

**NATIONAL OUTSTANDING CLINICIAN AWARD 2026**

**Professor Teo Eng Kiong (张荣强)**

Chief Executive Officer  
Sengkang General Hospital

Professor  
Duke-NUS Medical School

Professor  
Yong Loo Lin School of Medicine  
National University of Singapore

Assistant Group Chief Executive Officer (Medical & Clinical Services)  
SingHealth

***“For his clinical excellence in gastroenterology and hepatology, and leadership in advancing patient safety, medical education, and healthcare system transformation.”***

Professor Teo Eng Kiong is a gastroenterologist and hepatologist of international standing whose more than 30 years of distinguished service have left an indelible mark on clinical practice, shaped generations of clinicians, and strengthened Singapore's healthcare system at every level.

As a clinician, Prof Teo has consistently redefined what is possible in minimally invasive care. Together with his colleagues, they developed direct endoscopic necrosectomy, a technique that treats severe pancreatic infections without open surgery. This has spared countless patients from high-risk procedures, significantly reducing complications and saving lives. His advanced protocols for managing life-threatening gastrointestinal bleeding have set new regional benchmarks, while his endoscopic ultrasound-guided drainage techniques have given patients safer, less invasive alternatives to traditional surgery. These innovations are now widely adopted across Asia-Pacific, a testament to their clinical impact and reproducibility.

Prof Teo has been a driving force in shaping Singapore's national response to viral hepatitis, contributing to national Hepatitis B Virus (HBV) treatment guidelines and serving on the National Hepatitis C Programme Steering Committee. His hepatitis treatment protocols for persons in custody, developed as Chairman of the Drug Rehabilitation Centre Review Committee, achieved micro-elimination goals in one of society's most underserved communities and have since been adopted as a national reference model — a strong example of medicine reaching those who need it most.

As a researcher, Prof Teo has been a Principal Investigator and Co-Investigator in over 40 clinical studies, including landmark international trials for Hepatitis B and C treatments, advancing evidence-based medicine and cementing Singapore's position at the forefront of therapeutic development. His research fellowship at the University of Michigan produced seminal publications in Hepatology, and his scholarly leadership

is further reflected in his role as Chief Editor of the Singapore Medical Journal from 2010 to 2013.

As an educator, Prof Teo has earned multiple Best Teacher Awards and the Outstanding Faculty for Learning Award from Duke-NUS in 2013. His service as Vice Dean of the Academy of Medicine Singapore Deanery Academic Board speak to a career-long dedication to upholding the highest standards of clinical training and professional excellence.

Beyond the clinic, research and classroom, Prof Teo has driven transformative change at the system level. Representing the Academy of Medicine Singapore, he was a member of the MOH Multilateral Healthcare Insurance Committee from 2021 to 2023, introducing various measures to enhance Singapore's healthcare insurance system, including for Integrated Shield Plan panels and private sector fee benchmarks. He subsequently led the Medical Workforce Transformation Implementation Steering Committee from 2023, steering Singapore's healthcare workforce into its next chapter.

For his clinical excellence in gastroenterology and hepatology, and outstanding leadership in advancing patient safety, medical education, and healthcare system transformation, Professor Teo Eng Kiong is awarded the National Outstanding Clinician Award 2026.

## NATIONAL OUTSTANDING CLINICIAN SCIENTIST AWARD 2026

### **Professor N. Gopalakrishna Iyer**

Head and Senior Consultant  
Department of Head and Neck Surgery  
Division of Surgery and Surgical Oncology  
Singapore General Hospital and National Cancer Centre Singapore

Head  
Division of Medical Sciences  
National Cancer Centre Singapore

Professor  
Duke-NUS Medical School

***"For his outstanding contributions in the areas of translational head and neck cancer research, therapeutic innovation, and clinician scientist mentorship."***

Professor N. Gopalakrishna Iyer is a pioneer clinician-scientist, exceptional surgeon and dedicated mentor who has reshaped the understanding and treatment of Asian-prevalent head and neck cancers through decades of bench-to-bedside research. His rare combination of surgical expertise, scientific curiosity, and bold approach to applying innovation in oncology has enabled him to improve patient outcomes today while advancing the development of future therapeutics.

