

Values

Integrity . Patient-Centredness . Openness . Excellence . Mutual Respect

We uphold trust through all we say and do

We design and deliver care around the needs of our patients and their caregivers

We embrace open communication, change & champion innovation

We give our best, every time

We treat each and every individual with dignity



IPOEM & ME

The culture that we want to build
is one that is:

*“Patient-centred. Genuinely cares
for every member of the
JurongHealth family, founded on
living our values.”*



We started active communication about the work that we were doing in JurongHealth starting at Alexandra Hospital...

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JURONG GENERAL HOSPITAL

New chief's big vision

Incoming CEO Foo wants holistic care beyond JGH

NEO CHAI CHIN
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THE Jurong General Hospital will be completed by 2014, a year earlier than expected, and its chief executive-designate Foo Hee Jug expects care for patients beyond the confines of the hospital. Mr Foo, a public healthcare veteran who is currently chief operating officer (COO) of Singapore General Hospital and group chief procurement officer of SingHealth, will assume his new role on June 1. It was announced yesterday.

The 700-bed JGH will work closely with the new 200-bed community hospital to be sited next to it. Both are a walking distance from the Jurong East bus and train interchanges.

"We will work closely with the new community hospital and other primary

care clinics in our area, so that we can provide patients with holistic care beyond the hospital into the community," Mr Foo, 42, said. "In designing the hospital's services and process, patients' needs are our main focus and everything should be hassle-free for them," he said, adding that it would cater to residents' health and fitness needs. The hospital's design specifications and the appointment of various consultants are being finalised.

Mr Foo has a Bachelor of Science degree from the National University of Singapore, as well as Masters degrees in Business Administration and Public Health (Health Services Management) from the Anderson School at University of California, Los Angeles. He has 15 years' experience in healthcare and his roles include overseeing infrastructure development and emergency planning operations integration at SGH and the four national specialty centres at Outram.

Before Mr Foo's appointment, Associate Professor Cheah Wei Keat was also appointed chairman-designate of JGH's medical board. Assoc Prof Cheah is currently division head of general surgery at the National University Hospital. The JGH will work closely with the Health Ministry and restructured hospitals to recruit, train and develop new staff. "I envision building an environment where all staff are empowered to excel in their work and deliver effective care to patients, as well as given plenty of room to grow through comprehensive training," said Mr Foo. Hiring will be ramped up in the coming months for a seamless transition of management at Alexandra



PHOTO COURTESY OF SINGAPORE HEALTH SERVICES

In designing the hospital's services and process, patients' needs are our main focus and everything

Bigger C-class rooms at Jurong hospital

By FIONA LOW & MIRIAM POON
FIONA LOW and MIRIAM POON
are with the new Jurong General Hospital (JGH) at the Jurong East station. The new hospital has been designed with a sub-acute ward, a single development project.

The typical C-class wards, which have more space than other wards, will be used to treat patients with less severe illnesses.

As well as to encourage interaction and communication among staff. "The vision is to have a hassle-free health service where patients can interact with staff, and staff can interact with each other," he said.

Mr Cheah challenged the JGH leadership to think about how to best use the space, and how to best use the staff.

He also mentioned that the hospital will have a sub-acute ward, which will be used to treat patients with less severe illnesses.

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Hassle-free experience for hospital patients

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14 April 2011
MEDIA RELEASE
NEW TEAM AT ALEXANDRA HOSPITAL FROM PATIENTS WITH THE MEDICAL TEAM
Management team of JurongHealth has announced a patient satisfaction survey, about 77% of patients who visited Alexandra Hospital in the past 12 months.

規模比邱德拔醫院還要大 裕廊綜合醫院有望提前在2014年開幕

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Staying resilient despite setbacks...

In May 2014, we were hit by construction delays due to building façade NSC

New hospital in Jurong will not open in December as planned - delayed by six months



The exterior of the Ng Teng Fong hospital in Jurong that is still under construction. The 700-bed hospital in Jurong is pushing back opening by six months because construction cannot be completed on time. -- ST PHOTO: CAROLINE CHIA

“ Our key priority is to open the hospital smoothly and safely for our patients. **”**
— Hospital's chief executive officer Poo Han Jui, on the delayed opening of the Ng Teng Fong General Hospital

New hospital's opening delayed

Ng Teng Fong Hospital to open 6 months behind schedule due to construction issues, lack of workers

Report by POU JIE YUO
@poujeyuo

It was scheduled to open in December.
But the Ng Teng Fong General Hospital (NTFH) will not open until the end of next year.

