National University Hospital

40 YEARS OF ALLIED HEALTH & PHARMACY IN NATIONAL UNIVERSITY HOSPITAL



Years Of

ALLIED HEALTH & PHARMACY

NATIONAL UNIVERSITY HOSPITAL



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Foreword

Dear Allied Health & Pharmacy colleagues,

Our Allied Health & Pharmacy (AH&P) family reflects a community that works as one team, aligned by purpose and disciplined in execution. That unity matters. AH&P professionals are no longer support functions at the margins of care. They are becoming central to how healthcare is delivered, sustained, and improved.

AH&P has fundamentally reshaped the approach to patient care at National University Hospital (NUH), introducing new standards of excellence and innovation. As the second-largest workforce, they signify more than expansion; they exemplify a complete reimagining of what healthcare can be.

As NUH celebrated its 40th anniversary in 2025, it also saw AH&P charting new ground: implementation of the competency-based framework, new professional groups, and for the first time in NUH's history, AH&P professionals received National University Health System (NUHS)'s highest honours, the Emeritus Fellows and Master Clinicians recognition that reflects AH&P professionals' true standing as clinical leaders.

Innovation drives evolution. From Laboratory Medicine's specimen delivery robots to Pharmacy's MedBot; from Rehabilitation and Dietetics' digital-first consultations to countless other advances; our AH&P professionals are pioneering the future of care.

The next leap is not only clinical or technological, but conceptual. AH&P professionals do not just treat patients; they teach patients and caregivers how to care well beyond the hospital. This is the model for the future — integrated, team-based, and anchored in shared responsibility for outcomes. Healthcare is shifting from treating episodes to managing lives. Patients do not just need treatment – they need teachers, advocates, and partners who extend care far beyond the hospital's walls. This is where AH&P excels, and where our future lies.

We work as one team because care demands nothing less. Across every discipline and role, you have proven that unity of purpose creates extraordinary outcomes.

Healthcare will continue to evolve and we will lead that evolution. The future is ours to shape.

Prof Aymeric Lim
Chief Executive Officer



> **AH&P professionals do not just treat patients; they teach patients and caregivers how to care well beyond the hospital. This is the model for the future — integrated, team-based, and anchored in shared responsibility for outcomes.**

Foreword

As NUH celebrates its 40th anniversary, I am deeply privileged to reflect on the remarkable evolution of our AH&P team.

What began as six modest Clinical Support Services departments has flourished into a comprehensive job family of 40 professional and 18 support groups, representing one of the most significant transformations and growth in our hospital's history.



But numbers only tell a part of our story. The real story is that our AH&P team is redefining what healthcare could be by shaping the future of healthcare delivery across Singapore and beyond. Every achievement in our commemorative compendium bears witness to our AH&P team's unwavering commitment and innovative spirit.

> **Our 'true north' remains the same - the fundamental reasons that brought each of us into healthcare: patient safety and wellbeing, and professional excellence.**

The next decade will reshape healthcare more dramatically, and our AH&P team is uniquely positioned to lead healthcare transformation through five key strategic thrusts to stay SHARP:

- **S**treamlining processes will improve efficiency whilst maintaining high standards of care.
- **H**arnessing artificial intelligence and technology, we can enhance diagnostic accuracy and improve treatment outcomes.
- **A**dvancing a sustainable and engaged workforce to ensure continuity of care excellence for generations to come.
- **R**eimagining care delivery models enables us to meet evolving patient needs more effectively.
- **P**ioneering AH&P-led services positions AH&P professionals at the forefront of healthcare delivery.

Our 'true north' remains the same - the fundamental reasons that brought each of us into healthcare: patient safety and wellbeing, and professional excellence. This is our shared purpose as we work collaboratively with our other clinical and non-clinical colleagues in delivering incredible care to our patients.

The next chapter of NUH's story will be written by each one of us as we press on with our continued dedication, innovation, and commitment to excellence. Together, the AH&P team shall build upon this remarkable legacy and chart new frontiers in Allied Health & Pharmacy services.

Adj A/Prof Michael Ong
Chief, Allied Health & Pharmacy

Foreword

In 1996 when I first took on the role of Director of Clinical Support Services (CSS), NUH's AH&P team was small but determined. CSS began with six departments – Pharmacy, Radiology, Laboratory Medicine, Rehabilitation, Medical Social Work, and Dietetics – and later expanded to include Pathology as the seventh. The establishment of CSS marked our first attempt at grouping the AH&P professions under one structure, providing operational and professional oversight while respecting the unique identity of each discipline.

Those early years were about building strong foundations: standardising practices, improving operational efficiency, and creating a platform for collaboration. We saw steady growth in AH&P services, with new professions such as Speech Therapy and Podiatry joining Rehabilitation, and an increasing emphasis on multidisciplinary care. These changes reflected the evolving complexity of healthcare and the need for integrated, patient-centred solutions.

In 2021, I was appointed as NUH's first Chief, Allied Health & Pharmacy. The scope and responsibility expanded significantly – from seven departments to 40 professional and 18 support groups, comprising over 1,900 staff.

The challenge was immense, but the vision was clear: to reorganise and consolidate AH&P under one umbrella, strengthen professional identity, and create pathways for growth. We introduced competency-based frameworks for career progression and ensured that advancement was anchored in merit and mastery. Education and training support were enhanced, and platforms for engagement – such as the annual AH&P Townhall – were established to foster dialogue, collaboration, and shared purpose.

Working as one unified team, the AH&P team embraced innovation boldly. We pioneered automation in laboratories and pharmacies, implemented closed-loop systems for medication safety, and adopted digital tools for patient engagement and rehabilitation. Apps like NUH myMeds and tele-rehabilitation platforms extended care beyond hospital walls, while AI and robotics streamlined processes and improved efficiency. These advancements were complemented by excellence in research, education, and leadership development – hallmarks of a profession committed to lifelong learning and continuous improvement.

“To me the word Impossible is “I m possible”. With time, dedication, and teamwork, we can overcome any challenge and find solutions that seem out of reach.”

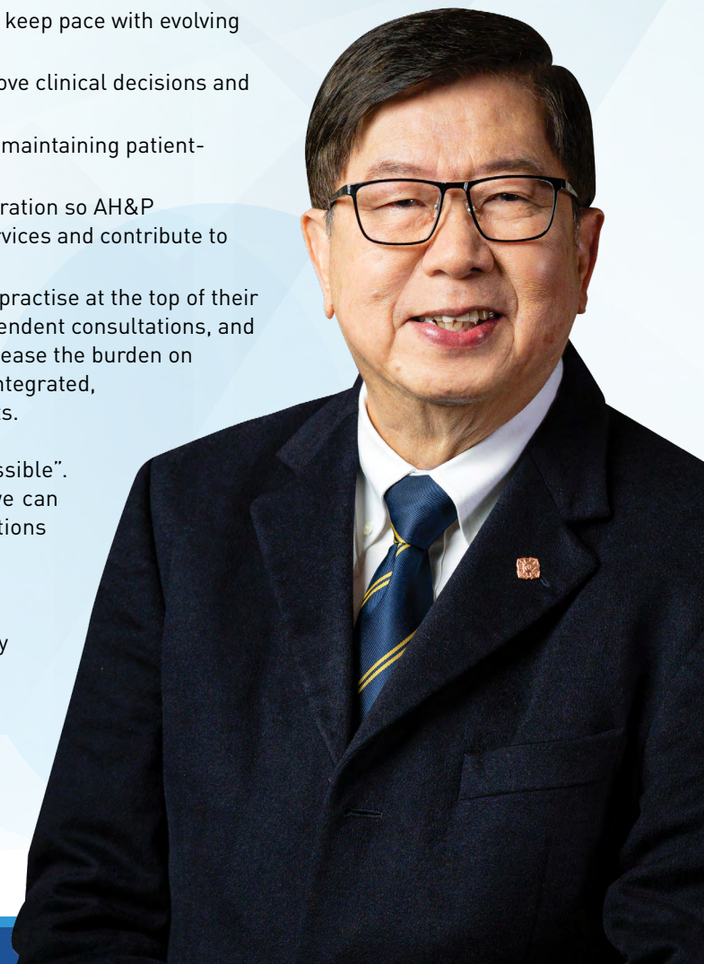
Looking back, the role has been both challenging and deeply rewarding. It gave me the privilege to interact with diverse professional groups and truly appreciate the unique contributions each makes to patient wellbeing. This experience reinforced my belief that when we work together across disciplines, we deliver care that is not only comprehensive but transformative for those we serve.

As AH&P moves forward, key priorities remain:

- Continuous learning and upskilling to keep pace with evolving care models.
- Leveraging technology and AI to improve clinical decisions and operational efficiency.
- Fostering agility and innovation while maintaining patient-centred care.
- Strengthening leadership and collaboration so AH&P professionals can confidently lead services and contribute to multidisciplinary teams.
- AH&P professionals will increasingly practise at the top of their licences through prescriptions, independent consultations, and clinical recommendations, helping to ease the burden on doctors and nurses while delivering integrated, team-based care that benefits patients.

To me the word Impossible is “I m possible”. With time, dedication, and teamwork, we can overcome any challenge and find solutions that seem out of reach.

Dr Tyrone Goh
Inaugural Chief, Allied Health & Pharmacy



Introduction to Allied Health & Pharmacy

NUH AH&P professionals are qualified practitioners and integral members of the holistic care team. With specialised expertise to better health, we practise at the forefront of our professions to enhance quality of life.

Our team consists of 40 professional disciplines and 18 support groups, working closely with doctors, nurses, and other colleagues within a multidisciplinary healthcare environment. Despite being diverse in calling, we remain united in our purpose to deliver Incredible Care to our patients. AH&P professionals contribute across the continuum of care through diagnosis, assessment, treatment, rehabilitation, and disease prevention. Our work enhances and maintains patients' physical, sensory, psychological, cognitive, and social functioning, supporting overall wellbeing. Other than contributing to the holistic care team with excellence, innovation, and passion, we aim to lead and transform care where clinically appropriate.

Beyond clinical practice, we actively contribute to research, education, leadership, and health promotion initiatives such as providing workshops and talks for our patients, and in the community. Many of us are also involved in the mentorship and professional development of the next generation of AH&P professionals at national and international levels.

We aspire to be world-class AH&P professionals who champion innovation, empower one another, and deliver comprehensive, sustainable healthcare services that advance patient outcomes and transform care.



Professional Disciplines

1. Acupuncturist
2. Art Therapist
3. Audiologist
4. Child Life Therapist
5. Clinical Counsellor
6. Clinical Exercise Physiologist
7. Dietitian
8. Embryologist
9. Genetic Counsellor
10. Medical Social Worker
11. Medical Laboratory Technologist / Scientist
12. Medical Technologist
13. Music Therapist
14. Nuclear Medicine Technologist
15. Occupational Therapist
16. Optometrist
17. Oral Health Therapist
18. Orthoptist
19. Perfusionist
20. Pharmacist
21. Physiotherapist
22. Play Therapist
23. Podiatrist
24. Prosthetist / Orthotist
25. Psychologist
26. Radiation Physicist
27. Radiation Therapist
28. Radiographer
29. Respiratory Therapist
30. Scientific Officer
31. Sonographer
32. Speech Therapist
33. Care Coordinator
34. Case Management Officer
35. Clinical Research Coordinator
36. Epidemiologist
37. Pathology Associate
38. Research Assistant
39. Research Scientist
40. Transplant Coordinator

Allied Health Support

1. Assistant Care Coordinator
2. Assistant Clinical Research Coordinator
3. Audiologist Technician
4. Dietetic Assistant / Technician
5. Medical Laboratory Assistant
6. Associate Medical Laboratory Technologist
7. Therapy Assistant / Associate / Coordinator
8. Ophthalmic Technician
9. Orthoptist Technician
10. Operating Theatre Technician
11. Pharmacy Technician
12. Pharmacy Assistant
13. Phlebotomist / Phlebotomy Assistant
14. Plaster Technician
15. Prosthetist / Orthotist Technician
16. Radiography Assistant / Technician
17. Respiratory Therapy Assistant
18. Social Work Assistant / Coordinator

Our Milestones

1985 - 1998

40



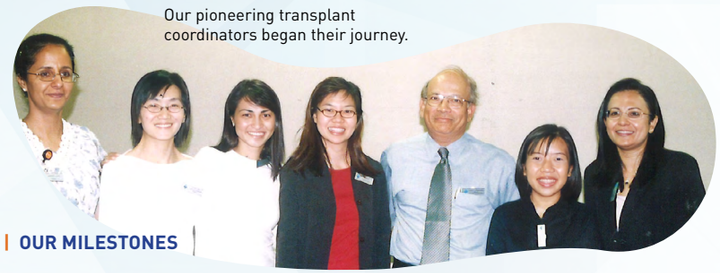
1985

NUH opened in June. The pioneering AH&P professions consisted of physiotherapists, pharmacists, radiographers, sonographers, dietitians, medical social workers, occupational therapists, lab technologists, and embryologists.



1986

Our pioneering transplant coordinators began their journey.



1987

The first NUH patient was fitted with finger prosthesis by our first prosthetist, Mr Michael Leow.



1990

The first adult liver transplant recipient in Singapore, pictured with Manjit Kaur, our first transplant coordinator.



1991

The first Magnetic Resonance Imaging (MRI) Centre in NUH was opened.

1994

The Department of Laboratory Medicine was the first centre in Asia-Pacific to receive accreditation from the College of American Pathologists.

1996

Kent Ridge Wing was opened in September.

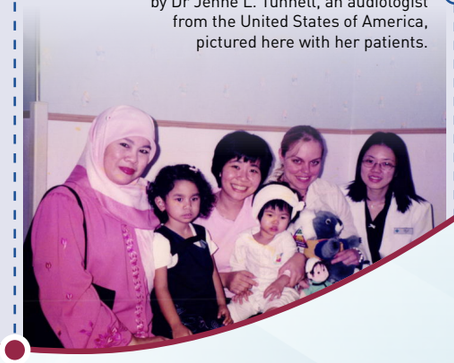
The Podiatry section was added to the Department of Rehabilitation.

1998

The first acupuncture outpatient clinic was launched by Prof Lee Tat Leang in May.



The audiology unit was set up in NUH by Dr Jenne L. Tunnell, an audiologist from the United States of America, pictured here with her patients.





Our Milestones

1999 - 2009



1999

The Research Office was established, consisting of clinical research coordinators, clinical research assistants, and case management officers.



The Department of Radiation Oncology began with radiation therapists using the first linear accelerators for radiation therapy.



The Department of Medical Social Work (MSW) was launched. It was the first in Singapore to achieve an in-house integrated MSW IT system - Case Management & Medifund Approval System (CMMAS).



2000

The Department of Pathology was the first centre in Singapore to receive accreditation from the College of American Pathologists.

2002

The Child Development Unit (CDU) was opened, bringing developmental physiotherapy, occupational therapy, speech therapy, and psychology services closer to the community.



The Department of Pathology held the first cytopathology workshop in Singapore.





2003

The epidemiology service was launched post-SARS.

2005

The Department of MSW established a cross-level peer support system, the first of its kind in a Singapore hospital setting.



2008

The Department of Dietetics was the first in Singapore to develop and validate the 3-Minute Nutrition Screening tool (3-MinNS) for local patients.

