

## **CONTACT**

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## **WORK EXPERIENCE**

### **National University Health System (NUHS), Singapore**

**Jan 2016 – Present**

Deputy Head (Planning and Development), Regional Health System (RHS) Planning Office (Jan 17 – Present)

Leads a ten-member team responsible for (i) development and implementation of NUHS' population health strategy, and (ii) development of new care models to better integrate care and improve the health of the population with specific emphasis on health financing and technology. Concurrently leads a five-member health data analytics team.

#### *Key achievements:*

- Co-led development of NUHS' 5-year strategic plan for population health and development of the regional health system, and generated approval by NUHS Board
- Led the formulation of policy and program proposals around healthcare financing and community-based care
- Co-led effort to conceptualize and set-up a population health research center; recruited and organized NUS academic staff to be part of the joint proposal; secured \$7M in funding for the center
- Secured more than \$11M for the office through active sourcing and application to funding sources
- Data analytics team has processed more than 9 years' worth of hospital electronic medical records, and analysed the utilization patterns, major cost drivers and high-risk groups in the NUHS population, and developed predictive models to identify high risk individuals for targeted intervention

Acting Head (Intermediate & Long-Term Care), Regional Health System Planning Office (Jan 16 – May 17)

Headed a three-member team responsible for building partnerships, integrating care and developing the capability of NUHS' intermediate & long-term care (ILTC) partners. Represented NUHS for ILTC related matters.

#### *Key achievements:*

- Identified gaps in the ILTC sector and developed and implemented a strategic roadmap to close the gaps and strengthen the ILTC sector
- Established, negotiated formal partnerships and managed business relationships with more than 10 ILTC service providers
- Conceptualized and executed programs to build ILTC sector capability through infection control programs and shared manpower programs, and through introducing care services for new patient groups (patients with tracheostomies, dementia, multi-drug resistant organisms) in eight nursing homes

### **Changi General Hospital (CGH), Singapore**

**Jan 2015 – Dec 2015**

Senior Resident, Clinical Services

Directed investigations and management of medico-legal complaints to protect institution financial and reputational risk. Managed serious medical and systems lapses, including investigations, root cause analysis and gap closure. Part of team responsible for quality improvement and compliance to regulations.

#### *Key achievements:*

- Collaborated with clinical and operations teams to redesign care model and business processes for hip fracture patients reducing time to surgery by 45% and average length of stay by 31%
- Successfully resolved more than 15 medico-legal complaints
- Led the review and revision of hospital policies to ensure compliance to the Joint Accreditation International (JCI) standards; CGH was successfully accredited after the audit

**Ministry of Health (MOH) Singapore**

**Jan 2014 – Dec 2014**

Assistant Director, Ageing Planning Office

Member of core team that planned policies and developed services in wellness, active ageing and aged care. Team coordinated national policies across 12 government agencies to address ageing related issues, including learning, employment, health, aged care, retirement adequacy, social isolation, transport and infrastructure.

*Key achievements:*

- Core team developed a S\$3B Action Plan for Successful Ageing in Singapore; responsibilities included engaging, convincing and collaborating with high-level political office holders and senior management across political, bureaucratic, private and NGO sectors
- Led public consultation exercise involving more than 4000 stakeholders to determine current policy gaps and ground concerns in designing the Action Plan
- Created models to project demand for community-based aged care services at a national and local level for service and infrastructure planning

**Singapore Armed Forces (SAF), Singapore**

**Jul 2012 – Dec 2013**

Staff Officer (Biodefence Capability), Biodefence Centre, Headquarters Medical Corps

Primary officer responsible for planning and development of biodefence capabilities within the SAF's Medical Corps. Worked closely with MINDEF and defence scientists to shape the biodefence strategy of the SAF.

