Centre for Healthcare Innovation
NHG Health

10 July 2025 **Media Release**

CHI INNOVATE 2025
Accelerating AI Adoption for a Healthier Future

This year's edition of CHI INNOVATE brings together over 700 healthcare leaders, innovators, and practitioners to share, discuss and exchange ideas on the next wave of transformation in Singapore's health system. Centred on the theme ***AI for All, AI for Change,*** the conference will further drive the national impetus towards scaled, inclusive, and meaningful AI adoption in healthcare.

In his opening address, Professor Joe Sim, Group Chief Executive Officer, NHG Health, emphasised that "AI must work for people, not the other way around". He added, "The challenge of AI in healthcare is not simply technological. It is deeply human. It requires that we support our workforce to navigate change, embrace new tools, and co-create better ways of working."

Two strategic partnerships established by NHG Health during the opening ceremony of CHI Innovate and witnessed by Coordinating Minister for Social Policies and Minister for Health Ong Ye Kung will accelerate healthcare innovation and transformation through engineering science, systems thinking and technology.

The first, a Master Collaboration Agreement (MCA) with ST Engineering, seeks to co-develop and implement engineering and IT-enabled smart systems to further enhance patient care and optimise health service delivery. It formalises the co-creation of an Engineering Sandbox to fast-track the co-development and validation of healthcare solutions with engineers, clinical and operations staff.

The second, a Memorandum of Understanding (MOU) with Nanyang Technological University, Singapore's Lee Kong Chian School of Medicine, and Hong Kong-based Cornerstone Robotics, focuses on advancing research and innovation in surgical robotics systems. This collaboration will inform translational research and identify future robotic-assisted surgery for a wider range of conditions in NHG Health that is safer, less invasive, more affordable and accessible for patients.

Today's event also saw winners of the National HIP (NHIP) Medals recognised for their ground-up innovations that enhanced productivity and efficiency while minimising waste and costs. NHIP is an initiative supported by the Ministry of Health (MOH) and organised by NHG Health's Centre for Healthcare Innovation (CHI) as part of ongoing efforts to shape a healthcare system that is intelligent, inclusive, and centred on empathy.

National Healthcare Innovation and Productivity (HIP) Medals 2025

NHIP winners showcased how innovation is not only improving clinical outcomes but also reshaping the way healthcare teams collaborate and thrive. With growing emphasis on healthcare sustainability and population health, these areas were newly incorporated as themes for this year's assessment criteria, with additional points awarded to projects that successfully integrated them.

Earning the prestigious **Excellence Champion Medal** was the collaborative project 'BLAST and CLEAR Catheter in the Community", which stood out for its transformative impact. The project was jointly led by Singapore General Hospital, National Kidney Foundation, MOHT National Improvement Unit, Alexandra Hospital, Changi General Hospital, Khoo Teck Puat Hospital, National University Hospital, Ng Teng Fong General Hospital, Sengkang General Hospital and Tan Tock Seng Hospital.

It tackled the challenge of tunnelled haemodialysis catheter (THC) dysfunction in end-stage kidney failure patients by shifting lytic dwell treatment from inpatient hospital settings to community care. This transformation led to a 77.1% reduction in hospital referrals; averted 292 hospital admissions and saved 584 bed-days over 25 months. Patients reported high satisfaction (4.96/5), and the initiative also contributed to environmental sustainability by reducing CO_2 emissions.

Among the winning projects, many also demonstrated how AI innovations enhanced clinical outcomes, and transformed how healthcare teams work, collaborate, and thrive. They include:

- The **Liquid Nursing Workforce Model** at Tan Tock Seng Hospital leverages AI-powered scheduling and modular role design. The initiative introduced a SMART Flexi-Scheduling system that aligns nurse preferences with peak workload periods. This data-driven approach, combined with streamlined handovers and focused care roles, led to improved shift completion, reduced burnout, and an estimated $4.46 million in annual cost savings.

- **Augmented Intelligence in Infectious Diseases (AI2D)** at Singapore General Hospital, which reduced unnecessary antibiotic use by 40%, saving over 9,200 antibiotic days and $3.38 million annually.

- **AI-powered Chest X-ray Triage** at Changi General Hospital, which reduces the average turnaround time for triaging inpatient cases by up to 97% and leads to 50% faster reporting of urgent cases.

