0730: Registration

0830: Plenary 1

**Why Computers Get Better and Health Care Should**

Mr Robert Chew  
*Chairman, Silver Industry Standards Committee, SPRING, Singapore*

Professor William Baumol, in his book "The Cost Disease: Why Computers Get Cheaper and Health Care Doesn’t", diagnosed that the fundamental cause of rising healthcare costs lies in the use of human skills that are not easily automated. While this may explain the elusiveness of achieving productivity gains in healthcare, it is not an excuse to stop seeking ways to stay healthy, stop unnecessary tests, cut waste, and reduce cost. With technological advancements such as self-driving Google cars and artificial intelligence machines beating the world’s leading human players in games like Go, the healthcare sector should certainly keep watch and pace with these latest developments.

0915: Exhibition Time with Talks and Tea

0945: Breakout Track 1 and Breakout Track 2

**Breakout Track 1**

**Care Redesign**

1A: Value Steam Mapping – Improving the Turnaround Time (TAT) for Nursing Home Referral Process

Ms Lynette Ong  
*Deputy Director, Kaizen Office, Tan Tock Seng Hospital, Singapore*

Dr Fereen Liew  
*Director, Operations, Tan Tock Seng Hospital, Singapore*

Tan Tock Seng Hospital, the Agency for Integrated Care, Ren Ci Nursing Home, St Theresa’s Home and Thye Hua Kwan Nursing Home collaborated to review and redesign care processes to reduce the turnaround time taken for nursing home referrals. This helped to right-site patients to the appropriate level of care, improving care delivery. The findings and co-created solutions from the value stream analysis expound on the importance of collaboration across the care continuum to transform care models.
1B: The FAST (Fast, Accurate, Systematic and Transitional) Care Model for Patients to Receive Early Rehabilitation Review

Dr Lim Su Fee
Senior Nurse Clinician & Advanced Practice Nurse, Singapore General Hospital, Singapore

To enhance patient care efficiency in the acute to rehabilitation care process, the FAST (Fast, Accurate, Systematic and Transitional) Care Model streamlined the care redesign process, creating a more systematic approach to transitional care. Promising results have included improved productivity, cost savings in terms of man-hours saved and redesigned job roles that empower nurses to screen patients early for rehabilitation reviews.

1C: NUH2Home

Ms Tay Yee Kian
Assistant Director of Nursing, National University Hospital, Singapore

Ms Karen Bek
Deputy Director, Home Care & Service Partnership, NTUC Health, Singapore

Patients and families often need help upon discharge from hospital. This can come in the form of home-based care services which help to reduce delays in discharge and improve care transitions post discharge. The NUH2Home (NUH2H) service has not only helped patients transit from hospital to home, but also brought about significant cost savings thanks to a partnership with NTUC Health.
1D: From Hospital to Home - Care Redesign at Mount Alvernia Leveraging Japan's Experience

Dr Shinsuke Muto
President, Tetsuyu Institute Medical Corporation, Japan

Dr Carol Tan
Executive Chairman and Founder, The Good Life Co-operative, Singapore

Mount Alvernia Hospital recognises that beyond working care teams harder and faster, productivity gains in bed turnover must come from transforming its care model. Partnering Tetsuyu Home Care, it is piloting a “From Hospital to Home” multidisciplinary initiative aimed at reducing length of stay, avoidable admissions and costs without compromising patient outcomes. This requires a paradigm shift, care redesign and automation. The pilot draws from the proven Japanese home care model and Info Communications Technology deployment experience.

Breakout Track 2
Automation, IT And Robotics Innovation

2A: The Value of IT in Healthcare – Current and Future

Dr Chong Yoke Sin
Chief Executive Officer, Integrated Health Information System, Singapore

IT has been applied to almost every aspect of healthcare from orders, results, scheduling, driving workflows, decision support, automated diagnostics, registration and billing, and integration with robots that enhance productivity of the healthcare worker. Beyond productivity gains, it is also instrumental in patient safety, service enhancement and disrupting the current norms towards greater innovation. How can we recognise the potential that IT can bring to transforming our healthcare landscape, harness it and make them work for us?
**2B: Doing More with Less: Incorporating Lessons Learnt for Sengkang Health**

**Professor Christopher Cheng**  
*Chief Executive Officer, Sengkang General Hospital, Singapore*

In many industries, automation and IT has cut cost and improved productivity. Particularly in the field of medicine, it has made it easy to layer on new procedures, purportedly in the name of patient safety. Few layers are removed, and yet multiple layers are no guarantee that the right thing is done.

