



**INSTITUTE
of
MENTAL
HEALTH**
National Healthcare Group



Good mental
health for all
IMH 1928 • 2023



GOOD

Mental Health

YEARBOOK 2023

FOR ALL





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OPENING MESSAGE

Chairman's Message

As Chairman of the Institute of Mental Health (IMH) Board Committee, I reflect with deep pride on our shared journey and unwavering optimism for the future. This yearbook serves as a testament to the remarkable achievements we've accomplished together, achievements that resonate with hope, resilience, and a commitment to the mental well-being of patients and their caregivers, our staff, and Singapore.

Throughout the past year, our unwavering commitment to strategic goals has yielded significant progress. We empowered patients on their paths to recovery, instilling hope and the foundation for independent lives. Beyond direct care, we focused on promoting mental wellness across Singapore, actively chipping away at barriers and fostering a more supportive and understanding community.

Creating a workplace of meaning and joy for our staff and community partners has been a core priority. I believe this cultivated collaborative spirit serves as a powerful engine propelling us forward.

This yearbook is a source of inspiration for exciting chapters yet to be written. As we collectively move forward, let us build a future where recovery, resilience, and joy define our shared path.

With sincere gratitude,

Mr Girija Pande
Chairman,
IMH Board Committee





CEO's Message

OPENING MESSAGE

As we celebrated 95 years of mental healthcare in Singapore, we reflect on our accomplishments. IMH has a total of close to 2000 beds in service and runs 7 specialist outpatient clinics across the island. We have a total of 2729 staff including 188 medical professionals (including psychiatrists), 1081 nurses, 614 allied health professionals, 550 ancillary staff, and 296 administrators. We care for a total of 2,272 patients in our various outpatient clinics, with an average of 1,800 inpatients per day. We trained 2882 pre professionals (including nurses, doctors, allied health). We have garnered S\$16,979,734 worth of research that has impacted policy and practice.

We have embarked on a journey of transparent accountability for our work by setting clear strategies, workplans annually with budgets that are sustainable for implementation. This is done through a timeline focused on an annual cycle of what we want to do, developing a budget for doing it. All of this against a backdrop of a long term plan focused on promotion of good mental health and prevention of mental illness.

Finally, we are moving forward in the Year of the Dragon. In the metaphor of the river of life, this is like getting into a dragon boat to do our work. A dragon boat is a unique paddle boat that requires its crew to move in coordinated fashion to the drummer in front and steersman behind to chart the way forward. This Yearbook will help us reflect on what we have done like the dragonboat steersman - but it is to the beat of the drummer that we will go forward together up the river of life in promoting mental health and preventing mental illness!

Sincerely,

Associate Professor Daniel Fung
Chief Executive Officer (CEO),
IMH



Preface

This yearbook celebrates another year of our team's dedicated service, innovative advancements and unwavering commitment to mental health care. Over the past year, we have seen a multitude of impactful initiatives and projects being launched in support of our mission to promote mental well-being in the community, deliver quality care to our patients, and push the boundaries of research and education.

This year's journey is captured within these pages, showcasing the breadth and depth of our team's impact. From groundbreaking research studies to patient-centered care innovations, every initiative is a reflection of our team's

commitment and tireless efforts in collaborating with partners to enhance the well-being of our patients and contribute to world-class education and training for future mental health professionals.

This yearbook also serves as a testament to our remarkable legacy with the celebration of our 95th anniversary. Over the years, we have made countless contributions and ground-breaking advancements in the mental health arena with our unwavering dedication and compassion. Our rich history fuels our passion and commitment in striving towards a future where recovery, resilience, and joy define the collective mental health landscape.



Chapter 01.



Recovery, Hope & Independence for Patients

As a hospital, our top priority is the well-being of our patients. We remain steadfast in our mission to create a welcoming and conducive environment of peace, structure and, positive energy to support our patients' holistic recovery.

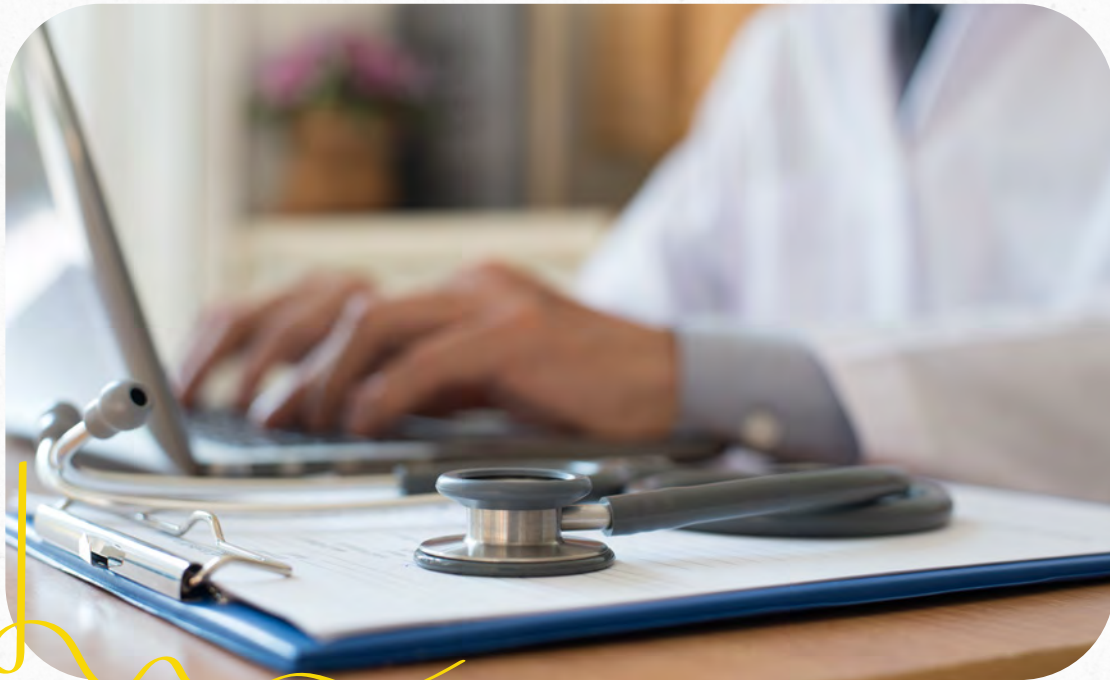
Over the past year, we have introduced recovery-focused care, an evidence-based approach that empowers patients to achieve greater social, occupational and psychological functioning, across departments and wards in our hospital. We also embarked on various initiatives to support caregivers in better understanding and caring for patients.

We look forward to continuously improving the quality of life of our patients, as they progress in their recovery and reintegrate smoothly back into the community.

Expansion of Virtual Ward Programme to Nursing Homes



The Central Region has been granted a 3-year Health Service Development Program (HSDP) funding to expand our Virtual Ward Programme to 8 nursing homes.



To date, 6 nursing homes have been enrolled into the programme, benefitting over 200 patients and significantly reducing the re-admission rate and length of stay in inpatient wards.

The Virtual Ward team has developed tailored training materials and modules for nursing home partners to build their capability of caring for mental health patients to alleviate the demand for IMH's emergency and acute care services. The training materials and resources serve to provide our nursing home partners with competency in conducting mental health examinations and the accurate recording of essential resident information of the residents.

Positive receptions were received from the nursing home partners on the effectiveness of the training initiatives. In efforts to optimally support nursing home partners, the Virtual Ward team forged a collaboration with the Emergency Services team to identify patients who do not require inpatient admission. This collaboration effort allows nursing home partners to focus on caring for residents, while IMH continues with the ongoing commitment to improving the mental well-being in the community.

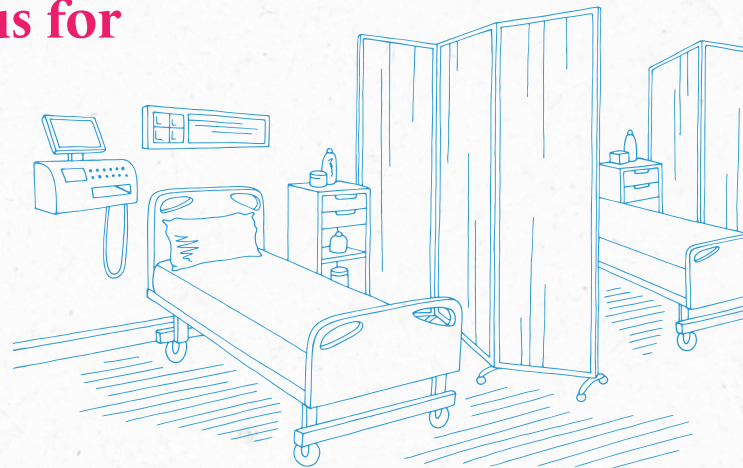
This collaboration effort allows our nursing home partners to focus on caring for residents, while we commit to improving the mental well-being in the community.



Providing Real-time Bed Status for Seamless Patient Admission

The Bed Management Unit (BMU) has been proactively driving innovation to enhance and ease bed management processes, with the aim of promoting a more supportive work environment for staff.

As the sole tertiary psychiatric hospital in Singapore, IMH faces fluctuating and unpredictable volumes of admissions and transfers. Given that our hospital operates near full capacity on a regular basis, ensuring efficient bed allocation for smooth patient flow is a real challenge. Manually finding available beds required an array of phone calls to the various wards, which was most time-consuming and stressful for staff, often delaying patient admissions by up to 3 hours.

