TIME FOR SHARING

Parkway Pantai shares the results of its first regional Employee Engagement Survey

12 SPOTLIGHT
Mount Elizabeth Hospital nurses win the Healthcare Humanity Award

16 SERVICE
Gleneagles Global Hospitals inspires nurses at all levels to embody leadership

28 COMMUNITY
Pantai Hospital Ayer Keroh strives to keep diabetes at bay
BE PART OF THE WINNING TEAM IN HEALTHCARE

Join us and experience a fulfilling career in an environment that puts our patients and people first.

At Parkway Pantai, we offer diverse career opportunities to attract energetic and passionate talent. Jumpstart your career with one of the most preferred employers in the healthcare industry.

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People and Patients

When we treat our people right, we’re giving them wings to deliver the brand of quality healthcare that we stand for.

In order to deliver quality healthcare, we rely on people to treat people. That is why it is important for us to support and nurture our people, so they have what they need to thrive and excel.

Our cover story for this issue of Mosaic turns the spotlight on the results of Parkway Pantai’s first regional Employee Engagement Survey. Turn to page 8 to learn what our people across five countries are saying and what we, as an organisation, will be doing to address the issues that matter most to them.

It is also timely to celebrate three nurses from Mount Elizabeth Hospital who have received the prestigious Courage Fund Healthcare Humanity Award, conferred by Singapore’s Ministry of Health (page 12). They embody the nursing excellence that we strive towards and, to this end, it is worthy to note that our team in India has been busy inspiring leadership in nurses at the 6th International Clinical Nursing Leadership Conference (page 16). In Singapore, the recent launch of four new Nursing Taskforces (page 20) will certainly accelerate our journey to excellence as well.

Meanwhile, in Malaysia, Pantai Hospital Kuala Lumpur introduces the country’s first-of-its-kind dedicated centres for Lung and Allergy & Immunology, and the latest technology in preimplantation genetic screening (page 22) — a significant stride forward in delivering quality healthcare to more people.

I hope you enjoy reading these stories and more in this issue of Mosaic.

Lim Bee Ling
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Regional Round-up
Get up to speed on what’s happening across Parkway Pantai.

TALK OF THE TOWN

New Obstetrics and Gynaecology Specialty in Nanjing
Parkway Pantai expands its footprint in China with a third hospital project after Gleneagles Chengdu and Gleneagles Shanghai. Gleneagles Nanjing is a 70-bed obstetrics and gynaecology specialty hospital located in Central Nanjing. Slated to open by the end of 2018, the hospital is a 60:40 joint venture between Parkway Pantai and Jiangsu Zifeng Healthcare, with a registered capital of RMB100 million.

Gleneagles Global Hospitals Launches New Facility in Bengaluru
Gleneagles Global Hospitals opened its latest facility in Richmond Road, Bengaluru on 8 April 2017. The new feeder centre is the brand’s fourth facility in the south-western state of Karnataka. Spread over 15,000 square feet, it houses more than 10 core specialties and is equipped with state-of-the-art equipment and advanced diagnostics to offer multi-disciplinary patient care.

Gleneagles Hong Kong Opens its Doors
Three years after breaking ground, Gleneagles Hong Kong has begun seeing patients in March 2017. All 500 beds have been operational since day one, backed by a dedicated team of healthcare professionals, including doctors, nurses and support staff. Gleneagles Hong Kong is the first hospital in Hong Kong to offer fixed-priced, all-inclusive medical packages. For a start, it is offering 50 standard packages covering procedures for eye, nose, throat, endoscopy, general surgery, gynaecology, ophthalmology, orthopaedic and urology.
Training Drivers to Save Lives

Continental Hospitals is doing its part to raise the quality of emergency medical care at accident sites by delivering a Basic Life Saving Skills Training Programme to Uber drivers in India.

The training, provided by the hospital’s Emergency Medicine team, equipped 30 Uber drivers with life-saving techniques like Cardio Pulmonary Resuscitation, imparted knowledge on oxygen administration, bleeding control and splinting and taught them how to respond to other emergencies like snake bites and paralytic attacks.

These drivers can be easily identified by the Continental Hospitals advertisement displayed on their cars.

“Being trained in basic life saving skills is imperative for drivers as it helps them to save lives in case of accidents or other emergency situations. All these techniques imparted focus on sustaining life until the patient gets access to medical treatment.”

DR CHIDRUPI SHARMA, HEAD OF DEPARTMENT, EMERGENCY & TRAUMA, CONTINENTAL HOSPITALS

INSIDE PARKWAY PANTAI

Going the Next Mile Together

Group Chief Executive Officer and Managing Director Dr Tan See Leng convened two country-level staff town halls in Singapore and Malaysia on 23 January and 16 February respectively, to share Parkway Pantai’s 2016 highlights and 2017 plans.

In Singapore, staff from the different hospitals and corporate offices gathered at Suntec Convention and Exhibition Centre for the town hall. On top of the presentation, there was also a management panel to address staff issues and questions raised through an online platform. A similar interactive experience was replicated with a twist in Malaysia: a combined staff session was held for the first time, together with the introduction of the online platform for staff engagement. Over 400 staff, mostly from Klang Valley, gathered in Kuala Lumpur for the town hall while many others watched the live webcast from their respective hospitals and facilities.

Pantai Hospital Ipoh Holds Continuing Medical Education Webinar

On 18 January 2017, Pantai Hospital Ipoh became the first private hospital in northern Malaysia to organise a Continuing Medical Education (CME) session in the form of a webinar. In collaboration with Pfizer (M) Sdn Bhd, the webinar connected 28 doctors, general practitioners and paramedical staff with Dr Jose L Zamorano, Professor of Cardiology from University Hospital Ramóny Cajal in Madrid, Spain.

In the 60-minute session, the professor discussed “New Guidelines in Dyslipidemia: Impact on Treatment & Clinical Practice” and explained how these new guidelines could help doctors better manage dyslipidemia and potentially reduce the risk of cardiovascular events in patients. The session, which included an interactive Q&A session, was chaired and moderated by Dr Philip Ho, Resident Cardiologist from Pantai Hospital Ipoh.
Among the Best

HH Healthcare has dominated the Malaysia country results of Asiamoney’s 2016 Corporate Governance Poll with six major wins. The awards were handed out on 22 February 2017 at Asiamoney’s New Year Awards Dinner in Hong Kong.

The poll takes into consideration the opinions of chief executive officers, chief information officers and senior executives from fund management and hedge fund companies in the region as well as research leaders and senior brokerage analysts.

- Best Overall for Corporate Governance
- Best for Shareholder’s Rights and Equitable Treatment
- Best for Responsibilities of Management and the Board of Directors
- Best for Investor Relations
- Best Managed Large Cap Company in Malaysia
- Best Executive in Malaysia - Dr Tan See Leng

Seals of Approval

Gleneagles Kota Kinabalu and Pantai Hospital Manjung received a four-year accreditation from Malaysian Society for Quality in Health, the national accreditation body for health care facilities and services, from February and March 2017 respectively. The accreditation certifies that the hospitals have achieved substantial compliance in all core standards and other safety measures, putting them on par with the best hospitals in Malaysia and around the world.

In November 2016, Gleneagles Penang also received accreditation from Joint Commission International. It is now the third hospital in Parkway Pantai’s Malaysia Operations Division to achieve what is recognised as the Gold Seal of Approval for international quality standards for patient care and organisation management.