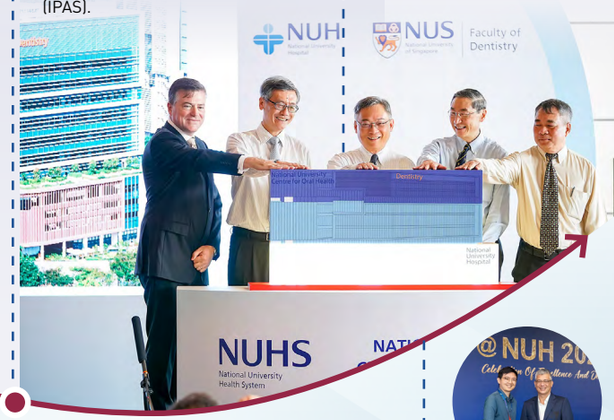




2009

The Department of Pharmacy became the first in Asia-Pacific to implement a Closed-Loop Medication Management System (CLMMS) with Inpatient Pharmacy Automation System (IPAS).

NUH welcomed her first oral health therapist, art therapist, and child life and play therapists.





The inaugural MOH-NUH sponsored AH&P PhDs were awarded.

Our Milestones

2010 - 2020

2010

The Centre for Reproductive Education and Specialist Training (CREST), the first of its kind in Asia-Pacific, was officially opened.





2012

The art therapists conducted their first showcase at the Goodman Arts Centre, called Project Dreamcatchers, an art therapist-led adolescent chronic illness peer support programme.



2013

The NUH Medical Centre opened in July 2013, housing various AH&P departments to provide integrated care.





The Department of Pharmacy commenced their Residency Programme, allowing residents to go through clinical rotations to cover different specialities and learn essential principles of clinical pharmacy.





2014

The Department of Pharmacy launched the first Outpatient Pharmacy Automation System (OPAS).



2016

Dietitian Dr Lim Su Lin was the first AH&P to be awarded the National Medical Research Council (NMRC) grant of >$1m.



2020

The Department of Laboratory Medicine's microbiologists and researchers discovered a new species of bacteria – *Staphylococcus singaporensis*.



2018

The Department of Optometry launched optometrist-led community eye clinics at Choa Chu Kang and Pioneer polyclinics.

Our Milestones

2021 - 2025

2021

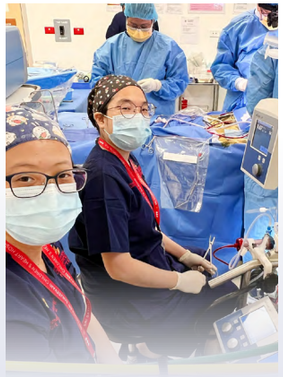
The Office of Allied Health & Pharmacy was launched by Dr Tyrone Goh, the first Chief, Allied Health & Pharmacy in Singapore.



2022

Occupational therapist A/Prof Wong Su Ren was the first AH&P to be awarded the NMRC Clinical Scientists - New Investigator Grant.





The perfusionists were part of a multidisciplinary team which conducted three medical missions in Fiji, resulting in the signing of a memorandum of understanding for ongoing charitable surgeries.

2024

A radiographer-led team was awarded the National Healthcare Innovation and Productivity Best Practice Medal for Automation, IT & Robotics Innovation.





Adj A/Prof Michael Ong became the inaugural NUHS Group Director of Allied Health & Pharmacy.





2025

The Department of Pathology launched the first intra-cluster telepathology for remote frozen section reporting in public healthcare.







The Department of Dietetics' multi-year community nutrition project was awarded the President's Challenge 2025 grant.



Establishment of NUHS-NHG Joint Compounding Hub at NUH.

Speech therapists launched mobile endoscopic swallow evaluation services.

Physiotherapists and Respiratory Therapists jointly implemented rehabilitation during and post-ECMO in cardiothoracic intensive care unit (ICU).

Professions

Acupuncturist

Written By
Ms Qiao Tianru
Principal Acupuncturist
Department of Anaesthesia

Established in 1997, the Acupuncture Clinic at NUH was the first of its kind to be nestled within a restructured hospital in Singapore – truly a milestone in the nation's integration of Chinese and Western medicines and practices within the national healthcare system.

Our team comprises a mix of Traditional Chinese Medicine (TCM) physicians and Western-trained, acupuncture-accredited physicians. We aim to provide holistic, patient-centred care. We see patients with a wide variety of clinical conditions in our clinic, ranging from gastrointestinal (GI) to gynaecological disorders, post-stroke rehabilitation, and pain conditions of various aetiologies (e.g. musculoskeletal and neurological issues). We carry out TCM consultations as well as treatment options, such as acupuncture, electroacupuncture, ear acupuncture, cupping, and acupoint electrostimulation.

Beyond patient care, our clinic advances education, research, and collaboration with other medical disciplines, proudly contributing to evidence-based integrative medicine within the hospital.



The Acupuncture Clinic provides integrative services grounded in both Chinese and Western medicines, combining traditional and modern approaches, such as body acupuncture, electroacupuncture, auricular acupuncture, and cupping therapy. We also conduct scientific research with the aim of validating acupuncture's effectiveness and safety.



The founding 'A Team' of the Acupuncture Clinic: with its own clinical area, nurses, and patient service associate (PSA) since 2000.

> **"Our team comprises a mix of Traditional Chinese Medicine (TCM) physicians and Western-trained, acupuncture-accredited physicians. We aim to provide holistic, patient-centred care."**



The Acupuncture Team in 2025.

Looking ahead, the Acupuncture Clinic aspires to further advance the role of integrative medicine within NUH. We aim to strengthen clinical and research collaborations both within and beyond the hospital, fostering innovation and evidence-based practice. Through compassionate care, research, and education, we seek to build the evidence base for acupuncture in modern healthcare while nurturing a new generation of healthcare professionals who can confidently bridge TCM and Western medicine to deliver holistic patient care.



In 2004, the core acupuncture team was led by Prof Lee Tat Leong and Dr Xu Peichang.

Professions

Art, Child Life, Play & Music Therapist

Written By
Ms Ng Siau Hwei
Senior Principal Psychologist and Head, Psychology (Paediatrics)
Paediatric Psychological Services
Khoo Teck Puat – National University Children's Medical Institute

Art Therapy

Established in 2010, art therapy at the Khoo Teck Puat – National University Children's Medical Institute (KTP-NUCMI) supports patients and families through the creative process of artmaking and psychotherapy.

As part of the Paediatric Psychological Services team, our art therapists work with children and youths living with medical, developmental, and emotional challenges, using visual expression to support regulation, make meaning, and foster resilience.

Our multidisciplinary collaborations extend across medical, nursing, and allied health disciplines, integrating creative arts in psychosocial care, patient engagement, and staff wellness.



Art therapy in paediatric palliative care, helping children and families express meaning, love, and legacy through art.

Child Life Therapy

Child life therapists provide psychosocial support to children and their families, addressing medical fears and anxiety through play and creative activities. They focus on the socio-emotional developmental needs of children and the impact of illness, injury, or hospitalisation on them and on their families.



Transplant preparation booklets for patients and their caregivers, covering preparation for transplant surgery, post-transplant treatments, and transitioning from pre-transplant to post-transplant lifestyle.

On a bigger scale, our child life therapists are gradually getting recognised among the paediatric community in Singapore. Medical teams and caregivers are gaining understanding about the importance of medical preparation and readiness for any procedure.

Our child life therapists have also been invited to conferences, facilitate nursing education modules, and are part of multidisciplinary meetings to support patients and their caregivers' understanding of diagnoses, procedures, and treatments.





Project Dreamcatchers 2024 Exhibition – co-created with youths living with chronic illness, celebrating resilience and creative transformation.



Hospital tour for patients' siblings, where they were introduced to various medical procedures, nursing care, and allied health support.

Play Therapy

Play therapy is a specialised form of psychotherapy that uses play as the primary medium for children, typically aged 3 - 10, to express and process their emotions, experiences, and traumas. Play therapists create a safe, non-judgmental environment where children can explore their feelings through various activities, such as drawing, clay modelling, sand trays, puppetry, movement, and music.

Key aspects of play therapy include:

1. Child-led sessions with therapist interpretation and support
2. Use of symbolic play for emotional healing
3. Close collaboration with parents and caregivers
4. To improve children's emotional resilience and overall wellbeing

A significant milestone for play therapy in Singapore is the growing recognition as a developmentally appropriate mental health intervention. This field has gained attention, and was featured in The Straits Times (2024) article on mental health professionals in Singapore.



A feature article in The Straits Times (2024) on mental health professionals in Singapore, which includes NUH play therapist, Dr Vinita Tahilramani.

With an emphasis on embodied understanding and expressivity, the Art, Child Life, and Play Therapy services seek to continuously bridge medical and emotional care by providing developmentally relevant, trauma-informed, support to vulnerable children and families in Singapore.

Music Therapy

Music therapists are trained professionals who use music purposefully to support people's health and wellbeing.

Using assessments and evidence-based techniques, music therapists tailor musical experiences to help individuals improve physical abilities, thinking skills, communication, or emotional wellbeing. Beyond clinical settings, music therapy can also support general wellness, helping people maintain balance and resilience in everyday life.

While NUH does not currently have an in-house music therapist, referrals to external music therapy services are made as and when clinically appropriate to support patients' care needs.

Professions

Audiologist

Written By
Ms Kek Tze Ling
Head, Audiology
Department of Otolaryngology - Head & Neck Surgery

A/Prof Jenny Loo Hooi Yin
Senior Principal Audiologist
Department of Otolaryngology - Head & Neck Surgery

Audiology is a specialised profession that transforms the lives of individuals with hearing loss. Audiologists are allied health professionals who evaluate, diagnose, and rehabilitate individuals with hearing or balance disorders across all age groups.

Audiology services here encompass basic and advanced hearing diagnostic assessments, central auditory processing disorder (CAPD) evaluation, vestibular assessment, middle ear implant programmes, and cochlear implant programmes.

Audiology services began at the NUH Ear, Nose, Throat (ENT) clinic in the late 1990s with two overseas-trained audiologists and two audio technicians providing basic hearing tests and hearing aid services. Over two decades, the team has grown substantially and expanded into various subspecialties. A significant milestone occurred when the National University of Singapore (NUS) launched Singapore's first and only local audiology programme in 2013, with the inaugural cohort graduating in 2015.

Beyond hospital-based services supporting ENT doctors, the team has extended into community care. This expansion began with mobile hearing clinic services under a Ministry of Health (MOH) Health Services Grant pilot project in 2015. The community audiology initiative has since evolved and is now accessible through polyclinics, bringing essential hearing healthcare closer to the community.



Invitation of overseas expert in CAPD, Dr Terri Bellis for expansion of the new CAPD test service in 2006.



Audiology team has expanded from just four staff to a big team over the past 20 years.



Annual General Meeting together with costume party was held on a yearly basis to review yearly achievements, and plans for future.



Annual ENT Audiology & Speech Therapy Team retreat and team bonding at Bird Paradise in 2025.





New initiatives from Community Audiology include the Mobile Audiology Clinic and the mobile van.

The Audiology team has established comprehensive hearing and balance services for adults, and now aspires to expand into paediatric vestibular services.

Through close collaboration with paediatricians, paediatric ENT specialists, physiotherapists, and occupational therapists, we aim to extend vestibular assessment to children, ensuring early detection and intervention that enable them to reach their full potential.

We also aspire to create a supportive platform for patients and family members through our 'Share and Connect' event series, fostering community and mutual support throughout the hearing intervention journey.

Our overarching aspiration is to build a respected, patient-centred practice that advocates for people with hearing loss and empowers them to take ownership of their hearing health. Together, we will contribute to building a more inclusive society in Singapore for all individuals with hearing loss.

> **"Audiology is a specialised profession that transforms the lives of individuals with hearing loss."**

Professions

Care Coordinator

Written By
Ms Sally Chin
Senior Care Coordinator
Inpatient Operations

Ms Yen Lim
Section Head, Outflow & Visitor Management
Inpatient Operations

The Community Hospital Referral Team (CHRT) was established in 2017 to bridge the gap between in-patient services and community hospitals, ensuring timely and appropriate step-down care for patients ready for the next level of care.

The team's proven expertise has led to an expanded role that now includes facilitation of transfer to the Transitional Care Facilities (TCF) and supporting the Discharge Before Noon (DBN) key performance indicator (KPI). Working proactively with clinical teams, CHRT coordinators lead discharge discussions with families and collaborate with primary teams throughout the process, optimising patient flow and care transitions.



We brought a touch of festive cheer to the office with a Chinese New Year celebration, adding a tinge of festive energy.



At full strength, the team has grown, infused with younger, spirited colleagues and experienced senior colleagues, creating a dynamic balance of the experienced and the vitalised.

We support the clinical teams through:

- **Comprehensive Patient Assessment:** Conduct thorough evaluations of patient suitability for intermediate, long-term care, ensuring each referral meets the clinical criteria and care requirements for community hospital or TCF placement.
- **Early Communication:** Communicate with patients and families to address placement concerns to ensure a smooth referral process.
- **Faster Discharges:** Help coordinate and speed up the discharge process for patients who are medically ready to leave the acute hospital, and free up beds for other patients who need urgent care.



Our team bonding trip to Haw Par Villa was full of fun and brave adventures in the simulated netherworld.

The team continues to innovate. We support new workflows, adopt digital tools to improve work efficiency, and participate in quality initiatives that refine placement processes.



Reflecting on the fulfilling year and team's dedication and hard work at our Christmas lunch.

> **Working proactively with clinical teams, CHRT coordinators lead discharge discussions with families and collaborate with primary teams throughout the process, optimising patient flow and care transitions.**

Professions

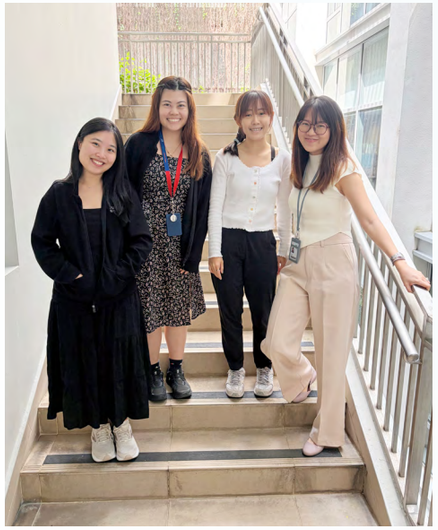
Clinical Counsellor

Written By
Ms Levia Lim
Clinical Counsellor
Department of Psychological Medicine

Clinical counsellors are the new kids on the block, with our profession gaining recognition in addressing growing mental health needs in hospitals and across the nation. Through our experiences in the Department of Psychological Medicine (PsyMed) providing case management and supportive counselling, we identify gaps in delivering accessible mental health care to patients with milder concerns. With instrumental support from our PsyMed colleagues, the NUHS AH&P Council, and Group Human Resource, we piloted a counselling service which ultimately led to our professional establishment in 2025.

We combine our training in counselling, understanding of mental health conditions, and knowledge of the healthcare system to provide patients with guidance and support as they navigate life's challenges.

Our role bridges the gap between intensive psychiatric care and community support, ensuring patients receive appropriate mental health care in the hospital. Together with our multidisciplinary team of psychiatrists, psychologists, nurses, occupational therapists, medical social workers, and case management officers, we support our patients' recovery journey.



Where it all started - with the case management team.

We combine our training in counselling, understanding of mental health conditions, and knowledge of the healthcare system to provide patients with guidance and support as they navigate life's challenges.



Journeying with patients through counselling sessions.



With the family therapy team.

It is heartwarming to see our efforts come to fruition as we embark on this new chapter within the NUH AH&P family. As we continue to work alongside our colleagues to complement their expertise, we hope to expand access to counselling services for our patients while tailoring our approaches to the unique demands of the hospital environment.

A key focus involves growing in different competencies and specialisations to better serve our patients. There is a structured training framework for counsellors to guide our professional development and strengthen our professional identity. Thus, we are hopeful as we navigate the road ahead and nurture the next generation of clinical counsellors in the hospital.