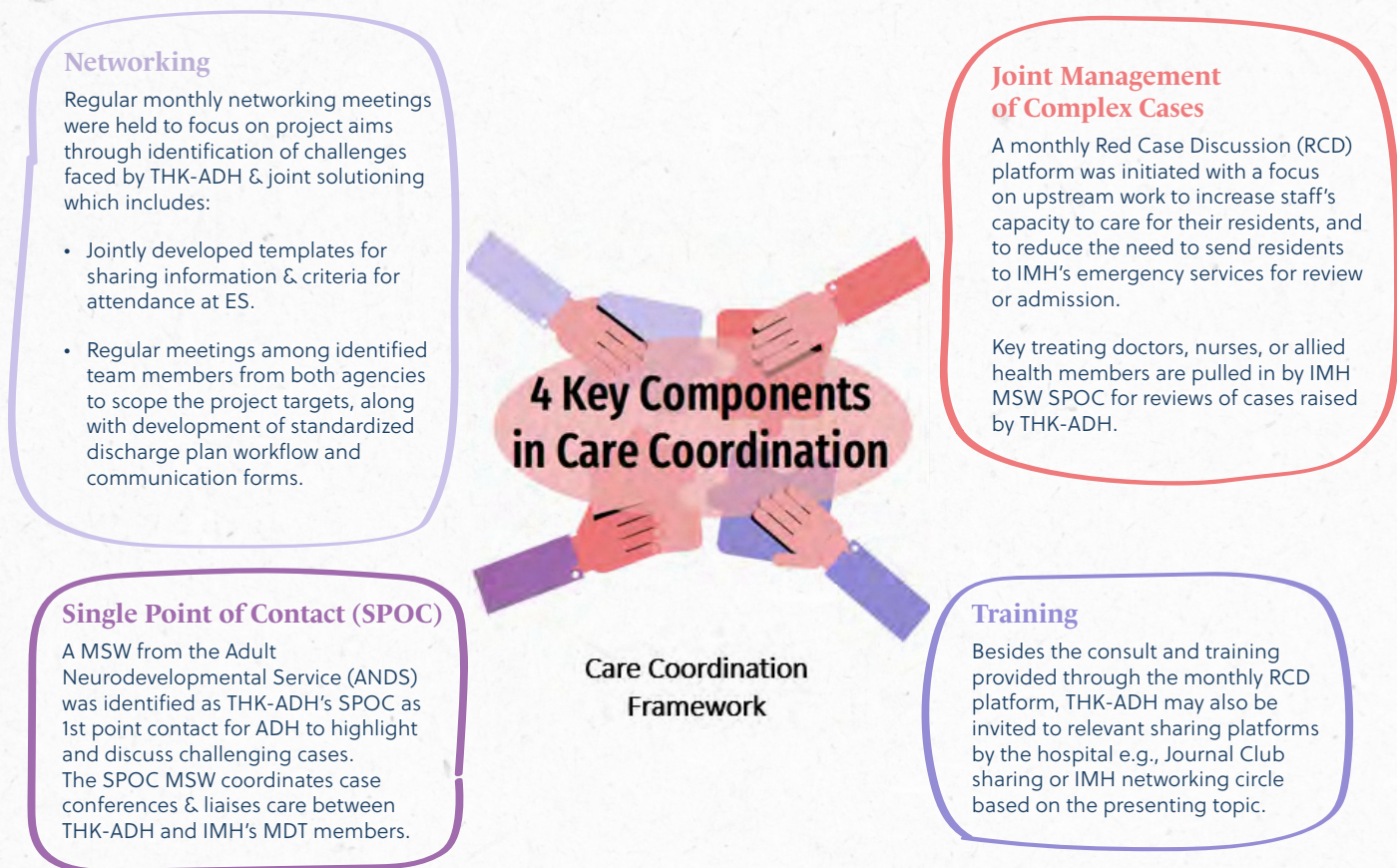


Therefore, the new Virtual Bed Status Dashboard was designed to streamline the bed coursing process for patient admissions. With the new Dashboard, BMU can now provide real-time bed status across wards, voiding the need for phone calls and significantly reducing the waiting time for patient admissions. This innovative tool has improved patient admission comfort and satisfaction, while allowing nurses to focus on clinical duties and patient care.

Co-ordinated Care with Adult Disability Homes

Adult Disability Homes (ADHs) often face challenges in handling residents with developmental disabilities and severe behavioural issues, resulting in frequent referrals to IMH's emergency services.

Medical Social Work (MSW) team, as Single Point of Contact (SPOC), collaborated with Thye Hwa Kwan Home for Disabled (THK-ADH) @ Sembawang to launch the Care Co-ordination Project in March 2022. The project encompasses a robust care coordination framework and regular case discussions to enhance care outcomes for residents, decrease hospital admissions, and improve referral acceptance.



A study conducted between March 2022 and March 2023, along with a December 2022 showed:

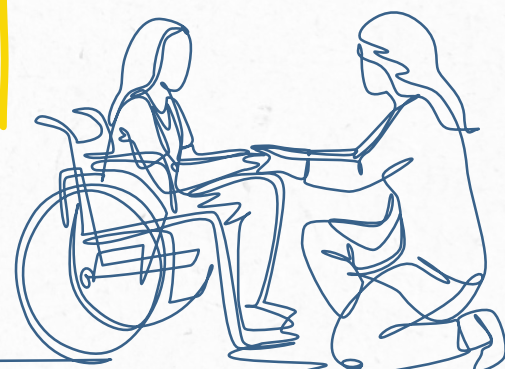
42% ↓
reduction in IMH emergency attendance

39% ↓
decrease in admission rates from residents at Thye Hwa Kwan Home for Disabled @ Sembawang

For residents admitted to IMH, the average length of stay was shortened by **39%** ↓

The re-admission rate within 30 days dropped from **6% to 0%**

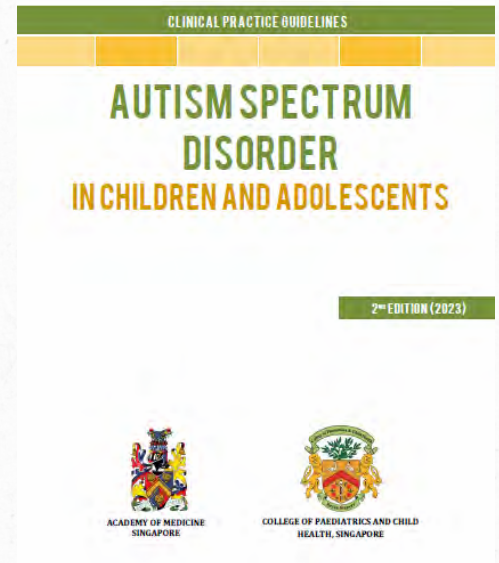
IMH is heartened by the project's success as it reflects a more efficient management of treatment for residents and a significant improvement in their re-integration into the community.



2023 Clinical Practice Guidelines on Autism Spectrum Disorder (ASD) in Children and Adolescents

The College of Paediatrics and Child Health, Singapore (CPOCHS), has released the 2023 Clinical Practice Guidelines on Autism Spectrum Disorder (ASD) in Children and Adolescents. These guidelines offer recommendations for optimal clinical practice in Singapore, covering screening, diagnosis, education and clinical management of ASD in children and adolescents.

From IMH, Dr Sung Min (Senior Consultant), Dr Chin Chee Hon (Senior Consultant), Dr Goh Tze Jui (Principal Clinical Psychologist), Ms Magdalene Foo (Principal Medical Social Worker) and Ms Ng Li Ting (Associate Psychologist), played integral roles as members of the workgroup. They contributed their expertise and valuable insights in various chapters in the guidelines, influencing discussions on screening and diagnosis, intervention, co-occurring conditions, pharmacological treatment, follow-up and prognosis, as well as caregiver and family support to reflect a comprehensive understanding and care of children and adolescents with ASD.



Frailty Programme Pilot for Seniors in Central and North Inpatient Wards

Healthy aging with grace and dignity is a shared aspiration for seniors entering their silver years. However, hospital admissions for seniors often come with the apprehension of complications, such as deconditioning and frailty.

To address this, the Frailty Programme pilot initiative was introduced in selected Inpatient Wards to screen seniors aged 60 and above for frailty levels, followed by tiered interventions targeting three key areas of nutrition, exercise and polypharmacy.

The Frailty Programme pilot initiative has yielded highly promising results, with timely interventions showing positive outcomes. 12 months into the programme, an impressive 93.2% of seniors admitted or transferred into Central and North Wards have improved or maintained their Clinical Frailty Score (CFS). This is a marked improvement from the pre-programme statistics of approximately 90% of seniors showing a deterioration in their CFS.

Going forward, the Geriatric Psychiatry team will be involved to further enhance the programme's impact on caring for our seniors.



Seniors
93.2%
have improved their CFS
90%
showing a deterioration in their CFS



Transitional Care Programme (TCP) to Re-integrate Patients Back into the Community

The Transitional Care Programme (TCP) is an ongoing initiative in IMH to enhance the transition and re-integration of patients back into the community after their discharge from inpatient care.



Recognising the challenges faced during post-discharge periods, TCP aims to bridge the gap and provide intensive home-based support to our discharged patients. The programme leverages on therapeutic alliance established between patients and TCP caseworkers, who are either nurses or medical social workers (MSWs). Engagement between patients and TCP caseworkers to foster a therapeutic alliance begins in the ward prior to discharge. Patients and caseworkers co-create a customised post-discharge care plan with regular support and follow-up after discharge to link patients to relevant community and social services.

Through TCP, discharged patients have a consistent and congruent care plan, allowing them to remain supported after their discharge. Since its commencement in May 2022, TCP has seen significant results with a 6.2% reduction in re-admissions within 30 days, a 19% decrease in default rates for the first follow-up appointment after discharge and savings of 5,208 bed days. 53 temporary long-stay patients were also successfully discharged from IMH to re-integrate back into the community.

Given the success of TCP, we seek to expand it across all wards to improve postdischarge care for patients with acute mental illnesses. In recognition of our team's holistic and patient-centric efforts, we achieved the Excellence in Action Award (Team) 2023 by the National Healthcare Group.

