



Dr Hoi Shu Yin 许淑燕
Chief Nurse
Tan Tock Seng Hospital

Having been awarded the Public Administration Medal (Gold, COVID-2019) in 2022, Her World Women-of-the-Year award in 2020, Nurses' Merit Award in 2017 and numerous other achievements, some might say Dr Hoi Shu Yin's nursing career has attained somewhat of a "celebrity status". Yet, Shu Yin remains humble, focusing on being a caregiver who cares for her patients and staff in a down-to-earth manner.

Throughout the COVID-19 pandemic, Shu Yin demonstrated her relentless energy and expertise, leading and guiding over 3,600 nurses, overseeing the conversion of two floors of Tan Tock Seng Hospital into COVID-19 wards, and equipping 380 nurses with skills necessary to support operations at the National Centre for Infectious Diseases.

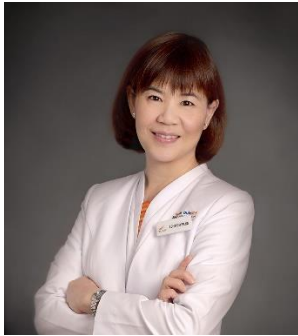
With a heart for nurturing and empowering her peers, Shu Yin established the Nursing Shared Governance System which empowers frontline nurses to make changes in the wards for better care, allowing for her vision of "collective leadership" to blossom. Shu Yin entrusts and empowers nurses across all ranks with practice and system-level decisions, thereby laying the groundwork for future leaders. Her resilience and leadership in balancing support for her team and her patients is reflected in her outstanding performance over the years. She is a role model to younger nurses and her peers alike.

Shu Yin seeks to re-design patient care through system-level initiatives, adopting new technology while applying practical wisdom amassed by her years of experience with a diverse range of portfolios and challenging projects. By collaborating with local start-ups on a patient fall-monitoring system, "PreSAGE", she helped to reduce both patient falls and manpower hours. She is also a keen adopter of new innovations and optimisation, such as the Delivery Robot "Peter" that delivers heavy items and food across the wards, as well as assistive shower devices and automated bed turners.

As a leader, Shu Yin is known to be straightforward yet personable, highly attentive to the individual needs of those she leads. She encourages her staff to balance their work and life commitments through staff wellbeing initiatives.

Shu Yin is a firm believer of continuous learning, and has attained a Doctorate of Nursing from Duke-NUS Medical School, and a Masters in Knowledge Management from Nanyang Technological University. To encourage her peers to adopt the mindset of lifelong improvement and honing of their care, she leads the inaugural Asian Nursing Leadership Learning Series, and presents lectures and conferences on various international platforms. Shu Yin dreams to see Nursing as one of the most

trusted professions in Singapore, one which practices at a high level of professional standards from the person to system level.



Dr Loh Huey Peng 罗慧萍
Director of Nursing
Singapore National Eye Centre

An astute leader, Dr Loh Huey Peng had taken on the task of transforming Singapore National Eye Centre's (SNEC) nursing culture when she was appointed Director of Nursing in 2019. With relentless dedication, she bonded with the nurses she leads and gained their trust, which has paved the way for the transformation of SNEC's nursing cohort. Thanks to her unwavering leadership, she raises morale on the ground, encouraging nurses to work collaboratively on innovative projects, and creates opportunities to groom future leaders.

Huey Peng is a nurse leader who works closely with her staff, occasionally scrubbing up to assist in complex cases or when staffing is tight. During COVID-19, Huey Peng was tasked with leading the SingHealth Community Care Facility@Expo. Huey Peng managed to set up processes and workflows that provided much needed care to over 3,000 COVID-19 patients. Her perseverance and humility earned her the respect of staff and leaders within the SingHealth community.

Huey Peng is also a firm believer in developing her staff by providing them opportunities for professional growth and motivation through personalised guidance and mentorship. She organises training programmes and workshops, and is a key-driver in establishing SNEC's Staff Wellness Council which is integral in facilitating the organisation's culture change.

In the field of her research, Huey Peng has contributed to several evidence-based and clinical quality improvement projects, enhancing surgical practices, patient safety, as well as cost-effectiveness. Alongside her doctorate thesis on Development and Evaluation of Game-based Intervention in improving situation awareness among operating theatre nurses, she has also authored quality improvement papers and book chapters on surgical safety in official publications and journals. Continuing her research and studies in Nurse Wellness and the evaluation of pathways for patients referred to the glaucoma clinic, Huey Peng seeks to promote new methods of care delivery to enhance productivity through innovation and technology.

Huey Peng believes that her role as a Nursing Leader is to inspire, motivate and coach others to be their best. She strives within and beyond her role as a Nurse, leveraging her knowledge, skills, and experience to lead the way in healthcare. She hopes that nurses can develop to their fullest potential in their professional career where a multi-skilled workforce will build an agile nursing workforce of the future. This will ensure the profession remains adaptable, agile, and resilient in the delivery of patient-centered care.



Ms Pauline Tan Chwee Khim 陈翠琴
Deputy Director of Nursing
The National Kidney Foundation

Ms Pauline Tan Chwee Khim, known for her humility and nurturing leadership, leads her team with empathy and compassion to deliver exceptional care and service to dialysis patients. She introduced the plastic cannula to assist nocturnal dialysis patients, reducing pain and discomfort caused by their arm movements during dialysis while they were asleep. This makes their sleep experience more serene and minimises the chances of the cannula getting displaced or the needle penetrating the skin.

Her relentless advocacy for person-centred care echoes the National Kidney Foundation's (NKF) resolute mission of infusing life and hope into every patient. She initiated and spearheaded the Renal Rehabilitation task force, collaborating with experts in various disciplines to develop a visionary Renal Rehabilitation programme to empower dialysis patients to lead a quality life filled with hope.

During the COVID-19 pandemic, Pauline prioritised communication to boost staff morale and confidence. Going above and beyond, she visited all 41 dialysis centres across Singapore, serving as a pillar of strength and guidance to 700 renal nurses, uplifting them and addressing their concerns effectively. She also volunteered to train volunteers and support peritoneal dialysis support group on her off days.

Pauline is committed to continuous learning and collaboration, actively engaging in projects and research. One notable project involved unblocking malfunctioning Tunnelled Haemodialysis Catheter using Alteplase in NKF centres. This groundbreaking initiative has turned a one-day hospital admission into a procedure done at a dialysis centre, resulting in not only cost and time savings but also freeing up hospital beds for other critical needs.

Pauline actively contributes to improving care across sectors, particularly in the transition from acute care to community care. Despite challenges related to sensitive end-of-life conversations, she partnered with Duke-NUS Medical School on the Smart Decision AidTool project. Leveraging her wealth of experience and working closely with NKF's social workers, she helped to craft a new narrative that led to increased participation from patients and caregivers in having more end-of-life conversations.

Recognising the importance of nursing development, Pauline advocates for nursing leadership, the integration of technology into nursing practice, improved nursing education, and shaping public perception of the profession. She strives to ensure that nursing remains a cornerstone of high quality healthcare in the community. Expressing her vision, Pauline said, "I envision my nurses as bold advocates who confidently express their opinions, rather than being mere assistants, and truly act for the holistic wellbeing of dialysis patients."