



Ms Chin Soh Mun 曾素文
Director of Nursing
Dover Park Hospice
Age: 66

Soh Mun is a well-respected nurse leader with more than 48 years of experience. Her nursing career has been shaped by a diversity of roles across the acute and intermediate and long-term care (ILTC) sectors. Prior to her current role at Dover Park Hospice (DPH), she led the Case Management team and developed the first clinical pathway for hip fracture in Tan Tock Seng Hospital (TTSH).

In her nursing journey, Soh Mun has continuously strived to take on new challenges in the fast-changing healthcare landscape. She gained her first experience with community nursing when she was seconded to Home Nursing Foundation in 2011. She joined DPH the following year, despite being new to palliative nursing.

Soh Mun has played an integral role in DPH's expansion from inpatient hospice services to home care (2012) and day care (2019) services. She currently oversees plans for DPH's shift to the Integrated Care Hub, Health City Novena in 2021, as part of the national strategy to increase palliative care capacity.

Within DPH, Soh Mun has also developed a nursing career progression plan to nurture and train nursing leaders in the ILTC sector. She places strong emphasis on constant learning and improvement, guiding young nurses with their career development. Additionally, she represents the clinical team in DPH's Volunteer Committee and frequently participates in volunteer programmes outside of her work. She also volunteers with the "Vigil Group" which provides support for the "No One Dies Alone" project in DPH.

Since 2016, Soh Mun has been actively involved in the Quality Improvement committee under the Agency for Integrated Care, where she participated in the development of service quality toolkits and quality indicators for nursing homes. She has also pioneered the End of Life Nursing Consortium training in Singapore and was awarded the Excellence award for her outstanding commitment to promoting excellent palliative care in Asia by City of Hope (USA) and The American Association of Colleges of Nursing.

Soh Mun is grateful to be in a noble profession that allows her to make a difference in other people's lives. She believes that a partnership across acute and ILTC settings is necessary for nursing so that best practices can be shared for nurses to grow in skills and knowledge. She hopes to groom the next generation of nurses so they can be strong advocates for the profession and more involved in policy making at a national level, to support the advancement of the profession.



Dr Alice Chua Foong Sin 蔡凤仙
Assistant Director of Nursing, Advanced Practice Nurse
National Cancer Centre Singapore
Age: 44

Alice is a dynamic clinical leader who has been in nursing for 24 years. She specialises in Oncology Nursing and has been with the National Cancer Centre Singapore (NCCS) as an Advanced Practice Nurse (APN) since 2008. In 2019, she obtained the Doctor of Nursing Practice from Duke University, School of Nursing. She is currently the Nurse Lead at the Allied Health Professional Clinic at SingHealth Duke-NUS Head and Neck Centre, a one-stop clinic that is built around the needs of the patient and focuses on reducing post-operative complications and length of stay.

Alice has always displayed genuine care for her patients. She often goes beyond the call of nursing duty to ensure that her patients receive the highest standard of personalised care. For example, when she noticed her head and neck cancer patients often faced difficulty speaking post-surgery, she generously used the money from her SingHealth nursing award to purchase portable electronic writing communication tools (Boogie Boards) for their use. Alice also took the initiative to work with the Speech Therapist to source for more effective and less costly communication aids. Once, while on a personal trip to Taiwan, she took the time to meet with the developer of a pneumatic speaking valve to explore its use for patients in Singapore. This was later tested and approved by the Health Sciences Authority for patients' use.

Beyond patient care, Alice plays an active role in training and mentoring future nurse leaders. As the first NCCS APN lead, Alice has mentored six NCCS APN interns into full-fledged APNs. She also serves on the SingHealth APN development committee focusing on APN developments across the SingHealth cluster. In 2018, Alice was appointed Deputy Director of the Nursing Allied Health Education Unit (Division of Cancer Education), where she helps to develop a NCCS Oncology Care Programme for nursing and allied health professionals.

Alice also contributes to the professional development of nursing through research projects and presentations at conferences. She has led six research studies as the Principal Investigator and serves as a member of the NCCS Nursing Research Committee. Last year, she steered and planned the 4th Regional Oncology Nursing Conference as the Chairperson for the Organising Secretariat.

Alice believes that nurses are in the best position to effect transformation as they journey with patients throughout their disease trajectory. She advocates for nurses to constantly review their practices with evidence-based support and promotes continual education to meet the evolving healthcare needs of patients in the new generation.



Ms Kala D/O Narayanasamy
Deputy Director of Nursing
Woodlands Health Campus
Age: 59

Kala has been contributing to the Nursing service in Singapore since 1982. Her exemplary conduct in nursing and leadership management has seen her progress from Enrolled Nurse to eventually specialising in Orthopaedics as a Registered Nurse. At the mature stage of her career, Kala contributed further to nursing services in the intermediate and long-term care and private sectors with various projects and voluntary work.

Kala excelled in a wide array of portfolios from clinical care, management, education to hospital administration. Her work has been featured at various platforms including the National Innovation and Quality Circles. Past key projects include putting to use a self-checkout inventory management vending machine to track the usage of items and enabling a more streamlined wound assessment process that provides accurate wound measurements and image capture, both of which were implemented by the Woodlands Health Campus team at Yishun Community Hospital.

In continuing her service to the public, she joined Woodlands Health Campus (WHC) despite being at the stage where she could plan for retirement. Besides campus planning, Kala is also drawing on her nursing experience of close to four decades in leading the development of nursing services for the Division of Medicine in the new WHC, aiming to reinvent the delivery of care and provide seamless integration of care within and beyond hospital wards when it opens in 2022.