6.2%
reduction in
re-admissions
within 30 days

19%
decrease in
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follow-up
appointment
after discharge

Navigating Challenges: Short-Stay Unit's Dedication in Support of Patients' Recovery



To address this challenge, the Short Stay Unit (SSU) provides a specialised pre-acute setting that caters to patients requiring short term treatment.

Given the high number of daily inpatients admitted into IMH, bed crunch has been an area of concern. To address this, the Short Stay Unit (SSU) was set up to provide a specialised pre-acute setting that caters to patients requiring short term treatment. The SSU increased its frequency of reviewing patients to twice daily on weekdays and once daily on weekends to provide patients with close comprehensive monitoring of their medication and key psychosocial stressors. This pivotal change allows patients to receive greater care and support in their recovery journey, minimising the influx of patients into the acute wards.

This achievement could not have been accomplished without the strong dedication of the SSU team in helping patients stabilise their mental illnesses within a shorter frame of time to step back into the community.

Tiered Care Model to Enhance Access to Mental Healthcare

Dr Janil Puthuchery, Senior Minister of State for Health, announced a tiered care model in October 2022 to improve accessibility, co-ordination and quality of mental health services. The model seeks to help medical professionals to identify and care adequately for patients, based on their specific condition and severity of condition, across health, social, and education settings.

In October 2023, the tiered care model was integrated into the National Health and Well-being Strategy with a focus on enhancing access to mental healthcare and optimizing health and social resources. The hospital's Psychology Department embraced the tiered care model, using it to reorganise the outpatient care approach and to guide the assessment and recommendation of psychological services based on individual needs.

Under the tiered care model, patients with mild clinical needs are recommended to attend short group therapy sessions, internet Cognitive Behavioural Therapy (CBT) interventions, or referred to community partners for psychotherapy. Patients with more intensive clinical needs are recommended to attend more intensive therapies or tele-psychotherapy sessions with Associate Psychologists. Patients with high clinical needs are recommended to attend high-intensity therapy groups or individual psychotherapy sessions with Clinical Psychologists.

Recognising that clinical needs can change over time, the Psychology team ensures ongoing assessment for all patients, so that recommendations can be adjusted accordingly to patients' level of clinical needs.

2023 IMH Mental Health Nursing Conference

The inaugural IMH Mental Health Nursing Conference was held on 29 September 2023 to coincide with IMH's 95th anniversary.

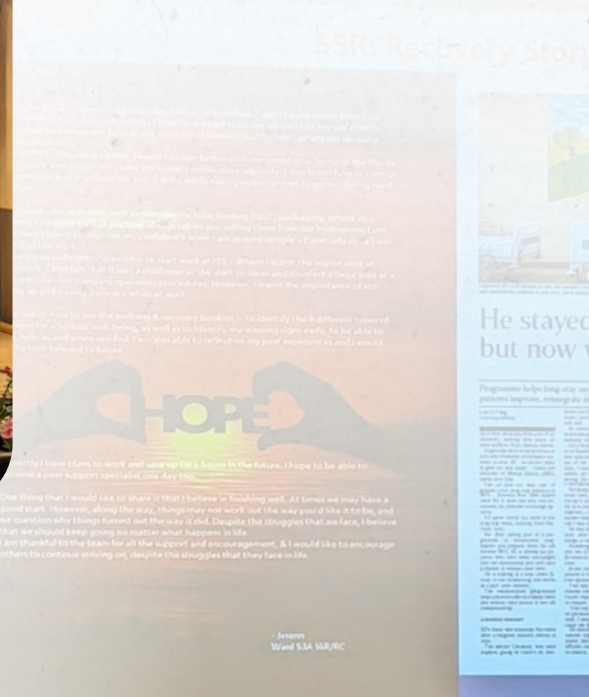
Themed "Transforming Minds, Nursing Redefined", the Conference explored the evolution of mental healthcare through nursing practice to improve patient health. Over 250 nurses from various healthcare institutions and nursing homes in Singapore attended the Conference.



The Conference commenced with a warm welcome by the CEO, A/Prof Daniel Fung, followed by a keynote speech from Ms Samantha Ong, President of the Singapore Nurses Association. The Conference covered diverse topics, including advancements in acute care, research, crisis response, recovery and community mental health nursing.

Highlights included a breakaway technique demonstration and an inspirational speech from a client in recovery. Networking opportunities, product showcases, and a closing keynote by A/Prof Yong Keng Kwang, Group Chief Nurse at the National Healthcare Group (NHG), further contributed to the Conference's success.

The Conference provided mental health professionals a platform for knowledge exchange while emphasising a patient-centred and holistic approach to mental health care, encouraging ongoing advocacy for patients with mental health challenges.





Official Opening of Stepping Stones Rehabilitation Centre

IMH marked the opening of the Stepping Stones Rehabilitation Centre on 6 October 2023 with Mr Ong Ye Kung, Minister for Health, officiating the event.

The 100-bed Centre provides living spaces, open kitchenettes, a media training room, activity rooms and more. The Centre focuses on skill development and knowledge acquisition to support clients in their recovery journey through rehabilitation, recovery, and self-help group programmes.



The outdoor kitchen at a HDB-like room at Stepping Stones. ST PHOTO: HESTER TAN

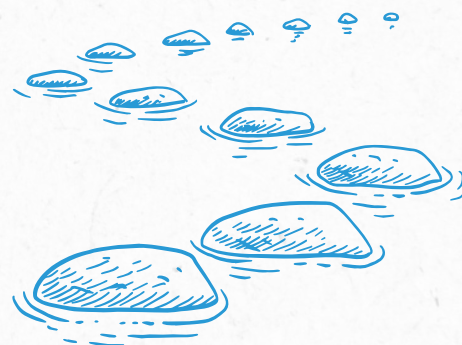


Health Minister Ong Ye Kung plants microgreens under the guidance of a patient (right) during the official opening Rehabilitation Centre and Serenity Centre. ST PHOTO: KEVIN LIM

The Centre is operated by a multi-disciplinary team, led by nurses and allied health professionals. Client interventions are customised based on the individual's strengths, interests and abilities, aiding them in regaining independence and re-integration back into the community. A Personal Wellness and Recovery plan, covering areas like employment, accommodation, relationships, illness management, hobbies and self-improvement, is established for all clients to better manage their rehabilitation.

The Centre engages clients in work trial opportunities within IMH with an array of roles in food and beverage, cleaning, gardening, hydroponics farming, packing, handicrafts and retail industries. Clients receive on-the-job training while suitable clients are also allowed to manage their own medication under supervision.

The Centre's holistic approach aims to empower clients in their recovery and foster independence, allowing clients to return home or move to residential step-down facilities after 8 to 12 weeks of psychosocial training.



Completion of Ward Refurbishment Project

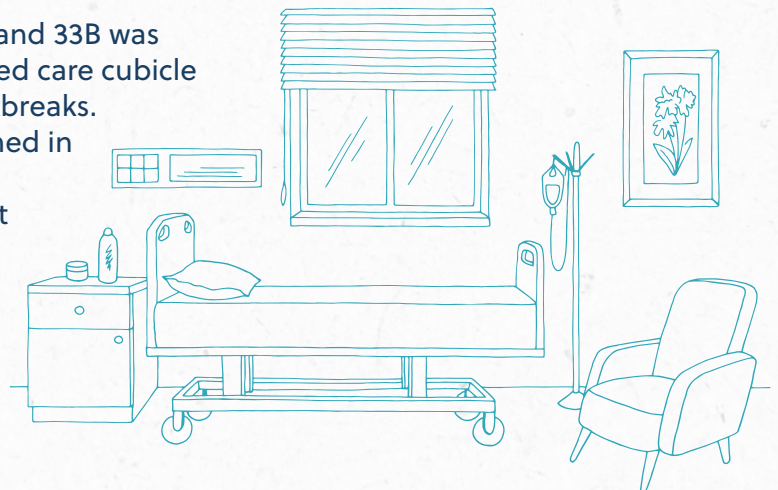
An extensive ward refurbishment project, funded by the Ministry of Health, was undertaken from 2018 to 2023 to transform a total of 11 wards, including the construction of the Stepping Stones Rehabilitation Centre and Short Stay Unit (SSU) and refurbishment of the Serenity Centre, a child and adolescent ward, and 6 general psychiatry wards. In line with our hospital's recovery-focused model of care, the project prioritised holistic and patient-centred treatment.



Refurbishment of the child and adolescent ward and general psychiatry wards 34A, 34B, 35A and 35B were completed in November 2021, providing staff with an improved environment to deliver good quality, personalised and safe patient care. Enhanced amenities include a new admission and triage room, anti-ligature toilets, an open-concept day space with a pantry and a sky terrace.

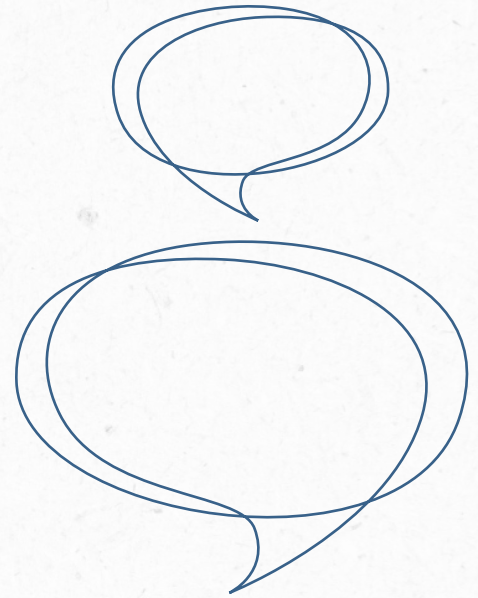
The SSU opened in January 2022, providing short-term crisis intervention and stabilisation for patients with acute conditions. The Serenity Centre opened in 2023, catering to clients in recovery from addiction, offering detoxification, mental health comorbidity treatment, and rehabilitation.

