



Celebrating
25 Years of
Advancing
Primary Care
Empowering
Healthier Communities

Annual Report FY2024

Celebrating 25 Years of
**Advancing Primary Care
Empowering
Healthier Communities**

The cover design of the NHG Polyclinics Annual Report reflects progress, collaboration, and empowerment in primary care. The upward arrangement of circles represents continuous growth and improvement, symbolising the progressive strides made in primary care. The overlapping shapes convey interconnectedness and highlight the unity between NHG Polyclinics and its partners in working together to enhance healthcare delivery.

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GROUP CEO'S MESSAGE

TRANSFORMING CARE FOR A HEALTHIER POPULATION

Primary care is the foundation of a strong healthcare system. As the Regional Health Manager for Central and North Singapore, we made further strides in making care accessible and strengthening partnerships for a more connected and sustainable preventive healthcare system for the 1.5 million residents we serve. NHG Polyclinics remains central to this mission and of adding 15 million years of healthy life. By fostering long-term, relationship-based care for patients and their loved ones, our polyclinics continue to lead in chronic diseases management through comprehensive, multidisciplinary care that supports health and social needs across all life stages. Such transformation in enabling health requires partnership.

STRENGTHENING POPULATION HEALTH THROUGH COLLABORATION

NHG Polyclinics is scaling its impact in population health through collaboration, working closely with community partners to enhance care delivery, improve efficiency, and ensure coordinated care. One example is ENRICH (**EN**gaging and empow**ER**ing our **C**ommunity for better **H**ealth), a social prescribing programme run in partnership with Active Ageing Centres. It connects patients and residents to community resources and activities that support their physical, mental and social well-being. Such partnerships are building a robust ecosystem that not only manages illness, but actively promotes preventive care and early intervention.

DRIVING CARE ACCESSIBILITY, INNOVATION AND RESEARCH

Our primary healthcare arm is also growing its reach. With the opening of Khatib Polyclinic in May 2024, and the upcoming Serangoon Polyclinic by the end of 2025, our network of polyclinics will expand to 10 across Central and North Singapore, bringing care closer to communities and homes.

To enhance patient experience and improve operational efficiency, we have harnessed innovation and technology at our polyclinics, including the roll-out of PRIME-CXR (**P**rioritisation and **R**edistribution of Imaging for **M**edical **E**valuation of **C**hest **X**-Ray), a technological innovation that uses artificial intelligence to triage X-rays and prioritise abnormal chest X-rays for faster clinical review.

Research and education remain key pillars of our primary care transformation. Through the Academic Health System jointly established by NHG Health and Lee Kong Chian School of Medicine, we integrate research, teaching and clinical practice, nurturing the skills and expertise of our next generation of healthcare professionals. This strengthens our primary care capabilities and sustains excellence and the quality of care.

These efforts reflect NHG Polyclinics' ongoing efforts in collaboration and innovation to improve health outcomes, and they underscore our shared mission of adding years of healthy life.

We will forge ahead as One NHG to build trust, drive transformation and invest in supporting our residents to live longer and healthier.

CONCLUSION

I would like to extend my heartfelt gratitude to our Chairman Mr Tan Tee How, the NHG Health Board of Directors, the Ministry of Health; Associate Professor Karen Ng, Chief, Primary Care, Population Health, NHG Health and CEO of NHG Polyclinics, and all management and staff for their unwavering commitment in advancing our shared vision for a healthier Singapore.

Professor Joe Sim
Group Chief Executive Officer
NHG Health



CEO'S MESSAGE

London, and the Early Career Award at the International Congress of Behavioural Medicine in Vienna.

At the Singapore Health and Biomedical Congress 2024, NHG Polyclinics showcased several technology-driven innovations, amongst these, PRIME-CXR (**P**rioritisation and **R**edistribution of Imaging for **M**edical **E**valuation of **C**hest **X**-Ray) – an Artificial Intelligence-powered chest X-ray analysis tool; AV-MED (**A**ugmented **V**ideo Analytics for **M**edication Adherence) – an augmented video analytics system for medication adherence; and a Point-of-Care HbA1c device for timely diabetes monitoring. These initiatives demonstrate our drive to translate innovation into tangible improvements in patient experience, clinical outcomes, and operational efficiency.

BUILDING STRONGER COMMUNITY PARTNERSHIPS

Our progress is made possible through collaboration. Our Patient Advisory Council (PAC) continues to engage patients as active partners in co-developing solutions. The latest Khatib-Yishun PAC was instrumental in providing feedback to improve wayfinding at Khatib Polyclinic and enhance the patient experience.

Through our partnership with General Practitioners (GPs) under the NHG Health Central-North Primary Care Network (CN-PCN), we have extended NHG Polyclinics' RELATE (**RE**lationship-based **he**alth and social **in**TEgration) programme to support GPs in connecting patients to health and social services. CN-PCN also strengthens linkages between GPs to the larger healthcare landscape, ensuring that patients receive integrated care and coordinated support.

CONCLUSION

I would like to express my gratitude to the Ministry of Health, NHG Health's Board of Directors, our GP partners and NHG Polyclinics' Senior Management and staff for their continued support.

As we look ahead, we must build upon and define the next chapter of primary care – by investing in and nurturing the next generation of healthcare professionals who will continue to serve, heal and to lead with compassion.

