

HEALTHCITY NOVENA 2030 & BEYOND

TO CREATE AN INTEGRATED COMMUNITY
FOR HEALTH, MEDICAL EDUCATION AND
TRANSLATIONAL RESEARCH

HealthCity Novena is Singapore's leading integrated frailty ready healthcare and learning campus, designed to advance health, well-being, and community living. Anchored by Tan Tock Seng Hospital, it serves as a hub for healthcare, education, and research, creating a patient-centric environment that integrates cutting-edge medical services with lifelong learning and innovation.

HealthCity Novena is more than a healthcare campus, it is a vibrant community where wellness and care extend beyond hospital walls. Featuring seamless pedestrian spaces, lush green areas, accessible and inclusive facilities, it fosters a strong sense of belonging and shared ownership among residents, patients, and healthcare professionals. Through community engagement initiatives, public spaces, and support for active lifestyles, HealthCity Novena promotes healthier living while enhancing accessibility and convenience for all.

As a forward-looking campus, HealthCity Novena aims to transform healthcare delivery, empower individuals to take ownership of their health, and build a resilient, caring community for generations to come.

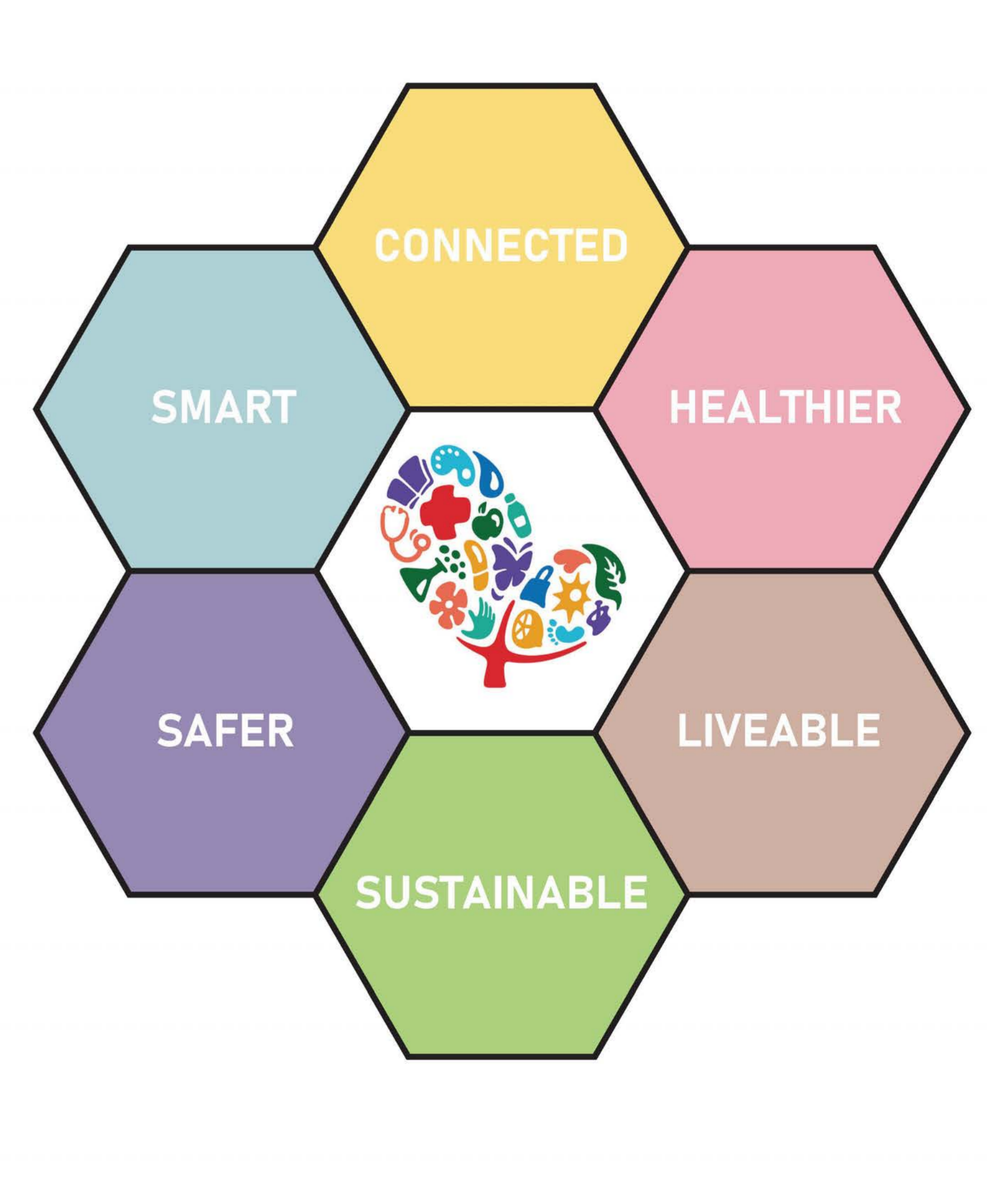
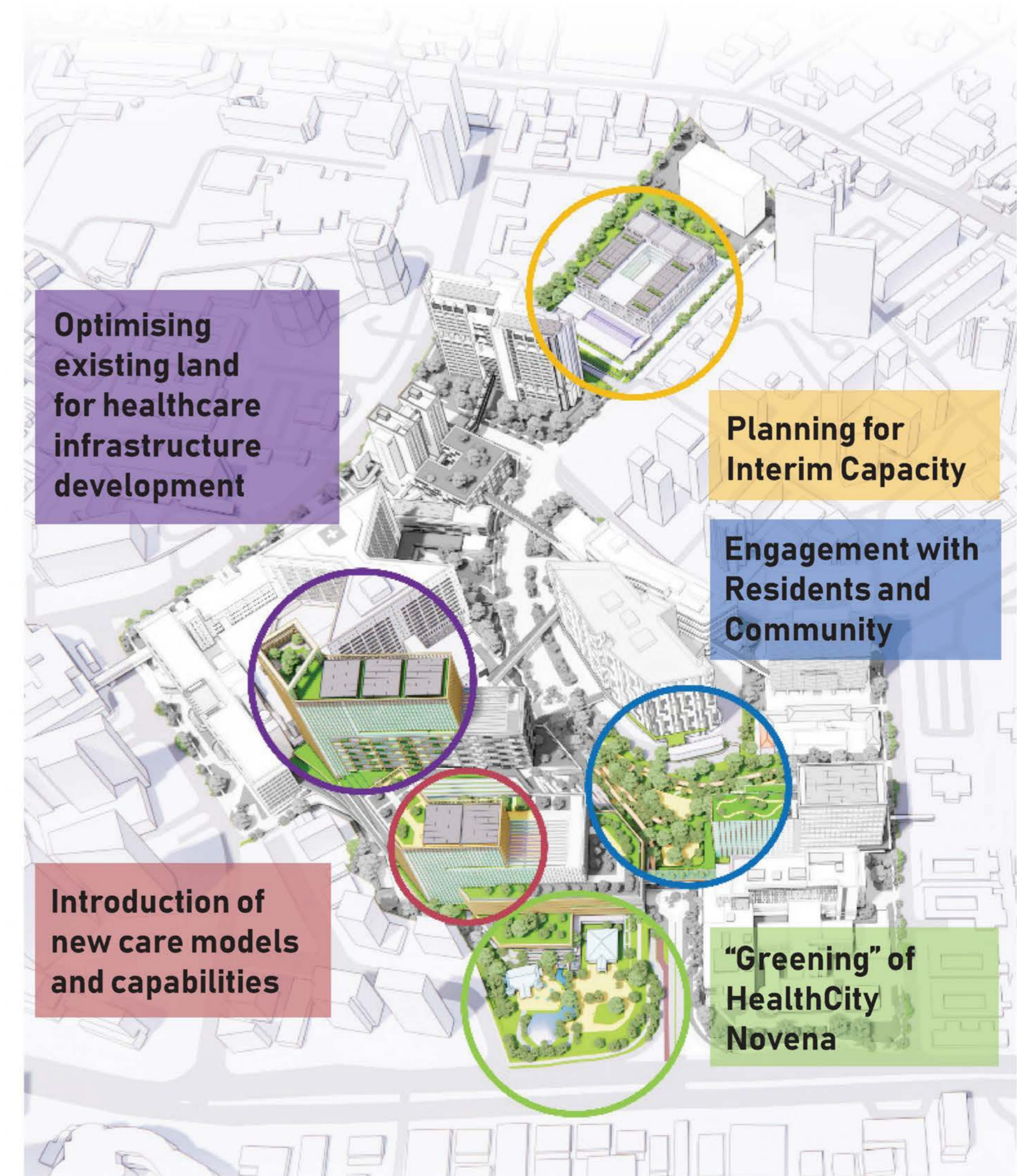
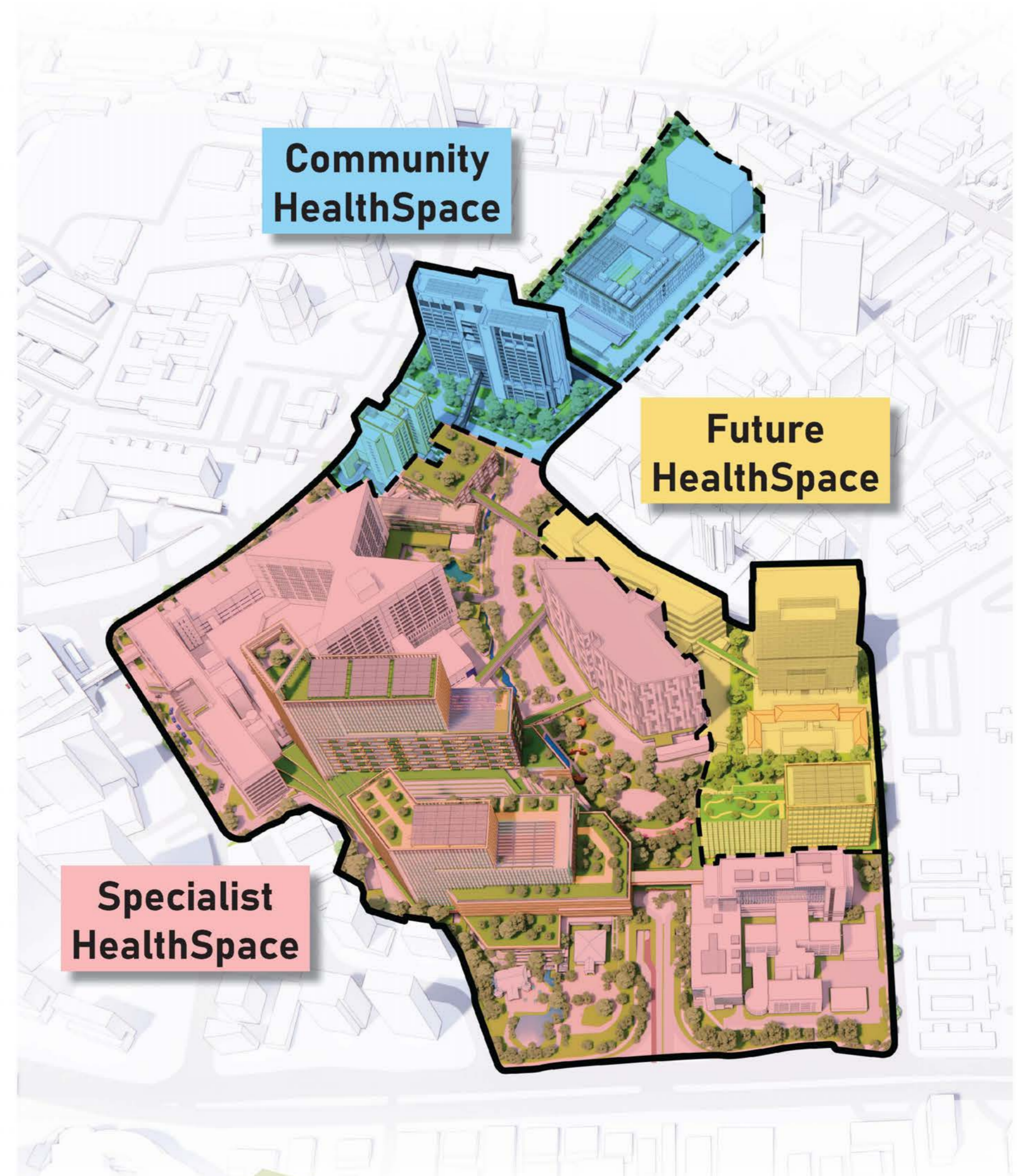
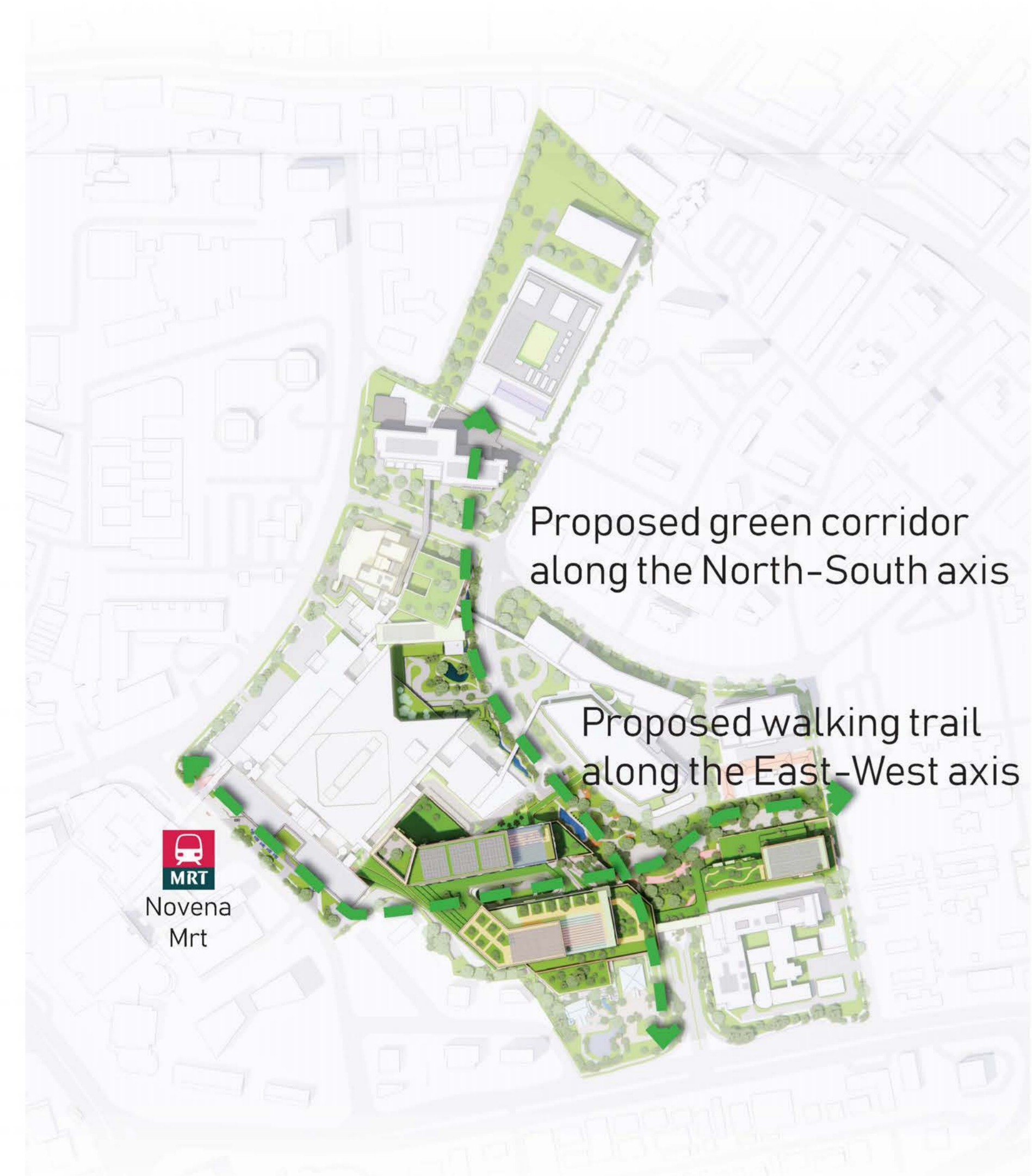


