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CHI INNOVATE 2026: Shaping the Future Healthcare Workforce

NHG Health's Centre for Healthcare Innovation (CHI) Marks 10 Years with the Launch of the CHI Workforce Accelerator

At A Glance

- **CHI Workforce Accelerator hosted by NHG Health:** Singapore's first structured platform to advance healthcare workforce transformation. It will drive workforce transformation into implementation through job redesign, rapid prototyping and cross-sector collaboration.
- **Job Expo '36 (JETS):** Showcases 36 reimaged healthcare roles with a forward view of how work, skills and care models may evolve by 2036.
- **AI and Technology-Enabled Workforce:** NHG Health's consultation paper on agentic AI as a workforce strategy, the CHI Clinical AI Fellowship, and VirtCHILL as an XR-enabled training platform.
- **National Healthcare Innovation and Productivity (HIP) Medals:** Recognise system-level innovations in care redesign, workforce transformation and technology adoption.

Singapore, 2 July 2026 – Healthcare systems face mounting pressures from ageing populations, evolving care needs and rapid technological change. These developments make workforce redesign more urgent than ever. The **Centre for Healthcare Innovation (CHI)** of NHG Health is advancing a vision for the future workforce through **Job Expo '36 (JETS)** as part of its 10th anniversary celebrations during **CHI INNOVATE 2026**. More than 700 healthcare leaders, practitioners, partners, and innovators will be at the event, aptly themed **"Future Workforce for Future Health."** They will join CHI in reflecting on a decade of advancing innovation through people and partnerships for system transformation.

The event will also showcase Singapore's first Workforce Accelerator, which brings together national partners to reimagine care models and rapidly prototype future-ready roles to support the future of health in Singapore.

1. Workforce Transformation as a System Priority

This vision comes to life at CHI INNOVATE 2026 through a series of integrated initiatives that demonstrate how we are collectively reimaging the healthcare workforce - not as a distant ambition, but as a tangible and scalable reality. Central to this is JETS, a forward-looking showcase of future healthcare roles, alongside the launch of the CHI Workforce Accelerator

hosted by NHG Health, a platform designed to move workforce redesign from concept into implementation at scale.

1.1. JETS (Job Expo '36): Bringing the Future Workforce to Life in 2036

JETS (Job Expo '36) is an immersive showcase that brings the future of healthcare work into focus. Drawing more than 3,000 attendees, it presents a reimagined healthcare landscape where roles are redesigned, augmented by technology, and aligned to the evolving needs of patients and residents.

Among the 36 roles featured are the **Nurse Choreographer**, coordinating end-to-end care across providers for complex patients, and the **Precision and Personalised Medicine Advisor**, integrating genetic, biomarker, and lifestyle data to optimise individual care plans. These jobs reflect a broader shift towards integrated, skills-based roles that cut across traditional professional boundaries.

A digital version of JETS (for.sg/digitaljets) will extend access to these insights beyond the conference.

See Annex 1: List of 36 Reimagined Job Roles

1.2. Launch of CHI Workforce Accelerator

A key highlight of CHI INNOVATE 2026 is the launch of the **CHI Workforce Accelerator** hosted by NHG Health - Singapore's first structured platform to support workforce transformation through job redesign, rapid prototyping, and cross-sector collaboration.

While workforce transformation is widely recognised as necessary, many organisations face challenges moving from concept to implementation. The Accelerator addresses this by combining scenario planning models with job redesign methodologies in a structured iterative process, enabling healthcare organisations and professionals to redesign roles and test new care models within a three-to-six-month timeframe; supporting transformation that improves care delivery today, while building readiness for the emerging needs of tomorrow.

Developed as part of CHI's a co-learning network, the Accelerator is co-created with partners across the workforce, capability building and innovation ecosystem.

See Annex 2: The CHI Workforce Accelerator provides a four-stage platform to operationalise workforce transformation

See Annex 3: The CHI Workforce Accelerator's full list of partners

1.3 Building Workforce Capabilities for Sustained Transformation

Complementing the Accelerator, CHI continues to strengthen workforce capabilities through its academies and professional platforms - building on a decade of investing in people as the drivers of innovation and system transformation.

The Centre for Allied Health and Pharmacy Excellence (CAPE) and Centre for Asian Nursing Studies (CANS) equip healthcare professionals with the skills and frameworks to redesign roles, workflows, and teams, while community initiatives build capabilities among volunteers and

caregivers to support a more distributed model of care. These efforts are reinforced through close collaboration with professional advocacy groups, enabling the real-world sandboxing of emerging care models, job roles, and skills, and strengthening the system's ability to adopt and sustain workforce transformation at scale. Together, they empower healthcare professionals to take greater ownership of their development – driving workforce productivity and well-being across the sector.

2. Strengthening Partnerships for System Transformation

CHI INNOVATE 2026 will also unveil new and expanded strategic partnerships on workforce transformation across the healthcare ecosystem. Within NHG Health, this is anchored by NHG College and NHG Group HR, ensuring transformation is sustained and scaled through workforce capability building and leadership development.