Professions

Clinical Exercise Physiologist

Written By
Mr Teo Sau Yang
Clinical Exercise Physiologist, NUH Sports Centre
Department of Orthopaedic Surgery

Dr Mok Ying Ren
Consultant, NUH Sports Centre
Department of Orthopaedic Surgery

Mr Clement Choo
Clinical Exercise Physiologist, NUH Sports Centre
Department of Orthopaedic Surgery

Clinical Exercise Physiologists (CEPs) are allied health professionals specialising in assessing, prescribing, and implementing tailored exercise programmes for individuals with chronic diseases, injuries, or functional limitations. CEPs combine prescribed exercise with health education, behavioural coaching, and lifestyle counselling to foster sustainable health improvements from childhood to adulthood. They bridge the gap between hospital-based clinical care and long-term community physical activity through strategic partnerships.

In the Sports Surgery pathway, CEPs progress patients from post-operative physiotherapy to higher levels of strength and function following procedures like anterior cruciate ligament (ACL) reconstructions and total joint replacements. They utilise specialised equipment, including



We work closely with surgeons and physicians.



AlterG with the Head of Department.

Biodex isokinetic testing, Dyneelax knee laxity assessments, and AlterG anti-gravity treadmills, alongside objective testing to clear patients for safe return-to-sport or return-to-function.

Through the Sports Medicine pathway, CEPs focus on the conservative, exercise-based management of musculoskeletal and sports-related injuries. This non-surgical approach combines load management and conditioning for active populations with advanced diagnostics, such as video gait analysis, extracorporeal shockwave therapy (ESWT), and submaximal, VO_2, or lactate-threshold testing.



Biodex testing demonstration for Dr Koh Poh Koon.

Under the Exercise Prescription pathway, CEPs run structured, community-linked exercise programmes targeting chronic conditions like sarcopenia, knee health, and metabolic health. By blending physical assessments and consultation-led prescriptions with health education and behavioural coaching, they partner with networks like Active Health to empower patients toward sustainable, long-term physical activity.

> **"CEPs combine prescribed exercise with health education, behavioural coaching, and lifestyle counselling to foster sustainable health improvements from childhood to adulthood."**

Professions

Dietitian

Written By
Ms Charlotte Lin
Head and Senior Principal Dietitian
Department of Dietetics

Dietetics is a specialised discipline of applying scientifically proven nutrition principles to the planning and preparation of foods and regulation of diets in order to prevent, treat, and manage diseases while optimising patients' overall health.

We are responsible for assessing and supporting the nutritional needs of patients. In particular, we take care of patients from peri-conception to their golden years. At every life stage, we plan appropriate diets for patients, whether taken orally, as a supportive nutrition through tube feeding, or via the bloodstream.

Our dietitians also provide personalised advice, based on patients' nutritional needs, to manage their current or chronic medical conditions. We work closely with the healthcare team, consisting of doctors, nurses, care managers, physiotherapists, speech therapists, and medical social workers to provide care to patients.

Besides individualised consultations, we also conduct group programmes for patients, health promotion events, and preventive health programmes to the public. Additionally, we provide education on nutrition to other healthcare professionals and Dietetics students.





At Christmas, we take stock of the year and come together as a team to celebrate.

> **"We empower patients and their caregivers with comprehensive knowledge on nutrition, enabling them to make informed choices in their daily lives."**



Our Department has grown over the years in terms of manpower as well as the support we provide to various clinical disciplines. This has culminated in the consolidation of clinical outpatient services at the NUH Medical Centre, with state-of-the-art equipment, such as our EMR validated measuring station, body composition machines, and a customised dispensing room for our oral nutrition supplement samples.

As clinical dietitians, we harness the power of nutrition as a cornerstone of medical therapy. We strive to tailor dietary interventions to each patient's unique needs, medical condition, and lifestyle, recognising that sustainable change is key to long-term health improvement.

Our goal is to empower patients and their caregivers with comprehensive knowledge on nutrition, enabling them to make informed choices in their daily lives to impact themselves as well as the people they care for. We envision a future where every individual can access personalised guidance on nutrition to transform their health trajectory.

As technology evolves, we leverage digital tools and platforms to democratise education on nutrition, making it more accessible and engaging for the diverse population. By bridging the gap between complex nutritional science and practical, everyday choices, we hope to contribute significantly to HealthierSG, reducing the burden of diet-related diseases and enhancing individuals' overall quality of life.



Dietitian's Day is celebrated on the first Wednesday of March. Everyone loves food, so here we are preparing and selling healthy food to the public.

Professions

Embryologist

Written By
Ms Joyce Elizabeth Mathew
Chief Embryologist
Department of Obstetrics & Gynaecology

In 1982, Asia's first in vitro fertilisation programme was set up in Singapore. Under the leadership of Prof SS Ratnam, the department impressed the world in its work on infertility and reproductive medicine. Asia's first test tube baby was born in May 1983. In 1985, the University Department of Obstetrics & Gynaecology (O&G) moved to the present site at NUH, where we grew from two embryologists to 11 embryologists and one medical technologist.

Embryologists are highly skilled scientists who are responsible for the clinical laboratory procedures involved in fertility treatment – from the time of egg retrieval to the time when the embryo is implanted into the woman's uterus to have a positive pregnancy. Being part of a multidisciplinary team that helps patients with fertility issues, embryologists work very closely with doctors and nurses.

Our work requires very good fine-psychomotor skills and precision in handling of eggs, sperm, and embryos. Procedures that are performed daily include oocyte retrieval, sperm preparation, fertilisation procedures, monitoring of embryo development, embryo transfer, embryo biopsy, testicular biopsy, cryopreservation of eggs, embryos and ovarian tissue. We are also responsible for ensuring safety in all laboratory procedures by having proper witnessing, identification and labelling systems, maintaining strict laboratory environment, and quality control measures.



While the clinician aspirates the follicle containing the oocyte cumulus complex (OCC) from the patient in the operation theatre, the embryologist scans for the OCC in the follicular fluid.



The embryologist selects the sperm, immobilises it, and injects the sperm into the cytoplasm of the oocyte to achieve fertilisation.



In the IVF lab, on a typical day, various procedures are going on concurrently, such as sperm processing and witnessing, embryo monitoring, oocyte retrieval, ICSI, among other procedures.



The team of embryologists who work in the IVF laboratory located within Kent Ridge Wing Operating Theatre (KRWOT).

As embryologists, we work at the intersection of science and hope, handling the cellular beginnings of future families with precision and care.

Our vision aligns with building a healthy community, shaping medicine, and transforming care. We advance reproductive health by synergising clinical practice, education, and research with patients and the community.

Our work serves diverse needs: couples pursuing fertility treatment, and individuals preserving fertility before cancer therapy or other medical interventions. Each case demands the same unwavering standards, whether it is processing multiple oocytes or a single precious specimen.

Guided by compassion, integrity, and excellence, we are committed to continuous improvement and choose to be better every day. We mentor the next generation to contribute to the advancement of our field and uphold rigorous scientific standards.

Beyond technical expertise, we recognise our role as guardians of possibilities, in preserving not just biological material, but future opportunities for our patients. This is our professional calling: where scientific precision meets human aspiration.



The embryologists attended the 14th congress of the Asia Pacific Initiative on Reproduction (ASPIRE) that was held in Singapore as part of continuous education.

Professions

Genetic Counsellor

Written By
Ms Ong Pei Yi
Senior Genetic Counsellor
Department of Haematology-Oncology
National University Cancer Institute, Singapore (NCIS)



The NCIS Cancer Genetics Team was invited to Hong Kong University – Queen Mary Hospital to conduct the Joint HKU-NCIS Cancer Genetics Workshop in 2025.

Genetic Counsellors provide an essential service in modern medicine, bridging advances in genetic science with clinical care. Our work begins with detailed family and medical history assessments to evaluate the likelihood of inherited cancer syndromes, followed by coordination of appropriate genetic tests and interpretation of complex results. We also provide patients and their families with the knowledge, reassurance, and emotional support needed to navigate difficult decisions about screening, preventive surgery, or treatment. Many patients experience anxiety or guilt when faced with the possibility of passing on a genetic risk, and Genetic Counsellors are specially trained to address these psychological and emotional challenges. Through empathetic communication and counselling, we help patients come to terms with their genetic information, empowering them to make proactive, confident choices about their health.

Beyond cancer genetics, the NUH has established itself as a leading centre for comprehensive genetic testing and counselling services across multiple specialties, including paediatrics, maternal-foetal medicine, cardiology, and endocrinology. These services provide vital support in diagnosing rare genetic conditions in children, guiding prenatal and foetal care decisions, and managing inherited metabolic and cardiac disorders.

Together, these services reflect NUH's commitment to advancing precision medicine using genetic insights to guide clinical management and treatment, but also to provide families with the knowledge and support needed to make informed health decisions. This integrated approach underscores NUH's vision of delivering holistic, patient-centred care.



Genetic Counsellors with Chief, Allied Health & Pharmacy, Adj A/Prof Michael Ong.



Participants and the NCIS Cancer Genetics Team at the NCIS Cancer Genetics Workshop 2024.

Since 2018, the NCIS Cancer Genetics team has been actively contributing to regional education through its annual NCIS Cancer Genetics Workshop. This programme brings together specialists across Asia — including participants from Hong Kong, Taiwan, Indonesia, the Philippines, and Malaysia — to build capacity and expertise in genetic counselling and testing.

Participants include medical oncologists, gynae-oncologists, and breast surgeons, reflecting the multidisciplinary nature of cancer care. The workshop is designed to equip these healthcare professionals with a solid understanding of the principles of genetic counselling, the interpretation of genetic test results, and the communication skills needed to guide patients through complex and often emotional decisions.

By fostering knowledge exchange and standardising best practices, NCIS's initiative aims to increase awareness and promote accurate application of genetic testing across the region. Ultimately, this effort reflects the team's broader mission to ensure that more patients can benefit from the advances in cancer genetics through informed care and responsible counselling, regardless of where they live.

Looking ahead, continual development of the genetic counselling profession in Singapore is already taking shape through expanding educational programmes, university courses, and structured training pathways. These ongoing efforts are laying a strong foundation for a skilled and resilient workforce equipped to meet the growing demand for genetic services.

As awareness and integration of genetic counselling and testing continue to advance clinical practice, patient care will be further enhanced, enabling earlier detection, more personalised risk management, and evidence-based treatment plans for better health outcomes.

Professions

Medical Laboratory Technologist / Scientist, Scientific Officer & Pathology Associate

Written By
Dr Shirlena Soh
Head, Lab Science (Laboratory Medicine)
Department of Laboratory Medicine

Dr Sharon Saw
Principal Scientific Officer
Department of Laboratory Medicine

Ms Echo Lee
Head, Lab Science (Pathology)
Department of Pathology

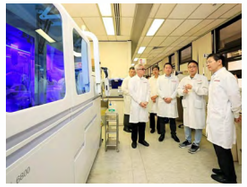
From humble beginnings in 1985 at NUH with three small departments, a few basic analysers, and a small team of young and enthusiastic staff looking to make a difference, we have grown into an integrated and unified Department of Laboratory Medicine.

Over the years, we have achieved significant milestones that underscore our commitment to quality and excellence.

In 1994, we became the first centre in Asia-Pacific to be accredited by the College of American Pathologists (CAP). In 2007, we proudly attained Association for the Advancement of Blood & Biotherapies (AABB) accreditation, making us the first and only healthcare institution in Singapore to achieve this distinction. Additionally, our laboratory is ISO 15189 accredited, reflecting our adherence to international standards for medical laboratory quality and competence.



The people behind the laboratory tests - members of the Haematology Division.



March 2020: Visit from Minister Lawrence Wong, co-chair of the COVID-19 Taskforce, to our molecular laboratory to observe high-throughput SARS-CoV-2 PCR testing,



Laboratory staff in full personal protective equipment (PPE) preparing materials for SARS-CoV-2 PCR testing.



A Biosafety-Level 3 (BSL-3) lab is a laboratory facility designed to safely handle pathogens that may cause serious or potentially lethal diseases through respiratory transmission, such as Mycobacterium tuberculosis.

Today, we are equipped with a comprehensive range of state-of-the-art analysers and a large pool of more than 200 highly trained medical laboratory technologists and scientists who are dedicated to performing thousands of tests daily. Together with our Medical Laboratory Assistants and Associate Medical Laboratory Technologists, we are committed to a wide range of investigations.

We have established a global network of top-tier and renowned laboratories to ensure our clinicians have access to the best diagnostic tools available globally to extend our test menu.



A public engagement event to give the public an opportunity to learn more about the essential work of medical laboratory professionals in April 2024.

In close collaboration with our clinical colleagues, we continue to validate and introduce new tests and technologies, all with the goal to achieve diagnostic excellence for exceptional patient care.

We aspire to be a global leader in diagnostic excellence. This vision is sustained through our commitment to continuous education and a world-class, internationally accredited Quality Management System.

We are actively transforming our services with a wave of strategic innovations. We deploy cutting-edge technologies across all disciplines – from integrated analysers, digital and AI solutioning to whole genome sequencing.

Looking ahead, we are focusing on two key areas: pre-analytical automation to enhance efficiency, and the use of genomics testing to advance and transform clinical laboratory diagnosis for exceptional patient care.



Dr Jeanette Teo (centre), our Microbiology Laboratory Principal Scientific Officer, whose exemplary dedication and outstanding contributions have advanced our research mission. Together with our microbiology team, she is part of the team responsible for discovering a new bacterial species, *Staphylococcus singaporensis*.



Participants attending the inaugural cytology workshop in Singapore in 2003.

The Department of Pathology started in 1985 with a small team and has since grown into a robust workforce of 50 Medical Laboratory Technologists/Scientists (MLT/S) and Pathology Associates (PA) supporting the NUHS cluster. We play a vital role in preparing high-quality slides for microscopic examination through tissue processing and grossing, embedding, sectioning, and staining, for supporting accurate disease diagnosis.

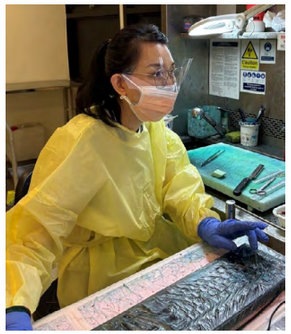
In 2000, we were the first pathology department to be accredited by the College of American Pathologists (CAP), followed by hosting Singapore's inaugural Cytopathology Workshop in 2003. Continuing this tradition of progress, we are the first public healthcare institution to implement telepathology for remote frozen section reporting in 2025.



Digital Pathology where glass slides are scanned into high-resolution digital images for viewing, archiving, and remote reporting. This allows AI to assist with detecting patterns, quantifying biomarkers, and supporting faster and more consistent diagnosis.



The team attends a baking class for team bonding in 2023.





Pathologist associates, Mirabel and Saung, at work.

Working within a multidisciplinary team consisting of various subsections: Histology, Immunohistochemistry, Cytology, Molecular Diagnostics, and Electron Microscopy, we support clinical services alongside clinical trial, education, and research.

Today, histopathology combines traditional microscopy expertise with advanced digital, advanced molecular pathology, such as next-generation sequencing (NGS), and AI driven techniques. We aim to shift towards precision medicine where histopathology findings are integrated with molecular data to guide targeted therapy and improve patient outcomes.



First 3 AHPs in Pathology 1985.



Nesting in Singapore General Hospital.



Grossing area for specimens.



Pathology Department.

Professions

Medical Social Worker

Written By
Ms Terina Tan
Head, Medical Social Work
Department of Medical Social Work

Medical Social Workers (MSW) play the key roles of a bridge, navigator, and advocate for patients in Singapore's complex health and social system.

