NHG Polyclinics
NHG Health

NHG Polyclinics
1 Mandalay Road Singapore 308205

NHG Polyclinics
NHG Health

Transforming
PRIMARY CARE



25 YEARS OF HEALTHIER COMMUNITIES

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A 25-YEAR JOURNEY OF PURPOSE

Since 2000, NHG Polyclinics has grown into a cornerstone of Singapore's primary care system. Over the past 25 years, it has expanded its scope, strengthened its workforce and sharpened its expertise. It has delivered impact not only to the healthcare system, but to generations of residents who rely on it for care.

This is a moment to reflect on with pride, but also with realism. The challenges are clear. An ageing population, rising chronic disease and an ever-increasing demand will continue to test our resilience. The task is not only to celebrate past progress, but to press ahead with greater urgency to transform care for the future.



Professor Joe Sim
Group Chief Executive Officer,
NHG Health

> **NHG Polyclinics is the first point of contact for many Singaporeans. Under Healthier SG, this role is even more critical. Its family physicians, nurses and allied health teams are anchoring preventive care, strengthening patient-doctor relationships and connecting residents to community resources.**
>
> **Professor Joe Sim**
> Group Chief Executive Officer,
> NHG Health

Anchoring Healthier SG

NHG Polyclinics is the first point of contact for many Singaporeans. Under Healthier SG, this role is even more critical. Its family physicians, nurses and allied health teams are anchoring preventive care, strengthening patient-doctor relationships and connecting residents to community resources.

More than 200 General Practitioner clinics have joined the NHG Health Central-North Primary Care Network, making it the largest in Singapore, with nearly all onboard Healthier SG. This is what a whole-of-system approach looks like: every patient receiving the right care, in the right place, at the right time.

Building Capacity, Driving Innovation

NHG Polyclinics is also expanding capacity with the opening of Sembawang and Khatib Polyclinics, and the upcoming Serangoon Polyclinic – its tenth by end-2025.

But adding infrastructure alone will not solve rising demand. NHG Polyclinics has also been changing how care is delivered, placing prevention and population health at the core.

This is why it is pushing on multiple fronts, from preventive and aged care – through Healthier SG enrolment, frailty screening and social prescribing – to community empowerment programmes with Active Ageing Centres, such as ENRICH (**EN**gaging and empowe**RI**ng our **C**ommunity for better **H**ealth), to help patients with stable chronic disease stay active, engaged and independent. At the same time, it is driving innovation and artificial intelligence, with initiatives like the PRIME-CXR (**P**rioritisation and **R**edistribution of **I**maging for **M**edical **E**valuation of **C**hest **X**-**R**ay) project at Geylang Polyclinic, which uses technology to accelerate triage and improve patient management.

Alongside these efforts, research and education remain essential. Through NHG Health's Academic Health System with Nanyang Technological University's Lee Kong Chian School of Medicine, NHG Polyclinics is shaping evidence-based practices and growing the next generation of clinician innovators.

Our NHG Health

This year, we embraced a unified identity as NHG Health. More than a change in name, it is a call to work as one. NHG Polyclinics, as the primary care arm of the cluster, has a pivotal role in anchoring Healthier SG, strengthening community health and advancing our vision of adding years of healthy life.

The way forward is clear. We must keep our business-as-usual strong, delivering safe, reliable and accessible care every day. We also need to scale preventive and aged care faster to bend the demand curve before it overwhelms the healthcare system. Equally important is deepening our research and innovation culture to secure better solutions for tomorrow.

Moving Forward

To all staff and management of NHG Polyclinics: Thank you. Your professionalism, passion and perseverance have brought it to this milestone.

The next 25 years will not be easy. But with discipline, agility and unity as One NHG Health, I am confident that we can rise to the challenge. Together, we will forge ahead – building trust, transforming care and adding years of healthy life for the people we serve.

25 YEARS OF CARE, INNOVATION AND PARTNERSHIP



Associate Professor Karen Ng
Chief, Primary Care, Population Health, NHG Health
& Chief Executive Officer, NHG Polyclinics

This year, we celebrate 25 years of transforming care as NHG Polyclinics. While these 25 years have been shaped by primary care transformation, it has been anchored by one constant: our unwavering commitment to serve with heart and purpose. I would like to acknowledge with gratitude the strong foundations laid by our former CEOs Dr Shanta Emmanuel, Professor Jason Cheah, Mr Leong Yew Meng and Professor Chong Phui-Nah — their mentorship has guided my journey since 2000, and their leadership established NHG Polyclinics as the cornerstone of Singapore's primary care system, delivering excellent and accessible care.

Advancing Preventive Care for Better Health

At NHG Polyclinics, we are committed to helping our patients and residents live healthier and active lives. The launch of Healthier SG in July 2023 reinforced our emphasis on preventive health and improving population health. With advances in precision medicine, we are now able to personalise prevention, screening and treatment of genetic conditions such as Familial Hypercholesterolemia, in which high cholesterol levels are passed down in families, more effectively.

Our preventive care strategies for children to seniors align closely with national initiatives from Grow Well SG to Age Well SG. We support child development, provide mental health support for youth, and strengthen senior care through initiatives such as EMBRACE (**E**nhanced **M**aternal **B**aby Toddle**R** **A**nd **C**hild Surv**E**illance) and the Frailty Programme. Tele-health services further enhance accessibility, enabling patients to manage chronic conditions from home. We have also benefitted from the invaluable input of our Patient Advisory Council (PAC), whose insights help shape patient-centred care. I am grateful to our PAC members for their ongoing commitment to improving the healthcare experience for our patients.

> **"Our people are at the heart of our success. As part of NHG Health, we are united under the ethos of One NHG Health. Together with our dedicated staff, partners and communities, we will continue to innovate and forge ahead to build a healthier and stronger future for all."**

Associate Professor Karen Ng
Chief, Primary Care, Population Health, NHG Health
& Chief Executive Officer, NHG Polyclinics

Partnerships for Strong Patient-Centred Care

Our partnerships across the healthcare ecosystem have improved care integration for our patients. In collaboration with NHG Health institutions, we have improved access to eye care services through Community Eye Clinics within polyclinics, ensuring optimal support for our patients.

We are also committed to strengthening partnerships with General Practitioners (GPs) in Central and North Singapore to anchor care in the community for better health outcomes. With the launch of the NHG Health Central-North Primary Care Network in 2018, NHG Polyclinics worked closely with GPs in the network to support team-based care in their clinics for patients with chronic conditions, providing training, nursing, ancillary and support services.

Honouring the Past, Shaping the Present

From doctors and nurses to allied health professionals and administrative teams, our staff have shown steadfast dedication to improving population health, consistently serving our patients with professionalism and care — standing resilient against SARS and the COVID-19 pandemic.

We are expanding our capacity and infrastructure to meet growing healthcare needs in Central and North Singapore. Our tenth polyclinic at Serangoon will open by end-2025, strengthening our primary care capabilities to improve population health outcomes. Our care model has also evolved. Since 2015, the Teamlet Care Model has enabled us to deliver comprehensive relationship-based care that empowers patients to take ownership of their health.

Keeping abreast with developments in technology, we are embracing innovation through artificial intelligence solutions that enhance care and operational productivity. For example, real-time speech-to-text transcription tools now support clinicians in documentation during consultations, improving accuracy and efficiency.

Innovation is both guided by and contributes to research, creating a virtuous cycle where research findings facilitate new clinical solutions, and their real-world implementation generates further insights. NHG Polyclinics has developed innovative initiatives like the Rapid HbA1c Point-Of-Care Test in partnership with NHG Health institutions and the private sector. In addition, we collaborated with Khoo Teck Puat Hospital and the University of Glasgow to pioneer Southeast Asia's first primary care diabetes remission study, showing that Type 2 diabetes remission is achievable in Southeast Asians through community-based, non-medication interventions. This strengthens the quality and impact of our research.

Building the Future of Primary Care

As we look to the future, our commitment to nurturing the next generation of healthcare professionals remains steadfast. The formal recognition of Family Medicine as a specialty in 2025 affirms the importance of primary care in our healthcare ecosystem. We will continue to invest in education and training, ensuring that they are equipped with the skills and knowledge to advance primary care.

Our people are at the heart of our success. As part of NHG Health, we are united under the ethos of One NHG Health. Together with our dedicated staff, partners and communities, we will continue to innovate and forge ahead to build a healthier and stronger future for all.

NHG POLYCLINICS SENIOR MANAGEMENT



From left to right:

Dr Lim Chee Kong
Director, Clinical Services

Dr Simon Lee
Chief Operating Officer,
Chief Clinical Informatics Officer
& Data Protection Officer

Dr Darren Seah
Head, Family Medicine, Population Health, NHG Health & Director, Family Medicine Development & Primary Care Academy, NHG Polyclinics

Associate Professor Karen Ng
Chief, Primary Care, Population Health, NHG Health & Chief Executive Officer, NHG Polyclinics

Ms Lim Voon Hooi
Chief Nurse, Population Health, NHG Health & Chief Nurse, NHG Polyclinics

Mr Roger Leong
Chief Financial Officer, Population Health, NHG Health

Mr Eric Tan
Chief Human Resource Officer, Population Health, NHG Health



From left to right:

Mr Tan Teck Sim
Director, Corporate Planning & Development & Data Protection Office

Dr Lim Ziliang
Head, NHG Yishun Polyclinic

Dr Jonathan Ting
Head, NHG Geylang Polyclinic

Mr Johnson Seah
Director, Corporate Communications

Ms Tracy Gan
Director, Service Leadership & Patient Relations

Ms Sharon Chen
Director, Operations

Dr Kong Jing Wen
Head, NHG Woodlands Polyclinic



From left to right:

Assistant Professor Tung Yew Cheong
Group Chief Quality Officer, NHG Health; Director, Quality & Patient Safety, NHG Polyclinics
(Till 30 June 2025)

Associate Professor Tang Wern Ee
Director, Clinical Research Unit & Information Management & Analytics & Chief Data Officer

Dr Christopher Chong
Director, Engagement and Care Transformation — Primary Care Office, Population Health, NHG Health

Ms Chen Yee Chui
Director, Primary Care Nursing Development, Nursing Services

Dr David Ng
Head, Special Projects (Primary Care)

Dr Kenneth Low
Director, Dental Services

Dr Colin Tan
Head, Collaborative Care



From left to right:

Dr Ian Koh
Head, NHG Ang Mo Kio Polyclinic

Dr Jonathan Chong
Head, NHG Hougang Polyclinic

Dr Irwin Chung
Head, NHG Sembawang Polyclinic

Dr Valerie Teo
Head, NHG Kallang Polyclinic

Dr Liu Changwei
Head, NHG Serangoon Polyclinic

Dr Tan Khai Wei
Head, Quality & Patient Safety, NHG Polyclinics *(From 1 July 2025)*;
Head, NHG Toa Payoh Polyclinic
(Till 30 June 2025)

Dr Gabriel Ding
Head, NHG Khatib Polyclinic

Not in photo:
Dr Kee Kok Wai
Head, NHG Toa Payoh Polyclinic
(From 1 July 2025)

A LEGACY OF EXCELLENCE

ADVANCING PRIMARY CARE OVER THE YEARS

2015
NATIONAL HEALTH IT EXCELLENCE AWARD 2015
NHG Polyclinics clinched the IT Excellence award for increasing access to care through the introduction of its Online Appointment System.