1 HEALTHCITY NOVENA

- A | Tan Tock Seng Hospital (TTSH)
- B | TTSH Medical Centre (TTSH MEC)
- C | National Neuroscience Institute (NNI)
- D | Future Healthcare Development (FHD)
- E | Ren Ci Community Hospital (RCCH)
- F | TTSH Integrated Care Hub (TTSH ICH)
- G | National Centre for Infectious Diseases (NCID)
- H | Ng Teng Fong Centre for Healthcare Innovation (CHI)
- J | Lee Kong Chian School of Medicine Clinical Sciences Building (LKC Medicine CSB)
- K | Lee Kong Chian School of Medicine Headquarters (LKC Medicine HQ)
- L | Future Medical Education & Training Development (METD)
- M | National Skin Centre (NSC)
- N | National Healthcare Group (NHG)
- P | TTSH Pavilion
- Q | Heritage Building Block 142
- R | Heritage Building Block 144
- S | Proposed TTSH Medical Tower

All models and designs shown are artist's impressions for illustration purposes only, and should not be taken as depictions of the actual designs. Details including the scale and form are to be determined. All final designs will be subject to approval.

2 PROPOSED AXES 3 HEALTHSPACES 4 GARDENS 5 OPPORTUNITIES 6 PILLARS



HealthCity Novena is guided by six pillars: SMART, CONNECTED, SAFER, SUSTAINABLE, LIVEABLE AND HEALTHIER, each contributing to a holistic healthcare ecosystem.

SMART

**Digital Health Strategies . Seamless Infrastructure
Transforming Patient Experience**

HealthCity Novena aims to integrate secure and advance digital and physical infrastructures to enhance collaboration, efficiency, and innovation across the campus. Leveraging on digital health technologies and data-driven insights, care delivery will evolve to elevate the patient experience and empower individuals to lead healthier lives.

CONNECTED

**Stronger Physical and Social Connections.
Enhanced Accessibility, Seamless Integration.**

Located at the heart of Novena, HealthCity Novena aspires to create inclusive and people-centric space, in line with national initiatives. Embracing a car-lite concept, it features pedestrian-friendly walkways, skybridges, and an underpass, ensuring seamless connectivity across buildings.

The proposed 2 axes further enhances accessibility allowing the possibility for future connection of HealthCity Novena to the North-South Corridor via Whampoa Park Connector, Balestier Road, and beyond. More than just a healthcare hub, HealthCity Novena hopes to foster meaningful connections and strengthens community-based care—bringing people together for a healthier, more integrated future.