Bridging clinical care with the realities faced by patients and their families, we help individuals navigate financial assistance and care services during times of crisis. We advocate not only for patient-centred care, but for person-centred care that recognises each individual's unique circumstances and needs.

Illness affects far more than the physical body. It can have profound psychological, social, socioeconomic, and spiritual consequences, impacting every aspect of a person's life to varying degrees. Our role is to support patients and their families through these challenges with compassion, understanding, and holistic care.



MSW Department in the 1980s-90s, Ms Eva Chow later becomes the HOD in 1997 (Back row, 4th from left)

In the day-to-day operations, medical social workers, supported by a team of social work coordinators, care for patients and their families in the following ways:

a) **Counselling:** support coping of illnesses and resultant life changes, including grief and bereavement

b) **Care arrangement:** help patients and families cope with the impact of hospitalisation and caregiving, through appropriate collaborations with community resources and supportive counselling

c) **Financial:** facilitate access to financial assistance for patients or families who have difficulties affording medical bills

d) **Crisis intervention:** offer psychosocial assessment, counselling support, and practical assistance for individuals experiencing family violence, sexual assault, self-harm or suicide attempts

e) **Caring Action in Response to Emergency (CARE) System:** provide psychological first aid during national emergencies and incidents of mass casualty

f) **Peer Support System:** since 2008, MSW has worked on setting up Peer Support Teams within the hospital. Selected staff from respective work units go through a Critical Incident Stress Management training programme on Crisis Intervention and Stress Management for Individuals and Group to develop their competency for the role. This has helped build a sustainable internal support system for NUH.

> **"It is the first department to develop and adopt Singapore's first social work IT case management system in 1999."**



MSW has grown from strength to strength to the present-day department of 70 staff.

As with all other healthcare professionals, MSWs face similar challenges with the ageing population and manpower constraints. Societal issues and needs are also increasingly complex despite the proliferation of services.

These lead to the need for a mindset shift to develop innovative ways to deliver care, including job re-design, upskilling of staff, use of technology, to save time from the more mundane (but necessary!) administrative tasks to channelling time towards more direct engagement with patients.

The NUH's MSW Department has been a trailblazer. It is the first department to develop and adopt Singapore's first social work IT case management system in 1999. This groundbreaking integrated platform seamlessly connects MSW services with financial systems, revolutionising the delivery of financial assistance to vulnerable patients through streamlined, efficient processes.

It has been exciting to discover the many talents MSWs have beyond social work, such as information technology, data management, research work. They have contributed to the development of new ways of working whilst remaining faithful to the principle of person-centred care.

To continue thriving, MSWs are committed to the principle of social-health integration not just in the day-to-day work, but also in the formulation of processes and policies within and beyond the hospital with our colleagues, community partners, and the Ministry of Health.

We look forward to the brilliant future of MSWs with eager anticipation!

Professions

Medical Technologist

Written By
Ms Shermaine Fun
Senior Principal Medical Technologist
Diagnostic Cardiac Laboratory
National University Heart Centre, Singapore (NUHCS)

Ms Julie Low
Senior Principal Medical Technologist
Diagnostic Vascular Laboratory
National University Heart Centre, Singapore (NUHCS)

Ms Shi Dongxia
Senior Principal Medical Technologist
Pulmonary Function Laboratory
Department of Medicine

Mr Hairul Borhan
Principal Medical Technologist
Sleep Laboratory
Department of Medicine

Ms Hong Chiew Sie
Principal Medical Technologist
Neurology Diagnostic Laboratory
Department of Medicine

Mr Teu Chun Pin
Medical Technologist
Neurology Diagnostic Laboratory
Department of Medicine



Official opening of the Cardiac clinic in 2002.

Cardiac Medical Technologist

Every heartbeat has a story. As cardiac technologists, we are the heart health detectives working behind the scenes to uncover clues that help keep hearts healthy and lives moving.

This profession has been shaped over time by patience, precision, and dedication. Long before today's sophisticated systems and digital displays, earlier generations of cardiac technologists laid the groundwork, learning the language of the heart one tracing at a time. What began with simple diagnostic tools has grown into a discipline powered by innovation, experience, and trust.

Using advanced tools and technology, we take a closer look at the heart and blood vessels through tests, such as echocardiography, treadmill stress tests, ECGs, Holter monitoring, cardiac catheterisation, and electrophysiology studies. Each test adds another piece to the puzzle, helping doctors spot concerns early and track how well treatments are working.

Working side by side with cardiologists and multidisciplinary teams, cardiac technologists play a vital role at critical moments. Our skill lies not only in operating complex equipment, but in understanding what the heart is saying and ensuring its message is heard clearly.



Colours of Culture - Year End Christmas Party organised by our Med Techs in 2019.



Technology captures the signal. We uncover the meaning.



Many hands, one heartbeat - our invasive cardiac medical technologists.



Our myocardial perfusion imaging team.

Much of this work happens quietly. There are no spotlights, no dramatic headlines. Yet its impact echoes far beyond the imaging room. Healthier hearts, earlier diagnoses, better-informed care — these are the unseen results of countless hours spent listening carefully to the rhythm of life.

Today, cardiac technologists carry forward a proud legacy built by those who came before. With every advancement and every new challenge, the profession continues to evolve — rooted in teamwork, guided by science, and driven by an unwavering commitment to patient care.



Our Echo Team - Behind the scenes, the most impactful work is often unseen

Diagnostic Vascular Laboratory: Where Precision Meets Passion

At the heart of patient care in the NUHCS is the Diagnostic Vascular Lab which plays a vital role on the diagnosis and surveillance of a wide range of vascular conditions, from arterial occlusions to venous insufficiencies and beyond. Equipped with high-resolution ultrasound systems driven by a dynamic and diverse team of Vascular Technologists, the lab provides high-quality diagnostic imaging that supports clinical decision-making and life-saving interventions.

With ongoing training, active participation in conferences, and involvement in quality assurance projects and community service, this lab sets the pace for excellence in Vascular Diagnostics.

In 2024, we proudly became the first Vascular Lab in Asia accredited by the Intersocietal Accreditation Commission for Vascular Testing – a milestone reflecting our commitment to quality and excellence.

But it's not just all clinical rigor – this team also brings energy, camaraderie and a shared purpose to the workplace.

You will hear laughter during case reviews, see quick brainstorming huddles to solve difficult scans and feel a strong sense of mentorship as senior techs guide the new generation.

Together, we do not just scan vessels, we uncover stories, guide treatments, and make a meaningful impact.



Diagnostic vascular lab group picture.



Diagnostic vascular lab tech scanning.





Dental attachment at NUH sleep lab.



Channel News Asia (CNA) filming Talking Point: Sleep Matters 2024.

Sleep Technologist

The NUH Sleep Lab started way back in 1996, evaluating patients with sleep disorders. Currently, we are led by Prof Khoo See Meng as the director, assisted by Dr Serene Wong and Mr Hairul as the lab reporting officer.

We are a specialised group of medical technologists who evaluate human circadian rhythm through the recording of physiological signals onto a Polysomnograph (PSG) machine. *Somnos* in Latin means sleep. The term "polysomnography" basically translates into "multiple sleep channels". The closest analogy to a PSG is the polygraph human lie detector where multiple human physiological signals are recorded onto a machine.

Our Sleep Lab aims to be at the forefront of sleep medicine through the use of cutting-edge technology and AI innovations in years to come. This may include the use of new technologies to make diagnosis fast and accurate. As of now, we are trying out new treatment modalities to treat sleep disorders. This is known as the Inspire V, Inspire Duo, and Restora trials which basically stimulate the hypoglossal nerve and the ansa cervicalis to prevent airway collapse.

> **"Our Sleep Lab aims to be at the forefront of sleep medicine through the use of cutting-edge technology and AI innovations in years to come."**

We are also looking at collaborating with our counterparts at A*STAR for start-up ideas in creating new tools and devices for sleep medicine diagnosis and interpretation.

Pulmonary Function Technologist

Pulmonary Function Technologists are specialised in assessing and monitoring lung function through a comprehensive range of pulmonary function tests. Using precise equipment and standardised techniques, we provide accurate and reliable data to support the diagnosis and management of respiratory conditions.

We work closely with respiratory physicians, oncologists, cardiothoracic, vascular surgeons, and other healthcare professionals to deliver comprehensive respiratory assessments. Our expertise combines technical precision with compassionate patient care, ensuring both accuracy and patient comfort.

Our responsibilities include operating and maintaining advanced testing equipment, coaching patients through procedures, ensuring quality control, and supporting clinical decision making. Additionally, we participate in research and quality improvement initiatives and play an active role in training new technologists and educating other healthcare professionals about pulmonary function testing.

> **"Our expertise combines technical precision with compassionate patient care, ensuring both accuracy and patient comfort."**



Team moment for World Mental Health Day 2025.



2011 NUHS D&D – a night to remember!

As respiratory health needs continue to evolve, the role of pulmonary function technologists remains vital. Our unwavering commitment to scientific accuracy, patient wellbeing, and continuous improvement reflect our dedication to enhance every breath for our patients and the future of respiratory healthcare.

Neurodiagnostic Technologist

We use specialised neurodiagnostic equipment and evidence-based techniques to assess the function of the nervous and cerebrovascular systems. These investigations support the diagnosis, monitoring, and management of neurological and stroke-related conditions. Our services include nerve conduction studies and electromyography (NCS/EMG), electroencephalography (EEG), and stroke ultrasound studies, such as extracranial and transcranial doppler, bubble study, and vasomotor reactivity testing.

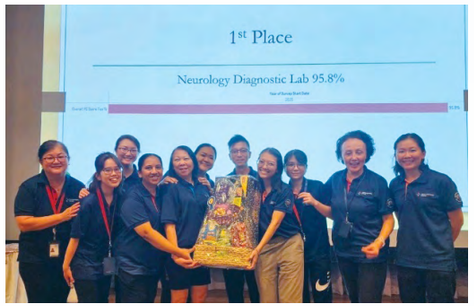




A stable and experienced workforce, with many long-serving staff members contributing to a harmonious, supportive and collaborative team culture. – 2008 and 2015

Our multidisciplinary team consists of AH&Ps, clinicians, support staff and operations staff, working collaboratively to deliver safe, timely, and high-quality patient care.

> **"As neurosonology and neurophysiology technologists, our aspiration is to deliver diagnostic services that are accurate, timely, and centred on patient experience."**



A moment of celebration as the Neurology Diagnostic Laboratory emerges 1st Place at NUH EPES 2025!











One big family united through care, celebrations, and shared moments, growing stronger together across every milestone and event.







Continuous professional development through conference participation and knowledge-sharing sessions.

As neurosonology and neurophysiology technologists, our aspiration is to deliver diagnostic services that are accurate, timely, and centred on patient experience. Over the years, our profession has grown in both responsibility and scope, reinforcing our role within the wider neurological and stroke care continuum.

Our department aims to build on this foundation by investing in professional development, technology adoption, and service excellence. We strive to nurture a supportive and cohesive team environment where collaboration, learning, and care for one another remain central. Looking ahead, we are committed to contributing value beyond diagnostics — supporting clinical decision making, improving care pathways, and strengthening allied health's voice in shaping the future of healthcare.

Nuclear Medicine Technologist

Written By
Mr Liang Chongri
Head, Radiography
Department of Diagnostic Imaging

Dr Michael Tong
Senior Principal Nuclear Medicine Technologist
Department of Diagnostic Imaging

Mr Sajith Velappan Pillai
Principal Nuclear Medicine Technologist
Department of Diagnostic Imaging

> **We are dedicated to advancing precision care through molecular imaging and targeted therapy.**

We are Nuclear Medicine Technologists and Radiographers (Nuclear Medicine) dedicated to advancing precision care through molecular imaging and targeted therapy. Using hybrid technologies such as single photon emission computed tomography (SPECT) and positron emission tomography and computed tomography (PET/CT), we visualise physiological processes, detect disease early, and deliver personalised treatment using Theranostics.

Our role bridges science and patient care, ensuring radiation safety, image accuracy and compassionate interaction throughout every procedure. We collaborate closely with Nuclear Medicine Physicians, Medical Physicists, Radiopharmacists, and other healthcare professionals like Radiologists and Cardiologists to provide precise molecular imaging and targeted radionuclide therapies.

Theranostics represents the fusion of therapy and diagnostics, using the same molecular target for both disease detection and treatment, allowing truly individualised care, improved patient outcomes, and better quality of life.

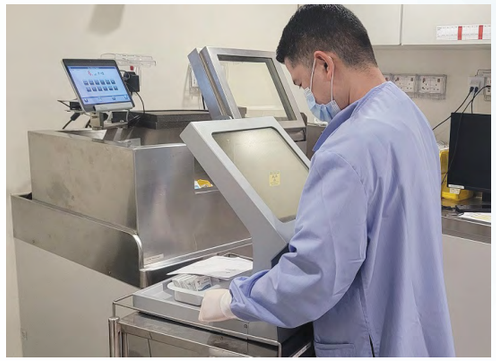


Committed to care, we guide patients through each step, providing reassurance, safety, and clinical excellence in Nuclear Medicine.



Delivering precision care — our PET/CT team integrates molecular imaging and clinical expertise for early and accurate disease detection.

Nuclear Medicine continues to redefine the landscape of modern healthcare through precision imaging and targeted therapy. With the integration of Theranostics, our practice has evolved from purely diagnostic to a dual-purpose specialty, enabling both visualisation and treatment of disease at molecular level.



Theranostics in action — combining diagnostic imaging and targeted radionuclide therapy for truly personalised treatment.

This paradigm shift allows clinicians to provide personalised care, predict treatment response, and monitor outcomes with confidence.

Looking ahead, we aim to further advance the use of innovative radiopharmaceuticals and artificial intelligence to enhance diagnostic confidence and therapeutic precision.

Through continuous learning and innovation, Nuclear Medicine Technologists and Radiographers (Nuclear Medicine) will remain at the forefront of Molecular Imaging and Theranostics, contributing to a more precise, efficient, and patient-centred healthcare system.

Professions

Optometrist

Written By
Ms Jacquelin Liew
Head, Optometry
Department of Ophthalmology

For nearly 40 years, the Optometry Service at NUH has been at the heart of patient-centred eye care, helping patients see the world more clearly. From its early beginnings within the Department of Ophthalmology, the service has grown into a multidisciplinary team delivering comprehensive diagnostic, clinical, and specialised care across all ages. From offering core refraction and basic vision assessments, the service has grown into providing specialised care in paediatric vision, specialty contact lenses, pre- and post-operative evaluations, as well as extending the services into a community setting.

We are guided by shared passion, teamwork, and commitment to excellence. We extend our expertise beyond the clinic, mentoring future professionals, engaging the community in promoting good eye health, and contributing to research.



Strengthening optometry services across the NUHS cluster though the Optometry Community of Practice (COP).



Nurturing the next generation: Final-year Optometry students in the Eye Surgery Centre, Level 17 Medical Centre.



A small but dedicated Optometry team at Kent Ridge Wing Eye Surgery Centre in 2012.



Our expanded team celebrating growth, dedication, and good health during Chinese New Year.

