



**Dr Huang Fang 黄芳**  
**Assistant Director of Nursing, Advanced Practice Nurse**  
**Nursing Clinical Services**  
**KK Women's and Children's Hospital**  
**Age: 54**

A 24-year nursing veteran, Huang Fang began her career at KK Women's and Children's Hospital (KKH), and has always been in gynae-oncology practice. She has been an Advanced Practice Nurse (APN) since 2009, and has held leadership roles to mentor, develop and train eight more ward-based APNs in women's service at KKH.

Her love for mentoring and learning has led her to a Doctorate in Nursing Practice in 2015. When off-duty, she remains connected with her patients and their families, earning her the SingHealth GCEO Outstanding Award in 2016 and Singapore Health Quality Service Silver Award 2017.

From clinics to wards and therapy services, her mantra for proactive and holistic care has helped to improve patient outcomes, as well as inspired nurses to pursue an oncology specialisation.

Two of her most recent key achievements are the APN-led Preoperative and Education (APAE) clinic and Rapid Response Team (RRT), both involving medical and nursing teams. The APAE clinic proactively meets patients' needs for pre-operative readiness with their families, and has resulted in reduced length of hospital stays, fewer complications, and improved patient experience. In January 2021, the RRT was implemented to recognise and address the needs of frontline nurses and build up their confidence to identify changes in patient conditions. The added APN-led physical rounds are on proactive look out for early signs in sick patients to escalate care with timely interventions.

Active in workgroups at KKH, cluster and national level, Huang Fang is also prolific in research and publication interests which she often shares at conferences. A certified Traditional Chinese Medicine (TCM) Physician, she shares her TCM knowledge with industry peers and has volunteered over 300 evenings at the Singapore Chung Hwa Medical Institution.

A beneficiary of advanced education in nursing, she strongly believes that nurses can advance their healthcare careers through continuous learning and empowerment. An effective and open communicator, she has earned immense respect from her peers, medical colleagues and patients.



**Ms Margaret Lee Kwee Hiang 李桂香**  
**Chief Nurse**  
**Alexandra Hospital**  
**Age: 45**

Beginning as a Staff Nurse in 1996, Margaret rose through the ranks to be an outstanding change agent in healthcare leadership today.

As the Chief Nurse of Alexandra Hospital (AH), Margaret has transformed nursing practice at AH. AH nurses now lead the care of a large subset of patients in all wards instead of doctors. AH Nursing also pioneered acuity-based staffing for inpatient nursing; training and equipping its nurses to care for patients over an entire spectrum of severity of illness – from those who are acutely ill to those who are recuperating – across care settings. Margaret has also guided the development of hospital-based nurses practising in the community to enable the safe transition of patients requiring complex care to home. These efforts provide meaningful and appealing roles for AH nurses, allowing them to be patient-centered and manpower-efficient.

The nurturing and vibrant practice environment she created empowers AH nurses in decision-making, learning and experimenting for professional growth. Nurses have direct access to leaders at AH through direct engagement, coaching and mentoring. AH Nursing's statistically significant engagement score is testament to Margaret's ability to motivate and galvanise staff and run alongside with them.

During the COVID-19 pandemic, Margaret witnessed how strict visitor restrictions can affect the care experience and well-being of patients. She is currently advising a multi-disciplinary team to shift paradigms and recommend policy changes to embrace caregivers as integral members of the care team to improve care experience, patient outcomes and enhance the quality of care transition.

Beyond AH, Margaret drives cluster efforts in promoting resilience and well-being and is the nursing representative for NUHS at the MOH Staff Wellbeing Committee. She also co-chairs the NUHS Patient Advocacy Steering Committee, to strategise and lead collaborative plans to support NUHS' thrust of providing incredible care for patients and their families.