As Head of the Department of Head and Neck Surgery at Singapore General Hospital (SGH) and National Cancer Centre Singapore (NCCS), Prof Iyer leads complex resections and reconstructions across the full spectrum of head and neck cancers. He has also been instrumental in establishing the internationally recognised Head and Neck Oncologic Surgery fellowship programme, training the next generation of surgeons in Singapore and internationally to deliver complex surgical and multidisciplinary care.

For Prof Iyer, every patient he sees informs his research questions, and every question answered in his lab is aimed at helping the next patient. This is evident in his efforts to establish an institutional head and neck cancer database at NCCS, which serves as a real-time prospective platform that annotates tissue and specimens for research, diagnostics, and artificial intelligence (AI) model training. This resource serves clinicians and scientists conducting head and neck research in Singapore and internationally. As Principal Investigator of the Cancer Therapeutics Research Laboratory, Prof Iyer leads a programme that has discovered various disease biomarkers and mechanisms through next-generation sequencing, single-cell genomics, patient-derived cell cultures, and immune microenvironment modelling.

A key practice of Prof Iyer's lab involves identifying patients who are exceptional responders to various therapies and unravelling the mechanisms behind their responses. This 'from-few-to-many' strategy has resulted in the development of new therapies ranging from biologics, therapeutic exosomes, to messenger ribonucleic acid (mRNA) therapeutics, validated through an innovative bioengineered ex-vivo platform co-developed with the National University of Singapore.

Prof Iyer was awarded the Singapore Translational Research Investigator Award in 2025, which is the National Medical Research Council's (NMRC) pinnacle talent award for clinician scientists. With this funding, he is translating pre-clinical successes in novel biologics and immune cell therapy into clinical trials, with plans to develop a national manufacturing resource for immune cell therapeutics in Singapore.

A prolific scholar with over 170 publications, 12,300 citations, and a Hirsh index of 48, Prof Iyer is a peer reviewer for *Nature and its family of journals*, and holds leadership roles in the International Federation of Head and Neck Oncologic Societies, the International Academy of Oral Oncology, and was the Founding President of the Head and Neck Cancer Society (Singapore).

Prof Iyer is particularly proud of his role as a mentor to the next generation of clinician-scientists. To date, he has mentored more than 85 clinician-scientists, post-doctoral fellows, doctoral students, clinical research fellows, and medical students who have gone on to build research programmes, secure competitive funding, and lead clinical trials of their own.

For his outstanding contributions in the areas of translational head and neck cancer research, therapeutic innovation, and clinician scientist mentorship, Professor N. Gopalakrishna Iyer is awarded the National Outstanding Clinician Scientist Award 2026.

## NATIONAL OUTSTANDING CLINICIAN SCIENTIST AWARD 2026

### Associate Professor Su Xinyi (苏心怡)

Senior Consultant  
Department of Ophthalmology  
National University Hospital

Associate Professor  
Department of Ophthalmology  
Yong Loo Lin School of Medicine  
National University of Singapore

Executive Director  
A\*STAR Institute of Molecular and Cell Biology

***“For her pioneering work in retinal regenerative medicine, transformative translational research in blinding diseases, and leadership in advancing precision eye health and clinician scientist development.”***

Associate Professor Su Xinyi is an internationally recognised clinician-scientist and pioneer in retinal regenerative medicine whose work is transforming the treatment of blinding diseases. A visionary leader in translational ophthalmology, she has built a distinctive programme that brings breakthroughs from bench to bedside. Her career exemplifies the aspirations of every clinician scientist — uniting scientific rigour, innovation, and a deep commitment to improving patient outcomes.