This is due to a shortage of construction workers and a dip in the production of steel reinforcement bars (rebar), which is responsible for the delay.

Said Health Minister Goh Keng Swee, "I am disappointed that the NTFH will not open in December as planned. It will be a setback for the hospital and the patients who will not be able to see their doctor."

"The delay is to work with housing issues to avoid further delay and ensure the overall capacity of the public health-care system is not adversely affected, and patient care will not be impacted."

NTFH is one of the hospitals under the Healthcare 2020 masterplan to ramp up health infrastructure here.

Delayed by six months, the opening of the NTFH will affect the timing of the opening of the Jurong Community Hospital (JCH) and the opening of the new 200-bed hospital in the area.

MEASURES
The Ministry of Health (MOH) will ensure that the NTFH has enough bed capacity to handle the increased demand for health services during the construction period.

The 120-bed Advanced Hospital Unit (AHU) will be opened in the first half of 2015.

MOH will also work with various health partners, including the Jurong Community Hospital (JCH) and the new 200-bed hospital, to ensure that the NTFH can handle the increased demand for health services during the construction period.

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RED COUNCIL
The Red Cross Singapore (RCS) will provide support to the NTFH during the construction period.

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Undaunted, JurongHealth staff re-prioritised work to get facilities ready. Major construction milestones were achieved, enabling handover, defects checking & rectification, testing & commissioning

May 2014

- Turned-on of electricity and water supply.
- Awarded Med equipment contracts.



Jun & Jul 2014

- Setup server room, telecommunications and data lines



Jan 2015

- Health Minister on-site walk
- Handed over ICU, ED and OT.



Nov 2014

- Awarded Non-med equipment contracts;
- Attained TOP for Basement



Conducted multiple rounds of department & hospital Full Dress Rehearsals for staff to familiarise with new systems and workflows



With the support of the public healthcare family and other public agencies, we achieved a safe and smooth transfer and opened JCH and NTFGH as planned

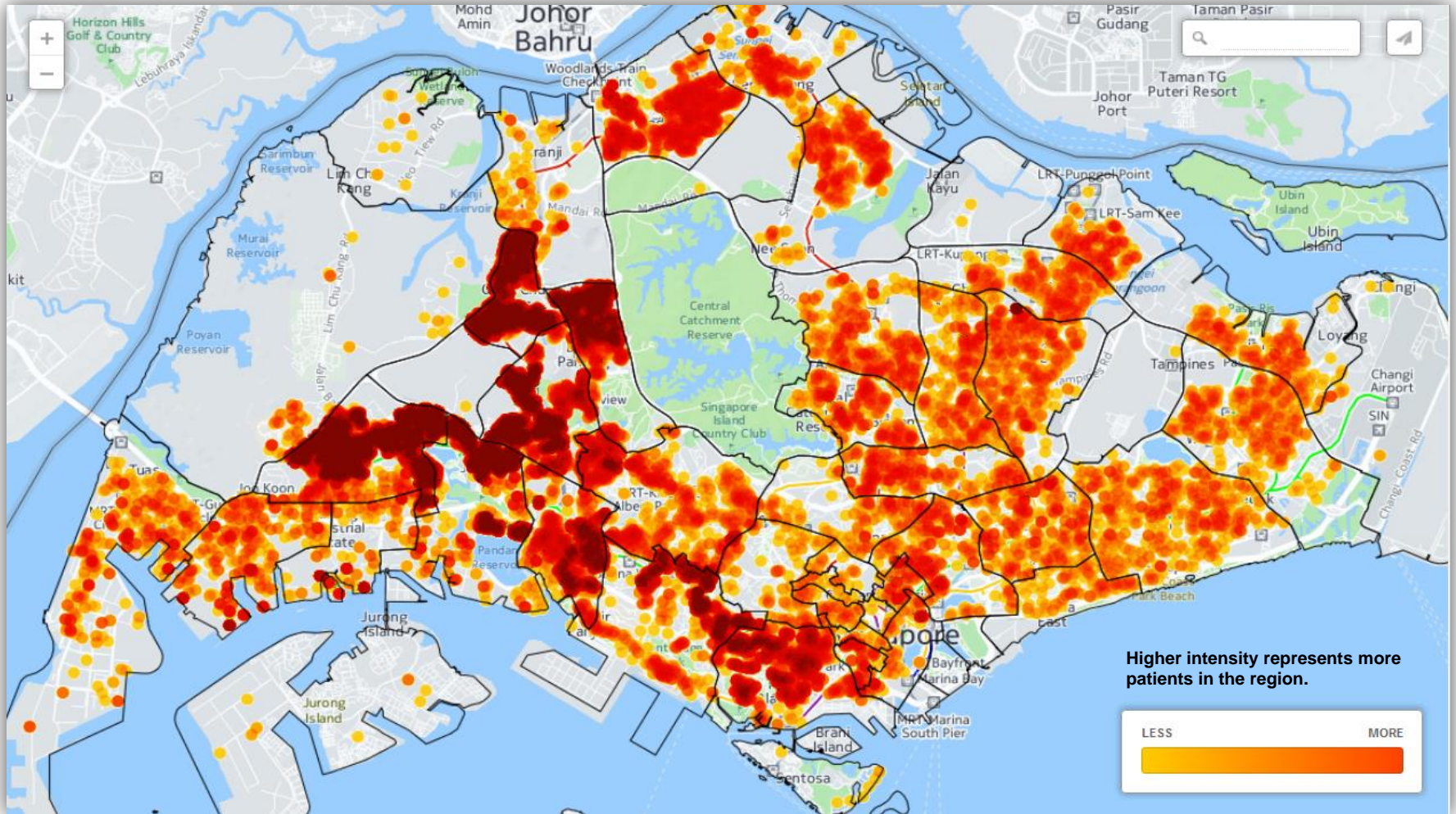
To Minimise Patient Transfer Risk:

- 4 patients moved to JCH ward in NTFGH on 18 Jun 2015
- 17 acute inpatients safely transferred to NTFGH Ward on 29 Jun 2015 – order of move determined by clinical risk factors



Since our opening, we have served 105,300 unique patients - 62.7% of them live in the west region (Jurong East, Jurong West, Bukit Batok, Choa Chu Kang, Bukit Panjang, Clementi)

Data as of 01 Jun 2016



Despite the setback of construction delays, the new hospitals caught up with original schedule only after 3 months of opening.

Ng Teng Fong hospital opening ahead of schedule

Officially opened by PM Lee yesterday, 500 of its 700 beds are already in use

Saima Khalik
Senior Health Correspondent

The Ng Teng Fong General Hospital in Jurong East has put more wards into use ahead of schedule, but it is still facing high occupancy rates of 80 per cent.

The hospital, which took in its first patient on June 30, started operating with 365 beds. Today, 500 of its 700 beds are in use.

The hospital's chief executive officer, Mr Foo Hse Jig, said: "We are indeed opening ahead of schedule. We found that we were operationally ready and would like to add to the national capacity as soon as possible."

He plans to open one more ward of 64 beds by year end, and will need to recruit more doctors and senior nurses.

At the official opening of the hospital by Prime Minister Lee Hsien Loong yesterday, Mr Foo rattled

off some impressive figures. In just 102 days, the hospital has treated 31,000 patients at its clinics, 16,300 patients in its wards, and

19,000 patients at its emergency department.

But he stressed the need to work closely with doctors, grassroots leaders and others to keep people in the region healthy.

The Prime Minister, who spent about two hours touring the hospital and the adjoining 400-bed Jurong Community Hospital, said these new hospitals were developed with patients in mind.

The fan-shaped wards provide windows for every patient, no matter which class of ward they are in.

Said PM Lee: "It gives them lots of natural light, greenery outside, at least when there is no haze, and every patient with good ventilation, good views. Lift your spirits, recover faster."

To patients, the two hospitals operate as one. A patient who has surgery in the general hospital and recovers in the community hospital will get just one bill for his stay.

Mr Foo said the integrated development gives economies of scale, with both hospitals sharing one kitchen, one management team and electronic medical records.

The hospitals are eco-friendly, using 40 per cent less potable water than a conventional hospital, and the 550 solar panels completely take care of their hot water and landscape lighting needs.

One patient who gave two thumbs-up to the hospital is Mr Mohamad Salleh Arshad, 56, a diabetic. When he was told he needed to have his right leg amputated, he told the doctors he would rather die.