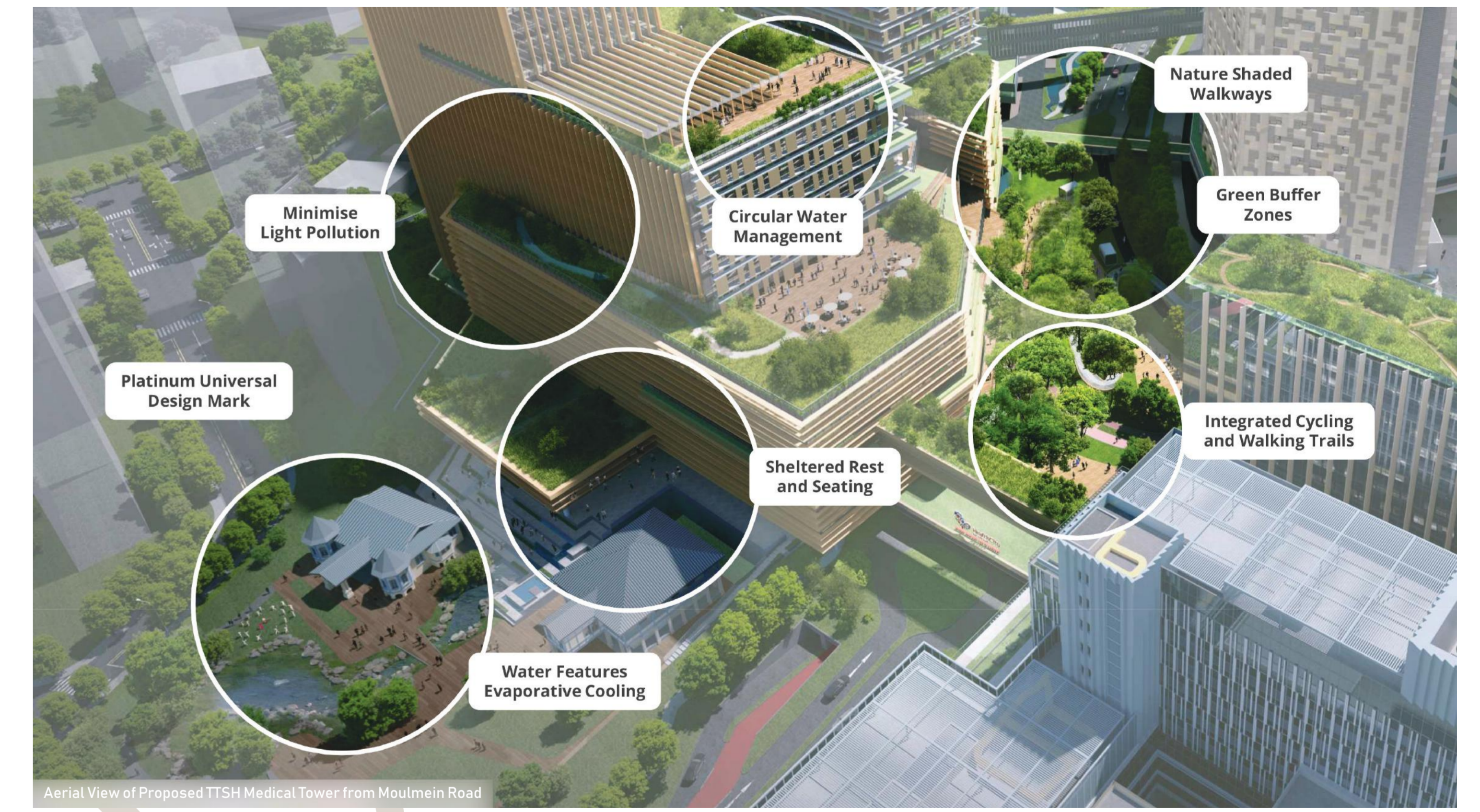
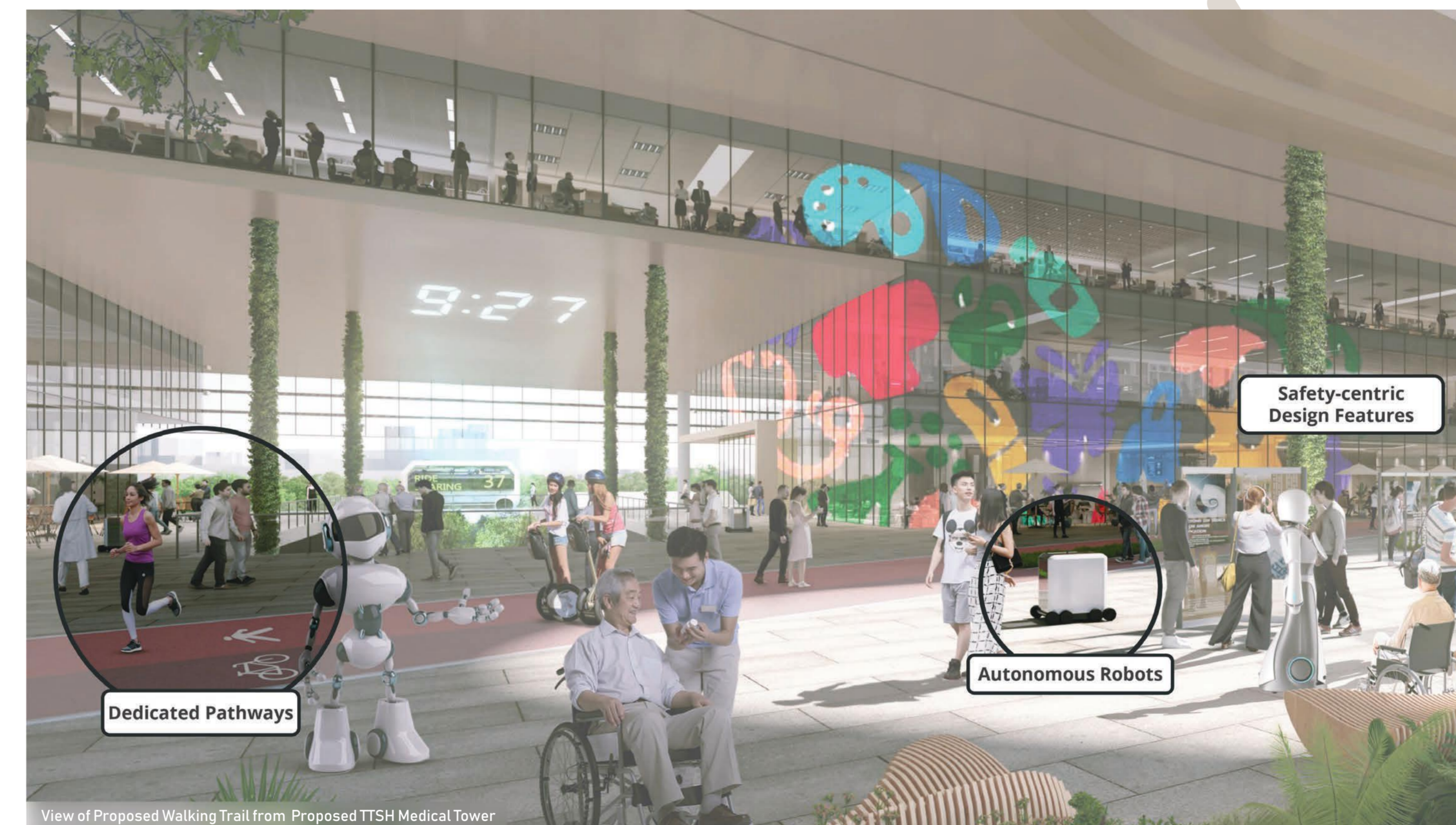
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SAFE

**Climate Resilience, Emergency Preparedness.
Pedestrian Safety.**

HealthCity Novena endeavours to be designed for resilience, with adaptable systems and dedicated spaces to respond effectively to national emergencies, infectious disease outbreaks, and crises. By prioritising climate resilience, the campus integrate sustainable water management to prevent flooding and features natural green and cooling elements, creating a better working and healing environment for all.

To enhance emergency response, the master plan envisions a dedicated ambulance lane will enable faster access to the emergency department. With accessibility in mind, the pedestrian walkways aim to be designed inclusively for all ages, striving to provide a safer and more accessible environment.



SPECIALIST HEALTHSPACE

DEVELOPING NEW CARE MODELS & CAPABILITIES



FUTURE HEALTHCARE DEVELOPMENT (FHD)

The Future Healthcare Development (FHD) is envisioned to be a dedicated healthcare facility designed for aged care services, which will be an integral part of the Specialist HealthSpace within HealthCity Novena.

Nestled along proposed green corridors and garden, we hope to provide a serene, green environment that promotes healing and well-being.



PROPOSED TTSH MEDICAL TOWER

2030 and Beyond

The proposed Tan Tock Seng Hospital (TTSH) Medical Tower strives to meet Singapore's evolving healthcare needs through enhanced capacity and expanded capabilities. The Facility envisions to provide around 600 beds, completed by plans for an enhanced emergency department, operating theatres, and specialist clinics – all aimed at improving patient care efficiency.

In alignment with the master plans' vision for enhanced connectivity, the proposed TTSH Medical Tower aims to improve accessibility and care coordination across the healthcare campus, nestled within lush gardens and centrally positioned along the proposed 2 axes, the proposed TTSH Medical Tower seeks to foster health and social engagement—making well-being a collective experience.



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HEALTHCITY NOVENA 2030 & BEYOND

DEVELOPING NEW CARE MODELS & CAPABILITIES



NATIONAL CENTRE FOR INFECTIOUS DISEASES (NCID)

The 14-storey National Centre for Infectious Diseases (NCID), is a purpose-built facility with 330 beds. It is designed to strengthen Singapore's capabilities in infectious disease management and outbreak preparedness.

Opened in 2019, NCID houses clinical services and community engagement functions to fulfill the mission of protecting people of Singapore from infectious diseases. NCID is benchmarked to international standards and best practices for treatment and safety.



NATIONAL SKIN CENTRE (NSC) & NATIONAL HEALTHCARE GROUP (NHG)

Opened in 2023, the 10-storey expanded National Skin Centre (NSC) houses clinics, clinical laboratories, research and training facilities. Beyond delivering quality dermatological care for the public, NSC focuses on enhancing its research arm and expanding community care. The centre continues to develop key research areas and core research infrastructure. With the new completion of the new NSC building, the former NSC building undergoes a facelift and makes way to house the administrative offices of National Healthcare Group (NHG).



TAN TOCK SENG HOSPITAL (TTSH)

TTSH is one of Singapore's longest-serving and largest multi-disciplinary hospitals. Recognised as the people's hospital, this 10,000-strong institution operates over 2,000 beds and covers more than 60 clinical disciplines. It anchors the 17-hectare HealthCity Novena, a strategic development aimed at creating an integrated community of healthcare, medical education, and translational research.

Together with its centres of excellence—National Centre for Infectious Diseases (NCID), Institute for Geriatrics & Active Ageing (IGA), NHG Eye Institute (NHGEI), Trauma Centre, and the TTSH Rehabilitation Centre—this leading tertiary institution is a pioneer in care, innovation, and workforce transformation. As the flagship hospital of the National Healthcare Group, TTSH plays a pivotal role in creating new models of care and adding years of healthy life to the people of Singapore.

In addition, TTSH collaborates closely with the National Neuroscience Institute (NNI), the national specialist and regional center for conditions of the brain, spine, nerve, and muscles. NNI operates out of seven hospitals in Singapore, including TTSH, and offers over 20 clinical subspecialties, treating a broad range of neurological conditions. This partnership enhances TTSH's capabilities in providing comprehensive neuroscience services.



COMMUNITY HEALTHSPACE

BRIDGING THE COMMUNITY TO BETTER HEALTH



TTSH PAVILION

The TTSH Pavilion functions as an interim facility to accommodate the relocation of CDC2 and Annex 2 occupants and services, to enable the site's redevelopment for the proposed TTSH Medical Tower. As part of the master plan's efforts to preserve our healthcare heritage, the Block 505 Pavilion Ward will be retained and serve as a heritage node.



Current - Pavilion Wards

Seamless Continuity
Healthcare Operations



Future - Proposed Space for Interim Capacity



TTSH INTEGRATED CARE HUB (TTSH ICH)

The TTSH Integrated Care Hub (TTSH ICH) is the rehabilitative pillar of the Community HealthSpace within HealthCity Novena. The 17-storey purpose-built facility provides the crucial link between acute hospital and community care, bringing together rehabilitation, sub-acute care and palliative care services under one roof.

Featuring 608 beds and a full range of rehabilitation care facilities, TTSH ICH helps to optimise patients' recovery for independence to lead life back in the community. Dover Park Hospice (DPH) is relocated from Jalan Tan Tock Seng to Level 4 and 6 of TTSH ICH to provide inpatient and day palliative care for patients. The hospice provides round-the-clock medical, nursing and psychosocial care for end-of-life patients, including management of acute exacerbations comparable to a Community Hospital sub-acute palliative services.



REN CI COMMUNITY HOSPITAL

Established since 1994, Ren Ci Hospital is one of the few charity healthcare institutions in Singapore to provide high quality and affordable medical, nursing and rehabilitative care services for the community, based on the principles of loving kindness and compassion. Ren Ci plays an integral role in supporting the healthcare needs of the elderly through adopting a holistic way of delivering person-centred care.

Strategically located at Novena, Ren Ci Community Hospital is connected to Tan Tock Seng Hospital (TTS) via a linkway. This enables a smooth transition for patients transferred from TTSH. At Ren Ci Community Hospital, each patient is provided with a personalised rehabilitation programme to better target their needs and enable better healing and recovery.