2016
PRESIDENT'S AWARD FOR NURSES 2016

Ms Chen Yee Chui, former Chief Nurse, NHG Polyclinics, was presented the President's Award for Nurses by former President Dr Tony Tan Keng Yam at the Istana in July 2016. The highest accolade of the nursing profession in Singapore, it recognises the most outstanding nurses with sustained exceptional performance.

2016
NATIONAL MEDICAL EXCELLENCE AWARDS 2016

The Nephrology Evaluation Management and Optimisation (NEMO) programme, a collaboration between NHG Polyclinics and the National University Health System, was conferred the National Clinical Excellence Team Award in August 2016 for its efforts to slow the progression of diabetic kidney disease.

2017
NATIONAL HEALTH IT EXCELLENCE AWARD 2017
The Tele-DERM service, a collaboration between NHG Polyclinics and the National Skin Centre that enables patients with skin conditions to receive care in the community, clinched the Beyond Hospital to Community Award in May 2017.

2018
PUBLIC SECTOR TRANSFORMATION AWARDS 2018
In July 2018, the Nephrology Evaluation Management and Optimisation (NEMO) programme was awarded the ExCEL Innovation Project Award in recognition of its contributions towards delaying diabetic kidney deterioration in Singapore.

2019
BCA AWARD 2019
Three NHG Polyclinics were conferred the Building and Construction Authority's (BCA) Universal Design Mark Award in April 2019. Ang Mo Kio and Kallang Polyclinics won the GoldPLUS award, while Yishun Polyclinic won the Gold award.

2019
NATIONAL HEALTHCARE INNOVATION AND PRODUCTIVITY MEDALS 2019

In May 2019, NHG Polyclinics received the National Healthcare Innovation and Productivity Excellence Champion Medal for the redesign and transformation of its care model to the Teamlet Care Model.

2019
SINGAPORE HEALTH AWARD 2019
NHG Polyclinics received the Achievement Award in October 2019 for its strategies in championing workplace health and enhancing employees' well-being.



2021
PRESIDENT'S AWARD FOR NURSES 2021


Ms Lim Voon Hooi, Chief Nurse, NHG Polyclinics, was conferred the President's Award for Nurses in July 2021.

2021
NATIONAL HEALTHCARE INNOVATION AND PRODUCTIVITY MEDALS 2021

A project by NHG Polyclinics on 'Implementing Tele-Consultation Services for the Care of Chronic Conditions' was awarded the Best Practice Medal (Care Redesign Category) in July 2021.

2021
NANYANG AWARDS 2021


In December 2021, Associate Professor Tang Wern Ee, Director, Clinical Research Unit and Information Management & Analytics, NHG Polyclinics, was presented the Nanyang Education Award (School Award) for her multiple roles at Nanyang Technological University (NTU). The award is the highest honour conferred by NTU to faculty members for their teaching achievements.

2022
ACE VALUE-BASED HEALTHCARE CONFERENCE 2022

In September 2022, NHG Polyclinics was recognised at the Agency for Care Effectiveness' (ACE) Value-Based Healthcare Conference for its Tele-Health services, which enabled safe, patient-centric care delivery during the COVID-19 pandemic. Its chronic disease care model, 'Enhancing the chronic care model through use of Tele-Health services', netted the Oral Presentation Award under the Appropriate Utilisation of Health Technologies category.

2022
NATIONAL HEALTHCARE INNOVATION AND PRODUCTIVITY MEDALS 2022
In November 2022, the cross-institutional team, which included NHG Polyclinics, won the Best Practice Medal under the Care Redesign category for its Diabetic Foot in Primary and Tertiary (DEFINITE) Care programme, which demonstrated innovation by coordinating diabetic foot ulcer care at primary and tertiary sites.

2022
BCA UNIVERSAL DESIGN EXCELLENCE AWARD 2022
Kallang Polyclinic and Long-Term Care Facility received the Building and Construction Authority's (BCA) Universal Design Excellence Award in November 2022 for its inclusive family-friendly and senior-friendly design.



2023
OPENGOV ASIA'S RECOGNITION OF EXCELLENCE AWARD 2023

NHG Polyclinics received the Recognition of Excellence Award in May 2023 for piloting SMARTVacc, a fully automated **S**afety **M**anpower Productivity **A**ccountability **R**eal **T**ime Analytics **Vacc**ine System to replace manual vaccine fridges. The award celebrates the outstanding use of technology in enhancing services for the community.

2023
NATIONAL AWARDS (COVID-19)

In 2023, 111 staff from NHG Polyclinics received the National Awards (COVID-19) for their exceptional contributions to Singapore's battle against the pandemic. NHG Polyclinics was also awarded the President's Certificate of Commendation (COVID-19) for going above and beyond to provide expertise and resources.

2023
LKCMEDICINE SPECIAL RECOGNITION AWARDS AY2022-2023
In November 2023, NHG Polyclinics' Family Medicine Development department emerged a winner in the Best Clinical Department category at the awards ceremony held by Nanyang Technological University's Lee Kong Chian School of Medicine (LKCMedicine). The award acknowledged the team's significant contributions to medical education, research and healthcare transformation.

2024
ACE VALUE-BASED HEALTHCARE CONFERENCE 2024
At the conference held in August 2024, an NHG Polyclinics project titled 'Implementation of Healthier SG in NHG Polyclinics to Enhance Patients' Health' clinched the Best Poster Presentation Award, under the category of embracing clinically and cost-effective health technologies to transform healthcare delivery.



2024
NUS MEDICINE APPRECIATION FOR CLINICAL EDUCATORS 2024
The Clinical Training Merit Award (Department Award) went to NHG Polyclinics at the ceremony held in October 2024 by National University of Singapore (NUS) Yong Loo Lin School of Medicine Dean's office.



2025
JOURNAL OF WOUND CARE AWARDS

In February 2025, Ms Julia Zhu, Senior Nurse Clinician, Nursing Services, NHG Polyclinics, won the Best Diabetic Foot Intervention Silver Award for her research on HEALing (Healing through Empowerment and Active Listening), aimed at empowering patients with diabetic foot ulcer to overcome their psychological barriers for better self-care and health outcomes.

2025
NATIONAL MEDICAL RESEARCH COUNCIL AWARDS
At the National Medical Research Council (NMRC) Awards Ceremony and Research Symposium in May 2025, Assistant Professor Sabrina Wong, Deputy Director, Clinical Research Unit and Principal Clinician Researcher, NHG Polyclinics, was presented with the Health Promotion, Preventive Health, Population Health and Health Services Research Clinician Scientist Award (Investigator).



2025
PUBLIC SECTOR TRANSFORMATION AWARDS 2025
The project 'Rapid HbA1c Point-Of-Care-Test for Improved Care' — a collaboration between NHG Polyclinics, NHG Diagnostics, Khoo Teck Puat Hospital and the Centre for Medical Technologies and Innovations — earned the Exemplary Innovation Award in July 2025, which recognises the positive impact and spirit of innovation in teams and agencies. This device makes it convenient for patients with diabetes to track their haemoglobin A1c levels.

OUR PAST AND PRESENT

Established in 2000, NHG Polyclinics has steadily expanded its network and implemented innovative healthcare solutions, always guided by patient-first care. Today, it provides one-stop health services across Central and North Singapore, with a strong focus on preventive care and chronic disease management.

MILESTONE MOMENTS

DEFINING MOMENTS AND DEVELOPMENTS THAT REFLECT OUR EVOLVING JOURNEY



TEAMLET CARE MODEL
Piloted at Toa Payoh Polyclinic in 2015, the Teamlet Care Model pairs patients with a regular care team known as a teamlet, each comprising two Family Physicians, a Care Manager and a Care Coordinator, for chronic disease management. This model of care fosters strong patient-provider relationships, and has been adopted by all NHG Polyclinics.

2015



ANG MO KIO FAMILY MEDICINE CLINIC
On 27 February 2016, NHG Polyclinics officially handed over the management of its first Family Medicine Clinic — the Ang Mo Kio Family Medicine Clinic — to Parkway Shenton, concluding three years of collaboration.

2016

HEALTHCARE CLUSTER REORGANISATION
In 2017, Singapore's public healthcare system was restructured into three clusters. After the reorganisation, NHG Polyclinics ran Ang Mo Kio, Geylang, Hougang, Toa Payoh, Woodlands and Yishun Polyclinics.

2017

REDEVELOPMENT OF YISHUN POLYCLINIC
The redeveloped Yishun Polyclinic officially opened on 3 November 2018. Services included an expanded Women and Children's Clinic and physiotherapy services to meet the varied needs of the community.





REDEVELOPMENT OF ANG MO KIO POLYCLINIC
The redeveloped Ang Mo Kio Polyclinic opened on 30 June 2018 with increased capacity and expanded services such as podiatry and physiotherapy services. It was also the first polyclinic in Singapore to have a wheelchair tilter in its dental clinic, enabling patients to receive treatment directly from their wheelchairs.



LAUNCH OF CENTRAL-NORTH PRIMARY CARE NETWORK (CN-PCN)
Formed in 2018, the NHG Health CN-PCN was a strategic collaboration to support General Practitioners in the Central and North regions of Singapore. Members of CN-PCN had access to resources, activities and training provided by NHG Polyclinics, ensuring they stayed connected to the larger healthcare landscape.

2018

PRIMARY TECH-ENHANCED CARE (PTEC) HYPERTENSION PROGRAMME
NHG Polyclinics collaborated with the MOH Office for Healthcare Transformation to launch a pilot on hypertension management through Tele-Health, to help patients with high blood pressure manage their conditions remotely. This pilot was the first in a series of PTEC initiatives aimed at empowering patients with chronic conditions to monitor their health.

2019

NHG POLYCLINICS 20TH ANNIVERSARY
A virtual celebration was held with nearly 1,000 attendees on 7 November 2020. The event was commemorated with the unveiling of a fabric mosaic of 2,020 photos contributed by staff, with a plaque signed by former President Halimah Yacob.