Together, these projects demonstrate how AI continues to not be just a tool for automation but a catalyst for rethinking how care is delivered, how teams are empowered, and how systems evolve to meet the needs of tomorrow.

For the full list of the award recipients and project highlights, please refer to *Annex A*: *National Healthcare Innovation and Productivity (HIP) Medals 2025*.

Building System Enablers for AI Adoption

At the heart of NHG Health's AI strategy is HEAL — the Health Empowered by AI Launchpad. HEAL is embedded with CHI's innovation ecosystem and is a system enabler that brings together clinicians, data scientists, and digital teams to embed AI into everyday care and operations. It aids teams to identify real-world pain points, deploy solutions, and build confidence and capability across the workforce.

NHG Health's strategic deployment of generative AI tools—Tandem, Pair, and AIBots—has significantly enhanced operational efficiency and staff productivity. Tandem, accessed 45,000 times monthly, powers AskEVA, an AI assistant providing employees instant access to HR information. Pair, utilised by 4,781 staff to send over 226,000 messages, streamlines tasks like minute-taking and drafting job descriptions. AIBots, with 853 bots created by 1,300 users, facilitates efficient information retrieval, as demonstrated by Woodlands Health's Data Protection AI Bot, which saved 417 hours and reduced documentation time by 41.8% over six months. These initiatives collectively demonstrate the transformative power of AI in optimising workflows and improving staff well-being within NHG Health.

Inaugural NHG Health HEAL Award 2025

The inaugural HEAL Award presented by NHG Health celebrated 51 frontline-led Generative AI projects already deployed across the cluster, including multilingual clinical communication tools and AI-driven triage systems that improved antibiotic stewardship. The entries reflected a wide range of use cases — from automated discharge summary generators and patient education tools to HR award assistant bots, and GenAI-powered medication pictogram videos. Winners for this award were recognised across four categories—Clinical Impact, Administrative Impact, Everyday AI, and a People's Award that would be based on audience votes at day 2 of CHI INNOVATE on 11 July 2025.

CHI and AWS Launch Digital Innovation Studio, Spotlighting AI Innovation Across Healthcare Clusters

In collaboration with Amazon Web Services (AWS), CHI officially launched the Digital Innovation Studio (DIS) today—a cloud-based programme developed with AWS that enables healthcare professionals to prototype and test solutions without extensive technical expertise.

The launch also marked the culmination of the Rock and Heal Challenge 2025, which mobilised teams across public healthcare clusters to address real-world issues using AWS's generative AI playground PartyRock. Ten teams, shortlisted from 39 entries, presented their solutions tackling pertinent issues such as high-cost oncology drug inventory management; automated grading of chest X-ray reports using a multi-agent approach; care coordination for patients with multiple

chronic conditions; suicide risk prediction; and procurement Seonbae (English transl:senior), among others. A panel of experts from NHG, NUHS, SingHealth, and AWS selected the five teams that will advance to the finals tomorrow, 11 July.

AI Imagination Stations: Co-Creating the Future of Healthcare with Partners

As part of CHI INNOVATE 2025's commitment to collaborative innovation, the conference featured AI Imagination Stations — a hands-on showcase of how generative AI can be applied to real-world healthcare challenges. Co-developed with strategic partners including Synapxe, Microsoft, and Open Government Products, these stations reflect CHI's ongoing efforts to transform healthcare through meaningful partnerships and co-solutioning.

Participants engaged with three platforms — M365 Copilot, Pair, and Tandem — each designed to address different aspects of healthcare and workplace transformation. Attendees explored AI-powered tools for information retrieval, productivity enhancement, and operational problem-solving.

Looking Ahead

CHI INNOVATE 2025 is both a milestone and a launchpad for change. CHI brings together partners to co-learn and co-design the future of our health system. AI and healthcare innovations, deployed wisely and inclusively, will be central to transforming our health system — helping predict risk earlier, make safer clinical decisions, and improve the care experience for both patients and staff.

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About Centre for Healthcare Innovation

Innovating Future Care, for Future Health, for Future Generations

The Centre for Healthcare Innovation (CHI) drives systems transformation to add years of healthy life to the communities we serve. This transformation is powered by our understanding of the innovation cycle — beginning with care redesign, augmented by effective technology adoption, and ultimately engendering job redesign for our future workforce.

