Health by design

Critical Role of leadership –the Singapore Stories

Liak Teng Lit

Former Founding CEO of Khoo Teck Puat Hospital
Former Co-Chairman, Steering Committee, Kampung Admiralty Development
Former Chairman, National Environment Agency

Sarawak - Singapore Comparison

	Sarawak	Singapore
Area (sq km)	124,450	728
Population (m)	2.6	5.78
Total Fertility Rate	1.69	0.87
Median age (yr)	33.2	40.7
Literacy rate (%)	92	96.8
GDP per capita (PPP)	54,233	94,481
Life expectancy at birth (yr)	75.4	84.4
Infant mortality rate (per 1000 live-births)	6.4	1.5

The Dream-World Project

- Visionary Clear-Minded Owner
- Capable Project Leader
- Çreative and Competent Planner / Architect
- End Users who know exactly what they need and want
- Competent Contractors
- Competent, Disciplined Project Manager
- Adequate Budget with consideration for contingencies
- On-Time, Within Budget Delivery

The Hell-Hole Reality

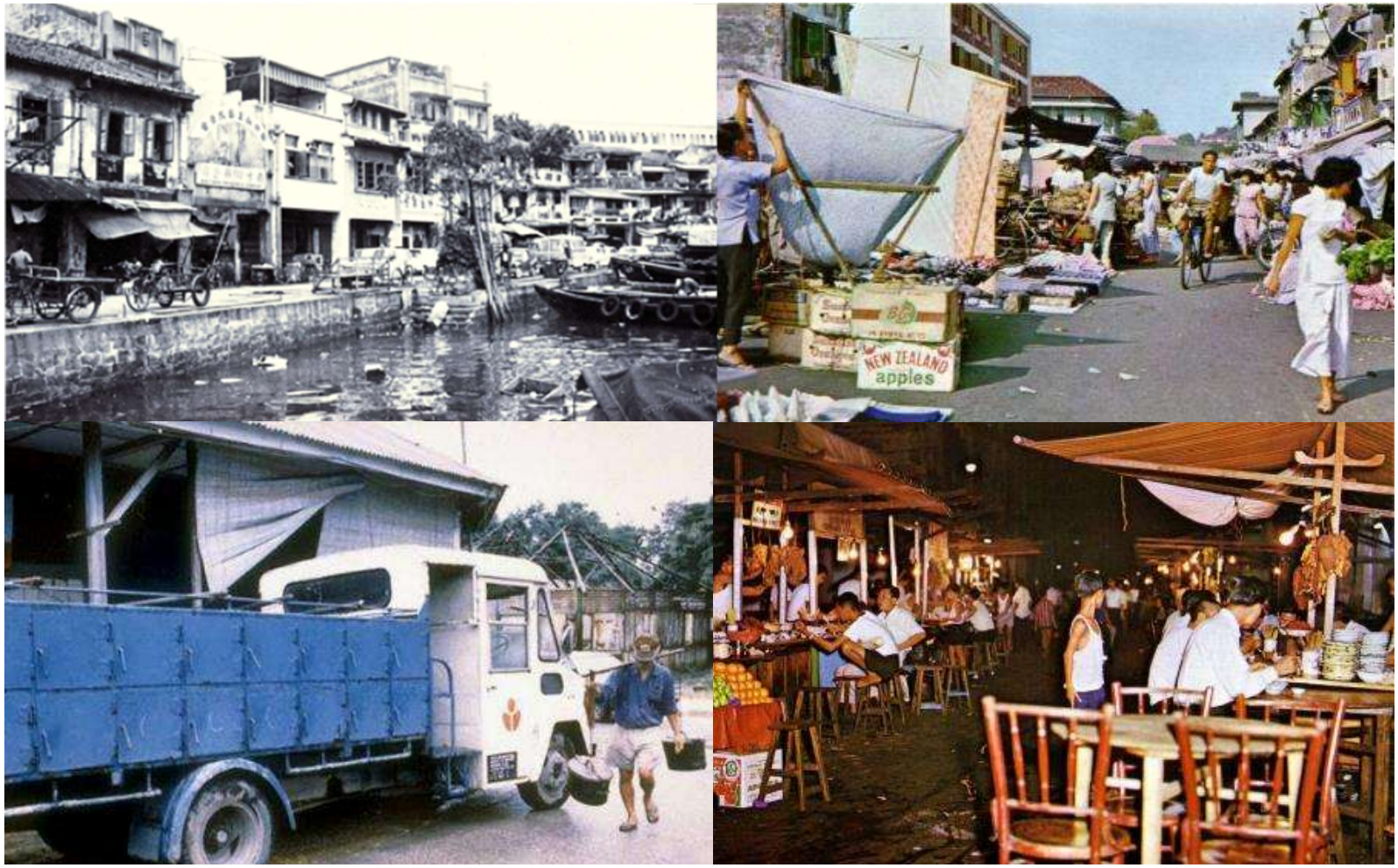
- Wishy Washy Owner
- Distracted, Powerless Project Leader
- Unimaginative Cookie Cutter Architect
- Clueless End Users whose needs and wants change continuously
- Incompetent contractors who cut corners
- Project Manager that can not manage
- Inadequate Funds
- Failure to deliver within budget and time