But they convinced him that life is what he makes of it. "They are so caring. The doctors, the nurses, they are so good to me," he said.

Yesterday, he sang English and Hokkien songs and had the VIPs, including PM Lee and Health Minister Gan Kim Yong, cheering him on.

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Prime Minister Lee Hsien Loong and Health Minister Gan Kim Yong visited patients, including Mr Chioah Kook, 62 (above), at the Ng Teng Fong General Hospital yesterday. Mr Lee spent about two hours touring the hospital and the adjoining 400-bed Jurong Community Hospital. ST PHOTO: STAN SWANSON, PHO



3 Buildings, 2 Hospitals, 1 Integrated Experience

Integration of Infrastructure, Processes and Technology



Tower A (NTFGH Clinics)

Level 1

- Training facilities, auditorium and Radiology

Level 2

- Pre-surgery evaluation, Medical Social Services, Retail

Level 3 to 7

- Specialist Outpatient Clinics (120 consultation rooms)

Level 8

- Administration

Tower B (NTFGH Wards)

Level 1 to 4

- Emergency Department and other critical care areas such as the ICU and OT

Level 5 to 10 (West Wing)

- Non-subsidised Wards

Level 5 to 16 (East Wing)

- Subsidised Wards

Tower C (JCH)

Level 1

- Admissions & Business Office
- JCH Outpatient Clinics

Mezzanine Level

- Clinical and Administration

Level 2 and 3

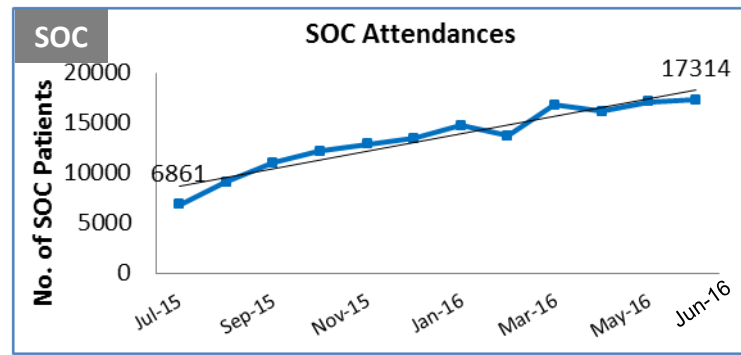
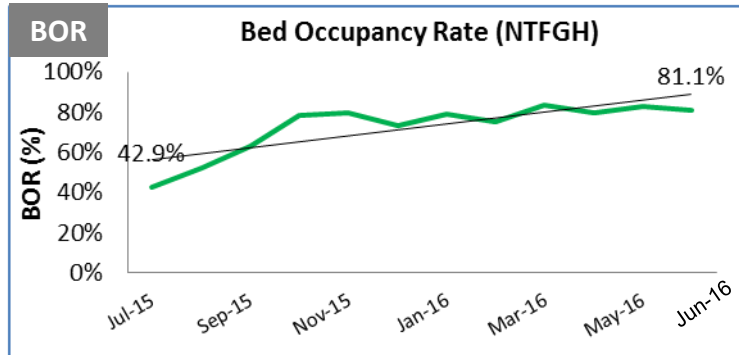
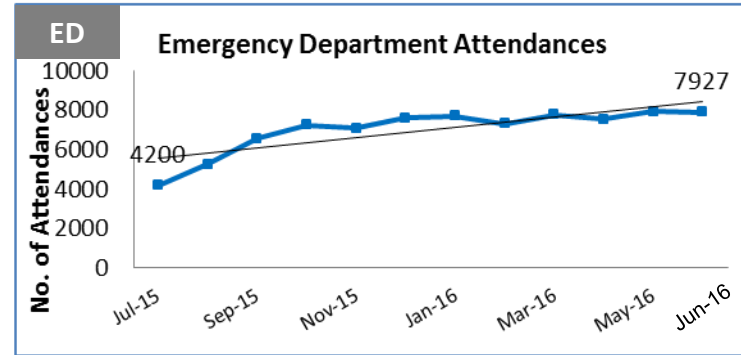
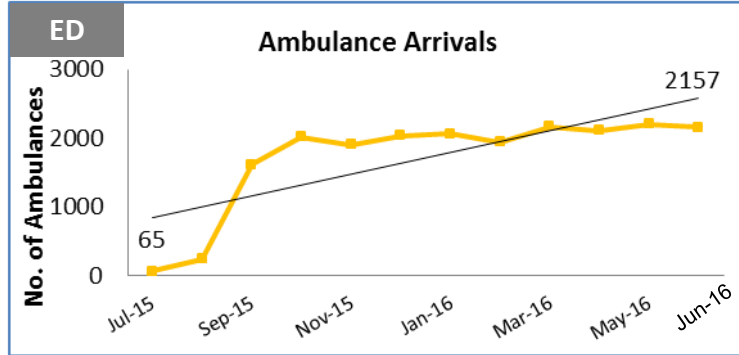
- Non-subsidised Wards