FUTURE HEALTHSPACE

WHERE INNOVATIVE COLLABORATION TAKES PLACE



FUTURE MEDICAL EDUCATION & TRAINING DEVELOPMENT (METD)

2030 and Beyond

The future Medical Education & Training Development (METD) aims to advance healthcare delivery through digital innovation and new care models. By leveraging technology solutions, care can be extended beyond traditional settings into the community. These initiatives create opportunities for innovation that could benefit the campus and the broader healthcare ecosystem.



NG TENG FONG CENTRE FOR HEALTHCARE INNOVATION (CHI)

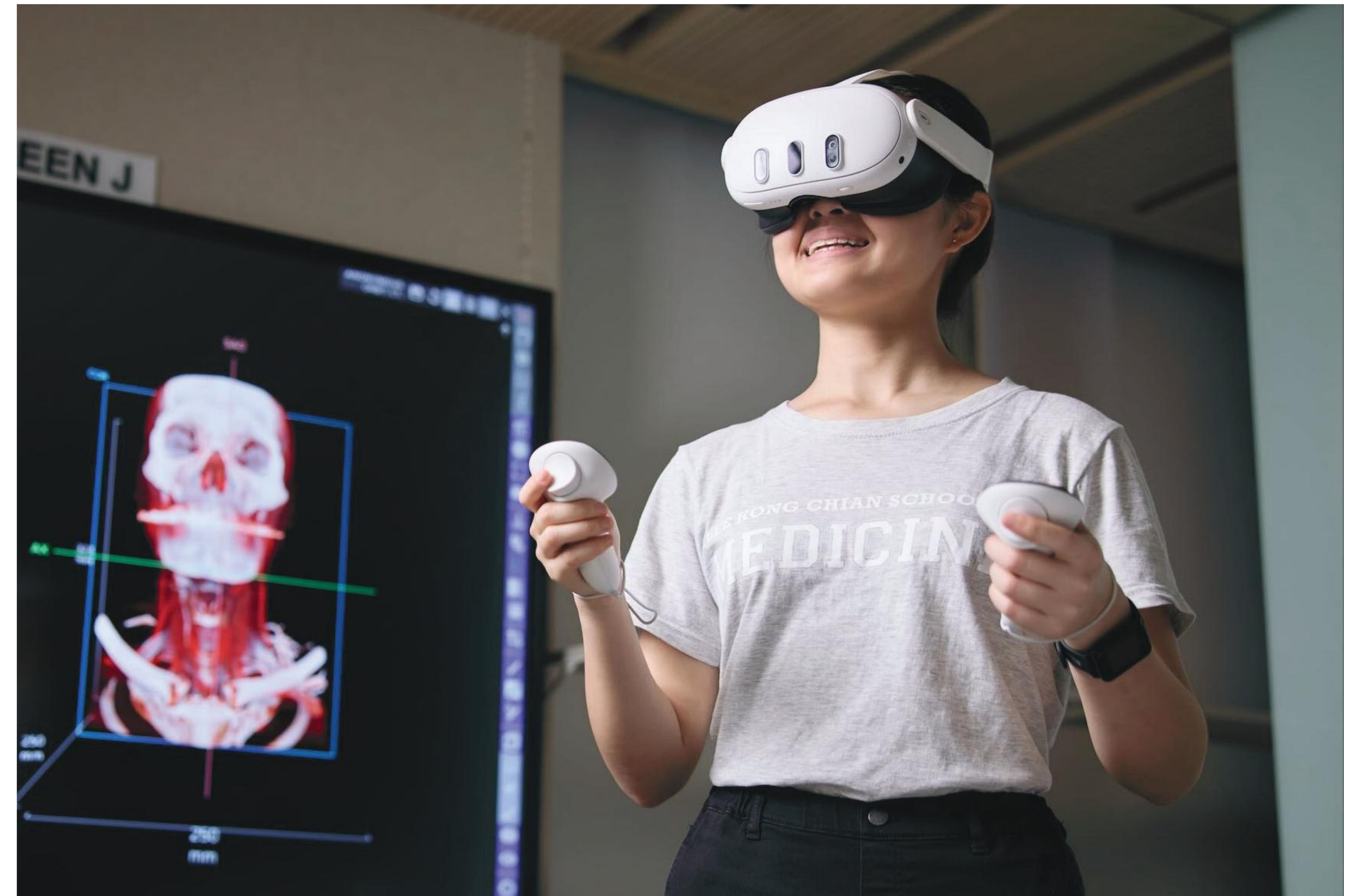
The Ng Teng Fong Centre for Healthcare Innovation (CHI) is a 9-storey purpose-built conference and training hub. The centre aims to transform the healthcare workforce to better drive and deliver new models of care for the future. Innovation is key to sustainable healthcare, especially since Singapore is facing a rapidly ageing population and shrinking workforce. At CHI, the mission is to engage like-minded institutions and agencies to co-learn and co-create new healthcare innovations and new ways of learning. The centre is dedicated to organisation of conferences, masterclasses, training programmes, simulation and innovation workshops.



LEE KONG CHIAN SCHOOL OF MEDICINE

The Lee Kong Chian School of Medicine (LKC Medicine) trains doctors who put patients at the centre of their exemplary care. The School, which offers both undergraduate and graduate programmes, is named after local philanthropist Tan Sri Dato Lee Kong Chian. Established in 2010 by Nanyang Technological University, Singapore in partnership with Imperial College London, LKC Medicine aims to be a model for innovative medical education and a centre for transformative research. The School's primary clinical partner is the National Healthcare Group, a leader in public healthcare recognised for the quality of its medical expertise, facilities and teaching.

The School turned a new chapter in its young history and transitioned to an NTU Medical School in 2024, ahead of the 2028 successful conclusion of the NTU-Imperial partnership to set up a Joint Medical School



HEALTHCITY NOVENA TIMELINE

2030 and BEYOND

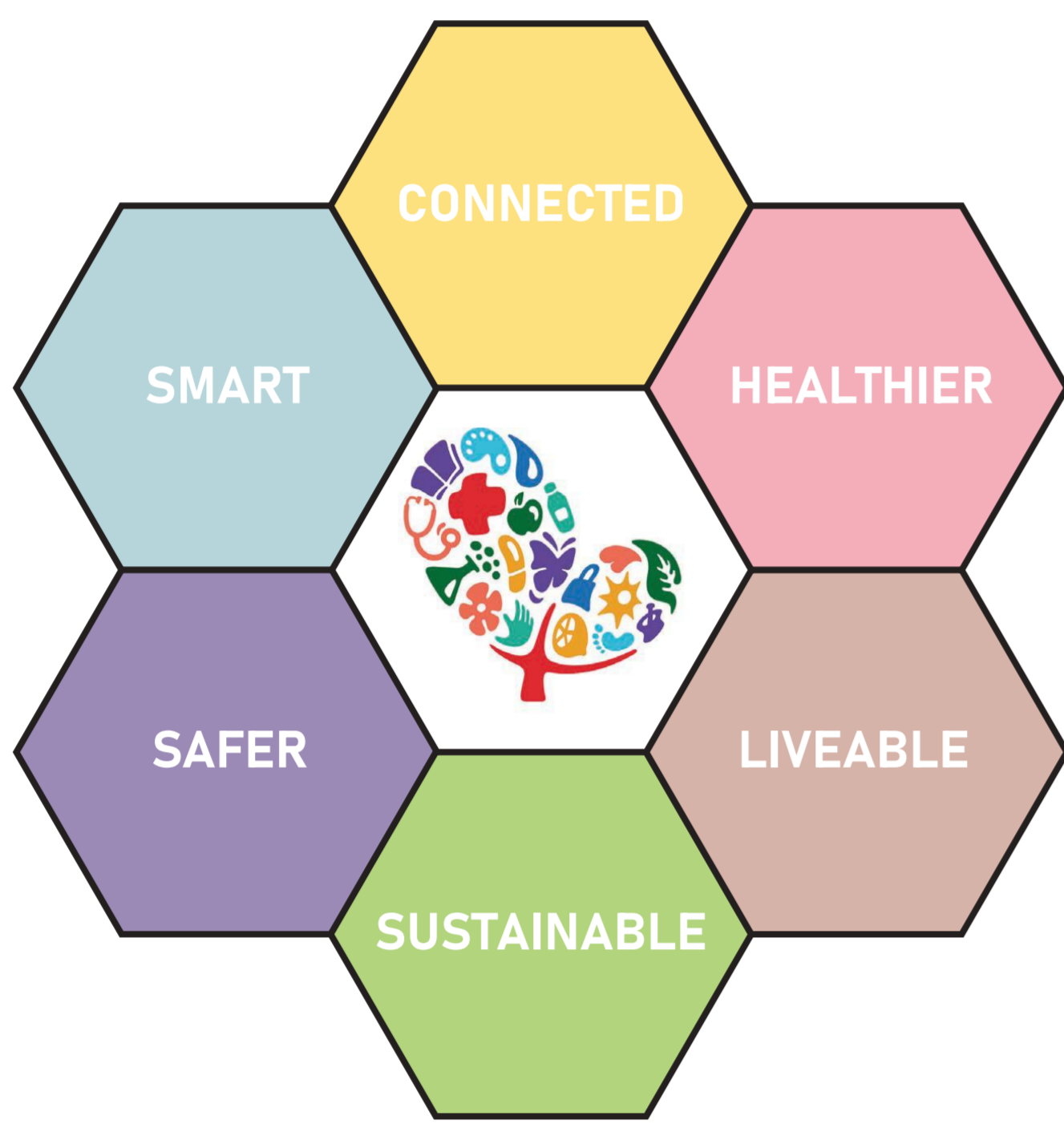
Future Medical Education & Training Development