At CHI, we believe that real transformation happens not just through bold ideas, but through co-learning—when we come together to learn, to do, and to push boundaries as one. It's this spirit of shared discovery and practical action that drives our work. As we navigate an increasingly complex world, the need for transformation in health and care has never been clearer. At CHI, we imagine three futures that anchor our aspirations:

1. Future Care — where we drive value for our patients for better access, higher quality, and lower cost.
2. Future Health — where our residents and communities are truly empowered to take charge of their health & wellbeing.
3. Future Generations — where we care for our environment to care for generations to come.

CHI aims to transform health by delivering greater value at the care level; enabling health and social change for population health at the systems level; and empowering sustainable healthcare at the ecosystem level.

For more information, visit us at: http://www.chi.sg.

About NHG Health

NHG Health is a leading public healthcare provider in Singapore recognised for its quality clinical care and its commitment in enabling healthier lives through preventive health, innovative solutions and person-centred programmes tailored to every life stage. Our integrated health system, which spans primary care, hospitals and national specialty centres, includes Tan Tock Seng Hospital, Khoo Teck Puat Hospital, Woodlands Health, Yishun Community Hospital, NHG Polyclinics, the Institute of Mental Health, National Skin Centre and the National Centre for Infectious Diseases.

Together with academic and industry partners, we advance medical education, research and healthcare innovation in Singapore, addressing areas that are critical to Singapore's population needs. As the Regional Health Manager for Central and North Singapore, NHG Health partners general practices and health and social care agencies to ensure the physical, mental and social well-being of residents in the community.

Together, we are committed to building healthier and resilient communities and Adding Years of Healthy Life to the people we serve.

More information at www.nhg.com.sg

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GLOSSARY

CHI Innovate	医疗保健创新中心举行的 CHI INNOVATE 论坛
Centre for Healthcare Innovation, NHG Health	医疗保健创新中心, 国立健保集团
NHG Health	国立健保集团
ST Engineering	新加坡科技工程有限公司
Nanyang Technological University, Singapore	新加坡南洋理工大学
Lee Kong Chian School of Medicine	李光前医学院
Cornerstone Robotics	康诺思腾
Professor Joe Sim Group Chief Executive Officer NHG Health	沈恒毅教授 集团首席执行总裁 国立健保集团
National Healthcare Innovation and Productivity Medals	全国医疗保健创新和生产力奖章
Health Empowered by AI Launchpad (HEAL)	AI 医健启发所

ANNEX A:
NATIONAL HEALTHCARE INNOVATION AND PRODUCTIVITY (HIP) MEDALS 2025

Excellence Champion Medal

Institutions: Singapore General Hospital, National Kidney Foundation, National Improvement Unit, Alexandra Hospital, Changi General Hospital, Khoo Teck Puat Hospital, National University Hospital, Ng Teng Fong General Hospital, Sengkang General Hospital, Tan Tock Seng Hospital
Project Title: BLAST and CLEAR Catheter in the Community.

In Singapore, many end-stage kidney failure (ESKF) patients depend on haemodialysis (HD), with tunnelled haemodialysis catheters (THCs) frequently used. However, THC dysfunction due to thrombosis is a common complication, traditionally managed in public hospitals. This approach often results in treatment delays, patient inconvenience, unnecessary hospital bed occupancy, and increased healthcare costs. The National Kidney Foundation (NKF) reported a median of 48 hospital referrals each month for THC-related issues – highlighting the urgent need for a more sustainable and patient-centric solution.

To address this, two community-based initiatives—**BLAST** and **CLEAR**—were implemented. BLAST focuses on early detection and prevention by optimising blood flow through targeted anticoagulation, customised dosing, and standardised catheter care techniques. CLEAR empowers trained community dialysis nurses to administer thrombolytic agents directly at dialysis centres, restoring catheter function quickly and reducing the need for hospital intervention.

These initiatives have achieved significant outcomes. Hospital referrals for THC dysfunction dropped by 77.1% (from 48 to 11 per month), with 338 thrombolytic procedures performed and an 86.4% success rate. The shift to community care prevented 292 hospital admissions and saved 584 bed-days. Some 117 nurses have been trained, and patient satisfaction remains high, averaging 4.96 out of 5. Notably, the programme also delivered substantial cost savings—$258,038 per 100 patients—with a >99% probability of cost-effectiveness.