People First

Parkway Pantai’s Head of Human Capital Management for Singapore Operations Division Yeo Swee Har has been conferred the Medal of Commendation from National Trade Union Congress (NTUC) at the NTUC May Day Awards 2017. This was based on the strong recommendation by the Singapore Manual & Mercantile Workers’ Union and is in recognition of her contributions towards good labour management relations and workers’ welfare. Together with Swee Har, the management will continue to work towards staff initiatives and policies that are competitive and encompassing.
**FEATURE**

**Going the Distance**

India works together to transport a donated heart over a record distance of 2,200km from New Delhi to Gleneagles Global Health City in Chennai to save a life.

The meticulous planning and cooperation of various government and private entities saved one man’s life on 29 March 2017.

It started with an unfortunate accident that, despite the best efforts of the medical team at the R & R Army Hospital in New Delhi, left a civilian of the Indian Airforce in a brain-dead state. His grieving family came forward to donate his organs so that others could live — and so he too could continue to exist in this world by giving life to someone else.

One such person was at the Gleneagles Global Health City in Chennai, suffering from end-stage heart failure and awaiting a suitable heart transplantation.

News of a heart donor reached the hospital’s transplant coordination team from TRANSTAN, the apex body that governs organ transplantations in Tamil Nadu. But the intercity distance of 2,200km was longer than any ever bridged for an organ transplant, especially when a donated heart must be implanted into the recipient within four hours of its retrieval. The teams had to work quickly and in sync if they were to save the patient’s life.

First, the R & R Army Hospital harvested the organ. The Delhi Traffic Police then created a ‘green-corridor’ so that the organ could be rushed to the Indira Gandhi International Airport quickly and taken aboard a Jet Airways flight.

When the plane landed at the Chennai International airport about two and a half hours later, the Chennai City Traffic Police took over and transported it to Gleneagles Global Health City in just 36 minutes.

There, Dr Sandeep Attawar, Gleneagles Global Hospitals Group’s Director and Chair of Heart Failure and Transplant Program, and his team of doctors successfully implanted the heart into the ailing patient, giving him a new lease of life.

Gleneagles Global Health City is grateful to the city administration, police force, fire and rescue department, public works department and aviation partners for working together to save a life.

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**The Speed of Life**

- **2,200 km** between New Delhi and Chennai
- **4 hours** to implant the donated heart
- **2.5 hours** average flight time between the cities
- **36 minutes** from Chennai airport to Gleneagles Global Health City
For an organisation to succeed, it needs to listen to its most important stakeholders — its people. What do employees think the organisation is doing right? What issues do they face on a daily basis? What changes do they desire? What matters most to them? Parkway Pantai set out to find answers to these questions through its first regional Employee Engagement Survey.

The survey, conducted by an external party, is an anonymous channel for employees to share in their views on different aspects of the work environment candidly and in confidence. It was last conducted within Singapore and Malaysia in 2014. The latest 2016 edition, however, saw staff in five countries — Singapore, Malaysia, India, China and Brunei — invited to participate. In just three weeks in October, close to 15,000 staff at all levels responded. This resulted in an encouraging 84 per cent response rate and a wealth of data that Parkway Pantai is eager to translate into actionable insights that will contribute to a better workplace environment for its people.

Listen… and Take Action!

Parkway Pantai takes on-board 15,000 opinions from its first regional Employee Engagement Survey to create a better workplace for its people.

SURVEY SNAPSHOT

<table>
<thead>
<tr>
<th>3 weeks</th>
<th>4 months</th>
<th>5 countries</th>
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</thead>
<tbody>
<tr>
<td>in October 2016</td>
<td>of planning and post survey reporting by a multi-disciplinary project team of over 18 staff from Human Resources, Corporate Communications, IT and beyond</td>
<td>Singapore, Malaysia, India, China and Brunei</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>9 industry benchmarks</th>
<th>100% anonymous</th>
<th>84% overall response rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>against global, regional and national norms</td>
<td>as it is administered by a professional external agency</td>
<td>totalling close to 15,000 respondents — exceeding industry response rates</td>
</tr>
</tbody>
</table>

| 6,000 suggestions | to the question 'How can we improve Parkway Pantai?' |

Response rates and results have been aggregated across the five countries. Facility or department versions may vary. Results for similar questions vary by country, entity and departments.
The Report Card

Employees have been honest in sharing their opinions on what Parkway Pantai is doing well and where it can do better. Let’s find out what they think!

KEY FINDINGS

- 87% of respondents feel enabled by being part of a team that works on challenges effectively.
- 80% of respondents are confident in the decisions made by senior management.
- 77% of respondents feel that their immediate supervisor is interested in their well-being.
- 77% of respondents feel enabled in an environment that supports productivity and performance.

TALENT RETENTION!

Attracting and retaining the right talent is a key challenge for any organisation in any industry. The same can be said for Parkway Pantai. People believe in keeping their options open when it comes to their careers, which is little wonder that a December 2016 article in *Fortune* magazine cited a new study that found 87 per cent of companies surveyed said that improving retention is a critical priority.

In the global healthcare sector, the war for talent also rages on. A talent shortage means that skilled and experienced healthcare workers are in great demand, and Parkway Pantai is well aware that it needs to do more to retain its best and brightest.

GUESS WHAT?

Parkway Pantai staff in corporate, operations and technical functions report significantly more favourable experiences (averaging 13% higher) than those directly involved in care-giving functions. The frontline role is no doubt a tough one! Parkway Pantai’s healthcare personnel from nurses to allied health professionals are truly heroes and heroines running a very tight ship and deserve to be saluted for their dedication in providing patients with top-notch care.

EMPLOYEES’ HIGHEST RATED AREAS

1. Sustainable Engagement: Employees feel that they have the resources and support to do their job well and, through their work, they enjoy a sense of personal achievement.
2. Working Relationships: Employees feel that they are treated with respect and that there is good cooperation within teams and departments across the organisation as a whole.
3. Working Conditions & Occupational Health: Employees feel that their work area is safe and that technology is adequately used to improve operational efficiency.
Country Highlights
Here’s an overview of what staff in different countries have to say about working with Parkway Pantai.

<table>
<thead>
<tr>
<th>Country</th>
<th>Response Rate</th>
<th>Number of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Singapore</td>
<td>87%</td>
<td>4,333 respondents</td>
</tr>
<tr>
<td>Malaysia</td>
<td>84%</td>
<td>6,861 respondents</td>
</tr>
<tr>
<td>India</td>
<td>81%</td>
<td>3,162 respondents</td>
</tr>
<tr>
<td>China</td>
<td>93%</td>
<td>341 respondents</td>
</tr>
<tr>
<td>Brunei</td>
<td>85%</td>
<td>125 respondents</td>
</tr>
</tbody>
</table>

- Overall improvement in employees’ perception of Parkway Pantai’s organisational culture compared to previous national surveys – they now feel safer speaking up and challenging the norm.
- Staff across all demographics are concerned about their training and development needs and feel more can be done, despite discernible strides made since 2014.
- Outperformed the Asia healthcare norm in supporting employees to excel in their roles.
- Overall improvement in most categories from previous national surveys.
- Nurses in India are the happiest among the five countries surveyed, reporting significantly better experience (averaging 15% higher) across all survey categories.
- Outperformed the national healthcare norm in most categories.
- The supervisory professional group are among the most content of Brunei employees and are pleased with the hospital leadership.
- Millennial staff in China are generally happy about their life with Parkway Pantai.
- Employees aged 45 to 62 are most concerned about their training and development needs.
- Middle management seeks continuous sustainable engagement and is concerned about career development.

Response rates and results have been aggregated across the five countries. Facility or department versions may vary. Results for similar questions vary by country, entity and departments.
What’s Next?
Now that the Employee Engagement Survey results are out, it’s time for management to take action!

Employees have spoken and now it is the organisation’s move. The management team is committed to seeing through and supporting a series of post-survey initiatives to address key concerns raised through the survey.

