

THE MIGHTY STORM

Fullerton Health Group Rises to the Challenge





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CONTENTS



COVID-19 has changed the world irrevocably. The virus does not abide by national boundaries nor social class. No one is safe until we are all safe. It has brought to light the importance of access to primary healthcare care. It has also shown how private healthcare players can be integrated to support national healthcare systems.

Fullerton Health Group is proud to have been an active participant in keeping Singapore and Singaporeans safe. On this journey, we have partnered stakeholders across ministries, companies and communities to bring to fruition many meaningful as well as impactful programmes and initiatives.

All that we have done would not have been possible if not for our people. The Fullerton Health Group family in Singapore rose to the occasion and delivered on our purpose and shared values. Affordable and accessible care enabled with compassion, integrity, teamwork, partnership, and innovation. This book is dedicated to our family.



FOREWORD

by GCEO

THE GATHERING STORM

Recognising our responsibilities as healthcare custodians to our clients and community. Standing firm in the face of fear.

FACING THE STORM

Ensuring community and clients have access to care despite a raging epidemic. Pushing through fatigue and constraints.

OVERCOMING THE STORM

Enabling normalcy for corporates and communities in a post pandemic world. Engaging stakeholders for innovative solutions.

FOREWORD

As we produce this book in 2022, Fullerton Health Group has been on a two year journey of supporting the nation through the fight against COVID-19. I recalled in January 2020, I was in Davos advocating private public collaboration toward access to care when the news of COVID-19 first appeared.

As the pandemic developed, we could see the severity of the situation. Our crisis team was convened and as a regional company, we were in touch with our regional counterparts to work out safety protocols, contingency plans, and staff safety procedures.

Fullerton Health Group's core business is the management of healthcare services for corporate clients. We had a duty to our clients and our patients to ensure continuity of service and to provide counsel for companies to continue to be operational. This was challenging as regulations were shifting across all countries in which we operate.

This was an unknown virus that was impacting the world in an unprecedented way. Fullerton Health Group had to evolve to continue to serve the interest of our patients and clients. Not only did we rise to the challenge, but we also felt we had to do more to support the countries we were in. As a proud Singapore grown enterprise, we had to do even more for our nation in this time of need.

We serviced many key corporate companies in critical industries from ports to trains and buses. Helping their staff stay safe whilst having to function in a pandemic was a priority.

We started our first major project at Tanjong Pagar to help the critical industry — our port. It was crucial for the port to remain viable for Singapore to have a semblance of normalcy. Our team was deployed, working round the clock across days to operationalised screening and testing facilities that could serve thousands of workers daily.

When the migrant worker crisis surfaced, we stepped forward to operationalise eight dormitories taking care of over 100,000 foreign workers.

Once vaccines became available, Fullerton Health Group mobilised our resources to operationalise 10 Vaccination Centres and three mobile vaccination teams to service communities across the heartlands, nursing homes and special needs schools.

Today, Fullerton Health Group still serves national projects and key corporate clients even as the situation evolves with the many variants of COVID-19.

All that we do would not be possible without our people. The pride and backbone of Fullerton Health Group. This book is dedicated to our people and our supportive partners.

Ho Kuen Loon
Group CEO





THE GATHERING STORM

News of a new virus were trickling in as early as December 2019. It was initially given a relatively benign name the Novel Virus. Alarm bells started ringing as the flu like symptoms of infected patients raised the specter of SARS. Efforts to contain it failed and before long cases were reported in almost every country. By March 2020, World Health Organisation declared a pandemic, and the SARS-CoV-2 virus became known as the infamous COVID-19.

At Fullerton Health Group, the medical team were analysing the data that was streaming in and trying to make sense of it all; what were the best strategies to help corporate clients remain operational and ensure the staff were adequately protected during this evolving pandemic.

Recognising our responsibilities as healthcare custodians to our clients and community, we had to stand firm in the face of fear.

It is a storm like no other. The daily numbers of COVID-19 victims in Singapore were initially manageable and then they exploded. The spot light fell on frontline workers. The battle lines were being drawn as a national task force was formed. A Circuit Breaker called.

There was great urgency to test, test, test the thousands of migrant workers already in Singapore, and to isolate and treat those who were tested positive.

Fullerton Health Group stepped into the breach and nimbly deployed staff to set up swabbing centres.





BEING TESTED BY THE STORM

How did Fullerton Health Group's COVID-19 battle begin? Starting in the boardroom, it moved quickly out there to the trenches. Dr Walter Lim shares how it was at the beginning and beyond.

“Things were evolving quite rapidly at this stage in early 2020. There were many thoughts then. Was this virus going to be short lived like SARS which took nine months? Then strategic partners like the Port of Singapore Authority (PSA) were being roped in to a broader national effort. It became clearer from the initial phase of grappling with what does this mean for our staff and patients to the fact that this needs to be a more coordinated response by Fullerton Health Group (FHG) on a much larger scale,” Dr Walter Lim describes the early period before the Circuit Breaker (CB) was instituted.”

The first COVID-19 project that FHG embarked on was the migrant worker floatels located at the Tanjong Pagar Terminal which looked like oil rigs but were actually floating accommodations to contain spread. This was in partnership with PSA. Subsequently there was an effort to see how Fullerton Health could contribute to national scale projects and pivot resources accordingly.

NOT BUSINESS AS USUAL

The CB meant some of the normal businesses such as health screenings were on hiatus. So in a partnership with NUHS, resources and staff were pivoted to migrant workers' dormitories in the northern sector.

FHG was then approached by PSA to provide medical support for a cruise ship. “Most will say no but we say ‘Let's find out more’ ” and with this mindset Walter met with the PSA CEO. He is quick to point out this mindset is not just in him but also the management team. There is a willingness to do more. For example the health screening doctors and staff were willing to see how they could contribute during the CB to provide medical support at the dormitories under conditions which were diametrically opposite to what they were used to.

Walter felt that holding town halls with the rank and file was critical during this period. “We addressed their questions so that they in turn can answer questions on the ground. Constant and open communication is vital during the different

phases. Within nine months we moved into the vaccination phase, and we were roped in. We were the only non-hospital player included in the first pilot batch.”

RAFFLES CITY CONVENTION CENTRE

It was also fortuitous that FHG had a location, a commercial space in a mall, located at the confluence of two MRT lines. Initially a location rented to do testing for a cruise ship client, the site was expanded to include one of Singapore's first vaccination centre. This decision has proven to be a blessing in more ways than one. Apart from ensuring members of the public had easy access to vaccines, FHG was able to establish its position in the public-private healthcare continuum as Walter shares, We had to be quite decisive in how we could work with Ministry of Health (MOH). How to parlay our expertise in health screening to vaccination? The World Health Organisation (WHO) visited one of our centers on a study trip to Singapore. It does prove that though it is a government project we were able to shape how it would turn out. The WHO team were visiting different sets of operations to observe Singapore's pandemic responses. Within the sector of vaccination centres, Raffles City was selected as the flagship centre. They were interested in how public-private partnerships can work. It is considered a successful effort for last minute delivery of vaccinations into the community. We have to bring something new to the table and MOH was open to our approaches. It allows us to explore how to serve the wider eco-system.”

CHALLENGES

Some major commitments with MOH, commitments in the multi-digit figures, were based on a handshake and trust. Resources were committed and activated immediately so as not to lose more time in the battle against the virus. Some were concerned that FHG was taking on too much risk in terms of group and country resourcing. They believed that, like SARS, this virus will resolve by the end of 2020. So by pivoting resources, the company was moving resources away from normal businesses, taking up bandwidth and focus away from the regular work. But as Walter explains, “It was something we had to do. It is an investment in many ways but not in the normal understanding of a business case despite a lack of visibility. It was the trust externally and internally that allowed us to drive this forward.”

STAFF

Buy-in from employees was a significant component for agile deployment. Support Services played crucial roles,



Fullerton Health Group's first public Vaccination Centre at Raffles City Convention Hall.

from Human Resources, Pharmacy, through to Logistics, IT and Finance. “Work done by back end staff are often unseen. Without the back end staff supporting our frontliners, we would not be able to advance in our battle,” acknowledges Walter.

“Project of this scale, every part of the chain matters. We have exceeded 2.5 million vaccinations. This would not be possible without everyone's efforts. Not everything was in place from Day One but everyone was willing to put in effort to get there.”

COMMUNITY ENGAGEMENT

Setting up Vaccination Centres across the heartlands was an opportunity for FHG to work with members of the wider community. Walter recalls, “At Bedok, we noticed that for every few patients there will be people on personal mobility devices, some on dialysis, individuals who have cardiac issues and had just had angioplasty, very different profiles from our regular patients. The teams took it in their stride. This gave us a chance to feel more connected to the community. It sets the tone for the next few years we can be more thoughtful and more directed in our role as health custodians in the community. Ultimately our DNA can remain the same but we function within a bigger healthcare system in the broader society. Through this, we had an opportunity to engage with the Ministers to see what they are thinking. It also enables them to see us as a player in the eco-system.”

JOURNEYING WITH STAFF

How does one build trust amidst so many unknowns? One key thing is the staff were not asked to go alone into the unknown. Those at middle and senior management journeyed with them, shoulder to shoulder, answering the challenging demands on the ground.



Dr Walter Lim, Group Managing Director Clinical Services & Singapore Deputy Managing Director.



POWER-UP!

LOOKING AHEAD

“At FHG, it has been very gratifying to have conversations with counterparts in the region, and in Singapore, to see how we can impact a broader network. In the past our focus was more directed to immediate patient care, now we have a platform to make a difference at a larger scale. It is a privilege to see what we can do.

“From an initial phase of just trying to respond, then to scale the operations to dealing with the virus, what I have seen is the confidence that we can respond effectively. We can’t control the virus but we can control our response. That confidence is something built up through time. What our staff have learnt will stand them in good stead for the future. After all calm or smooth seas don’t make a good sailor. We need to be tested in a storm and to make it through the storm. Hopefully we’ll continue to learn and remain nimble. Balancing our focus on pandemic and not forgetting our call. It is like running two businesses - one for now and one for the future.”



The Fullerton team work together on the ground in a sea of unknown challenges.

The company has a “no blame culture”. As Walter explains, “We only look backward to identify the root causes and solve them. Although this is not new in healthcare, the pace was much faster.”

One other important aspect is patience. This is needed especially in situations where objectives are important, timelines are tight and changes are constant.

BUILDING TEAMS

Confidence grew when the ground team members saw the positive impact of their actions on the public and patients. Imperfect as a team initially, their abilities improved with the increase in vaccination numbers. At the management level, a decision was made to have programme teams streamlined into the Vaccination Team, Testing Services Team, Community Care Team. These programme teams comprised of staff redeployed from all over the organisation. These respective teams worked together for 2 years, bringing about renewed focus and camaraderie.