In Singapore, A/Prof Su has built a nationally distinctive translational ecosystem bridging clinical insight with cutting-edge research. As Senior Consultant at the National University Hospital and a leader across the Yong Loo Lin School of Medicine, National University of Singapore, Agency for Science, Technology and Research (A\*STAR), and Singapore Eye Research Institute, she has advanced precision medicine for age-related retinal degenerative diseases by developing a comprehensive genotype–phenotype database and tertiary referral service. This has enabled Singaporean patients to access emerging gene therapy clinical trials and novel therapeutics, positioning Singapore at the forefront of precision eye health.

Her scientific leadership has delivered landmark innovations with global significance. She was the first in the world to demonstrate regeneration of the vitreous body using injectable biomaterials, redefining approaches to retinal repair and recovery. She also developed bio-functional polymers that prevent retinal scarring, a leading cause of surgical failure, significantly improving outcomes. In parallel, her pioneering work in hypoimmunogenic stem cell therapies overcomes long-standing barriers in transplantation, opening new possibilities for patients with previously untreatable retinal conditions.

Beyond discovery, A/Prof Su has driven translation and innovation at scale. She has secured over S\$38 million in competitive national research funding and co-founded

Vitreogel Innovations, an ISO-certified MedTech spin-off advancing next-generation vitreous substitutes into clinical trials. Through strategic partnerships with global industry leaders, she continues to accelerate the translation of scientific discoveries into real-world clinical impact.

At the national level, she has played a pivotal role in strengthening Singapore's biomedical research ecosystem. She established clinical trial infrastructure and advanced imaging platforms within the National University Health System, and as Research Director of Ophthalmology, helped build the clinician scientist pipeline. As Executive Director of the A\*STAR Institute of Molecular and Cell Biology, she provides strategic leadership for one of Singapore's flagship research institutes, advancing high-impact, disease-focused science and interdisciplinary collaboration.

A committed mentor and passionate advocate for women in science, A/Prof Su has nurtured a strong pipeline of emerging clinician-scientists, many of whom have gone on to secure national awards and clinical research leadership positions, while fostering an inclusive environment that empowers future leaders in research and medicine.

For her pioneering contributions and dedication in retinal regenerative medicine, transformative translational research in blinding diseases, and leadership in advancing precision eye health and clinician scientist development, Associate Professor Su Xinyi is awarded the National Outstanding Clinician Scientist Award 2026.

## NATIONAL OUTSTANDING CLINICIAN MENTOR AWARD 2026

**Professor Terrance Chua Siang Jin (蔡翔仁)**

Senior Advisor  
SingHealth

Senior Consultant  
Department of Cardiology  
National Heart Centre Singapore

Clinical Professor  
Duke-NUS Medical School

Clinical Senior Lecturer  
Yong Loo Lin School of Medicine  
National University of Singapore

Adjunct Assistant Professor  
Lee Kong Chian School of Medicine  
Nanyang Technological University

***“For his clinical excellence in the advancement of cardiovascular care, and exemplary leadership in mentoring the next generation of academic clinicians.”***

Professor Terrance Chua is a visionary clinical leader and dedicated educator whose contributions to nuclear cardiology, specialist training, and mentorship have left a lasting mark on Singapore's cardiovascular medicine landscape. Over the past four decades, he has continuously advanced the field of cardiac imaging, developed partnerships in clinical collaboration, nurtured cardiac research, and mentored generations of clinicians, attracting and retaining talent that continues to strengthen academic medicine and patient-centred care.

Prof Chua played a pivotal role in driving the growth of National Heart Centre Singapore (NHCS)'s cardiovascular care services and research. He established Singapore's first cardiology department-based nuclear cardiology service and grew NHCS to become one of the highest volume centres in cardiac nuclear imaging globally. As Chief Executive Officer of NHCS from 2014 to 2023, he championed the development of clinician scientists across research areas spanning genetics, ageing, cardiac magnetic resonance imaging and cardiac computed tomography, laying the foundation for the National Heart Research Institute Singapore. In 2015, Prof Chua partnered with Singapore Armed Forces (SAF) to establish the SAF Cardiac Fitness

Centre (SCFC), matching military requirements with diagnostic expertise to advance evidence-based preventive cardiac care.