RELATE PROGRAMME
Under RELATE, first introduced at Ang Mo Kio Polyclinic in September 2020, patients with complex needs are identified and connected to a Care Coach, who coordinates integrated health and social support across the NHG Polyclinics care team, community partners and hospitals.



EMBRACE PROGRAMME
Piloted at Yishun Polyclinic in September 2020, EMBRACE offers maternal and child health services focused on the first 1,000 days from the child's birth, through a multidisciplinary team of doctors, nurses and allied health professionals.



COVID-19 RESPONSE AND TELE-HEALTH SERVICES
NHG Polyclinics deployed staff to provide medical support to migrant worker dormitories and Swab Isolation Facilities from April 2020, and facilitated national swab testing efforts under the Ministry of Health's Swab and Send Home Programme from June 2020. NHG Polyclinics also expanded its suite of Tele-Health services, including video consultations with doctors and Tele-Physiotherapy, to enable remote care for patients.

2020



NGEMR SYSTEM
By May 2021, NHG Polyclinics became the first in the NHG Health family to fully implement the Next Generation Electronic Medical Record (NGEMR) system, enhancing medical record management across all its polyclinics.



SUSS COLLABORATION
NHG Polyclinics signed a Master Collaboration Agreement with the Singapore University of Social Sciences (SUSS) on 22 January 2021 to train undergraduates in health and wellness coaching, the first such collaboration for primary care organisations in Singapore.

NATIONWIDE COVID-19 VACCINATION
From January 2021, NHG Polyclinics supported the National Vaccination Programme rollout, starting with healthcare workers and external frontline workers, and eventually expanding to vulnerable groups in the public.



2021

OUR POLYCLINICS OVER THE DECADES



Ang Mo Kio Polyclinic
Opened in 1981, Redeveloped in 2018



Toa Payoh Polyclinic
Opened in 1988



Hougang Polyclinic
Opened in 1991



Woodlands Polyclinic
Opened in 1993



Geylang Polyclinic
Opened in 1996



Yishun Polyclinic
Opened in 1998, Redeveloped in 2018



Kallang Polyclinic
Opened in 2022



Sembawang Polyclinic
Opened in 2023



Khatib Polyclinic
Opened in 2024

MILESTONE MOMENTS



SELF-SERVICE KIOSK
An enhanced version of NHG Polyclinics' self-help kiosk piloted in 2022, the Self-Service Kiosk enabled patients to register, make payments, schedule appointments and request medication deliveries via one platform.



DIABETES REVERSAL PROGRAMME
Spearheaded by NHG Health and the Tanoto Foundation, the three-year programme – which aims to reverse early diabetes through behavioural changes without medication — was launched at Kallang Polyclinic in August 2022. NHG Polyclinics serves as the lead investigator for this programme.



FRAILTY PROGRAMME
Launched in June 2022, NHG Polyclinics' Frailty Programme helps seniors maintain independence through frailty intervention, referrals to community exercise programmes and medication deprescribing.



KALLANG POLYCLINIC OPENING
The official opening of Kallang Polyclinic on 7 May 2022 marked a new chapter as the first new polyclinic under NHG Polyclinics since Singapore's public healthcare re-clustering in 2017. Apart from introducing NHG Polyclinics' first Health Studio and Patient Advisory Council, Kallang Polyclinic piloted Singapore's first automated vaccine management system, SMARTVacc (**S**afety **M**anpower Productivity **A**ccountability **R**eal **T**ime Analytics **Vacc**ine System), improving the safety and efficiency of vaccine dispensing.



FOOD TRUCK COLLABORATION
In April 2022, NHG Polyclinics partnered with Assumption Pathway School to set up a food truck at Kallang Polyclinic, offering healthy food options co-designed by dietitians and providing experiential learning opportunities for students.



SEMBAWANG POLYCLINIC OPENING
Opened on 25 November 2023, Sembawang Polyclinic was the first NHG Polyclinic to be co-located within an integrated hub of community facilities and social partners. It was also the first NHG Polyclinic to feature the wheelchair-friendly weighing machine and the Central-North region's first Family Nexus.

NEW CEO
On 1 October 2023, Associate Professor Karen Ng succeeded Professor Chong Phui-Nah as Chief Executive Officer of NHG Polyclinics.



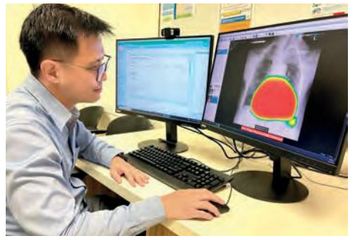
ALERT PROGRAMME
A team of Family Physicians and Medical Social Workers provides screening and early intervention for mental health issues to youths aged 13 to 17 under ALERT, which is available across all NHG Polyclinics since April 2023.



HEALTHIER SG PRIMER FOR GENERAL PRACTICE WORKSHOPS
NHG Polyclinics launched the inaugural run of training sessions in February 2023 for General Practitioners and clinic assistants to be prepared for the roll-out of Healthier SG.



SINGAPORE PRIMARY CARE CONFERENCE (SPCC)
Organised by NHG Polyclinics, the College of Family Physicians Singapore, National University Polyclinics and SingHealth Polyclinics, the inaugural SPCC in March 2023 brought over 700 healthcare professionals together, to upskill and share best practices in creating a sustainable healthcare system.



PRIME-CXR
Piloted at Geylang Polyclinic from October 2024 to August 2025, PRIME-CXR enables abnormal chest X-rays to be identified and prioritised more quickly through artificial intelligence, enhancing diagnosis and workflow efficiency.



PARTNERSHIP WITH YOUTH CORPS SINGAPORE
In July 2024, NHG Polyclinics was presented with a token of appreciation by Youth Corps Singapore in recognition of their successful collaboration on the 'My HealthHub Buddy' programme. Under this initiative, young volunteers guide seniors in navigating HealthHub.



KHATIB POLYCLINIC OPENING
The newest addition to NHG Polyclinics, Khatib Polyclinic opened on 13 May 2024. Among its facilities were the Community Plaza and Health Studio, and the ambidextrous chair paired with a wheelchair tilter to enhance patient accessibility at the dental clinic.

BRAND REFRESH
As of 1 July 2025, the National Healthcare Group embraced a new identity as NHG Health. NHG Polyclinics adopted this unified identity, aligning with the direction of One NHG Health.



WOODLANDS POLYCLINIC EXTENSION
At the Marsiling-Yew Tee Town Day and Fuchun Neighbourhood Renewal Programme events, both held in April 2025, the NHG Polyclinics team shared the plans for Woodlands Polyclinic's extension with the public. These plans encompassed expanded facilities and a sheltered walkway to the existing main building, with completion scheduled for 2026.



TOA PAYOH INTEGRATED DEVELOPMENT
NHG Polyclinics participated in the Toa Payoh Integrated Development groundbreaking ceremony in January 2025. The integrated development, scheduled to be ready by 2030, will feature the redeveloped Toa Payoh Polyclinic together with sport facilities and public amenities.

NEW WORK ATTIRE FOR NURSES
Work suits were introduced for NHG Polyclinics nurses from 3 March 2025, enhancing comfort and professionalism.

2022 2023 2024 2025

BY THE NUMBERS (FY2018*-FY2024)

** Starting from reorganisation of public healthcare sector.*
• As numbers are rounded up for ease of reference, small rounding differences may arise.



TOTAL UNIQUE PATIENTS SEEN
1,109,000

PATIENTS WITH CHRONIC CONDITIONS
679,000



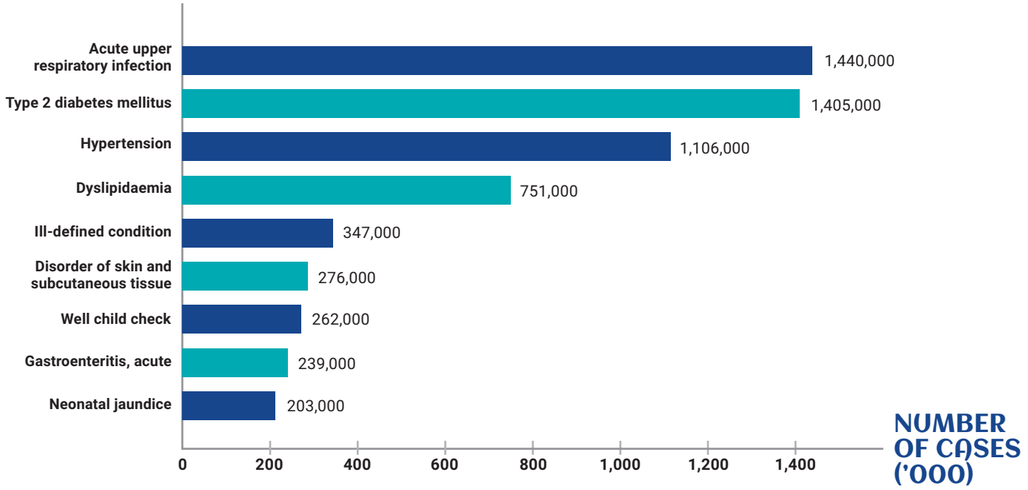
PATIENTS WITH NON-CHRONIC CONDITIONS
430,000

TOTAL ATTENDANCE [VISITS]

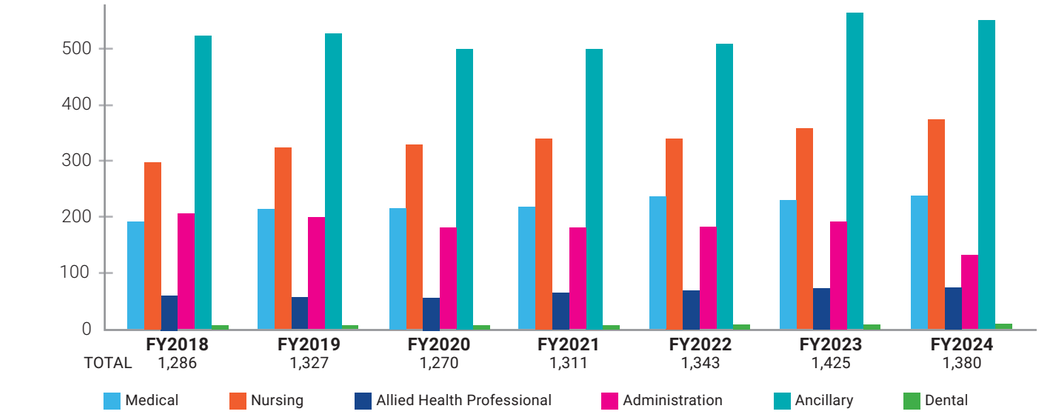
17,213,000



TOP DIAGNOSIS



STAFF STRENGTH BY YEAR



Medical and Dental categories exclude Medical Officers, Resident and Dental Officers from MOH Holdings.