Proposed TTSH Medical Tower

2025

HealthCity Novena Master Plan 2030 & Beyond



2021 - 2024

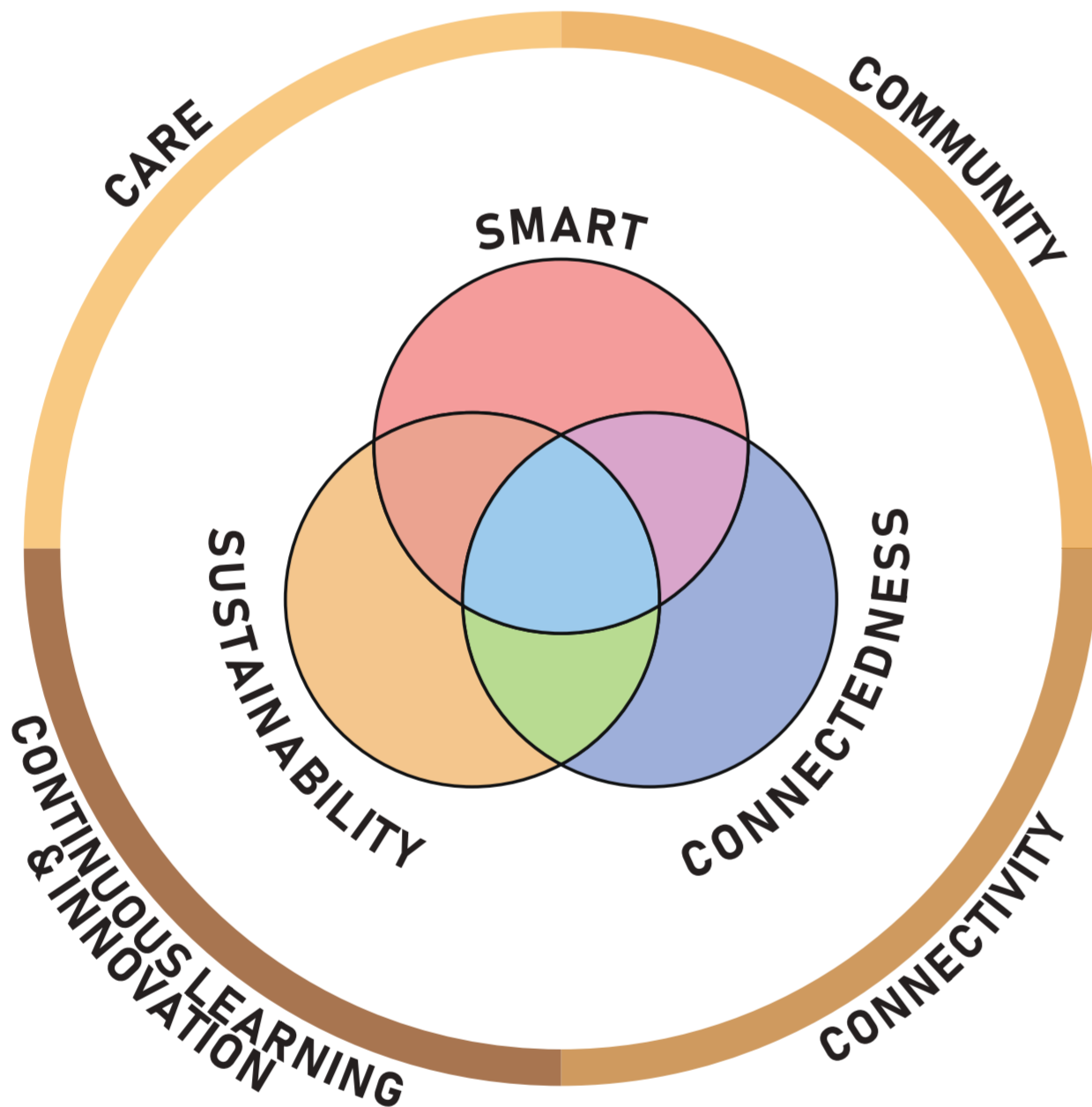
Concept Master Plan of HealthCity Novena 2030 & Beyond



2014 - 2024

Master Plan of HealthCity Novena

URA gazetted change of land use after a year-long review to increase in land take and land use



2019 AUG 30

Then Minister for Health, Mr Gan Kim Yong officially launched HealthCity Novena at TTSH. Four Cs describe the integrated, patient-centric, healthcare development master plan - Care, Continuous Learning and Innovation, Community and Connectivity.



2008 - 2013

Concept Master Plan of HealthCity Novena

- Presented to then Minister for Health Mr Khaw Boon Wan to limit to 15 ha of land (bounded by Mandalay Road)
- Intensified land use to achieve overall GPR 3.5



Fig. 1.6.2 Concept Plan of MP1 (2011)

COMMUNITY HEALTHSPACE



2024 MAR 19

The opening of TTSH ICH by Minister for Health, Mr Ong Ye Kung, marked the completion of Phase 1 of the Master Plan, a journey embarked 10 years ago.



SPECIALIST HEALTHSPACE



2023 OCT 25

Minister for Health, Mr Ong Ye Kung, graced the opening of the NSC. The redeveloped NSC is equipped with enhanced capacity and resources to address the skin health needs of our population.



2019 SEP 07

National Centre for Infectious Diseases (NCID) officially opened by then Minister for Health Mr Gan Kim Yong.



FUTURE HEALTHSPACE



2019 MAY 09

Ng Teng Fong Centre for Healthcare Innovation (CHI) was officially opened by then Minister for Health, Mr Gan Kim Yong, in conjunction with CHI Innovate 2019, an annual healthcare conference organised by CHI.



2017 AUG 28

The LKCMedicine Clinical Sciences Building was officially opened by then Deputy Prime Minister, Mr Teo Chee Hean, striving to train the next generation of Singaporean doctors.



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MASTER PLAN 2

MASTER PLAN 1

2030

2024

2021

2020

2019

2017

2015

2014

2013

2010

2008



PROPOSED GREEN CORRIDOR

WEAVING SOCIAL, ACTIVE, INNOVATION AND GREEN SPACES

Proposed Green Corridor

Naturalising Jalan Tan Tock Seng

One of the proposed landscape strategies underpinning HealthCity Novena vision is the partial naturalisation of Jalan Tan Tock Seng into an eco-centric corridor. This transformative initiative seeks to reimagine the thoroughfare through urban heat island mitigation strategies, featuring cooling garden spaces and restorative environments. The proposed corridor aims to integrate therapeutic gardens, community spaces, and nature trails, creating a pedestrian-friendly route enriched with native plantings, water features, and contemplative areas. These elements work together to foster both environmental sustainability and community well-being, while providing opportunities for rest, reflection, and social interaction.



Urban Heat Island Mitigation



Restorative Spaces



Proposed Walking Trail

Blurring boundaries, a place for all

The envisioned health paradigm aspires to cultivate an immersive and verdant public realm, reimagining and enhancing pedestrian networks, trails and gardens. This interconnected pathway serves as a nexus for social interaction, community cohesion and holistic well-being.



Transit Accessibility



Outdoor Space Amenities



Green Corridor



Outdoor Thermal Comfort



Nature Incorporated Buildings

Proposed Garden Nodes Nurturing Healing Spaces for Tomorrow

The proposed landscape strategy envisions distinct garden nodes to enhance the healing environment of HealthCity Novena. These spaces aim to serve varied purposes: preserving heritage through conserved buildings, harnessing nature's therapeutic benefits, creating opportunities for community connection, and supporting rehabilitation activities. These interconnected spaces seek to work in harmony to support healing through the integration of heritage, nature, community, and active recovery.

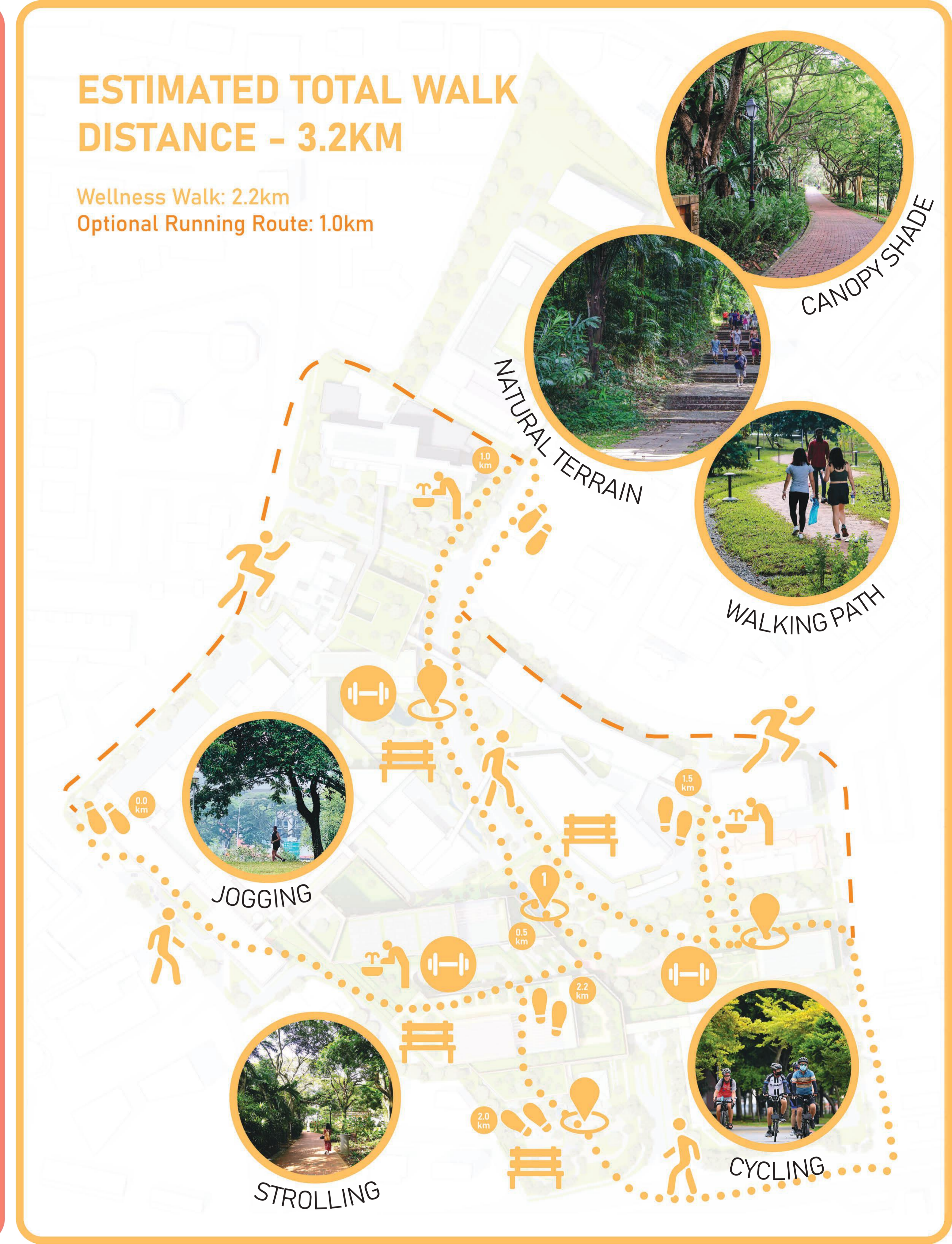
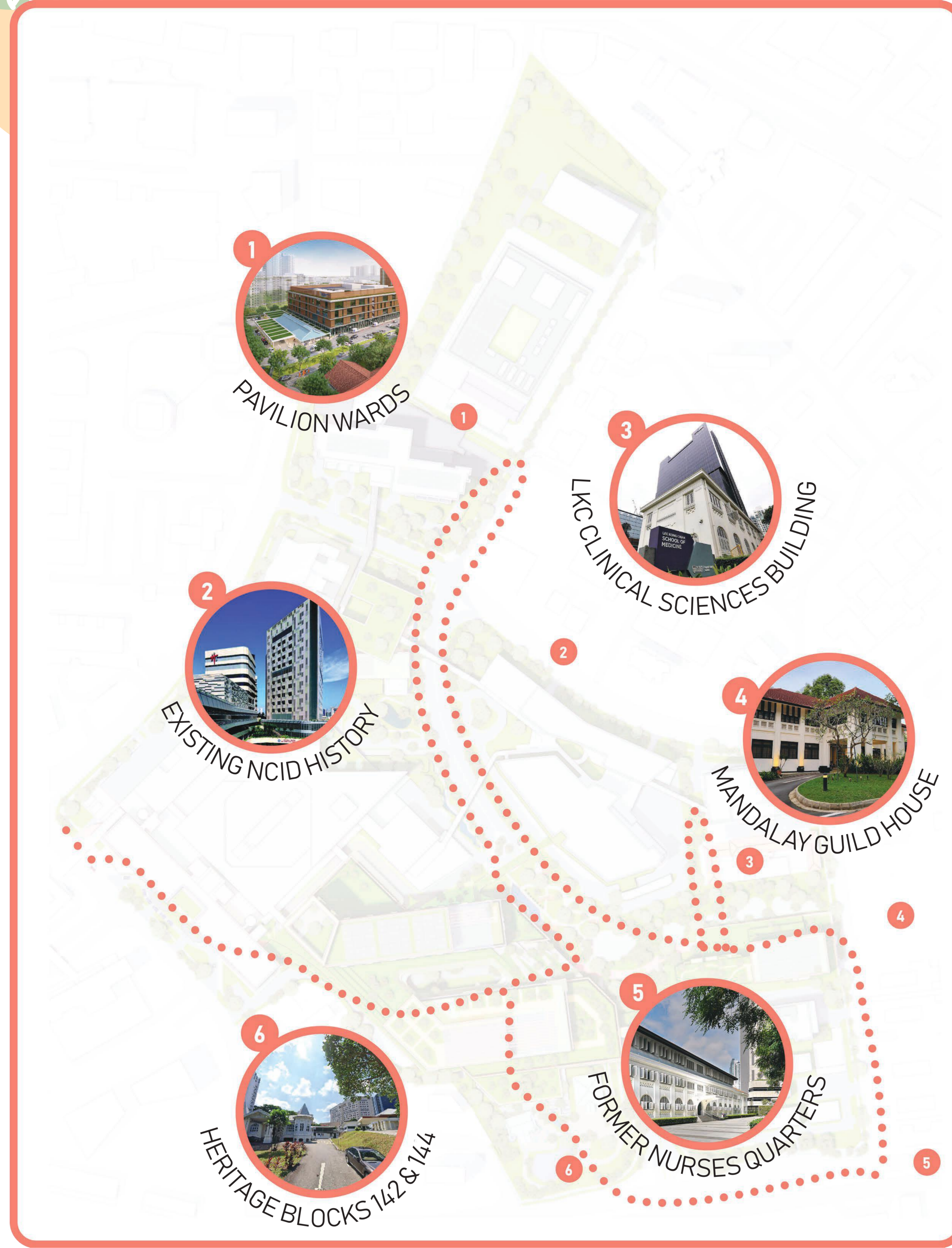
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PROPOSED WALKING TRAIL