Corrupt practices

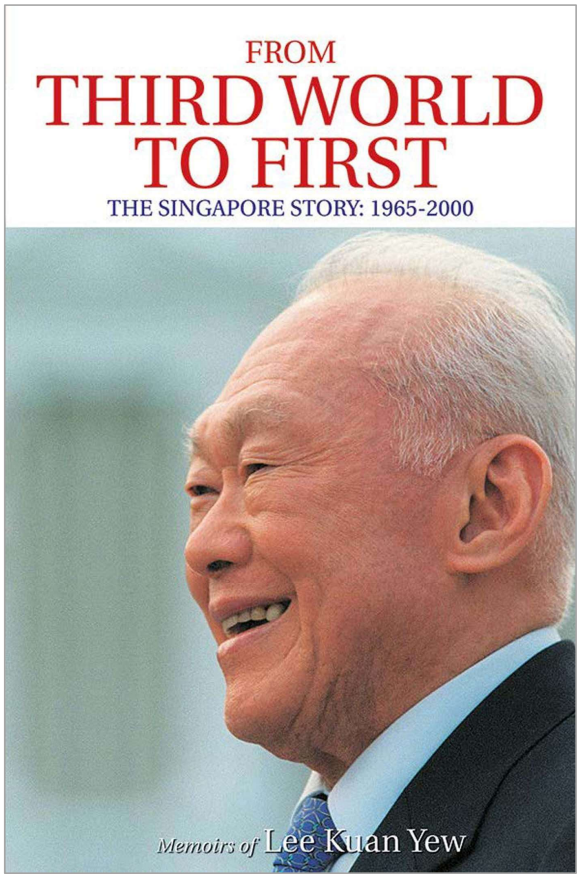
Agenda

- The Singapore Story
- The Khoo Teck Puat Hospital
- The Kampung Admiralty Development
- The way forward