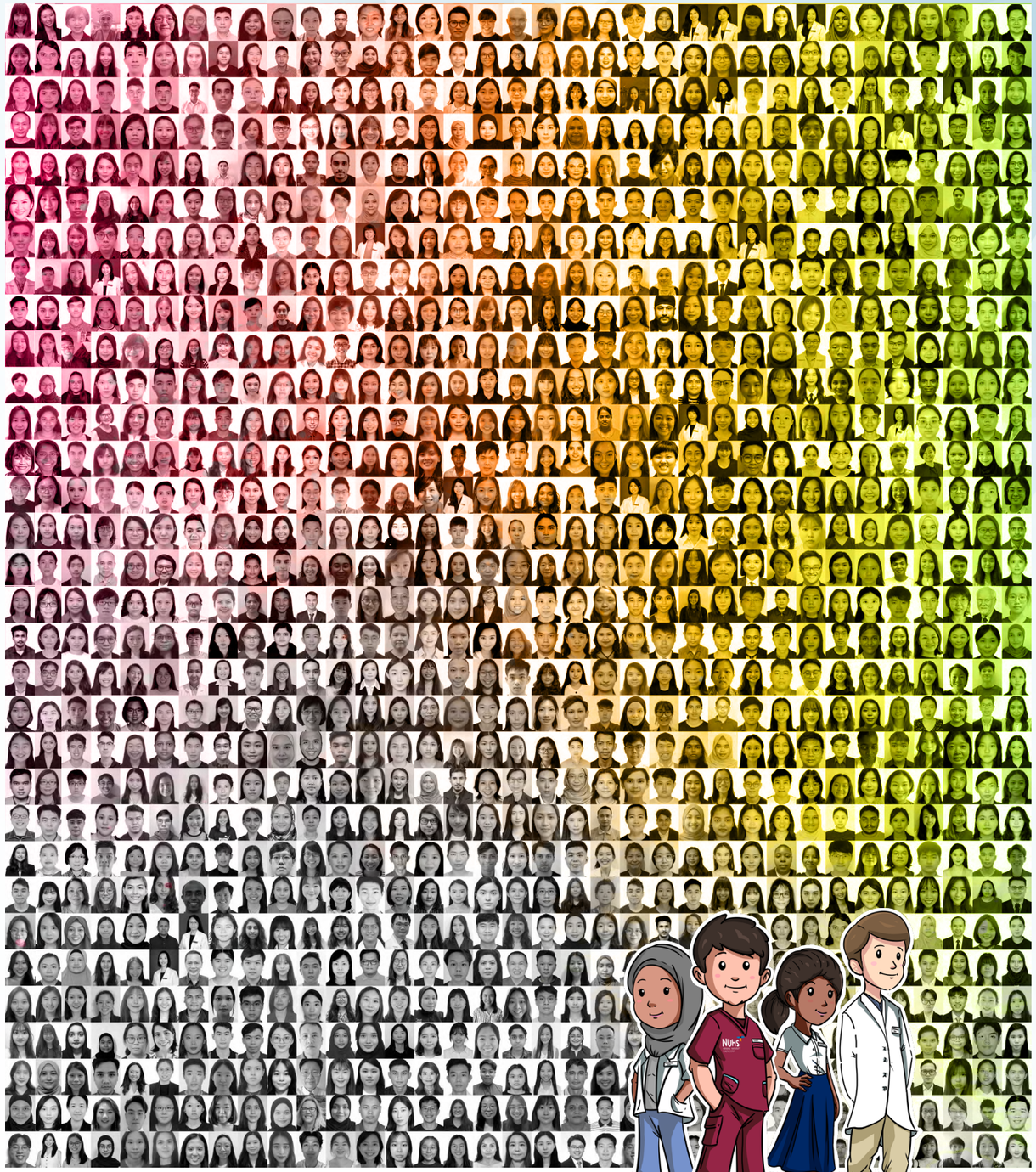
We celebrate the Optometry team for the remarkable journey of vision, care, and collaboration that has shaped our service over the decades. From humble beginnings of only four optometrists, our team has since expanded by five times. Our growth not only reflects dedication, but also passion and innovation. Each milestone – every clinic expansion, every new skill mastered, every patient cared for – tells a story of teamwork and commitment.

As we look forward, we embrace new technologies, evolving practices, and a new generation of enthusiastic eye-care professionals. Together, we continue to strengthen our team, inspire those around us, and make a lasting difference in the lives of the patients we cared for. This is the heart of NUH Optometry – a team united by passion, dedication, and care.

> **“...the service has grown into providing specialised care in paediatric vision, specialty contact lenses, pre and postoperative evaluations, as well as extending the services into community settings.”**



DIVERSE IN CALLING,



UNITED IN PURPOSE

Professions

Oral Health Therapist

Written By
Ms Ding Yuting
Senior Oral Health Therapist
National University Centre for Oral Health Singapore

Oral Health Therapists are part of a team of dental professionals working alongside dentists to ensure the oral health of our patients is at an optimal level. This includes examining dental decay and gum diseases, and providing routine dental treatments under the prescription of dentists.

The first batch of Oral Health Therapists (OHT) graduated in 2006 and we onboarded our first OHT in October 2009.

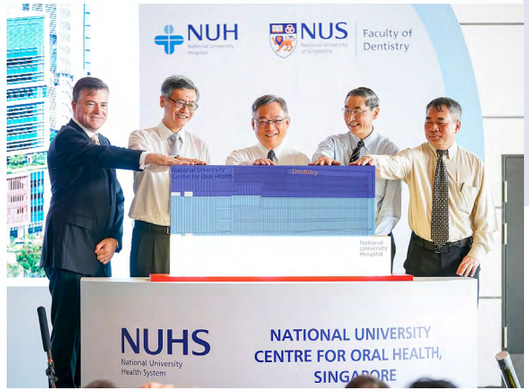
The role of OHTs focuses on prevention, early intervention, and education.

Prevention and Early Intervention: Provide professional preventive treatments, such as scaling and polishing, and fluoride application to strengthen the enamel. OHTs help to detect early signs of oral diseases before they worsen. They encourage regular dental visits and early intervention, shifting public mindset from treating to preventing oral diseases.

Education: We educate patients on proper brushing and flossing techniques, and good dietary and lifestyle habits that prevent tooth decay and gum diseases.



The first OHT began her journey at the Dental Centre 1 in October 2009.



The NUCOHS opening ceremony on 5 July 2019.



OHTs expanded job scope - operating a high speed, non-invasive 3D photogrammetry imaging tool that captures a 180-degree ear-to-ear image of the human face in milliseconds.



OHTs performing expanded scope of intra-oral scanning.

As OHTs, we may be small in number, but we make a significant impact on all our patients.

Our scope of practice expanded beyond traditional preventive and hygiene services, embracing a stronger role in public health promotion, patient education, and interdisciplinary care.

By collaborating closely with dentists, physicians, and AHPs, OHTs contribute to holistic care models that recognise the link between oral health and overall wellbeing.

The aspiration for Oral Health Therapy is to build a respected, patient-centred, and prevention-driven profession that empowers individuals and communities to take ownership of their oral health. Together, we will build a healthier, brighter smile for Singapore.



OHTs at the first NUCOHS dinner and dance, expanding the number of OHTs across NUHS to eight.

Professions

Perfusionist

Written By
Mr Goh Si Guim
Head, Perfusion
Department of Cardiac, Thoracic & Vascular Surgery



Perfusionists' workstation provides crucial cardiopulmonary bypass support with their Heart Lung Machines while the patient's heart is stopped during surgery.

The NUHCS Perfusion Service is made up of a team of 15 perfusionists providing two crucial services within the NUHS and across Singapore.

In the Main Building Operating Theatres, the team of perfusionists provides total life support for patients who undergo conventional cardiac surgery. On average, the team performs 15 heart surgeries a week, with perfusionists supporting the service round the clock. To serve these needs, two call teams (each with two perfusionists) are dedicated to support overrun, emergencies, and weekend cases.



Extracorporeal Membrane Oxygenation (ECMO) provides long-term life support; from days to weeks. Regular practice helps maintain currency to deal with life-threatening situations that may arise.

Today, perfusionists provide support for the Department of Cardiac, Thoracic & Vascular Surgery (CTVS) aortic surgeries and surgeries for congenital cardiac defects.



ECMO workshops help raise skills and confidence of bedside nurses as they provide care for patients over extended durations.



For COVID patients with severe respiratory and/or cardiac distress, ECMO is the last line for rest and recovery.



NUH Perfusionists spearheaded the Cardiopulmonary Bypass Crisis Simulation Workshop during the 2025 Asian Society for Cardiovascular and Thoracic Surgery.

The NUHCS Perfusion Service team also provides Extra Corporeal Membrane Oxygenation (ECMO) service for NUHS, as well as retrieval support for Ng Teng Fong General Hospital, Khoo Teck Puat Hospital and Woodlands Health Campus. While a patient is on ECMO support, the perfusionists support the cardiothoracic ICU team in their care of the patient for the entire duration of their support.

Additionally, being an Extracorporeal Life Support Organisation, accredited ECMO training centre, the team conducts an ECMO workshop for the annual Asia Pacific Intensive Care Symposium. This workshop has been well attended by specialised faculties and practitioners from around the world.

> **"On average, the team performs 15 heart surgeries a week, with perfusionists supporting the service round the clock."**



As one of only two National ECMO Centres in Singapore, we retrieve severely ill patients from hospitals which do not have ECMO service.





Perfusionists are part of the CTVS Congenital Heart Surgery team that visits Fiji once a year to provide free surgery.

Professions

Pharmacist

Written By
Dr Lim Siew Woon
Head, Pharmacy
Department of Pharmacy

Mr Felix Li
Senior Clinical Pharmacist
Department of Pharmacy

Ms Kerry Lee
Senior Pharmacist
Department of Pharmacy

Ms Tham Yi Min
Senior Pharmacist
Department of Pharmacy

The Department of Pharmacy is committed to delivering the highest quality pharmaceutical care to patients and healthcare professionals. Our core objectives are to ensure safe, efficient, and timely distribution of medications, apply expert pharmacotherapeutic knowledge to promote optimal drug use, and provide high-quality health services to all our patients.

Pharmacists are medication experts. They are knowledgeable about drug composition, interactions, dosages, and preparation. They ensure safe, timely drug distribution and apply best pharmacotherapy practices to improve patient outcomes. Beyond dispensing medication, pharmacists collaborate with healthcare teams to address patients' needs, enhance medication adherence, work with doctors to de-prescribe medicines not needed clinically and hence reduce "pill burden" to patients, and provide cost-effective treatments.



1991 Opening of Retail Pharmacy.

Many pharmacists pursue specialised training in areas like oncology, cardiology, critical care, paediatrics, and infectious diseases, supporting doctors in optimising use of drugs, reducing medication errors, and managing complex therapies. Pharmacists are also involved in Pharmacogenomics to predict how genetic variations may impact on individuals' responses to drugs, and personalised medication selection, dosing, and optimising treatment outcome.

Our Pharmacy Assistants and Pharmacy Technicians (PAPTs) form the backbone of the pharmacy operations. They play a vital role in supporting the pharmacy team to ensure safe and effective use of medicines. Their responsibilities include preparing and dispensing medications, managing inventory and automation systems, and providing support in clinical pharmacy services.

> **"Pharmacists ensure safe, efficient, and timely distribution of medications, applying expert pharmacotherapeutic knowledge to promote optimal drug use."**



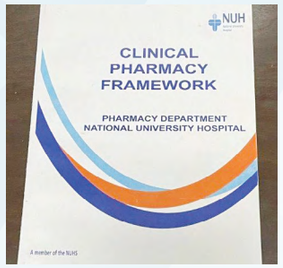
1997 Cancer Centre Pharmacy and Pharmacy Laboratory



Opening of OPIC (2009): Specialised outpatient infusion services to enhance patient accessibility to treatment.



IPAS (2009): The first fully integrated, end-to-end closed-loop automated medication management system in Asia-Pacific.



NUH Clinical Pharmacy Framework (2010): Expansion of clinical pharmacy services with approval from Medical Board Chairman.



NUH-Ngee Ann Polytechnic partnership (2018): A decade of nurturing future healthcare heroes.



Transition to 24/7 Inpatient Central Dispensing (2020): The Pharmacy team redesigned the discharge process to maximise safety and efficiency.



Opening of Main Building Pharmacy

Main Building Pharmacy grand opening (2021): Integrating outpatient, inpatient, and emergency services for improved patient accessibility and convenience.

From humble beginnings with just four pharmacists in 1985, our Pharmacy team has grown into a beacon of innovation and excellence in healthcare. Our future is built on the strong foundation laid by our predecessors who instilled values of patient-first attitude, teamwork, and continuous improvement. As we move forward, we envision a pharmacy that continues to push boundaries in medication safety, efficiency, and cost effectiveness.

We aim to leverage cutting-edge technology and automation while maintaining the human touch that has been our hallmark. Our goal is to further integrate pharmacy services into multidisciplinary care teams, enhancing our role in antibiotic stewardship and patient safety.

We strive to nurture the next generation of pharmacists, fostering a culture of innovation, perseverance, and compassion. The future of NUH Pharmacy is one in which we continue to serve our community with pride, purpose, and unwavering commitment to excellence in patient care.



Patient Engagement Booth (2017): Pharmacy raised osteoporosis awareness with 'Mr Bone' as the mascot!



Next Generation Electronic Medical Record (NGEMR) Go-live (2022): Pharmacists working beyond standard hours (till 1 am!) during major software transition to ensure medication safety.



The 5th Biannual Pharmacy Education, Training, and Research (PETR) Day (2023): The team at the first live PETR event since the COVID-19 pandemic.



Robotic Automations (2020): NUH became the first hospital in Singapore to integrate three robotic automations with Rxpress. (1) Rowa box packing, (2) Parata loose capsules/ tablets packing, and (3) drug dispensing system (DDS) blister dispensing machines.



From:
J. Somani MD, FACP
Senior Consultant and A/Professor, Infectious Diseases

I will like to compliment one of your pharmacists Ms Janice Li for her alertness and vigilance in identifying one of our nosocomial outbreaks earlier in Feb 2022 this year.

Janice was quick to realize that there was in increase in pseudomonas isolates cultured from ET tubes of patients with fevers in Ward 21, and that this was a pan sensitive pseudomonas (all similar sensitivities) which is not the norm. The typical organism cultured out from Ward 21 is the wild type kleb pneumo. Hence she raised the alert and infection control was brought in. In the usual circumstance, only XDR pseudomonas would be raised to the attention of infection control, but not the pan sensitive strains. As such, infection control was able to quickly work with various teams to look into the outbreak and we eventually identified the source. With her alert, we believe Janice helped us start our investigations earlier, and shortened the duration of the outbreak.

In addition, I would like to recognise that Janice has been an excellent antibiotic steward these past years, and is highly respected by the Anesthesia consultants in Ward 21. Last year Ward 21 won the overall best appropriateness of antibiotics and the Ward team attributed this award to her.

As such, I am writing this long overdue email in recognition of Janice's contribution to Ward 21 patients, to NUH IPT and to NUH ASP.

Thank you!

J. Somani MD, FACP

Senior Consultant and A/Professor, Infectious Diseases

Pharmacist on the watch (2022): Early detection from pharmacist helped prevent a major infection outbreak at Ward 21.



Celebrating 40 years of NUH Pharmacy. (2025)

Professions

Prosthetist

Written By
Mr Lim Kai Yi, Ambrose
Senior Prosthetic Technician
Department of Hand & Reconstructive Microsurgery



Prosthetic Clinic opening with the Hand and Reconstructive Microsurgery Clinic at the Main Building on Level 2 in 2011.

We are the Prosthetic Hand Clinic, part of the NUH Hand & Reconstructive Microsurgery Department.

Our journey began in 1990 when we fitted our first prosthesis at NUS by our hand prosthetist, the late Mr Michael Leow, before the service relocated to NUH in 2002.

We specialise in creating custom-made, life-like silicone prostheses for patients who undergo upper limb amputations. Using our in-house developed multi-layered moulding and colour-matching techniques, we achieve remarkably natural appearances with precise colour matching.