Level 4 to 12

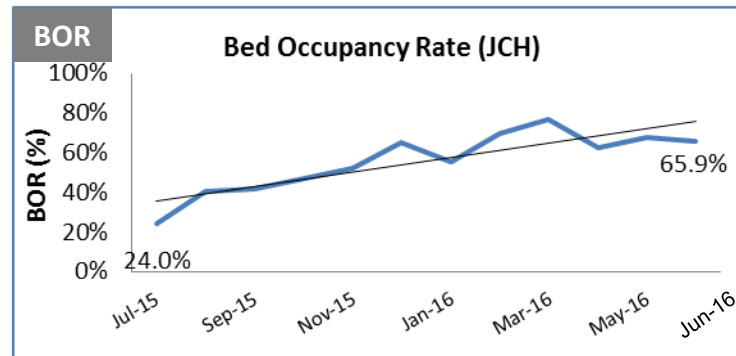
- Subsidised Wards

1 year on and our workload has increased steadily...

NTFGH (Sep 2015 to Jun 2016)



JCH (Sep 2015 to Jun 2016)



ONE Infrastructure and facilities integration: connected outside and within



External link bridges connect to public transport, business, retail, dining and entertainment facilities.



Internal link bridges connect patients seamlessly within NTFGH and JCH



ONE pharmacy



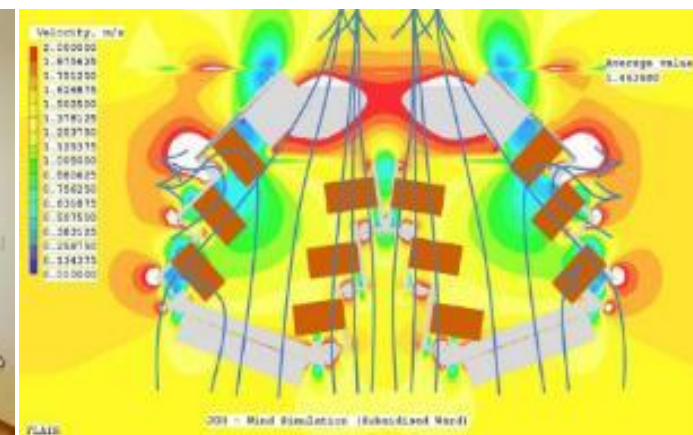
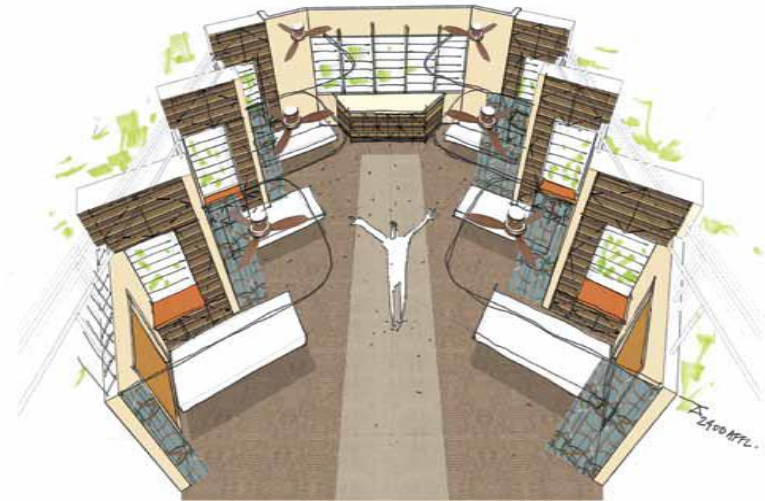
ONE kitchen



ONE logistics hub and shared resources optimise productivity

Inpatient Wards: A Window for Every Patient

- Natural light to aid in patients' physical recovery and improved mental state. Promotes awareness of time of day and reinforce the natural circadian rhythms.
- Optimise infection control and enhance care by staff.
- Incorporated haze management measures for subsidised wards.