At WHC, Kala reviewed and redefined the nursing roles of Ward Nurse, Advanced Practice Nurse and Nurse Clinician in the pre-operation wards. She also initiated a process for nurses to take the lead in reviewing patients' length of stay. To further enhance the role of nurses, Kala pushed for nurses to take the lead in exploring ways to help patients recover faster and shorten their length of stay.

During the recent COVID-19 outbreak, Kala leveraged her experience from SARS, and steadily and immediately set to work to institute clear workflows and standard operating procedures to swiftly convert wards at Yishun Community Hospital to take on and care for COVID-19 patients.

Viewed as a role model by many young nurses, Kala is a firm believer in nurturing and grooming future leaders in nursing. As she takes on varied senior roles with more supervisory duties, her priority now lies in nurturing exemplary nurses, promoting the image of nursing and grooming the next generation of nurses to lead this honourable profession. She envisions an enhanced role for nurses, particularly through the use of technology, in meeting future healthcare demand.



Ms Tay Yee Kian 郑意娟
Assistant Director of Nursing, Advanced Practice Nurse
Regional Health System Office
National University Health System (NUHS)
Age: 51

Yee Kian was certified as an Advanced Practice Nurse (APN) in 2011 and has been with the National University Hospital (NUH) and later the National University Health System (NUHS) for a total of 31 years. Yee Kian's specialisation in gerontology nursing is the hallmark of her nursing career, and her present focus is on the development of community nursing in Singapore to bring healthcare services beyond the hospital to the community.

As a veteran Geriatric Nurse, Yee Kian recognised the vulnerability of her nursing home partners during the COVID-19 pandemic and immediately stepped up to offer training to enhance their capabilities. She led her team to train and supervise the operations set-up for swab-testing at 14 nursing homes in the western region of Singapore. She also organised a team of community nurses to join the NUHS team in screening and swabbing foreign workers at the dormitories.

In 2014, with 25 years of inpatient nursing experience in NUH, she joined the NUHS Regional Health System Office to set up the community nursing unit. In 2016, her team unveiled the award-winning NUHS CareHub programme, which is a Nurse-led model of care that employs a holistic approach to address patients' medical and psychosocial needs, and aims to enhance continuity of care for patients, improve patients' quality of life, reduce caregiver burden, reduce length of hospital stay and lower re-admission rate. Since January 2018, CareHub has improved and sustained clinical outcomes of 0.23 less unplanned re-admissions and length of hospital stay is reduced by two days.

At the national level, Yee Kian has made valuable contributions to various Ministry of Health (MOH) Nursing committees, such as the subcommittee for MOH National Nursing Taskforce on Advanced Nursing Practice Development and the Community Nursing Competency Framework Development Workgroup. These committees had reviewed and aligned various professional issues nationwide.

Yee Kian is a keen contributor to research and education on geriatric nursing in Singapore. Under the Nurses Improving Care to the Health-system Elders (NICHE) programme, she mentors Geriatric and Community Nurses from NUH and NUHS on eldercare provision. Presently, she leads a team of more than 50 nurses and allied health professionals to develop community nursing in the western region of Singapore. She hopes to be able to pass on her knowledge to her juniors and guide them as her supervisors have guided her.



Ms Yong Yueh Li Patricia 楊月莉
Deputy Director of Nursing
Singapore General Hospital
Age: 56

Patricia's nursing journey began 35 years ago, as a Registered Nurse in a medical ward. Later, she specialised as an Intensive Care Unit (ICU) nurse. She is now an outstanding nurse leader and earmarked to be the Nursing Lead of the 500-bed Elective Care Centre in the Singapore General Hospital (SGH) campus.

Patricia is a strong advocate for high standards of nursing care and believes in empowering nurses to give their best with the right skills and training exposure. As the co-chairperson of the SGH Campus ICU Committee, she plans and executes ICU expansion while maintaining the quality and safety of intensive care in SGH. To cross-train ICU nurses, Patricia started rotating nurses quarterly from Intermediate Care Area (ICA) and High Dependency (HD) units to ICUs, and among the various ICUs. This strategy proved to be very useful when planning for the COVID-19 ICU surge, as competent ICU nurses could be deployed across ICUs in times of need.

As the Disease Outbreak nursing lead for the hospital, Patricia was involved in the COVID-19 operations and planning which includes manpower and work flow for the ICU and emergency department. She also oversees her team of ICU nurses managing the COVID-19 patients in the ICU. Drawing on her experience from SARS, Patricia emphasises vigilance in upholding a high level of infection prevention practices.

One of Patricia's key contributions was the implementation of a new Code Blue system for a more rapid and effective resuscitation effort, involving a multi-disciplinary team consisting of a respiratory therapist, ICU nurse and doctor. In addition, she saw the need to upskill nurses on resuscitation skills for better outcomes, and thus implemented a train-the-trainer scheme, where a core group of nurses trained the rest of the nurses using in-situ simulation of resuscitation scenarios.

Upon realising that there was a knowledge and skills gap in tracheostomy care, Patricia also led a team of nurses to come up with a standard guideline, kit and reference charts. Ward champions were trained to conduct training and drive competency for tracheostomy amongst nurses, leading to a significant improvement in the overall care of tracheostomy patients.

Other than being a nursing lead and an active member of various committees, Patricia also actively volunteers in various local community services since 2000. She believes in giving her talents and effort to help less privileged residents in the community and to patients.