Sun Tzu's *Art of War* says the best war is no war at all. Even with technology at our disposal, perhaps less might be more. In our IT-driven, automation-heavy world today, there is merit to pause and reflect on the real purpose of doing something before taking action, no matter how fast and cheap it is.

**2C: Re-designing and Transforming Logistics Flow in JurongHealth with Technology and Automation**

**Ms Joanne Yap**  
*Chief Operating Officer, Ng Teng Fong General Hospital, Singapore*

JurongHealth redesigned its logistics workflow with the goal of ensuring no stock-outs, raising productivity and addressing recruitment issues. The strategy was to create an integrated logistics hub for departments relying on storage and movement of supplies. With extensive adoption of automation and RFID technologies, the results have been promising. Supplies are now continuously available, and care providers are relieved of the tedium of ensuring stock replenishments and deliveries. Inventory checks are also now more accurately tracked.

**2D: Human Centric Robotics for Healthcare**

**Professor Chen I-Ming**  
*Director, Robotics Research Centre, Nanyang Technological University, Singapore*

Human-centric robotics refers to robotics systems that are utilised in close proximity to humans or even within a human body. Such robotics systems and paradigms are an important component of the productivity improvement of future hospital operations. Nanyang Technological University's R&D activities on healthcare robots cover surgical, rehabilitation/assistive, and tele-medicine interactive robots at different levels of maturity, from early prototypes to commercialised products. Their experience showcases how Singapore can play an important international role in healthcare robotics.
Driving Value Development and Productivity as a Key Pillar in Organisational Culture

Mr Goran Henriks
Chief Executive of Learning and Innovation, Jönköping County Council, Sweden

The Qulturum at Region Jönköping County has during the last 20 years developed ideas directly connected to Quality as Business strategy. Learn about how a systems approach supports satisfied citizens, good clinical results and a systematic approach in patient safety.
Value-Based Healthcare Delivery: Strategy for Healthcare Leaders

Professor Michael Porter
Bishop William Lawrence University Professor, Harvard Business School, United States

After countless attempts to “fix” global health care, most industry leaders and policy makers agree that improving value is the only solution. Achieving that overarching goal however, will require major changes in the way healthcare is delivered, measured, and reimbursed. Since the early 2000s, Michael Porter has devoted considerable attention to the economics of healthcare, with a focus on building the intellectual framework for realigning the delivery systems to maximise value to patients (i.e. patient health outcomes achieved per dollar spent). Professor Porter will introduce the core concepts for reorganising healthcare delivery organisations, measuring patient outcomes, understanding the actual cost of care by medical condition, designing value-based reimbursement models, and integrating multi-location health systems.

Day 2

0730: Registration

0830: Opening Address - Centre for Healthcare Innovation (CHI) Conference

Opening Address by Mr David Dhevarajulu and Professor Wong Hon Tym

Executive Director, Centre for Healthcare Innovation, Tan Tock Seng Hospital, Singapore

Clinical Director, Centre for Healthcare Innovation, Tan Tock Seng Hospital, Singapore
Stronger Together

Professor Jonathon Gray  
Director, Ko Awatea, New Zealand

“The problems, as big as they are, are not problems we face as individuals. We can solve them together, through collaboration.” Professor Jonathon Gray

While together we have already made huge progress solving big problems, the bright spots of excellence must spread so that the best quality healthcare is available to all. This shared responsibility for improving health and care can only be achieved through collaboration, by eliminating competition and divisions in healthcare.