CHI's longstanding partnership with the Healthcare Academy and Healthcare Services Employees' Union (HSEU) continues to drive workforce innovation through the Workforce Accelerator, supported by the NTUC Company Training Committee (CTC) grants to make job redesign more accessible and scalable. With impact already visible, including Tan Tock Seng Hospital (TTSH)'s smart rostering system highlighted at the recent May Day Rally, CHI and HSEU will expand the use of the CTC Grant to scale job redesign efforts across the sector.

CHI INNOVATE 2026 also marks the launch of several new strategic collaborations that extend CHI's reach across sectors and geographies. With GovInsider, CHI will co-create thought leadership content to amplify healthcare innovation insights across government and industry audiences. With Guy's and St Thomas' NHS Foundation Trust (GSTT) in the UK and the Health Sciences Authority (HSA), CHI will advance clinical AI leadership development and responsible AI adoption, drawing on NHS implementation experience and deepening governance frameworks for AI in healthcare settings.

CHI's partnership with the Institute for Human Resource Professionals (IHRP) will advance job redesign capabilities through the co-creation of a Healthcare-focused Job Redesign Playbook, Workforce Accelerator, and capability pathways. With SG Assist, CHI will extend volunteer and caregiver transformation efforts within NHG Health's community, strengthening the informal workforce for the future of care. Finally, a collaboration with Southcentral Foundation in the USA will support systems-level learning on population health and integrated community care, drawing on the Foundation's pioneering Nuka System of Care.

3. Building an AI-Ready Workforce for Healthcare Transformation

3.1 Advancing Agentic AI as a Digital Co-Worker in Healthcare

CHI will highlight efforts to advance agentic AI as part of workforce transformation, exploring how AI agents can support healthcare teams in redesigning routine work, coordinating tasks and testing new models of care.

As part of this effort, NHG Health is developing a consultation paper on the role of agentic AI in the future workforce, inviting healthcare, technology and other partners to collaborate on

how agentic AI can augment healthcare teams, reshape workflows and support sustainable workforce transformation.

To translate this potential into practice, CHI is building an innovation ecosystem that gives healthcare staff practical pathways to test, build and scale digital and AI-enabled solutions. This includes CHI's existing Digital Innovation Studio partnership with Amazon Web Services (AWS), which supports capability-building, technical advisory, architecture guidance and coordinated prototyping across NHG Health.

CHI will expand this ecosystem through its partnership with Microsoft to establish an AI Landing Zone in July 2026. The AI Landing Zone will provide a dedicated safe testing environment for healthcare staff to prototype and test agentic AI solutions using Microsoft AI tools before wider adoption. Microsoft will also provide training and technical guidance to help healthcare teams translate use cases into solution designs that are fit for clinical and operational settings.

3.2 Building Clinical Leadership Capability for AI Workforce Transformation

As AI moves from pilots and prototypes into clinical workflows, healthcare institutions will need clinicians who can lead, from identifying opportunities to safe implementation – from evaluating safety and value, to governing responsible use, redesigning workflows and deploying AI into practice.

To build this capability, CHI will introduce the CHI Clinical AI Fellowship, hosted by NHG Health in partnership with Guy's and St Thomas' NHS Foundation Trust and the Health Sciences Authority.

The Fellowship will develop clinical leaders who can combine clinical judgement with AI fundamentals, regulation, evaluation, workflow integration and digital transformation to guide safe and effective implementation in real healthcare settings.

Together, these efforts connect strategy, innovation support, access to the right technology and clinical leadership capability as part of NHG Health's broader effort to develop agentic AI as part of the future healthcare workforce - setting a shared agenda for collaboration, enabling structured testing, and building the capability needed for responsible adoption in healthcare.

4. VirtCHILL: Leveraging XR technologies for Accelerated Learning & Stronger Capability Development

The "Virtual CHI Living Lab" ("VirtCHILL"), which will also be launched at the conference, is an Extended Reality (XR) platform that supports workforce transformation through immersive training, simulation and education. Conceived as a space by XR innovators for XR innovators to co-create, VirtCHILL brings together industry and academic partners to develop XR solutions that enhance experiential learning and enable rapid prototyping of new workflows in a safe, simulated environment.

VirtCHILL has already established strong collaborative partnerships. It will work with the Lee Kong Chian School of Medicine (LKCMedicine), bringing together NTU faculty and NHG clinicians to advance XR projects aimed at enhancing medical training and care delivery.

Another example is a joint initiative between Nanyang Polytechnic (NYP) and the Institute of Mental Health (IMH), which developed the "VR Simulation Training for Code Blue Emergency Resuscitation" – combining NYP's technical expertise with IMH's clinical knowledge to enable staff to practise realistic, simulated scenarios on demand.