Of course, the survey and its follow-up actions are only part of a bigger picture advocating positive change. Everyone, from employees to management, has a role to play in shaping the work culture and workplace environment, so please keep sharing! The Employee Engagement Survey is just one of many communication channels for staff to share about where Parkway Pantai is doing well and the areas where it can do more for staff development.

**SHARING RESULTS**
In the first quarter of 2017, results have been shared with staff through their Heads of Departments.

**TAKING ACTION**
From the second quarter, employees can look forward to a customised series of department initiatives and activities designed to address areas for improvement. These initiatives are very often designed by staff and supported by management.

**DRILLING DEEPER**
Countries that have significantly outperformed the rest in certain areas will be regarded as success cases. Further analysis will be conducted to understand their best practices so these can be shared with other countries.

**CASE FILE 1**
**WHO** : Food & Beverage Department
**WHERE** : Mount Elizabeth Novena Hospital, Singapore
**WHEN** : Q3 2016

**ISSUE**
40% of staff feel that there is little opportunity for training due to manpower issues.

**APPROACH**
- Conducted focus group to understand specific concerns
- Analysed training/learning needs
- Identified suitable external and in-house training programmes

**OUTCOME**
All staff have since attended at least one training course each.

**CASE FILE 2**
**WHO** : Nursing Department
**WHERE** : Pantai Hospital Ayer Keroh, Malaysia
**WHEN** : Q4 2016

**ISSUE**
Cumbersome admissions paperwork and processes

**APPROACH**
- Formed multi-disciplinary team to review current processes
- Reduced length of admissions form
- Introduced bedside registration in some wards
- Speeded up discharge process

**OUTCOME**
A pulse survey revealed that nurses are happy with the new admissions process!

**DID YOU KNOW?**
After the 2014 survey, over 160 initiatives were organised in Singapore and Malaysia with mostly positive outcomes. It is hopeful that the post-survey 2016 activities will be just as effective in making Parkway Pantai a better place to work!
Applauding three nurses from Mount Elizabeth Hospital for receiving the Ministry of Health’s Courage Fund Healthcare Humanity Award!

Our Healthcare Heroines

It doesn’t take superhuman speed or strength to be a hero. What it does take, for healthcare workers at least, is courage, extraordinary dedication, selflessness, steadfastness in ethics as well as compassion and humanity. These are the values that the Courage Fund, an initiative by Singapore’s Ministry of Health, looks for and celebrates at its annual Healthcare Humanity Awards.

This year, nurses Ma Swe Swe Thet, Ng Siang Yong and Kwang Chern Hui have done Mount Elizabeth Hospital proud by earning this prestigious accolade. They have proven, through their daily work, that they place service before self in caring for others. Their actions are an inspiration to all and their stories, a reminder of the strength and virtues of the human spirit.

Read on to learn their stories.
Swe Swe was working in a small, rural hospital in Myanmar when a fire broke out in the nursing quarter. While people were rushing for the exit, she chanced upon a scene that remains etched in her mind until today.

A woman, kneeling by her father’s bedside, cried as she told him that she couldn’t carry him out to safety. Then she pulled the sheets over his head and ran. Without a second thought, Swe Swe went to the patient, held his hand and assured him that she would stay with him until help came. Fortunately, the fire was extinguished before it reached the ward.

“I was so shocked and heartbroken to witness that scene that I didn’t think of my own safety until after the incident was over,” Swe Swe admits. “I just wanted to be there for him.”

THE LONG ROAD

G rowing up in Myanmar, Ma Swe Swe Thet dreamt of being an engineer until her father, a healthcare worker himself, suggested nursing. Her caring nature and passion to help others made her suited for the profession, he said.

With his encouragement, Swe Swe discovered her true calling as an operating theatre nurse but getting there proved to be a challenge. In her first hospital posting after nursing school, her request to be assigned to the operating theatre was not granted.

“I understood that, as a novice nurse, I had to prove my worth so I worked hard in the role I was given, but I never gave up on my dream,” said Swe Swe, who eventually earned the chance to enter the operating theatre. Since then, it has become her second home.

Having grown in this role, especially after moving to Singapore in 2004 and joining Mount Elizabeth Hospital two years later, Swe Swe hopes to be a good mentor to her junior nurses.

“I try to train my juniors to be familiar with the operating theatre environment, to keep calm in difficult situations and to always think one step ahead.”

“My mother always said that, no matter how little I make, I should set aside one-third of my salary for donations. Now, I participate in overseas mission trips to help others and to teach my own children the same values.”

MA SWE SWE THET

Senior Staff Nurse
Operating Theatre

When Lives are at Stake

Swe Swe was working in a small, rural hospital in Myanmar when a fire broke out in the nursing quarter. While people were rushing for the exit, she chanced upon a scene that remains etched in her mind until today.

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HELPING HABITS

It’s almost as if Ng Siang Yong has been training to be the High Dependency Unit nurse that she is today from the young age of 11. That was when she was introduced to the St John Ambulance of Malaysia (SJAM).

First intrigued, then inspired, by the work that the group does, Siang Yong signed up as a full member when she was 13 and picked up first aid skills. Much to her parents’ initial displeasure, she spent most of her teenage years doing voluntary work with SJAM, whether teaching first aid to school children or spending the festive season on emergency standby along Malaysia’s busy North-South Highway.

This experience has put her in good stead as a Senior Staff Nurse in the High Dependency Unit.

“It’s a high-stress and fast-paced environment where situations could arise quickly. Being observant, having good judgement and making quick and accurate decisions are essential qualities of a High Dependency Unit nurse. I guess this comes naturally to me because I have experience with first response medical care,” said Siang Yong.

“I believe that human beings are designed to help one another. When I help others, I’m constantly learning something new — about people, about cooperation, about compassion.”

NG SIANG YONG
Senior Staff Nurse
High Dependency Unit

Siang Yong laughs when her nickname, Sister Aid, is brought up. It was given to her a long time ago by the people in her hometown of Malacca, she says. While she tries to downplay it, the nickname’s significance is clear.

For over 20 years, Siang Yong has given selflessly to others, whether through formal volunteering opportunities or informally, when friends and neighbours called for help or advice. She would visit the sick, help to dress their wounds, check their blood pressure and even counsel their family.

Even after moving to Singapore and starting a family, she continues to cross the Causeway regularly to support St John Ambulance of Malaysia. Today, she focuses on teaching home nursing care and first aid to young volunteers.
For Kwang Chern Hui, watching her brother, just three years her junior, grow up with special needs inspired more than just a career in paediatric nursing — it made her dedicate her life to helping children.

Back when she was just a teenager, Chern Hui took on the responsibility of caring for her brother, including taking him to school and back.

“The first time I visited his school, I realised that many children with special needs also have other medical conditions. Schools are also often short-handed and, while they try their best, the teachers and caregivers cannot always be watching every child,” said Chern Hui, who decided then to volunteer her time at special needs schools.

“I’m just glad that I can make a difference in children’s lives, whether as a volunteer or a paediatric nurse. Just a smile and a hug from them is more than enough reward for me,” she said.

“Helping others is a personal choice that comes from the heart; there’s no forcing it. If it’s in you to make a difference in other people’s lives, then I encourage you to find an avenue to do so, whether in a big or small way.”

In March 2014, a six-year-old boy from China was admitted to the Children’s Ward where Chern Hui works. The child had lapsed into a vegetative state due to a brain tumour and his mother cared for him alone. Without a support network of family and friends and hampered by her inability to speak English, the mother struggled. Chern Hui stepped up to help and, soon, the boy’s mother opened up to her.

“She found an apartment just across the road from the hospital and wanted active medical care for her child at home,” shared Chern Hui, who volunteered her personal time to make this happen. She sourced for medical equipment and supplies, prepared the mother for home care and even made regular visits to check in on both the child and his mother.