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

WORKING TOWARDS HEALTHIER COMMUNITIES

As we reflect on another significant year at NHG Polyclinics, I am proud to share our ongoing efforts and progress in strengthening primary healthcare and advancing population health in Singapore.

GROWING FROM STRENGTH TO STRENGTH

In May 2024, we opened Khatib Polyclinic which brought care closer to residents with a slew of comprehensive services, including youth mental health support, frailty screening for seniors and dental services for everyone.

By the end of 2025, the opening of Serangoon Polyclinic will bring our total number of polyclinics to ten. Additionally, plans are underway to expand Woodlands Polyclinic with new clinical areas by the end of 2026, while the redeveloped Toa Payoh Polyclinic, located within Toa Payoh Integrated Development, will enhance accessibility and care integration by 2030.

In tandem with infrastructure enhancement, we are tapping on technology to transform care delivery. Our Tele-Health services have made quality care more accessible and convenient for patients. To further enhance existing processes for Tele-Consultations, NHG Polyclinics has rolled out the Video Consultation Platform across its polyclinics since December 2024. Integrated within the NHG Health App, the platform streamlines the consultation process, improving continuity of care and patient satisfaction.

BETTER OUTCOMES THROUGH RESEARCH AND INNOVATION

Effective chronic disease management is a priority focus for NHG Polyclinics. We are deepening primary care excellence through research and innovation. NHG Polyclinics received the Population Health Research Grant at the National Medical Research Council Awards 2024 for our study on diabetes interventions, which aims to empower patients through education. In the same vein, NHG Polyclinics' research on the importance of self-care in diabetic foot ulcer management netted us the Silver Award at the Journal of Wound Care Awards in

NHG POLYCLINICS SENIOR MANAGEMENT



- Associate Professor Karen Ng**
Chief, Primary Care, Population Health, NHG Health & Chief Executive Officer, NHG Polyclinics
- Dr Simon Lee**
Chief Operating Officer, Chief Clinical Informatics Officer & Data Protection Officer
- Mr Roger Leong**
Chief Financial Officer, Population Health, NHG Health
- Mr Eric Tan**
Chief Human Resource Officer, Population Health, NHG Health *(from 3 Feb 2025)*
- Dr Darren Seah**
Head, Family Medicine, Population Health, NHG Health & Director, Family Medicine Development & Primary Care Academy, NHG Polyclinics *(from 1 Apr 2025)*
- Ms Lim Voon Hooi**
Chief Nurse, Population Health, NHG Health & Chief Nurse, NHG Polyclinics *(from 1 Apr 2025)*
- Dr Lim Chee Kong**
Director, Clinical Services

- Mr Tan Teck Sim**
Director, Corporate Planning & Development & Data Protection Office
- Dr Jonathan Ting**
Head, NHG Geylang Polyclinic
- Dr Kong Jing Wen**
Head, NHG Woodlands Polyclinic
- Ms Sharon Chen**
Director, Operations
- Mr Johnson Seah**
Director, Corporate Communications
- Dr Lim Ziliang**
Head, NHG Yishun Polyclinic
- Ms Tracy Gan**
Director, Service Leadership & Patient Relations



- Dr Christopher Chong**
Director, Engagement and Care Transformation - Primary Care Office, Population Health, NHG Health; Head, NHG Ang Mo Kio Polyclinic *(until 1 Oct 2024)*
- Associate Professor Tang Wern Ee**
Director, Clinical Research Unit & Information Management & Analytics & Chief Data Officer
- Assistant Professor Tung Yew Cheong**
Group Chief Quality Officer, NHG Health; Director, Quality & Patient Safety, NHG Polyclinics *(until 30 Jun 2025)*
- 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

- Dr Jonathan Chong**
Head, NHG Hougang Polyclinic
- Dr Valerie Teo**
Head, NHG Kallang Polyclinic
- Dr Irwin Chung**
Head, NHG Sembawang Polyclinic
- Dr Ian Koh**
Head, NHG Ang Mo Kio Polyclinic *(from 1 Oct 2024)*
- Dr Tan Khai Wei**
Head, Quality & Patient Safety, NHG Polyclinics *(from 1 Jul 2025); Head, NHG Toa Payoh Polyclinic (until 30 Jun 2025)*
- Dr Liu Changwei**
Head, NHG Serangoon Polyclinic *(from 1 Oct 2024)*
- Dr Gabriel Ding**
Head, NHG Khatib Polyclinic



ADVANCING PRIMARY CARE

01

NHG Polyclinics enhances health outcomes through advanced capabilities and strategic partnerships, driving positive change in patient care and community well-being.



INCREASING ACCESSIBILITY TO CARE

By expanding capacity and improving accessibility, NHG Polyclinics is able to extend its primary care services to better address the increasing demand for care.