Breakout Track 3
Work Force Transformation  
(Changing the Way We Learn and Work)

3A: Redesigning Our Education System through a User-Centred Design Process

Adjunct Associate Professor Nicholas Chew Wuen Ming  
Group Chief Education Officer, National Healthcare Group, Singapore

The rise of chronic illnesses, ageing populations, increasing complexity of healthcare delivery systems, coupled with escalating costs and rising expectations, converge to make present healthcare delivery unsustainable. As healthcare undergoes fundamental redesign, there is a similar pressing need for changes in the education and training systems to prepare the workforce for tomorrow’s healthcare. The National Healthcare Group (NHG) Education Office did just that, embarking on a user-centred process to redesign their education delivery system.
3B: Team-Based Learning for Team-Based Practice

Associate Professor Michelle Jong  
*Senior Consultant, Department of Endocrinology, Tan Tock Seng Hospital, Singapore*

Effective healthcare today revolves around effective healthcare teams. Team-Based Learning is an evidence-based collaborative learning teaching strategy which can be used to build team-learning. As described by L Michaelson, it is a case-based Socratic teaching approach that involves facilitating problem-solving discussions. It allows healthcare team members to understand patient-centred problems from the perspective of the different professionals in the team.

3C: Using High Intensity Simulation to Enhance and Transform Traditional Clinical Training among Graduating Medical Students

Associate Professor Suresh Pillai  
*Director, Centre for Healthcare Simulation, Yong Loo Lin School of Medicine, National University of Singapore*

Yong Loo Lin School of Medicine employs simulation to train medical students in clinical judgment, clinical decision-making, communication, patient safety and professionalism to engineer a change in attitude towards holistic patient management. Ultimately, the aim is to train safe and competent healthcare professionals ready to integrate into today’s increasingly complex healthcare environment.

**Breakout Track 4**  
**Work Force Transformation**  
(Empowering the Formal Workforce)

4A: Workforce Transformation: Implications for Training of Nurses

Ms Jeanne Liew  
*Principal and Chief Executive Officer, Nanyang Polytechnic, Singapore*

Workforce transformation trends in nursing and allied health will have implications for the way we train nurses and allied health professionals. Important changes include curriculum alignment to meet current and future healthcare needs, and placing additional emphasis on important skills like creative and critical thinking, collaboration and a disposition for life-long learning.
**4B: Resident Nurses: The Vanguard of Quality Care**

Ms Woo Guan Yi  
*Assistant Nurse Clinician, Singapore General Hospital, Singapore*

Ms Phua Jie Ying Jacqueline  
*Senior Staff Nurse, Singapore General Hospital, Singapore*

As part of its workforce transformation, Singapore General Hospital upskilled and expanded the job roles of its Registered Nurses. Several Registered Nurses underwent a one-year in-house Resident Nurse Training Programme, certified by the Alice Lee Institute of Advanced Nursing, to equip them to take up extended responsibilities in their new roles. Now as Resident Nurses, they are taking on leading roles as “vanguards” in providing quality care.

**4C: Redesigning Jobs, Remodeling Home Nursing Foundation**

Ms Karen Lee  
*Chief Executive Officer, Home Nursing Foundation, Singapore*

In 2014, the Home Nursing Foundation (HNF) embarked on a review of its care model to provide more comprehensive and personalised care to patients and their caregivers. At the same time, HNF is also ramping up its services to meet growing demands for local home care services. As part of this improvement journey, HNF has been reviewing its key processes to identify areas for technology adoption and job redesign to improve long-term operational sustainability and productivity.

**4D: Therapy Associates In Juronghealth**

Ms Chee Thong Gan  
*Group Director, Allied Health & Group Director, Clinical Operations, Jurong Health, Singapore*

Under this new career track, Therapy Associates are recruited with higher baseline qualification, without the healthcare background prerequisite. So that these Associates can support rehabilitation services at a higher level, a six-month training programme was developed with an integrated rehabilitation curriculum. Findings on the outcomes and performance of the Therapy Associates will also be shared.
1315: Plenary 4

Routine-To-Research (R2R): A Strategy to Transform Organisational Culture Towards a Learning Organisation

Associate Professor Cherdchai Nopmaneejumruslers
Vice Director, Siriraj Hospital, Thailand

Dr Akarin Nimmannit
Chairman of Routine to Research, Siriraj Hospital, Thailand

The Routine to Research (R2R) Project was established in 2004 to promote transformation of staffs' unique know-how into scientifically validated practices using a research methodology framework. Up till now, more than 300 R2R research projects have been supported. Over 80 percent of finished projects have successfully improved quality, eliminated waste and saved cost of routine works. Additionally, more than 120 research results have been published in both national and international academic journals. In August 2008, the Health System Research Institute, National Health Security Office, Faculty of Medicine Siriraj Hospital and Ministry of Public Health of Thailand agreed to create the Memorandum of Understanding among the institutions to diffuse the R2R philosophy nationwide. Currently, there are 12 R2R Networks all over the country.