WHITE PAPER ON MIGRANT WORKERS

At the end of 2020, having worked on multiple projects involving migrant workers, the GCEO asked the management team to come up with a White Paper. The Paper was a chance to share some of Fullerton Health Group’s experiences and to shape thinking on holistic care for migrant workers. It was quite satisfying to see some ideas translated into reality.

One of the key objectives of the framework in the Paper was to have “Efficient delivery models, leveraging technology. The ability to achieve economies of scale and cost efficiencies via a hub-and-spoke model. Adapting available technologies such as telemedicine at the dormitory environment with continuity care at physical medical clinics.”



A Paper produced in August 2020 to advocate stakeholders for more comprehensive care for migrant workers.

FHG introduced the digihealth kiosk. A vending machine customised to dispense medication, combined with telemedicine capabilities. It reads foreign workers ID pass for easy registration and also prints and reports and receipts required. Should the worker need further assistance that the kiosk cannot deliver, they will be directed to the nearest physical clinic where their medical records are already updated.

“

The COVID-19 pandemic had been unexpected and unprecedented. While we had to muster national capabilities, the private sector and in particular, our private medical service providers stepped forward gallantly and partnered us throughout this journey. In this regard, our partnership with Fullerton Health had been most noteworthy. They were ready to lean forward, even when the requirements were not clear, mustered resources, and operationalised capabilities in a very short period of time.

At the end of 2020, when vaccines became available, Fullerton Health was included as a pioneer provider to the National Vaccination Campaign. Despite the logistic difficulties in managing a novel vaccine and the evolving policies and clinical procedures, the management and staff of Fullerton Health were most professional, pragmatic and focused on delivering the task at hand. At the initial stages of the campaign, and when crowds were building up, Fullerton expanded its flagship Vaccination Centre at the Raffles City Convention Centre and seamlessly soaked in the loads. At its peak, Fullerton health were operating 9 Vaccination Centres and administered a total of 2 million doses to the residents of Singapore.

There were also several innovations that were introduced that enhanced the vaccination campaign. These included stickers and badges to encourage those who had completed vaccinations and trialling and implementing the Automatic Vaccine Inoculation Dispenser system, which increased the efficiency of filling up the syringes.

Throughout this journey, Fullerton Health had been worthy and dependable partners during a national crisis. They were always willing to go the extra mile and were focussed on delivering the mission than on bottom lines. The exemplary conduct of the management and staff of everyone who had supported MOH was impressive and praise-worthy.

On behalf of MOH, I would like to take this opportunity to thank Fullerton Health for their support to nation and for demonstrating the power of our Public Private Partnership Framework.”

Dinesh Vasu Dash, Group Director (Crisis Strategy and Operations Group), Ministry of Health



GRACE, GRATITUDE, GRIT



One of the earliest frontline workers, Nicolette plunged right in and was involved in the first COVID-19 project - the Tanjong Pagar Terminal floatel. Her story is one of perseverance.

MISSION POSSIBLE

Since 2020, Fullerton Health Group have been actively involved in various COVID Projects nation-wide. Nicolette was involved in the early stages - from helping to set up a medical facility for the migrant workers at the floating accommodations to leading a team of nurses all around Singapore for serology tests in the dormitories.

On April 12, 2020, the Straits Times reports that two floatels were set up at Tanjong Pagar.

It was the Easter weekend in 2020 when Fullerton Health Group (FHG) was activated to help establish and set up the medical facility to support the Floating Accommodations @ Tanjong Pagar Terminal. FHG provided support in project planning to training and drafting medical SOPs, and the day-to-day execution of operations on the ground together with other stakeholders.

Nicolette Peck who was the operations manager recalls, "That was the fastest clinic we ever set up. We had to get all the approvals and licensing from MOH, necessary medication and consumables stocked, processes in place, manpower sorted, and round up a few volunteers to help set up over the weekend. We were able to take in the first batch of migrant workers on Monday."

"Back then, there wasn't much information on COVID-19 so the staff were apprehensive because we did not know enough about how the infection spread. The workers we tended to looked well as they had no symptoms. The next day we found out that all the workers were tested positive and it alarmed the team and the stakeholders involved. We had to arrange numerous sessions to address the concerns of many.

Along with the Management and doctors, we went onsite to speak to the team, to encourage and assure them.

The team got more confident knowing we had strict protocols in place, and had faith from all the training in swabbing patients and us (management) being with them on site at all times.

Nicolette remembers the migrant workers appreciated the way the FHG team cared and attended to them with empathy.

Nicolette also helped lead the FHG team in serology testing across various dormitories all around Singapore. On some days, they may have to cover up to six dormitories

LOOKING BACK

"If you look back, I think after all that we've been through - I'm very thankful I had good support from my family, and my colleagues at work. They were all very supportive and understanding. Through the camaraderie among colleagues, and encouragement from loved ones, it really helps to lift my spirits and it got me going.

I learnt many things along the way and had to constantly adapt to changes. I worked with different stakeholders like the Ministry of Health, and the Singapore Armed Forces, because they were all part of the planning process. Our nurses need only worry about their clinical duties and I would worry about the rest."

Although her family was supportive they were rightfully concerned. "Each day when I got home my mother will spray me and my belongings with disinfectant. I would go straight to bathe and wash my clothes separately in the washing machine. Throughout the entire period, both of us (Jace her husband) could not spend much time with our family members."

At first Nicolette's family would keep reminding her, "Don't bring home the virus." They soon came to



The team hit the ground running as COVID-19 swept through the world.



“

FHG was both flexible and accommodating to be able to cater to irregular swab requirements and numbers, using different labs and collection modes when necessary and was pro-active in result collation and sharing. This was particularly critical as we have limited holding capacity and the fast lab results would help us turnaround more migrant workers held at our Central Processing Station.

Mr Tan Suan Jow, Commander of the Floating Accommodations, MPA



understand what the work meant to me. Her mother saw the passion and commitment her team had, so she'd pack food for her and sometimes for the team as well.

"There were no vaccines available at that time and being at the frontline, you worry about the risk of being unwell, the risk of bringing the virus home. I tried my best to mitigate such risk like disinfecting my work items before returning home and showering once I get home before anyone touches me."

Nicolette was working on these projects till she discovered she was three months' pregnant.

LEADING A TEAM

The majority of the workers in the dormitories that the team tested turned out to be positive for the COVID virus. Nicolette and her team followed infection control procedures very strictly. However she felt responsible for them. "I wanted to make sure my team was safe and I was a constant nag. I conducted daily roll calls and went through all issues like how PPE should be donned, how the table should be set etc. I had to keep ensuring processes and rules were adhered to and constantly went around to inspect. If any one on my team gets infected, there is a high likelihood that others would too. It was better to be safe than sorry."

Mentally it was a tiring time. Instructions kept changing, as well as locations. Nicolette also had to coordinate with the many different vendors whilst not being able to use her phone while in the red zone. There was always a flood of questions to answer. "It can get frustrating when everyone is chasing you for decisions. The hardest

though is seeing the nurses, the clinical staff, feeling burnt out. I tried to give small treats to the nurses to cheer them up."

A personal challenge Nicolette faced was that she is allergic to perspiration so after a day of wearing full PPE under the sun, with no shelter, her whole back was burning with rashes and eczema. Every night she had to slather on creams, and the next day the cycle repeats itself.

The importance of being "hands on" was critical. Nicolette made it a point for any one of the leads, including herself to know everyone else's role/job/responsibilities. "I spent a lot of time mentoring my team so that I have enough capable team members who can step up at any point in time."

WORKING IN FULLERTON

"You're young enough to be my kid!" If you are under 30 or so, such comments might be heard quite often in most workplaces. However, I had the privilege of working in Fullerton Health Group where there was never a stigma of being too young to lead a team, let alone a department.

It's the people that make a difference to why one likes working in the company. To be more specific, it's the leader you work for. I enjoy working for my current leaders and am grateful that they always have your back. In turn, this also constantly motivates you to do the same for your team. The strong relationship built with your team keeps them fully engaged and creates trust as well as loyalty

I had very good support from our medical doctors as well. I will check with them to make sure operational decisions have taken into consideration the clinical aspect and that we are all aligned. They are only just a whatsapp message away.

EMPATHY: IT IS LIKE GIVING SOMEONE A PSYCHOLOGICAL HUG

There was this one time where we had to work through without having lunch as the registration line was so long. It was under the scorching sun and we didn't want the migrant workers to wait too long. We felt so appreciated when the workers showed their concern and kept telling us not to rush and grab our lunch first.

There was this other time where we had to go to different sites, some of these workers that we helped before actually could recognize me in my full PPE gear and came up to say Hi!



FROM NUMBER CRUNCHING TO FRONTLINER



ONE SATURDAY AFTERNOON

"I am a numbers cruncher. I analyse trends and review strategies for the Group CEO (GCEO)," says Markus Lim, describing his work then in the GCEO office. One fateful Saturday afternoon early in 2020, he found himself at a futsal facility located at the Khoo Teck Puat Hospital, it was a meeting with Nurse Manager Sister Mullai, Dr Walter Lim and GCEO Mr Ho Kuen Loon, to discuss the setting up of an external ward for migrant workers. The fight against COVID-19 was heating up and it really required everyone to be hands on.

Markus was tasked to be a camp commander of this new facility. Being in a healthcare company, he felt it was part of

Sometimes all it takes is a challenge from your boss...

Markus Lim,
Chief of Staff to Group CEO



their responsibility to the community. "We cannot ignore the challenges of a pandemic. I wanted to answer the call."

This new facility was an emergency outdoor ward for migrant workers as the Hospital's Emergency department (A&E) was full. Fullerton Health Group swung into action, the team prepared to cater for a maximum of 300 patients. This ward was set up to be a Community Care Facility. The patient profile were migrant workers who had COVID-19 but were young, healthy, and considered low risk. The ward was a place to rest and recover. The futsal courts were divided into four wards.

As the camp commander, Markus liaised with various partners such as those providing housekeeping, engineering and security services, as well as oversee the running of the facility.

"My stint lasted three months. I was working six days a week on an eight hour shift. As this was the starting phase of the COVID-19 fight, and the team I was leading was new, I didn't know what to expect. This experience gave me a deep appreciation of nurses. I was with the nurses in the red zone to support their work, and got a sense of what patients go through. It was tough being in the red zone day in and day out."

One high point for Markus was when migrant workers showed their appreciation. "When you are in the back office, facing your computer screen, looking at numbers, you don't see the impact of our healthcare services. I was grateful that Kuen mandated everyone from the main

office should spend 20% of our time in the facilities to help. It nurtured solidarity among admin and healthcare staff. It allowed us to really live and breathe our mission."