(Left to right) Ms Lim Voon Hooi, Chief Nurse, Population Health, NHG Health and Chief Nurse, NHG Polyclinics; Associate Professor (A/Prof) Chong Phui-Nah, Senior Advisor, NHG Health; Prof Eugene Fidelis Soh, Deputy Group Chief Executive Officer, Population Health, NHG Health; A/Prof Muhammad Faishal Ibrahim, Adviser, Nee Soon Central (Nee Soon GRC); Prof Joe Sim, Group Chief Executive Officer, NHG Health; Mr K Shanmugam, Adviser, Chong Pang (Nee Soon GRC); Mr Masagos Zulkifli, Minister for Social and Family Development, Second Minister for Health; Mr Tan Tee How, Chairman, NHG Health; A/Prof Karen Ng, Chief, Primary Care, Population Health, NHG Health and CEO, NHG Polyclinics; Ms Carrie Tan, Adviser, Nee Soon South (Nee Soon GRC); Mr Derrick Goh, Adviser, Nee Soon Link (Nee Soon GRC); Mr Louis Ng, Adviser, Nee Soon East (Nee Soon GRC); Dr Gabriel Ding, Head, Khatib Polyclinic; and Dr Lim Ziliang, Head, Yishun Polyclinic, at Khatib Polyclinic's opening. [Political Office and GRC appointments as at 13 May 2024]

KHATIB POLYCLINIC OFFICIALLY OPENS

Khatib Polyclinic officially opened on 13 May 2024, marking another significant milestone for NHG Polyclinics. Mr Masagos Zulkifli, Minister for Social and Family Development and Second Minister for Health, was the Guest-of-Honour at the opening of the ninth and newest polyclinic for NHG Polyclinics. Among those in attendance for the event were the Advisers to the Nee Soon Group Representation Constituency (GRC), senior management members of the Ministry of Health (MOH), MOH Holdings, NHG Health board members, senior leaders from NHG

Health and NHG Polyclinics, and partners. The momentous occasion was streamed on Workplace, allowing all staff to join in the celebration.



Associate Professor Karen Ng delivering her opening address.



Nee Soon GRC's WANNAkids delivered a spectacular Latin cha-cha and jive dance performance.

To mark this special occasion, Minister Masagos, Mr Tan Tee How, Chairman, NHG Health; Professor Joe Sim, Group Chief Executive Officer, NHG Health; and Nee Soon GRC Advisers – Associate Professor Muhammad Faishal Ibrahim, Mr Derrick Goh, Ms Carrie Tan and Mr Louis Ng – were invited to sign on the completed artwork. Comprising over 19,000 individual pieces and titled ‘Building Blocks for Good Health’, it was put together by NHG Polyclinics staff and management, residents, patients and partners. The artwork symbolises how Khatib Polyclinic unites healthcare, residents and patients to achieve holistic health and well-being. As part of the event, guests toured the polyclinic’s facilities and services.

Wheelchair Tilter with Ambidextrous Dental Chair

The dental clinic at Khatib Polyclinic is equipped with a wheelchair tilter paired with an ambidextrous dental chair, ensuring optimal care for patients with mobility challenges. Additionally, the clinic features digital in-room X-rays, which minimise the need for patient transfers, as well as air filtration systems to help reduce the risk of infection transmission.



The dental clinic’s ambidextrous chair with a wheelchair tilter improves care accessibility.



(Left to right) A/Prof Chong Phui-Nah, Prof Eugene Fidelis Soh, Mr Derrick Goh, A/Prof Muhammad Faishal Ibrahim, Professor Joe Sim, Minister Masagos Zulkifli, Mr Tan Tee How, Associate Professor Karen Ng, Ms Carrie Tan, Mr Louis Ng, and Dr Gabriel Ding, in front of Khatib Polyclinic’s community artwork.

Community Plaza and Health Studio

Located adjacent to each other, Khatib Polyclinic’s Community Plaza and Health Studio serve as community spaces to engage both patients and residents. The Health Studio is the third such facility launched by NHG Polyclinics. Its health outreach efforts include healthy cooking workshops, interactive exercise programmes, and health talks on topics such as mental health and stress management, as well as tips for seniors on preventing frailty and falls.

Partnerships for Ageing Well

Through strong partnerships, Khatib Polyclinic helps seniors in maintaining their physical, social and mental health, aligning with the national Age Well SG initiative.

NHG Polyclinics’ social prescription programme, ENRICH (ENgaging and empowERING our Community for better Health), aims to enhance health outcomes through social and lifestyle interventions. Piloted at Khatib Polyclinic, the ENRICH programme connects patients

who are well and/or with stable chronic conditions to a variety of programmes offered by nearby Active Ageing Centres (AACs). The clinical team will encourage patients to participate in activities provided by community partners such as Goodlife Studio (Yishun, AAC) and SASCO@ Khatib (Singapore Amalgamated Services Co-operative Organisation). Additionally, patients will be directed to online resources, such as Health Kampung, through the NHG Health App or the Healthy 365 App, to help them achieve their health goals.



The ENRICH programme aims to engage seniors with community activities and keep them physically active, socially engaged and emotionally healthy.

Khatib Polyclinic also piloted the SAFE – or Screening, Agility, Frailty and Falls prevention, and Empowerment – programme, which targets patients aged 65 years or above with a history of falls. The polyclinic’s multidisciplinary team, which includes Advanced Practice Nurses, Care Managers, Care Coordinators and doctors, works to identify, assess and provide necessary intervention. They also offer bone mineral density screening to those at risk of osteoporosis. Additionally, in collaboration with St Luke’s ElderCare (SLEC), Khatib Polyclinic refers patients identified to be at risk of falls to SLEC’s Day Rehabilitation Centre for fall prevention exercise programmes.