The little boy has since left this world but, with him as a shared memory, Chern Hui and his mother remain close friends. Chern Hui is happy to share that his mother has been blessed with another child and is doing well.
Gleneagles Global Hospitals collaborates with USA’s University of Wisconsin to inspire greater leadership in all nurses, from bedside to boardroom.

Leadership is action and example, not title and authority. This is particularly true in a dynamic healthcare environment, where nurses, regardless of their seniority, are expected to adapt and respond to new challenges and opportunities on a daily basis.

Leadership is also a journey, not a skill picked up overnight. It deserves an early beginning to better prepare nurses for higher responsibilities and, from the organisation’s perspective, to enable effective succession planning.

With this in mind, Gleneagles Global Hospitals hosted the 6th International Clinical Nursing Leadership Conference, themed ‘Clinical Nursing Leadership for Healthcare in India - Vision 2020’. Co-organised with University of Wisconsin, Oshkosh, USA, the conference set out to explore what skills, knowledge and capabilities would be required of nursing leaders in the year 2020.

The one-day conference on 7 January 2017 was open to nurses at all levels who aspire to lead. Over 230 nurses from across 11 Indian states and almost 30 from Singapore and the USA participated and, together with expert speakers, discussed the paradigm shift in clinical nursing leadership.
Addressing participants, Elaine Ng, Parkway Pantai’s Group Director of Nursing, said, “As young nurses or middle managers, you may not regard yourself as a leader but, in the current age, leadership from nurses is needed at every level and across all settings.”

The conference underscores Gleneagles Global Hospitals’ belief that healthcare organisations and nursing education programmes must ramp up efforts to nurture a talent pipeline of effective nursing leaders by 2020.

Growing future nursing leaders for India is a long-term quest, just like the journey of nursing at Gleneagles Global Hospitals is an ever-growing continuum of excellence in assuring patient care quality and safety.”

Creating an Action Plan
As part of the 6th International Clinical Nursing Leadership Conference, Gleneagles Global Hospitals organised a focus group workshop under the banner of the Association of Health Care Providers, India (AHPI) at its Chennai hospital.

The goal was to craft a strategic plan for nurturing clinical nursing leaders, conceptualise a framework to achieve this and develop a standardised Clinical Nursing Leadership module that can be rolled out to nurses nationwide.

To this end, Gleneagles Global Hospitals invited 42 nursing leaders from India and abroad to contribute to the discussion.

Learning to Lead
Some key takeaways that nurses gleaned from the conference:

**SELF:** Learning to look inwards, to recognise their own strengths and how they can draw on this to hone their leadership skills

**TEAM:** Examining the differences in managing cross-generational teams and how effective leadership can create an inspiring environment for team members to excel

**ORGANISATION:** Understanding their role as an enabler of multi-disciplinary collaboration and how this can have a positive impact on clinical outcomes and patient satisfaction

“There is an urgent need to develop middle-level nursing staff into clinical nursing leaders, such that they become quality champions and play a synergistic role with clinicians to improve patient safety.”

Dr Girdhar Gyan, Director General, Association of Health Care Providers, India
Accelerating Liver Care

Over 800 delegates from around the world join Gleneagles Global Hospitals for the 2017 edition of its Master Class in Liver Disease.

For the seventh year, Gleneagles Global Hospitals successfully organised its Master Class in Liver Disease for over 800 members of the international medical community in Chennai from 20 to 22 January 2017. Themed ‘Basics of Liver Diseases & Transplantation’, the highly-acclaimed three-day conference was inaugurated by Dr C. Vijaya Baskar, Minister of Health and Family Welfare of the Government of Tamil Nadu.

The annual series was envisaged as a means to deliver high quality teaching in the field of liver disease and transplantation. Since its inception in 2011, the master class has established itself as one of the most popular medical meetings in the region. Each edition is planned as a single theme conference with participation from national and international experts in adult and paediatric haepatology, haepatobiliary surgery and liver transplantation.

“Each year we have tried to adopt a theme that would be relevant to all specialities involved in the care of patients with liver disease,” shared Professor Mohamed Rela, Director - Institute of Liver Disease & Transplantation, Gleneagles Global Hospitals.

“With the rapid increase of interest in liver disease and transplantation, and with increasing number of liver transplant
Running India’s most successful multi-organ transplant programme over the years demonstrates our commitment to both cutting-edge clinical work and thought-provoking academics. I’m delighted by the support that our Master Class in Liver Disease has received in and beyond India.”

Dr K RaviDranath, Chief Patron of Master Class in Liver Disease and Chairman, Gleneagles Global Hospitals

Gleneagles Global Hospitals’ Master Class in Liver Disease series is widely endorsed by industry bodies at home and abroad. The Liver Intensive Care Group of Europe (LICAGE), American Society of Transplant Surgeons (ASTS), The European Association for the Study of the Liver (EASL), International Hepato-Pancreato Biliary Association (IHPBA), India, International Liver Transplantation Society (ILTS), Indian Association of Surgical Gastroenterology (IASG), The Transplantation Society (TTS).

Thank You To Distinguished Speakers

The Master Class in Liver Disease 2017 was made possible by the generous sharing of many world-renowned liver experts. Gleneagles Global Hospitals expresses its gratitude to this year’s distinguished speakers.

• Jan Lerut (Belgium)
• Toru Ikegami (Japan)
• Marina Berenguer (Spain)
• Anil Dhawan (UK)
• Anita Verma (UK)
• James Neuberger (UK)
• John O’ Grady (UK)
• Julia Wendon (UK)
• Mark Bellamy (UK)
• Varuna Aluvihare (UK)
• Wayel Jassem (UK)
• Abraham Shaked (USA)
• Giuliano Testa (USA)
• John Roberts (USA)
• Kim Olthoff (USA)
• Nancy Ascher (USA)
• Patrick Kamath (USA)

Attendees benefited from the insightful sharing of over a dozen expert speakers from around the world.

programmes happening in India, we consider it apt to go back to the basics of liver disease and to listen to the experts in this field, from around the world."

This year’s programme covered topics such as fatty liver disease, immune-mediated liver diseases, liver tumours, organ preservation and support as well as immunosuppression, delivered by experts in the field.
3, 2, 1, Soar!

Parkway Pantai in Singapore takes flight towards greater nursing excellence with the launch of four Nursing Taskforces.

The nurses of Singapore Operations Division are accelerating their journey towards greater excellence in patient safety and clinical outcomes with the official launch of four Nursing Taskforces. These were unveiled on 23 March 2017 at an aviation-themed event that reflected the nurses’ collective aspiration and ambition of scaling new heights.

NURSING EXECUTIVE TASKFORCE

From left ➤ Senior Nurse Manager Tan Lai Poh (Head of Clinical Practice Taskforce), Assistant Director of Nursing Daphne Ng (Head of Professional Development Taskforce), Nurse Educator Nazrin Razack (Head of Nursing Executive Taskforce and Shared Governance Taskforce), Senior Nurse Educator Mis’Rohaiza (American Nurses Credentialing Centre Steering Committee), Nurse Clinician Ong Lay Keow (Clinical Representative)

Not pictured ➤ Group Director of Nursing Elaine Ng (Consultant), Director of Nursing Lim Siok Hong Sally (Management Representative)

➤ The driving force for all other taskforces
➤ Provides leadership and support to lead operational changes across the four hospitals in Singapore
➤ Enhances networking of all members of healthcare throughout the organisation

SHARED GOVERNANCE TASKFORCE

First row, from left ➤ Staff Nurse Penelope Panganiban, Nurse Educator Juliana Dawn (Vice Chairperson), Senior Staff Nurse Evelyn Mondala
Second row, from left ➤ Nurse Educator Nazrin Razack (Chairperson), Nurse Manager Say Poh Kin (Finance Manager), Senior Nurse Manager Denise Megan (Secretary)
Third row, from left ➤ Staff Nurse Arce Dimaranan (Logistics), Senior Staff Nurse Ang Tze Qin
Not pictured ➤ Staff Nurse Nguyen Hong Nhung, Staff Nurse Chaw Kalaya Nway

➤ Sees to the smooth running of nursing processes and practices in hospitals
➤ Empowers nurses through multi-disciplinary collaboration and teamwork for best patient outcomes
➤ Demonstrates shared decision-making based on the principles of partnership, equity, accountability and ownership
The nurses-for-nurses initiative involves four taskforces: a Nursing Executive Taskforce that sets and steers the direction as well as three taskforces that oversee shared governance, professional development and clinical practice. In the captain’s seat is Group Director of Nursing Elaine Ng (pictured), who takes on the role of Nursing Executive Consultant.