DRIVING HOLISTIC AND PREVENTIVE CARE

THROUGH A COMPREHENSIVE SLEW OF PROGRAMMES AND INITIATIVES, NHG POLYCLINICS HAS BEEN PROVIDING FOR THE PRIMARY CARE NEEDS OF THE POPULATION IN CENTRAL AND NORTH SINGAPORE.



NHG Polyclinics Care Coaches play a key role in the RELATE programme, looking after the patients' needs and empowering them throughout their health journey.

Integrating health and social care

The RELATE (**REL**ationship-based He**A**lth and Social In**TE**gration) programme by NHG Polyclinics acknowledges an essential shift in healthcare, a recognition that medical treatment alone is not enough to achieve lasting health outcomes. By integrating health and social care, RELATE supports patients with complex needs by managing not just their illnesses, but also the psychosocial factors that accompany them.

First piloted at Ang Mo Kio Polyclinic in 2020 and now implemented in all NHG Polyclinics, RELATE is designed for patients with clinical and psychosocial needs. They often face challenges such as frailty, cognitive impairment, caregiver stress, social isolation and family conflict, as well as self-care difficulties. These factors lead to poor medication adherence, frequent missed appointments and increased use of emergency services.

Through a multidisciplinary approach involving Family Physicians, Care Managers, Care Coordinators and Medical Social Workers, RELATE develops individualised care plans that address both clinical and non-clinical needs. NHG Polyclinics' existing Teamlet Care Model complements RELATE's approach, ensuring that patients receive continuous, coordinated care, grounded in strong patient-provider relationships.

Central to RELATE is the role of the Care Coach, who acts as a health-social integrator and a trusted point of contact. Care Coaches conduct detailed assessments, monitor patient progress and connect them to relevant community resources. They provide motivational support and guide behavioural change, helping patients stay on track with treatment, navigate systems and build resilience over time.

The programme has already shown measurable impact, as Dr Valerie Teo, Family Physician, Senior Consultant, Head, Kallang Polyclinic, and RELATE programme lead observed. Among approximately 400 patients enrolled as of August 2023, nearly half experienced a reduction in polyclinic visits within six months. Medication compliance improved by 10 per cent, and more than two-thirds of patients with diabetes saw better blood sugar control with improved HbA1c levels. Additionally, one in five patients avoided emergency department and Specialist Outpatient Clinic visits, easing pressure on acute care services. As of August 2025, close to 1,000 patients have benefitted from RELATE.

NHG Polyclinics also increased care outreach through greater collaboration with General Practitioners (GPs) by extending RELATE to GP clinics within the NHG Health Central-North Primary Care Network (CN-PCN) since May 2024. This enables CN-PCN GPs to assess and identify patients with health and social issues for intervention by NHG Community Health Teams, who assist patients in navigating between their GPs and community partners.

By integrating health and social care, RELATE supports patients with complex needs by managing not just their illnesses, but also the psychosocial factors that accompany them.

By focusing on what matters most to each patient with complex conditions, RELATE demonstrates how primary care can support these patients. With its emphasis on proactive, person-centred care, the programme is improving clinical outcomes and enabling patients to lead more stable and healthier lives within their communities.



Under EMBRACE, integrated maternal and child health services strengthen the mother-child dyad.

Embracing a healthy start for mothers and children

Ensuring strong foundations in early life is key to long-term well-being. At NHG Polyclinics, its EMBRACE (**E**nhanced **M**aternal **B**aby Toddle**R** **A**nd **C**hild Surv**E**illance) programme provides comprehensive, integrated care that looks after both mothers and children during the critical first 1,000 days after birth.

Launched following the implementation of Singapore's broader Maternal and Child Health and Well-being Strategy and Action Plan, EMBRACE promotes upstream preventive care and seamless integration of medical and social support for families. The programme oversees maternal health from pregnancy through postnatal care, while also monitoring child development and wellness.

Services include vaccinations, childhood developmental screenings, breastfeeding care and postnatal depression screenings. For mothers with Gestational Diabetes Mellitus (GDM), EMBRACE offers structured postnatal follow-up care. Advanced Practice Nurses provide education on the risks of GDM and the need for regular screening and glucose testing after delivery, as unmanaged GDM may lead to complications.

A key component of the programme, EMBRACE^{PLUS}, targets at-risk children from low-income families. It supports early identification of developmental issues through routine

screenings during immunisation and developmental assessment appointments. When necessary, families are referred to additional services including child development support, financial assistance and educational resources.

Recognising the emotional toll of childbirth on new mothers, EMBRACE also includes postnatal depression screening. Counselling and medical treatment, when appropriate, ensure that mothers receive the support they need to recover and care for their children effectively.

To boost the programme's impact, NHG Polyclinics is also building capacity in its nursing workforce. Identified nurses undergo a Graduate Certificate course in Child & Family Health in the Community, co-developed with the National University of Singapore and the three healthcare clusters. The training deepens their understanding of social and health determinants that affect family health across life stages.

According to Dr Chen Shiyun, Family Physician, Associate Consultant, Deputy Head, Sembawang Polyclinic, and programme lead for EMBRACE, a holistic approach anchored in the community ensures that children and mothers receive comprehensive care and support for better health outcomes. Through EMBRACE, NHG Polyclinics is helping Singapore's youngest citizens start life on the right track.

Addressing youth mental health

Studies have highlighted growing mental health concerns among Singapore's youth, with one in three reporting symptoms such as anxiety, depression and loneliness. NHG Polyclinics introduced the ALERT (**A**do**L**escent **E**valuation and **R**apid **T**reatment of Mental Health) programme, designed to provide timely support for young individuals aged between 13 to 17.

ALERT was developed to address youth mental health needs early, said Dr Eugene Chua, Family Physician, Associate Consultant, Assistant Director, Primary Care Academy, and Co-lead for NHG Polyclinics' mental health programme. ALERT was first piloted at Hougang Polyclinic in 2021 and implemented in all NHG Polyclinics since April 2023. The programme identifies youths with underlying mental health concerns during routine polyclinic visits, allowing Family Physicians and Medical Social Workers (MSWs) to provide tailored support for them.

MSWs assess the challenges youths face and develop personalised strategies over three to four sessions. Mr Elson Liew, Senior MSW, Kallang Polyclinic, shared that these sessions provide psychoeducation for both the youths and their families, equipping them with coping techniques and a better understanding of mental wellness. The care plan also includes coordination with external support networks such as school counsellors, social service agencies or other mental health professionals, ensuring continuity of care beyond the clinic.

Since its launch till July 2025, ALERT has benefitted close to 160 at-risk youths. It complements NHG Polyclinics' Health and Mind Service (HMS), which supports individuals aged 18 and above requiring continued care for mental health issues.

NHG Polyclinics has also extended the ALERT programme's impact through school partnerships. Through collaboration with Yishun Innova Junior College (YIJC), students co-created posters addressing mental health topics such as anxiety and insomnia.



The ALERT programme provides youths with tangible means to thrive physically, socially and mentally in the community.

With the primary care setting being the first point of contact for many young individuals, ALERT provides accessible, early intervention in a safe, non-stigmatising environment — empowering youth to manage their mental well-being and build resilience for the future.

Additionally, a partnership with Nanyang Polytechnic resulted in student-led multimedia content focusing on stress management and encouraging their peers to seek mental health support. Working alongside the MOH Office for Healthcare Transformation (MOHT), these resources have reached over 800 users through mindline.sg, a digital mental wellness platform.

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Preventing and reversing frailty for healthy ageing

As Singapore's population ages, frailty is becoming a growing health concern, affecting quality of life and independence in seniors. To support seniors in maintaining their quality of life, NHG Polyclinics launched its Frailty Programme in 2022. Piloted in 2020, the programme aims to detect, manage and reverse frailty among patients aged 65 and above.

Using tools like the internationally recognised Clinical Frailty Scale (CFS) and hand grip strength assessment, the patients are screened and classified by frailty levels. Those identified to fall into CFS scores 3 (Managing Well) or 4 (Living With Very Mild Frailty) are offered timely intervention through personalised lifestyle guidance, community exercise programme referrals and medication reviews. The programme aims to promote independence, prevent deterioration of functional abilities and reduce reliance on caregivers.

This initiative involves multidisciplinary collaboration between Family Physicians, Care Coordinators and clinical pharmacists. Care Coordinators conduct initial assessments, provide health advice and introduce patients to community exercise programmes. Following this, Family Physicians will assess patients for suitability and refer those who are eligible and interested to the NHG Community Health Teams, who will recommend activities tailored to each patient's physical abilities and preferences. For patients on multiple medications, pharmacists may review their prescriptions and recommend adjustments to reduce medication-related risks such as hypoglycaemia.

From November 2020 to March 2025, over 7,680 patients were screened, with over 4,000 patients who are CFS 3 and 4 receiving interventions.

Results have been encouraging: at the 3-month follow-up, over 17 per cent of CFS 3 and 4 patients had improved CFS scores, and at the 12-month mark, around 42 per cent of patients with CFS scores of 3 and 4 showed improved hand grip strength of one kilogram or more.



As part of frailty intervention, NHG Polyclinics Care Coordinators measure the hand grip strength of patients.



Through social and lifestyle interventions, ENRICH seeks to take care of and improve seniors' overall well-being.

The Frailty programme involves multidisciplinary collaboration between Family Physicians, Care Coordinators and clinical pharmacists. Care Coordinators conduct initial assessments, provide health advice and introduce patients to community exercise programmes.

Dr David Ng, Family Physician, Senior Consultant, Head, Special Projects (Primary Care), and Deputy Director, Clinical Services, NHG Polyclinics, who leads the Frailty Programme, noted that these improvements stemmed from the concerted efforts of the care team. The majority of screened patients fell within the CFS 3 and 4 categories — groups who are independent but physically inactive — making early intervention particularly impactful.

Currently active at Toa Payoh, Ang Mo Kio, Hougang and Kallang Polyclinics, the programme will expand to all NHG Polyclinics by end-March 2026. Through its holistic and preventative approach, NHG Polyclinics is not just addressing frailty; it is helping seniors live with dignity, strength and purpose in their golden years.

Empowering seniors through community care and fall prevention

Supporting the national Age Well SG initiative, NHG Polyclinics is strengthening its ties with Active Ageing Centres (AACs) located near its polyclinics. Khatib Polyclinic, for instance, engages AACs such as Goodlife Studio (Yishun) and SASCO@Khatib, connecting seniors to a range of wellness programmes. These efforts are part of NHG Polyclinics' ENRICH (**EN**gaging and empowe**RI**ng our **C**ommunity for better **H**ealth) initiative, aimed at supporting older adults to lead healthier, more connected lives.