Refurbishment of general psychiatry wards 33A and 33B was completed in August 2023, including an enhanced care cubicle for managing mild symptoms during cluster outbreaks. The Stepping Stones Rehabilitation Centre opened in 2023 with an occupancy of 100 beds. The Centre features HDB-like cubicles and an open-concept layout in support of its focus on rehabilitation and skill development for patients.



Cognitive Behaviour Therapy for Psychosis (CBTp)

Non-pharmacological treatments, like Cognitive-Behavioural Therapy for Psychosis (CBTp), have proven effective in alleviating psychotic symptoms.



In Singapore, CBTp is primarily delivered by clinical psychologists. To enhance patients' access to CBTp, a pilot CBTp service was established in 2020 through a transdisciplinary approach for psychologists to train Advanced Practice Nurses (APNs) in delivering CBTp. The pilot CBTp service showed positive clinical improvements among patients, leading to the official launch of the CBTp service in January 2022.

Ms Wendy Tan, an APN, shares that her valuable training in CBTp has allowed her to help patients overcome their fears and bring forth positive changes in their functioning and mood through listening, validating experiences, and challenging maladaptive beliefs.

In recognition of the CBTp service success, the team secured a research grant in August 2022 for a study titled "An Investigation of Cognitive Behavioural Therapy for Psychosis by Nurses in Singapore (ICoNs)". The CBTp team is committed to delivering effective and accessible CBTp services to strengthen patients' well-being through training and service expansion opportunities.



Use of Robotic Process Automation (RPA) to Enhance Supply Management Efficiency



Robotic Process Automation (RPA) uses software bots to automate repetitive tasks in business processes.

A collaborative effort between the Nursing team and Information Technology Office has led to the elimination of frequent manual checks on emergency trolleys, given that the RPA can trigger alert notifications for code blue items nearing expiry or in short supply. This project was officially implemented across our hospital wards in November 2023 after successful pilots in various wards. With the RPA, supply management efficiency is streamlined and enhanced, allowing nurses to dedicate more time to patient care.

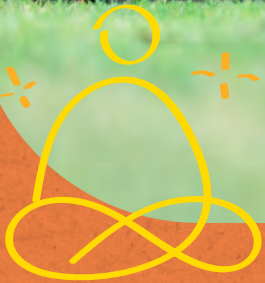
Mid-day Melodies to Celebrate National Day 2023

IMH's annual celebration of National Day provides a platform for patients to showcase their talents in the performing arts.

The talent showcase, which took place on 11 August 2023 at the lobby area in front of Clinic B, saw a heartwarming performance by our Very Special Outstanding Performers (VSOP). The 2023 repertoire featured nostalgic and sentimental songs, including touching renditions of familiar tunes such as "Home", "We Will Get There", "小人物的心声" (Voices from the Heart) and "Reach Out for The Skies".



Chapter 02.



Wellness, Resilience & Happiness for Our People

In line with IMH's Mission to promote mental health and wellness among all people in Singapore, IMH has collaborated with various partners to increase awareness and understanding of mental health to prevent mental illness. Through these efforts, IMH seeks to improve the quality of life for people and a greater acceptance in the community towards mental health patients.





Interagency Taskforce for Mental Health & Wellbeing (Taskforce) Workgroup 3 Employer Outreach Event 2023

IMH's Outpatient Rehabilitation wing of the Occupational Therapy Department, Occupational Therapy: Activities, Vocation and Empowerment (OctAVE@IMH) was featured at a groundbreaking Employer Outreach Event in October 2023. The virtual event, graced by Ms Gan Siow Huang, Minister of State for Manpower, aimed to raise mental health literacy and awareness among employers, combat stigma in the community and enhance employment outcomes of Persons with Mental Health Conditions (PMHCs). Jointly organised by Taskforce Workgroup 3 and the Singapore National Employers Federation (SNEF), the event was attended by 200 employers across various industries and marked a pioneering collaboration between employers, employment support agencies, employed PMHCs and the government to champion workplace inclusivity and support for PMHCs.

A pivotal segment of the event featured IMH's Occupational Therapy's outpatient rehabilitation wing and sharing of expertise and experiences in providing vocational rehabilitation services to PMHCs and employers by Mr Jayson Sudhasan, Principal Occupational Therapist, Ms Cherie Choo, Senior Occupational Therapist, and Mr Harry Jai, Peer Support Specialist.

Mr Han Dongchou, HR & Admin Manager at Han's Singapore Pte Ltd, and Ms Low Lai Wah, Operation Support Manager at Konica Minolta Business Solutions Asia Pte Ltd, shared testimonials on their smooth and successful partnership with the OctAVE@IMH team in hiring recovering PMHCs.

Developing Strong Partnerships in Delivering Courses to Enhance Employability

The IMH Occupational Therapy: Activities, Vocation and Empowerment (OcTAVE@IMH) team partnered closely with SkillsFuture Singapore (SSG), Ministry of Manpower (MOM), Singapore Anglican Community Services (SACS) and Singapore Association for Mental Health (SAMH) in 2023 to develop and deliver mental health literacy workshops and customised training courses for Persons with Mental Health Conditions (PMHCs), in alignment with one of the Workgroups of The Inter-agency Taskforce on Mental Health and Well-being.



One of the key projects involved developing customised training courses for PMHCs, with BELLS Institute of Higher Learning (BELLS), Nanyang Polytechnic (NYP) and Singapore University of Social Sciences (SUSS) designated as training providers in delivering courses for PMHCs. The OcTAVE team worked closely with our partners and training providers to identify relevant areas of learning aligned with market demands across industries such as information technology, programming, digital marketing, social media, data analytics and essential soft skills such as resilience building, communication and emotional intelligence to develop customised training courses for PMHCs.

Other than the Mental Health Literacy Workshops conducted by OcTAVE@IMH to equip SSG employees and training providers with the skills and knowledge to customise courses for PMHCs, IMH also participated in the Training Providers Engagement session in November 2023, organised by SSG, to attract more training providers in support of OcTAVE's training initiative. Together with IMH's partners and training providers, the OcTAVE team is committed to continually improving the training ecosystem for PMHCs to enhance their employability and contribution to our community and country. OcTAVE@IMH remains committed to reviewing existing courses, identifying new ones, and continually improving the training ecosystem for PMHCs in partnership with SSG, MOM, and community partners.

World Infant, Child and Adolescent Mental Health Day (WICAMHD) 2023

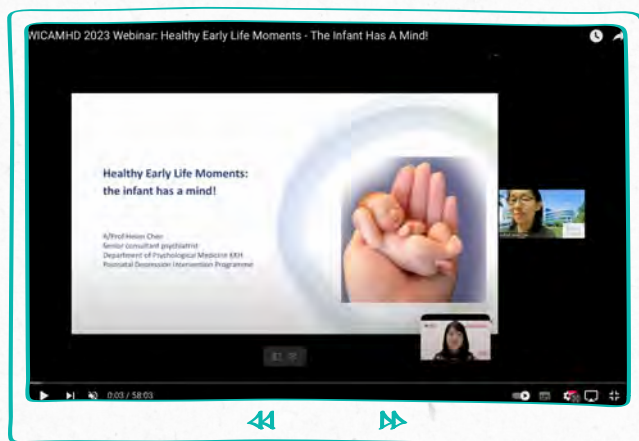
In support of World Infant, Child, and Adolescent Mental Health Day (WICAMHD) 2023, the Corporate Communications team collaborated with the Department of Developmental Psychiatry (DDP) to organise a series of 4 webinars throughout April 2023.

Themed around the broader topic of trauma, the series of webinars delved into Infant Mental Health, the Language of Adverse Childhood Experiences (ACEs) and Trauma, Teen Mental Health, and Family Dynamics in Adversity. The webinars were broadcasted live on Facebook and subsequently uploaded to YouTube.

Video recordings of the webinars can be accessed through IMH's Facebook page and YouTube channel through the following links:

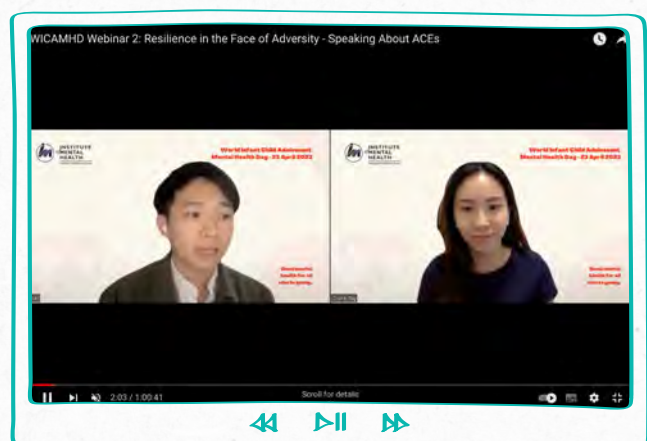
Webinar #1

Infant Mental Health:



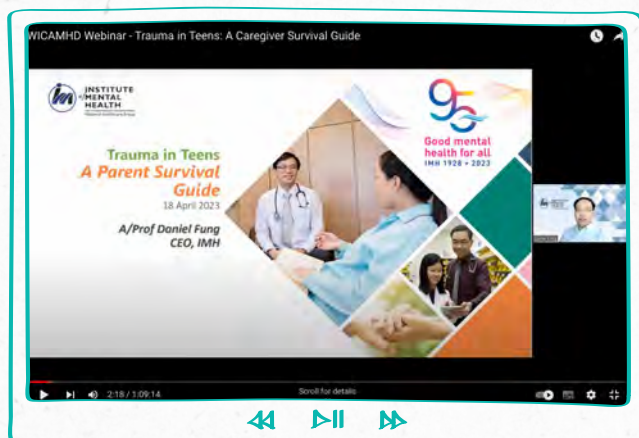
Webinar #2

Language of ACEs & Trauma:



Webinar #3

Teen Mental Health:



Webinar #4

Family Dynamics in Adversity:



Chapter 03.