Patient Advisory Council

The Patient Advisory Council (PAC) for Khatib and Yishun Polyclinics, together with NHG Polyclinics’ Volunteer Corporate Office and Health Promotion and Preventive Care Department, co-led wellness activities focused on senior care during the event. Themed ‘Preventive Care for Your Golden

Years’, the activities covered topics such as osteoporosis, frailty prevention and maintaining a healthy lifestyle through diet and exercise. Participants enjoyed a simulated supermarket tour and a healthy cooking demonstration. PAC members also co-facilitated exercises on fall prevention such as muscle strength grip tests.

Mainstream Media Reports

The official opening of Khatib Polyclinic was prominently and positively featured in all local print, online and broadcast media, including *The Straits Times*, *CNA*, *Lianhe Zaobao*, *Shin Min Daily News*, *Berita Harian*, *Channel 5*, *Channel 8* and *Vasantham*.

In Social Media

To raise interest and awareness prior to Khatib Polyclinic’s opening, NHG Polyclinics shared updates about the polyclinic on its Facebook page. Following the event, Minister Masagos Zulkifli and the Nee Soon GRC Advisers also posted about Khatib Polyclinic on their Facebook accounts.



Khatib-Yishun Polyclinic Patient Advisory Council was actively involved in co-facilitating health promotion activities at the Community Plaza and Health Studio.

MEETING PRIMARY CARE NEEDS

To fulfil existing and future health care needs, NHG Polyclinics is doubling efforts to advance Family Medicine and care transformation.



Members of the public learning more about frailty prevention at NHG Polyclinics' booth.

Toa Payoh Integrated Development Groundbreaking Ceremony

On 5 January 2025, NHG Polyclinics engaged with residents on the redeveloped Toa Payoh Polyclinic at the groundbreaking ceremony of the Toa Payoh Integrated Development (TPID), which was officiated by Mr Edwin Tong, Minister for Culture, Community and Youth and Second Minister for Law.

The upcoming development, expected to be ready by 2030, will feature the redeveloped Toa Payoh Polyclinic alongside sports facilities and community amenities such as a town park and a public library. With the aim of providing accessible care for all age groups, the polyclinic's strategic co-location with key agencies including Sport Singapore



Associate Professor Karen Ng (fifth from right), Chief, Primary Care, Population Health, NHG Health and CEO, NHG Polyclinics, at the TPID groundbreaking ceremony.

and the National Parks Board, will enable NHG Polyclinics to promote better health outcomes through collaborative opportunities.

Mainstream Media Reports

The TPID groundbreaking ceremony received significant coverage in local media. In an interview with *Lianhe Zaobao*, Dr Tan Khai Wei, Head, Toa

Payoh Polyclinic, shared the benefits of TPID. He highlighted that the redeveloped polyclinic's centralised location will make it more accessible and convenient for residents.