Margaret has published four papers in internationally recognised journals such as the International Journal of Evidence-Based Healthcare. Recently, she spearheaded the publication of 'Missy Reflections', a collection of reflections contributed by all levels of AH nurses to share vignettes of nursing practice with the wider community. Margaret aspires for nurses to cherish the privilege of being a nurse, to be inwardly-aware and outwardly-focused. She hopes to see nurses develop as a resilient, unifying global community, true to their calling, and withstanding time.



**Ms Katherine Leong Shiao Pheng 梁小萍**  
**Assistant Director of Nursing, Nursing Administration**  
**Advanced Practice Nurse, Khoo Teck Puat – National**  
**University Children’s Medical Institute**  
**National University Hospital**  
**Age: 50**

Katherine is Singapore’s first paediatric- Advanced Practice Nurse (APN) working in oncology. Though it is an uncharted territory with no roadmap, when VIVA Foundation wanted to train dedicated paediatric nurses to better treat children with cancer, Katherine jumped onboard without hesitation. Her trademark “can-do, hands-up” attitude is what makes her a phenomenal leader with great compassion and exemplary competence.

She contributed in expanding the role of Paediatric APNs – a collaborative effort amongst MOH’s Chief Nursing Officer’s Office, KK Women’s and Children’s Hospital (KKH) and National University Hospital (NUH) – where paediatric APNs now assume equal roles and responsibilities as their counterparts in adult nursing, instead of the initial proposed scope of practice which was limited to less urgent cases at children emergency departments. Her passion in paediatric oncology is also seen in the education front, where she co-trained more than 100 nurses. She had also co-authored a comprehensive patient family education booklet for the children undergoing chemotherapy, which has become a playbook to parents in the everyday care for their child. By empowering parents with such knowledge and skills, the initiative has effectively shifted childhood cancer care to outpatient care and helped free up the inpatient wards for more urgent care. She also developed structured job rotations in paediatric wards in 2017 and till date, 50% of her staff have been cross-trained within various paediatric specialties.

In the battle against the COVID-19 pandemic, Katherine stepped up and served as the nursing lead in the core team of NUH staff volunteers deployed to set up the Tuas South Community Care Facility (CCF) in April 2020. The facility was designed to house migrant workers who tested positive for COVID-19. Working 24/7 from April to July 2020, Katherine and her peers taught the migrant workers to monitor their vital signs, achieving 100% compliance through telemedicine, thus enabling the team to detect early signs of worsening illness. Inspired by her leadership, more than half of the locum nurses decided to join NUH full-time. They said that they looked forward to work every day despite the challenging work. This is a testament to the collective and nurturing leadership that Katherine consistently displays.

Katherine has contributed positively to paediatric nursing through publications, journals, oral presentations, and translation of evidence into practice. For example, the General Risk Assessment for Paediatric in Patient Falls (GRAF-PIF) tool was implemented in all paediatric wards since 2017 and has resulted in decreased fall rates. In recognition of her achievements, she was one of eight women in Singapore who received the Her World Women of the Year award in 2020, a collective award honoring women in healthcare and medical research.



**Ms Lim Poh Ying Christina 林宝燕**  
**Chief Nurse**  
**Sengkang General Hospital**  
**Age: 51**

Christina has shown her mettle for leadership as Chief Nurse and is a key driver in Sengkang General Hospital's (SKH) journey towards "one care plan, one patient experience". She has been a major contributor to the establishment of SKH, and her adaptability and leadership were also evident in managing the Covid-19 situation despite being a new hospital.

She readily supports her nurses in times of need or crisis. During the start of the COVID-19 pandemic in 2020 as well as the ongoing vaccination programme, she has worked shoulder-to-shoulder with her team in the wards and vaccination areas. She has gone beyond the regular duties of a nursing leader to oversee the layout and design of the new hospital. Her contribution to the meticulous planning of the SKH facility was greatly felt when COVID-19 hit, and SKH was able to scale up operations with relatively few modifications. Her ability to work on the ground with a very diverse workforce and to rally her team has resulted in a confident and resilient nursing workforce at SKH. She worked with the Nursing Education team to ensure that clinical instructors and nurse educators remain in clinical practice and keep their clinical skills current and up to date, which proved to be a practical decision, especially during COVID-19 deployment.