SAFETY FIRST AND ALWAYS

Everyone helped. Markus observed how the different departments were able to seamlessly work together in this fight against COVID-19. When it came to medical protocols, the clinical team would train the new staff. Dr Marcus Lee prepared protocols based on MOH guidelines. The clinical governance team made sure that safety protocols were adhered to. The pharmacy department also played a key role by ensuring sufficient PPE, N95 masks, face masks, shields and hand sanitizers were available so when Fullerton Health Group delivers care, the staff is protected. "We have to take care of our staff. Our infection protocols have to ensure the safety of all our people all the time."

MEETING NEW CHALLENGES

What has enabled Fullerton Health Group to respond the way it has? Markus attributes it to the DNA of the company - "It is our entrepreneur spirit, we take on new challenges. We don't say no. The Khoo Teck Puat Hospital project is something we have never done before. We may not run hospitals in Singapore but within the company our people have loads of relevant experiences."

Another factor is compassion. "What matters is the patient. We are all aligned with the mentality of "how can we help".



“

From the onset of this collaboration, FHG committed strong resources to plan, set up, and commission in order to GO LIVE in 7 days. Due to FHG's deep level of collaboration across all functions from Medical, Nursing and Operations team, this holding facility was completed in 5 days and went operational in 6 days. Through-out the operations, FHG demonstrated strong domain knowledge, technical knowhow.

Ms Yen Tan, Chief Operating Officer, Khoo Teck Puat Hospital and Yishun Health

SETTING PROTOCOLS



We took MOH guidelines and feedback from all stakeholders seriously.

Marcus Lee,
Deputy Medical Director

Little was known about the virus in early 2020. But it was clear there was a need to strengthen infection control protocols and enhance training across Fullerton Health Group's facilities. Particularly where Fullerton Health Group was supporting integral projects for the nation.

Dr Marcus Lee was roped in to oversee infection control protocols as the pandemic evolved.

As Marcus recalls, the MOH protocols were written with national healthcare scenarios in mind so the challenge was how to adapt them to the clinic setting. He had to contextualise them. At that time, stakeholders from patient to



AN INTERVIEW WITH **Dr MICHELLE LEE** MEDICAL DIRECTOR



From all stakeholders: Dr Marcus provides valuable guidance to doctors over ever-changing vaccination guidelines.

doctors to staff were very concerned, sharing what they felt Fullerton Health Group should do. “We took MOH guidelines and all feedback seriously.” The other challenge was to keep the protocols updated and ensure compliance. In the early stages of the pandemic, definitions of what would qualify as a COVID-19 case and the mandated national protocols kept shifting as new information emerged.

Marcus provides guidance to the stable of doctors, nurses and clinic managers. “When Fullerton Health Group began operating Vaccination Centres (VC), I would go quite often to ensure the doctors are familiar with the guidelines and there are sufficient visual aids in the doctor booths to help them in their decision making. It was challenging at the beginning as we were starting two to three new VCs every month. Eventually things stabilised.”

In Marcus’s experience, there are two types of patients at the VC. The first are those who do not want to be vaccinated and they seek the doctor’s help to corroborate, “so we have to be careful and certify factually.” Another group wants to be vaccinated even though they have contraindications. “Then we have to do the appropriate thing and refer them or defer them accordingly.

EMPATHISE AND COMMUNICATE

“I found that many of the skills I learnt in the clinical setting can be applied to the operational setting too. Administrative medical work means you deal with people; patients, doctors and nurses. My family medicine training helped me to communicate and empathise. Some people have this wrong idea that an administrator does not have to deal with people and is therefore less taxing. I think that is not true.”

Another positive aspect is that Marcus got to know and work with more people in the organisation than he would usually. And with a stronger network, it has become easier for him to communicate and share his ideas.

Marcus also observed that Fullerton Health as an organisation was young enough to be dynamic yet old enough to be experienced so it could pivot to more projects which benefited the wider community during the battle against the virus. It was able to innovate to meet the changes on the ground.



Dr Michelle Lee was one of the first doctor to volunteer to work at the dormitories when the pandemic first began. As a pioneer doctor at Fullerton Health Group seeing patients at the well appointed Executive Health Screening clinic at Ngee Ann City, she shares her experience.

Briefly could you **describe the scope of your work** in the dormitory?

I was the medical doctor at the North Coast Lodge which is a dormitory for migrant workers. I was there to consult on the acute and chronic conditions of the migrant workers. I was also coordinating the work flow with the Forward Assurance and Support Team (FAST) as well as overseeing the logistics of the medical supplies at the dormitories.



What was your **first impression** of the dormitory?

Hot! The medical centre was set up at the basketball court.

Could you describe a **typical work day**?

The clinic commences at 8.30 am, and we usually start with a quick meeting with the staff - nurses and doctors - to update on changes of work flow, management of patients based on latest guidelines from MOH etc.

We then needed to gown up with full PPE within the container (resting area/clean zone) and set up the clinic; for example, cleaning the furniture and clinical equipment with disinfectant wipes.

We have a triage team, a nursing team, a dispensing team to assist the doctors. We have two doctors sharing the clinical duties, that is, to manage the COVID positive patients versus the non-COVID positive patients, to swab the suspected cases, to isolate COVID positive cases or other infectious disease cases such as chicken pox.

Occasionally we encounter acute cases such as chest pains, asthma attacks and traumas. Then we have to activate the paramedics to bring the patients to hospital for further management.

We need to de-gown outside the container to have our lunch within the container at 12.30 pm. The container, designated the clean zone, is the only area we can have our break or lunch. We are restricted to a maximum of five people within the container at any one time. The FAST/MOM provide us with a bento set lunch daily.

We continue the afternoon clinic from 2 - 4 pm. We need to disinfect and clean the furniture and clinical equipment etc after the clinic.

We end the day with a brief meeting with the FAST team. We will report the statistics of the encountered patients, the type of medical

conditions, whether they are COVID related or not, whether they were sent to hospital etc.

How many patients did you treat daily?

On average we see about 70-100 patients daily. During a surge, we have even hit a maximum of 200+ patients a day when we were screening the workers for the virus.

What have you found **rewarding** in this work? What has touched you about the work?

I felt very sad for the migrant workers who lost their lives to COVID-19. Just imagine a young man leaves his family to travel to a foreign country to work, with language barriers, facing a different culture, stranded in a room with a group of 7-8 people, and he ends up passing away, alone, from this virus.

I do volunteer for many mission trips but helping patients during this COVID pandemic makes me appreciate people and my surroundings more.



The conditions were harsh at the Vaccination Centers.

...helping patients during this COVID pandemic makes me appreciate my surroundings more.

Dr Michelle Lee, Medical Director



NORTH COAST LODGE

PIC•COLLAGE



HOW I STARTED VOLUNTEERING

A testimonial by Procurement Specialist Yuling



My involvement started in 2020 during the Circuit Breaker when we were all asked to work from home. I was fairly new, having joined Fullerton Health's Procurement Department in January 2020. As an integrated healthcare provider, the work we do is essential in keeping our community safe. We are the gatekeepers that help identify patients who need care and guide them to the best option for treatment in each of our countries. We are the frontliners who help sick people when everyone in the community shuns them. We are the ones who communicate calmly and guide our stakeholders, patients, clients and members of the public to avoid panic in times of fear. When our GCEO Kuen calls for solidarity and made an appeal for volunteers to help at our offsite B2G projects, I took up the challenge voluntarily and was excited to join my colleagues to meet the needs at the frontline.

I was first assign to be part of the medical team at the Kranji dormitory's medical clinic to help with administrative duties at the triage counter. Together, the team provides medical assistance to the dormitory workers who reported sick and monitors closely the health of those workers who were tested positive. Despite the high risk of infection, as a non-medical staff, I was assured of my safety as our clinical colleagues would patiently teach us the infection control



The serology team work closely together to support serology testing at dormitories. Both medical and non-medical staff were fully donned in PPE.



protocols and ensure that we take the necessary precautions to keep ourselves safe.

Later as cases in the dorms stabilised, I then joined another team to support in the registration and ushering duties at the Health Promotion Board projects doing serology testing for the dormitory workers. These testing regimes were critical in decisions on the workers' return to their dormitories or workplaces. A typical day for the serology team looks like this: Morning roll-call, setting up our mobile workstations, ensure adherence to safe infection protocol before we begin the operation for the day, tallying blood samples collected with our records, disinfecting every equipment and workstation at the end of the day, pack and prepare the necessary logistics for the next team for operations the next day. At least 800+ blood samples were collected with some days up to 1,500+, across 4-6 sites each day!

Embracing New Opportunities

In Jan 2021, after our first Vaccination Centre at Raffles City Convention Centre (RCCC) was set up to support Singapore's COVID-19 vaccination efforts, more centres are expected to set up over time across the island. I was given the opportunity to assist our Group Chief Operating Officer, Margareta to setup another Centre at RCCC to prepare for

THE SPIRIT OF VOLUNTEERISM

Donning full PPE in the warm weather was not easy but colleagues from all levels came together with a common cause and I experienced so much positivity as we motivate, encourage and remind one another to keep our spirits high in this challenging period. It was the strong camaraderi and trust between us that kept me going!



Procurement means staying ahead of the curve and anticipating needs on the ground.

Dose 2. I had no experience in setting up a VC, much more running it as a Site Manager.

There was so much to learn. From Operations like the handling of Vaccines, to Infection Control to leading a team of nurses, admin and ushers. I had great colleagues who extended their help in imparting knowledge. And most importantly, all of us grew and learnt as we get more familiar with the process and routine.

There were many times I felt challenged. While adjusting to the new work shift at the VC, I was also handling the procurement activities within the Organization. It was hard to focus on the ground operations and balancing my Procurement portfolio. There were many nights where I recall us staying till late at night to figure out the end day reporting to MOH and prepare the Operations for the next day.

Concurrently, we were also expanding in the setup of VCs in Q1 2021. While still physically managing the VC at RCCC, I wanted to provide good procurement support to the setup team. In the span of four months, we had managed to set up and run 10 centres. Really amazing how we managed to do it. Improving processes and requirements with each setup.

We partnered with the right vendor who'd go above and beyond to support our operations. Partnerships were also made easier because vendors believed in this nationwide effort to combat COVID-19.

On The Job Training

Many things were very new to most of us. Stepping out of my comfort zone, I soon found myself handling difficult patients, emergency medical cases, and doing roll calls a breeze. Focusing on small improvements and not be afraid to make mistakes helped me to overcome so many things that I would never imagine myself to be doing.

My boss was very supportive of our team's work and efforts, and constantly checks to ensure we are well rested and are well equipped to resolve the challenges on ground.

It is rewarding to see what I do has an impact on the patient's journey. I felt like I was doing my National Service during this period. I had never thought procurement could have such a significant impact on the larger community before.