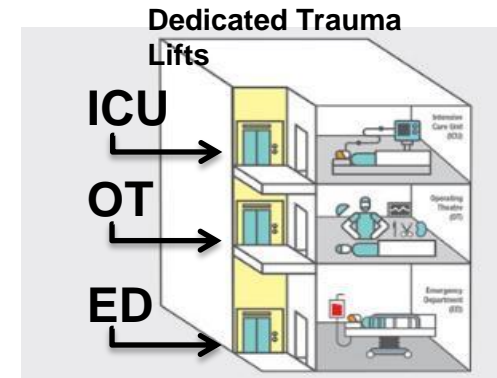


C-Class Ward
(Naturally ventilated, 12-bedded)

A-Class Ward
(Single Room)

Emergency Department of the Future: Ready to meet the Emergency Needs of the West

- **Pandemic-prepared, mass-casualty and decontamination-ready** for industrial accidents due to proximity to industrial areas/Jurong Island.
- **Dedicated Trauma Lifts** for critical cases to be transferred directly to the operating theatres and Intensive Care Unit for swift and immediate medical care.

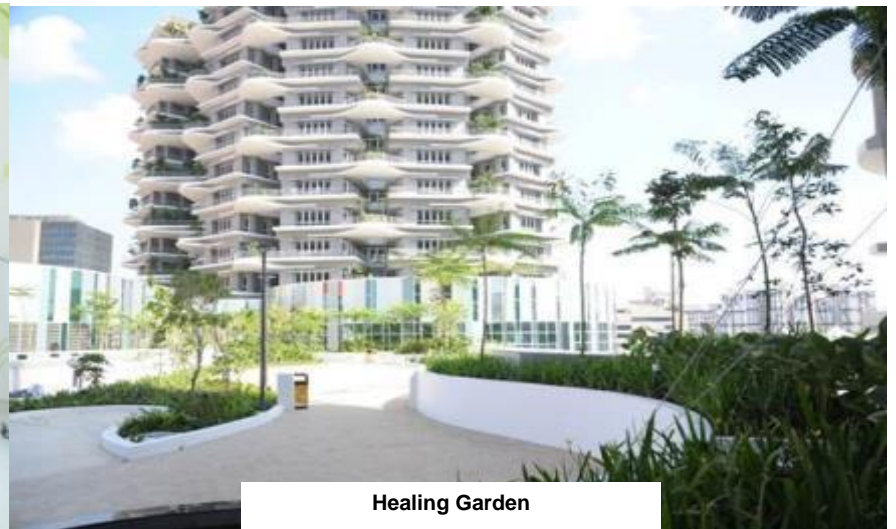


- **Modular Trauma-ready Rooms** where each room combines two typical resuscitation units to provide space for life-saving care.
- **Elderly-friendly Features** such as natural lighting; ambient temperatures; larger fonts on signage; warm colours; and vinyl flooring with built-in layer of cushioning for better foot comfort

ICU/HD: One Location, One Team, One Standard of Care



Intensive Care Unit

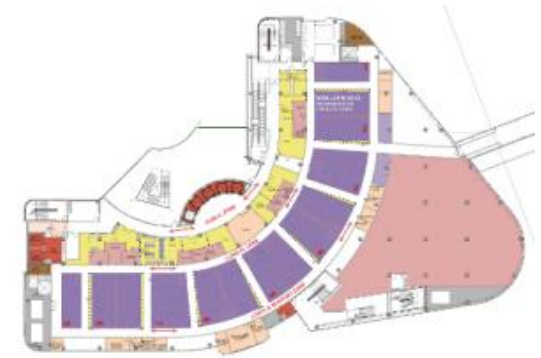


Healing Garden

- First Intensive Care Medicine Department in Singapore.
- The only combined critical care facility merging the convention ICUs (Surgical, Medical, Cardiac) and HD for better utilisation of staff and resources.
- Convertible flexibility between HD and ICU to reduce the need for transfers of patients.
- “Same-handed” rooms to promote patient safety.
- First outdoor Healing Garden - access to adjacent outdoor areas with natural light, greenery for stabilised ICU patients who can be wheeled to outdoor Healing Garden..