Annex 4: Case Studies

5. National Recognition of Innovation and Workforce Transformation

The **National Healthcare Innovation and Productivity (HIP) Medals** celebrates its 10th year in 2026, marking a decade of recognising excellence in healthcare innovation and productivity across Singapore's public, community, and private healthcare sectors. The National HIP Medals recognises leading innovations across the healthcare system, spotlighting efforts in care redesign, automation, and workforce transformation.

This year's winners demonstrate how innovation is translating into real-world impact. Notably, the Excellent Champion award for **Note Buddy: Ambient AI Scribe**, recognised for its strong cross-cluster collaboration, highlights how AI-enabled solutions are transforming healthcare workflows, with adoption and scaling across institutions.

Workforce transformation is further exemplified by award-winning projects such as **Nursing Vanguard of Caregiving Support** and **Project DEFEND: Digital Evolution of Foot Education in Diabetes**, showcasing how job redesign, new roles, and digital tools enable healthcare professionals to deliver care differently and more effectively.

Together, these innovations reflect the broader shift towards a future-ready workforce, where technology, capability-building, and new care models are integrated to support sustainable transformation across the health system.

Professor Joe Sim, Group Chief Executive Officer, NHG Health, said, "Transforming our workforce is necessary to meet the demands of healthcare tomorrow. It is about ensuring our healthcare professionals are well-equipped with the skillsets and toolsets, and taking agency to reimagine the future of health, and redesign their work."

Looking ahead, as Singapore advances its shift towards preventive care and population health, the National HIP Medals will place focus on innovations that support these priorities. More will also be done to help proven solutions achieve wider adoption — through targeted funding and by connecting teams to opportunities for scaling their work across the healthcare system.

Annex 5: List of National HIP 2026 winners and their projects.

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About Centre for Healthcare Innovation

Innovating Future Care, for Future Health, for Future Generations

The Centre for Healthcare Innovation (CHI) drives systems transformation to add years of healthy life to the communities we serve. This transformation is powered by our understanding of the innovation cycle — beginning with care redesign, augmented by effective technology adoption, and ultimately engendering job redesign for our future workforce.

At CHI, we believe that real transformation happens not just through bold ideas, but through co-learning—when we come together to learn, to do, and to push boundaries as one. It's this spirit of shared discovery and practical action that drives our work. As we navigate an increasingly complex world, the need for transformation in health and care has never been clearer. At CHI, we imagine three futures that anchor our aspirations:

1. Future Care — where we drive value for our patients for better access, higher quality, and lower cost.
2. Future Health — where our residents and communities are truly empowered to take charge of their health & wellbeing.
3. Future Generations — where we care for our environment to care for generations to come.

CHI aims to transform health by delivering greater value at the care level; enabling health and social change for population health at the systems level; and empowering sustainable healthcare at the ecosystem level. For more information, visit us at: <http://www.chi.sg>.

About NHG Health

NHG Health is a leading public healthcare provider in Singapore recognised for its quality clinical care and its commitment in enabling healthier lives through preventive health, innovative solutions and person-centred programmes tailored to every life stage. Our integrated health system, which spans primary care, hospitals and national specialty centres, includes Tan Tock Seng Hospital, Khoo Teck Puat Hospital, Woodlands Hospital, Yishun Community Hospital, NHG Polyclinics, the Institute of Mental Health, National Skin Centre and the National Centre for Infectious Diseases.

Together with academic and industry partners, we advance medical education, research and healthcare innovation in Singapore, addressing areas that are critical to Singapore's population needs. As the Regional Health Manager for Central and North Singapore, NHG Health partners general practices and health and social care agencies to ensure the physical, mental and social well-being of residents in the community.

Together, we are committed to building healthier and resilient communities, and Adding Years of Healthy Life to the people we serve.

More information at www.nhghealth.com.sg. Follow us on [Facebook](#) | [Instagram](#) | [LinkedIn](#) | [TikTok](#)

Glossary

CHI Innovate	医疗保健创新中心举行的CHI INNOVATE论坛
Centre for Healthcare Innovation, NHG Health	医疗保健创新中心, 国立健保集团
NHG Health	国立健保集团
Nanyang Technological University, Singapore	新加坡南洋理工大学
Lee Kong Chian School of Medicine	李光前医学院
Professor Joe Sim Group Chief Executive Officer NHG Health	沈恒毅教授 集团首席执行总裁 国立健保集团
National Healthcare Innovation and Productivity Medals	全国医疗保健创新和生产力奖章
Job Expo '36 (JETS)	