As Group Chairman of the SingHealth Medical Board from 2016 to 2025, Prof Chua fostered a culture of collaboration, partnership, and learning across the cluster. Through the sixteen SingHealth-Duke-NUS Disease Centres, he promoted multidisciplinary collaboration across specialties, breaking down silos and streamlining care for conditions ranging from diabetes and genomics to sports and palliative care. His leadership cultivated an environment of mutual support among clinicians working across different sites within the cluster. As part of broader cluster efforts to promote “Choosing Wisely” and appropriate value-based care initiatives, he advocates for patient-centred care, ensuring excellent outcomes whilst conserving limited healthcare resources.

Prof Chua has mentored generations of healthcare professionals and remains personally involved in career counselling with junior doctors to this day. As Chairman of the Specialist Training Committee for Cardiology and the Residency Advisory Committee for Cardiology, he instituted a national programme of regular teaching sessions for advanced specialty training trainees, and built the framework for exit examination, nurturing numerous clinicians who have gone on to assume leadership positions. In 2008, he supported the development of the Academy of Medicine Singapore Staff Registrar Scheme – Diploma in Cardiology and more recently, championed the development of the Hospital Clinician Programme, building a career track for hospital-based doctors to meet the growing demands of an expanding acute hospital sector. He served on MOH’s National Wellness Committee for Junior Doctors from 2021 to 2023, contributing to efforts in enhancing the well-being of junior doctors through defining their roles, reviewing their workflows, and proposing guidelines to manage their working hours. Prof Chua also Chairs the MediShield Life Claims Rules Workgroup for Cardiology Procedures.

Widely known for his warm and nurturing nature, Prof Chua has set the tone for supportive environments for staff across NHCS and SingHealth, demonstrating that mentorship is about believing in people, uplifting them, and helping them become the best versions of themselves. His approach has fostered a culture of collegial collaboration across institutions and disciplines. Prof Chua’s outstanding contributions have been recognised through multiple accolades, including the NMEA National Outstanding Clinician Award in 2013 and the Singapore Cardiac Society’s Lifetime Achievement Award in 2023. His impact is felt in the trainees who found confidence through his guidance, the clinicians and researchers whose careers he has shaped, and the enduring culture of mentorship he has built across Singapore’s medical community.

For his clinical excellence and dedication to the advancement of cardiovascular care, and his exemplary leadership in mentoring and training the next generation of academic clinicians, Professor Terrance Chua is awarded the National Outstanding Clinician Mentor Award 2026.

## NATIONAL OUTSTANDING CLINICIAN MENTOR AWARD 2026

### **Professor Pang Weng Sun (彭荣新)**

Emeritus Consultant  
Department of Geriatric Medicine  
Khoo Teck Puat Hospital

Senior Advisor  
Geriatric Education and Research Institute

Dean  
Healthcare Leadership College  
MOH Holdings

Adjunct Professor  
Lee Kong Chian School of Medicine  
Nanyang Technological University

***“For his lifelong dedication to mentoring generations of clinicians, advancing geriatric and palliative care, and shaping compassionate, values-driven healthcare leadership in Singapore.”***

Professor Pang Weng Sun is widely regarded as one of Singapore's pioneering leaders in geriatric medicine and palliative care. His influence extends far beyond clinical practice into education, healthcare leadership, ethics, and professional development. Over more than four decades of service, he has shaped generations of clinicians through his wisdom, humility, and unwavering commitment to patient-centred care. His mentorship has left a profound and lasting impact across Singapore's healthcare system, with many of today's healthcare leaders, geriatricians and palliative care physicians having benefitted directly from his guidance and role modelling.

As one of the early pioneers of geriatric medicine in Singapore, Prof Pang helped establish and strengthen the specialty at a time when elderly care was still evolving. Trained in the United Kingdom (UK), he was among the first clinicians to bring UK hospice and geriatric care principles into Singapore's acute hospital environment, laying foundations that continue to shape geriatric practice across NHG Health institutions and beyond.