ENRICH, first piloted at Kallang Polyclinic in November 2023, links patients aged 50 and above — who are in good health or with stable chronic conditions — to community resources that enhance their physical and emotional well-being. Guided by their clinical team, patients receive personalised recommendations for activities that suit their medical needs and physical fitness levels. An ENRICH link worker connects patients to activities offered by NHG Polyclinics' community partners, including balance and strength exercises to reduce fall risk, social activities to prevent isolation and educational programmes that promote mental wellness and health literacy.

To help patients stay engaged, they are also encouraged to use digital tools like NHG Health App and Healthy 365 App to register for community programmes, and track their progress toward health goals.

Cognisant of the importance of preventing injuries among older adults, NHG Polyclinics has piloted the SAFE (**S**creening, **A**gility, **F**railty and Falls prevention, and **E**mpowerment) programme at Khatib Polyclinic to align with Age Well SG and Healthier SG. Launched on 13 May 2024, SAFE aims to be a holistic falls prevention and intervention programme to improve screening and identification of fallers and patients at risk of falls, and reduce recurrent falls. It targets patients aged 65 and above who have fallen in the past six months. Patients with osteoporosis are also at a high risk of fractures following a fall, so reducing fall risk complements the treatment of osteoporosis especially in older patients, according to Dr David Ng, Family Physician, Senior Consultant, Head, Special Projects (Primary Care), Deputy Director, Clinical Services, NHG Polyclinics, and SAFE programme lead.

Under SAFE, a multidisciplinary team comprising Family Physicians, Care Managers, Advanced Practice Nurses, Clinical Pharmacists and Care Coordinators conducts systemic screening and stratification. Those with a fall history are identified for the programme, where they receive targeted interventions to address frailty, enhance bone health and reduce the risk of future falls. Fallers identified by the care team to be at risk of osteoporosis are offered Bone Mineral Densitometry (BMD) screenings to better manage their bone health.

Patients who are identified for the SAFE programme receive targeted interventions to address frailty, enhance bone health and reduce the risk of future falls.

The SAFE programme also extends care beyond the polyclinic setting through a partnership with Day Rehabilitation Centres, such as St Luke's Eldercare (SLEC) Nee Soon Central Centre, where patients can be referred for regular slow-stream rehabilitation.

Together, ENRICH and SAFE represent a proactive approach to ageing well, keeping seniors active, informed and supported within their communities.



ENRICH link workers connect patients to various community activities.

25 VOICES FOR 25 YEARS

STAFF, PARTNERS AND PATIENTS WHO HAVE CONTRIBUTED TO NHG POLYCLINICS' STORY SHARE THEIR MEMORIES AND REFLECTIONS ON WHAT THE YEARS MEAN TO THEM

1 Professor Chong Phui-Nah

Senior Advisor, NHG Health & Family Physician,
Senior Consultant, NHG Polyclinics



Looking back on my time as CEO of NHG Polyclinics, what stands out most is the collective vision we built together: a vision that transformed primary care in Singapore. I recalled how my leadership team, clinic heads, nurses and operations colleagues gathered for a retreat to create a shared vision. Over two days at the former Jurong Bird Park, we brainstormed the blueprint for a world-class relationship-based Primary Care Ecosystem, which became our roadmap from 2015 to 2025.

That retreat marked the beginning of our Primary Care Transformation journey, which did not just focus on NHG Polyclinics' development, but the strengthening of our General Practitioner (GP) partnerships too. It also saw us successfully launching an innovative chronic disease care delivery model as well as developing and supporting the three Family Medicine Clinics (FMCs) and Central-North Primary Care Network (CN-PCN) which are operating till today.

I remember the early days of getting buy-in for NHG Polyclinics' Empanelment and Teamlet Care Model. It was not easy introducing a new care model in our polyclinics, but through the many late-evening roadshows conducted across all our polyclinics and Headquarters — working closely with our Family Physicians, nurses and operations staff, who were willing to trust the leadership that it was the right chronic disease care model for patients — we began redesigning the way we delivered care, with a focus on continuity, personalisation and team-based support. With promising clinical outcomes, the Teamlet Care Model soon became our new norm. It is now used across all polyclinics in Singapore and was recognised with the Ministry of Health's (MOH) Excellence Champion Medal at the National Healthcare Innovation & Productivity (NHIP) Medals 2019. Each Teamlet also serves as an integral and critical component to integrating health and social care plans for its patients as well as complex clinical care plan with acute hospitals' specialists.

Our digital transformation journey began with a simple conversation I had with a Patient Service Associate (PSA) in 2014 who had shared that her work entailed registering 120 patients a day! That conversation inspired the push for self-registration kiosks, appointment systems, and later, mobile registration. By the time COVID-19 hit, patients were registering via their phones, and our PSAs could be redeployed to more critical and meaningful roles in care coordination and tele-consultation support. Tele-health services such as tele-collaboration with specialists were started in 2016 with Tele-dermatology and others such as electrocardiograms, atrial fibrillation management and wound care followed. Eventually, video consultations for chronic diseases were started in June 2020 during the COVID-19 pandemic, which enabled safe and effective care even during pandemic lockdowns. Our innovations were recognised with the Best Practice Medal at the NHIP Medals 2021.

Our biggest challenge came in 2017 during the reorganisation of the public healthcare clusters. NHG Polyclinics handed over four existing polyclinics and one newly developed polyclinic in the west to National University Health System while receiving a polyclinic from SingHealth Polyclinics. We had to manage staff transitions across all three clusters while ensuring day-to-day operations continued smoothly. Through constant communication, including discussions with MOH and the cluster Group CEOs, we maintained staff morale and kept attrition rates low. The need to accelerate succession plans saw our young leaders assume new leadership roles in the reorganised NHG Polyclinics. I am pleased that they have proven themselves and performed outstandingly despite the short runway. The other key challenge came in April 2020 at the height of the COVID-19 outbreak. Following a midnight call from former NHG Health Group CEO Professor Philip Choo to set up and support medical posts in foreign workers' dormitories, NHG Polyclinics mobilised teams and set up posts within days, adapting to the evolving workflows. It was a true test of our resilience and trust in one another during those challenging times.

I am proud of the many milestones we have achieved over the last 10 years. Strengthening primary care involves cultivating mutual trust. Our sustained collaboration with GPs from 2008 laid the foundation for us to experiment on different working and business models when MOH encouraged jointly set-up FMCs between NHG Health and GPs from 2013 to 2015. All 3 FMCs are now independently operated by GPs, and our experiences from these partnerships helped us in forming and developing the CN-PCN in 2018 which has now grown to over 220 GPs. Research also gained momentum, with NHG Polyclinics clinching its first National Medical Research Council Primary Care grant in 2017, and grooming two Family Physicians with PhDs in research.

We adopted design thinking in the redevelopment of Ang Mo Kio Polyclinic which became the prototype for all subsequent redeveloped or new polyclinics since 2018. During my tenure as CEO, we redeveloped Ang Mo Kio and Yishun Polyclinics in 2018 and built the new Kallang and Sembawang Polyclinics in 2022 and 2023. We planned for the new Serangoon and Bidadari Polyclinics as well as the redeveloped Toa Payoh Polyclinic in the new Toa Payoh Integrated Development. The rapid pace of these developments and manpower stability provided the opportunity to invest in leadership renewal and succession planning. Experienced Family Physicians were involved in the planning of new polyclinics such as Khatib, Serangoon and Bidadari as designate clinic heads or deputy heads, receiving valuable on-the-job training. Never in the history of NHG Polyclinics have we ever built new or redeveloped polyclinics in such quick succession since 2018.

As NHG Polyclinics turns 25, I see an organisation that has pioneered boldly and served with heart. My hope is for NHG Polyclinics to remain a trailblazer — curious, innovative and always true to its core mission of delivering accessible, comprehensive, coordinated and continuous care for the population.

2 Dr Gowri Doraisamy

Family Physician, Senior Consultant, Woodlands Polyclinic



Starting as a young trainee, I have grown alongside the organisation, inspired by the principles of family medicine and the opportunity to serve patients across all life stages. The chance to build long-term therapeutic relationships with patients resonated deeply with my calling as a doctor. NHG Polyclinics is not just a workplace, but a second home. Each phase of my journey here has brought new purpose, learning and fulfilment.

NHG Polyclinics shapes healthcare by making it accessible, holistic and preventive. Through its network and partnerships, it delivers timely care while empowering patients to manage their health through education and support.

Personally, my journey with NHG Polyclinics has not only developed me as a doctor but also enriched me as a person. From clinical work to leadership roles, I've grown through meaningful experiences in mentoring, team management and programme development. A highlight of my career was being part of the team that established the Central-North Primary Care Network. Working with General Practitioners to bridge care between polyclinics and the community made me realise the impact of coordinated, tailored care. Here's to leading with heart, evolving with purpose and nurturing the next generation of healthcare professionals.

OUR STORIES

3 Mr Gary Cheok Mingquan
Principal Physiotherapist, Head, Physiotherapy Services, Ang Mo Kio Polyclinic



My interest in musculoskeletal physiotherapy and commitment led me to NHG Polyclinics. Its strong community care focus aligned with my passion for rehabilitation and preventive strategies.

Coming from a hospital background, I initially expected patients in primary care to be less complex. However, I quickly discovered that physiotherapists here are often the first point of care for musculoskeletal issues. Unlike tertiary care, where diagnoses are established, we do more in-depth education and initial assessments. It's been exciting to see how societal factors influence health, and my work often extends into community programmes that inspire lasting lifestyle changes.

One highlight is NHG Polyclinics' Lighter Life programme, designed for weight loss and managing conditions such as diabetes through sharing tips, going on community walks and connecting through monthly meet-ups. It reflects the strength of our community spirit.

NHG Polyclinics supported my development through clinical mentoring, external training and even a Health Manpower Development Plan trip to the United Kingdom. I'm proud to be part of its legacy and future.

4 Ms Letchmi M. Sanggaradas
Nurse Manager, Sembawang Polyclinic



NHG Polyclinics' collaborative environment and holistic care model not only aligns with my personal values, but also contributed significantly to both my professional and personal growth. What keeps me motivated is the organisation's emphasis on continuous learning, innovation and professional development.

A defining milestone in my career was progressing from Enrolled Nurse to Nurse Manager, which reflects NHG Polyclinics' dedication to nurturing talent. At NHG Polyclinics, I've had the opportunity to implement evidence-based practices and enhance team collaboration. I was also able to attend advanced training and deepen my knowledge in adolescent mental health through a Health Manpower Development Plan visit in Australia.