The impact of this shift extends beyond clinical outcomes. Environmentally, it helped reduce 268 kg of CO_2 emissions annually. From a population health perspective, it improved access, equity, and patient empowerment while reducing the burden on hospitals. System-wide, the model has enhanced efficiency by optimising resource use and fostering strong patient trust in community-delivered care.

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Best Practice Medal (Care Redesign)

(1) Institution: Singapore General Hospital
Project: Augmented Intelligence in Infectious Diseases (AI2D)

Lower Respiratory Tract Infections (LRTIs) are one of the leading causes of hospital admissions and account for 21% of all antibiotic use—of which 30–40% is considered unnecessary.

Diagnostic challenges, including the absence of rapid tests, reliance on clinical judgement, and fragmented data, often lead to precautionary overuse of antibiotics. Existing solutions like manual audits and rule-based Clinical Decision Support Systems (CDSS) are labour-intensive and have limited scalability.

To address this, an AI-powered Clinical Decision Support System, **AI2D**, was introduced to optimise antibiotic use in LRTI cases. AI2D analyses clinical, laboratory, and imaging data to provide real-time, personalised recommendations on whether antibiotics are necessary. This enhances diagnostic accuracy and streamlines Antimicrobial Stewardship (AMS) workflows, enabling equitable, hospital-wide intervention with existing manpower.

The AI2D-enabled workflow reviews every antibiotic prescription and rapidly flags cases where bacterial infection is unlikely, cutting case review time from 15 minutes to just two seconds. This boosted AMS efficiency by 66%, saved over 1,450 hours annually, and enabled 100% AMS coverage without additional staffing. In practice, 40% of flagged cases had antibiotics safely discontinued, with a fourfold increase in early discontinuation. The pilot saved 120 antibiotic days and projects an annual reduction of over 9,200 days.

Patients benefitted significantly, with shorter hospital stays (by an average of two days), no increase in mortality, and substantial financial savings exceeding S$3.38 million per year. Environmentally, the system contributes to sustainability by reducing carbon emissions by 171,514.9 kg and clinical waste by 29.3 tonnes annually.

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(2) Institution: Ng Teng Fong General Hospital
Project Title: The LimbSavers@JurongHealth

Singapore faces a critical challenge with diabetes-related lower extremity amputations (LEAs), recording a rate of 12.1 per 100,000—nearly twice the OECD average. With an estimated 660,000 Singaporeans expected to have diabetes by 2030 and 25% at risk of developing diabetic foot ulcers (DFUs), the threat of amputation looms large. DFUs increased the likelihood of LEAs by 20 times, with sobering outcomes: 21.7% mortality and 44.9% of patients remaining ambulant one year after amputation.

In a breakthrough, Ng Teng Fong General Hospital (NTFGH) introduced the **Transverse Tibial Transport (TTT)** technique to tackle this pressing issue. Adapted from successful clinical experience in China, the initiative encompassed regulatory approval of a specialised External Fixation System, formulation of patient selection criteria and clinical protocols, and the integration of a multidisciplinary TTT team within existing care pathways.

All 11 patients treated so far have avoided amputation, achieving a 100% limb salvage rate. The technique has led to faster wound healing, improved blood flow, and reduced infection risk.

Patients also regained greater mobility and independence, resulting in prosthetic cost savings of $198,000 to $220,000.

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Best Practice Medal (Automation, IT & Robotics Innovation)
(1) Institution: IHH Healthcare Singapore
Project Title: AI-Powered Nurse Rostering for Smarter Care and Better Outcomes

Manual roster creation has long posed challenges for nurse leaders, often resulting in delayed shift communication, limited accommodation of staff preferences, and difficulty complying with complex rostering rules. These inefficiencies had a negative impact on nurse morale, work-life balance, and the overall quality of patient care.

To address these issues, the organisation successfully implemented **NurseShift.ai**, a cost-effective and user-friendly e-rostering solution. The system introduced a structured classification of rostering rules into hard and soft categories—enhancing transparency, promoting flexibility, and improving alignment with staff preferences. It also features built-in feedback loops to refine scheduling practices and optimise staffing deployment over time.