Through his leadership roles at Tan Tock Seng Hospital, Alexandra Hospital, Khoo Teck Puat Hospital, and Yishun Community Hospital, he championed holistic, multidisciplinary, and compassionate models of care for older persons. He was instrumental in integrating geriatrics, rehabilitation, community care, and palliative care principles into mainstream healthcare practice. His efforts influenced the development of age-friendly and integrated care models nationally.

A deeply respected educator and mentor, Prof Pang has dedicated much of his career to nurturing clinicians across all levels of training. He played a pivotal role in shaping specialist training standards, having served as Chairman of the Specialist Training Committee for Geriatric Medicine, member of the Joint Committee on Specialist

Training Accreditation Team, examiner for undergraduate and postgraduate medical examinations, and advisor to residency and fellowship programmes.

His mentorship philosophy extends beyond clinical competence — emphasising professionalism, ethics, empathy, reflective practice, and service to society. Numerous clinicians describe him as a mentor who not only imparted knowledge, but also inspired purpose, resilience, and humanity in medicine.

Prof Pang's leadership contributions have significantly shaped Singapore's healthcare landscape. As Deputy Group Chief Executive Officer (Population Health), NHG Health, Acting Group Chief Executive Officer of Alexandra Health System, and Dean of the Healthcare Leadership College, he championed integrated care, leadership development, and population health transformation. He consistently advocated for a healthcare system that prioritises dignity, continuity of care, and collaboration across disciplines and institutions. His impact continues through his ongoing advisory roles across healthcare, education, ethics, and community organisations.

Despite his many achievements and accolades, including the NMEA National Outstanding Clinician Educator in 2016, NHG Lifetime Achievement Award in 2019, and the Singapore Palliative Care Lifetime Achievement Award in 2025, Prof Pang remains deeply humble and approachable. He continues to serve as a trusted mentor, advisor, and role model to clinicians and healthcare leaders alike.

For his lifelong dedication to mentoring generations of clinicians, advancing geriatric and palliative care, and shaping compassionate, values-driven healthcare leadership in Singapore, Professor Pang Weng Sun is awarded the National Outstanding Clinician Mentor Award 2026.

## NATIONAL OUTSTANDING CLINICIAN EDUCATOR AWARD 2026

**Associate Professor Nga Min En (倪敏恩)**

Senior Consultant  
Department of Pathology  
National University Hospital

Associate Professor  
Department of Pathology  
Yong Loo Lin School of Medicine  
National University of Singapore

***“For transforming pathology education through digital innovation, global knowledge-sharing, and outstanding mentorship of future clinicians and educators.”***

Associate Professor Nga Min En is a distinguished clinician educator and internationally respected cytopathologist whose work has advanced pathology education in Singapore and beyond. Through educational leadership, scholarly excellence, digital innovation, and sustained mentorship, she has transformed how pathology is taught and learned in an increasingly connected healthcare landscape.

A/Prof Nga has set new benchmarks in technology-enabled pathology education. She led the digitisation of microscopy teaching slides to create a virtual library that has preserved valuable teaching material and supported generations of learners for over a decade.

She went on to create the world's first virtual gross pathology specimen library and to develop Pathweb, an online platform with over 1,000 virtual specimens now used by more than 14,000 learners and faculty across 140 countries. Freely accessible and academically rigorous, Pathweb has become a landmark resource for students, trainees, clinicians, and researchers worldwide.

A/Prof Nga is a deeply respected mentor whose influence reaches across undergraduate and postgraduate training. Known for her rigour, generosity, and genuine care, she has shaped the growth of many trainees and junior colleagues who have gone on to excel in their own careers.

Nationally and internationally, she has shaped educational standards through her roles as examiner, faculty developer, and invited speaker at international conferences led by major organisations including the United States and Canadian Academy of

Pathology and the International Academy of Pathology. Her scholarly contributions encompass the postgraduate textbook *Practical Diagnostic Approaches in Non-Gynaecologic Cytology* (Springer, 2021) and authorship in World Health Organization pathology book series, attesting to her standing as an authority in the field.