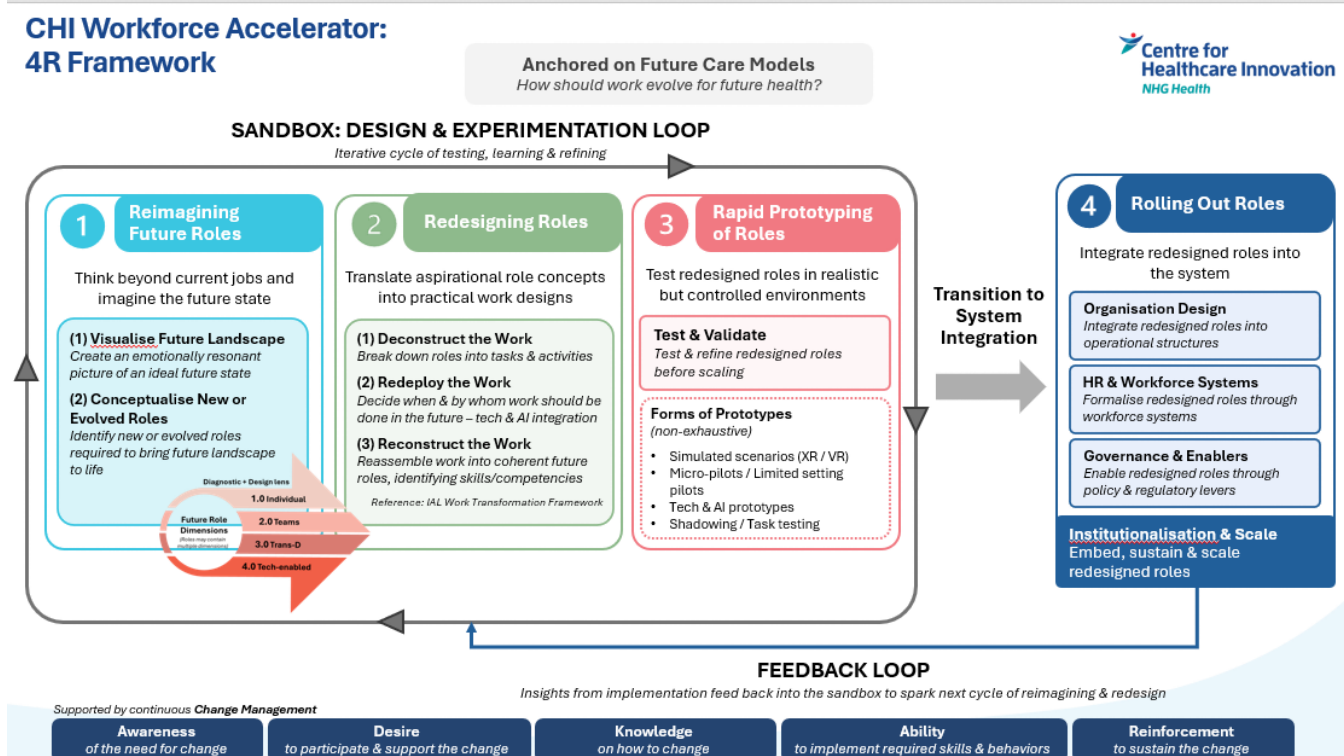
Annex 1: JETS - 36 Future Job Roles

#	Job Role	Description (condensed)
1	Nurse Choreographer	Coordinates end-to-end care across home, community and hospital as a single point of contact for complex patients
2	EdTech Nurse	Designs and delivers tech-enabled, personalised learning experiences embedded in clinical practice
3	Integrative Care Nurse	Blends conventional and complementary care to deliver safe, holistic, patient-centred treatment
4	Strategic Horizons Nurse	Uses foresight and AI tools to anticipate future healthcare trends and guide system-level decisions
5	AI Augmented Nurse	Uses AI to synthesise patient data, support decisions, and streamline workflows
6	Human Systems Design Nurse	Improves workforce wellbeing and culture through system design, coaching, and change interventions
7	Eco-Health Nurse	Embeds sustainability into clinical care, reducing environmental impact and resource use
8	Vascular Care Nurse	Manages advanced vascular access using imaging and clinical judgement for complex cases
9	TCM Integrative Wellness & Holistic Health Advisor	Ensures safe integration of TCM and wellness practices with medical care
10	Community Versatilist	Multi-skilled allied health/pharmacy professional delivering coordinated, cross-setting community care
11	Digital Health & Psychosocial Integration Specialist	Ensures digital health systems are equitable and inclusive, addressing psychosocial risks
12	Human-Centred Designer	Designs healthcare solutions using behavioural science, co-design, and user insights
13	Eco Pharmacist	Integrates sustainability into pharmacy operations and medication practices
14	Eco Dietitian	Aligns nutrition care with sustainability goals, reducing food waste and environmental impact
15	Allied Health & Pharmacy Education Technologist	Develops digital learning platforms and AI-enabled education for workforce readiness
16	Quantum PharmIntel Specialist	Translates clinical medication challenges into research insights for advanced/quantum drug discovery
17	Prosthetics & Orthotics Design Specialist	Designs advanced prosthetics using engineering, materials science and clinical insight
18	3D/4D Visual Reconstruction Specialist	Creates advanced imaging models to support precision diagnosis and surgical planning
19	Digital Biomarker Analyst	Converts wearable and sensor data into clinically meaningful health insights
20	Rehabilitation Technology Clinician-Scientist	Integrates robotics and technology into rehabilitation care pathways
21	Precision & Personalised Medicine Advisor	Uses genomic and biomarker data to tailor treatment and optimise medication plans