Wonca Asia Pacific Region Conference 2024

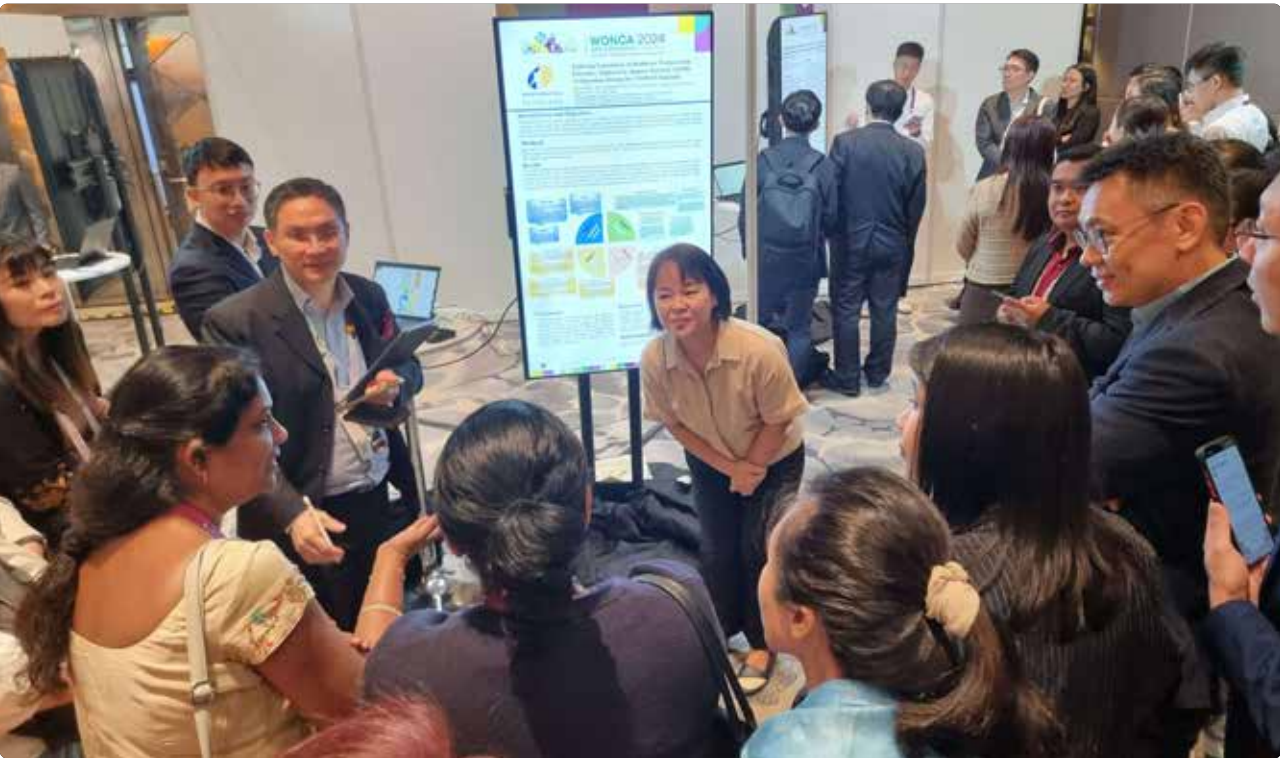
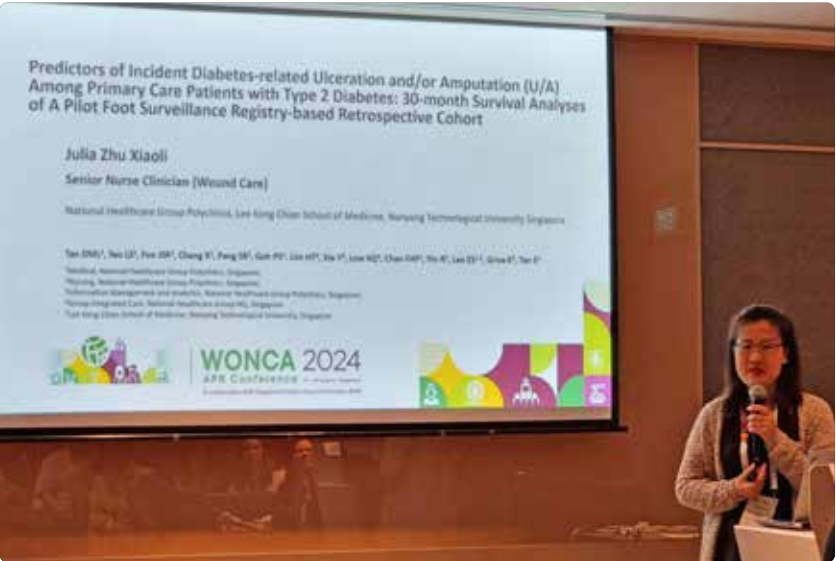
Held from 21 to 24 August 2024 at the Raffles City Convention Centre, the World Organization of Family Doctors (WONCA) Asia Pacific Region (APR) Conference delved into relationship-centred care and the evolving global challenges in family medicine with its theme, 'The Art & Science of Family Medicine'.

The conference was graced by Guest-of-Honour Mr Ong Ye Kung, Minister for Health, and Associate Professor Karen Flegg, WONCA President, and drew more than 1,300 attendees from over 30 countries. Dr Darren Seah, Head, Family Medicine, Population Health, NHG Health and Director, Family Medicine Development and Primary Care Academy, NHG Polyclinics, served as Chairperson of the

Scientific Committee, playing a key role in shaping the conference's academic and scientific direction.

Close to 50 delegates from NHG Polyclinics – led by Associate Professor Karen Ng, Chief, Primary Care, Population Health, NHG Health and CEO, NHG Polyclinics – contributed to the symposiums, workshops, oral presentations and poster sessions. In their engagements with other clinicians, NHG Polyclinics Family Physicians, nurses and Allied Health Professionals shared insights about healthcare communication, mental health, palliative care, innovation and research, among other topics.

The key highlight of the conference was the scientific competition, which provided a platform for healthcare professionals to showcase their research work in primary care and population health. Dr Chen Tongyuan, Family Physician, Yishun Polyclinic, who presented on screening for advanced liver fibrosis using the FIB-4 (Fibrosis-4 Index) score, clinched a finalist spot in the scientific competition.



NHG Polyclinics delegates sharing about their efforts to advance and transform primary care at WONCA APR 2024.

Strengthening Global Exchanges

NHG Polyclinics hosted several overseas delegates at its polyclinics over the course of the WONCA APR Conference 2024.

Under the NHG Polyclinics Overseas Expert Programme 2024, Dr Danielle Martin, Professor and Chair of the Department of Family and Community Medicine, University of Toronto, Canada, was invited to Kallang Polyclinic on 19 and 21 August 2024. During her visit, she shared insights from the Canadian perspective on advancing primary care value and quality. She also engaged with senior management, key stakeholders, and departmental representatives through lectures and roundtable dialogues, enabling discussions on leadership development and strategies to strengthen academic health systems.

On 27 August 2024, NHG Polyclinics welcomed visiting expert Professor Andrew Farmer, Professor of General Practice at the University of Oxford and Chair of the National Institute for Health



Professor Andrew Farmer (centre) was hosted by NHG Polyclinics for a sharing session on the transformative power of digital health.

and Care Research (NIHR) Health Technology Assessment Programme General Board, to Kallang Polyclinic. During the session, Professor Farmer shared insights from his team's experience with leveraging digital health programmes to enhance patient outcomes in the United Kingdom. In alignment with the focus on transforming care through

technology, the NHG Polyclinics team introduced Professor Farmer to the Primary-Tech Enhanced Care (PTEC) programme. Led by Dr Valerie Teo, Head, Kallang Polyclinic, and Dr David Ng, Head, Special Projects (Primary Care), NHG Polyclinics, this programme helps patients manage hypertension and diabetes through technology-driven care.