Singapore in the 1960s



The Singapore Story



Vision: First World Oasis in a Third World Region

Meritocracy: Capable leaders at every level

Pragmatism: Learn from others but chart our own path

Honesty : Zero tolerance for Corruption

Healthy Sustainable Environment

Green



Blue



Brown



Grey



Pink





Black & White

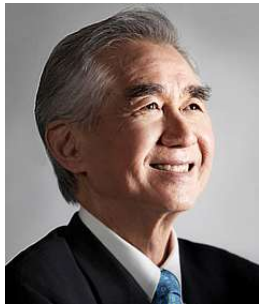


Gold $ $ $ $ $ $ $

Some key drivers of Singapore Environment & Health journey



Mr Lee Kuan Yew



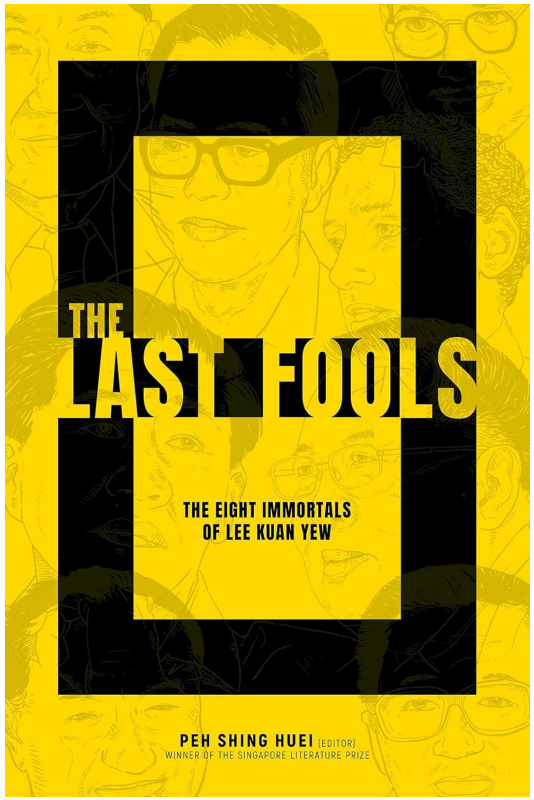
Dr Liu Thai Ker



Mr Lee Ek Tieng



Mr Tan Gee Paw





Mr Lim Kim San



Prof Leo Tan



Mr Khaw Boon Wan



Mr S Dhanabalan

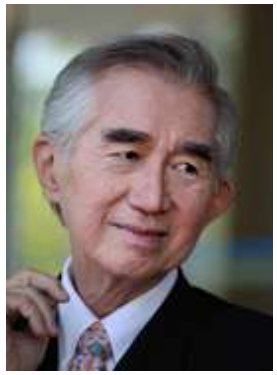
Design Thinkers, Breakthrough Thinkers, System Thinkers

Make Singapore a great city to live, work and play

"In urban planning, you need to have a framework"

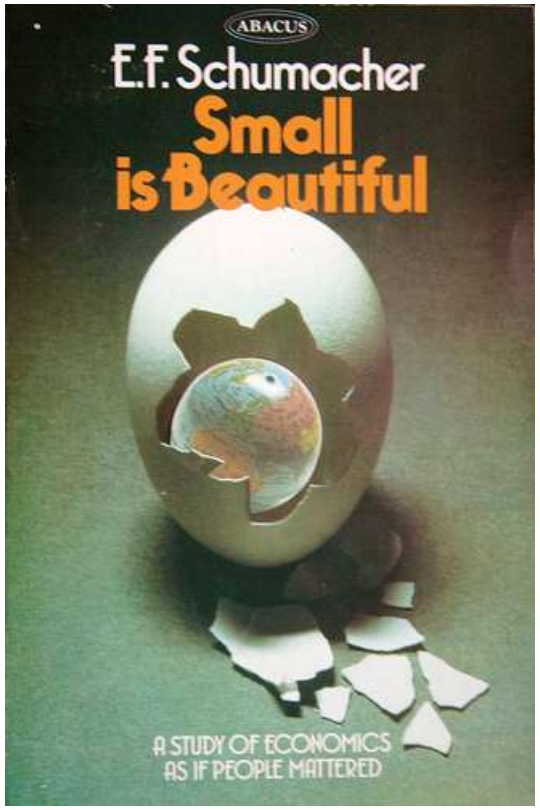
- Dr Liu Thai Ker

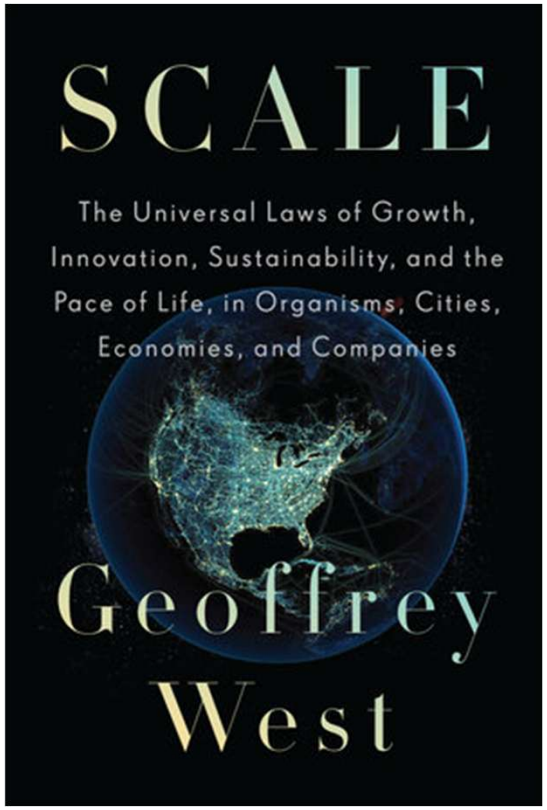
Former CEO, URA and HDB



Long Term Master Planning 50-100 years ahead
Mid Term Concept Plan 10-15 Years ahead
Short Term 5 years review cycle
Importance of scaling: Precinct, Neighbourhood, Town