OVERCOMING CHALLENGES

The heightened attention on procurement processes for critical goods and services puts added pressure on staff and our operations. Some goods and services may not be readily available, and we are seeing price inflation as demand exceeds the supply. There is a greater need to react to a rapidly evolving situation.

Personal Lessons

If I were to recount my biggest takeaway from this experience, it will be not to be afraid to ask if you are unsure. There are many others who are willing to teach you when you ask. I have yet to meet a person who was unwilling to help.

Needless to say, the importance of having a good team makes a big difference. When we are all working together for a common goal, it makes it easier to build trust and rapport. Finally, focusing on small improvements and not be afraid to make mistakes. This helped me to overcome challenges that I would never imagine myself to be doing.

My Contribution

Other than logistics, I think finding key suppliers is my biggest contribution. A product can be supplied by several vendors but not every vendor can serve your needs. One vendor advised us, that stocks were low and that there was a supply chain disruption, so we were advised to purchase more. These are the type of vendor I appreciate building a relationship with.

Finally

Yes, I'm glad I did all this. I discovered there's nothing I cannot do with this team. We are adaptable and we'll find our way together.



Focusing on small improvements and not be afraid to make mistakes helped me to overcome so many things that I would never imagine myself to be doing.

Senior Procurement Executive
Yuling



FACING THE STORM

There was a rallying call for the nation to get vaccinated. Yes, finally vaccines have been developed. Vaccination centres mushroomed to make it easier for everyone to get their doses. Mobile Vaccination Teams were initiated to reach out to those who were housebound and to educate those who had doubts. Meanwhile the testing and seriology work continued.

Taking a firm stance to face the onslaught of the storm is what everyone at Fullerton Health Group, and our partners, have done. It could not be business as usual so the staff grew into their new roles whether it was setting up and running the different centres, ordering the right number of vaccines, finding vendors to manage medical health waste as well as provide much needed basics such as medical disposables in the face of supply chain disruptions.

We had to ensure community and clients have access to care despite a raging epidemic. We had to push through fatigue and constraints.

When the numbers of daily infections stabilized and started to decline, there was great relief and satisfaction knowing that the part we played made a difference.





ANSWERING THE CALL



“My immediate boss was more worried than I was initially. He called me, asking, “Mullai, why did you volunteer for this COVID project?” Nurse Manager Mullai’s answer came immediate “This is what nurses are ready for. This is what we are. It’s our calling.”

Mullai’s journey began in 2020 when Ho Kuen Loon, Group CEO of Fullerton Health Group, called in early March, “Mullai, what do you think?” Hearing her eager reply, he told her to meet him at Khoo Teck Puat Hospital (KTPH) the next day at 3 pm. So Mullai met him and Dr Walter Lim, Managing Director of Clinical Services and Singapore Deputy Managing Director, to reconnaissance the area to set up external wards for migrant workers. And she plunged straight into setting up a holding area to assess the workers’ health.

“At that time COVID-19 was so new, we didn’t know many things. We also did not want to alarm the nearby residents. The tents were set up away from the general public. We had to wear full personal protection equipment without really knowing their importance then. We’ve come a long way.”

Mullai, 52, is a petite dynamo. When she shares about her involvement with Fullerton Health Group’s COVID-19 efforts to help the nation battle the virus, you could almost believe that she would singlehandedly win this war. She takes this battle personally, tearing a little when she shares, “I’m very happy when I see the number of infections is coming down. All the hard work is paying off. It’s been such a long journey.”

The hardest part in the earliest phase was motivating the frontline staff to hold the line. It was a challenge as some had valid concerns being mothers with babies or young children. Mullai’s rallying

call is to remind the nurses, “This is what we have been trained for. We need to believe in the system, we need to believe that the PPE and N95 masks will protect us.”

It was tough work at the frontlines, mentally and physically. Mullai had to stretch the nurses and she led by example, “I do more than my staff to show I believe in the system. If they do 12 hours, I do 15. We became very close and are still in touch.”

Mullai also did and still does evening shifts to experience what is happening on the ground, “You learn new things too. No two shifts are the same. This makes me more open to feedback. Sometimes fatigue sets in and that’s when errors can happen. I always tell my team we are here to look out for each other, to tell me when I make mistakes.”

In February 2021 Mullai was sent to Raffles City Convention Centre, Fullerton Health Group’s first vaccination centre, to understudy operations before being sent to Woodlands to set up a vaccination centre. Later she set up the vaccination centres at Clementi and Buona Vista. She oversaw the three centres before she was then sent to Kranji to oversee a community isolation facility.

Setting Up A Vaccination Centre

Having experienced the Raffles City Convention Centre Vaccination Centre (VC), observing the workload, work flow and the standard operating procedures, Mullai had a heavy task ahead. As the nursing head for new VCs, each vaccination centre being different, she had many things to consider; where the nurses would be stationed and where to place the lap tops as she did not want nurses to cross paths doing their work; any possibilities of injuries to the team or patients; and how to deploy nurses.

Then came the training. Staff were a mix of full time and part-timers, ranged from young to experienced nurses, and many were new to her. Mullai had to set out her expectations at roll call. For her it was all about team work and respect; learning from one another.

As Mullai was overseeing several vaccination centres, she had to identify lead nurses to help her run each centre. She had to gauge quickly who had the capabilities while working side by side with them for a few days. Initially she would rotate through the different centres in one day but once they were all up and running, she would dedicate certain days per centre.

As Mullai walks through the setting up of a vaccination centre, what is most important is the flow of patients and the flow of operations. Operational flow must not be affected or disrupted while nurses attend to the patients. As a Nurse Manager, she



POWER-UP!

One foreigner came to the vaccination centre demanding to see the nurse manager.

She was crying as she felt nurses were rude to her by shouting at her. She did not realise that nurses tend to speak louder as they wear masks.

I realised that it was her fear talking. She needed reassurance. I brought her all the way in and did the pre-injection interview. It turned out that she was scared of injections. She told me that she faints when she gets an injection. I replied that, “Fainting is my problem, not yours. Let me manage that.” After the injection, she was laughing and she hugged me.

I feel good when I give injections to children with special needs when the parents give you a grateful look to say thank you. Serving them takes quite a bit of effort. An injection takes just a few seconds but if they struggle there is a risk the needle can break. So we take more time with special patients, the technique to inject needs to be precise. I remember one 11 year old boy who is big sized and after his injection he declared that “I am Spiderman.” He was so happy as he identified the injection with Peter Parker’s spider bite.



has to work closely with the Operations personnel. Each centre presents its unique challenges due to layout and facilities. What has always worked is flexibility, “I will listen and I am willing to compromise in such a way that my nurses can merge and work well together with the operation team hand in hand.”

Amidst the anxieties and challenges, Mullai found joy. “Who needs the vaccinations most of all? Special needs kids and senior citizens. When I see the volume, the number of people coming to be vaccinated, I am so happy. The government is able to encourage people to be vaccinated.”

The Fear Is Real

In addition to her shifts, Mullai volunteered and went to the flats in Clementi to speak with residents to address their concerns. She realised that they did not understand the severity of the virus and that their fears were “so real and valid”. As her elderly parents live with her, she could understand some of the fears, “Initially I isolated myself from my parents. I used my own set of utensils and I kept away from them. My daughter would bring food for me. I respected their concerns, I did this to protect them.”

What Mullai realised was the fear is real. Many were getting their news from WhatsApp messages and this was their reality. More education was needed and also a listening ear. She found that for some being two blocks away from a vaccination centre is no different than being a 100 km away. Being on wheelchairs, it was hard for the elderly to negotiate various physical obstacles to get to the centre. Mullai and her team then arranged for taxis to bring these patients for vaccinations.

Challenges

Fatigue is one. At one time, the Clementi vaccination centre was handling around 1,000 patients daily. When fatigue sets in, clashes can arise. That’s when a break is important. If Mullai senses the nurses are too tired, she lets them come in later the next day so they are refreshed and productive.

No doubt the pandemic has brought many challenges to the country and to every level of society. Mullai is hopeful and



Setting up a temporary facility, patient and operational flow is of primary importance.

This is what nurses are ready for. This is who we are. It’s our calling.

Senior Nurse Manager Mullai

positive. What this pandemic has shown her is that as a people, “We can cope. We will evolve and change. We will keep moving. Singapore’s response has been encouraging. My Mum is 77 and my Dad is 86, and they have learned the protocols. If they can learn, we can survive.”

What Keeps Mullai Going?

Has Mullai ever thought of quitting? The answer comes back quickly and honestly, “Every day! I want to quit every day. I see my handbags and my nice shoes and I haven’t worn them in almost two years. When I am home, I am like a vegetable and I just don’t want to make any decisions.”

And before you jump to any conclusions about her passion and commitment, she shares this reflection,

“I know I am in the correct career. I have two grown up children and they tell me to stop working. But I don’t want to. I get up every day and come here straight [the facility or centre], eager to start my shift. I AM a nurse in every fiber of my being. I get excited with each new project. My adrenaline starts pumping. I love the planning and seeing my “baby” grow.

I always wanted to be a nurse. My father was warded once and he could not communicate with the foreign nurse for a cup of water. That triggered me to go into nursing as we need more local nurses. I married young and was initially rejected so I did administrative work first and tried again.

Every day when I open the door to my office and my team greets me joyfully, that keeps me going.”



“

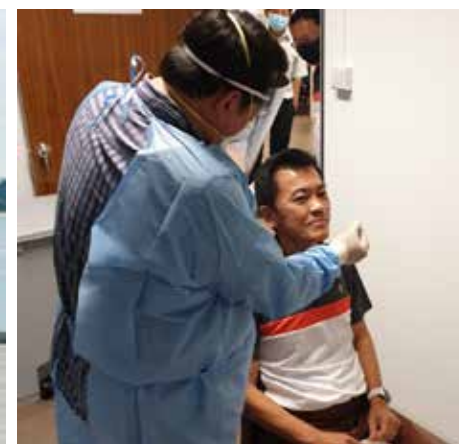
“When COVID-19 rampaged through migrant workers’ dormitories in 2020, we faced a tight timeline to operationalise the floatels and tentage at Tanjong Pagar Terminal. Despite facing teething issues early on, the team comprising MPA, PSA, Fullerton Health Group and others, displayed unwavering professionalism and rallied to create a haven for the migrant workers. In fact, I recall being personally swabbed by Dr Faizal as a precautionary measure back in Apr 2020!

I would like to extend my deepest appreciation to Fullerton Health Group team for being alongside in national fight against the coronavirus pandemic.”

Mr Ong Kim Pong, Regional CEO, Southeast Asia, PSA



(Left) PSA’s Regional CEO of Southeast Asia Mr Ong Kim Pong with former Transport Minister Khaw Boon Wan on a visit to a floatel at Tanjong Pagar Terminal.