The session with Dr Danielle Martin (front row, fifth from left) sparked engaging discussions on the primary care landscape in Canada and Singapore.



The delegates' pre-conference visit led to an interactive discussion on how primary healthcare and mental health services have evolved in Singapore, Australia and Hong Kong.

As part of the WONCA APR pre-conference programme, NHG Polyclinics' Psychiatry Specialty Advisory Group hosted a group of delegates at Ang Mo Kio Polyclinic on 19 August 2024. Visitors included Professor Jane Gunn, Chair of Primary Care Research and Dean of the Faculty of Medicine, Dentistry and Health Sciences at the University of Melbourne; Dr Cath Kaylor-Hughes, Co-lead of the Primary Care Mental Health Programme and Senior Research Fellow within the Department of General Practice and Primary Care, Faculty of Medicine, Dentistry and Health Sciences at the University of Melbourne; Dr Esther Yu, Chief Manager at the Primary Healthcare Office of the Health Bureau, Hong Kong; and MOH Office for Healthcare Transformation representatives. The delegation was guided through the polyclinic by Dr Christopher Chong, Head, Ang Mo Kio Polyclinic, who shared about NHG Polyclinics' Teamlet Care Model. They also heard from Dr Winnie Soon, Family Physician, Senior Consultant, Ang Mo Kio Polyclinic, on NHG Polyclinics' Health and Mind Service.

'Healthier SG: A Fistful Of Dollars' Symposium

Associate Professor Karen Ng, Chief, Primary Care, Population Health, NHG Health and Chief Executive Officer, NHG Polyclinics, was a panellist at a symposium held by the Chapter of Family Medicine Physicians, Academy of Medicine, Singapore on 14 September 2024. Alongside other panellists, she engaged with Family Physicians and leaders among the medical fraternity on the critical role of Family Physicians in shaping patient outcomes and the future of healthcare in Singapore, in the context of the Healthier SG initiative.



Associate Professor Karen Ng (fourth from right) was a panellist at the symposium organised by the Chapter of Family Medicine Physicians, Academy of Medicine, Singapore.

Association for Medical Education In Europe Conference 2024

Family Physician educators from NHG Polyclinics represented the organisation at the Association for Medical Education in Europe 2024 conference. The event took place in Basel, Switzerland, from 24 to 28 August 2024, and brought together medical educators, researchers and professionals from around the world to exchange knowledge and share best practices.

The NHG Polyclinics delegates discussed topics such as mentorship, healthcare communication training, and the creation of supportive learning environments. A key focus of the discussion was the use of Artificial Intelligence in medical education. Additionally, an abstract submission by NHG Polyclinics, titled 'Transforming Mental Health Training in Primary Care for Family Medicine Residents', was selected as an e-poster, joining the 42.6 per cent acceptance rate among 4,400 submissions from 92 countries.

IMPROVING POPULATION HEALTH

NHG Polyclinics offers targeted initiatives and personalised support to empower patients to reach their health goals and achieve healthier lives.



DRIVING SELF-EMPOWERMENT

Through various programmes, NHG Polyclinics provides patients with the support and tools to better manage their health.

RELATE PROGRAMME

Following the pilot of its RELATE (**RE**lationship-based **heA**lth and social **iNTE**gration) programme in September 2020, NHG Polyclinics has launched it across all NHG Polyclinics, with the latest being Khatib Polyclinic. The RELATE programme aims to enhance health outcomes for patients with complex psycho-social issues. Under this programme, NHG Polyclinics clinicians, Medical Social Workers, Care Managers and Care Coaches work in tandem with community partners to address the patients' health and social needs.

In May 2024, NHG Polyclinics extended RELATE to the NHG Health Central-North Primary Care Network (CN-PCN) General Practitioner clinics located near Khatib. By performing holistic assessments of patients' health and social needs, GPs can proactively identify the unique needs of these complex patients and connect them with NHG Community Health Teams (CHTs) through the CN-PCN primary care coordinator. Patient care is anchored by the CHT nurse, who serves as the single point of contact to help patients navigate between their GPs and community partners, and access community resources.

BOOST PROGRAMME

NHG Polyclinics' **Br**inging about **O**ptimal **O**utcomes through **S**elf-care and **T**echnology (BOOST) is a digitally supported diabetes empowerment programme in the NHG Health App. This programme provides self-care support for patients with diabetes mellitus, helping them manage their condition more effectively through education, diet and lifestyle changes. BOOST enables users to monitor their vital signs, set and track lifestyle goals, and access a compendium of educational materials.



Participants enrolled in NHG Polyclinics' Lighter Life programme achieve safe weight loss through support from a transdisciplinary team and peers.

As of 1 March 2025, BOOST has been implemented across all nine NHG Polyclinics. It is available in three modes: as a standalone programme, integrated with NHG Polyclinics' **P**atient **A**ctivation through **C**onversations (PACT) programme, or integrated with NHG Health's **G**roup **E**ducation and **eM**powerment (GEM) programme.