Meaningful, Rewarding & Joyful Work for Staff & Partners

In IMH, staff are the most invaluable asset, and it has always been a priority to ensure the well-being and development of staff, providing them with opportunities to upskill and grow into future leaders.

IMH desires to create a supportive environment for staff with a strong sense of purpose, meaning, and job satisfaction. In recruiting and retaining staff, IMH places a strong emphasis on enhancing staff welfare, maximising staff potential, revitalising and, enhancing passion.

Cultivating Blooms and Promoting Well-Being at IMH's Community Garden

IMH's Community Garden is situated at the hospital's entrance. It serves as a collaborative space for IMH volunteers to engage with inpatients and outpatients in a relaxing and non-clinical environment.

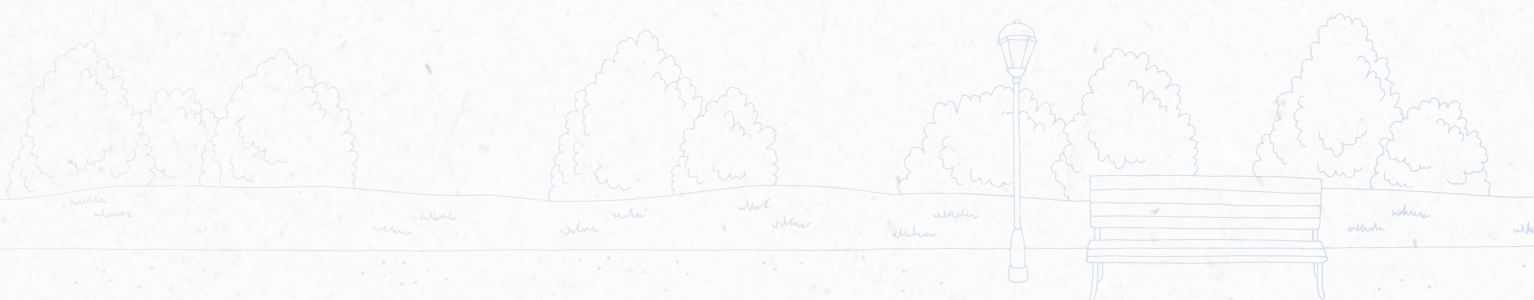


To ignite patients' interest in gardening, nurture social skills, and create pathways to potential employment in the landscape industry, IMH embarked on a Mindful Meadows programme with Ang Mo Kio (AMK) Group Representation Constituency (GRC) in August 2023. This initiative offers patients comprehensive guidance in gardening fundamentals, ranging from digging planting holes to familiarising themselves with various gardening tools, seeding techniques, and plant propagation.

With sessions held thrice weekly, the programme allows inclusive participation from inpatients across different wards. The initiative has garnered strong support from volunteers, who have contributed various gardening arts and crafts to diversify the activities offered.

Currently, IMH's Community Garden is most vibrant with its colourful blossoms and ripe fruits ready for harvesting. Witnessing the fruition of their efforts has sparked much joy and pride among participants and fostered strong camaraderie among volunteers, strongly reflecting the core spirit of community gardening.

In the months and years ahead, IMH looks to further grow and expand the programme to foster stronger community connections and provide patients with a healthy hobby that opens employment opportunities for them.



Receiving Recognition for our School Outreach Efforts

10 members from IMH's Response, Early intervention and Assessment in Community Mental Health (REACH) team received the esteemed National University of Singapore (NUS) Team (Alumni) Award in November 2023, in recognition for their school outreach efforts.



The Award is given to alumni members, who have achieved remarkable and influential contributions in society. It is an uplifting acknowledgement of the REACH team's impactful contributions to the community and strong efforts in collaborating with schools to support students with mental health challenges.

The Award event was graced by Mdm Halimah Yacob, Chancellor of the Singapore University of Social Sciences (SUSS) and former President of Singapore, with the REACH team members: A/Prof Daniel Fung, Ms Esther Chew Yuki, Mr Daniel Ho, Ms Grace Li, Mr Jeffrey Ong, Mr Cheryl Ong, Ms Sim Si Lin, Ms Germaine Tan, Mr Jason Tan and Ms Kelly Yeo, who were recognised for their outstanding achievements. The Award is a strong testament to the individual excellence of the awardees, as well as the collective dedication of IMH's REACH team in advancing mental health support in Singapore schools.

Staff Recognition & Awards

IMH is proud of numerous staff members, who have received recognition and awards for their great achievements in their specific areas of work.

National Awards (COVID-19)

IMH (President's Certificate of Commendation - COVID-19)

Gold Public Administration Medal (COVID-19)

Ms Samatha Ong,
Director of Operations and Support Services

Silver Public Administration Medal (COVID-19)

Dr Daniel Fung,
Associate Professor
Dr Swapna Verma,
Associate Professor

Public Administration Medal (COVID-19)

Dr Mok Yee Ming,
Adjunct Assistant Professor (Bronze)
Mr Raveen Dev,
Chief Nurse (Bronze)
Ms Lilian Mark,
Head of Medical Social Work Department (Bronze)

Commendation Medal (COVID-19)

Awarded to
107 Staff

COVID Resilience Medal

Awarded to
2,204 Staff

Public Service Medal (COVID-19)

Awarded to
7 Staff

National Day Award

Awarded to 3 Staff (Commendation Medal)
Awarded to 9 Staff (Efficiency Medal)
Awarded to 7 Staff (Long Service Medal)

Healthcare Humanity Awards

EMERGENCY SERVICES TEAM

Mr Gideon Ng,
Principal Medical Social Worker
Ms Doris Koh,
Assistant Director of Nursing
Ms Gee Swee Yeap,
Sr Medical Social Worker

National Healthcare Group Recognition Awards

SINGAPORE PRISON PSYCHIATRIC SERVICE (TEAM RECOGNITION AWARD, BRONZE)

Dr Chong Siow Ann,
Professor (Achievement Award)

Ms Lilian Mark,
Head of Medical Social Work Department (Distinguished Achievement Award)

Ms Soh Lay Beng,
Head of Pharmacy Department (Outstanding Citizenship Award)

Dr Charmaine Tang,
Chief of Psychosis Department (Young Achievers Award)

Dr Lambert Low,
Deputy Chief of Addiction Medicine Department (Young Achievers Award)

Dr Jason Lee,
Deputy Chief of Forensic Psychiatry Department (Young Achievers Award)

Mr Zheng He,
(Young Achievers Award)

Flexible Work Arrangement (FWA) for Nurses

In line with IMH's efforts to enhance work-life balance for nurses, IMH piloted a FWA in wards 20B, 32A, 73A and 73B. Under the FWA, nurses can opt for only one shift, two shifts or the traditional three rotating shifts of morning, afternoon and night work.

Subsequently in July 2023, IMH extended this FWA across all wards including Emergency Services, empowering nurses to select their shift preferences. In cases where nurses' shift preference cannot be accommodated by the current ward, they can request to be assigned to an alternative ward that can accommodate their shift preference.

The FWA has been a joy to nurses with unique time constraints and family situations, with up to 20% of nurses opting and being successfully assigned to work one or two shifts within six weeks of the FWA extension across all wards.



Open Pavilion @ Hydroponic Farm



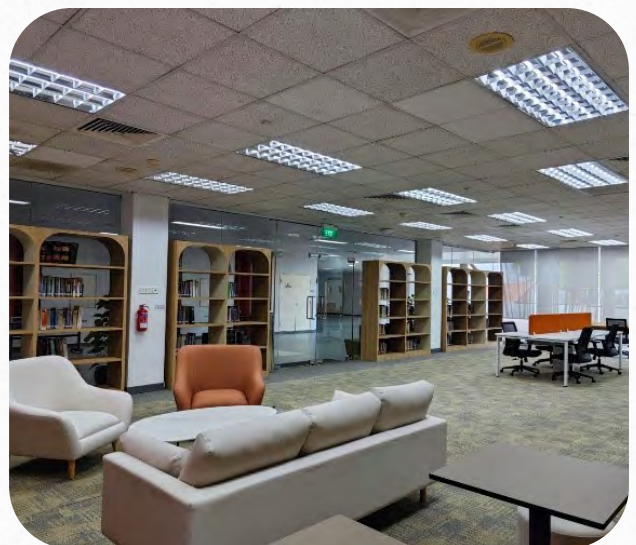
The Open Pavilion adjacent to the Hydroponic Farm was completed in November 2023. Functioning as a training shed, it is dedicated to facilitating the work of Slow Stream Rehabilitation (SSR) patients, while offering hydroponic farming training to the public.

The roof panels of the pavilion showcase colours inspired by the SSR logo with a prominent yellow accentuation mirroring the corporate colour of its sponsor, Maybank. The SSR logo is also elegantly etched on the floor of the pavilion, serving as a symbolic and visual representation of the collaborative efforts and support in this innovative venture.

Staff Resting Lounge

In efforts to boost staff welfare and provide staff with a versatile setting for productivity and relaxation, IMH revamped the Library at Block One, Level two into a dynamic Staff Resting Lounge and co-working space.

The Lounge caters to various needs, providing staff with a flexible environment to work, foster social connections or simply unwind. It offers a diverse range of seating options, including comfortable lounge furniture, dedicated workstations and standing-height tables. In addition, the Lounge also has a coffee machine for the comfort and convenience of staff who need a refreshing caffeine boost.