Our expertise spans the full spectrum of upper limb prosthetics – from delicate thimble prostheses for fingertip amputations to complete below-elbow prostheses.

Beyond the technical craftsmanship, our work serves a deeper purpose: to help patients rebuild their self-confidence and restore their self-image that may have been affected following an amputation. Our prostheses enable individuals to return to their daily lives with renewed confidence, free from unwanted attention or intrusive questions about their appearance.



Dr Roberto Adani, Dr Samuel Lim and Mr Michael Leow form the initial Prosthetic research team in NUS in 1989.

> **Beyond the technical craftsmanship, our work serves a deeper purpose: to help patients rebuild their self-confidence and restore their self-image that may have been affected following an amputation.**



Mr Michael Leow and Mr Ambrose Lim at the APFSSH booth in 2023.



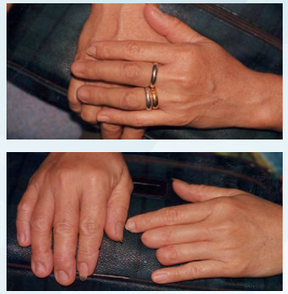
The hand prosthetic team with Mr Michael Leow and Mr Ambrose Lim in 2024.



Visitors at our Asia-Pacific Federation of Societies for Surgery of the Hand (APFSSH) booth in 2023.



Our prosthetist taking a mould of a patient's finger.



Before and after of a mid and ring finger amputation.

As Singapore's first clinic that offers life-like prosthetic appearances, we have become a regional centre of excellence, attracting patients from across Southeast Asia. This recognition drives our commitment to continuously refine our techniques and exceed our patients' evolving expectations.

We are actively exploring cutting-edge technologies to enhance our workflow. The integration of 3D printing and scanning represents a significant opportunity to improve precision and streamline processes whilst maintaining our exacting craftsmanship standards.

Our long-term vision extends beyond aesthetic excellence to functional innovation. We aspire to develop hybrid prostheses that combine our renowned life-like appearance with practical functionality. While this ambitious goal requires substantial research and development, it represents the next frontier in prosthetic care—offering patients both restored confidence and enhanced daily functionality.

Professions

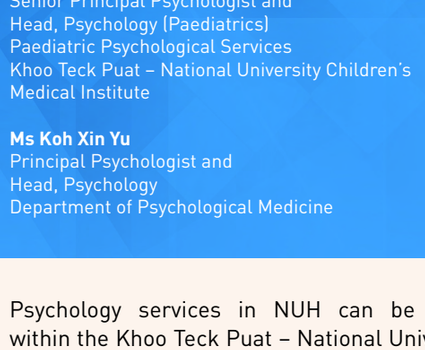
Psychologist

Written By
Ms Ng Siau Hwei
Senior Principal Psychologist and
Head, Psychology (Paediatrics)
Paediatric Psychological Services
Khoo Teck Puat – National University Children's Medical Institute

Ms Koh Xin Yu
Principal Psychologist and
Head, Psychology
Department of Psychological Medicine

Psychology services in NUH can be found within the Khoo Teck Puat – National University Children's Medical Institute (KTP-NUCMI) and the Department of Psychological Medicine. Working side by side, the two teams provide children, adolescents, adults, and the elderly with psychological support at times when they are most vulnerable.

Our psychologists work to support developmental and behavioural needs, as well as psychosocial and emotional wellbeing of the patients under our care. The aim of psychotherapy is to improve our patients' daily functioning and wellbeing. Other than psychotherapy, our psychologists also conduct psychometric assessments to determine cognitive development and brain functioning of individuals across their lifespan.



Psychologists are featured as part of efforts to increase profiles of AH&P roles in 2024.



Psychologists in our Child Development Unit provide therapies based on the Early Start Denver Model (ESDM). The ESDM practitioners are pictured with founder Prof Sally Rogers.



Paediatric psychologist featured in NUH's Facebook post in 2022, as part of our outreach effort to help the public better understand the role of a hospital child psychologist.



Paediatric psychological services include the Child and Adolescent Support Programme (CAFSS) at KTP-NUCMI, supported through a $100,000 gift. CAFSS extends subsidised psychological care to patients, parents and siblings, and aims to strengthen family resilience.



The Psychological Medicine Team!



From fewer than five psychologists in the Department of Psychological Medicine in 1986, we have grown to a team of 20 psychologists who provide psychotherapy and psychological assessments, as well as specialised services in collaboration with colleagues from other disciplines.



Assessment & Shared Care Team.



Response, Early intervention and Assessment in Community mental health (REACH) (West).

With the increased focus on mental health and wellbeing at national level, psychologists in NUH continue to work with our patients and their loved ones in tandem with other medical and allied health professionals, to safeguard holistic care.



Women's Emotional Health Service.

Professions

Radiation Physicist

Written By
Ms Teh Mun Woan
Senior Radiation Physicist
Department of Radiation Oncology
National University Cancer Institute, Singapore (NCIS)

Often working behind computer screens, quality assurance tools, and specialised equipment, Radiation Physicists at NUH may not be visible to most patients. However, the work of this small team plays a vital role in every radiotherapy treatment. Through rigorous planning, testing, and quality assurance, we ensure that each treatment is delivered safely, accurately, and with the highest level of confidence, helping patients receive the best possible care.

While doctors and radiation therapists are the healthcare professionals patients interact with most often, we focus on the background work that keeps everything running smoothly. A major part of our job is performing quality assurance for linear accelerators (LINAC), CT simulators, and treatment planning systems.

From commissioning new equipment to conducting regular checks, we ensure every machine and software function optimally, enabling treatments to be delivered with precision, reliability, and confidence.

Beyond maintaining our equipment, ensuring radiation safety is one of our most critical responsibilities. Whether testing a new LINAC, verifying CT images, or reviewing software updates, we apply rigorous checks to ensure every radiotherapy treatment is delivered safely and accurately.



A team moment at one of our LINAC. This is where countless hours of testing, calibration, and teamwork come together to prepare for safe treatments.



Setting up a quality assurance device on the LINAC – the kind of hands-on work that keeps our treatments accurate and reliable every day.

As we are a small team, each of us assumes multiple roles. We are problem-solvers, researchers, and collaborators rolled into one. Working behind the scenes has fostered a strong team spirit, whether we are celebrating a successful audit or supporting one another through equipment downtimes or sharing jokes and laughter during challenging measurements.

As radiotherapy technology continues to evolve, we remain committed to learning, adapting, and improving the way we work. Although our efforts are often unseen by patients, they contribute to every safe, precise, and successful treatment delivered at NUH. Quietly, steadily, and always.

We are known for our commitment to submillimetre precision because even the tiniest adjustment can make a meaningful difference in patient care. While accuracy lies at the heart of what we do, we are equally driven to think creatively and embrace new challenges with innovative solutions. By blending precision with imagination, we deliver safe and thoughtful radiotherapy treatments every day.

“While doctors and radiation therapists are the healthcare professionals patients interact with most often, we focus on the background work that keeps everything running smoothly.”



Learning the ropes of a water tank setup. It is the behind-the-scenes science that helps a new LINAC come to life.



Cake Decor Challenge on Our People Our Pride Day. We come together as a team, mixed icing with creativity, and definitely shared more laughs than perfectly piped designs.

Professions

Radiation Therapist

Written By
Ms Goh Li Li
Head, Radiation Therapy
Department of Radiation Oncology
National University Cancer Institute, Singapore (NCIS)

A Radiation Therapist is a specialised healthcare professional who works at the frontline of cancer care, delivering targeted radiation treatments that destroy cancer cells while protecting healthy tissues. Using advanced equipment, such as linear accelerators, we transform the radiation oncologist's prescription into highly precise, safe, and effective radiation treatment. Our work demands accuracy, technical expertise, and a deep understanding of human anatomy and medical physics.

Beyond technology, we provide daily support for patients throughout their treatment journeys. As patients return for multiple sessions over several weeks, we often form meaningful bonds, offering encouragement, reassurance, and clear communication to alleviate fear. We monitor patients' progress, check for side effects, and collaborate closely with the wider oncology team.

Radiation therapists also perform treatment planning, research, education, and innovation in cancer care. As techniques evolve, we continually refine our skills to improve outcomes. Balancing between science and compassion, we deliver care that helps patients fight cancer with dignity and hope.



Radiation therapists position patients with precision, using immobilisation devices, imaging guidance, alignment marks, and careful verification to ensure accurate, reproducible treatment delivery.



Radiation therapists position the patient and operate CT scanner to acquire precise imaging for treatment planning and target localisation.



Radiation therapists collaborate with oncologists to optimise dose distributions and verify treatment plans for safe, effective radiation delivery.



Radiation therapists educate patients about potential side effects, self-care strategies, and supportive resources throughout their cancer treatment journey.

The future of radiation therapy offers exciting opportunities for growth, innovation, and expanded clinical practice. As cancer treatments become increasingly precise and personalised, radiation therapists play a greater role in image guidance, adaptive planning, and advanced treatment delivery that responds in real time to patient anatomy.

There is growing potential for advanced practice in patient assessment, symptom management, research, and leadership within multidisciplinary team-based care. Radiation therapists will also contribute to harnessing artificial intelligence, data analytics, and automation to enhance safety and efficiency.

With continued advancement in education, advocacy, and professional recognition, radiation therapists aspire to shape cancer care with expertise, humanity, and innovation.

> **"Beyond technology, we provide daily support for patients throughout their treatment journeys."**

Professions

Radiographer

Written By
Mr Liang Chongri
Head, Radiography
Department of Diagnostic Imaging

Mr Desmond Hoon
Principal Radiographer
Department of Diagnostic Imaging

Ms Denise Choong
Principal Radiographer
Department of Diagnostic Imaging

Ms Melati Dewi Binte Ali
Principal Radiographer
Department of Diagnostic Imaging

Radiographers are often the first to reveal what the human body is trying to tell us. At NUH, we combine science, technology, and compassionate care to create images that help with life-changing decisions. Whether it's detecting a fracture, assessing a stroke, or supporting complex surgeries, our scans help clinicians diagnose and treat patients swiftly and safely.

From X-ray to MRI, CT, Mammography, Fluoroscopy and Interventional Radiography, we work across emergency, inpatient and outpatient settings — supporting patients of all ages, all year round.

Our Department of Diagnostic Imaging (DDI) team includes radiographers, radiologists, radiation physicists, educators, operations and administration staff, and radiography assistants, each playing a part to ensure every patient receives a smooth and reassuring imaging experience. As medical imaging evolves, we continuously innovate, adopting digital advancements and AI to deliver higher quality images, faster examinations, and safer care.



Providing reassurance and guidance as the patient is preparing for an MRI scan.



Portable Radiography. Radiographers at the frontline, delivering imaging with speed and precision, even beyond the walls of DDI.



Our paediatric ultrasound work in DDI has evolved over the years. We perform a much greater variety and volume of paediatric cases today as compared to the last 20 years; and paediatric clinicians have entrusted us to provide optimum imaging for the little ones!

Radiographers who specialise in Ultrasound are health professionals with deep expertise in using ultrasound to capture detailed images that provide critical diagnoses.

We do not just take images; we are like artists! We identify complex anatomy and pathologies in real time and produce high-quality (often abstract-looking) images to document them. We collaborate closely with radiologists to interpret images together and provide diagnostic decisions for patients.

With over hundreds of hours of clinical on-the-job training, we combine technical expertise, anatomical knowledge and patient-care skills to deliver scans that often form the first step in diagnosis – all without using radiation!

The role of an ultrasound-trained radiographer is both technically demanding and deeply patient-centred. We strive to deliver our best in every scan we carry out for our patients.

As Radiographers, we are committed to advancing diagnostic imaging through continuous learning, and research and innovation. The future of radiography will see greater integration of AI, dose optimisation, and precision imaging to enable faster diagnosis and improved patient outcomes.

By fostering a collaborative and supportive work environment where knowledge is freely shared and for all team members to grow professionally, our department aims to nurture skilled and compassionate professionals who uphold safety, quality and empathy in every scan performed. Beyond technology, our focus remains on people – building patient trust, supporting interdisciplinary teamwork, and inspiring the next generation to carry forward our legacy of excellence in imaging care.

> **"As medical imaging evolves, we continuously innovate, adopting digital advancements and AI to deliver higher quality images, faster examinations, and safer care."**

Professions

Rehabilitation

Physiotherapist
Occupational Therapist
Speech Therapist
Podiatrist

Written By
A/Prof Isaac Sia
Head, Rehabilitation
Department of Rehabilitation

The Department of Rehabilitation in NUH provides a comprehensive suite of services across the fields of physiotherapy, occupational therapy, speech therapy, and podiatry. We are the largest multidisciplinary rehabilitation department in Singapore and the only one that provides a full range of tertiary care services for patients across different life stages – newborns, children, adolescents, adults, and the elderly.

Physiotherapy

The Physiotherapy section is dedicated to delivering excellence in patient care through a comprehensive range of services. Our highly-skilled physiotherapists specialise in assessing, diagnosing, and treating conditions that affect movement and function, empowering patients to achieve maximum mobility and independence.

> **"We are the largest multidisciplinary rehabilitation department in Singapore and the only one that provides a full range of services for patients across different life stages."**



We are committed to advance physiotherapy practice through our commitment in providing clinical education and conducting pioneering research.

Operating in both inpatient and outpatient settings, our treatment focus includes:

- Fall prevention: to help patients reduce the risk of falls and improve balance.
- Pulmonary rehabilitation: to optimise respiratory function for those with lung conditions.
- Cardiac rehabilitation: to enhance recovery and fitness after heart-related conditions.
- Sports injuries: to facilitate safe and effective return to activity.
- Post-surgical rehabilitation: to support recovery after total hip or knee replacements.
- Paediatric conditions: to address movement and developmental challenges in children.

Occupational Therapy

The Occupational Therapy section is dedicated to fostering and maintaining patients' ability, across all life stages and health conditions, to engage in tasks and roles that are meaningful to them.

Our dynamic team of highly trained occupational therapists possesses a wide variety of skill sets to meet the needs of our patients, both in the hospital and in the community.

Our specialised work areas include:

- Hand occupational therapy
- Paediatrics occupational therapy
- Neurological rehabilitation
- Community geriatric care
- Mental health occupational therapy
- Motorised scooter and specialised seating prescription
- Chronic conditions and lifestyle management
- Return-to-work coordination



Our occupational therapists strive to deliver holistic care to our patients and are part of many multidisciplinary clinics such as the Neuromuscular Clinic and the Falls Clinic.



Our speech therapists deliver holistic care to patients at all times and are integral to many multidisciplinary teams in NUH.

Speech Therapy

The Speech Therapy section strives to provide excellent care for individuals with feeding, swallowing or communication disorders and their caregivers/families. These disorders may stem from various developmental and acquired health conditions like cerebral palsy, stroke, or even head and neck cancers. Our dedicated and experienced speech therapists provide comprehensive assessment, diagnosis, and therapy across different life stages of our patients.

Our services encompass specialised procedures for swallowing difficulties (dysphagia) such as Videofluoroscopy and Fibreoptic Endoscopic Evaluation of Swallowing. We also incorporate evidence-based swallowing therapy approaches such as the McNeill Dysphagia Therapy Program, Surface Electromyography Biofeedback, and Sequential Oral Sensory Approach to Feeding in our treatment.

Our paediatric speech therapists regularly run workshops to provide parents with knowledge and hands-on experience that help children transit from consuming milk to solid foods. Specialised treatment programmes for various communication difficulties (which include disorders in language, speech, fluency, cognitive-communication, and/or voice) are also offered by our therapists.



Our podiatrists are consistently making an impact through clinical research as we pursue excellence in podiatry care.