Specialist Outpatient Clinics (SOC): Modular and Patient-centred Design

- **Modular design** provides for maximum flexibility and ease of conversion in the future.
- Thoughtful co-location of clinical services on the same floor to optimise patient experience. For example, for the convenience of elderly patients, Geriatric, Diabetes, Eye and Podiatry services are located on the same floor.
- **Satellite pharmacy** on almost every floor at the SOC.
- **One Queue, One Bill:** Patient provided with visit itinerary and consolidated bill at the end of visit. Enables staff to focus on financial counselling and other value added services while managing a monthly load of 12,000 outpatients.



Consultation Room



One Queue, One Bill



Satellite Pharmacy

Jurong Community Hospital: Adjacent post-acute and rehabilitation 400-bed facility, fully integrated with NTFGH

- Siting JCH adjacent to NTFGH allows for the convenient and safe transfer of patients from acute-care to post-acute and continuing care facilities.
- Co-location of both hospitals allow for better co-ordinated and integrated care.
- Design of the wards mirrors the fan-shaped design of those in NTFGH, providing a window for every patient.



8-bedded Ward in JCH



LIFE Hub features a unique three-room HDB mock-up flat for patients to gain confidence and rehabilitate back into their home environment under guidance of therapists.

JurongHealth Mobility Park – a first of its kind in Singapore to feature a life-like simulated environment to patients



- First outdoor rehabilitation facility with simulated features.
- Purpose-built next to JCH's indoor rehabilitative facility as part of its holistic care.
- Prepare patients, elderly and people with special needs to reintegrate into the community after discharge from the hospital and regain confidence in moving and getting around.

Efficient back-end processes

Integration of catering services, materials management, housekeeping, portering, facility management and security offer:

- Same standard of care at NTFGH and JCH
- Fewer duplication of work
- Economies of scale



A centralised kitchen for NTFGH / JCH churns out 3,300 meals a day and supports:

- Better space and equipment utilisation
- Competitive pricing of ingredients
- Economies of scale





Transforming Care. Bringing Health to Every Home *Powered by* **Technology that Works**



Hassle Free Experience

4 Less: Paper-less, Chartless, Scriptless & Filmless



Consolidated for Intelligence

Clinical decision support – enable preventive and predictive analysis



Designed for Collaboration

Beyond the hospital walls – enable collaboration with patients and community partners



Raising productivity

Increase value-added work

Architected for Transformation

Beyond illness care to wellness care



Electronic Medical Record System (EMR-Epic) – We are “4-less” - A Single Integrated EMR

The integration between NTFGH and JCH:

- reduces manual transcription in the hospitals with information from Emergency, ICU, Radiology, Laboratory, Appointment Scheduling, Bed Management and MRO merged into one system for seamless patient information flow.
- limits toggling between different system interfaces and lower errors and lag time.
- provides consistent statistical data.

The EMR is also interfaced with over 900 medical devices and the Vendor Neutral Medical Devices Middleware Integration System which transmits medical data from various medical devices into the EMR to reduce charting errors.



Digital Hospital: Attaining HIMSS Analytics EMRAM Stage 6 on 2 September 2015 (less than 2 months after hospital opening) – HIMSS level 7 preparation underway

HIMSS EMRAM Stage 6 benchmark is a recognition in utilising technology for better patient care and improved efficiency for its healthcare professionals.



“NTFGH has ***an impressive disaster recovery/ business continuity strategy*** and they have ***integrated multiple medical devices with the EMR beyond just vitals monitors.*** I fully expect they will be ready for a Stage 7 validation very soon.”

- John Daniels, HIMSS Global Vice President

There are 24 hospitals in Asia Pacific that have achieved HIMSS EMRAM Stage 6, and 3 that have achieved Stage 7.

To provide care sustainably for our population, we must extend beyond the walls of the hospitals

TRANSFORMING CARE. BRING HEALTH TO EVERY HOME.