At the heart of her work is a commitment to helping learners think critically, adapt to change, and remain grounded in patient-centred care. Through her leadership, she has fostered a culture of excellence and lifelong learning that continues to influence clinicians and educators well beyond her institution.

For transforming pathology education through digital innovation, global knowledge-sharing, and outstanding mentorship of future clinicians and educators, Associate Professor Nga Min En is awarded the National Outstanding Clinician Educator Award 2026.

## NATIONAL OUTSTANDING CLINICIAN EDUCATOR AWARD 2026

### **Associate Professor Kevin Tan (陈启敏)**

Education Director  
National Neuroscience Institute

Senior Consultant  
Department of Neurology  
National Neuroscience Institute

Clinical Associate Professor  
Duke-NUS Medical School

Clinical Associate Professor  
Yong Loo Lin School of Medicine  
National University of Singapore

Adjunct Associate Professor  
Lee Kong Chian School of Medicine  
Nanyang Technological University

***“For his pioneering contributions to neurology training, interprofessional education, and health professions education research.”***

Associate Professor Kevin Tan's contributions to neurology training spans the continuum of undergraduate medical education to the field of neuroimmunology and neuroinflammatory diseases. As the inaugural Programme Director of the Neurology Senior Residency Programme at the National Neuroscience Institute (NNI), he brought rigour and structure to a training landscape that needed both. He formalised processes, raised standards, and set a tone of scholarly meticulousness that would come to define his approach to education.

Nationally, he serves as Chair of the Neurology Residency Advisory Committee. He advanced the assessment of clinical neurology through the implementation of Entrustable Professional Activities (EPAs) in neurology training and harnessing artificial intelligence in Objective Structured Clinical Examination (OSCE) question writing.

Internationally, A/Prof Tan has led education initiatives for the Pan-Asian Committee for Treatment and Research in Multiple Sclerosis and the ASEAN Neurological Association, conceptualising and directing educational webinar series and conference symposia that have reached neurologists across Asia and beyond. As a clinician, A/Prof Tan directs the NNI Neuroimmunology-Neuroinflammation programme and has advised both the Health Sciences Authority and the Ministry of Health on neurological issues related to the COVID-19 pandemic.

Yet it is perhaps in the field of interprofessional education (IPE) that A/Prof Tan's influence has been most transformative. As NNI Education Director, he supports education across all healthcare professions and all levels of training As Co-Lead of the Centre for Interprofessional Healthcare Education (CIPHE) within the SingHealth

Duke-NUS Academic Medical Centre, he has been the driving force behind a cultural shift in how healthcare teams learn and work together.

Recognising that collaboration must be taught and systems created to support it, he forged a landmark partnership with the Centre for Advancing Collaborative Healthcare and Education at the University of Toronto, bringing world-class IPE training to Singapore while systematically building local capacity to sustain it. The interprofessional community of practice he cultivated at SingHealth has since extended its reach across healthcare clusters and into the wider region. He co-chaired the organising committee of Asia-Pacific Interprofessional Education and Collaboration Network Conference 2026, which will be held in conjunction with the SingHealth Duke-NUS Education Conference in Singapore, bringing together the local, regional and international IPE community.

A/Prof Tan's approach to healthcare professions education has been scholarly. He studies innovations in teaching and interprofessional education as rigorous fields of inquiry, leads funded education research projects and publishes healthcare professions education papers in those areas. He has also ensured that his research findings translate directly into education and clinical practice. Clinical reasoning and decision-making in the uncertainties of real-world medicine are essential skills for neurologists and A/Prof Tan has developed a script concordance test to assess and measure these skills in trainees. The test has also been used to determine the effectiveness of educational interventions to teach clinical reasoning. Similarly, his studies on interprofessional collaborative healthcare at NNI have been used to deliver team training more effectively and to improve the structure of interprofessional care. Several of these publications were produced in collaboration with students, residents, and junior faculty, reflecting his deep investment and joy in nurturing the next generation of educator-scholars.

For his pioneering contributions to neurology training, interprofessional education, and health professions education research, which have transformed healthcare education across Singapore and beyond, Associate Professor Kevin Tan is awarded the National Outstanding Clinician Educator Award 2026.