Each taskforce member has been chosen for their outstanding work performance and will serve for an initial term of two years. They dressed the part at the launch event, sporting neck scarves synonymous with cabin crew, and set up game booths to help their colleagues understand the scope of each taskforce.

The event venue was also decked out to heighten the excitement in the air, complete with a themed photo booth for nurses to commemorate the occasion in style.

In line with their Nursing Philosophy of Professionalism, Expertise and Advocacy, the Nursing Taskforces are prepared to inspire and lead their colleagues in Singapore on an enriching and purpose-driven journey for the best patient outcomes. Join and enjoy this ride towards pinnacles of excellence!
Malaysia gets its first one-stop shop in the management of respiratory diseases with the opening of a new Lung Centre at Pantai Hospital Kuala Lumpur. Located on Level 3 Block A of the hospital, the 3,500 square feet facility is well-resourced with a dedicated team of respiratory consultants, nurses, physiotherapists and a respiratory technician. It enjoys good connectivity to pharmacy and radiology services for patients requiring X-rays and other advanced imaging modalities. It is also the only private centre in Malaysia that can perform endobronchial ultrasound (EBUS).

The Lung Centre provides comprehensive specialist care for lung patients:

- **Airway Diseases**
  - Difficult Asthma
  - Bronchiectasis
  - Chronic Obstructive Pulmonary Disease
- **Complex Lung Diseases**
  - Lung Fibrosis
  - Pulmonary Hypertension
  - Sarcoidosis
- **Pulmonary Infections**
  - Pneumonia
  - Bronchitis
- **Thoracic Oncology**

Pantai Hospital Kuala Lumpur, in its unwavering commitment to quality healthcare, has recently upped its service offerings. The 335-bed hospital currently houses six centres of excellence and approximately 200 consultants specialising in a wide range of medical and surgical disciplines. It recently introduced a Lung Centre, a dedicated Allergy & Immunology Centre as well as next-generation preimplantation genetic screening services for mothers undergoing in-vitro fertilisation.
At Newlife@PHKL, the in-vitro fertilisation (IVF) unit of Pantai Hospital Kuala Lumpur, a next-generation technology in preimplantation genetic screening has been adopted to help patients undergoing IVF increase their chances of pregnancy and take home baby rates.

Chromosomal abnormalities are a major cause of implantation failure and miscarriage. The new method of screening the chromosomes of embryos is more accurate. By excluding genetically abnormal embryos from implantation, pregnancy outcome is enhanced even with fewer embryos and the risk of multiple pregnancies is lowered.

Preimplantation genetic screening is suitable for mothers:
- Over the age of 35
- With family history of chromosome problems
- With history of repeated IVF implantation failure
- With history of recurrent miscarriage
- Whose partner has severe male factor infertility and whose sperm are known to be at high risk of having chromosome problems

To find out more about preimplantation genetic screening and other fertility services, please visit www.newlifephkl.com.
Advances in technology are a boon for neurosurgeons, but Dr Chee Chee Pin believes that it’s important to place patients and their quality of life at the core of every decision.
On the sunny Saturday of this interview, 63-year-old Dr Chee Chee Pin was on his way to singing lessons, something he has been diligently doing for the last eight years. He used to swim, play badminton and later on tennis, but nowadays prefers to do Qigong, cycle or brisk walk on the treadmill.

Two large pictures of koi fish adorn the walls of his clinic at Gleneagles Kuala Lumpur, where he has been practising for almost two decades. The avid koi enthusiast refers to the fish as ‘rabbits in the water’ because of their affectionate and loyal character, and even has names for each fish such as Crystal, Princess and Scarlet. Still nimble and active, Dr Chee is an epitome of World Health Organisation’s description of people aged 60 to 70. This age group, known as the ‘young old’, is still healthy and enjoying life, albeit on a slower pace, compared to their younger counterparts.

What’s most important is the quality of life, emphasised the good doctor. The same philosophy is applied to his work, where his clinical decisions are made based on whether his patients will still be functional and relatively well after brain surgery.

That is how brain surgery is different from other medical specialties, he explains. Every part of the brain is linked to another, whether speech, emotions, the limbs, eyes, spinal cord or others.

“With advanced imaging systems such as CT scans, angiography and MRI, it is now easier for surgeons to identify and focus on problematic areas and plan treatment. We had nothing of that sort in the 1970s when I was a houseman! Yet the neurosurgeons back then sometimes pulled off miraculous surgeries, such as doing a burr hole procedure without anesthesia at the emergency room,” he recalls.

Today, neurosurgeons not only have a deeper understanding of the connection between the brain and blood system, but also enjoy the precision offered by high-tech equipment such as the image-guided Gamma Knife and Cyber Knife. The advancing knowledge and techniques guided by these devices allow surgeons to conduct complicated procedures with the patient awake, so that they can communicate with the surgical team throughout surgery. This way, the surgeon will know that the vital parts of the brain like speech and motor control are not being affected by the surgery.

Still, surgery is just one aspect of the entire treatment plan. For Dr Chee, post-surgery recovery is just as, if not more, important for the patient and his caretakers. This insight, of course, did not come overnight. As a medical student, he had seen cases where the surgery had been successful, yet the patient would suddenly develop stroke and pass away a few days later.

Ultimately, it is about understanding limits, he says, and accepting the fact that there is still a lot to learn about how the brain interacts with the body systems. Even with the best of technology, doctors still need to be truthful about the boundaries of any treatment, to the patient, family members and to themselves.

Surgery is somewhat like singing, he muses. Once he goes on stage, he loses himself in the song, belting his lungs out to every emotional rise and fall of the rhythm. The Operation Theatre is no different, one just needs to give it his all, he concludes.

As a surgeon, I’ve faced some difficult moments when we had to advise family members that a surgery would be in vain. Their loved one might survive, but in a vegetative state for a lifetime — is that really the best choice for the patient?”

Doctor’s Note

My name is Chee Chee Pin and I consider myself a simple man who believes in miracles and continuous learning. As a child growing up in Penang in the 1950s, I enjoyed the pleasures of countryside living such as catching spiders and guppies and playing in streams. In my adolescence, I was a very active scout leader, even becoming a Penang King Scout Council Chairman at one point. Today, I still believe in community service, and have been actively involved in the Kiwanis Club and several medical associations such as the Malaysian Neurosurgical Association and Asian Congress of Neurological Surgeons.
When Opportunity Knocks

With steady hands and a discerning eye, Dr Ganesh Ramalingam, General Surgeon with Mount Elizabeth Novena Hospital, has built a successful and varied career doing what he loves.

Ask Dr Ganesh Ramalingam about his decision to pursue a career in medicine and the young General Surgeon with Mount Elizabeth Novena Hospital is humble in his reply.