As part of the proposed HealthCity Novena Master Plan 2030& Beyond (MP2), a potential refinement to the existing trail system is being considered. This refinement envisions the potential integration of the thematic trails from MP1 (Eco Trail, Heritage Trail and Health Trail) into a unified experience, provisionally termed as the walking trail.

The proposed consolidation aims to enhance visitor experience, potentially offering a more cohesive way to engage with the precinct's various features and amenities.



SPENDING TIME IN NATURE INCREASES LIFE SATISFACTION

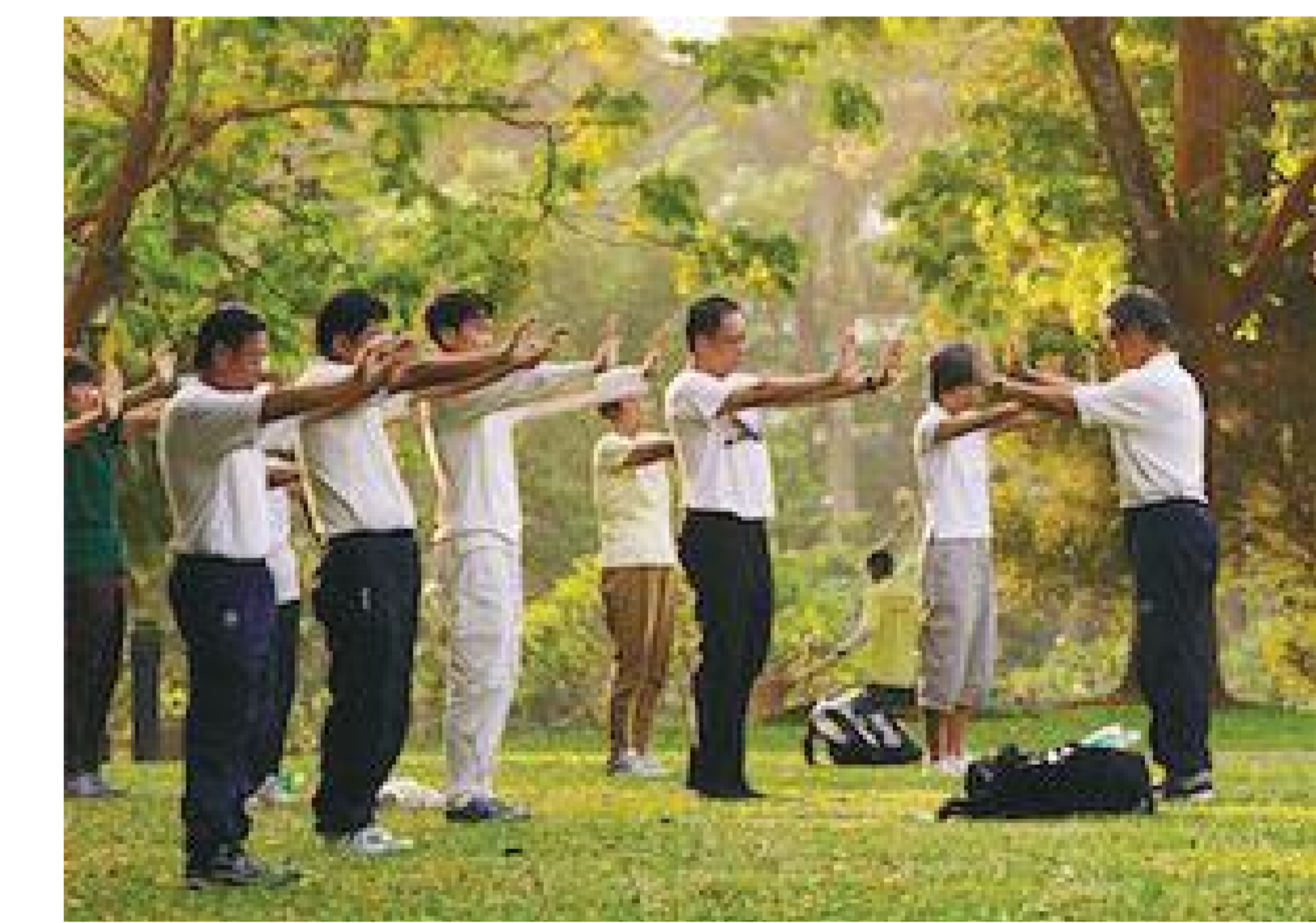
People who had two to three hours a week in nature were about 20% more likely to report high overall satisfaction with their lives than those who spent no time outdoors at all.

DID YOU SPOT THIS?

NUSS MANDALAY GUILD HOUSE IN NOVENA

HERITAGE NARRATIVES, OUR COLLECTIVE MEMORY

Sites with heritage interest within HealthCity Novena that hold significant historical and cultural value to our healthcare legacy.



PHYSICAL ACTIVITY AMIDST NATURE FEELS LESS TOUGH

A study found that people who walked outdoors, voluntarily exercised 30 minutes more during the week than those who walked indoors.



DID YOU KNOW?

A tree compensation scheme has been established for both tree conservation and compensation within each category to offset the loss of any trees felled.



GO BACK IN TIME

A time capsule has been placed in Lee Kong Chian School of Medicine HQ building on August 2017 and will be opened in 2060 to reveal 30 contributory items to LKC Medicine's establishment.

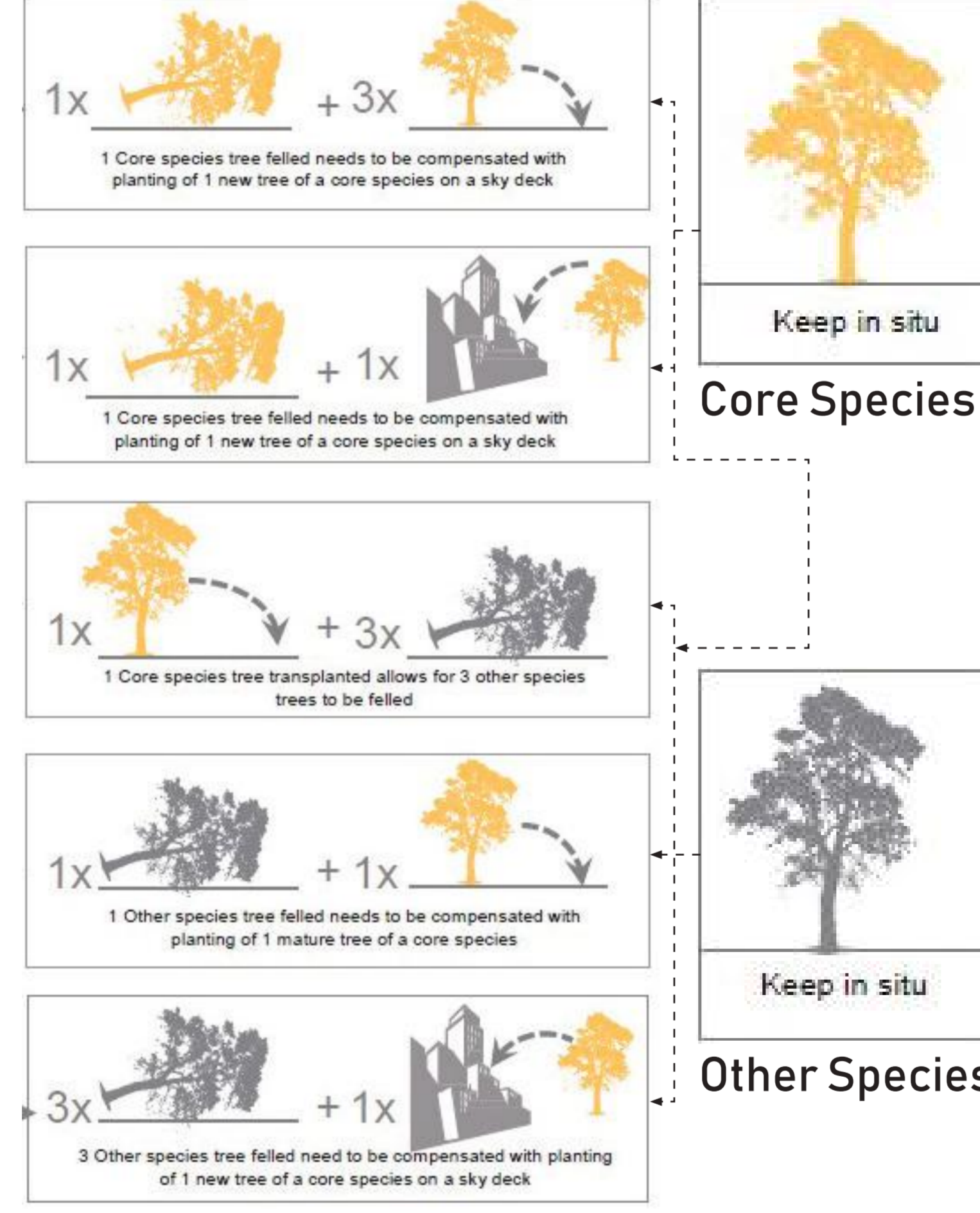


HOW FAR HAVE YOU WALKED?