Economy of scale / Dis-economy of scale





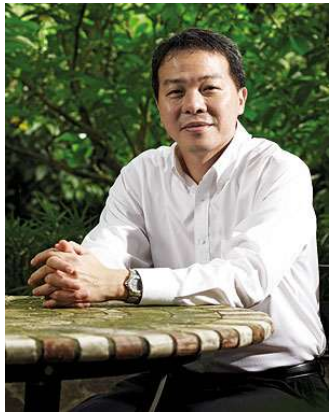
The Bishan Park Case Study



2008



2012



Ng Lang



Herbert Dreiseitl & Khoo Teng Chye

Singapore to have 1300 Km Cycling Network by 2030





Discovery Singapore Rides

When Minister, MP, Senior Civil Servants, CEOs of LTA, NParks, PUB, JTC, President of University, CEOs of some of the largest banks and private companies go for rides together.

Khoo Teck Puat Hospital







“Hassle-Free Hospital”

“I posed the challenge to the AH rebuilding team: build a hospital… designed with patients unambiguously at the centre of the focus, with technology fully exploited for the benefit and convenience of patients…. It will be a hospital which is well linked… and to which the patients can be transferred seamlessly… It will be a hassle-free hospital.”

- Mr Khaw Boon Wan
  Minister for Health
  Parliamentary Debate
  17 March 2004



When Stars are Aligned

Strong political support
Clear vision of a health promoting hospital
Inter-agencies collaboration
Creative and competent architects
Board’s expert guidance
Leadership at multiple levels
Endownment Fund for the X factor

Khoo Teck Puat Hospital site

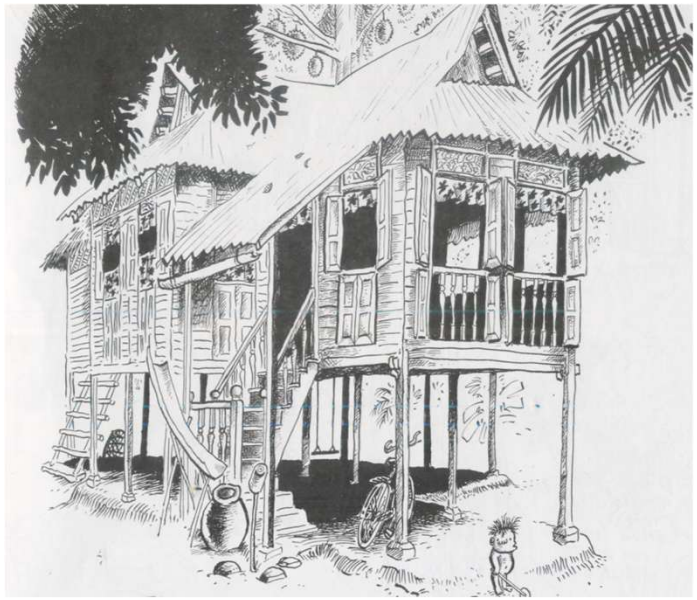


- Established HDB estate
- Yishun Pond
- Yishun Park
- Safra Yishun Country Club
- Yishun MRT station

Challenges To Architects (2004)

- Award winning reference site
- WOW for patients, visitors and staff
- Criticized by small-minded critics
- Reasonable cost