“I didn’t do well in humanities and mathematics wasn’t my strong suit either. I did passably well in the sciences and I enjoy helping people, so medicine was the best fit,” he said. “Perhaps because I was raised as an active kid by parents who enjoyed sports, I’m a very hands-on person. I knew surgery was for me. At the same time, I enjoy variety and thrive on new challenges, so the breadth and depth of General Surgery appealed to me.”

So how did Dr Ganesh come to specialise not only in General Surgery but also develop interests in bariatric and advanced laparoscopic surgery as well as trauma?

“I’ve been blessed with many inspiring mentors; visionaries in their own right who have been my guiding light,” he said.

Dr Ganesh first trained under an obesity surgeon and developed an interest in keyhole surgery at a time when the minimally invasive procedure was dismissed by many in the medical community. When it came time for his overseas training, Dr Ganesh chanced upon the opportunity to focus on trauma in Israel. Upon his return to Singapore, the doctor went on to establish a Weight Management Centre and Bariatric Surgery Department at two restructured hospitals before he joined Mount Elizabeth Novena Hospital.

While Dr Ganesh credits these series of fortunate events for the success he enjoys today, it’s clear that each time an opportunity came knocking, he had a knack for making the most of it.

Doctor’s Note

My name is Ganesh Ramalingam and I have been with Mount Elizabeth Novena Hospital for about four years now. I am blessed to work with my wife, Lisa, who is the best clinic manager I could ask for. We are partners at work and for life, and enjoy travelling and watching movies together. We are expecting our first child, a baby girl, in July this year and are absolutely thrilled to be starting a new chapter in our lives very soon.
With his passion to help others and a hands-on personality, General Surgery was a natural choice for Dr Ganesh Ramalingam.
Keeping Diabetes at Bay

Pantai Hospital Ayer Keroh and Nestlé Health Science set out to empower people in the fight against diabetes with healthy eating tips.

From 27 February to 3 March 2017, Pantai Hospital Ayer Keroh and Nestlé Health Science hosted the ‘Healthy Diabetes Living Starts With Breakfast’ roadshow, an educational programme that promotes healthy eating as part of a successful diabetes self-management programme.

The roadshow featured a series of fun, and interactive games through which participants learnt the importance of consuming the ideal food portion and the effect of glycemic index on blood sugar level.
Diabetes often goes undiagnosed, due to a general lack of knowledge on the condition. With one in five of our patients suffering from diabetes, we needed to take immediate steps to address the rise.”

TAN YEW AIK
CHIEF EXECUTIVE OFFICER
PANTAI HOSPITAL AYER KEROH

They were rewarded with a goodie bag, while those with diabetes enjoyed a complimentary healthy breakfast. Lee Eek Mui, a dietitian with Pantai Hospital Ayer Keroh, was also around to provide food management counselling and support.

Pantai Hospital Ayer Keroh is a strong proponent of diabetes education. In 2015, it opened a diabetes care centre to provide integrated care and support for diabetic patients. Through a multidisciplinary network of medical sub-specialists, the centre offers a holistic approach to diabetes management, from blood sugar monitoring to patient counselling.

The five-day roadshow at Pantai Hospital Ayer Keroh was successful in reaching out to many patients, visitors and members of the public.

STARTING YOUNG
To encourage more children to adopt healthy eating habits, Pantai Hospital Ayer Keroh started the Pantai School Project. The initiative aims to create behavioural change by sharing three simple lessons with school-going children.

Drink water and avoid sweetened beverages
Eat less refined carbohydrates like white rice
Eat more vegetables every day

Pantai Hospital Ayer Keroh believes that these simple steps can curb the rise of diabetes and benefit not just the child but the entire family.

DIABETES ALERT

415 million
people worldwide live with Type 2 diabetes today

642 million
people are expected to be affected by year 2040

17.5%
of Malaysians aged 18 and above have been diagnosed with diabetes

Source: International Diabetes Federation & National Health and Morbidity Survey, Malaysia
Mount Elizabeth Hospital brings cancer awareness and free screening to financially needy residents in Tampines through a new partnership with People’s Association.

The initiative saw the hospital’s doctors reach out to the community through a public health talk held on Saturday 19 March 2017 at the Tampines Changkat Community Club. The full-house session had 80 attendees.

During the event, Colorectal Surgeon Dr Ho Kok Sun and Breast Surgeon Dr Tan Yah Yuen shared tips on how to identify the early symptoms of breast and colorectal cancers — the leading cancer types for women and men respectively
in Singapore — and encouraged eligible residents to register for the free cancer screening.

This was lauded by Desmond Choo, Member of Parliament for Tampines Grassroots Constituency and Adviser to Tampines Grassroots Organisations, who was also present at the health talk.

“We can manage cancer with early screening. Tampines Grassroots Organisations is glad to work with Mount Elizabeth Hospital to bring this important message to our residents and empower our seniors to take care of their health,” he said.

In its efforts to bring assistance and available health checks to residents who require financial support, the hospital will be providing cancer screening procedures like colonoscopies, mammograms and pap smears; for those with positive screening results, the hospital will sponsor their cancer treatments through its Life Renewed Corporate Social Responsibility programme.

“Cancer screening and early detection is key to fighting cancer. Advances in medical science and technology have made cancer treatments more effective. Our efforts can make a difference, especially among seniors who may have deferred medical attention due to financial difficulties or lack of awareness,” said Phua Tien Beng, Chief Executive Officer of Mount Elizabeth Hospital.

Apart from receiving a wealth of health tips, participants were handed goodie bags filled with household staples to cap off the session.

“We are grateful to Mount Elizabeth Hospital’s sponsorship of cancer treatment for needy patients, which will go a long way in helping the less privileged among us enjoy a healthier and more fulfilling life.”

Desmond Choo, Member of Parliament for Tampines Grassroots Constituency and Adviser to Tampines Grassroots Organisations

About Life Renewed
The Life Renewed Project is a Corporate Social Responsibility initiative by Parkway Pantai and supported by the Khazanah IHH Healthcare Fund. It was launched in 2013 to support patients in Singapore and Malaysia who require financial assistance to access and reap the benefits of Parkway Pantai’s wide network of world-class doctors and medical facilities. The name reflects the regaining of hope, made possible by medical intervention.

THE CANCER COUNT

29.4% of deaths in Singapore in 2014 were related to cancer

1 in 4 men are likely to be affected by cancer by 75 years of age
Colorectal cancer is the most common cancer type

1 in 5 women are likely to be affected by cancer by 75 years of age
Breast cancer is the most common cancer type

Source: Singapore Cancer Registry & National Registry of Diseases Office
The Crusade Against Cancer

Parkway Pantai’s India Operations Division steps up the fight against one of the world’s top killers on World Cancer Day 2017.

Every year, 8.2 million people die from cancer. On 4 February 2017 - designated World Cancer Day - Parkway Pantai’s India Operations Division joined the fight against what World Health Organisation calls the second leading cause of death globally.

“Through this campaign, we aim to reach out to a wider audience and emphasise the need to quit smoking and chewing tobacco in any form. We will continue to focus our efforts on the prevention and treatment of patients while also providing counselling and support to their caregivers.”

RAMESH KRISHNAN,
CHIEF EXECUTIVE OFFICER OF INDIA OPERATIONS DIVISION,
PARKWAY PANTAI

IMPROVING THE HEALING JOURNEY

Ahead of World Cancer Day, Gleneagles Global Hospitals commissioned a nationwide survey in India in an attempt to understand the difficulties that cancer patients face in their journey from diagnosis to treatment, and to identify key pain points that could be improved or resolved. The study, titled ‘The Painful Wait’, revealed eight such areas of concern, ranging from the time between diagnosis and confirmation and access to qualified oncologists to issues such as the lack of cancer counselling.