NHG Polyclinics has transformed population health through programmes designed for patients across stages of life, including maternal and child health services such as EMBRACE (**E**nhanced **M**aternal **B**aby Toddle**R** **A**nd **C**hild Surv**E**illance) and Childhood Development Screening. I hope we continue to drive excellence, embrace innovation and strengthen partnerships to meet evolving healthcare needs, and to promote holistic well-being for the communities we serve.

5 Ms Fadzilah Bte Hasanbasri
Senior Dental Assistant, Ang Mo Kio Polyclinic

NHG Polyclinics has always provided accessible, affordable, safe and trusted care. I believe in its vision of empowering healthier communities and striving for excellence in care. Given the organisation's openness to lifelong learning, new ideas and research, I feel proud to be part of a team that delivers meaningful healthcare to the community.

Over the years, I have experienced memorable moments and challenges. Being involved in the setting up of Ang Mo Kio Polyclinic's Dental Clinic and adapting to strict infection control measures during SARS and COVID-19 were especially meaningful. These experiences taught me the importance of flexibility, teamwork and innovation.



What makes work truly enjoyable and fulfilling is the support of my colleagues, the spirit of strong teamwork which allows me the time to spend with my family. Throughout the years, I've become more resilient, gained valuable insights and found pleasure in mentoring new staff. I look forward to opportunities for growth and skill upgrades. Thank you, NHG Polyclinics, for a rewarding and enriching journey!

6 Dr Donna Tan Mui Ling
Family Physician, Associate Consultant
Deputy Director, Clinical Services

I began my journey with NHG Polyclinics as a Family Medicine trainee at the cusp of NHG Polyclinics' formation. What inspired — and still continues to inspire — me is NHG Polyclinics' mission to deliver comprehensive primary care rooted in compassion and excellence. I am privileged to walk alongside patients, understand their perspectives and create care models that scale those experiences to benefit many more.

One milestone was successfully integrating Allied Health Professionals into primary care. This model became the norm, enriching patient care through seamless collaboration. I once met an 83-year-old woman who continued working as a cleaner to support her family, despite her knee pain and chronic conditions. Her story was a powerful reminder that good patient care requires empathy and team-based solutions.



NHG Polyclinics is continually evolving, anchoring proactive, patient-centred care in communities. We have grown in resilience through challenges such as SARS and COVID-19. Having been shaped by mentorship within a supportive culture that values learning and service, I look forward to its continued leadership in preventive health and holistic care. My motto remains: to do my best with whatever I have, wherever I am.

7 Ms Chai Siaw Ann
Assistant Operations Manager,
Toa Payoh Polyclinic



I was excited to be part of a team that values collaboration, service excellence and continuous improvement. Since joining NHG Polyclinics, I have felt valued, supported and empowered to grow within a structured, synergistic environment where I have gained insights into healthcare operations.

Training, mentorship and hands-on exposure have helped me build my skills and confidence. Not long into my journey as a new staff, an unexpected IT system downtime arose on a weekend. I witnessed first-hand the swift responses of the team in activating manual processes and maintaining patient care. I helped in my own way by facilitating communication and supporting staff. It was an eye-opening experience that taught me about operational resilience and teamwork.

Celebrating NHG Polyclinics' 25th anniversary reminds me of our legacy and inspires me to shape its future — one grounded in innovation, compassion and purpose-driven care for the next 25 years and beyond.

8 Ms Chow Li Ming
Senior Dietitian, Kallang Polyclinic



As a healthcare professional who is passionate about preventive care, I believe that nutrition is key in helping individuals take ownership of their health. What drew me to NHG Polyclinics was its multidisciplinary, team-based approach, where dietitians work closely with doctors, nurses and other allied health professionals to provide holistic, patient-centred care.

I began my dietetic career at NHG Polyclinics, choosing primary care over the traditional hospital pathway. That early experience shaped my counselling and communication skills, and taught me how to support patients in making sustainable changes. I was able to contribute meaningfully through evidence-based nutrition interventions. Working on programmes such as Lighter Life has allowed me to collaborate with professionals from various disciplines, with strong support from management.

As NHG Polyclinics celebrates its 25th anniversary — just as I started here at 25 years old — it feels meaningful to reflect and look ahead with hope for continued growth, teamwork and innovation.

OUR STORIES

9 Associate Professor Tang Wern Ee
Family Physician, Senior Consultant, Director, Clinical Research Unit and Information Management & Analytics & Chief Data Officer

My journey with NHG Polyclinics began in 2000, when I was a Family Medicine trainee at Ang Mo Kio Polyclinic. This marked the start of a journey I've never looked back on. It has been an unforgettable experience, and I'm grateful to NHG Polyclinics and my mentors for the multiple learning and career growth opportunities.



Over the years, NHG Polyclinics has transformed primary care through visionary leadership and initiatives such as the Teamlet Care Model, podiatry services and spirometry, all tailored to meet evolving needs. In 2017, NHG Polyclinics received two National Medical Research Council (NMRC) Collaborative Centre Grant awards; this national recognition affirmed our commitment to primary care research and opened doors to advancing family medicine in Singapore. It was a proud moment that validated our efforts and inspired us to advance our research capabilities.

Beyond being a clinician, I have grown as a researcher, educator and administrator. It is my hope that NHG Polyclinics continues to lead in primary care and research, and always places patients first.

10 Ms Yeo Hui Wen
Senior Executive, Health Promotion & Preventive Care



I've always been passionate about preventive health and helping people maintain their well-being, so joining NHG Polyclinics felt like a natural fit and has been an incredibly fulfilling experience. Through my role, which involves running health promotion activities at all our Health Studios, I feel rewarded when participants share how they have gained valuable knowledge or become stronger through our exercise sessions. One memorable highlight was an inaugural parent-child wellness workshop that we held at Sembawang Polyclinic which brought families together to bond over healthy living. It was a session that highlighted the power of community collaboration.

Professionally, NHG Polyclinics offers opportunities to participate in training courses and conferences that guide career development. My supervisors' encouragement and belief in me is something I appreciate greatly.

Celebrating NHG Polyclinics' 25th anniversary is a tremendous honour and a reflection of our collective resolution to better health. I am hopeful we will continue to lead in public primary care and champion preventive health.

11 Mr Joel Chang Chuen Ern
Senior Physiotherapist, Sembawang Polyclinic

My journey with NHG Polyclinics began after a student attachment at Tan Tock Seng Hospital. During rotations in amputee clinics and stroke units, I saw how deeply chronic conditions affect lives. That experience sparked a passion for preventive medicine, leading me to start my physiotherapy career in primary care with NHG Polyclinics.

I came in expecting a supportive, growth-oriented environment, which was exactly what I found. The collaborative culture makes me feel valued as part of the healthcare team. NHG Polyclinics further supported my growth with structured courses, mentorship and first-contact practitioner training.



A memorable experience involved a patient with chronic foot pain, who was convinced his foot was broken despite X-rays indicating otherwise. He was frustrated and doubtful of physiotherapy. Through soft tissue work, motivational interviewing and patience, we built trust and he went on to try the exercises, which lessened his pain significantly. His words of gratitude still resonate with me. I hope we continue to advance physiotherapy's role in preventive care, expand our scope and uphold our commitment to patient-centred care.

12 Ms Nursyazwani Taufiq
Care Coordinator, Khatib Polyclinic



Coming from the private sector, I was ready for a new challenge and drawn to NHG Polyclinics' multidisciplinary approach to patient health. Being part of a team that includes Family Physicians, a Care Manager and a Care Coordinator offered the collaborative environment I was looking for.

Initially, I expected my role to focus mainly on patient counselling. However, through training and hands-on experience, I have learned that it also involves raising awareness about important topics such as Advance Care Planning and frailty management. I realised that we do more than just identify and respond to health issues — we take a proactive approach towards helping patients improve their well-being. When I participated in the Ministry of Health's Ensure Safer Systems (ESS) review, I was nervous yet able to answer the audit questions confidently and accurately — a testament to how much I had grown in just one year.

Working on a Quality Improvement project with my team was rewarding, as were the workshops, preceptorship training and the invaluable guidance from experienced colleagues. Being the same age as NHG Polyclinics, I feel proud to celebrate this milestone alongside the organisation.

13 Ms Teo Hui Ting
Patient Service Associate Executive, Yishun Polyclinic



I used to be a temporary staff member during COVID-19. Despite the high-pressure environment, I was welcomed warmly by the team at Yishun Polyclinic. Their friendliness and support made me feel valued from the start. I found satisfaction in assisting patients in their healthcare journey, which inspired me to take on a full-time role.

New to healthcare, I focused on learning and adapting to my role, finding it both wholesome and rewarding. In addition to gaining in-depth knowledge about the healthcare system, I also improved my communication skills through frequent patient interactions. There was once I helped an elderly patient using a wheelchair, who came regularly for wound dressing changes with her daughter. When the patient passed away, her daughter returned to thank me. Her words reminded me that even small gestures can make a substantial difference.

NHG Polyclinics has given me the chance to explore various responsibilities, learn beyond my core role, and grow professionally and personally. Happy 25th anniversary, NHG Polyclinics!

14 Ms Susan Lim Siew Cheng
Patient Care Assistant, Hougang Polyclinic

I always had a heart for helping others. Years ago, when I accompanied my husband to his appointment at NHG Polyclinics, I decided to find out if there were any job openings, and that was how my journey began. In my role, I support doctors by chaperoning, translating dialects such as Hokkien and Teochew, preparing patients for procedures and ensuring urgent cases are expedited. I also assist patients who miss their queue number and guide them accordingly.

Along the way, I have achieved several personal milestones. One was being posted to Yishun Polyclinic during SARS in 2003, where I helped patients retrieve records and collect their medications using physical files. Another was being appointed as one of three Patient Care Assistant (PCA) trainers at Hougang Polyclinic, mentoring and assessing new PCAs. Through these experiences, I've improved my own health literacy by observing and learning from daily interactions.

Many elderly patients rely on us, so being able to speak their dialect helps build trust and rapport. Often, patients turn to us not just for medical help, but also for guidance on administrative matters. I am hopeful that NHG Polyclinics continues to grow, so we can better serve the community.



OUR STORIES

15 Ms Mak Hui Min
Senior Manager, Volunteer Corporate Office

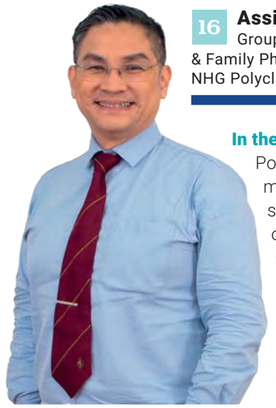


Besides a strong foundation in primary care and commitment to community engagement, I was inspired by NHG Polyclinics' emphasis on partnerships that extend beyond traditional provider-patient relationships. Here, patients, caregivers and community members are valued stakeholders in our shared healthcare journey. Healthcare is not just about treating conditions, but about building trust through meaningful relationships and co-creating sustainable solutions.