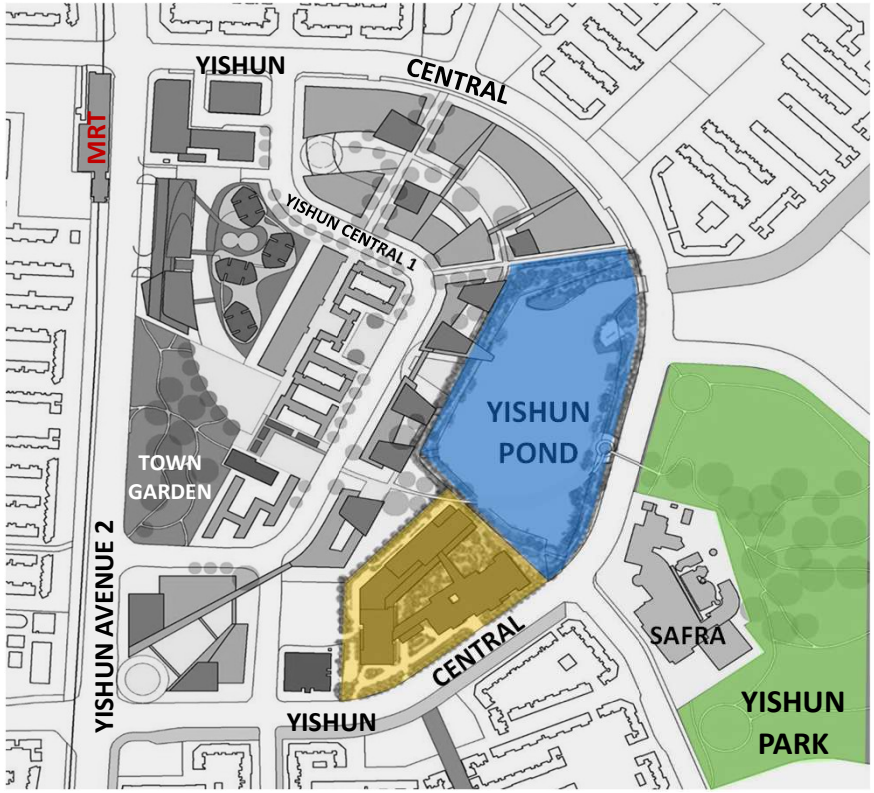
Design Preference



- Welcoming
- Architectural solutions before engineering solutions
- Modernising traditional designs that work
- Greenery preferred over hard surfaces
- Ease and low cost of maintenance

Parti: The Kampung House

Vision : A Healthropolis in the North



- Fully integrated with neighbourhood
- Ease of way finding
- Logical clustering of services
- Economy of scale /Diseconomy of scale
- Tropical design
- Healing environment
- Energy efficiency

URBAN REDEVELOPMENT AUTHORITY

HOUSING & DEVELOPMENT BOARD

NATIONAL PARKS

Public Utilities Board



Engaging URA, PUB, NParks, LTA and Sembawang Town Council in developing Yishun Pond and integrating with Yishun Park


Yishun Pond Ground Breaking Ceremony
9 September 2010
Dr Mohamad Maliki Bin Osman


Caring For The Environment



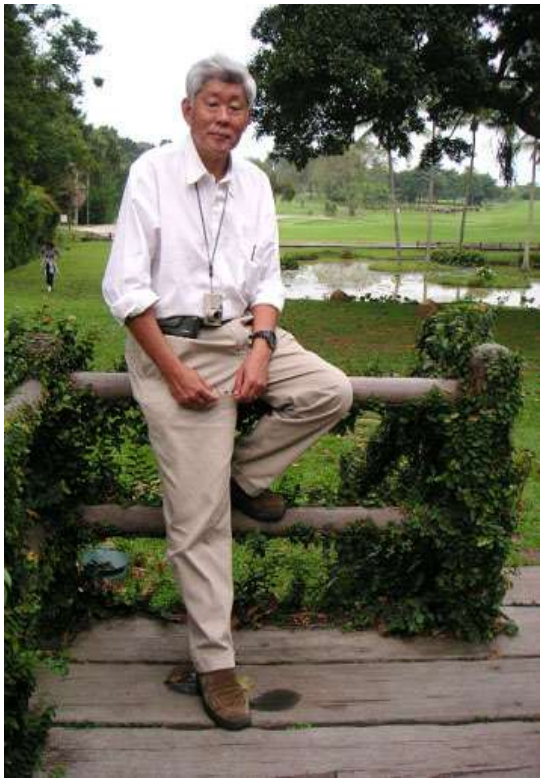

Yishun Pond Ground Breaking Ceremony
9 September 2010
Dr Mohamad Maliki Bin Osman