Along with the research findings, Gleneagles Global Hospitals also released a short film about how one man’s tobacco use not only affected his own life but also ruined the dreams of his loved ones. In just three days, ‘Miscalculation’ went viral on social media platforms, achieving the team’s objective of raising awareness about cancer.

Visit Gleneagles Global Hospitals’ YouTube Channel to watch ‘Miscalculation’.

LET’S TALK ABOUT CANCER

Continental Hospitals marked World Cancer Day with a public awareness seminar led by its team of cancer specialists. It leveraged existing corporate tie-ups to bring similar talks to employees of several companies to widen the reach of its message.

Continental Hospitals also produced a series of video advertisements depicting life after cancer to share hope with those whose lives are affected by the disease. The ‘I Met Cancer’ series is based on true stories, including one of a cancer survivor who later went on to become a professional karate champion. These videos didn’t just tug on heartstrings; they emphasised the importance of early detection and treatment in the fight against cancer.

Visit Continental Hospitals’ YouTube Channel to watch the ‘I Met Cancer’ series.
A new partnership.

And a mark of friendship.

Building leadership in India

Parkway Pantai, a leader in private healthcare, now has a bigger presence in India, through partnerships with Continental Hospitals and Gleneagles Global Hospitals across key metropolitan cities.

www.parkwaypantai.com
Clarifying the Cancer Diet

The most common type of help offered to cancer patients is in the form of food advice — “eat this”, or “don’t eat that”. Here’s a look at some bizarre food myths and why they shouldn’t have a place in a cancer patient’s diet.

**MYTH 1** Avoid sugar; it promotes cancer growth

This is a half-truth. Yes, cancer cells need sugar to grow. Yet the converse is also true that healthy cells, like those that fight cancerous growths, need sugar too.

Sugar, in the form of carbohydrates in our diet, functions to provide us with energy, fibre and even some vitamins and minerals. It helps to keep our moods up and maintain our weight. The latter is important to cancer patients as dramatic weight changes can affect the treatment process.
MYTH 2 Go vegan; meat causes cancer

It is true that a diet high in fruits and vegetables, like those consumed by vegans, is an excellent way to get the vitamins and minerals our bodies need. A vegan diet also gives you antioxidants and other anti-cancerous compounds. But what about protein? Protein plays an important role in helping the body recover from the damage caused by chemotherapy or radiotherapy. It also helps keep our immune system running, so only omit meat if you’re certain that you’re consuming enough protein alternatives like tofu, beans and dairy.

MYTH 3 Soursop leaf drinks can reduce tumour size

Another myth making its rounds is that consuming beverages brewed from soursop leaves can help treat breast and prostate cancer. This was based on research findings but has been taken out of context, it seems. Related studies have only been conducted on cells and lab mice, so science has yet to prove that soursop leaf brews are effective on people.

MYTH 4 Juicing gives you all the antioxidants to fight cancer

Juicing can be a great and simple preparation method to get plenty of nutrients and minerals into a 250ml glass, especially when a cancer patient is not eating enough.

But juicing also tosses fibre out of the window, and fibre is important to a wholesome, balanced diet. Blending might be a better alternative but nothing beats eating the fruit whole.

MYTH 5 An alkaline diet neutralises the acidic nature of carcinogens

This acid-alkaline diet trend encourages people to eat more alkaline foods like fruits and vegetables. According to the association that promotes the diet, our body’s natural acidity promotes the growth of cancer cells.

However, when a review journal analysed thousands of scientific papers, it couldn’t find any conclusive evidence to suggest that an acid-rich diet could lead to bladder cancer.

CHICKEN CIOPPINO WITH CELLOPHANE NOODLES

Sometimes, all cancer patients can manage is a few spoonfuls of food. Swallowing can be an issue or they may find the food bland and unappetising. Parkway East Hospital’s Dietitian Louis Yap and Executive Sous Chef Roslan Bin Abbas have come up with this simple soup recipe for a tasty, energy-rich and nutrient-dense meal.

**Nutrient values:**
- Energy: 544 kcal
- Carbohydrates: 61g
- Protein: 47g
- Fats: 22g

**Ingredients (Serves 4)**

<table>
<thead>
<tr>
<th>Ingredient</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beetroot, chopped</td>
<td>160g</td>
</tr>
<tr>
<td>Canola oil</td>
<td>1 tbsp</td>
</tr>
<tr>
<td>Carrot, chopped</td>
<td>40g</td>
</tr>
<tr>
<td>Celery, chopped</td>
<td>30g</td>
</tr>
<tr>
<td>Cellophane noodles, dried</td>
<td>200g</td>
</tr>
<tr>
<td>Cherry tomatoes, halved</td>
<td>30g</td>
</tr>
<tr>
<td>Chicken stock</td>
<td>600ml</td>
</tr>
<tr>
<td>Chilli padi, chopped</td>
<td>3-4 pieces</td>
</tr>
<tr>
<td>Coriander leaf</td>
<td>20g</td>
</tr>
<tr>
<td>Free range chicken breast, sliced</td>
<td>480g</td>
</tr>
<tr>
<td>Fresh lime juice</td>
<td>15ml</td>
</tr>
<tr>
<td>Garlic, minced</td>
<td>20g</td>
</tr>
<tr>
<td>Ginger</td>
<td>20g</td>
</tr>
<tr>
<td>Kaffir lime leaves</td>
<td>2 pieces</td>
</tr>
<tr>
<td>Lemongrass, chopped</td>
<td>40g</td>
</tr>
<tr>
<td>Rosemary</td>
<td>10g</td>
</tr>
<tr>
<td>Shallot, sliced</td>
<td>60g</td>
</tr>
<tr>
<td>Shimeji mushrooms</td>
<td>40g</td>
</tr>
</tbody>
</table>

**PREPARATION**

1. In a stock pot, add canola oil and lightly stir-fry shallot, carrot, celery, garlic, ginger, chilli padi and lemongrass.
2. Add chicken stock and bring to a boil. Remove the foam that forms on the surface.
3. Add the roselle flower, lime leaves, coriander roots and beetroot.
4. Allow to simmer. Add the chicken breast and poach for 20 to 25 minutes, removing it once it’s cooked.
5. Strain the broth and season to taste.
6. In a separate pan, stir-fry the mushrooms and tomatoes for 5 minutes.
7. Deep-fry the cellophane noodles until crispy.
8. Place the chicken breast in a serving bowl and garnish with shallot, carrot, celery, shimeji mushrooms, cherry tomatoes and beetroot. Pour the broth over the chicken and top it with the crispy cellophane noodles.
9. Serve and enjoy!
When people say that laughter is the best medicine, they’re not joking. Happiness may be good for your physical health in more ways than one, as Mosaic finds out.
Long Live the Happy Ones
There’s no better indicator of good health than longevity. Proponents of the happiness movement often cite a 2001 study by the University of Kentucky, which analysed the handwritten autobiographies of 180 Catholic nuns when they were in their 20s. The nuns were then scored on the amount of positive emotion that they expressed, such as amusement, contentment, gratitude and love. Researchers observed that the nuns with higher happiness scores lived longer, with the happiest ones outliving the least happy by an impressive seven to 10 years!
Source: University of Kentucky

Make Happiness A Choice
A 2015 study of Harvard’s Class of 1980 has revealed something quite interesting — you can be happier if you make the conscious choice to be happy with what you do, strengthen your closest relationships and take care of yourself physically, financially and emotionally. Data on the right are some common characteristics of the study’s “extremely happy” respondents.
So the next time life tries to bring you down, stay positive and be happy!
Source: Forbes