(Right) A member from Fullerton Health Group conducting a swab test.



"Keep calm and carry on"

Jace Koh,
Senior Operations Manager,
Special Projects

THERE ARE NEVER ENOUGH HOURS IN A DAY WHEN YOU NEED THEM

Talk about hitting the ground running...not a sprint but a marathon, Jace Koh's story of how to set up vaccination centres is one of hard work, personal sacrifices and steadfast determination.

"I was two to three days into my new job at Fullerton Health Group in January 2020 when news came that a new vaccination centre (VC) had to be set up. We had less than a week to prepare for it. The national vaccination programme was an important next phase in our fight against COVID-19, as we protect our people and support the progressive re-opening of Singapore. This was a challenging project as no one had the expertise or know-how to run the centre on such a massive scale. As shared by Jace Koh, "The learning curve was steep and the team burnt a lot of nights improving the processes."

The speed of the work soon saw Jace running all over the island. After Raffles City - the first flagship centre, the team moved onto the next one at Woodlands Galaxy. In about a span of four months, Fullerton Health Group had opened 10 VCs.

SETTING UP A VC

Jace states categorically, "There is no perfect template. Setting up one centre does not mean you can replicate your plans at the next venue." What worked was flexibility and having an open mind. Apart from not repeating mistakes, this operations manager was able to "filter out the noise" and to "stand by his decisions."

In each of the 10 centres, Jace had to ensure adequate logistics supplies from vaccines to drinking water, sufficient manpower staffing at all the various touch points, staff welfare, crowd control and keeping the service standards up. He had to constantly think quickly on his feet to adapt, troubleshoot and manage situations.

"Frankly I didn't have the experience of managing something on this scale and having so many people working under me. In a pandemic,



There is no perfect template to set up a Vaccination Centre.

we are racing against time. As part of operations, we are often required to think on our feet. Being able to coordinate and set up such a strong team in such a short period is something I am proud of."

Furthermore Jace and his team had to keep up with the changing protocols, which could happen overnight. He recalls, "It wasn't easy having to also deal with the mental strain of keeping up with constantly changing standard operating protocols as the COVID-19 situation rapidly evolved over the past few months. I can receive instructions as late as 10 pm and this has been enacted first thing in the morning. I need to make sure the team understands what is required. I have to ensure the instructions were received and understood at ground level.

Managing expectations was one of the biggest challenge my team and I faced. While some members of the public have pressing requests, such as wanting to leave the vaccination centre early, the vast majority are cooperative."

PEACE OF MIND

The team has to manage the vaccines when they arrive on site, and ensure that the cold chain protocols are adhered to. He could recall having to go down to one of the centres in the middle of the night because the power tripped. Despite having generators and other safety measures in place, the vaccines were precious and he felt the need to be there personally for a peace of mind.

"There is no doubt that this past year has been an incredibly trying time for everyone, much less becoming a new dad. I was in the midst of setting up vaccination centres when my wife gave birth. I had to juggle between being a good dad and partner, and showing my best at work. I consider myself being at the frontline as I had to run across all my sites daily, and to be honest I was very worried – being a healthcare professional, being at the frontline, you worry about the risk of being unwell, the risk of bring home the virus."

The vaccination centres operate seven days a week. Whenever duty calls, I had to drop everything, such as spending time with my family and friends. But I am very thankful I had a very good support system – my wife, Nicolette Peck (see her story on Page 14, who was also involved in Fullerton Health Group's early days in the fight against COVID-19), my mother in law, my colleagues at work. They were all very supportive and understanding.

He shared that one of the most enjoyable part of this role was actually working with all the various stakeholders – the people from MOH, the People's Association and of course, his own team. "We all came from different walks of life and it's very heartwarming to see that we gelled together as a team and made the project a successful one in such a short time frame." Additionally, the management team ensured that, all necessary help were rendered to facilitate and ensure that the ground operates smoothly.



THE BACKBONE OF THE FIGHT AGAINST COVID-19: A DIARY

Thean Bing Yee, Senior Vice President, Pharmacy

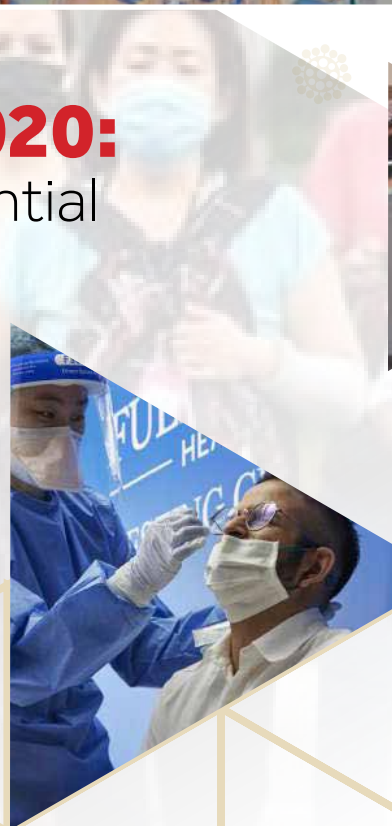
I still remember that I was constantly monitoring the daily news since December 2019 when information about the viral infection spreading in China was released and it could possibly be the next pandemic after SARS. The situation was changing rapidly and there were a lot of uncertainties on what I should do. Medical consumables including personal protective equipment (PPE) were not managed by my team previously. However, we saw the importance of having a centralized procurement and logistic function for medical consumables. January 2020 was when we took over the portfolio of helping to manage it. I still can recall just two weeks before Chinese New Year in 2020, we scrambled to put together all the data on past inventory usage and tried to make some early forecast. We knew we needed help with forecasting as we were not only handling a new portfolio, but none of my team members and I have any prior experience working in any hospital setting during SARS. We connected with friends in the healthcare industry and internally, we gathered feedback from Clinical Service Operations, Clinical Quality Governance, some of our doctors and clinic staff. We had colleagues who had experience working through SARS and they shared very practical advice. Using SARS as a case study, we anticipated the potential needs and worked on a nine month plan.

In the beginning, we didn't have sufficient supply of surgical masks, N95 masks and hand sanitizers. One of our pharmacists, Lee Boon, managed to source for new vendors to diversify our supplies. Even with new vendors, we were still struggling to meet the increase in demand from our clinics and corporate clients.

I remembered a particular moment at noon on Chinese New Year's Eve, I received a call from one of our vendor and they finally agreed to release one batch of surgical masks to us. I was incredibly relieved, as this batch of stock was critical to keeping our frontline safe. The demand for surgical mask was increasing by the day especially from our corporate clients. The situation was made worse when China stopped exporting, and subsequently many other exporting countries stopped as well. Prices were skyrocketing and volatile, just like the stock market – one box of face masks was retailing for \$40 at one point in time. Key items such as face masks, N95 masks, Vitamin Cs and hand sanitizers were in short supply for months.

We were fortunate that with the new vendors, we were able to stagger the incoming supplies from the different vendors at different time points and managed the stock supplies to our best ability.

Q1, 2020:
Exponential
learning
curve





Q2, 2020: Figuring Things Out

The Floatel Project for migrant workers was the first medical facility that we had to support. We worked with Nicolette Peck and her team to collate the quantity of medical consumables and equipment needed to set up the site. We drew up a list of medications and did a first cut of what was required. Then we worked with our doctors to finalise the list. We had to also be judicious in how we distributed stocks across all our projects and clinics.

For the various subsequent medical facilities that were set up in the migrant workers dormitories, I would work with the various project staff coordinators on their needs, and eventually came up with a Master Check List that is used as a reference for the set up of new facilities.

This period was stressful, as we were running out of N95 masks due to the exponential increase in usage across our project sites. There was a shortage of supply for N95 masks globally and lead time for new shipment arrival was between 4-8 weeks. In addition, many of the frontline staff were not aware of the mask size that they are suited for, thus increasing the difficulty to forecast supply and demand.

We have to make every stock count with our limited supply of PPE especially N95 masks. Responsibility fell on us at every step to keep our colleagues protected and well equipped to do their work safely. I am glad we have very good working relationship with our suppliers. In the early stages, I had to constantly communicate with some of them, sometimes as late as 12 midnight and they would still take my calls. I feel very appreciative from the great support given.



From left : Gary Lee , Bing Yee and Lee Boon.



Valli (left) and Xiu Wen checking the stocks.

Q4, 2020 and 2021: Swabs and Vaccines

Due to our increasing number of corporate clients and the expansion of our services to include testings, we needed to add COVID-19 Antigen Rapid Test (ART) Kits to our inventory. The challenge was that there are different brands with different sensitivity and specificity. We had to work closely with Dr Walter Lim on the selection of the kits.

As Fullerton Health Group was running vaccination centres in 2021 at 10 locations, we were presented with a unique challenge. The Pfizer-BioNTech COVID-19 vaccine has a very tight window for temperature excursion. We needed a thorough plan to manage this. Cold chain storage and management protocols were set up.



Mohammad Faizal (left) and Ronald Tula ensuring the stocks are packed.



Muhammad Khirman going through the fine details.

Q3, 2020: Injuries

Supplies in Q3 was still an issue. There were still supply shortages, especially gloves. We expected M to be the most popular size but it turned out to be S. The amount needed was astronomical. Gloves had to be changed after attending to every patient and the frontline staff put on double layered gloves.

As bottles of hand sanitisers are very heavy, my team members, especially

NOTES

Ronald, started to have injuries. The mental stress was intense and my team members were physically exhausted too.

We could not afford down time due to illness so we minimised inter-unit mingling. Our team was split into smaller units so that if one unit is compromised, another unit can step in. There is a collective sense of responsibility and the team is very tightly knitted. We hold a vital position in the supply chain and everyone will feel the impact if we drop the ball.



The P Team: Future Forward

Most of my team have been together since 2017. All the team members know each other very well. We all wanted to help in the fight against COVID-19. All the members are very transparent and forthcoming with each other. If we have ideas, we will give detailed condensed proposals to management.

The Sinovac-Coronavac COVID-19 vaccine is now part of the National Vaccination Programme. Besides the Raffles City Vaccination Centre, one of our clinics is also providing this vaccine. We are also providing Sinopharm procured through the Special Access Route to support maritime projects. It is up to the Pharmacy Team to ensure all vaccines are available to the clinics and projects.

In addition to vaccines, we also ensure that migrant workers here are well taken care of. Working together with the DigiHealth Kiosk project team, we provided a customised list of common over the counter medications that are suitable to be stocked in dispensing machines. These dispensing machines are then placed at dormitories so that workers can have convenient access to care when necessary. This project is a successful integration of our telehealth technology with medicine dispensing ability.