Collaboration and genuine relationships are nurtured here. Through NHG Polyclinics' Guiding Hands Volunteer Programme (GHVP), I work closely with volunteers — including members of our Patient Advisory Councils (PAC) — to co-create health-promoting initiatives. Their dedication and enthusiasm is heartening. In one case, PAC members initiated and led a Mid-Autumn workshop at Khatib Polyclinic from lantern-making to healthy mooncake-making demonstrations, exemplifying the power of community engagement.

Through exposure to clinic operations, patient relationships and stakeholder engagement, such experiences reinforced how collaboration drives meaningful change. As NHG Polyclinics turns 25, I'm honoured to be part of its story, and to empower communities, embrace innovation and ensure every voice shapes the future of primary care.

16 Assistant Professor Tung Yew Cheong
Group Chief Quality Officer, NHG Health & Family Physician, Senior Consultant, NHG Polyclinics



In the blink of an eye, 25 years at NHG Polyclinics have passed. What has kept me going is a strong sense of purpose, supportive mentors and the camaraderie of dedicated, like-minded colleagues. Over the years, I've been given opportunities for professional growth, including sponsorships for further training and leadership development. NHG Polyclinics has truly become a place I call home.

I recall diagnosing a patient with a corneal ulcer, who came to see me with sore eyes from using contact lenses. Noticing a faint corneal opacity, I referred him to an eye specialist immediately. Days later, he wrote a letter of appreciation that got published in media. It reminded me why we do what we do — because the smallest actions can make a big difference in someone's life.

NHG Polyclinics' partnerships and efforts in promoting health screening, healthy lifestyles and early intervention empower people to take charge of their health. By staying people-focused, it continues to boldly shape the future of primary care.

17 Ms Susan Loh
Assistant Nurse Clinician, Ang Mo Kio Polyclinic

I joined NHG Polyclinics as I saw an opportunity to make a real impact, given how it aims to deliver accessible community-based care, with a focus on preventive health and patient education. NHG Polyclinics fosters continuous learning and values every team member's contribution, which has motivated me to grow and stay committed.

It was a defining moment when I was selected to be on the COVID-19 response team. Despite the fear and uncertainty, I witnessed incredible teamwork, resilience and compassion. We worked tirelessly to ensure patients were cared for and safe. That period reminded me of the true purpose of healthcare — serving others in times of need.



Through health screenings, vaccinations and chronic disease management, NHG Polyclinics has improved patients' quality of life. Its outreach efforts have extended care beyond polyclinic premises, building strong relationships and trust with partners that are crucial to achieving healthier communities.

As we celebrate 25 years, I sincerely hope we continue to lead with compassion, embrace innovation and support our communities.



18 Dr Evan Sim Chin Sing
Family Physician, Principal Staff, Geylang Polyclinic

Driven by a passion for family medicine, I was drawn to NHG Polyclinics by the opportunity to care for patients across all ages, from infants to the elderly, and to build lasting relationships through personalised care. Seeing a patient smile or hearing a 'thank you' has made every step worthwhile.

One milestone I've experienced is the transformation of healthcare technology. From queue systems to digital medical records, this has greatly improved patient care. The pandemic accelerated this shift, introducing telemedicine and remote care. We also support preventive health initiatives like Healthier SG which empower patients to take charge of their health.

At NHG Polyclinics, we promote healthy living through collaborative chronic care plans. I regularly engage patients on fitness, especially when Body Mass Index (BMI) is a concern. Sharing my own weight-loss journey has motivated others to start moving. Additionally, numerous growth opportunities — from postgraduate studies to national-level projects — and learning from inspiring leaders has deepened my commitment to better healthcare. As NHG Polyclinics turns 25, I look forward to continuing to advance preventive care and inspire healthier lifestyles.

19 Ms Hamnah Rahmat
Senior Patient Service Associate Executive, Woodlands Polyclinic

I came on board NHG Polyclinics with a desire to serve the community. Being on the frontline enabled me to directly support patients and positively impact their well-being.

Fuelled by the fulfilment I get from helping others, the strong team spirit and NHG Polyclinics' values, I have grown, led and mentored colleagues, turning this workplace into a second home. A milestone in my journey was being appointed Team Leader, reflecting the trust placed in me. Another unforgettable chapter was during the SARS and COVID-19 outbreaks, where we stood united, adapted swiftly and ensured the safety of both patients and staff. I am proud that the organisation has shaped me into someone who is more resilient, patient and compassionate.



As a trusted primary care provider, NHG Polyclinics offers not just treatment but preventive care, education and long-term support, and I have personally seen how its human approach builds lasting bonds with patients. May we continue caring with dignity, respect and excellence.



20 Dr James Cheong Siew Meng
General Practitioner, NHG Health Central-North Primary Care Network Sub-Lead

Early in my journey as a GP and when partnering with NHG Polyclinics, I was guided by my mentor, Dr Eng Soo Kiang. Dr Eng believed in the value of collaboration between GPs and primary care partners, recognising that this synergy could enhance patient care. His strong ties with NHG Polyclinics inspired me to share the same vision of working together to deliver comprehensive, community-based care.

This partnership deepened over time, and was strengthened further upon GPs joining the NHG Health Central-North Primary Care Network (CN-PCN) in April 2018. What makes the partnership meaningful is not just the systems in place but also the relationships built. I have received referrals for procedures at my clinic. Patients appreciate the seamless care and the mutual trust between providers, which reassures them and enhances their experience. With NHG Polyclinics' multidisciplinary teams complementing the services of GP clinics, we are able to meet diverse patient needs and improve accessibility, continuity and quality of care for our community.

To me, NHG Polyclinics' key contribution is its role as a centre of excellence in family medicine. It drives innovation and shares best practices, improving the broader primary care landscape. NHG Polyclinics also complements our work through diagnostic support and professional development opportunities via Continuing Medical Education activities and the Primary Care Academy.

Moving forward, I am hopeful that NHG Polyclinics will continue to lead in family medicine and deepen its collaboration with GPs. Together, we can raise the standard of care, foster integration and strengthen Singapore's primary care ecosystem for the next 25 years and beyond.

OUR STORIES

21 Dr Eng Soo Kiang
General Practitioner, NHG Health Central-North Primary Care Network Lead

My partnership with NHG Polyclinics began shortly after I completed my Master in Family Medicine. I was the first General Practitioner (GP) invited by Professor Chong Phui-Nah, then Head of Family Medicine Development, to serve as an Adjunct Family Physician. I saw patients and taught medical students within the polyclinics.

Over the past two decades, this partnership has evolved. I've been invited to participate in, organise, and eventually help lead various initiatives, ranging from postgraduate training, workshops and conferences to project meetings, GP collaborations, and brainstorming retreats. It's been a never-ending, enriching feed-forward cycle of growth.

At the micro level, interactions with NHG Polyclinics' healthcare professionals have equipped me with insights into managing more complex community cases. At the macro level, I have a wider perspective of Singapore's evolving primary care system, including national major initiatives such as the launch of CHAS (Community Health Assist Scheme).



Under NHG Polyclinics' team-based care delivery, patient satisfaction and chronic disease outcomes have improved. The partnership between GPs and NHG Polyclinics is mutually beneficial, supporting each other in care continuity and preventive health under Healthier SG.

This partnership was to the extent that Professor Chong personally informed me of her retirement as CEO & Primary Care, NHG Polyclinics. Meeting with incoming CEO Associate Professor Karen Ng during this transition was witnessing a meaningful generational handover. Looking ahead, my wish is for NHG Polyclinics to continue offering seamless, transdisciplinary education, strengthening community partnerships and championing health promotion for the 1.5 million residents it serves.

22 Ms Anna Lim Siew Hoon
Patient Advisory Council Member, Kallang Polyclinic



In view of Singapore's ageing population, I wanted to help the community in some way. Volunteering at NHG Polyclinics offered a chance to learn more about the healthcare system, and develop my communication and interpersonal skills while supporting both staff and patients.

Through volunteering, I have learned to listen better and offer reassurance to patients from diverse backgrounds, especially the elderly. I also gained insights into how NHG Polyclinics functions and how each role contributes to the patient experience. A fond memory was an event organised by Kwong Wai Shiu Hospital that the Patient Advisory Council participated in, where I assisted an elderly participant with colouring a tote bag. Her smile at the end proved that every act of kindness counts.

NHG Polyclinics' initiatives — such as remote monitoring of conditions and online consultations — save patients time and provide convenience, while its staff's compassion builds trust and emotional support. There exists a sense of purpose and teamwork. I also value the opportunities to learn and grow through exposure.

It is a privilege to be part of NHG Polyclinics' 25th anniversary, which celebrates a legacy of care and compassion. I am positive that NHG Polyclinics will maintain its human touch and create more meaningful roles for volunteers like myself.

23 Ms Tan Mui Mui
Patient Advisory Council Member, Khatib & Yishun Polyclinics

I was inspired to volunteer with NHG Polyclinics as its commitment to delivering primary care resonated with me, and I wanted to be part of that mission. Since 2019, I have served as a Guiding Hands Volunteer at Yishun Polyclinic and, more recently, was invited to join the Patient Advisory Council, where I have been an active member for nearly a year.

Volunteering taught me the importance of empathy, active listening and teamwork. Small gestures such as giving clear directions or being present can significantly improve a patient's experience. When I guide patients through the HealthHub app for registration and scheduling follow-ups, their appreciation motivates me.

Once, while helping at the registration counter, I noticed a patient in visible distress. He shared that he was experiencing asthma symptoms, and I immediately alerted a nurse, who arranged for him to be seen immediately. That moment showed how being observant and responsive pays off.



NHG Polyclinics plays a vital role in the community by providing affordable, accessible care and promoting health education and disease prevention. Its 25th anniversary reflects its years of dedication and positive impact on the community. I am certain that NHG Polyclinics will keep ensuring that every patient feels heard, supported and cared for.



24 Ms Ida Kesuma Binti Ali
Patient Advisory Council Member, Sembawang Polyclinic

Two years ago, a doctor handed me a pamphlet on volunteering as a Patient Advisory Council (PAC) member when I visited Yishun Polyclinic for a check-up. Having previously been a parent volunteer at my children's school, I thought, 'Why not see if I can contribute?'