## **NATIONAL CLINICAL EXCELLENCE TEAM AWARD 2026**

### **ONE-STOP OBSTETRIC HIGH RISK CENTRE**

#### **Associate Professor Tan Lay Kok (陈礼国)**

Head and Senior Consultant  
Department of Maternal Fetal Medicine  
KK Women's and Children's Hospital

#### **Assistant Professor Serene Thain Pei Ting (程沛婷)**

Head and Senior Consultant  
Maternal Medicine Unit  
Department of Maternal Fetal Medicine  
KK Women's and Children's Hospital

#### **Assistant Professor Tan Chuen Wen (陈隽文)**

Visiting Consultant  
Department of Maternal Fetal Medicine  
KK Women's and Children's Hospital

Senior Consultant  
Department of Haematology  
Singapore General Hospital

#### **Associate Professor Michelle Jong**

Visiting Consultant  
Department of Maternal Fetal Medicine  
KK Women's and Children's Hospital

Senior Consultant  
Department of Endocrinology  
Tan Tock Seng Hospital

***“For integrating obstetric and internal medicine expertise to give vulnerable mothers and babies the best chance at a healthy future.”***

Pregnant women with co-existing medical conditions including diabetes and blood disorders face significantly higher risks of complications for themselves and their babies. As such pregnancies continue to rise in Singapore, the need for coordinated, expert care has become increasingly urgent.

KK Women's and Children's Hospital (KKH) established the one-STop Obstetric high Risk (STORK) Centre in February 2021, bringing together multiple specialists from across Singapore's health clusters to deliver integrated care for high-risk pregnancies. The STORK Centre has since become a model of cross-institutional collaboration, serving mothers and babies facing the highest risks.

Today, the STORK Centre offers 11 consultant-led specialist services, with specialists spanning multiple medical disciplines from Singapore General Hospital, Tan Tock Seng Hospital, and Sengkang General Hospital working alongside KKH's consultants to provide integrated care for these women. From around 4,000 visits in 2021, the Centre has grown to about 4,600 visits in 2025 — a 15 per cent increase reflecting both the scale of need and the reach of its services. The STORK Centre accepts referrals from polyclinics, general practitioners, public and private hospitals, as well as self-referrals.

The STORK Centre addresses the complexities of high-risk pregnancies, particularly those with underlying or co-existing medical conditions, by guiding each woman to the most appropriate consultant-led service — including the Joint Obstetric and Diabetes in Pregnancy Clinic, Joint Obstetric and Medical Disorders in Pregnancy Clinic, and Joint Obstetric and Haematology Clinic.

Within the STORK Centre, obstetricians, medical specialists, dietitians, and nurse educators work hand in hand, enabling women to consult the relevant members of their care team on the same day, under one roof. This minimises the number of trips women need to make to KKH — reducing time away from work and family over the course of a pregnancy — while enabling direct communication between specialists and more coordinated care across the antenatal, delivery, and postnatal periods.

The benefits extend beyond the individual. Better coordinated care improves outcomes for mothers and newborns, reducing the risk of complications that are far more difficult to manage once they arise. By consolidating the most complex cases under the STORK Centre, KKH's general obstetric clinics are also freed up, giving more women timely access to the care.

As a key part of the SingHealth Maternal Medicine Network, the STORK Centre also ensures that each pregnant woman is referred to the hospital best equipped to handle her condition, giving her access to the full range of expertise she needs.

The health of mothers today shapes the health of their children and the population tomorrow. As the complexity of pregnancies in Singapore continues to grow, the STORK Centre's cross-institutional model ensures that women with the most complex needs receive the right care, from the right teams, at the right time.

For integrating obstetric and internal medicine expertise under one roof to give vulnerable mothers and babies the best chance at a healthy future, the STORK team is awarded the National Clinical Excellence Team Award 2026.