Since adopting NurseShift.ai, the organisation has significantly reduced the time required to create staff rosters. Administrative workload has decreased, enabling nursing teams to focus more on patient care, which in turn improves healthcare outcomes. Staff satisfaction also rose as more shift requests were accommodated, contributing to enhanced work-life balance.

Efficient and responsive rostering is critical for high-quality care delivery. By streamlining the scheduling process, NurseShift.ai has not only improved operational efficiency but also supported health equity, better patient outcomes, and a more sustainable healthcare environment for both hospital and community settings.

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(2) Institution: Ng Teng Fong General Hospital
Project Title: ENTenna: AI-Driven Chronic Disease Management

Allergic Rhinitis (AR) affects 39% of young adults in Singapore, yet nearly 90% receive inadequate treatment, and only 11% adhere to their prescribed medications. This significant care gap contributes to increasing healthcare burdens and suboptimal patient outcomes.

To overcome these challenges, an interdisciplinary project team introduced an innovative, AI-powered approach to enhance AR care. The solution integrates risk stratification using electronic health records, personalised treatment pathways generated by large language models, and a

WhatsApp-based AI chatbot that supports patient self-management and delivers behavioural nudges. This collaborative effort involved ENT specialists, polyclinic physicians, data and behavioural scientists, and clinic coordinators. Predictive models were embedded into electronic medical records (EMRs), enabling clinicians to make data-driven decisions using visualised symptom scores.

Over 12 months, follow-up rates improved from 40% to 65–80%, treatment adherence rose from 0% to 25–42%, and up to 42% of patients achieved symptom control sufficient for discharge to community care. These clinical improvements translated into an estimated $1,400 cost saving per patient and $240,000 in annual savings from reduced unplanned clinic visits.

The project reduced clinic visits and paper use, conserving energy and water, and minimising pharmaceutical waste. It promoted health equity through AI-based triaging, improved early detection and prevention, and enhanced health literacy through the chatbot platform. Patients benefitted from fewer emergency visits and hospitalisations, while proactive management significantly increased quality-adjusted life years.

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(3) Institution: Changi General Hospital
Project Title: AI-powered Chest X-ray Triage: Improving Efficiency & Accuracy

Conventionally, chest X-rays were triaged manually, based on a first-in, first-out workflow approach. Higher scan volumes and complex cases add on to radiologists' workload.

In innovating healthcare for tomorrow, Changi General Hospital implemented the AI-powered chest X-ray triage system deployed on AimSG to automate the prioritisation of critical cases.

Seamlessly integrated into the existing Picture Archiving and Communication System (PACS), the AI solution eliminates the need for manual screening and automatically categorises cases into urgent, non-urgent, and normal cases based on X-ray scan abnormalities. This enables prioritised reporting, where abnormal scans are identified early to support clinical decision-making, allowing radiologists to focus on the prompt diagnosis of critical chest X-rays.

The smart solution reduces the average turnaround time for triaging inpatient cases by up to 97% and leads to 50% faster reporting of urgent cases. Diagnostic accuracy remains high, underscoring the reliability of the AI model. The system has also significantly reduced the radiologist workload, allowing for more focused and efficient reporting for enhanced patient outcomes.

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Best Practice Medal (Workforce Transformation)

(1) Institution: Tan Tock Seng Hospital
Project Title: Catalysing Liquid Nursing Workforce Growth Through Workplace Innovations

The **Liquid Nursing Workforce** model addresses longstanding challenges related to rigid scheduling, multitasking, fatigue, and time-intensive care processes. These issues—identified through focus group discussions and time-motion studies in a pilot ward—were further validated by nearly 800 nurses, who voiced strong support for more flexible work arrangements, in line with the Ministry of Manpower's December 2024 guidelines.

The initiative introduced three core interventions: flexible work scheduling, modular nursing roles, and an enhanced shift handover process. A SMART Flexi-Scheduling system was co-developed with a vendor to match individual shift preferences to peak workload periods. At the same time, modular roles, such as a dedicated "Procedure Nurse", enabled more focused documentation and patient care. The shift handover process was streamlined using a localised iSoBAR framework, empowering incoming nurses to review records before engaging in verbal briefings for complex cases.