Volunteers and Staff Designing KTPH





The Real Champions behind KTPH Landscape



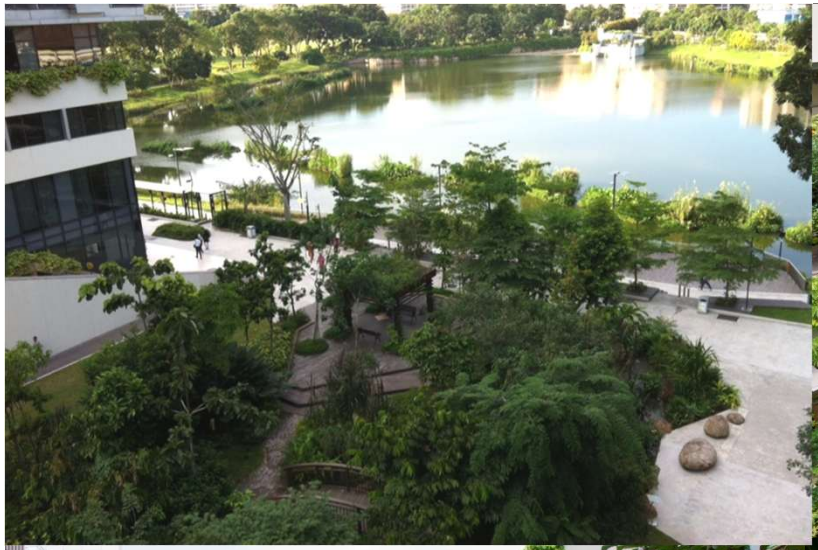
Mr Tay Kheng Soon



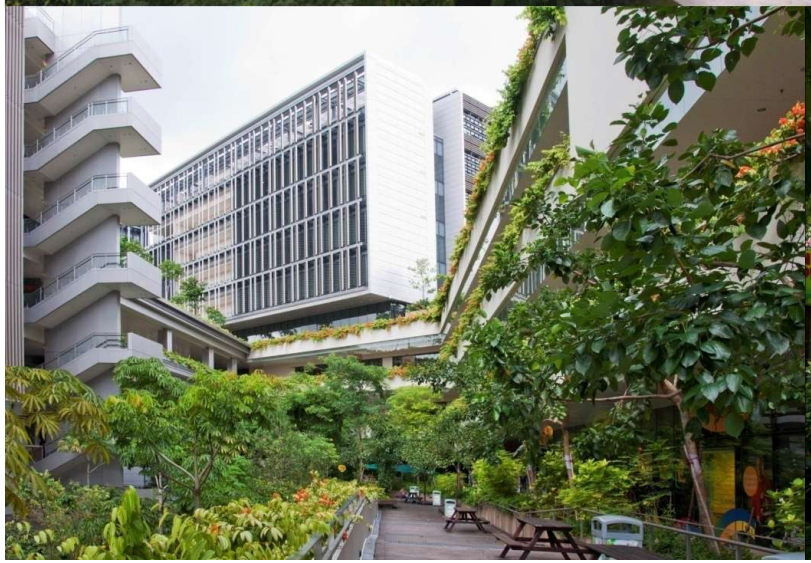
Mr R P Jickky



Mr Rajendran









Yishun Pond (2006)



Yishun Pond (2012)







Ministry of the Environment and Water Resources

National Parks

National Environment Agency

Housing & Development Board

Urban Redevelopment Authority

Nature Society (Singapore)

Khoo Teck Puat Hospital Awards

- **Design of The Year (2011)**
  Design Singapore Council and Urban Redevelopment Authority

- **Healthcare Organisation of the Year**
  FutureGov Magazine

- **International Health Project (over 40,000 m²)**
- **International Sustainable Design**
  Design & Health International Academy Awards 2011

- **Institutional Architectural**
  FuturArc Green Leadership Award 2011

- **Green Mark Platinum Award (2009)**
- **Universal Design Gold Award (2011)**
  Building and Construction Authority

- **Building of the Year Award (2011)**
- **Design Award for Healthcare Facility (2011)**
  Singapore Institute of Architects

- **Skyrise Greenery Award First Prize (2010)**
  Singapore Institute of Architects & National Parks Board

- **President's Award for the Environment (2017)**
  Ministry of Environment and Water Resources

KAMPUNG Admiralty

Prototyping a “village for all ages” of the future



The Village of The Future

- Rejuvenating a mature town
- Human scale community
- A village for all ages
- Ageing and dying in place

Globalization Requires “Villagisation”





- Kampong living
- City living
- Cyber living
- Balik kampong?