As a volunteer at NHG Polyclinics, I learned how our voices as patients and caregivers can help highlight challenges and give feedback to improve services. For example, wayfinding exercises at Sembawang and Khatib Polyclinics allowed us to share difficulties that the elderly, parents with young children or persons with disabilities might face in navigating the clinics. Another standout memory was the first parent-child cooking bonding session held in July 2024. As PAC members, we worked closely with the Volunteer Corporate Office staff, from buying and preparing ingredients to running the session on preparing healthy salmon wraps with curried mayo at Sembawang Polyclinic's Health & Wellness Studio. The participants' enjoyment made it feel worthwhile.

NHG Polyclinics places strong emphasis on personal responsibility for health. With services such as consultations and screenings, patients can better understand and take charge of their well-being. Being part of the NHG Polyclinics family has been a truly empowering and meaningful experience.

25 Mr Muneer Mohammed Haneefa
Patient Advisory Council Member, Sembawang Polyclinic

I began my volunteering journey with NHG Polyclinics in 2022, being especially drawn to the opportunity to enhance the patient experience and ensure that all who enter the polyclinic feel supported and cared for.

It has been enriching. I learned about the dedication and coordination needed to keep a healthcare system running efficiently, as well as various preventive health programmes and how crucial they are in promoting healthier living. Above all, I have seen the value of empathy, teamwork and presence during moments of need.



What I enjoy most is being part of a like-minded team of volunteers, where I can share ideas to improve service, digital touchpoints and the patient experience. NHG Polyclinics values feedback and it is gratifying to know my input matters.

NHG Polyclinics' 25th anniversary marks 25 years of the organisation moulding community health with compassion and innovation. It reminds me that every contribution, big or small, helps build a healthier Singapore. I am keen to see NHG Polyclinics sustaining and boosting community partnerships and public engagement, for generations to come.

STRIDING IN SOLIDARITY

STAFF ACROSS NHG POLYCLINICS COMMEMORATED THE ORGANISATION'S 25-YEAR JOURNEY AND THE STRONG PARTNERSHIPS IT HAS BUILT WITH A SERIES OF WALKS.



Headquarters

NHG Polyclinics hosted its ACTIVE Day at OCBC Arena on 22 February 2025, which also marked the launch of the institution's 25th anniversary celebrations. More than 700 staff from across all nine polyclinics and Headquarters participated in the event, which promoted physical wellness and served as a tribute to NHG Polyclinics' commitment to excellence in primary care.

The event featured a symbolic 2.5-kilometre run, with each kilometre representing a year of NHG Polyclinics' service journey, complemented by a series of 2.5-kilometre walks and runs organised by the other polyclinics. Team-building activities such as archery and laser tag were also conducted to strengthen inter-departmental collaboration and promote friendly competition.

An awards presentation ceremony recognised Health Buzz leaders for their roles in championing staff wellness. Awards were also presented to the CEO Challenge Champion and Tele-match victors.

Khatib Polyclinic



Khatib Polyclinic's walk-run event to Lower Seletar Reservoir on 6 May 2025 was attended by staff, Patient Advisory Council members and community partners including Goodlife! Yishun and St Luke's Eldercare Centre's Active Ageing Centre. The activity, which encouraged camaraderie and community bonding, highlighted the polyclinic's dedication to advancing care beyond clinic walls.

Toa Payoh Polyclinic



On 8 May 2025, Toa Payoh Polyclinic staff set out on a route all the way to the site of the upcoming Toa Payoh Integrated Development slated to open by 2030, which will include the redeveloped Toa Payoh Polyclinic to bring essential healthcare closer to residents. The route also featured iconic landmarks around Toa Payoh.

Sembawang Polyclinic



In celebration of NHG Polyclinics' milestone, Sembawang Polyclinic organised its walkathon on 28 May 2025. Staff from all departments walked through Canberra Cove to Sembawang Hot Spring Park, demonstrating their commitment to holistic wellness through nurturing physical, mental and social health.



Hougang Polyclinic

On 27 June 2025, staff from Hougang Polyclinic walked together to the nearby Harmony Park to promote healthy living and also to build stronger camaraderie.

Ang Mo Kio Polyclinic



Ang Mo Kio Polyclinic held a walk with its community partners on 28 June 2025. Designed to strengthen ties among participants, the event brought together Allkin Singapore, Pathlight School, AWWA, St Luke's ElderCare and IDHealth, who joined polyclinic staff at Bishan-Ang Mo Kio Park for a meaningful journey of wellness and connection.



Geylang Polyclinic

On 1 July 2025, staff from Geylang Polyclinic embarked on a discovery walk from the polyclinic to four Active Ageing Centres (AACs) in the neighbourhood — Methodist Welfare Services, Geylang East Home for the Aged, Brahm Centre @ MacPherson and Thye Hua Kwan AAC @ MacPherson — to learn more about the AACs. They also delivered free self-blood pressure machines to the AACs, to encourage blood pressure monitoring at home.



Kallang Polyclinic

Staff from Kallang Polyclinic, together with participants from Kwong Wai Shiu Hospital's (KWSH) Active Ageing Centre, took part in the walk held on 3 July 2025. As they explored the Boon Keng neighbourhood and along the Whampoa River, the polyclinic team shared healthy living tips with the KWSH participants, fostering meaningful conversations.

Yishun Polyclinic



The walk-run event on 25 July 2025 was attended by Yishun Polyclinic staff as well as community partners and volunteers from Montfort Care. The trail took the participants around Yishun Pond towards Khoo Teck Puat Hospital.



Woodlands Polyclinic

On 26 July 2025, Woodlands Polyclinic staff walked together through the estate's heartlands, symbolising the polyclinic's shared journey with its patients. Staff also partnered Silver Generation Ambassadors on preventive health visits to seniors living in rental flats. This experience provided valuable insights into the seniors' living conditions and the important contributions of the polyclinic's community partners.

OUR FUTURE

NHG Polyclinics is poised to lead a future-ready primary care ecosystem through research, training and disease management. The focus remains on empowering communities and expanding services and capabilities to achieve better health outcomes.

REFLECTIONS FROM THE HEART

AS NHG POLYCLINICS LOOKS TO THE FUTURE, OUR HEALTHCARE PROFESSIONALS EXPRESS THEIR HOPES AND SENTIMENTS.



Over the past 25 years, NHG Polyclinics has consistently delivered quality care as a trusted primary care provider to our patients, thanks to the dedication of staff both past and present.

Dr Simon Lee
Chief Operating Officer, Chief Clinical Informatics Officer & Data Protection Officer

I am proud to belong to a healthcare institution that truly values each person. It feels like I have found a bigger family aligned with our mutual goal of helping our patients be healthy.

Dr Helene Chua
Dental Surgeon,
Geylang Polyclinic

Being with NHG Polyclinics is to be part of a dedicated team that endeavours to support patients holistically. It has been a privilege to work collaboratively to integrate psychological care into everyday health and make mental health more accessible.

Ms Sumathi D/O Rajagopal
Psychologist,
Hougang Polyclinic

I am glad to be part of NHG Polyclinics as we celebrate 25 years of care. It's been incredibly fulfilling to work together with such committed colleagues, and I am grateful for the support, teamwork and leadership that keep us moving forward every day. Here's to many more milestones together!

Mr Kee Cherng Yang
Senior Operations Manager,
Serangoon Polyclinic

It has been nothing short of extraordinary. We have witnessed 25 years of innovation, and capacity and capability development to transform NHG Polyclinics to what it is today – a stronger, more efficient and resilient primary care system that serves our residents in the Central and North regions of Singapore.

Dr Lim Chee Kong
Director, Clinical Services

One word to describe my experience at NHG Polyclinics would be 'Empowerment'. The organisation offered space to grow, innovate and make real impact. From shaping chronic care to educating juniors, I found meaning in every role. I'm deeply supported, and grateful to mentors who guided me with wisdom and vision.

Dr Thio Si Min
Family Physician,
Associate Consultant,
Kallang Polyclinic

Being part of NHG Polyclinics means growing with a nurturing team committed to excellence in primary care. It's inspiring to be part of 25 years of building stronger communities through compassionate, comprehensive and collaborative care.

Dr Chen Tongyuan
Assistant Director, Family Medicine Development

'Transformative' encapsulates my journey at NHG Polyclinics. Working alongside dedicated colleagues as we reshape primary care has been truly inspiring.
I am very proud to see how our vision and commitment has touched many lives across the communities we serve.

Ms Lim Voon Hooi
Chief Nurse,
Population Health,
NHG Health & Chief Nurse,
NHG Polyclinics

NHG Polyclinics reaching 25 years is an achievement that we can celebrate together. Together, we honour our journey of delivering patient-centred, accessible care – enabling healthier lives for our patients, families and the communities we serve.

Dr Jonathan Chong
Head, Hougang Polyclinic

This is more than just a job. Our team members share their expertise and innovative practices to improve patient outcomes. Engaging with diverse populations allows for a deeper understanding of community needs, promoting tailored health initiatives that resonate with local values.

At NHG Polyclinics, we celebrate small victories alongside patients, witness their journeys, and contribute to their health stories.
It is also about creating a healthier community, one patient at a time, and transforming healthcare into a shared mission of compassion and dedication.

Ms Siti Zarinah Binte Abdul Rahman
Manager, Primary Care Academy

Working at NHG Polyclinics has made me realise that my teammates are more than just colleagues — we truly care and look out for one another. It is special to be part of this, especially during NHG Polyclinics' 25th anniversary.

Ms Ong Wan Mei
Associate Executive,
Clinical Services

Being part of NHG Polyclinics has been a meaningful journey. What stands out is the spirit of collaboration, innovation and dedication among our people. It's a privilege to work alongside colleagues who continually raise the standards of primary care. I'm proud to be part of this legacy.

Dr Gabriel Ding
Head, Khatib Polyclinic

A 25TH ANNIVERSARY TRIBUTE

Specially composed for NHG Polyclinics' silver jubilee, this song celebrates a collective journey of dedication, resilience and teamwork. It captures the organisation's enduring vision to advance primary care and family medicine whilst ensuring healthcare stays accessible, comprehensive and patient-centred.



From humble steps, a vision grew
To bring good health to all of you
In every heart, in every smile
NHGP walked each mile.

With hands that heal
With hearts so true
We've built a bond, both strong and new
Through years of care, through lives we've changed
Together our mission remains.

Here's to 25 years of primary care
A journey we've built, a vision we share
From every family, to every friend,
NHGP — our care won't end
Here's to the future, bright and clear,
Celebrating many more years!

Together we heal, together we thrive
Empower our communities to healthier lives
With every heartbeat, with every cheer
We are here to stay and we hold you near.

For every resident, every need
We care with love and empathy
From providing care to hearts restored
Building bonds with all.

Here's to 25 years of primary care
A journey we've built, a vision we share
From every family, to every friend,
NHGP — our care won't end
Here's to the future, bright and clear,
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