22	Virtual Care System Architect	Designs digital twin and simulation systems for care planning and transitions
23	General Hospital Practice Principal Doctor	Leads general inpatient care, coordinating teams and managing non-complex cases independently
24	Social Prescribing Link Worker	Connects patients to community resources to address social determinants of health
25	Care Coach	Provides behavioural coaching and coordinates care for chronic and psychosocial conditions
26	Health Connector	Activates community support networks and links residents to health resources
27	Continuity of Care Nurse	Ensures seamless, continuous care across settings as a trusted single coordinator
28	Community Functional Therapist	Supports mobility, daily function and independence through rehabilitation in the community
29	Community Medication Care Pharmacist	Manages medication safety, adherence and transitions across care settings
30	Community Health & Wellness Coach	Guides residents to build sustainable healthy habits and behaviour change
31	Virtual Health Companion	Provides continuous monitoring, coaching and early detection via digital interactions
32	Virtual Nurse Orchestrator	Uses AI and system dashboards to manage population health and coordinate care at scale
33	Medical Virtualist	Delivers proactive, AI-enabled clinical care interventions before conditions worsen
34	Health Activation Volunteer	Provides peer support and helps patients navigate care and community services
35	Super PSA	Acts as frontline support using AI to triage, assist care and streamline patient journeys
36	AI Health Agent	Always-on AI assistant that handles triage, patient queries and care coordination autonomously

Annex 2: CHI Workforce Accelerator four-stage platform

- The CHI Workforce Accelerator adopts a structured four-stage approach to guide workforce transformation: **Reimagining Future Roles, Redesigning Roles, Rapid Prototyping Roles, and Rolling Out Roles.**
- These stages provide a practical, step-by-step pathway to translate workforce transformation from concept into implementation.
- The process is **iterative rather than linear**, incorporating a sandbox learning loop that enables continuous testing, learning and refinement.
- Anchored on **future care models**, the framework emphasises that workforce transformation goes beyond optimising current systems to enabling new models of care delivery.
- Across all stages, teams are encouraged to actively explore how **technology and AI** can support job redesign, augment professional practice and create new opportunities for care delivery.
- **Change management underpins the entire process**, ensuring that transformation efforts are effectively adopted, sustained and scaled in practice.

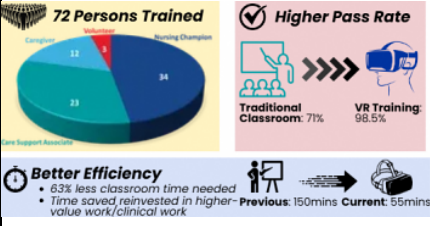


Annex 3: CHI Workforce Accelerator (WA)’s Partners and Key Collaboration Areas:

1	Healthcare Academy (Healthcare Services Employees’ Union (HSEU), NTUC’s e2i, and NTUC LearningHub) • To co-develop new learning technologies and methodologies to support WA’s rapid prototyping module, including the co-development of training and capability-building programmes prior to broader institutional rollout.
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	To co-design new funding models to support, recognise and scale successful workforce transformation projects.
2	Institute for Adult Learning (IAL) To co-develop trialogical learning approaches, supporting the delivery of WA learning programmes and skills credentialling across different workforce segments.
3	Institute for Human Resource Professionals (IHRP) To co-develop and co-deliver capability pathways, skills credentials, and a Workforce Transformation Playbook drawing on WA use cases and implementation insights.
4	Singapore Institute of Technology (SIT) - To co-create a platform for a "Workforce Accelerator Taster" for the SIT Allied Health students, and any other students studying other healthcare-related subjects or are interested in a healthcare role as a career in future. - To introduce job redesigns to students for selected innovation/design-related, healthcare-related and allied health-related SIT modules.
5	Skills and Workforce Development Agency (SWDA) To leverage workforce transformation tools and funding pathways such as SkillsFuture Workforce Development Grant (Job Redesign+), supporting WA participants in operationalising job redesign and capability development.
6	National Youth Council (NYC) - To engage youths as active contributors to WA projects, building future-ready talent pipelines while broadening awareness and adoption of workforce transformation approaches across sectors. - To engage youths as active volunteers to develop health literacy, caregiving skills and leadership while contributing as partners supporting our workforce.