GEM PROGRAMME

NHG Health's **G**roup **E**ducation and **eM**powerment (GEM) is a group-based diabetes education and self-care programme initiated in March 2022, in collaboration with the NHG Diabetes Mellitus Education Workgroup. The programme is targeted at patients who are newly diagnosed with diabetes and those with poor diabetes literacy. Through this initiative, the NHG Polyclinics Care Coach will provide resources and work with patients to set lifestyle goals, motivating them to achieve these goals for better health outcomes.

As of March 2025, a total of 98 GEM sessions have been conducted, benefitting over 975 patients across NHG Polyclinics. Preliminary results for patients who completed the programme showed improvements in their HbA1c levels, self-care behaviours and diabetes knowledge, highlighting the importance of community-based learning in fostering long-term health benefits.

LIGHTER LIFE

Under NHG Polyclinics' Lighter Life programme, patients with chronic diseases receive support for safe weight loss through dietary changes, physical activity and lifestyle modifications.

On 8 February 2025, the peer-led Lighter Life Community Walk initiative brought 25 participants, including alumni and current programme members, together on an 8-kilometre walk along the Rail Corridor. The walk fostered camaraderie and a shared commitment to health and wellness among the attendees.

FITTERLIFE

NHG Polyclinics' Health Promotion & Preventive Care Department (HPPC), together with NHG Health, leads the FitterLife programme alongside the Holistic Approach in Lowering and Tracking Chronic Kidney Disease (HALT-CKD) coordinators and health coaches from Community Health Teams (CHT). This transformative 12-week structured programme on pre-diabetes management equips patients with the knowledge, tools, and support needed to embrace and maintain a healthier lifestyle. In FY2024, the FitterLife programme engaged over 500 eligible individuals across six runs.

NHG POLYCLINICS' TELE-HEALTH SERVICES

Complementing NHG Polyclinics' suite of Tele-Health services, the Video Consultation Platform (VCP) was first introduced at Sembawang Polyclinic in December 2024. It was subsequently rolled out to the other NHG Polyclinics from February 2025, enabling patients to connect with healthcare professionals using advanced video conferencing technology.

Integrated within the NHG Health App, the VCP initiative enhances existing Tele-Consultation processes across NHG Polyclinics. Previously, appointment notifications were sent manually via text messages, and medication delivery details were verified through phone calls, among others. The implementation of the VCP has streamlined the entire consultation process, encompassing appointment notifications, video-consultation activation, post-consultation medication delivery and online billing. This digital solution improves accessibility by offering patients increased convenience while ensuring they receive quality care.

ALERT PROGRAMME

With adolescent mental health being a priority in Singapore's healthcare landscape, NHG Polyclinics is supporting the national agenda to address youth mental health issues through its primary care-led ALERT (AdoLescent Evaluation and Rapid Treatment of Mental Health) programme.

ALERT is the first of its kind among polyclinics in Singapore to provide opportunistic mental health screening and timely interventions for youths aged 13 to 17 who are experiencing mental health challenges. Piloted at Hougang Polyclinic in November 2021 and made available across all NHG Polyclinics since April 2023, the programme had benefitted close to 100 at-risk youths as of 9 July 2024.

Through the ALERT programme, youths who present with underlying medical conditions and mental health concerns are identified by NHG Polyclinics Family Physicians, to be followed up by Medical Social Workers on a personalised care plan over a six-month duration. The Family Physician manages the youths' biological or acute symptoms while the Medical Social

Worker provides psychosocial support and counselling sessions, working together with community partners – such as family service centres – to ensure continuity of care beyond the polyclinic. If a higher level of intervention is required, the youths may undergo further assessment by their Family Physician and be referred to specialist care.

Mainstream Media Reports

Following a media briefing conducted in July 2024, the ALERT programme and the roles of the Family Physician and Medical Social Worker were featured in media coverage in The Straits Times, CNA, Channel 8 News and Lianhe Zaobao, as well as multiple radio stations. During live interviews with CNA and CNA938 FM, Dr Eugene Chua, Family Physician, Associate Consultant, Hougang Polyclinic, Assistant Director, Primary Care Academy, and co-lead for NHG Polyclinics' mental health programme, shared how the team of doctors and Medical Social Workers aims to better understand the symptoms and challenges faced by youths who frequently present with recurrent issues.



Helmed by Family Physicians and Medical Social Workers, NHG Polyclinics' ALERT programme enables youths to receive accessible, non-stigmatising care and provides them with resources to manage their conditions early.



Ms Doreen Chan, Senior Care Coordinator, Nursing Services, NHG Polyclinics, using a dynamometer to assess the hand grip strength of a patient.

FRAILTY PROGRAMME

The prevalence of frailty is expected to grow in tandem with Singapore's ageing population. To help seniors in maintaining their quality of life, NHG Polyclinics piloted the Frailty Programme in 2020. The programme aims to prevent the onset of frailty, reverse its progression, and improve long-term health outcomes for older adults through early detection and intervention.

Following its official launch in 2022, the initiative was made available at Ang Mo Kio, Hougang, Kallang and Toa Payoh Polyclinics. It targets patients aged 65 and above, and incorporates behaviour change techniques for frailty prevention and progression. The patients are supported by a multidisciplinary team that comprises doctors, Care Coordinators, and clinical pharmacists.