Podiatry

The Podiatry section is a leading provider of comprehensive services for patients. Our highly trained podiatrists diagnose, treat, and prevent disorders of the foot and ankle. Working in both inpatient and outpatient settings, our treatment focus includes:

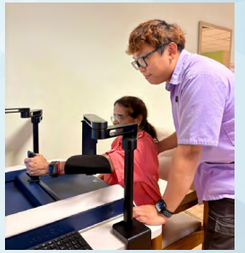
- Biomechanical assessment and treatment of foot and lower leg conditions (including gait analysis and orthoses provision)
- Diabetes foot care – assessment and prevention
- Wound care (including advanced therapies such as negative pressure wound therapy and maggot debridement)
- Skin and nail conditions, for example ingrown toenails
- Paediatric foot and lower limb conditions

Podiatrists work closely with the Vascular, Orthopaedics, and Endocrine teams to provide holistic care for patients with foot and leg conditions. Additionally, they work alongside other allied health professionals, such as physiotherapists, in addressing biomechanical disorders of the feet and legs.

Rehabilitation Support

Our Rehabilitation Support section plays a crucial role in assisting therapists in the recovery and rehabilitation of patients. Our dedicated staff work in both inpatient and outpatient settings, supporting our therapists from across physiotherapy, occupational therapy, speech therapy and podiatry in:

- Setting up and supervising patients during therapeutic activities and exercises.
- Preparing treatment areas, gyms, and clinics for patient use.
- Setting up modalities and therapeutic equipment.
- Conducting and/or assisting in group therapy exercises.
- Maintaining therapy areas.
- Overseeing the duties of healthcare attendants and portering assignments in the rehabilitation area.
- Handling inquiries, scheduling, and administrative records.



A therapy assistant supervises a patient in completing a robotic upper limb rehabilitation activity.



Our therapy assistants play a big part supporting our patients, guiding them through their exercises and recovery programmes.

A key avenue for their development is the Therapy Associate Training Programme. This structured programme is collaboratively designed and delivered by AHPs in the Department of Rehabilitation. It equips staff members with relevant and essential skill sets, empowering them to independently perform higher-level clinical work. Through this comprehensive approach to professional development, we strive to not only enhance the capabilities of our rehabilitation support staff, but also elevate the quality of patient care.

Clinical education is at the core of the department with more than 3,000 student-days dedicated to training and developing allied health students every year. Many of our AHPs have joint appointments or are associate faculty of AHP programmes at the NUS and Singapore Institute of Technology (SIT). We are committed to the development of future AHPs for Singapore.

We are dedicated to continuous improvement to provide Incredible Care. Since 2019, our high-performing teams have won more than $1.5 million in competitive research grants to develop and evaluate innovative ways of improving the care and outcomes for our patients.

Our 'We Care' philosophy guides us in ensuring our excellent patient outcomes are delivered with compassion. As a result, our staff have consistently won many Singapore Health Quality Service Awards (SHQSA). We also apply 'We Care' to how we relate to one another at work, so as to uphold our status as one of Singapore's Best Employers (The Straits Times, 2022, 2023, 2024, 2025).

As we strive to address future challenges of attaining value-based care and excellence in allied health services, all of us in the Department of Rehabilitation look forward to serving and working alongside many of you, as one of our staff, students, or patients.

Professions

Respiratory Therapist

Written By
Mr David Chanco
Head, Respiratory Therapy
Division of Critical Care, Inpatient Operations

A Respiratory Therapist is a healthcare professional who specialises in treating patients with breathing and cardiopulmonary disorders across all age groups, from premature infants to elderly patients.

We plan, implement, and evaluate diagnostic and therapeutic respiratory care services, emergency services, and specialised procedures in ICU for patients with cardiorespiratory deficiencies. We also perform diagnostic procedures including arterial blood gas analysis, pulse oximetry, and capnometry.

Our services encompass assessment and monitoring of natural and artificial airways, management of invasive and non-invasive ventilation, and provision of medical gas therapy. We operate and maintain ventilators, oxygen delivery systems, nebulisers, and continuous positive airway pressure (CPAP) machines while assisting doctors with bronchoscopy procedures.

In emergencies, we respond to cardiac arrests and respiratory crises, delivering life support services. We collaborate with healthcare professionals to develop comprehensive treatment plans and provide crucial patient education on the use of respiratory equipment, and breathing techniques.

Our Multidisciplinary Team



In 2009, there were only a few Respiratory Therapists in NUH medical intensive care unit and cardiothoracic intensive care unit separately.



In 2014, we consolidated as Division of Critical Care (DCC) Respiratory Therapists.



In 2015 we had more Adult Respiratory Therapists.



In 2020, we had included the Head Respiratory Therapist of paediatric intensive care unit and neonatal intensive care unit with Adult Respiratory Therapists as frontliners during the COVID-19 pandemic.

We work across hospitals, ICUs, emergency departments, and rehabilitation facilities.

As Respiratory Therapists, we are committed to continuous professional development, staying current with the latest research, evidence-based practices, and exploring innovative strategies in respiratory care and therapeutic interventions. We actively pursue ongoing education through conferences, workshops, and clinical training to enhance our expertise to ensure we provide the highest standard of care.

> **In emergencies, we respond to cardiac arrests and respiratory crises, delivering life support services.**



In 2024, our DCC Respiratory Therapists with Inpatient Operations.

Our department is dedicated to delivering exceptional patient care while making meaningful contributions to the multidisciplinary healthcare team. We strive for excellence in every aspect of our practice, from advanced ventilator management to patient education, ensuring optimal outcomes for those we serve.

Through collaborations and clinical expertise, we support our colleagues and advance respiratory medicine within our healthcare facility.

Professions

Sonographer

Written By
Prof Arijit Biswas
Emeritus Consultant
Department of Obstetrics & Gynaecology

Ms Dawn Chia
Senior Principal Sonographer
Department of Obstetrics & Gynaecology

Sonographers assess the viability of a pregnancy, ruling out the likelihood of an ectopic pregnancy.

We take images and measurements of the foetus, and assess the uterine environment, conduct doppler investigation of various foetal and maternal blood vessels to evaluate the status of foetal wellbeing.

This gives the doctor an estimated Expected Date of Delivery, and helps our clinicians assess how and when to deliver the foetus/foetuses.

We perform "ultrasound-guided" procedures to assist clinicians to aspirate foetal blood/amniotic fluid/ascitic fluid, and other fluids from cysts for testing. In selected cases, we also perform foetal therapy in-utero, such as inserting in a pleuro-amniotic shunt for foetal hydrothorax, or foetal blood transfusion for severe foetal anaemia.

Sonographers also acquire images of the female organs, and map out normality or otherwise. We also carry out doppler studies of gynaecologic conditions to assess the risk of malignancy.

We are a vital part of the O&G department in identifying various conditions so that the doctors can take care of the patient's treatment.

We sit in interdisciplinary meetings with Fetomaternal obstetricians, Foetal cardiologists, Foetal cardiac surgeons, geneticists, and neonatologists to review and plan the management of complicated cases.



Patient service and teaching are always part and parcel of a sonographer's work, even in the 1980s.



Sonographer holding a lunchtime ultrasound teaching session.



Sonographer (on the left) assisting Ultrasound guided selective fetoscopic laser photocoagulation of monochorionic diamniotic twins in an operation theatre.



Celebrating a century of Clinical Service and Academic Excellence: NUS 100 years of Obstetrics & Gynaecology.

The ultrasound imaging technology has improved tremendously. Looking ahead, we will have newer ultrasound scanners with advanced AI capabilities to reduce scanning time and produce better quality images.

We will also keep improving digital workflows, refining and broadening our depth as educators, and continue to challenge ourselves to meet the challenges of an ever-changing healthcare landscape.

O&G ultrasound is a crucial part of a patient's medical and emotional care. The joy of seeing a moving foetus, or the discovery of a foetal defect, all require tender loving care from the sonographer. We aim to refine and improve ourselves, making sure that every scan and every treatment is as safe, effective, and as useful as possible.

> **"The joy of seeing a moving foetus, or the discovery of a foetal defect, all require tender loving care from the sonographer."**

Professions

Case Management Officer

Written By
Dr Louis Lim
Head, Case Management Section
Department of Medical Affairs (Clinical Governance)

We are a team of dedicated healthcare professionals who serve as patient advocates. Our mission is to provide comprehensive support, guidance, and care coordination for patients, families, and caregivers on their healthcare journey.

Our multidisciplinary team consists of case managers and case management officers for specific medical disciplines.

> **"We are a team of dedicated healthcare professionals who serve as patient advocates."**



Case management officers 'evolve' with time: blending compassion, data, and collaboration to deliver seamless, patient-centred care.



The case management team was actively involved in NUH Quality Week. We optimise patient outcomes through dedicated quality care.



Team photo of case management officers.

The case management section will remain adaptable and responsive to the needs of both patients and our healthcare system as a whole. We ensure that we can better serve our patients and contribute to more efficient and effective healthcare outcomes.



Celebrating case management officers.

Clinical Research Coordinator

Written By
Ms Alicia Kang
Assistant Laboratory Manager and
Chair, NUHS CRC Committee

Clinical research is an exciting and fulfilling career that impacts the course of patient care. Clinical research coordinators (CRCs) get to take the front seat in the patient's journey, and they are also at the heart of transforming scientific discoveries into real-world medical advancements. The scope includes coordinating across multidisciplinary teams, managing study logistics, participant management, budget, data and documentation, and ensuring compliance of research protocols with strict adherence to regulatory requirements.

CRCs are the linchpin of every successful clinical research study, playing an instrumental role in supporting and ensuring smooth, ethical, safe, and efficient conduct of studies, and in providing compassionate support and services to our participants.



The inaugural meeting conducted for the Clinical Trials Unit (CTU) on 20 August 1999, with A/Prof Fong Kok Yong as the chairman, the CTU development committee, and members of the unit.



A snapshot of attendees at the 2nd NUHS-CRC Appreciation Day in 2024, highlighting the growth in numbers over the years.

"CRCs are the linchpin of every successful clinical research study, playing an instrumental role in supporting and ensuring smooth, ethical, safe, and efficient conduct of studies, and in providing compassionate support and services to our participants."



The first NUHS Distinguished Coordinator Award in 2024 that sought to honor and celebrate CRCs for their exemplary performance and dedication in their field of work.

The NUHS CRC committee introduced cluster CRC awards to achieve greater recognition of this lesser-known profession across the greater healthcare community. We are working towards a society more receptive towards the need for clinical trials and trial participants.

In the years ahead, we are working towards a structured education and training programme to nurture the next generation of CRCs. We also hope for greater recognition of the CRCs at a national level.



CRCs working closely with clinicians, journeying alongside patients through the complexities of clinical research.

Professions

Epidemiologist

Written By
Ms Chan Hwang Ching
Senior Principal Epidemiologist
Epidemiology Unit
Infection Prevention Team

A Hospital Epidemiologist serves as the frontline defender against infectious diseases within healthcare settings, combining medical expertise with detective work to protect patients, staff, and the broader community from healthcare-associated infections and outbreaks.

We develop and oversee comprehensive infection control programmes tailored to NUH's specific risks and patient population. This involves creating evidence-based policies for hand hygiene, isolation precautions, antimicrobial stewardship, and environmental cleaning protocols. We work closely with other infection control practitioners to ensure these policies are effectively implemented across all departments, from ICUs to outpatient clinics.

When clusters of infections occur, we lead rapid response efforts to identify the source, implement control measures, and prevent further transmission. This detective work involves interviewing patients and staff, reviewing medical records, analysing laboratory data, and conducting environmental assessments.

"A Hospital Epidemiologist serves as the frontline defender against infectious diseases within healthcare settings, combining medical expertise with detective work to protect patients, staff, and the broader community from healthcare-associated infections and outbreaks."



Our epidemiologists clean up nicely, keeping us safe by day, and dancing the night away!



Celebrating our epidemiology team's Excellence in Infection Control win at the prestigious Asian Hospital Management Awards.

As hospital epidemiologists, our role demands a unique combination of clinical knowledge, analytical skills, and diplomatic abilities to influence behaviour change across diverse healthcare teams. We also balance competing priorities, work within tight budgets, and communicate complex scientific concepts to different audiences.

Despite these challenges, there is also profound satisfaction in being able to directly protect vulnerable patients and contributing to the broader public health mission.



Evidence-based conclusion: Zumba is harder than contact tracing!

Professions

Research Scientist & Research Assistant

Written By
Ms Alicia Kang
Assistant Laboratory Manager and
Chair, NUHS CRC Committee

Research Assistants are the steady hands who support lead researchers, transforming ideas into action. From conducting literature reviews and performing laboratory assays to consolidating, cleaning, and analysing data, they help keep research moving forward. They also assist in preparing reports and managing the studies' operational activities. Some are involved in the patient's journey and are at the heart of transforming scientific discoveries into real-world medical advancements, similar to the role of CRCs.

Research Scientists, on the other hand, are deeply involved in designing experiments and developing, validating, and troubleshooting assays. They analyse, curate, visualise, and interpret data, and translate complex clinical and laboratory findings into meaningful insights that may shape clinical practice and contribute to clinical guidelines. They also draft manuscripts and research proposals, transforming raw data into manuscripts that the scientific community can understand and build upon.

Together, they ensure that laboratory data are accurate, reliable, and reproducible because in research, precision is essential.



Researcher using microscope to examine cell cultures.

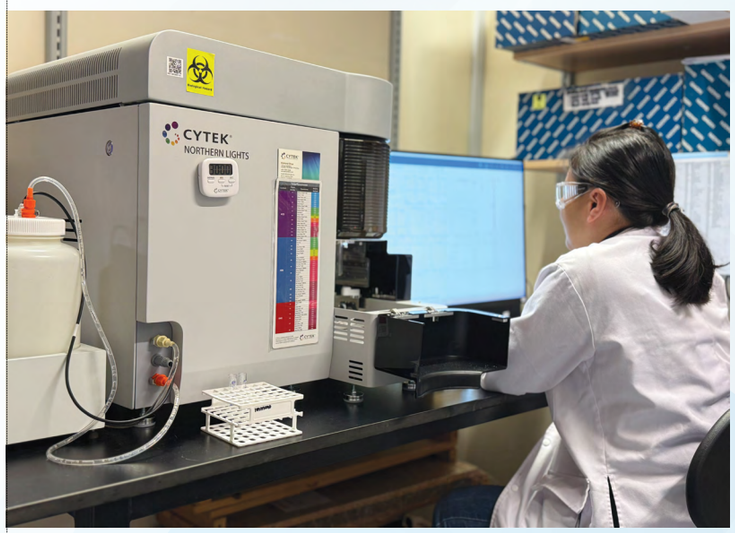
Often working diligently behind the scenes, they are the backbone of research projects, bridging the gap between theoretical ideas and published outcomes. While they may not always be in the spotlight, their contributions drive scientific breakthroughs and push the boundaries.

> **"Every breakthrough is built on countless dedicated efforts, and acknowledging those efforts not only honours the individuals behind them but also strengthens the research community."**





Researchers discussing experimental data and protocols to refine methods and interpret results.



Researcher using full spectrum flow cytometry to perform detailed immunophenotyping of diverse cell populations.

Greater recognition could be accorded to these lesser-known professionals and their significant contribution in driving scientific breakthroughs. While much of the work happens quietly behind the scenes, its impact is built on countless dedicated efforts, and acknowledging those efforts not only honours the individuals behind them but also strengthens the research community.