Annex 4: VirtCHILL Case Studies

	Project Name	XR Modality /Technology	About the Project	Early Impact	Institutions & Departments Involved
1	Supervised Feeding of Patients with Dysphagia	Virtual Reality (VR)	Training healthcare staff to perform feeding for patients with dysphagia (swallowing difficulty) is resource intensive. Instead of traditional classroom teaching & repeated assessment, this project uses VR's immersive digital environment for learners to practise feeding techniques in a safe & standardised setting. Additionally, the integration of Hapt Gloves enables learners to palpate & feel tactile feedback during feeding simulations.	 72 Persons Trained Higher Pass Rate Better Efficiency 63% less classroom time needed - Time saved, reinvested in higher-value work/clinical work Traditional Classroom: 71% VR Training: 98.5% Previous: 150mins Current: 55mins	TTSH – Nurse Educators TTSH – Speech Therapy
2	Simulation Training for Code Blue Emergency Resuscitation	Virtual Reality (VR)	“Code Blue” denotes a life-threatening medical emergency requiring healthcare staff’s immediate response - e.g. resuscitation. Healthcare staff need regular practice to stay competent, but traditional training modes have constraints - e.g. infrequent sessions due to resource limitation & limited exposure to realistic/real-life practice. This project offers a high-fidelity multi-player simulation with real-time	Targeted Impact: Undergoing trial since June 2026, project aims to achieve following by March 2027 Reach: At least 200 staff trained Higher Confidence in Learning: 70% to 90%	IMH – Nursing Nanyang Polytechnic (School of Design & Media)

			physiological feedback & team interactions, enabling learners to practise at their own pace without risk to patient & staff safety.		
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Annex 5: National HIP 2026 Medal Awards – Winners and Project Descriptions

Excellence Champion Medal

Institutions: SingHealth & Synapse

Project Title: Note Buddy: Ambient AI Scribe

Clinical documentation is the cornerstone of patient care. At the same time, clinicians have to balance the need to do clinical documentation and focusing on interaction with the patient. Clinicians spend a sizeable portion of their workday on documentation including typing during patient consultations. Apart from dividing attention between the patient and the computer resulting in reduction of face-to-face engagement, it also increases the cognitive load on the clinician which can cause a delay in the completion of notes. Potentially, there is impact on patient experience and care team communication. To address this challenge, Note Buddy was developed by SingHealth as an in-house, AI-powered ambient scribe that listens quietly in the background, captures the consultation, and transforms clinician–patient conversations into structured clinical notes. By automating documentation in the background, Note Buddy enables clinicians to focus more fully on patient interactions while maintaining accurate and timely records.

Operating seamlessly during consultations, Note Buddy captures and converts conversations into structured clinical notes, which clinicians review before submission into the electronic medical record (EMR). The solution also features multilingual support across English, Mandarin, Malay, Tamil, and Cantonese, as well as customisable prompts that allow users to develop specialty-specific templates. A time-motion study demonstrated about a 15% reduction in documentation time per consultation, translating into the equivalent of 29 months of clinician time saved across a year. Clinician–patient engagement also improved, with close to 70% of patients feeling that their clinician was more focused on interactions with them. Since its implementation, Note Buddy has scaled beyond SingHealth to the other two public healthcare clusters, NHG Health and the National University Health System (NUHS), with over 8,500 users collectively generating more than 133,000 clinical notes.

Best Practice Medal (Care Redesign)

Institution: Asian Women's Welfare Association

Project: MTSS: Integrated Tiered Supports for Holistic Child Development

The Multi-Tiered System of Support (MTSS) was implemented across AWWA's two special education schools - AWWA School@Bedok and AWWA School@Napiri - to address previously fragmented support across education, therapy, and home settings. The model brings together

educators, Allied Health Professionals (AHPs), and caregivers to deliver coordinated universal, targeted, and intensive interventions within natural environments.

MTSS is enabled by shared digital documentation, structured interdisciplinary reviews, capability-building for staff, and data-informed decision-making through standardised assessments, detailed team discussions, and data visualisation tools. This integrated approach strengthens alignment across stakeholders and ensures more holistic, person-centric care.

This person-centric practice was strengthened by partnering closely with families to co-develop meaningful, functional goals aligned to daily life of the students. Since the introduction of functional goal setting in 2023 - replacing discipline-specific therapy or curriculum-based goals; there has been a significant shift towards supporting more holistic and functional development. The proportion of students having functional goals increased progressively from approximately 20% (60 students) in 2023 to 100% (473 students) by 2025.

Across the same period, improvement rates for Individualised Education Plans and Individualised Care Plans (or equivalent outcome measures) ranged from 75% to 100%, including 83% to 95.3% among students with profound multiple disabilities.

The model has also enhanced operational efficiency. The manpower required for intake screening assessments was reduced from five AHPs to two or three, depending on student needs, while assessment capacity doubled - achieved without additional allied health resources.

Institution: Ng Teng Fong General Hospital

Project Title: Nurse-Led Blood Glucose Monitoring (BGM) Reduction Initiative

Routine bedside blood glucose monitoring (BGM) is one of the most frequently performed investigations for hospitalised patients, often performed without a clearly identified clinical need. This results in unnecessary patient discomfort from avoidable finger pricks, increased nursing workload, consumable wastage, and avoidable healthcare costs.

To address this, a multidisciplinary team redesigned inpatient glucose monitoring practices by introducing nurse-led standardised clinical criteria and embedding a Best Practice Advisory (BPA) within the Electronic Medical Record (EMR). This provides real-time decision support to guide appropriate BGM use and optimise testing practices, allowing nurses to initiate reduction in BGM monitoring.