1400: Breakout Track 5 and Breakout Track 6

Breakout Track 5
Work Force Transformation
(Lessons from Other Industries)

5A: Capitalising on Innovative Culture to Improve Productivity

Ms Susan Chong
Chief Executive Officer, Greenpac Singapore Private Limited

Greenpac’s contributions to innovation and environmental sustainability have gained much industry recognition. It credits much of its success to its people. Greenpac’s approach in driving innovation has been to cultivate a supportive environment through a mix of structured and soft approaches. This includes encouraging the right behaviours required for innovation, injecting opportunities to experiment, as well as implementing a reward and recognition system.
5B: Transformation Through Innovation

Ms Cora Chen  
*Director, Planning & Review, Immigration and Checkpoints Authority, Singapore*

ICA is probably one of Singapore's most visible public agencies, coming into contact with every person in Singapore through various key life stages. Border security and identification are ICA’s twin focus areas. The challenging and dynamic operating environment, coupled with the enforcement nature of its work, makes it critical for ICA to relentlessly explore innovative ways to achieve outcomes while delivering great service. ICA creates a culture of innovation through supportive leadership, active stakeholder/partnership engagement, the sharing of successes and celebration of achievements.

5C: Overcoming Workforce Challenges at Marina Bay Sands

Mr Ian Wilson  
*Senior Vice President of Hotel Operations, Marina Bay Sands, Singapore*

This session will provide a succinct overview of Marina Bay Sands’ approach to improving effectiveness and efficiency amidst resource constraints. These efforts are built on a foundation of culture and measurement, with a focus on analytics, innovative technology, and employee engagement.

6A: Social Services and the Manpower Crunch

Mr Fermin Diez  
*Deputy Chief Executive Officer and Group Director, Human Capital Development, National Council of Social Services, Singapore*

The Social Service Sector is going through exciting times as it prepares itself for future societal challenges. National Council of Social Service (NCSS) aims to build a sector that is efficient, responsive, and impactful even as it prepares to grow manifold over the next five years. Key initiatives that aim to resolve sectorial issues will need to take place through innovative manpower and technological practices.
6B: Engaging Caregivers in Mental Health Care Through Sustainable Training Programmes

Dr Sally Thio
*Executive Director, Caregiver Alliance Limited, Singapore*

Ms Angeline Teoh
*Senior Counsellor, Caregiver Alliance Limited, Singapore*

Prior to commencing operations in 2012, Caregivers Alliance (CAL) conducted a needs assessment of its potential clients. They found that they could not meet the expressed needs of these caregivers by relying on full-time professional staff. Hence, CAL adopted a service model resulting in a continual process of volunteer caregiver leaders meeting the needs of caregiver peers through co-training and co-supporting in signature programmes such as the Caregivers-to-Caregivers (C2C) Education Programme.

6C: Leveraging Online Marketplaces for More Convenient and Responsive Home Healthcare Delivery

Ms Yeo Wan Ling
*Chief Executive Officer and Co-Founder, Caregiver Asia Pte Ltd*

Many cities in the Asia Pacific face similar healthcare issues such as an ageing population, the desire for people to age in place, and convenient access to good home healthcare professionals. Caregiver Asia (CGA) transforms the way home healthcare is delivered today by providing 24/7 online access to qualified, certified, experienced caregivers from all specialities of care. Through a real time calendaring function, a careseeker is able to book and confirm a caregiver’s time immediately.
Enabling Productivity Through Good Management

Professor Hum Sin Hoon  
*Deputy Dean, Department of Decision Sciences, National University of Singapore Business School*

Many expect that capable managers and leaders are key to helping organisations to perform better. Extensive empirical data demonstrates that good management does increase productivity, but what exactly is “good management”? Besides the link between available empirical data, good management and productivity growth, find out what constitutes “good management”, and what organisations can do to implement good management practices from within.