

AHEAD

AHead in Care, Community, and Change



■ PATIENT WELL-BEING

Reimagining Healthcare

At AH, our Integrated General Hospital (IGH) model consolidates care by one principal doctor who is supported by a team of specialists and a multi-disciplinary care team to deliver patient-centric care



One Principal Doctor, One Comprehensive Plan

In traditional care models, patients with multiple conditions often navigate a maze of specialists, appointments, and prescriptions. With our IGH model, each patient is anchored by a Principal Doctor—a Hospital Clinician with advanced, broad-based expertise in managing complex care. This doctor leads a collaborative “firm” of specialists, ensuring the patient receives holistic, coordinated treatment without the fragmentation.



From 2019 to date



Over **90%** Patients



Fewer clinic visits, less polypharmacy, and a clearer, more continuous path to recovery

discharged from AH's wards see not more than one principal doctor in our outpatient programme



“It eases my mind, saves my time and resources. Knowing my father’s care is in Dr Neeta’s capable hands lets me breathe easier.”

- Mdm Hadijah

(From left): Dr Neeta Kesu Belani, a Senior Hospital Clinician at AH and Mdm Hadijah, daughter of patient, flanking patient Mr Haji Osman (centre), 91.

For Mr Haji Osman’s daughter, Mdm Hadijah, a full-time admin executive, caring for her father meant juggling multiple appointments across different hospitals for his heart and kidney conditions. It was a taxing cycle of taking leave, arranging transport, and coordinating between specialists. Dr Neeta Kesu Belani became Mr Haji Osman’s principal doctor. Dr Neeta consolidated his care, streamlined his appointments, and even facilitated Advance Care Planning (ACP) and teleconsultations. Mr Haji Osman’s conditions stabilised under one consistent, watchful eye.



“Having a single point of contact backed by a hospital with all the comprehensive services is convenient and hassle-free. It’s the kind of care that should be available to all.”

- Caregiver grandson Eugene Tan



Mdm How Ban See, 91, is seen by Dr Neeta and joined by her two grandchildren. One of them is Eugene Tan, a 30-year-old entrepreneur and caregiver to his grandmother. Before AH, managing her dementia and multiple medical conditions involved long waits at polyclinics

and repeated trips to the A&E, seeing different specialists each time. It was stressful for his grandmother and exhausting for Eugene. Under AH’s IGH model, Mdm How’s care was consolidated with Dr Neeta. Now, she has a single point of contact, backed by the full resources of the hospital.

■ A NEW CHAPTER IN LEADERSHIP

Welcoming Ms Margaret Lee as Alexandra Hospital’s CEO

From 1 January 2026, AH has begun an exciting new phase under the leadership of Chief Executive Officer, Ms Margaret Lee

AH extends deepest gratitude to Dr Jason Phua, who stood as CEO from 2017 to 31 December 2025. Ms Margaret Lee served with distinction as our inaugural Chief Nurse from 2018 to 2024 and as its first Chief Culture Officer from 2022. With over three decades of healthcare experience, she brings a profound commitment to patient-centric care, nursing excellence, and organisational culture.



“The redevelopment of AH is a monumental project for our community. My focus will be on delivering a hospital that meets the evolving needs of our patients and community. To sustain excellent care, we must leverage technology, data analytics, innovative care models and empower our caregivers. Together, we will redevelop a hospital that is not just a healthcare institution, but a vibrant and integrated part of the community.”

- Ms Margaret Lee, new CEO of AH shares her vision for AH’s next chapter

■ BUILDING OUR FUTURE

Alexandra Hospital Appoints Leading Contractors for Next Redevelopment Phase



(From left): Mr Chen Peng, Managing Director of Rich Construction Company Pte Ltd, Mr Nobuto Hajime, Managing Director of Singapore Office of Shimizu Corporation, Ar Ng Kim Hoon, Executive Director, Infrastructure Development of MOH Holdings Pte Ltd, Ms Margaret Lee, Chief Executive Officer of Alexandra Hospital, Mr Kim Jae Jin, Managing Director of Singapore Office of Ssangyong Engineering & Construction Co Ltd and Mr Khoo Beng Hwee, Executive Director of Kimly Construction Pte Ltd

On 20 January 2025, Alexandra Hospital held the first kick-off meeting and a symbolic handover ceremony to mark the commencement of the next major phase in our campus redevelopment with its appointed contractors. The ceremony underscored the deep commitment from AH, NUHS, and MOH Holdings (MOHH) to deliver a hospital that truly serves the community. AH appointed two leading consortiums with extensive experience in complex healthcare developments:

1. A joint venture comprising Shimizu Corporation, Ssangyong Engineering & Construction Co. Ltd, and Kimly Construction Pte Ltd
2. Rich Construction Company Pte Ltd

“As we embark on this pivotal phase of construction, our focus is on maintaining strong, collaborative ties with all our partners. Keeping our milestones on time and working closely together are essential to delivering a future hospital that will serve generations to come.”

- Mr Shane Tan, Chief Campus Planning Officer of Alexandra Hospital

■ A NEW CHAPTER IN EMERGENCY CARE

AH Urgent Care Centre Receives Emergency Ambulances

Beginning 1 October 2025, Alexandra Hospital’s Urgent Care Centre (UCC) is receiving eligible non-life-threatening cases conveyed by the Singapore Civil Defence Force (SCDF) during weekdays from 8 am to 5 pm, marking a significant step in our journey back to full Emergency Department operations

This initiative, staged approach ensures we can scale our capabilities smoothly while maintaining the highest standards of safety and care for our community.

This initiative supports broader national efforts to reduce ambulance turnaround times and balance patient load across Singapore’s Emergency Departments. By opening our doors to ambulance cases, we help ensure that patients receive timely care closer to home, while easing pressure on neighbouring hospitals. For AH, this is an essential phase in ramping up toward our future as a fully operational Emergency Department when our redeveloped campus opens progressively from 2028.



Year 2025
23,000
 Admissions
11,000
 Outpatient Appointments
85,000

This new phase will allow us to sustainably accommodate an estimated 10–15 additional patients daily, integrating seamlessly into our existing workflows

“AH is well-equipped to manage a wide spectrum of medical emergencies. With the growing patient load amid ongoing redevelopment, this phased approach ensures we are systematically scaling up our capabilities. It allows AH to progressively integrate a full spectrum of emergency care services while strengthening national capacity for urgent medical needs.”

- Dr Keith Ho, Senior Consultant Emergency Physician and Head of AH’s Urgent Care Centre



AHead is a bimonthly newsletter which shares how AH is always AHead, through integrated, patient-centred care, strong partnerships, and thoughtful innovation, even as we build a healthier, more resilient future together - now and from 2028 and beyond.

www.ah.com.sg

alex_campus_comms@nuhs.edu.sg