Smart poles are integrated along the trail to optimize your jogging experience. These poles enable users to check-in at checkpoints, tracking distances traversed and enhancing accountability and motivation.

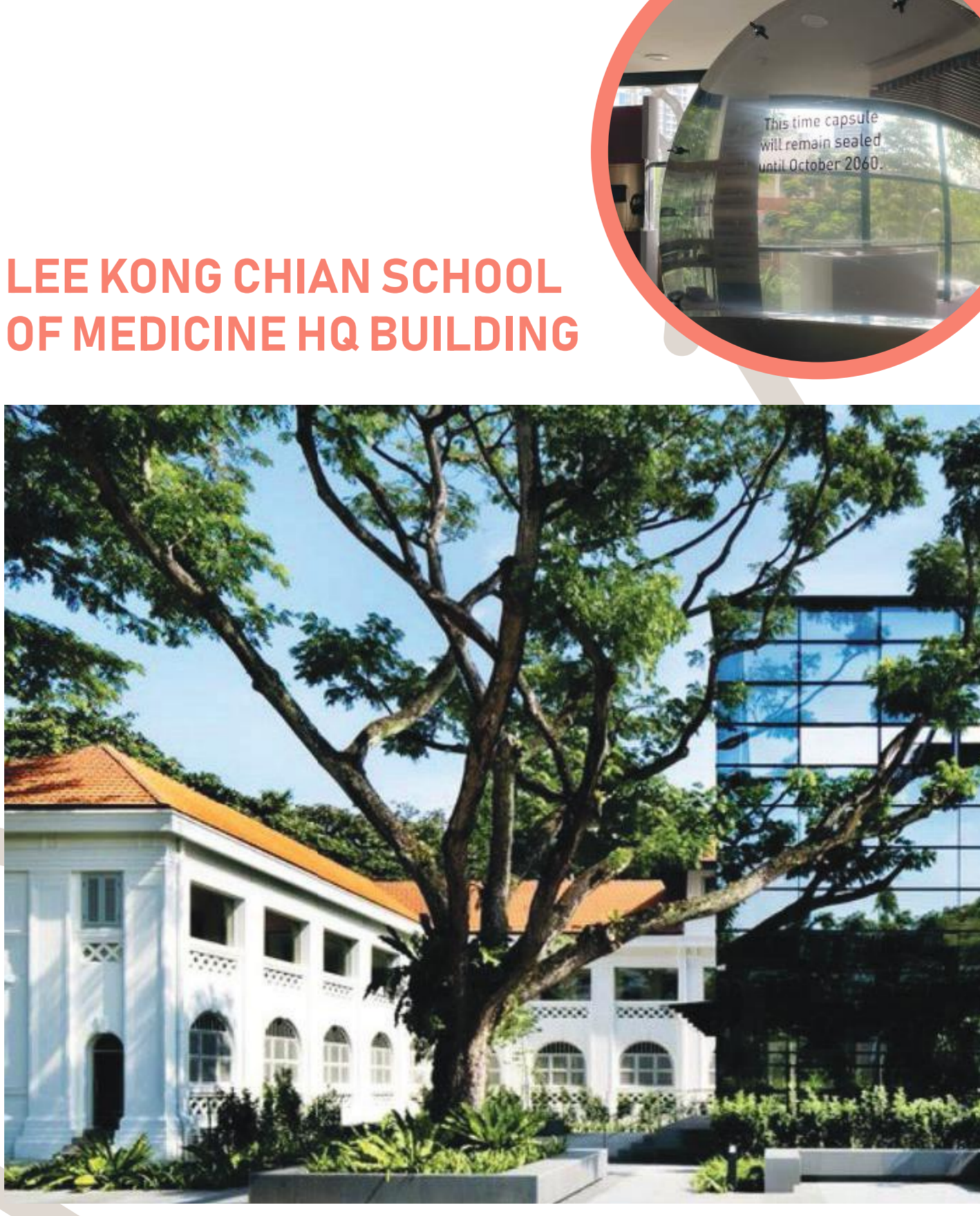
REJUVENATE: LIVING LANDSCAPES

An immersive journey through ponds, indoor gardens, forests, streams, and vibrant green spaces fosters both education and tranquility. Visitors encounter diverse biomes, from waterbodies and reforestation zones to Butterfly Green, Medicinal Green, and Ecology Green. Sensory-rich landscapes offer opportunities for outdoor learning, reflection, and community engagement. Emphasizing sustainability, felled trees will be repurposed into furniture, preserving their legacy within the environment and reinforcing a commitment to responsible design.



REDISCOVER: STORIED WALKS

This journey through historical sites and landmarks unveils the area's rich tapestry of culture, architecture, and biodiversity. Whether explored on foot or by cycle, it reflects HealthCity Novena's evolution and deep-rooted ties to its surroundings. Beyond its boundaries, Block 505 and the Mandalay Guild House further enrich this narrative, offering glimpses into the area's broader heritage. Engaging stories and preserved spaces create opportunities for learning, remembrance, and shared identity.