Feed your moods
The whole idea of comfort food is based on the immediacy of the emotional connection between what we eat and how we feel. When you’re feeling stressed out or depressed, you might reach for a pint of ice cream but researchers at Pennsylvania State University recommend otherwise. They found that eating comfort food rich in fat, sugar, salt or carbohydrates actually lowers your overall mood even though you do feel a small positive effect while eating. Instead, when you need a little boost, turn to protein.
Protein stabilises blood sugar, and that protects you from mood swings and fatigue. Quinoa is a great option since it’s both a complex carbohydrate and a complete protein. It’ll keep your blood sugar and energy levels steady throughout the day.
Source: Forbes
A happy partner for a happy life

Having a happy spouse may be related to better health, at least among middle-aged and older adults — this was suggested in a 2016 study published by the American Psychological Association. In the research, which involved close to 2,000 heterosexual couples in the United States, it was found that those with happy spouses were much more likely to report better health over time. Researchers suggest that there are three possible reasons for this:

- Happy partners are likely to provide stronger social support
- Happy partners may encourage their other half to adopt healthy habits like regular sleep cycles, a balanced diet and exercise
- Being with a happy partner could make life easier, even if not explicitly happier

Source: American Psychology Association
Embrace post-workout bliss

This one’s pretty straightforward, right? Exercise releases endorphins into the blood, which makes you feel good. Not quite, according to some scientists. They suggest that there’s a lot more happening behind the scenes.

Endorphins are neurochemicals structurally similar to the drug morphine. It’s regarded as a natural painkiller, minimising discomfort and bringing about feelings of euphoria and general well-being. Recent studies, however, are suggesting that endorphins cannot pass through the blood-brain barrier. So where does post-workout bliss come from?

Some scientists point to serotonin or norepinephrine, neurotransmitters that are produced in larger quantities when you exercise. The argument is that these neurotransmitters send positive messages throughout your nervous system, making you feel positive. Whichever the case, the euphoria from exercise is a very real feeling so keep to your workout routine!

Source: CNN

THE ACHES AND PAINS OF UNHAPPINESS

It may be no coincidence that an unhappy person falls sick more often. A 2003 study, which sought to determine the relationship between psychological variables and physiological health, involved 350 adult volunteers in an experiment. For six times over a two-week period, participants were asked how often they experienced positive emotions (such as feeling pleased, energetic and calm). They were then exposed to the common cold and placed in quarantine for five days. Sure enough, the participants with the most positive emotions were less likely to have succumbed to the cold.

To find out why, some of the same researchers went to conduct another experiment in 2006. They gave 81 graduate students two doses of the hepatitis B vaccine each and had them rate their positive emotions. It turned out that those with high positive emotion were almost twice as likely to have a high antibody response to the vaccine. That’s a sign of a robust immune system, which could also explain why happy people seem less susceptible to illness!

Source: The Greater Good Science Centre, University of California, Berkeley

PROTECT YOUR HEART WITH HAPPINESS

A happy you could mean a lower heart rate and blood pressure! In a 2005 study, participants were asked to rate their happiness levels over 30 times throughout the day, then again three years later. The study discovered that participants who were happiest at the start had a lower heart rate to show for it three years later, and the happiest participants at the end of the study had better blood pressure. Researchers also noticed a correlation between happiness and stress — the happiest participants had 23 per cent lower levels of the stress hormone, cortisol!

Source: The Greater Good Science Centre, University of California, Berkeley
LIVE IN THE MOMENT

There are a couple of ways to boost happiness, but perhaps none is as gratifying as living in the moment — getting so involved in something that time seems to stand still and all your worries seem to melt away. This state of complete engagement is said to be able to boost your happiness levels! Playing an instrument or being immersed in a good book are ways to achieve this.

Similarly, when you encounter something new, you are likely to be focused on the present moment (and that’s, again, a happiness booster). Look for novelty in everyday life and you could be happier for it!

Source: Mayo Clinic

HYDRATED HAPPINESS

It’s a good idea to sip water throughout the day to keep dehydration at bay. This has plenty to do with your happiness index! Early symptoms of dehydration, in addition to headaches and fatigue, are mood changes.

You shouldn’t try to quench your thirst with coffee and soft drinks that contain large amounts of caffeine either — the withdrawal effects of caffeine can make you irritable and impatient. In fact, when the Food & Mood Project by UK-based mental health charity Mind conducted a survey in 2002 to determine the food stressors and supporters of mental health, water and sugar came up tops in opposite categories.

<table>
<thead>
<tr>
<th>STRESSORS</th>
<th>SUPPORTERS</th>
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<tbody>
<tr>
<td>Sugar 80%</td>
<td>Water 80%</td>
</tr>
<tr>
<td>Caffeine 79%</td>
<td>Vegetables 78%</td>
</tr>
<tr>
<td>Alcohol 55%</td>
<td>Fruit 72%</td>
</tr>
<tr>
<td>Chocolate 53%</td>
<td>Oil-rich fish 52%</td>
</tr>
</tbody>
</table>

The link between sleeping and smiling

The results are in: how much we sleep is linked to our overall happiness levels. Research has shown that when we’re sleep deprived, we’re more likely to fall into depression, experience higher stress levels, gain weight and risk getting a stroke or diabetes.

Much of this has to do with how our brain reacts to sleep. The amygdala is the emotional centre of the brain that triggers primitive fight or flight feelings like stress, fear and anger. When we’re well rested, our prefrontal cortex is able to keep the amygdala in check, so we can better process feelings and produce healthier, more balanced responses.

Consider that, in one longitudinal study involving almost 1,000 adults, it was found that participants with a history of insomnia were four times as likely to develop depression within the study’s three-year timeframe. It just goes to show that we need sufficient sleep to keep smiling!

Source: Huffington Post, Harvard Medical School

Source: BBC
Our CASHLESS SERVICE*
For patients with private integrated shield plans

NO Deposit required
NO Payment upon discharge

6 in 10 Medishield Life policyholders are covered by Private Integrated Shield Plans. Therefore, Parkway East Hospital is pleased to offer a Cashless Service for all elective patients who are covered by Private Integrated Shield Plans for private hospitals. Through this additional end-to-end service, Parkway East Hospital will submit the hospital bills and get reimbursed directly from the insurer, so eligible patients are able to admit with no deposit and no payment upon discharge.

*ELIGIBILITY CRITERIA:
- Singaporeans / Permanent Residents
- Estimated bill sizes of up to $30,000
- Medisave balance of at least $10,000
- Patients with Private Integrated Shield Plans for private hospitals:
  1. AIA HealthShield Gold Max A
  2. Aviva MyShield Plan 1
  3. Great Eastern SupremeHealth Plan P Plus
  4. NTUC Income Enhanced IncomeShield Preferred
  5. Prudential PRUshield A Premier
- Subject to terms and conditions, pre-existing conditions, exclusions, and causes of hospitalisation

OUR CLINICAL SPECIALITIES:
- General Surgery
- Obstetrics & Gynaecology
- Paediatric
- Orthopaedic
- Hand Surgery
- Ophthalmology
- Cardiology
- Internal Medicine
- Ear, Nose & Throat
- Dermatology
- Psychiatry
- Urology
- Renal Medicine
- Anaesthesiology

PARKWAY EAST HOSPITAL
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For appointment or enquiries, please call (65) 6377 3737 or email pepac@parkway.sg.

* Figure drawn from article: Salma Khalik, ‘Health coverage: Are you overinsured’ (The Straits Times, Jan 23, 2014), yourhealth.asiaone.com

Parkway East Hospital is accredited by Joint Commission International
The Gleneagles Touch


With over 300 multi-disciplinary specialists, Gleneagles Hospital has been fulfilling its legacy of providing quality healthcare services for more than 50 years. Through the years, one thing has remained constant – our commitment to putting the patient in the centre of all we do. That is our Touch. That is our Promise.