Professions

Transplant Coordinator

Written By
Ms Priscilla Wee
Senior Principal Transplant Coordinator
National University Centre for Organ Transplantation

Ms Goh Chee Ling
Principal Transplant Coordinator
National University Centre for Organ Transplantation

Transplant coordinators at the National University Centre for Organ Transplantation (NUCOT) play a vital role as trusted bridges between patients, families, and multidisciplinary medical teams throughout the transplant journey. They oversee all aspects of patient care, from pre-transplant medical assessments and specialised surgical and microsurgical services to post-transplant intensive care, recovery, outpatient follow-up, and lifelong medical reviews.

Working across NUCOT's three specialised programmes — Kidney, Liver, and Pancreas Transplantation — transplant coordinators guide both adult and paediatric patients with end-stage organ failure through comprehensive evaluations for living-donor and deceased-donor transplantation. They provide essential counselling, coordinate diagnostic assessments, and facilitate seamless communication across inpatient and outpatient settings for both subsidised and non-subsidised patients. NUCOT also supports foreign patients from the region in meeting their transplantation needs. In addition, transplant coordinators provide dedicated care for living donors, guiding them through evaluation processes and post-donation follow-up. For paediatric cases, they offer age-appropriate support and education, working closely with young patients and their families.



NUH's first transplant coordinator with her first adult liver transplant patient.

Post-transplant coordinators ensure comprehensive long-term management through NUCOT's specialised clinic services, maintaining continuity of care and optimising outcomes for transplant recipients across the kidney, liver, and pancreas programmes. Together with other AHPs — including MSWs, transplant pharmacists, and dietitians — the transplant coordination team delivers holistic support and education to patients and their caregivers, addressing both medical and psychosocial needs.



Our transplant coordinators at the opening of NUH's liver transplant office in 2000.



The team at an organ donation awareness roadshow in 2016.

The role of a transplant coordinator is both challenging and deeply meaningful. It demands passion and resilience, as coordinators stand on the frontline, navigating the complexities of patient care, adapting to evolving hospital systems such as NGEMR, and managing patient expectations amid a growing caseload. They have the privilege and responsibility of accompanying patients throughout their lifelong transplant journeys, often spanning decades — 10, 20, or even 30 years — providing consistent and compassionate care.

Over the years, transplant coordinators witness significant milestones in their patients' lives, from marriages and the start of families to moments of profound difficulty. In response to increasing demands, the transplant coordination team has grown from a lean unit into a stronger and more robust workforce. Today, the team comprises five liver transplant coordinators and nine kidney transplant coordinators. The kidney transplant programme currently manages the care of over 1,000 donors and recipients, while the liver transplant programme supports more than 500 donors and recipients.

Looking to the future, the transplant coordination team aspires to attract new talent to meet the evolving challenges of patient management. With unwavering dedication and warmth, the team remains committed to supporting and guiding patients and their families, ensuring excellence in care for many years to come.



Transplant coordinators at an organ donation awareness roadshow



Our Collaborators

As part of the multidisciplinary care team, AH&P works very closely with other colleagues, especially our medical, nursing, operations & administration, and ancillary teams. The following pages record some of the messages and contributions from our fellow colleagues.



Collaborators: Medical



Congratulations on reaching this important milestone. You are an essential part of the healthcare team, and we are proud to work alongside you to deliver care, which is truly incredible, to our patients.

Dear Allied Health & Pharmacy colleagues,

Congratulations on reaching this important milestone. You are an essential part of the healthcare team, and we are proud to work alongside you to deliver care, which is truly incredible, to our patients.

Through history, we have worked and developed in our fields. From the apothecaries of old, who have evolved to our modern-day pharmacists, to our physiotherapists, who have built on techniques that were used even during the time of Hippocrates, we have worked together to bring healing and comfort to our patients. Nowadays, you are specialists and experts in your respective areas, and continue to advance and push boundaries in the standards and quality of care that you provide. Through our multidisciplinary teams, we are able to provide care that no single individual or specialty can provide to our patients.

In the coming years, we will further transform how we deliver care. Let us continue working together, ensuring that this care remains centred around the patients that we serve.

Adj Prof Mark Edward Puhaindran
Chairman Medical Board

Collaborators: Nursing



Nurses stand shoulder to shoulder with AH&P as we reimagine care models, advance person-centred care, and build a future where every professional is enabled to contribute fully and meaningfully.

On behalf of the NUH Nursing family, heartfelt congratulations to Allied Health & Pharmacy on reaching this significant 40-year milestone. This commemorative book is a timely and meaningful reflection of AH&P's journey, capturing not just the evolution of professions, but the shared values, perseverance, and commitment that have shaped patient care at NUH over four decades.

For nurses, our partnership with AH&P has always been deeply rooted in teamwork and shared purpose. Together, we have walked alongside patients and families at some of their most vulnerable moments, and in doing so, we have touched and transformed countless lives. From acute care to rehabilitation, medication management to patient education, our collaboration has enabled more holistic, seamless, and compassionate care. Many positive outcomes achieved over the years were only possible because nurses and AH&P colleagues worked as one team, each bringing distinct expertise towards a common goal.

Over the years, AH&P has also been a strong catalyst for interprofessional respect and growth. Nurses have learnt alongside AH&P colleagues, challenged one another constructively, and co-created better ways of working. This partnership has strengthened our workforce, enriched professional practice, and fostered a culture where collaboration is instinctive rather than imposed.

As we move into the next era of healthcare, nursing looks forward to continuing this close partnership. With greater empowerment and autonomy across professions, we are well positioned to rise together to meet increasingly complex patient needs. Nurses stand shoulder to shoulder with AH&P as we reimagine care models, advance person-centred care, and build a future where every professional is enabled to contribute fully and meaningfully.

Congratulations once again on 40 years of impact, partnership, and progress. Nursing wishes AH&P continued success as we journey forward together, united in our commitment to improving lives and shaping the future of care at NUH.

Dr Karen Koh
Chief Nurse
Advanced Practice Nurse

Collaborators: Operations & Administration



"In my role overseeing operations at NUH, I have seen first-hand how our ability to deliver care at scale depends on strong partnerships with AH&P colleagues."

Allied Health professionals play a critical role across the care continuum and the broader healthcare ecosystem. You are integral to supporting patients' recovery — not only physically, but also socially and mentally — ensuring that care extends beyond treatment to true restoration of function and quality of life.

In my role overseeing operations at NUH, I have seen first-hand how our ability to deliver care at scale depends on strong partnerships with AH&P colleagues. The close working relationships with the care teams is central to delivering incredible care across a broad spectrum of services, from psychosocial support, dietary management, medication counselling to therapies and diagnostics. These are critical services that will help patients through different recovery phases of care and enable transitions back to normalcy.

AH&P also plays an important role in ensuring care remains coordinated and responsive to patients' needs, contributing to a more seamless experience for patients and their families as they navigate the health system.

Looking ahead, this partnership will only grow in importance. Strengthening collaboration with AH&P will be key as we transform our workforce and co-create future ready care models—ones that support our people, optimise resources, and keep patient-centred care firmly at the core as we shape the next chapter of NUH together.

Mr Jeremy Lee
Chief Operating Officer

Collaborators: Ancillary



"They cared for patients and families with patience and heart. Good care is never the work of just one team. Often, the biggest difference comes from those who quietly do their part, day after day."

The relationship between Ops & Admin, Ancillary, and Allied Health professionals, have always been close and meaningful. It often starts with people working together on the ground, rather than with formal plans.

From my own experience, this relationship began during my Paediatrics days. I saw Medical Social Workers supporting anxious families in the wards, Art Therapists helping children express what words could not, and Physiotherapists patiently guiding young patients forward. Even before people fully understood the full scope of Allied Health, their work was already deeply respected. They cared for patients and families with patience and heart. Good care is never the work of just one team. Often, the biggest difference comes from those who quietly do their part, day after day. AH&P professionals have long shown this by supporting clinical teams, working alongside Ops, and caring for patients and families in practical and thoughtful ways.

As the hospital grew, these working relationships grew too. We began working more closely through shared projects, most notably the Outpatient Blood Services initiative, which became one of the recent joint efforts in delivering patient care together. What we achieved was more than smoother processes. It showed what is possible when different teams work towards the same goal, even when many believed it could not be done, with every step focused on better care and a better patient experience.

As AH&Ps mark 40 years at NUH, on behalf of the Ops & Admin and Ancillary teams, I would like to say thank you for the trust, partnership and inspiration built over the years. Working closely with AH&P has helped us work better together, learn from one another, and design services side by side. Looking ahead, we hope to continue growing this partnership.

Congratulations on this milestone. The journey so far has meant a great deal, and there is still so much more to look forward to.

Ms Sharmaine Poh
Head, Service Operations

Collaborators

AH&P Operations & Administration

Written By
Mr Joel Lee
Head, Diagnostics Ops Section

Ms Cherry Ho
Head, Pharmacy & Therapeutics Ops Section

As administrators in the AH&P department, we see ourselves as the quiet hands and steady hearts behind the care our patients receive. Each day, we work purposefully in the background: planning, coordinating, and anticipating needs, so that our clinical AH&P colleagues can focus on caring for our patients. We strengthen workflows, support digital and logistical systems, and ensure clinical spaces are ready for safe and seamless care.

Our commitment lies in the unseen details: a smooth transition, a ready resource, a process that makes someone's day easier. Though our work often happens out of the spotlight, we are driven by the belief that every act of support contributes to someone's recovery. Together with our clinical partners, we help create an environment where compassion, excellence, and care can flourish.



Partnering with our Radiographers to refine and improve workflows.



Participating in the National Harmonised Integrated Pharmacy System (NHIPS) full-dress rehearsal in preparation of the go-live in Feb 2026.

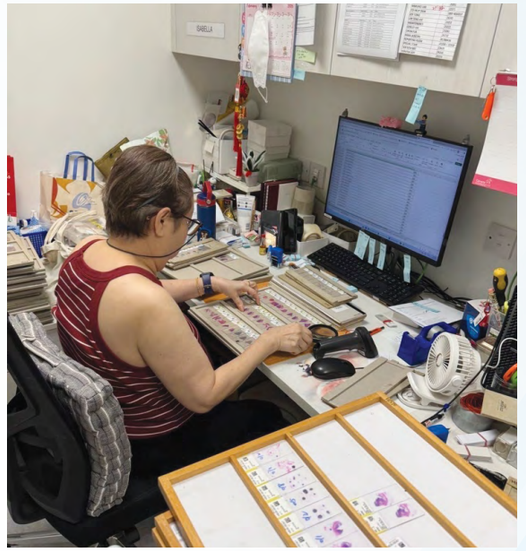


Behind every smooth lab operation, admin staff manage inventory proactively, ensuring supplies availability, regulatory compliance, and uninterrupted BAU processes consistently.

> **"Each day, we work purposefully in the background: planning, coordinating, and anticipating needs, so that our clinical AH&P colleagues can focus on caring for our patients."**



The AH&P Operations team enjoys a fun afternoon of team building activities.



Indexing and preparing glass slides for review by pathologists.

The road ahead for the AH&P Ops and Admin team is one of bold digital transformation amidst growing system complexity and a shared aspiration to support clinical care. As we continue to strengthen our operational foundations, we envision a future where technology enhances every touchpoint – streamlining processes, deep data insights, and enabling us to deliver care with greater clarity and impact.

At the heart of this journey is our people. With diverse strengths and perspectives, yet united in purpose, we will continue to build digital confidence, embrace continuous learning, and collaborate across professional and organisational boundaries to shape an ecosystem that is not only more agile and efficient, but also deeply human-centred.

Events



Appointment of Allied Health & Pharmacy Heads on 27 April 2023.



The inaugural Allied Health & Pharmacy Forum on 13 July 2023.



AH&P leaders with CEO at the 2024 AH&P Townhall on 7 August 2024.



AH&P team celebrating in style at Stars @ NUH 2023.



AH&P leaders with Dr Tyrone Goh during the NUH Appreciation Dinner on 9 November 2024.



A time for unity and celebration at the 2025 AH&P Townhall.



Celebrating the AH&P recipients of NUHS Pinnacle Awards at the NUHS Tribute Awards Ceremony 2025: Master Clinicians, Ms Joyce Elizabeth Mathew and Dr Lim Siew Woon; Emeritus Fellow, Dr Tyrone Goh.



Celebratory lunch for AH&P runners at the NUH Physical Challenge Season 3.



AH&P Leaders at the annual NUH AH&P Retreat 2025.



The 2025 graduating cohort from the Exemplary Leader Development Programme (ELDP) and Exemplary Leader Foundation Programme (ELFP).



Dialogue with senior leaders during ELFP team building segment.

Achievements

The following is a recognition of the achievements and accolades awarded to NUH AH&P professionals, showcasing the high quality of work and strong commitment demonstrated across our professions, roles, and functions.

National Day Awards

- The Public Administration Medal (Bronze) 3
- The Commendation Medal 15
- The Efficiency Medal 47
- The Long Service Medal 42

National Awards

- Public Service Transformation Awards – Exemplary Leader 1
- National Healthcare Innovation & Productivity Medals – Best Practice Medal 2

NUHS Pinnacle Awards

- Emeritus Fellow 2
- Master Clinician 2
- Excellence Award 3
- Young Achiever Award 2
- Team Award 2
- Research Excellence Award 1
- Outstanding Mentor Award 1

NUHS Allied Health & Pharmacy Awards

- NUHS Allied Health & Pharmacy Excellence Award 6
- NUHS Allied Health & Pharmacy Young Achiever Award 5
- NUHS Allied Health & Pharmacy Commendation Award 144

NUHS Education Awards

- NUHS Education Collaboration Award 8
- NUHS Inter-Professional Teaching Award 3
- NUHS Teaching Excellence Award 35

NUH Model Allied Health Awards

- Excellence Award 4
- Clinical Effectiveness Award 15
- Patient Centeredness Award 12
- Research Contribution Award 5
- Clinical Education Award 6

NUH Education Awards

- Star Educator Award 245
- Main Clinical Educator Award 114

Acknowledgements

We extend our sincere appreciation to all contributors whose dedication, insights, and collaboration have enriched this 40th anniversary publication. Your commitment to excellence in Allied Health & Pharmacy has been invaluable, and we look forward to building on this foundation together as we advance into the future of healthcare.

Prof Aymeric Lim
Adj A/Prof Michael Ong
Dr Tyrone Goh
Ms Qiao Tianru
Ms Ng Siau Hwei
Ms Kek Tze Ling
A/Prof Jenny Loo Hooi Yin
Ms Sally Chin
Ms Yen Lim
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Dr Karen Koh
Mr Jeremy Lee
Ms Sharmaine Poh
Mr Joel Lee
Ms Cherry Ho
Ms Chong Wan Lin
Ms Adeline Ho
Ms Klaryssa Augustine

And every single person who made this book possible.



Artist impression of Kent Ridge Campus beyond 2030

40 Years Of
Allied Health & Pharmacy in NUH

NUH 2030
& Beyond

NUH Allied Health & Pharmacy (AH&P) professionals are integral members of the holistic care team. As highly trained practitioners with specialised expertise, they work at the forefront of their professions, improving health outcomes and enhancing the quality of life of patients and communities they serve.

What began as a modest Clinical Support Services department has grown into a vibrant and comprehensive network of 40 professional discplines and 18 support groups. This remarkable evolution represents one of the most significant transformations in our hospital's history and reflects decades of dedication, innovation, and collaboration.

Today, we continue to strive towards being world-class allied health and pharmacy professionals. By nurturing empowered practitioners and advancing our collective expertise, we remain committed to delivering comprehensive and sustainable healthcare at the forefront of our practice.

As the National University Hospital marks its 40th anniversary, this commemorative volume honours those whose vision, commitment, and achievements laid the foundations for what we are today. Standing on their shoulders, we look ahead with confidence as we prepare to shape the future of care for 2030 and beyond.

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