Under her leadership, the nursing team contributed to the planning of the Real-Time Location System (RTLS) and the Integrated Bed Management System (IBMS). SKH is the first hospital to implement RTLS for three groups i.e. for staff, patients and equipment. The system can track the location of patients as they move through the hospital journey, track key equipment as well as trace proximity and exposure of staff relative to an infectious COVID-19 patient. This initiative has reduced the workload in contact tracing and enabled better allocation of resources in locating patients and equipment.

Christina is a strong proponent of quality improvement and strives to raise the bar in patient care. Since 1996, she has cultivated a spirit of continuous improvement and encourages ideas and suggestions to improve patient care and clinical outcome. As SKH is a relatively young organisation, she combed through almost every workflow and process to ensure that it is sensible, safe, and cost- and time- effective.

As nursing plays an integral part in the changing healthcare landscape, Christina aspires for nurses in both acute care and community settings to explore redesigning their care to improve outcomes, drive value and enhance the patient's individual experience.



**Ms Lim Voon Hooi 林文慧**  
**Chief Nurse**  
**National Healthcare Group Polyclinics**  
**Age: 48**

Voon Hooi's nursing journey in National Healthcare Group Polyclinics (NHGP) began 14 years ago as a Senior Staff Nurse. She has steadily risen through the ranks over the years, and assumed the role of Chief Nurse on 1 June 2021.

With her excellent clinical knowledge and operational experience, Voon Hooi was part of the team that helmed the recent rollout and implementation of the Next Generation Electronic Medical Records (NGEMR). She ensured a smooth transition for NHGP by developing mitigation plans to deal with inherent risks during the switch. Voon Hooi also plays a key role in the planning and development of nursing services for new polyclinics. She was a central member of the team during the re-development of Ang Mo Kio and Yishun Polyclinics, and remains actively involved for the upcoming Kallang Polyclinic (2021) and Sembawang Polyclinic (2022).

The COVID-19 pandemic further displayed Voon Hooi's ability as a strong communicator to galvanise her nursing team. During the set-up of medical posts at the migrant worker dormitories, she not only managed the nursing support team, but also undertook the massive task of designing clinical processes, as well as planning of logistics deployment. She also supported and supervised the teams involved in mass swabbing efforts, and took part in swab operations.

As NHGP moved towards the use of technology to reduce risk of infection transmission, Voon Hooi led the development of Tele-Direct Observed Therapy (DOT) services. Through close collaboration with Tan Tock Seng Hospital's Tuberculosis Control Unit, she established the clinic workflows and guidelines for the daily observed treatment of patients with tuberculosis, which are now used in all NHG Polyclinics. NHGP's suite of tele-health services, which includes Tele-DOT, was awarded the Best Practice Medal under the Care Redesign category, for the National Healthcare Innovation and Productivity (HIP) Medals 2021.

As a firm believer in innovation and quality improvement, Voon Hooi is also a member of the Singapore Healthcare Improvement Network (SHINe), which aims to bring about big scale improvement and transformative changes in healthcare. With healthcare technology bringing rapid changes to healthcare practices, she is a strong advocate for development and upskilling in the specialty area of nursing informatics as she believes it will greatly contribute to enhancing the nursing profession.



**Dr Shefaly Shorey**  
**Assistant Professor**  
**Alice Lee Centre for Nursing Studies (NUS Nursing),**  
**Yong Loo Lin School of Medicine,**  
**National University of Singapore**  
**Age: 42**

As an assistant professor at National University of Singapore (NUS), Shefaly puts on different hats at work – champion of perinatal health for women and children in Singapore; parenting and nursing education researcher; an educator; and a COVID-19 fighter. Recognising the value of technology in transforming health education even before telehealth became widespread, Shefaly pioneered a mobile-health app, “Home but Not Alone”, to help new parents. She has since led multi-disciplinary teams to develop many technology-based educational programmes to support local parents. One of the pioneer nurse academics globally to examine paternal depression, Shefaly works with Asian and European collaborators to evaluate educational programmes developed for new parents. She is the only nursing academic who has received more than S\$2 million in competitive research grants to support parenting research in Singapore.