When Earth, Moon, Sun and Stars are aligned



Conceptualized in 10 minutes

Multi-Ministry agreement in an hour

Site decided in 3 weeks

Steering Committee formed in 3 months

Project completed in 3 years

The Mantra



The whole is more important than the parts

Over coming the “Together but not really together” mindset

Kampung Admiralty (2017)



Parti: The Vertical Kampung (Village)

Housing for the Elderly



Active Ageing Hub and Childcare Centre













Admiralty Medical Centre









Community Plaza



Commercial Facilities











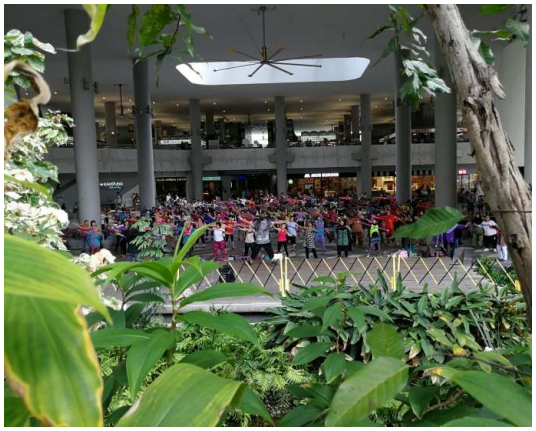
Community Park



Community Spaces





Kampung Admiralty wins top global award for architecture

Integrated retirement village in Woodlands beats 535 projects from 57 countries to clinch Building of the Year

Goh Yan Han
and Rachel Au-Yong

An integrated retirement village in Woodlands has clinched one of the world's most prestigious architectural awards.

Designed by Woha Architects, Kampung Admiralty won Building of the Year at this year's World Architecture Festival, considered the Oscars of the architectural world.

The entry beat 535 projects from 57 countries to snag the top prize, announced at a gala dinner last Friday in Amsterdam.

The newly developed Kampung Admiralty retirement community has been held up as an example of what the Government is doing to transform education, healthcare and housing to improve lives.

The 11-storey complex by the Housing Board comprises public housing for seniors, integrated with healthcare, wellness and elder-care facilities, and a childcare centre. It took in its first residents in August last year.

At his National Day Rally speech in August, Prime Minister Lee Hsien Loong described it as a "high-rise kampung where residents are out and about, socialising with family, friends and neighbours, and yet never too far from home".

He added that it is a model for future public housing.

Mr Paul Finch, programme director of the World Architecture Festival, said: "The judges admired the project for the way in which it dealt with the universal condition of longevity and health treatments, social housing provision, and commercial space, which enabled substantial public-realm benefits.

"This hybrid building also incorporates a huge amount of greenery in a series of layered levels which have generated welcome biodiversity."

The winner was selected by a "super jury" of four highly respected representatives of the global architectural community – Mr LI Xiaodong, Ms Nathalie de Vries, Mr Frederick Cooper Llosa and Ms Lesley Lokko.

The building has won multiple awards, including a commendation for commercial architecture at this year's International Chapter Architecture Awards, as well as the Best Commercial Mixed-Use Future Project award at the 2016 edition of the festival.

Singapore Institute of Architects president Seah Chee Huang said the momentous win is a big achievement not only for Woha, but also for Singapore.

"It demonstrates the talent and quality of Singapore architects, to shine on the world stage and do our nation proud," he said.

"I also see the award as an affirmation by the global architectural fraternity of our country's success in championing urban-social alchemy, through the synthesis of people, density, greenery, wellness and liveability."

This is not Singapore's first win at the architectural awards. In 2015, it won Building of the Year for The Interlace condominium in Depot Road by OMA and Ole Scheeren.