As the COVID-19 situation is constantly evolving, we should continue to keep our guard up. This is crucial for me as I have a responsibility to keep my team safe. As to my contributions to the nation's fight against the pandemic, I view it as a form of National Service - giving back to the nation in a way I know how.

EXCEL GURU: BE PREPARED

To stay ahead of the curve, you need a colleague who knows numbers, who understands them and is able to interpret them. Gary Lee helped to save the company some dollars right at the beginning of the pandemic by buying needed stocks before supplies were short and prices skyrocketed.

Knowing the symptoms of COVID-19 virus, Gary drew up a list of medications for these symptoms as a first cut of what was required, and work closely with Hoon Huang and Lee Boon to finalise the list. This enabled the pharmacy to have sufficient stocks for all of Fullerton Health Group (FHG).

The healthcare staff needed N95 masks. Once again Gary came to the rescue and worked out a template to forecast the sizes needed.

When FHG started vaccination centres, Gary the Excel Guru worked with the operation managers to forecast the daily number of vaccines needed. The real challenge came when MOH allowed walk-ins. There was a need to anticipate a jump in demand. Members of the public could also book slots as late as 11 pm for the next day. This data would not reach him in time so he had to predict needs based on usage patterns while bearing in mind fridge space as the vaccines required cold storage.

"Vaccines then had a shelf life of five days. We worked closely with MOH and all VCs, even those not managed by FHG to optimise vaccine usage and reduce wastage.

Like a boy scout, Gary believes in being prepared – to help and to look out for those in need.



THE FIGHT AGAINST COVID-19

Fullerton Health Group's (FHG) fight against COVID-19 in support of national initiatives is multifaceted. On this timeline, we chart some national and regional milestones achieved by FHG in this war against an invisible enemy.



April 2020

Circuit Breaker!

On 3 April, Prime Minister Lee Hsien Loong announced a nationwide partial lockdown, known as a circuit breaker, to contain the spread of COVID-19 in Singapore.

Floatel Onsite Clinic

Fullerton's first response to the pandemic. Large-scale COVID-19 swab testing and provision of medical care. It was a big step of courage into the unknown future.



Jan 2021

Setting up Vaccination Centres

Vaccination Centre at Raffles City Convention Centre set up.

Raffles City 2 was set up to inoculate essential workers and the elderly.

Apr 2021

Accolades

FHG bags Singapore Business Review's tech award for digital-health services. FHG's AI-enabled COVID-19 Symptom Checker uses digital solutions to deliver critical services to the Asia Pacific region.

Jul 2021

Now for the Elderly

FHG volunteer with Silver Generation Office (SGO) responding to the country's call for more seniors to get vaccinated.

Jul 2021

The Fight is ON

Cochrane RC Medical Facility set up to fight the rising number of cases.

Sept 2021

Taking On the World

FHG initiated the opening of trusted quarantine facilities that allow foreign workers to return back to the capital, Dhaka and arrive from home country to Singapore. These services are offered to construction, process and maritime industries.

DigiHealth kiosk implemented.

Dec 2021

More Accolades

FHG awarded 2022 Asia-Pacific Primary Healthcare Services Customer Value Leadership Award.

Dec 2021

Fifteen designated paediatric vaccination centres (VCs) located island-wide started to vaccinate 5-11 year olds.

Cared for more than 169,000 migrant workers from 25 dormitories'

May 2020

Setting up Facilities

Provision of medical care at Crisis Recovery Facility via both physical GP consult and tele-consult.

Fullerton Health Group set up the external wards at Khoo Teck Puat Hospital.

Mar 2021

Vaccination Milestone

1 million vaccination shots administered to the population!

May 2021

Frontline Heroes

Campaign to appreciate Healthcare Workers was launched.

Aug 2021

Vaccination Milestone

2 million vaccination shots administered to the population!

The Fight Ahead

We stand, poised, muscles tensed, ready to keep fighting. We shall overcome and not give in to this invisible enemy that has taken millions of lives. With time, we have learned not only to cope but to be better prepared for the next battle.

At FHG, the strategy is to keep nimble, anticipate well and stay focused on serving our clients and patients with compassion. We keep pace with the latest developments and innovate to stay ahead of the curve. Our teams have depth and commitment; we stay agile on the frontlines and serve with passion behind the scenes. We enable our staff to work according to their talents, and deploy where they shine the most.

Like Singapore, the little red dot, FHG is able to impact the regional war too by sharing our resources and know how. On our own, we can only do so much, united with allies and purposeful in action, we are formidable.



"WE EASILY Did Thousands Of Tests"



Dr Lee Ming Yong
Deputy Medical Director

Because of the COVID-19 virus, Singaporeans, and the rest of the world, were soon familiar with certain acronyms; PCR (Polymerase Chain Reaction), ART (Antigen Rapid Test), CIF (Community Isolation Facility), CCF (Community Care Facility)...Dr Lee Ming Yong's role in the battle meant he had to keep up to date with all the Health Science Authority's (HSA) guidelines and Ministry of Health's (MOH) evolving protocols while managing thousands of patients.

Dr Lee Ming Yong's first involvement was the floatel at Tanjong Pagar Terminal in March 2020 which treated more than 10,000 migrant workers. After that project closed, he transitioned to COVID-19 testing services and he was placed in charge of the COVID-19 swab operations.

DORMITORIES

"For the migrant workers, we were involved in the dormitories, working with Health Promotion Board (HPB). We set up dedicated facilities within the dormitories to do large scale tests. We easily did 100s of 1,000s of tests. They had to have PCR tests every week. That took up about six months of my time to oversee." As testing and vaccinations became the core components of in the nation's fight against the virus, many corporate clients were approaching Fullerton Health Group to regularly test their employees.

CORPORATE CLIENTS

Another interesting project for Ming Yong was overseeing one of the biggest pre-event testing of over 10,000 people (graduands, families, staff) for the Nanyang Technological University's Convocation. Then



DPM Heng Swee Kiat visiting the Bedok CC VC .



Testing Centre at Oasia Novena Hotel.

it was the Port of Singapore Authority with their tens of thousands of workers. "This was more challenging as we had to curate our testing hours to accommodate their shift hours. Sometimes the testing took place at 7 - 11 pm. Sometimes it would even take place past midnight and the volume of port workers was high."

There was enormous pressure to turn around the results. After the swab, the turn around time is 24-48 hours. The team had to work fast as these workers had to be certified fit for work. A subset of this group were those who were working on board the ships. They had to be tested regularly to ensure they do not bring the virus to the next port of call.

One challenge for Ming Yong and his team is managing expectations, especially the members of public. "Decisions had to be made about what tests to administer and what sort of precautions were needed; PCR only, PCR and ART, ART only...it was quite a roller coaster in the early days when things were more fluid. One thing he assures everyone, "Our test kits were all from Health Sciences Authority approved list. HSA is our gold standard."

During the surge in infections with appearance of the delta variant in Q3 of 2021, Fullerton Health Group expanded the testing facility in Raffles City Convention Centre to serve community cases. It was something Ming Yong and his team managed to do under five days, and "we were testing 1,000 members of the public per day, seven days a week."

Ming Yong attributes his housemanship days as helping him to deal with such a wide variety of patients

as well as managing the attendant social issues. In the context of a COVID-19 pandemic, having a constant line of communications with the key stakeholders was also key. "Some decisions are out of our hands and we need the clarity and clearance before we can act."

ISOLATION FACILITIES

During the peak of the delta variant, there was a subset of the population who were sicker due to the virus or who, due to different social reasons needed dedicated isolation facilities. Fullerton Health Group's first isolation/treatment facility was in a hotel (Oasia) and this was set up in a week. The patients ranged from Singaporeans, PRs, migrant workers and foreign travelers.

We functioned as a hybrid facility and worked closely with the various public health care institutions. Some of the patients come from MOH's Case Management route or they came directly from hospitals. We wanted to be flexible to decompress the case load off the hospitals, so that hospital capacity can be preserved for patients that need treatment. Some of the patients were physically well but due to various reasons could not quarantine at home. We were accepting many patients aged 80 and above because they were living alone and had no family members to take care of them. That's where we came in. We were like a step down facility for people recovering from COVID-19. This was a landmark project for us as it was the first time we are doing 24/7 operations in a community care setting.



A WHOLE NEW EXPERIENCE

A testimonial by Wirdah, Assistant Manager



From Administrator to Swabber

Before the pandemic, I was an executive in the Clinical Governance Department. We do licensing, staff training and clinic audits. When the pandemic started I worked from home like so many others. However I was soon deployed to the frontlines.

I was tasked to help swab migrant workers at the Floatel in Tanjong Pagar, where they were being housed. We had to administer daily swabs to those coming in and those leaving the facility. At the start I wasn't swab trained so I helped with the registration. Then we received swab training from Medical Director of Testing and Quarantine Facility Dr Faisal Kassim and Nurse Manager Anna Seah. We also had to learn the correct protocols.

At the beginning I think everyone was scared. And everyone took extra precautions especially those of us at the frontline. We'd separate our work clothes from our family's and hand wash them separately. I would spray my work shoes with disinfectant. However my family is very supportive. My mum is a senior staff nurse who has been a nurse all her life. She went through SARs. And my brother is a swabber with the Health Promotion Board so it's a family affair!

There was a heightened consciousness for our own safety. Though it was scary, it was an opportunity to learn, and I treasure it as we have never had such a situation before. It was like doing National Service.

Sink or Swim

I moved on to other swabbing projects like the testing centre for corporate clients. Eventually I led the team for this centre. My biggest challenge was that I had never done this before, but I wasn't alone. We had our medical experts advising us. We also had our full team supporting us. Coming from an administrative background, what we were doing was completely different. It was nerve wrecking. When put in that sink or swim situation, you just do it.

What I discovered is that I can do so much more. I had never been a team leader and so briefing staff was a new thing for me. I am by nature a quiet soft spoken person. When I started giving briefings I was at a loss for words sometimes due to nerves. I just had to do this. I asked myself, "Why should I listen to me if I am one of the staff?" That helped me plan and prepare better. The responsibility is mine to make sure my team members know what they are doing. And together we develop strategies on how to make the situation work; for example to communicate with clients or patients who have different expectations. I also learnt to identify strengths among our staff and to lookout for those who show interest in stretching themselves. Choosing the right person for the job is half the battle won.

From Swabbing to Vaccinations

The Testing Centre we ran was located in a ballroom at the Raffles City Convention Centre, it was later shifted one level below the Vaccination Centre.

At the Testing Centre, we started with doing only PCR swabs, then moved to PCR and ART tests, now it is ART only. We can do 100-200 swabs a day and have done even up to 2,000 a day.

Sleep? What's that?