Shefaly is recognised nationally as a parenting expert. She sits on the Ministry of Social and Family Development’s (MSF) Advisory Panel where she collaborates with the Ministry in the development of educational programmes and resources for parents. For her volunteer work in supporting new parents during the pandemic, she was conferred the “Friend of MSF” award. Her research is published in over 100 top-tiered peer reviewed international journals. In recognition of her research, she was awarded the Outstanding Woman in Medical Science award, the Hitachi Research Fellowship, the ASEAN-U.S. Science Prize for Women (Honorable Mention) and the Emerging Nurse Scholar award.

Other than her role as a researcher, Shefaly’s impact as a well-rounded and well-regarded educator, role model, mentor and advisor is reflected in the achievements of her students and junior faculty. She is committed to advancing nursing education using evidence-based pedagogies and for her efforts, has won various teaching awards including the NUS Annual Teaching Excellence Award, one of the highest accolades for academic teaching at NUS. During the ongoing COVID-19 pandemic, Shefaly rose to the occasion to support pandemic response. She rolled out a “Train-the-Trainer” programme for registered nurses at the helm of the nation’s vaccination drive to equip them with competencies in vaccine administration – in just two weeks. Despite her achievements, Shefaly remains grounded and finds time to be active in community outreach and inspire many who have interacted with her, to serve the community with gusto and purpose.



**Mr Christopher Soh Kok Keng 苏国庆**  
**Assistant Director of Nursing**  
**Emergency Medicine Department**  
**Emergency Department**  
**Tan Tock Seng Hospital**  
**Age: 44**

Christopher has built his career over 20 years at Tan Tock Seng Hospital (TTSH) Emergency Department (ED). As an Assistant Director of Nursing, he has defined what excellent nursing is about in both daily operations and in crisis response. His critical contributions are evident in the areas of emergency preparedness and infectious diseases outbreak management such as SARS, Ebola, Zika, H1N1, H7N9, MERS-CoV and COVID-19.

With a motto that patients deserve the best care, Christopher has put in meticulous preparation to build up a robust team to swiftly manage civil emergency and large-scale disease outbreak.

With four years of careful planning since 2016, the National Centre for Infectious Diseases (NCID) Screening Centre was prepped to operate within 72 hours upon activation. When plans and mettle were put to the test in 2020, the smooth operations reflect a collaborative culture born from detailed workflow rehearsals. Some of these include developing clinical setup, planning patient and staff routes, procuring medical equipment such as the Real-Time Locating System (RTLS) and coordination for smooth operations in the screening centre.

Amidst the uncertainty during the COVID-19 pandemic, Christopher led staff across all family groups of clinicians, support, ancillary and administrative staff, to think on their feet, tweaking workflows to accommodate the sudden and intense surge and set up tentages. His ability to stay calm and lead others to achieve commendable outcomes within a short period has gained the respect of all who work with him. It is thanks to Christopher's tenacity in peace time that has ensured that his team of nurses are ever-ready and clear on protocols.

Outside of disaster management, Christopher has also mentored generations of ED nurses and inspired them to excel. He has developed 20 nurses to leadership positions during his tenure. He also provides strategic direction to support innovation across the hospital, leveraging both internal (e.g., Nursing Innovation Bunch) and external (e.g., the Centre for Healthcare Innovation's (CHI) Centre For Asian Nursing Studies) resources to collaborate with industry thinktanks to develop and publicise novel innovation projects.

In the future, he hopes that the nursing community can leverage on synergies and one another's strength to be an integrative workforce at all levels: organisational, local, regional and international, to enhance nursing as a choice profession.