Pivotal Role of IMH Volunteers

IMH volunteers play a pivotal role in the success of various projects and programmes, particularly in providing compassionate support to recovery care patients. They selflessly dedicate their time, ideas, energy and resources through their regular befriending sessions, patient haircut sessions, religious services and participation in various ad-hoc initiatives.

During the 2023 IMH Open House, volunteers adeptly facilitated, ushered and provided logistical support to the team, boosting the seamless success of the event. During the 2023 IMH Charity Show, volunteers efficiently chaperoned patients to enjoy the showcased performances in a safe and supportive environment. Volunteers who participated in the Ward Volunteer Pilot Programme showed an incredible commitment to patient well-being as they assisted patients with Activities of Daily Living (ADLs), allowing the nursing team to focus on critical clinical duties.

Amidst IMH's 95th anniversary, Volunteers' Appreciation Day was celebrated in November 2023. Awards were presented to deserving volunteers and volunteer leaders in recognition of their selfless dedication of time towards the cause and guidance of other volunteers, leading to the success of various activities and events. The collective impact of volunteers in enhancing the quality of care and support for patients was well-recognised.



“ My volunteering experience with IMH has helped to break many misconceptions I used to have about people with mental health conditions. Over time, I have learnt to be kinder and more understanding towards mental health patients. Amidst my volunteering, many patients have brought me joy and helped to build me into a better person. I am proud to have made friends with many fellow volunteers and patients.

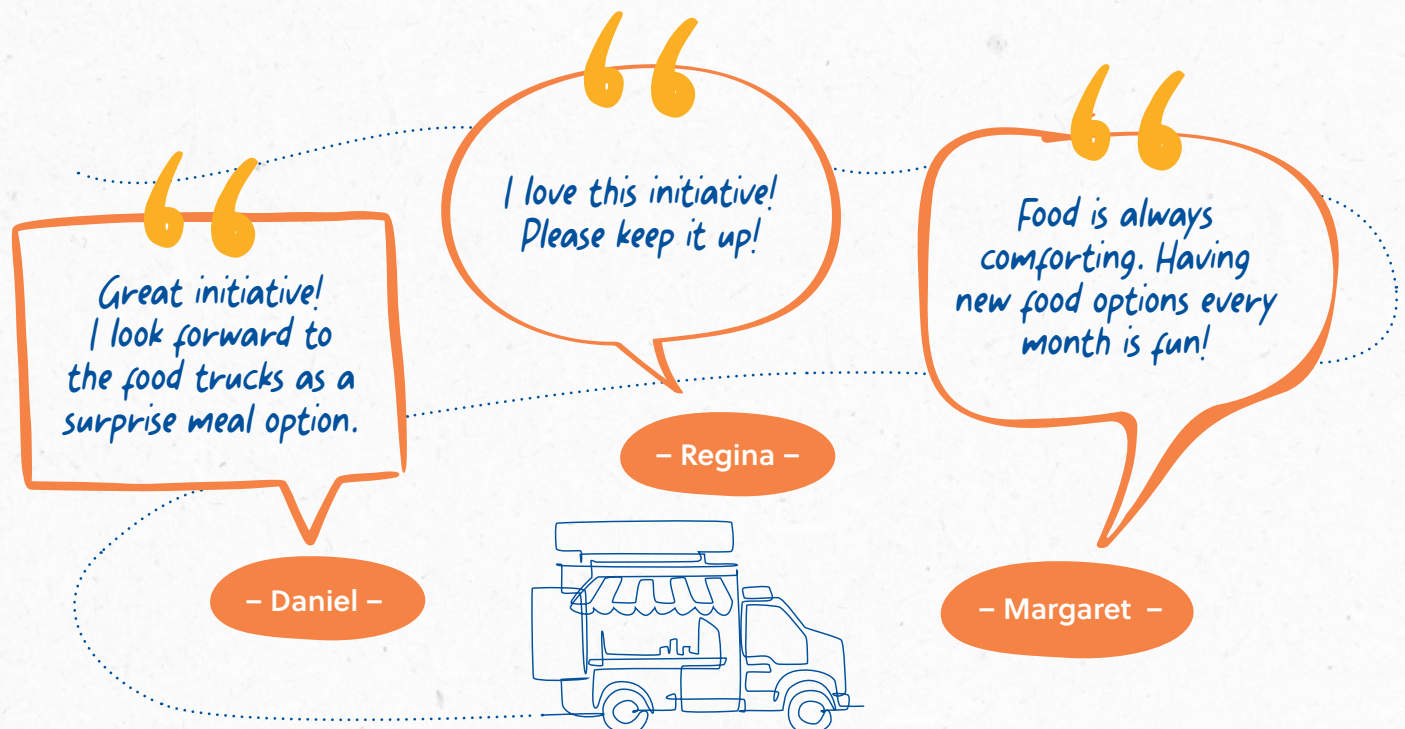
- Tan Zai Xuan -

Monthly Food Trucks to Increase Food Variety & Convenience for Staff



In its efforts to provide new food and beverages options in our hospital, General Services & Operations (Tenancy) implemented a new initiative in March 2023 to bring in food trucks monthly.

This initiative has garnered positive feedback by staff, generating anticipation and excitement on the new cuisine offering, while making it very convenient for staff to purchase their meals without having to travel out of the hospital.



Covered Walkway Project

IMH commenced construction of a new covered walkway to establish a sheltered path, connecting The Annex to the side gate at Buangkok Green. This project aims to enhance accessibility and comfort for patients, staff and visitors by providing protection from the sun and rain to encourage green commutes, in line with IMH's commitment of becoming a green hospital.

Quick Response (QR) Code for Fault Reporting

IMH introduced a QR code for building-related fault reporting in 2023. The application-based system provides staff with an additional avenue, other than the regular maintenance hotline, to report faults for greater convenience and swifter response time. The QR code also allows staff the option of attaching pictures or videos for detailed and comprehensive reporting.

Work Plan Seminar (WPS) 2023



IMH held WPS 2023 in April 2023. The hybrid event, centred on work planning with a focus on the Clinical, Campus and Human Capital Master Plans, gathered 250 attendees.

The Clinical Master Plan addressed tertiary care, recovery care, and population wellness. The Campus Master Plan addressed infrastructure optimisation, while the Human Capital Master Plan addressed talent strategies. In-depth discussions of the Master Plans were facilitated through interactive sessions and an offline question repository.

Presenters during the event shared valuable insights in goal setting, performance indicators and aligning plans with organizational strategies to equip attendees with critical methodologies and insights from the Balanced Scorecard perspective for effective work planning.

Staff Study Trip to Changsha, China



In May 2023, a group of IMH staff embarked on a study trip to China, returning with innovative ideas to enhance patient care. Key learnings emphasised the significance of increasing caregiver presence in wards, which is in line with China's cultural emphasis on family support. Inspired by their observations, IMH is exploring the implementation of facial recognition technology to bolster security and streamline access. Other key learning points pertaining to mitigating patient irritability involve measures such as limiting the number of beds per room and integrating soundproofing materials to reduce noise. These considerations, deeply influenced by cultural insights, from Changsha, provided valuable perspectives on the optimisation of mental health services at IMH.

Staff Study Trip to Hong Kong



The study trip to Hong Kong provided invaluable insights into leading hospitals' policies and services, facilitating benchmarking for potential integration within IMH's strategic framework. Organised through the Hospital Authority (HA) of Hong Kong, the trip encompassed key areas such as benchmarking, smart hospital strategy, community psychiatry. Visits to facilities like Re:refresh by Baptist Oi Kwan Social Service, Pamela Youde Nethersole Eastern Hospital (PYNEH), and Queen Mary Hospital (QMH) unveiled innovative mental health services, online platforms for self-help, and multidisciplinary care models, offering valuable insights for potential adaptation and enhancement within IMH's operations and service delivery.

Asian Consortium of National Mental Health Institutes (ACONAMI) 2023

The 7th annual meeting of the ACONAMI was held in Seoul, South Korea, in September 2023, marking a return to in-person meetings post-pandemic. The event served as a platform for knowledge sharing and included visits to a mental health facility in Seoul and a suicide prevention organisation.



Participants engaged in discussions on crucial topics, including the societal impact of COVID-19, innovative psychiatric techniques with the support of technology, drug-related mental health policies, and current mental health policies in Singapore, South Korea and Japan.

IMH eagerly anticipates hosting the 8th annual meeting in Singapore, aiming to further fortify collaboration among the three member countries. The goal is to facilitate the sharing of invaluable medical insights and foster greater advancements in the field of mental healthcare.

Chapter 04.



Knowledge, Data Provision, Breaking New Grounds

IMH fosters a vibrant research culture aimed at improving care, treatment, and outcomes for patients. IMH collaborates with universities, government agencies, and private foundations to conduct rigorous research studies to better understand and treat mental health conditions. Research findings are disseminated through academic journals and conferences, contributing to the development of evidence-based practices and policies to improve the lives of people living with mental illness. Research plays an essential role in advancing our understanding of mental health and promoting better outcomes for those affected by mental illness. IMH's vision is to use research to change people's view of mental health and innovate treatment methods.



2022 Web Panel Results: Healthcare Costs Associated with Symptoms of Depression and Anxiety

Mental illness has gained prominence in the post-pandemic social discourse, with a noticeable increase in patient count globally. Duke-NUS and IMH collaborated to embark on a web panel in 2022 to investigate the prevalence of depressive and anxiety symptoms in children, youths, and adults in Singapore, along with their associated healthcare costs.



Using the PHQ-4 Depression/Anxiety Screener, the web panel assessed 2,348 respondents for symptoms, service utilisation, and the impact on employment and school attendance. Among adults, assessment results reflected that 14.1% exhibited symptoms of depression, while 15.2% exhibited symptoms of anxiety. Among children and youths, 11.7% exhibited symptoms of depression, while 12.8% exhibited symptoms of anxiety.