Following implementation, the initiative achieved a 42% reduction in average BGM tests per patient (from 8.53 to 4.96), eliminating over 44,000 unnecessary tests annually. This translated into approximately \$677,000 in yearly cost savings, exceeding \$1.2 million over two years.

Beyond cost and productivity gains, the initiative enhances patient comfort by reducing unnecessary procedures and enables nurses to focus more on direct patient care. This low-cost, digitally enabled, and scalable model demonstrates the impact of nurse-led care redesign in improving efficiency and delivering higher-value inpatient care.

Best Practice Medal (Automation, IT & Robotics Innovation)

Institution: National University Health System

Project Title: CHAMP (Population-based Chronic Disease Management Programme)

Singapore's rapidly ageing population is driving a rising burden of chronic disease, making reliance on expanding clinical manpower alone unsustainable. Traditional primary care models also face challenges such as fragmented self-monitoring and limited visibility of patient data between consultations, constraining timely intervention.

CHAMP addresses these challenges by enabling patients to submit health readings directly via WhatsApp, with data seamlessly integrated into the Epic electronic medical record (EMR). Designed to integrate with existing clinical workflows, the programme provides actionable insights through an intelligent chatbot, featuring customisable, rule-based messaging that adapts to individual patients' health data patterns.

Implementation across National University Polyclinics (NUP) has demonstrated measurable improvements, including better blood pressure control among patients and significant time savings for care managers.

Patient experience has also been positive. Following implementation, CHAMP achieved an average satisfaction score of 8.23 out of 10, with 73.2% of users rating their experience highly. Users reported enhanced self-monitoring (85.4%), greater convenience (82.8%), improved awareness of their condition (84.8%), and high usefulness of health messaging (94%).

Institution: National University Hospital (NUH)

Project Title: NUH Pharmacy Centralisation Project

NUH's pharmacy operations were previously distributed across four dispensing sites, which presented opportunities to enhance efficiency and patient experience. This included addressing areas such as packing accuracy, waiting times (particularly for discharges), manpower optimisation, and overall resource utilisation.

In response, NUH implemented a centralised model, bringing inpatient, emergency and outpatient pharmacy services under one roof. The NUH Main Building Pharmacy (MBP) is Singapore's first integrated pharmacy to incorporate automation across inpatient, outpatient and emergency settings, improving efficiency while addressing workforce and safety challenges.

The project deployed a range of digital and automation solutions, including the Outpatient Pharmacy Automation System (OPAS), robotic dispensing, RFID-enabled assembly and advanced workflow software over three years.

This has led to significant gains in safety, efficiency and workforce sustainability. Packing errors fell by 60%, while 95th percentile discharge waiting time dropped from 87 to 41 minutes. Workload increased by 32% without additional staffing, with an estimated \$757,680 annual burnout cost avoidance. Staff satisfaction improved, with attrition below 10%.

Best Practice Medal (Workforce Transformation)

Institution: Tan Tock Seng Hospital

Project Title: Nursing Vanguard of Caregiving Support

Tan Tock Seng Hospital (TTSH) has advanced its care delivery through the 5Cs Caregiver Strategies, reflecting a meaningful shift towards holistic engagement that actively integrates caregivers across the care journey.

The Carer Matters Service (CMS) incorporates a modified Zarit Burden Index to systematically identify caregiver stress, enabling early intervention through timely referrals to social workers and community resources. Complementing this, the Carer on Board (COB) programme supports structured caregiver involvement, enhancing patient comfort, reducing anxiety, and promoting person-centred care through *Move Well, Eat Well, Sleep Well*.

In addition, Group Caregiver Training (CGT) equips caregivers with essential care skills while strengthening staff capability through a sustainable, multidisciplinary training model. Since its implementation in 2023, 900 caregivers have been trained. Post-discharge support is further reinforced through the NHG Health Virtual Care Centre and early community linkages, with an average of about 80 post-discharge calls were made per month to facilitate smoother transitions from hospital to home.

The team has also developed standardised workflows, simplified screening processes, and integrated informatics into systems to support scalability and sustainability- enhancing caregiver engagement and strengthening support for caregiving roles.

Institution: Tan Tock Seng Hospital

Project Title: Project DEFEND: Digital Evolution of Foot Education iN Diabetes

Singapore's ageing population and rising diabetes prevalence -projected to reach one million individuals, are increasing the demand for early detection and management of diabetic foot complications.

However, existing training models for Diabetic Foot Screening (DFS) are labour-intensive and constrained by limited specialist manpower, particularly amid a severe shortage of podiatrists. This creates bottlenecks in training, limiting the scalability of screening capabilities at a time when primary care is taking on a larger role in chronic disease management under Healthier SG.

Project DEFEND addresses these challenges by transforming DFS training through the introduction of a Virtual Reality (VR)-based training module. This innovative approach enables scalable, high-quality training without the need for direct patient involvement, expanding training capacity while maintaining consistency, and clinical relevance.