Definitely I did feel overwhelmed at times. At the beginning there were no separate teams so the swab teams were involved in setting up VCs. I would be at a VC until 3 am and report at 7 am for swabs. Some days I was so tired, I slept in my car only to wake up to go upstairs to shower and start the day. I didn't give in because of the team as I didn't want to abandon them.

POWER-UP!



EACH PERSON'S THRESHOLD VARIES

Once we had a migrant worker who pulled his head back even before we could insert the swab so we needed a colleague to calm him down. And it wasn't his first swab. Maybe he had bad experiences. A normal swab takes 2-3 minutes. With him we took 10 minutes.

Another time when we were doing seriology tests, we were just tapping a patient's arm to find the vein, he fainted.

When we were doing swabs, we had one patient who fainted as she was leaving the centre after being swabbed. We called the ambulance and medical staff from the VC to come and attend to her. She was fine. Whew.



At one point we had so many projects all across the island. We would start as early as 5 am and end as late as 12 midnight. Some days because we had many personnel new to their roles, I would start at 5 am at one site then go on to another at 8 pm to midnight, then the whole cycle would start again. I had very little sleep. I was physically and mentally tired. What keeps me going is the team. When I see the effort put in by individual members who come in early to prepare, using their initiative to solve problems, staying late...all these encouraged me. I have had a few staff members who say, "I am here because of you." Then you know you have done something right.

What makes a good team leader?

For me it is about being fair to everyone. One must be sincere and objective. You may be my best staff but if you do something wrong, I will call it. We have a range of staff - young or senior - with different work experiences. So when something arises, we need to find a fair solution and move forward. We cannot be stuck with that one problem as everyday brings a fresh set of issues. If a staff member is the problem, and it is a repeated issue, then we have to remove or redeploy that person otherwise the project will be affected, and the team morale too.

Good communications is also important. I always remind my staff to brief the patient what you are going to do to help manage their expectations. Even if they say they have been swabbed before, you need to walk them quickly through the procedure. Don't just say, "Sit down, pull down your mask," and then poke them suddenly in the nose. We are providing customers a service, so we need to help them manage expectations.

Corporate Culture

In the early days, when one of our customers we were swabbing was a positive case, we panicked and initiated tracing immediately. We are more assured now as we are all vaccinated. Fullerton Health issues constant reminders on the importance of adhering to protocols and we drill staff members to maintain the standards so as to protect each other. We still need to be vigilant.

When I see the effort put in by individual members who come in early to prepare, using their initiative to solve problems, staying late...all these encouraged me.

Assistant Manager Wirdah



What kept Wirdah going during 20 hour work days was her team and their commitment.

We have a culture of teamwork in this company. I remember when one of our clinics was undergoing a Joint Commission International audit in 2019, everyone came together to make sure the clinic passes the audit. We were not doing it for just this one clinic, we implemented the positive work procedures across all of our clinics. All departments were involved, we're close knit. This closeness naturally transfers to the swab centres.

We have two way communication process. When I have ideas on how to improve things, I share them with my bosses. In return I listen to my staff on the ground. With their feedback, we come to an agreement as to the best way forward. If it doesn't work, we'll keep working at it.

Looking Ahead

I think the virus will become just like another flu. Of course with the new variant, there are some unknowns. The last few months we see a trend for self tests. The requirement for PCR tests has gone down. What if one day MOH says tests are not needed? I will go back to my day job and I will miss this team.

Would I do it all over again? Yes, definitely. I treasure this whole experience. I grew as a person and I found I could do things I had never done before like managing a team of 100. I surprised myself. I wasn't so outspoken. I was so shy. Now I can scold people as my long time colleagues have noticed!



AN ACT OF KINDNESS

Everyone deserves kindness and comfort, especially in their time of need.

Ambulance Driver Nasir



Nasir and Aslinda, are part of the Comfort Ambulance & Services Pte Ltd, a company within the Fullerton Health Group family. This crew was dedicated to the country's response protocols. They have done hundreds of trips ferrying potential COVID-19 patients to National Centre of Infectious Diseases (NCID) in the early days of the pandemic in 2020. That day was no exception. They were to drive a lady from her home to NCID. As they arrived, the lady was already prepared and waiting, with a small bag. Nasir could tell she was nervous. Gently, he took her bag. And with a light smile, he told her it would be ok. She was quiet through the ride to NCID, and Nasir tried to keep the mood light. He countered the heavy silence in the ambulance with his personal story to share his confidence on how Singapore is tackling the situation.

At 64, and as a grandfather of six, he could have stayed home but he chose to continue to be an ambulance driver with his team because he had absolute faith in his team and his country and he wanted to play an active role in helping others. He wanted his patient to know there are many others like him in the healthcare system that would be there to care for patients. He and Aslinda then prattled on with funny stories and anecdotes. They knew from experience, the more quiet the patient, the more scared and worried they were. Nasir understands that even if he could not elicit a smile with his words, he hopes it would at least quiet some of his patient's fear.

It was some days after Nasir received a note from this quiet patient. This lady wrote to Comfort Ambulance's director to thank Mr Nasir for his act of kindness. It meant a great deal to her. It was hard to describe that state of mind she was in as she was just told she had to be isolated because she had a potentially fatal virus. Mr Nasir's sincerity, compassion and kindness gave her hope. She could not say it then, so she wanted to tell him now. She was comforted, she is grateful and she thanks him for being a light for her in a very dark moment.

Group CEO Ho Kuen Loon thanked Mr Nasir, Aslinda and the entire Comfort Ambulance Crew, in a video message to all staff, for their outstanding work and above all, their compassion for all their patients.

POWER-UP!



"I'm in my 60s and have been working as an ambulance driver for a year now. I love this job. It is meaningful, fulfilling and the fact that it helps people means a lot to me.

Recently, I transported an 80-year-old lady to NCID. She was scared and unsure about what was going on. In my limited Mandarin, I tried to explain to her and assure her that everything would be okay. Her son was very worried and asked to accompany her. I allowed him to, even though it would be unlikely for him to be allowed into NCID, but at least they could be together for a while.

Driving an ambulance is a 24/7 operation. We rotate teams but with the increase in COVID-19 cases, we are busier than before. When the pandemic occurred, it was a bit worrying at first. However, this is an important role to

me, and having the blessings of my family to continue working was my number one concern.

I explained the importance of my job, the safety protocols we have in place, and what it means to the people we help. I'm glad that my family completely understands despite being worried. My wife waits for me to come home everyday. She makes sure the two grandchildren who live with us are kept in their room until I have showered before letting them play with me.

I might be working during Hari Raya but my sense of responsibility keeps me going. I want to do my part to help, and I always think about the circumstances of if it were my family who were the patients instead. Even if it's just a short ride in my ambulance, I want to make sure the patients are cared for the way I would care for my family."



OVERCOMING THE STORM

The storm is not abating with its variants. However the mood is different now. Less uncertainty, a growing confidence that science and sound medical protocols will win the day. Masks are still an everyday reality, vaccinations are a necessity even for young ones, hand washing and sanitizing are part of our normal routine.

How can we help? At Fullerton Health Group, it is about enabling normalcy for corporate and communities in a post pandemic world. Engaging stakeholders for innovative solutions.

In Dhaka and Chennai, we work to enable migrant workers to cross borders, solving operational needs of industries and economic woes of workers.

In Singapore, we make the process of vaccination fun for children as we press on to vaccinate and protect more of our people.

Staff deployed from different departments for the battle; worked together, learning from each other, going the extra mile together...and grew together. This team work coupled with a desire to do the best for the nation gives us hope. There is a rainbow amidst the storm.





FORWARD DEPLOYMENT



Dr Faizal Kassim,
Medical Director, Clinical Services (SG) Clinical Governance

Leading Fullerton Health's charge against COVID-19 is Dr Faizal Kassim. With the experiences and expertise gleaned from Singapore's fight, the intrepid doctor was deployed to Bangladesh to provide care for the locals who seek work in Singapore.

While conducting interviews for this book, "Faizal Kassim" is a name that crops with great frequency. As Medical Director of Fullerton Health Group's Clinical Services he is the one who trained and prepared all the initial frontline staff for the battle with COVID-19, and set up all the initial projects.

Then in the second half of 2021, Fullerton Health Group launched a "forward-deployment" approach to conduct the majority of the quarantine and testing activities in the home countries of the migrant workers. This was a boon to employers as their migrant workers will have been pre-tested, quarantined and arrive in Singapore ready to work with minimal down time.

One of the first few locations identified for this project was in Dhaka, Bangladesh and in Chennai, India. Having spearheaded all the COVID related projects from testing to vaccination in Singapore, Dr Faizal Kassim was the right man for the job.

The opening of trusted quarantine facilities in these locations allowed workers to arrive in Singapore healthy. These services are offered to workers in the construction, process and maritime industries.

This end-to-end process reduces the risk of spreading COVID-19 and new variants among the community while allowing the economy to progressively move forward. Infection risk is managed throughout the worker's quarantine journey from Bangladesh to Singapore

Faizal is overseeing this project with a team of Fullerton Health Group staff who are experienced in managing COVID-19 patients, testing and infrastructure. By November 2021 Fullerton Health Group had provided this service to 1000 migrant workers per month.

Two pilot batches from Dhaka landed on the 23rd and 30th September 2021 and the first pilot batch from India landed on 7th October. As of December 2021 more than 3000 migrant workers have successfully gone through this process.



On a Zoom call while taking a break with relatives in the UK, Faizal shares readily about some lessons learnt from the battle with COVID-19.

"As a practising physician, this is a once in a lifetime kind of pandemic, when the news started to come in late 2019/early 2020, it was about keeping on top of the information. As we were servicing clients in the aviation and maritime sectors, we needed to share with them what we knew. At that time the literature wasn't always reliable. Having been a medical practitioner for almost 18 years I thought I knew most things but this virus proved me wrong. It tells me that we need to read more.

Although swabbing isn't new and has been done mainly by healthcare staff in the speciality area of Ear, Nose and Throat (ENT) but now we have to scale up our know how and to train more swabbers. Everyone must keep on learning.

Trying to be ahead of the curve is not easy as 80% of my time is spent in management work and operations planning. But it is important to keep ourselves well-read as nowadays everyone is a doctor, they know as much as you do. They know what tests they want done. I need to be ahead of the curve to advice them better. We deal with many corporate clients who have different approaches to testing their employees. We have to advice the clients bearing in mind costs and efficacy while satisfying MOH guidelines.

In my job it is also about learning how to handle the fears and manage the expectations of our clients, patients and staff. I have to learn nuances so I can serve them well.

Do I have fears? With each new challenge I ask myself, 'How am I going to do this?' I know it is not a solo play but team work. In the first few projects, we burnt our weekends but we did not keep count."