## NATIONAL COMMUNITY CARE EXCELLENCE TEAM AWARD 2026

### PROJECT ACHIEVING RESILIENT AND INSPIRING FAMILIES (ARIF)

**Associate Professor Suzanna Sulaiman**

Deputy Chairman and Senior Consultant  
Division of Obstetrics and Gynaecology  
KK Women's and Children's Hospital

**Dr Nur Adila Ahmad Hatib**

Senior Consultant  
General Paediatrics Service  
KK Women's and Children's Hospital

**Ms Siti Nurzakiah Zaran<sup>1</sup>**

Senior Medical Social Worker  
Department of Obstetrics and Gynaecology  
KK Women's and Children's Hospital

**Mr Mohamad Helmy Mohamad Isa**

Senior Director  
Religious Talent Development  
Islamic Religious Council of Singapore (MUIS)

***“For pioneering the region’s first integration of clinical maternal and child health care with a faith-based marriage ecosystem, giving the next generation the healthiest possible start in life.”***

Project Achieving Resilient and Inspiring Families (ARIF) is the region's first programme to guide couples from marriage through preconception, pregnancy, childbirth, parenting and child health, integrating clinical maternal and child health support within faith-based marriage ecosystems. From 1 June 2026, Project ARIF was renamed ARIF and transitioned into a national programme under the Ministry of Culture, Community and Youth, extending its benefits to Muslim couples across Singapore.

Project ARIF is a collaboration between KK Women's and Children's Hospital (KKH), the Islamic Religious Council of Singapore (MUIS), and Temasek Foundation, with support from the Association of Muslim Professionals. The pilot emerged from a 2020 KKH study that identified significant gaps in maternal and child health knowledge among young Muslim couples, and the recognition that religion plays a central role in

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<sup>1</sup> Designation as of 1 June 2026: Lead Social Worker, ARIF, AMP Singapore

health decisions within the community — making mosques and marriage solemnisers natural entry points for preventive healthcare.

The science behind this approach is well established. The first 1,000 days of life — from conception to a child's second birthday — represent the most sensitive window for cognitive, physical and emotional development, with consequences that extend into adulthood. Research shows that inadequate support during this period can disrupt brain development and compromise immune function, with effects that last a lifetime. Global evidence consistently shows that intervening early, at the point of family formation, delivers far better population health outcomes than managing crises after they arise.

Project ARIF puts this evidence into practice by working through Singapore's existing Muslim community ecosystem. *Naib kadis* — the marriage solemnisers who are among the most trusted figures in Malay-Muslim family life — are trained by a multidisciplinary KKH team of doctors, nurses and medical social workers to deliver health guidance, conduct needs assessments and identify couples requiring additional support during the first two years of marriage. Each couple is assessed for social and medical needs, ranging from financial difficulties and young marriages to chronic conditions and mental health concerns, so that the most vulnerable receive timely support.

Since the pilot's launch in September 2020 to May 2025, the programme has benefited over 12,000 individuals. Among them, over 5,000 couples received education and support spanning marriage preparation, preconception, pregnancy, parenting and early childhood development, alongside access to relevant programmes and health services. Of those who underwent needs assessments, 20 per cent were identified as having higher needs and referred for additional support. The programme also trained 124 community personnel to guide couples through key life transitions.

Among tracked pregnancies, outcomes have been equally encouraging. Of the 200 babies currently being supported, 101 are enrolled in an ongoing research programme, and all have received their birth vaccinations. Almost all mothers attended their antenatal scans and began breastfeeding at birth. Self-assessed parenting knowledge and confidence rose by an average of 15 per cent — an improvement that research associates with better long-term outcomes for children.

For the Malay-Muslim community, embedding clinical guidance within a trusted religious and cultural framework has proven to be an effective model of care — improving health-seeking behaviour and supporting couples in making evidence-based health decisions. The ARIF model demonstrates that this approach can improve population health outcomes, offering a replicable blueprint for communities across Singapore and the wider region.

For pioneering the region's first integration of clinical maternal and child health care with a faith-based marriage ecosystem, nurturing families before new life begins to give the next generation the healthiest possible start in life, the Project ARIF team is awarded the National Community Care Excellence Team Award 2026.