The integration of VR into the DFS curriculum has delivered significant productivity gains. Each training session saves up to four hours of podiatrist trainer time, allowing specialists to redirect efforts towards higher-risk patient care. Across nine trainees, this translated into 36 hours of

trainer time saved, equivalent to supporting care for 108 high-risk patients, as well as approximately \$4,500 in manpower cost savings.

By strengthening early detection capabilities, the programme also contributes to substantial downstream healthcare savings. With each timely podiatry intervention potentially averting up to \$20,000 in complication-related costs, the initiative is estimated to have achieved over \$2.1 million in potential healthcare cost avoidance.

Project DEFEND demonstrates how digital innovation can overcome workforce constraints, enhance capability building, and strengthen chronic disease management. It is a key enabler in advancing diabetes care under Healthier SG.

Best Adopter Medal

Institution: IHH Healthcare Singapore

Project Title: IHH Healthcare Singapore Hospitals Patient Intelligence Centres

IHH Healthcare Singapore (IHH SG) identified inefficiencies arising from fragmented digital systems that limited visibility of patient flow and resource utilisation across its hospitals. This led to delays in bed allocation and operating theatre (OT) scheduling, last-minute cancellations, and increased risks in managing high-acuity patients. Frontline teams also faced time-intensive manual processes to reconcile information across multiple platforms.

In response, IHH SG established the Patient Intelligence Centre (PIC), a network-wide command capability that integrates disparate systems into a unified platform, supported by advanced analytics, artificial intelligence, and standardised workflows to enable real-time, data-driven decision-making.

The hybrid decentralised–centralised model allows hospitals to retain operational autonomy while benefiting from centralised oversight, improving the ability to anticipate bottlenecks, prioritise urgent cases, and ensure safer, more efficient patient placement across the network.

The development of PIC reflects growing adoption of command centre models to enhance operational intelligence. Recognised under the Best Adopter Medal category, the project draws reference from the NHIP 2020 Excellence Champion-winning TTSH/NCID C3 Smart Hospital for the FUTURE, while being adapted for IHH's multi-hospital context with additional AI-enabled capabilities.

The initiative has delivered measurable improvements, including halving operating theatre double bookings and reducing inpatient bed allocation time for Urgent Care Centre patients from 2–3 hours to approximately one hour. It has also streamlined over 31,000 hours of manual processing (83%), enabling staff to focus on higher-value care coordination.

This project demonstrates how integrated digital systems and data-driven operations can improve performance, enhance patient experience, and support more sustainable healthcare delivery.

Institution: Woodlands Hospital

Project Title: How Advanced Practice Physiotherapy (APP) Transforms the Emergency Musculoskeletal Care Journey

Patients presenting to the Emergency Department (ED) with atraumatic and minor trauma musculoskeletal (MSK) conditions are often classified as non-urgent, resulting in prolonged waiting times and ED congestion. Many are subsequently referred for orthopedic review despite not requiring surgical intervention, and delays in accessing physiotherapy can lead to worsening conditions. This reflects a traditionally physician-led model of care, where physiotherapy intervention is dependent on referral, limiting timely treatment.

To address these challenges, Woodlands Hospital introduced an Advanced Practice Physiotherapy (APP) model in the ED, adapting care approaches from Tan Tock Seng Hospital. The service was implemented in phases, beginning with doctor-led triage and progressing to APP-led triage, where physiotherapists assess and manage appropriate cases independently, including the ability to order X-rays.

Early outcomes have demonstrated improved care efficiency and appropriate utilisation of specialist services. Only 48% of patients managed by APPs required orthopaedic follow-up, compared with 83% under physician-led care. X-ray utilisation was also reduced, with 15% of APP-managed patients requiring imaging versus 78% under the traditional model, with no adverse events or missed clinical red flags.

This initiative demonstrates how expanding physiotherapy roles can improve access to timely care, optimise resource use, and enhance patient outcomes in the emergency setting.

Institution: St Andrew's Community Hospital

Project Title: Project ProCARE (Proactive Caregiver Assessment & Responses)

St Andrew's Community Hospital (SACH) launched Project ProCARE as part of its "Wards of Our Future" initiative to strengthen holistic care for patients, next-of-kin and caregivers. Recognising the unmet need to support caregivers' emotional well-being, particularly for those caring for elderly patients with conditions such as dementia and stroke, the project focuses on early identification and support of caregiver stress. Caregivers often experience significant psychological burden, which can affect both their well-being and patient outcomes. Evidence shows that routine screening combined with timely support can reduce caregiver distress and improve care continuity.

Project ProCARE introduces a structured and proactive approach to caregiver support. Drawing on the principles of the KK Women's and Children's Hospital (KKH) Temasek Foundation Cares Caregiver Support Programme, it incorporates the validated Zarit Burden Interview-4 (ZBI-4), integrates screening into early admission workflows, and provides targeted interventions addressing caregiving fatigue, financial concerns and discharge planning.

The programme aims to achieve full caregiver screening coverage and ensure timely follow-up through counselling and tailored support, strengthening caregiver resilience and enhancing overall patient care outcomes.