CREATING AN EXTRAORDINARY CUSTOMER JOURNEY



If you had your vaccination at a Fullerton Health managed vaccination centre, an extraordinary customer experience is the goal of our Service Excellence Lead - Cecilia Sim.

As the Senior Manager of Service Quality, Cecilia brings with her 25 years of experience as a cabin crew with Singapore Airlines. One of her main considerations was that the people who come for vaccines are customers of Fullerton Health Group. To ensure they have a pleasant experience, we try to allay fears and anxieties. Cecilia transferred her experience of handling anxious or difficult passengers to creating the right ambience at each vaccination centre (VC). As each new VC opens, Cecilia is there working out signage placements, registration tables, posters etc to ensure the customer's journey through the VC is as seamless and stress-free as possible. Establishing a clear presence of professional staff gives assurance. One of her initiatives is staff to wear bright blue T-shirts with the company logo while the nurses are in Fullerton Health Group personal protection equipment so that there is immediate and impactful uniformity and identity.

Cecilia has also worked on how to create a different ambience at the VC for child vaccination which started in December 2021. She wanted something fun and adventurous for the 5-11 year olds so that the trip to the VC is a journey of exploration. Taking inspiration from birthday parties, the children's sections have forest and garden murals with animals. In addition, staff will wear T-shirts with cartoon characters. Balloons are added for cheer and a pop of colour. Surprise gifts are also handed out to children who completed their second doses.

How Her Part In Combating COVID-19 Started

One night in early 2020, around 9 pm, she received a text from the group CEO Ho Kuen Loon, "Cecilia, are you available?...I need you to go down to Raffles City VC to see what we need to do to improve patient experience there." The following morning at 7 am, she was there.

"It was very efficient operationally, but the customer experience was not optimised. Based on my experience as a cabin crew, I knew every touchpoint needed a

person mindful of service experience. You cannot have just one inflight supervisor running the whole aircraft. I was on the ground at Raffles City VC for two weeks, 7 am - 9pm. It was really tiring. After the first three days of non-stop standing, I couldn't feel my feet."

She monitored and took note of the work flow. I saw a parallel between this and the passenger flow onboard an airline. I suggested to have an individual in-charge (I/Cs) for each section, who then report to the overall I/C. At that time there was only one I/C. Margareta Laminto, the Chief Operating Officer also came to get a feel of the ground by helping out in ushering for instance. Together we improved on the structure.

Cecilia also worked closely with Corporate Communications department to establish Fullerton Health's brand. Cecilia oversaw well placed posters and signages. Eventually she would take charge of all collaterals in the VCs, including the ubiquitous blue T-shirts,

I never knew I could do collaterals. Now I am more aware and it has become part of me. So when I go to public



Much care and thought were needed to ensure children have a pleasant vaccination experience.



Customers are never difficult. It is about managing their expectations.

**Service Quality Senior Manager
Cecilia Sim**

POWER-UP!

CECILIA'S JOURNEY

"I am happy to try new things. You could say I am adventurous. My boss says I'm brave to move to Fullerton Health Group after 25 years in Singapore Airlines," says Cecilia who has now been with the healthcare service provider for almost four years.

She was asked to set up the Service Quality team. It was the proverbial huge learning curve as Cecilia had to learn everything from scratch about the corporate world. She figured if things did not work out, she could get "a job as cashier in a supermarket!"

She has been able to parlay her experiences as a air stewardess to

her current job. One key area is people management, "Customers are never difficult. It is about managing their expectations. As for my own colleagues, it is important to have open discussions and taking consensus. I listen as I can learn from them, not only focus on the flaws."

Cecilia has found her work rewarding as her hard work is appreciated by colleagues. Supervisors are also open to her initiatives and have been supportive by allowing her to try out her ideas. Any regrets? "No, I love what I do. I'm happy working at Fullerton Health Group. We are a big happy family."

places or on public transport, I am more aware of placement of posters and signs.

One of the initiatives Cecilia proposed was to have the service creed which states categorically that Fullerton Health Group does not tolerate abuse of staff placed prominently at all the VCs. "We should protect our staff as we protect our family members. Everyone has a bad day but they should not take it out on our staff."

The service creed which was already in place at all Fullerton Health Group clinics, was enlarged, reproduced in four official languages and placed at all VCs.

To encourage Service Excellence in Fullerton Health Group, Cecilia also instituted the Recognition and

Reward Programme which rewards staff across the organisation based on compliments received from customers.

About COVID-19

Like many, Cecilia did not know that the COVID-19 virus would become pandemic at the beginning. At Fullerton Health, regular updates are given from the Human Resources department to let staff know what are the latest developments and what are the current governmental requirements. Working at the VCs requires Cecilia to understand medical protocols and the Standard Operating Procedures (SOPs). This is where she works closely with the clinical team.

Even though Cecilia does not have a medical background, she puts herself in the position of a customer, what he or she would want to see or not



One of Cecilia's highly visible initiatives is the now iconic bright blue T shirts with the company logo.

see when they come for a vaccination, "I audit the VC as I would audit our clinics from the perspective of a customer's experience."

Apart from the aesthetics of each centre, Cecilia plays a part in training of the frontline operations staff, "I would go down at 7.30 am to a new centre and at Roll Call, I will set out my expectations." Her main point about service delivery is to understand human needs by walking in their patients' shoes, to treat the patients like family.

One lesson culled from her flying days is "First impressions count". Hence Cecilia's pointers cover how you meet and greet; service language; body language and hand gestures. She focuses particularly on ensuring new staff are adequately briefed.



KEEP ON KEEPING ON

Back then, COVID was new, so we could not tell who was COVID positive.



Medical Doctor, Dr Lee Yizhi,
Regional Medical Centre

Serendipitous. That is how Dr Lee Yizhi describes how he became a frontline medical officer to migrant workers in dormitories located in the north of Singapore. "I had cabin fever and I wanted to work. As my Fullerton Health Group clinic was closed during the Circuit Breaker and I was on leave, I just wanted to work."

Yizhi went from being a doctor in an nice air-conditioned clinic in Bedok to working in a tent - "those giant pasar malam ones" - erected on a basketball court. "COVID-19 was new so we were afraid. We were very careful with our protocols because then we were seeing a lot of COVID patients. Initially our PPE had to be waterproof so when I took my gloves off water would just come cascading, streaming out. It was my sweat!"

In April 2020, Yizhi volunteered for a Fullerton Health Group project caring for migrant workers in North Coast Lodge and Kranji Dormitory. So clad in his sports gear under his PPE, he went into battle.

"It was a reporting sick centre. Anyone who was sick had to come to us. I shuttled between the two dormitories. Back then, COVID was new, so we could not tell who was COVID positive. The migrant workers themselves were very concerned. Some triple masked themselves. They were depressed and afraid. They felt being put into isolation meant a death sentence. One migrant worker insisted I draw the curtains to prevent the virus from entering when I was examining him."

Yizhi served those two dorms from end April till September 2020 before moving to a more permanent location called Cochrane Lodge 1. "I get to travel to parts of Singapore I would normally never go to. In November, we moved to the Cochrane Recreation Centre and we used the Hall. It is the regional medical centre (RMC) for all the dorms in the area. I am currently seeing patients there."



Life in a Regional Medical Centre.

BLACK SEPTEMBER

As there was a staff crunch, Yizhi found himself doing more administrative work. By September 2021 when there was a huge surge in infections, many nurses were being burnt out. "I was seeing 30 patients daily on average then boom it was 70-80 patients." Recalling that stressful period, Yizhi shares honestly, "I was a clinic doctor, quite sheltered, now I also had to be a good administrator. The nurses shared the load. We were opened 9 am to 9 pm. We were the only RMC serving these workers. And I was on duty almost every Sunday."

Yizhi reckons his personal record is 86 patients in one day. The nurses had to multi-task - do paper work, dispense medications, and swab. Working with HR, additional staff were deployed to help during peak surges.

HIS NEW NORMAL

When asked if he would want to go back to working in a "normal" clinic setting with the modern comforts? Surprisingly or not, Yizhi answers No. "Air con is no longer a need. I'm now used to air coolers. I really don't mind this work. I see a range of cases from chronic conditions to work related injuries, and of course infections so that keeps me on my toes."



Innoquest Diagnostics partnership with Fullerton Health Group in the nations battle against COVID-19 has illustrated the benefits of agile teamwork in ensuring a cost effective and efficient method of COVID-19 testing in the community. There were many instances in 2021, where within a short span of time, the team at Fullerton Health Group worked hand in hand with us to set up new testing sites and ramp up testing when the country needed it the most. On the larger scale of things, we look forward to strengthening this partnership and together, build a healthier nation. In the words of Michael Jordan: "Talent wins games, but teamwork and intelligence win championships."

Dr Anthony Stanislaus,

Chief Operating Officer, Innoquest Diagnostics



FUTURE FORWARD FAST



Leveraging on modern technology as we meet the challenges of a post pandemic world.

Part of the battle means looking ahead, anticipating needs and making the necessary changes. Innovate to meet the future.

NEW NORMAL

COVID-19 has accelerated the push for digitised healthcare. The Fullerton Health Group's focus on our digitisation journey has never been more urgent or relevant

Digihealth kiosk was first launched at North Coast Lodge, a facility that houses over 9000 migrant workers. In effort to make healthcare more affordable and accessible, these kiosks enabled immediate consults with a doctor and have medications dispensed on the spot. Customised to simplify registration, workers need only scan their work permits. Billing could be sent directly to their employers or paid digitally. Receipts and medical certificates printed.

Since the start of the pandemic, we have been exploring ways to improve care for all our stakeholders in these volatile and challenging environments. We have been serving the migrant community since early 2020 hence this innovation is a natural next step.

During the height of the pandemic in May 2020, when the internet was full of misinformation fanning the flames of fear, Fullerton Health Group launched



a free COVID-19 symptom checker on their mobile app Livefuller. It featured an Artificial Intelligence (AI) enabled symptom checker and a chat function. Customised and deployed to different markets in Asia, it is meant to de-congest emergency services by giving assurance with relevant and accurate information and directing people to appropriate facilities for help. The application was customised to local languages and resources.

During the Circuit Breaker, there was a drop in elective surgeries and patient flow was affected at our diagnostics arm Radlink. On track with our digitisation journey, we took the down time to explore and improve. In November 2021, we launched AI Diagnostic Imaging service at Radlink. Integrating Unit Insight CXR and Insight MMR for chest X-ray and mammography is a move to improve productivity and accuracy of our radiologists.

Through this pandemic, clients adoption and usage of our tele health services has increased. We have been consistently improving our offerings and user experience. When vaccination started, we introduced complimentary post vaccination consult for all users who may experience discomfort and are concerned. Now with the economy and travel gradually opening up. Our tele health services has also incorporated supervised ART to provide convenience of documentation.