The associated healthcare costs were substantial with an annual average cost of \$10,250 for children and youths and \$1,050 for adults. Beyond direct healthcare costs, assessment results reflected a significant impact on employment and school attendance, with employed respondents missing an average of 18 workdays annually and students missing an average of 24 school days annually. Estimated economic burden of depression and anxiety was \$15.7 billion for adults (82% attributed to reduced productivity and missing workdays) and \$1.2 billion in children and youths.

The web panel results clearly reflect the significant healthcare costs and economic burden of depression and anxiety. Thus, it is imperative for IMH to forge ahead strongly to advocate mental health wellness in the community.



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of anxiety

**Children
& youths**
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symptoms
of depression
12.8%
symptoms
of anxiety



21st Singapore Health & Biomedical Congress (SHBC) 2023 – Scientific Competition Winners

The 21st Singapore Health & Biomedical Congress (SHBC), themed “Transforming For A Healthier Population” convened on 12 and 13 October 2023 at the Singapore EXPO. Among the achievers were three staff members who clinched prestigious awards in the scientific competition.

Ms Chen Birong, from the Department of Nursing, received the Singapore Nursing Award (Silver) for her groundbreaking project investigating the influence of prior illness episodes on Electroconvulsive Therapy (ECT) outcomes across various mental health conditions, while her work on the utilisation of ECT in adolescents secured her the Best Poster Award (Nursing) in the Silver category. Ms Savita D/O Gunasekaran, from the Research Division, received the Singapore Allied Health Award (Bronze) for her longitudinal study examining psychological resilience and its associated factors amidst the COVID-19 pandemic within the Singaporean populace.

During SHBC 2023, Prof Chong Siow Ann received the NHG Lifetime Achievement Award for his significant and impactful contributions throughout his healthcare career, particularly in elevating the quality of healthcare services for the benefit of Singapore and beyond.

World’s Top 2% Most Cited Researchers in 2023 by Stanford University

Stanford University published an update of the list of the top 2% most widely cited scientists in various scientific fields in October 2023. Prof Chong Siow Ann, A/Prof Mythily Subramaniam, and A/Prof Sim Kang were recognised in the list for their efforts and contributions in the mental healthcare industry.





NHG Enhanced Population Health Fund (EPHF)

Dr Yao Fengyuan, Chief and Senior Consultant, Department of Geriatric Psychiatry has been awarded the EPHF, which will fund his research project titled "Psychogeriatric Care Coordination Programme in Institute of Mental Health (IMH) Outpatient".



Elderly patients often see several different specialists due to their complex problems, which include social, physical, and mental health issues. They also experience difficulties in navigating the healthcare system and social services leading to fragmented and uncoordinated care. The Psychogeriatric Care Coordination Programme (PCC) addresses this gap by adopting a case management model of care, whereby coordination of a patient's care is provided through a care coordinator.

Using HoNOS65+ framework, the assigned care coordinator will assess the patient's problems, coordinate care and ensure prescribed interventions are carried out for the patient. Patients will be periodically assessed every 3 months using HoNOS65+ to monitor their health over a period of 1 year. The care coordinator serves as the primary contact point for patients and caregivers on mental health, physical health and social problems. This programme aims to achieve better patient outcomes through an integrated care approach.

Lien Foundation – Soundkeepers Programme

The Lien Foundation awarded the Nanyang Technological University's Lee Kong Chian School of Medicine (NTU LKCMed), National Healthcare Group Polyclinics (NHGP) and IMH a gift of S\$4,740,000 in support of the 3-year SoundKeepers programme. The objective of the programme is to reduce the onset of mental health conditions in seniors via early screening and intervention.



Lee Foundation – Novel Coronavirus Population Well-Being and Resilience: State of Mental Health in the Post-Acute Phase of the Pandemic

IMH and collaborators from the Hong Kong University is conducting a 1.5 years study with \$400,000 funding from Lee Foundation to assess the well-being and resilience of people in Singapore after the acute phase of the COVID-19 pandemic. This study aims to establish the percentage of psychologically distressed people and the factors associated with it. The study will also examine behavioural responses such as stress and burnout along with resilience and positive mental health among Singaporeans and Permanent Residents after the acute phase of the COVID-19 pandemic.

Specifically, this study aims to provide timely data on the long-term impact of the COVID-19 pandemic, and to identify the risk and protective factors associated with mental and social well-being outcomes in the general population of Singapore. The study will allow a deeper understanding of the mental health impact COVID-19 has brought to people in Singapore, setting the ground for service planning and mental health promotion.

Lee Foundation – National Medical Research Council (NMRC) Award Winners

Clinician Scientist Award (Investigator)



A/PROF JIMMY LEE

Project Title:

Genetics of Treatment Resistance in Schizophrenia

Project Aim:

1. Expand the current biorepository of individuals with schizophrenia to enable further neurobiological investigations of schizophrenia and its pharmacological subtypes.
2. Identify genetic variants for antipsychotic response and resistance in schizophrenia.
3. Develop and validate a locally derived genetic risk score for treatment-resistant schizophrenia.

Clinical Trial Grant (Investigator-initiated Trials)



DR TOR PHERN CHERN

Project Title:

A novel individualized connectome-guided approach for precision intermittent theta burst stimulation for depression: a double blind, randomized controlled trial

Project Aim:

This is a clinical research trial comparing connectome-guided individualized repetitive Transcranial Magnetic Stimulation (TMS) to anatomically guided standard TMS to evaluate the first true precision medicine depression treatment to local and regional patients in IMH.

Clinician Scientist-Individual Research Grant (New Investigator Grant)



DR TAN XIAOWEI

Project Title:

An open label, single arm study of the efficacy of accelerated intermittent theta burst stimulation in schizophrenia patients with persistent negative symptoms

Project Aim:

An accelerated form of intermittent Theta Burst Stimulation (iTBS) is an effective augmentation treatment option for persistent negative symptoms among patients with schizophrenia. genetic risk score for treatment-resistant schizophrenia.

Chapter 05.



Build Capability & Mental Health Literacy

IMH remains steadfast in its mission to provide comprehensive mental health training and education for healthcare professionals in Singapore and the region, with a focus on evidence-based practices and fostering innovation.

IMH partners with local and overseas institutions to provide mental health training to medical, nursing and allied health students, while offering graduate medical education and training programmes for family practitioners. Through improving mental health literacy in the community, IMH seeks to make the community more inclusive towards Persons with Mental Health Conditions (PMHCs).



Collaborating with Institutes of Higher Learning (IHLs)

IMH's Education Office (EO) collaborates closely with IHLs in delivering undergraduate programmes to impart mental healthcare knowledge across diverse disciplines, encompassing medical, nursing, and allied health fields such as speech therapy, occupational therapy, psychology, medical social work and pharmacy.

In 2023, IMH's EO in partnership with clinical educators, orchestrated clinical placements for over 2,200 nursing students, 500 medical students and 40 allied health students at our hospital.

In addition to local IHLs, IMH's EO collaborates with foreign education institutions like Otemae University, Joanna Briggs Institute at the University of Adelaide and Parkway Group.

IMH's flagship post-graduate programme, the Graduate Diploma in Mental Health (GDMH), currently has 23 medical doctors in its 13th cohort. The GDMH aims to augment the capabilities of General Practitioners (GPs) by equipping them to detect and treat minor mental health disorders within the community.

To deepen understanding about mental health treatment in Singapore, IMH organised 16 observership and two fellowship programmes, supported by clinical departments, for foreign mental health post-graduates and professionals.

In line with IMH's aim of keeping the clinical educators abreast of the latest teaching developments, IMH's Inter-Professional Education Journal Club (IPE JC) has facilitated over 110 educators in 2023 in active bi-monthly sessions to share knowledge on evidence-based pedagogies. The IPE JC has developed over 10 interactive e-learning modules and introduced digital tools like Canva, Articulate 360, Padlet and Mentimeter via IMH EO's Intranet site to enable educators to create engaging training materials and deliver more interactive training sessions.

In collaboration with the Information Technology Office, IMH is part of the Smart Nation Digital Government (SNDG) technology community. The SNDG encourages IMH to continuously explore and implement new technologies in the hospital to promote greater efficiency, convenience and variety of education materials. IMH also actively participated in the Artificial Intelligence (AI) Trailblazer Programme, organised by SNDG and Google, to explore applications of Generative AI and real-world implementations.

In 2023, IMH introduced the FormSG Payment platform as an online payment mode for book purchases via their website and external events hosted by the hospital. With the platform, IMH saw unprecedented success in their signature event - the Singapore Mental Health Conference (SMHC) 2023, with over 900 attendees.

Singapore Mental Health Conference (SMHC) 2023

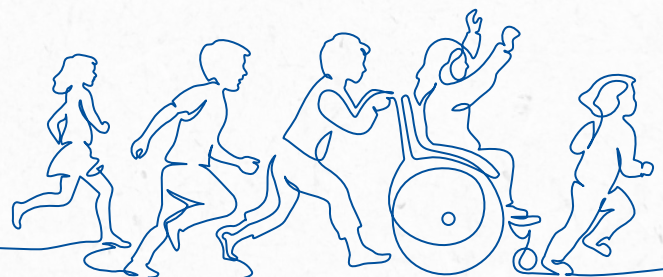
IMH organised the SMHC 2023 in partnership with the Health Promotion Board (HPB), the Agency for Integrated Care (AIC) and the National Council of Social Services (NCSS) at MAX Atria, Singapore Expo from 4-5 October 2023.



Themed “Co-creating Our Mental Health Ecosystem”, the Conference featured four programme tracks:

1. Mental Health and Resilience for Children and Youth
2. Wellbeing@Work
3. Mental Wellness in the Silver Years
4. Enhancing Mental Health with Technology

The hybrid event drew a diverse audience of 932 participants, 86 speakers, 64 presented posters and 16 exhibitors. Feedback from participants were most positive in terms of the quality of sharing, relevance of concepts and skills to their work and gaining a better understanding of Singapore’s mental health ecosystem.