Post-implementation surveys of 1,199 nurses across 55 wards revealed that "flexi-wards" outperformed non-flexi wards in perceived flexibility, break management, on-time shift completion, and reduced burnout. Operational efficiency improved, with faster call bell response times, reduced peak work intensity, and an 83% reduction in roster planning time. Attrition rates dropped from 6.9% to 5.2%, and the initiative saved 59.5 full-time equivalents (FTEs), translating to an estimated $4.46 million in annual cost savings.

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(2) Institution: Tan Tock Seng Hospital
Project Title: Enhancing Care Delivery Through Therapy Assistant Workforce Transformation

Faced with an increase in healthcare demand, a forward-looking initiative was launched to upskill Therapy Assistants (TA), enabling them to take on more advanced, independent responsibilities across physiotherapy, occupational therapy, and speech therapy.

Through detailed workflow analysis, the team identified key inefficiencies and redesigned TA roles to bridge manpower gaps and future-proof care delivery. Standardised competencies were introduced across tertiary and intermediate rehabilitation settings, allowing TAs to work flexibly across disciplines and even lead TA-led therapy groups. Structured mentorship and specialisation further empowered TAs to assume greater responsibilities with confidence.

Technology played a central role in transformation. The use of Cadence within the EPIC system enabled efficient scheduling and task allocation, streamlining TA-led models and relieving workload from allied health professionals. Outcome tracking and strong stakeholder engagement ensured continuous feedback and sustained momentum throughout the rollout.

The impact has been profound. TAs are now a critical pillar of care delivery, maintaining high-quality services across 355 operational rehabilitation beds—with scalability to 508 beds despite ongoing manpower constraints. The ability for TAs to manage their own schedules has increased flexibility and efficiency across the care team.

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Best Adopter Medal

(1) Institution: Institute of Mental Health
Project Title: Adopting Bergen 4-Day Treatment for OCD (B4DT)

The Institute of Mental Health (IMH) has successfully piloted the Bergen 4-Day Treatment (B4DT) for obsessive-compulsive disorder (OCD), offering a groundbreaking alternative to traditional therapy models in Singapore. Developed in Norway and internationally acclaimed, B4DT condenses Exposure and Response Prevention (ERP) therapy into an intensive, four-day format with a 1:1 therapist-to-patient ratio conducted in a group setting.

In Singapore, conventional ERP treatment typically spans 1–2 years. It faces significant challenges, including high dropout and refusal rates due to long waitlists, rigid scheduling, cost barriers, and limited therapist resources. Selected by Haukeland University Hospital as the local implementation site, IMH adapted B4DT to the Singaporean context, emphasising family involvement and patient autonomy to align with local cultural values.

From October 2022 to November 2023, IMH conducted eight successful B4DT runs, benefitting 43 patients. In 2024, seven more runs were held for an additional 35 patients. Results were promising: 84.2% of participants preferred B4DT over traditional ERP, citing the concentrated format and peer support as key advantages. The programme also demonstrated a 16% lower average cost per patient, quicker discharge rates, and strong therapist development through collaborative peer learning.

The group-based format fostered a supportive environment, enhancing the effectiveness of exposure exercises and promoting sustained recovery through structured relapse prevention planning and follow-up care.

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(2) Institution: St Luke's Hospital
Project Title: Exercise is Health - Normalising Exercise for Elderly Primary Care Patients

St Luke's Hospital (SLH) has expanded its rehabilitative services with the integration of GymTonic, an evidence-based strength training programme originally developed by the Lien Foundation and Pulse Sync. Recognised with the Fit for Life Award in 2021, GymTonic is designed to improve

physical activity among frail and elderly individuals. With the launch of Healthier SG in 2023, SLH scaled the programme into a broader preventive health strategy titled "Exercise is Health", embedding it into its community clinic ecosystem as part of a nationwide movement toward active ageing.

Running from May 2023 to December 2024, the initiative adopts a multi-pronged approach—accepting internal referrals as well as patients from external iCare PCN General Practitioners. Within just three months of opening external referrals, the programme enrolled 18 clients. Assessments conducted before and after participation revealed statistically significant improvements in physical and functional health outcomes.

Beyond clinical benefits, the programme has fostered a vibrant social support network. Participants built strong peer connections, and many graduates returned as ambassadors to support newcomers—enhancing engagement and sustainability. SLH's approach is notable not only for its health outcomes but also for its integration with community health services and its emphasis on peer-led continuity.

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