The cooled conservatories at Gardens by the Bay clinched the same title at the festival when it was held here for the first time in 2012.

gyanhan@sph.com.sg
rachelay@sph.com.sg



Kampung Admiralty, designed by Woha Architects, is an 11-storey complex by the HDB comprising public housing for seniors, integrated with healthcare, wellness and eldercare facilities, and a childcare centre. Prime Minister Lee Hsien Loong has called it a model for future public housing.
ST PHOTO: GAVIN FOO

World Building of the year (2018) : World Architecture Festival

Urban Land Institute (ULI) Global Award for Excellence (2021)

Design of the Year (2020) : President's Design Award Singapore

Re-imagining the Future Micro Community

- Forward to the past – Back to the Village
- Human – scale community
- Care and consideration for one another
- Almost everything needed within 2 – 300 metres
- Health promoting township
- Car-lite: Walk > Cycle > Public Transport > Cars
- Township renewal as a continuous process







Macro Town Hub

1 : 250k – 350k residents

Our Tampines Hub

Meso Neighborhood Centre

1 : 50k – 70k residents

Kampung Admiralty

Micro Village Square

1 : 2k – 3k residents

Active Aging Centre

A City In A Tropical Rainforest

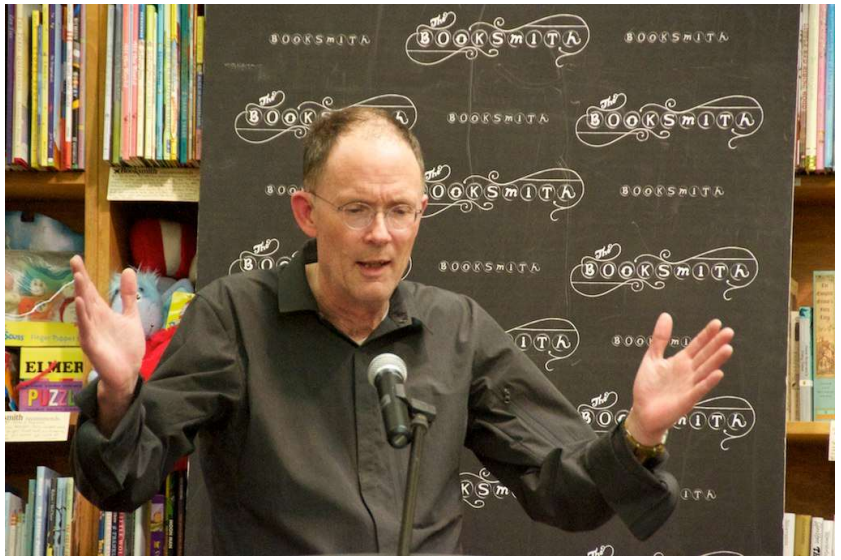
Make Singapore a great place to live, work and play in for man and flora and fauna of rainforest





- Lush, green functional spaces at every level
- Trees and shrubs as sun shades
- Edible gardens in the sky

The future is already here – it’s just not evenly distributed



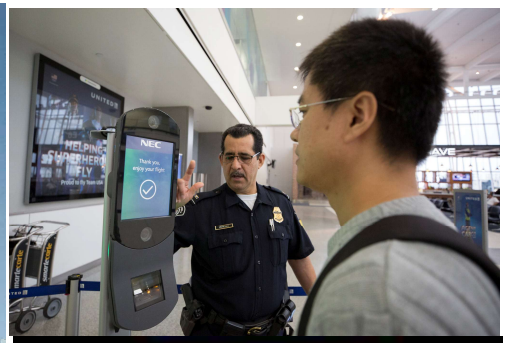
William Gibson

The future is already here…

















Does it work?

The question always asked by the father of Singapore: Lee Kuan Yew



KTPH 2010



The ultimate PDCA practitioner

Key Success Factors

Vision
Skin in the game
Persistence
Follow through to completion

Not Everyone Contributes Equally

Out of 10 Caliphs, 9 will go to hell.

Not necessarily because they are evil. It is because by virtue of their authority and responsibility, whatever mistake they make, by commission or omission, cause many to suffer.

Great Work is always a result of great leadership

- Aim for perfection, but don’t wait for perfection
- Do what you can with what you have
- Take charge when no one else is
- The real leader is often not the one with the biggest job title

Trust Is Everything

If I trust you, you can do anything.
If I don't trust you, I make you write papers.

- Ngiam Tong Dow
Former Permanent Secretary (Budget)



Thank you

liaktl@gmail.com
+65-96312859