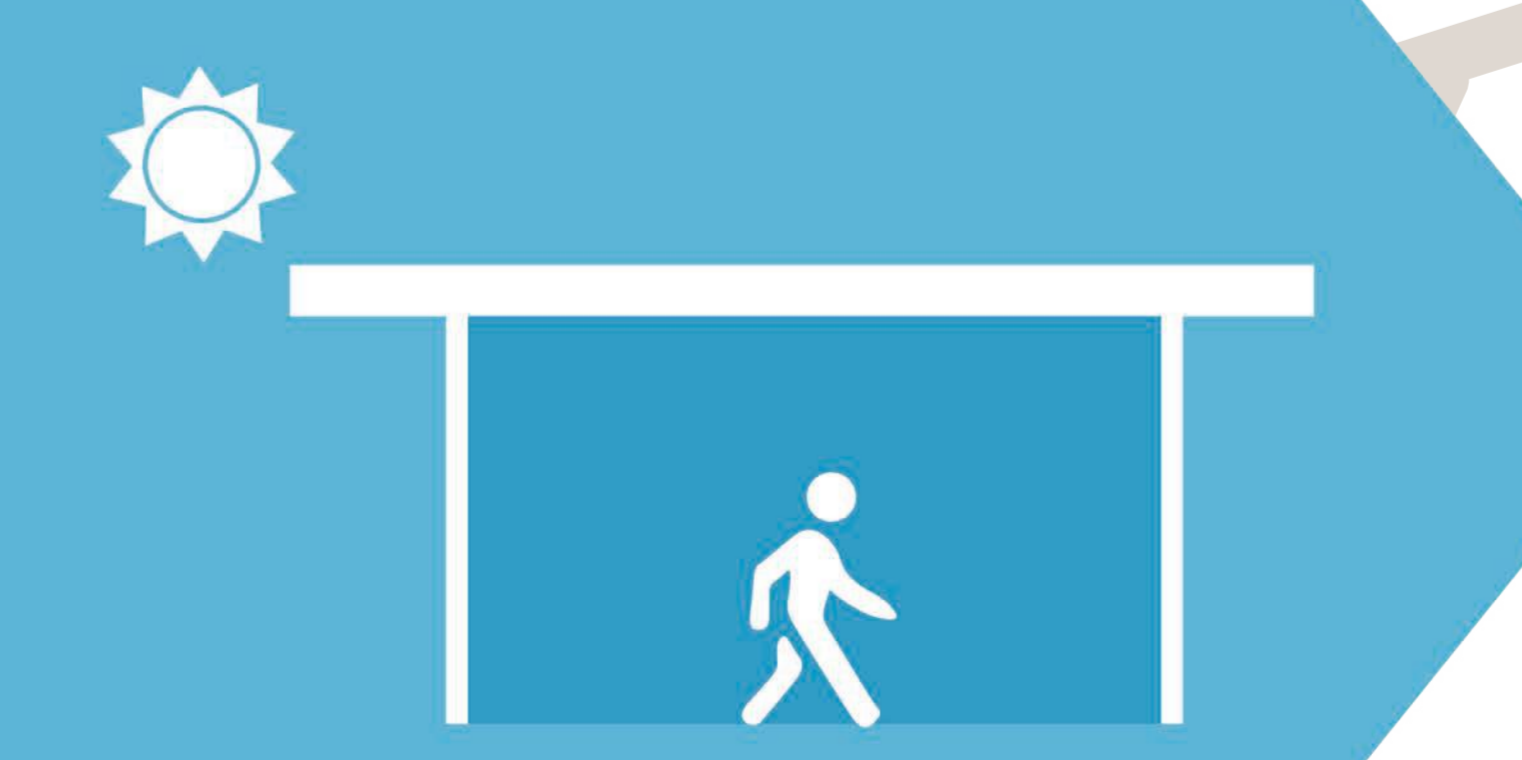
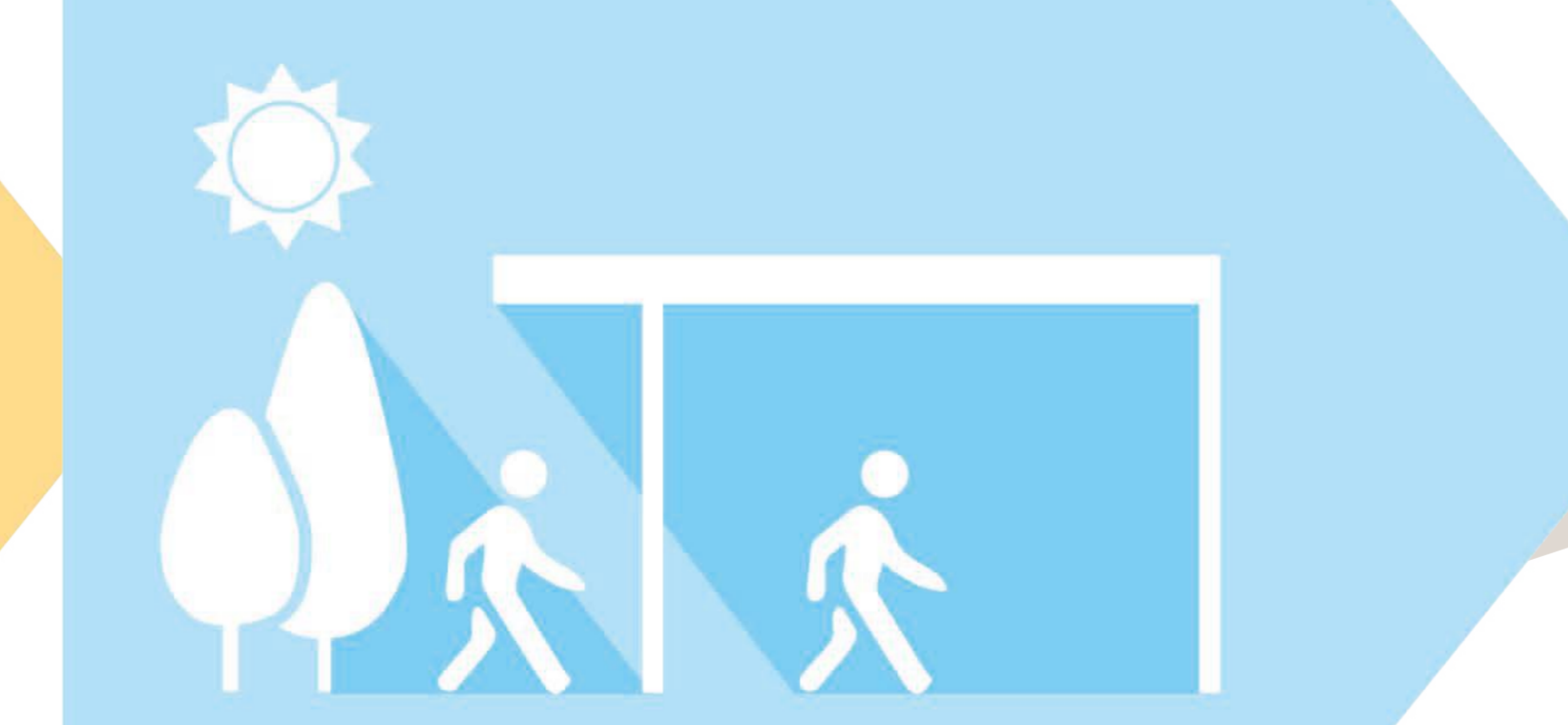
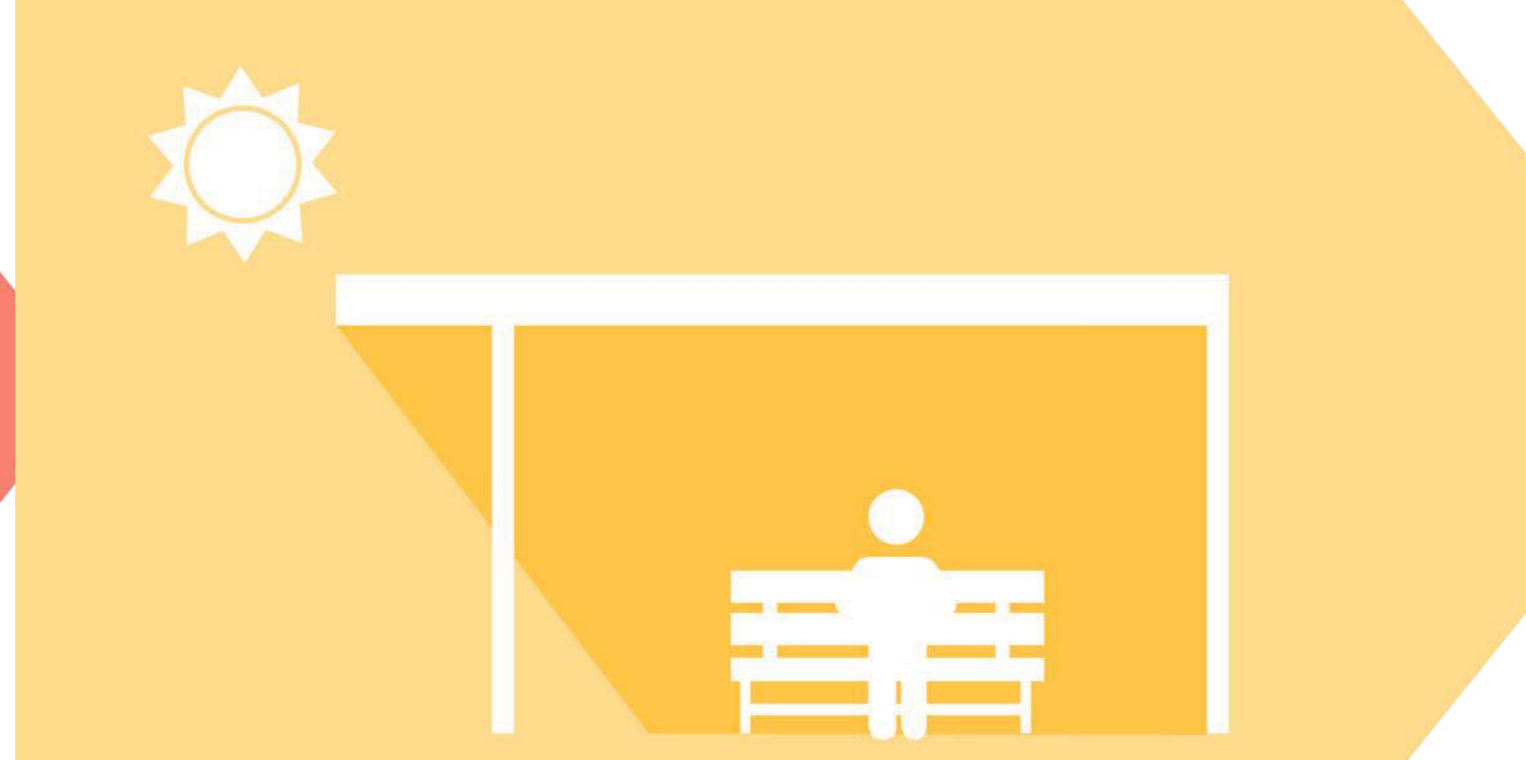
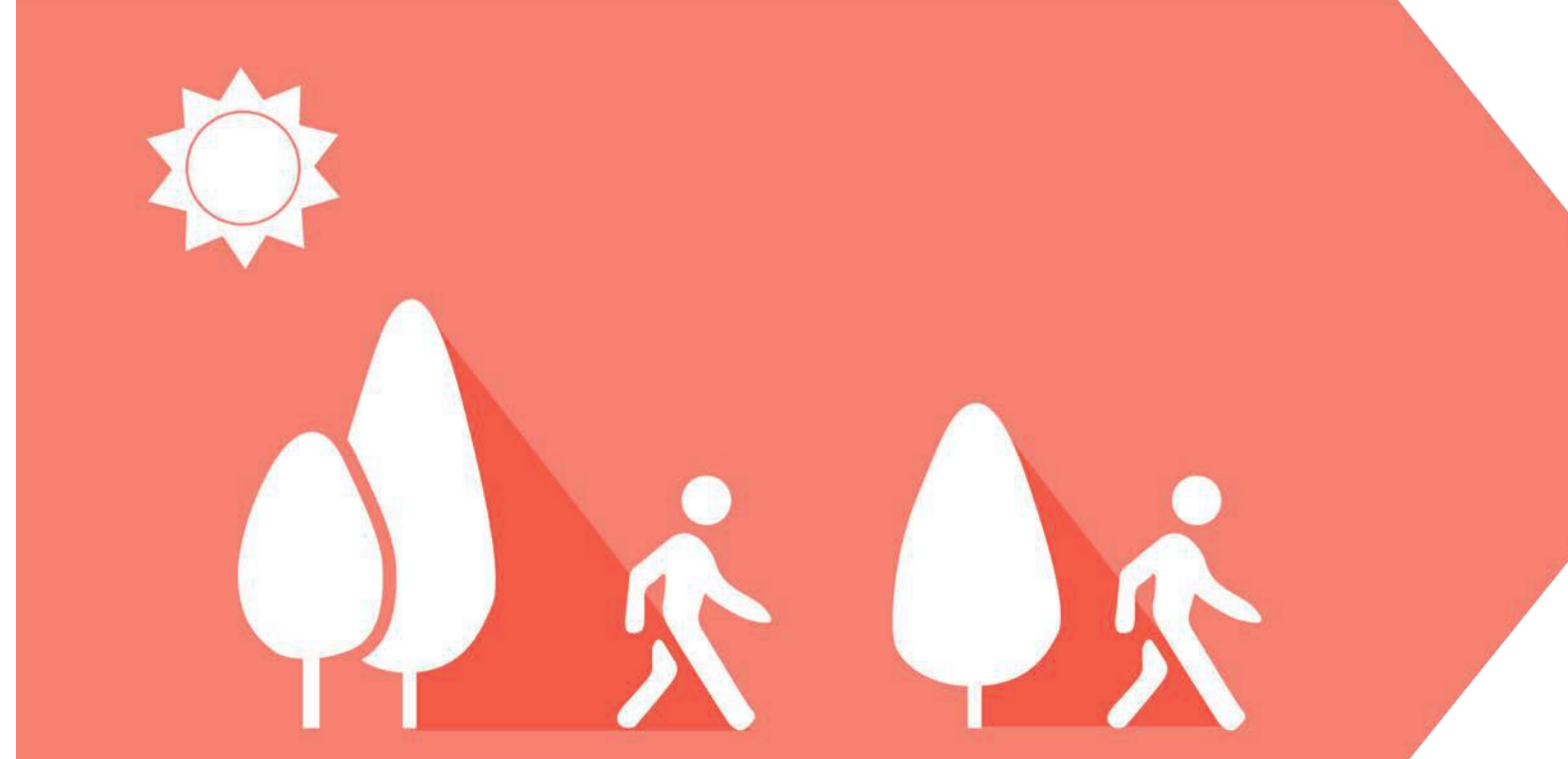


REFRESH: WELLNESS WALK

Designed for holistic well-being, this rejuvenating pathway encourages movement, mindfulness, and an active lifestyle. Seamlessly integrating jogging, walking, and relaxation zones, it offers spaces for exercise, stretching, and moments of calm. Thoughtfully planned rest points and green surroundings enhance physical and mental wellness, creating an environment where fitness and restoration go hand in hand.



A VARIETY OF OUTDOOR MICRO-CLIMATES CAN BE FOUND HERE WITHIN HEALTHCITY NOVENA!



WALKABILITY & PLACE-MAKING:

Understanding the unique requirements of each space, ensures optimal thermal comfort, for usability and user enjoyment.

GREEN MAZE
LOW COMFORT

HEALTHLINE BOULEVARD

NOVENA CREEK

OUTDOOR EVENT PROMENADE

TRANSITIONAL SPACES
HIGH COMFORT

HEAD DOWN TO THESE NEW SPACES & FEEL THE DIFFERENCE!