Chapter 06.



**IMH 95th
Anniversary**



**Good mental
health for all**
IMH 1928 • 2023

Celebrating a Significant Milestone

IMH celebrated a significant milestone of our 95th anniversary in 2023. Since 1928, when IMH was known as the Woodbridge Hospital, IMH has transformed into a tertiary institution offering sub-specialty clinical services, driving impactful research, training future mental health professionals, building community partnerships and raising mental health literacy in the community.

20th May 2023

Open House themed "Good Mental Health for All"

IMH's Open House drew 1,200 visitors. The event featured workshops, talks on mental health, recovery stories, campus tours and a unique car boot bazaar. IMH also unveiled their first community garden, Mindful Meadows, in collaboration with Ang Mo Kio Group Representation Constituency (AMK GRC), providing a quiet and green space for patients and volunteers to connect through gardening and therapeutic activities.



6th October 2023

Stepping Stones Rehabilitation Centre and Serenity Centre

IMH officially opened the Stepping Stones Rehabilitation Centre and Serenity Centre, in line with their commitment to recovery-focused care and encouraging the rehabilitation and reintegration of patients back into the community. IMH was most heartened to be commended by Mr Ong Ye Kung, Minister for Health, for the institution's bold transition over the decades. His expression of confidence in IMH's role as a thought leader in mental health was greatly valued.



4th October 2023

Launching a Graphic novel

At the SMHC 2023, IMH launched a graphic novel titled "Polderstein 13: School of the Amazing Brain", an educational resource with the aim of improving mental health literacy in young individuals through an engaging comic-style approach and the introduction of mindfulness as a tool to build resilience.

IMH hosted a Partners' Networking Dinner on the same evening, bringing together social service agencies and groups they have worked with, acknowledging their invaluable role in supporting patients' recovery in the community.

9th December 2023

Balls of the Belles

IMH rounded off their 95th anniversary celebrations with a charity show, themed "Balls of the Belles" on 9th December 2023 at the Capitol Theatre. The event was graced by Mdm Halimah Yacob, Chancellor of the Singapore University of Social Sciences (SUSS) and former President of Singapore, and raised close to \$800,000 for the Woodbridge Hospital Charity Fund (WHCF) through ticket sales and donations. IMH was immensely grateful to all patrons and donors for their strong support, which would help WHCF in providing psychosocial, vocational and recreational support to needy patients, caregivers and children, as well as embark on clinical pilots and research to advance their understanding and treatment of mental illness.





Staff Appreciation Week for 95th Anniversary

As part of the hospital's anniversary celebrations, IMH had a 5-day Staff Appreciation Week themed "You are our STARS" in the first week of July 2023.



Throughout the week, IMH staff indulged in various rejuvenating and relaxing activities, including 15-minute massages, a tea blending session and terrarium crafting, while their leaders got busy serving refreshments and snacks. Staff also got the chance to acquire exquisite coasters meticulously crafted by IMH's recovery clients.

At the culminating award ceremony, IMH acknowledged a total of 72 Sayang Award recipients and 232 Long-Service Award recipients, commending dedicated service spanning 5, 10, 20, 30, 40 and even 50 years.



Chapter 07.



Go Green

Climate change is a global challenge that requires the collective efforts of all individuals and organisations alike. IMH strives to be a Green Hospital by championing efforts guided by the principles of Reduce, Reuse and Recycle. IMH's Green Plan supports the Singapore Green Plan 2030 and is well-aligned with the GreenGov.sg movement to build and sustain a green hospital for years to come.

IMH is also part of the Global Green & Healthy Hospitals (GGHH) network with over 1,350 members in 72 countries. The GGHH represents the interests of over 43,000 hospitals and health centres across the globe, providing IMH with technical guides and tools in crafting green programmes and tapping on data analytics to learn strategies, research, and proven approaches to sustainable healthcare.

Digitalisation of Medical Records

Prior to October 2013, patient medical records were compiled and stored as physical case notes. These records consisted primarily of doctors', nurses' and allied health teams' clerking notes, prescribed medications, medical reports and laboratory results, clearly detailing the patient's treatment and care history.



To combat paper wastage, we commenced a 3-year project in February 2023 to digitalise the old physical records.

Storage of the physical records resulted in space and paper wastage, with an estimated library of 47 million pieces of paper. As shortage time dragged on, visibility of the physical records deteriorated with the risk of records being lost in transit between departments.

To combat this issue, IMH commenced on a 3-year project in February 2023 to digitalise the old physical records. This project is labour and time intensive, as the old physical records need to be sorted out before they can be scanned into a digital electronic system. Checks and audits will be conducted by the Medical Records Office to ensure that all physical records are accurately captured into the system.

Upon completion of the project, clinical and care teams will be able to access all patient records online with accuracy and efficiency. This would allow IMH to deliver the best possible care to patients and serve as a valuable reference for clinicians to consult retrospective records for medical report writing. Ultimately, IMH seeks to achieve zero paper records in the hospital in support of the Green Plan.

Digesting a Solution to Food Waste Management

The General Services & Operations (GSO) team initiated the operation of the Food Waste Digester at the Bin Centre as a solution to food waste management in May 2023.



This was a major milestone in IMH's journey towards creating a greener and more sustainable future. The Food Waste Digester was specifically designed with a capacity to process up to 300 kilograms of food waste per day to combat food waste generated in the kitchen during the food preparation process.

A key feature of the Food Waste Digester is its by-product output. Through an innovative process, it rapidly breaks down organic waste and converts it into nutrient-rich compost to benefit our gardens and landscapes. Digesting food waste, instead of disposing food waste, helps diminish greenhouse gas emissions and prevents the release of harmful pollutants into the environment. Food waste then transforms into a resource instead of a burden, allowing IMH to enjoy cost savings through forgoing waste disposal services and reducing the need for synthetic fertilisers for green surroundings.

Eco Fest 2023

IMH kicked off the 2023 Eco Fest with the pilot launch of the Staff Carpooling Channel initiative via the Workplace group. This interesting initiative allowed riders to conveniently post their carpooling requests on Workplace for drivers to view and accept requests. This initiative received very positive response, helping to foster a culture of shared rides to and from work, strengthening the bond between colleagues, while reducing the number of cars on the road and mitigating carbon emissions.



IMH's first Eco Fest workshop, titled "It's ME + TEA time with IMH Green Commi(tea)" was conducted on 2nd February 2023. The Green Committee team educated participants on the upcycling of mandarin oranges into Body Scrub and Mandarin Orange flavoured Green Tea. Apart from participants having fun making their own body scrub and tea, the workshop shared on how food waste could be reduced with leftover orange peels being composted.

Throughout the week of Earth Day in April 2023, the Green Committee team conducted a series of activities to raise awareness about environmental conservation. Activities included workshops, quizzes, book exchanges, plant-based food tastings and collaboration with the Slow Stream Rehabilitation (SSR) team to conduct a Microgreens Workshop.



Participants learned to grow their own edible vegetables at home in support of building sustainable practices. The book exchange activity allowed staff, patients and the public to gain new worlds of insight, while emphasising values of sharing and reusing. Excess books were donated to wards for patients' leisure reading, much to the delight of patients. The week concluded with an in-house chef's showcase on plant-based snacks, giving staff the chance to try plant-based food for free and making the first step to introduce plant-based food into their homes.

In July 2023, the Green Committee team collaborated with SSR clients on an upcycling workshop to teach participants to transform old T-shirts into tote bags. A lunch talk by Package Pals on the 3Rs: Reduce, Reuse and Recycle was also organised to encourage staff to reduce their plastic usage by choosing sustainable alternatives, refusing single-use plastics and sharing their eco-friendly deeds on Workplace.

The Green Committee team also relaunched "The Return of Eco Fest" with an eco-trail tour for staff to explore and learn about the hospital's green infrastructure and efforts to go green, sustainable booths and film screenings on plastic waste.

The event fostered corporate commitment to sustainability with the attendance of IMH's CEO and various Board Committee members. Staff were encouraged to "Bring Your Own" (BYO) cup as they enjoyed free coffee, bubble tea and kacang puteh (an assortment of nuts), while learning about green initiatives. Throughout the event, 100¹ coffee cups and 200¹ bubble tea cups were saved, translating to a reduction of 98,068¹g carbon dioxide-equivalent (CO₂e) and 3,192,899¹g CO₂e.

In December 2023, the Green Committee team collaborated with the General Support Services team to conduct a Festive Plant Workshop as an apt conclusion of the Eco Fest 2023. Through the workshop, participants learnt a unique Christmas gift idea of plant propagation with Lightweight Expanded Clay Aggregate (LECA) medium using recycled plastic bottles.



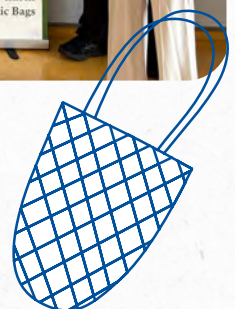
66 The Green Committee team was overwhelmed by the strong and positive response from staff and management in participating actively in the various Eco Fest 2023 initiatives and committing their shared responsibility for planet Earth!

99

Bring Your Own Bag to Clinic B

The Pharmacy Department, in collaboration with our Green Committee team, the Slow Stream Rehabilitation (SSR) team and Allied Health Operations team, expanded their Bring Your Own Bag initiative by installing a bag rack in Clinic B.

Staff, patients and caregivers can contribute reusable carriers and pre-loved T-shirts to the rack for outpatient clients to store their medications, in IMH's continued efforts to encourage the reduction of plastic usage.





INSTITUTE
of **MENTAL**
HEALTH

National Healthcare Group



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