*Key achievements:*

- Revised the SAF pandemic response framework and plans for medical and military operations in the SAF, which were approved and implemented by SAF senior management
- Formulated biodefence strategic roadmap for the SAF, which was approved by SAF and MINDEF senior management
- Represented the SAF on the National Interagency Haze Taskforce, collaborating with other Government agencies to effect national response to the 2013 Southeast Asian haze crisis
- Managed \$30M in biodefence programs and operations
- Designed and implemented a surveillance program for enteric disease

**National University Hospital (NUH), Singapore**

**Nov 2011 – Jun 2012**

Resident, Medical Affairs and Resident, Infectious Diseases

Provided clinical care in a 1000-bed tertiary hospital and led numerous service planning and quality improvement projects.

*Key achievements:*

- Analyzed, projected and provided recommendations in respect of rehabilitation and community hospital service load up to 2020 and corresponding infrastructural and manpower requirements for Western Singapore, which was adopted by NUH management
- Conceptualized and implemented a system for rapid recognition and escalation of deteriorating patients in NUH to improve patient safety
- Led a study to identify reasons for high opt-out rates for HIV screening amongst inpatients. Successfully convinced the Infectious Disease division to adopt recommendations and redesign screening program

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**National Healthcare Group Polyclinics (Toa Payoh), Singapore** **May 2011 – Oct 2011**  
Primary Care Physician

**National University Hospital, Singapore** **May 2010 – Apr 2011**  
Resident, Pediatrics, Surgery, Internal Medicine

#### **OTHERS**

- Invited to join a taskforce established by the Methodist Welfare Services to develop an assisted living model (2017)
- Invited to co-develop a framework for pandemic influenza risk management in Indonesia by WHO Indonesia, and Ministry of Health Republic of Indonesia (2015)
- Crafted a bank of standardized epidemiological questions for rapid deployment in pandemics to determine etiology with the Consortium for the Standardization of Influenza Seroepidemiology (2013)

#### **ACADEMIC AND PROFESSIONAL QUALIFICATIONS**

**Public Health Specialist** **2016**  
Specialist Accreditation Board, Singapore Medical Council

**Saw Swee Hock School of Public Health, National University of Singapore** **2011 – 2014**  
Masters of Public Health (Dean's List)

**Yong Loo Lin School of Medicine, National University of Singapore** **2005 – 2010**  
Bachelor of Medicine and Bachelor of Surgery

#### **AWARDS**

PS (Health) Award for outstanding national-level contribution to healthcare **2016**

#### **PUBLICATIONS**

- **Tan, X. Q.**, Goh, W. P., Venkatachalam, I., Goh, D., Sridhar, R., Chan, H. C., & Archuleta, S. (2015). *Evaluation of a HIV Voluntary Opt-Out Screening Program in a Singapore Hospital*. PloS one, 10(1). [Impact factor 3.53]
- **Tan, X. Q.**, Zhao, X., Lee, V. J., Loh, J. P., Tan, B. H., Koh, W. H. V., ... & Cook, A. R. (2014). *Correction: Respiratory viral pathogens among Singapore military servicemen 2009–2012: epidemiology and clinical characteristics*. BMC infectious diseases, 14(1), 326. [Impact factor 2.56]
- **Tan, X. Q.**, Verrall, A. J., Jureen, R., Riley, T. V., Collins, D. A., Lin, R. T., ... & Tambyah, P. A. (2014). *The emergence of community-onset Clostridium difficile infection in a tertiary hospital in Singapore: A cause for concern*. International journal of antimicrobial agents, 43(1), 47-51. [Impact factor 4.4]
- Ong, C. S., Ooi, G., **Tan, X. Q.**, Lee, J., Koh, G. C., & Verkooijen, H. M. (2010). *Prevalence of limited cancer knowledge in Singaporeans, its determinants and association with cancer screening*. Preventive medicine, 50(5), 304-305. [Impact factor 3.5]

#### **APPOINTMENTS**

- Adjunct Assistant Professor, Saw Swee Hock School of Public Health, **2017 – Present**  
National University Singapore
- Chief Resident, Preventive Medicine Residency **2015 – 2016**
  - Served as leader and mentor to residents, facilitating their professional development and growth, and representing their concerns to the faculty
- Member, Graduate Medical Education Committee (GMEC), National **2011 – 2012**  
University Health System (NUHS)
  - Represented the interests of residents at the GMEC
- Member, Residency Welfare Committee, NUHS **2010 – 2011**