STAY WELL

Staying Well

HEAL

Managing Illness

EMPOWER

Living well with illness Dying well

1. Maximise the well being of our population
2. Work upstream to do pre-emptive care and downstream to rehabilitate
3. Empower and enable primary and community care
4. Integrated care at the right-site



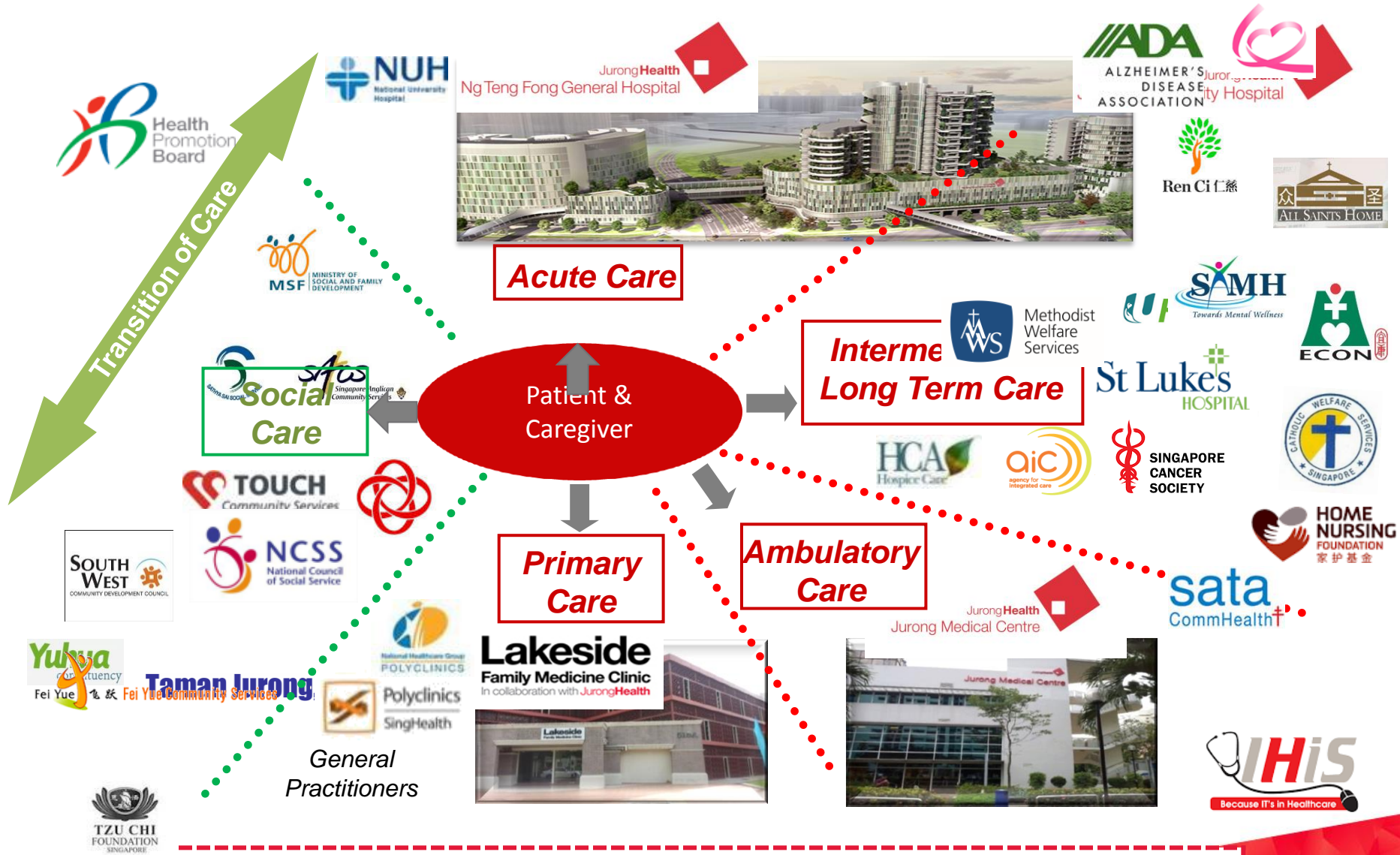
What did we learn along this journey?

Building JurongHealth is about 5 buildings:

- **Building our Hospital**, the 700-bed NTFGH and 400-bed JCH
- **Building our People**, in terms of numbers and capability
- **Building our Culture**, of patient-centredness and a focus on health (not illness)
- **Building Bridges to our Community**, as we work towards providing integrated care for our population
- **Building Partnerships**, with key stakeholders in the healthcare and social ecosystem to achieve our mission



Everyone in JurongHealth comprises the RHS – we (NTFGH, JCH, JMC, LFMC and partners) are the RHS



NEHR, Integrated EMR



Thank you!