Screening is done via the Clinical Frailty Scale (CFS) as well as using hand grip strength to assess muscle function and overall

physical capability. The polyclinic's Care Coordinator performs this assessment, provides educational materials and lifestyle advice on ageing well, and introduces patients to community exercise programmes offered by community care partners. Interested patients who have been further assessed for suitability by the Family Physician are then referred to NHG Community Health Teams, who recommend appropriate exercise programmes and activities. Where necessary, the polyclinic's clinical pharmacist will review and recommend adjustments to patients' medication plans as further reviewed by the Family Physician.

As of March 2025, over 7,680 patients had been screened, with over 4,000 patients who have CFS scores of 3 and 4 receiving personalised interventions. At the three-month follow-up, more than 17 per cent of CFS 3 and 4 patients saw improvement in their CFS scores. After 12 months of participation, about 42 per cent experienced an increase in hand grip strength of one kilogram or more. Building on

the programme's success, it is set to expand across all NHG Polyclinics by the end of March 2026.

Mainstream Media Reports

After a media briefing in October 2024, NHG Polyclinics' Frailty Programme was featured in media reports by The Straits Times, CNA, Channel 5, Channel 8, Lianhe Zaobao, The New Paper, Vasantham and multiple radio channels. Media coverage also included interviews with two patients from the programme.



Dr David Ng, Head, Special Projects (Primary Care), Deputy Director, Clinical Services, NHG Polyclinics and Lead of the Frailty Programme being interviewed by the media.

ACTIVATING COMMUNITY ENGAGEMENT

NHG Polyclinics spearheaded and contributed to meaningful initiatives aimed at enabling individuals to manage their health effectively.

STRENGTHENING OUTREACH EFFORTS

Health Coaching for Weight Management Workshop

From April to June 2024, PCA conducted a series of 'Health Coaching for Weight Management' workshops for about 60 Singapore Armed Forces personnel of various ranks and vocations. In the two-day workshop across three runs, a multidisciplinary team that included a dietitian, Health Promotion Consultant, Family Physician and public health doctor, introduced participants to the fundamentals of nutrition and



Through a series of workshops run by PCA, participants from the Singapore Armed Forces learned about the impact of nutrition and exercise on weight management.

exercise essential for effective weight management. Additionally, the participants were guided through an experiential journey to explore both the principles and application of health coaching.

PCA Health Talks for Active Ageing Centre Seniors

From July to September 2024, the Primary Care Academy (PCA) – in partnership with NTUC Health and with support from the Council for Third Age – organised a series of health talks for older adults at Active Ageing Centres across Singapore. Around 30 seniors attended each session, where PCA trainers shared topics such as ways to manage pain and address sleep difficulties. This enabled the seniors to understand the effects of ageing and embrace their experiences. Following this, over 90 per cent of attendees indicated through feedback that they would strongly recommend the talks to family and friends. Through this initiative, PCA reaffirmed its dedication to advancing health literacy and positively impacting seniors' well-being.



PCA trainers sharing more about the ageing process and how to handle its effects.

Collaboration on Parent-Child Programmes

Sembawang Polyclinic actively collaborates with co-located agencies and community partners – including Sport Singapore, Families for Life and Care Corner – to integrate health and wellness, and support the evolving needs of families.

Purposeful Play Programme

From August to September 2024, the Purposeful Play programme engaged over 45 families through five sessions held at the Health & Wellness Studio in Sembawang Polyclinic. Targeted at children aged 0 to 6, the 90-minute sessions encouraged screen-free play while promoting the development of early motor and social skills. The ongoing workshop series empowers parents to actively support their children's emotional and social growth through creative play-based activities. The programme provides opportunities for families to build stronger bonds, enhance communication skills and foster confidence in parenting. This initiative reinforced NHG Polyclinics' commitment to supporting early childhood development and strengthening family bonds through a community-centric approach.



The Purposeful Play workshops encouraged bonding between children and their parents and caregivers.

Cultural Celebration At Bukit Canberra

In celebration of the Mid-Autumn Festival, a 'Family Healthy Mooncake Making Workshop' was held at the Bukit Canberra Active Health Nutrition and Wellness Studio on 14 September 2024, as part of a collaboration between Sembawang Polyclinic, Family Nexus at Bukit Canberra, Sport Singapore and Active Health Lab. Led by Ms Alvernia Chua, Senior Dietitian, Sembawang Polyclinic, the workshop provided families with an opportunity to bond and learn practical tips on meal preparation by crafting rabbit-shaped mooncakes with pumpkin and sweet potato filling.



Ms Alvernia Chua guiding families on how to make naturally flavoured snowskin mooncakes.

Healthy Eats & Moves At Bukit Canberra

On 7 September 2024, the 'Healthy Eats & Moves at Bukit Canberra' event for families combined physical activity with nutrition education, equipping participants with practical knowledge they could apply to their daily lives. Following a relay race designed to encourage fundamental movement skills and an animal-shaped toast-making exercise, the event concluded with a food trail at Bukit Canberra Hawker Centre, where the families competed to identify healthier meal options at various stalls. This activity effectively reinforced the 'My Healthy Plate' concept and encouraged good eating habits among children aged four to twelve.



The 'Healthy Eats & Moves at Bukit Canberra' event included fun movement exercises.

Sports Festival at Bukit Canberra

At the Sports Festival organised by ActiveSG on 27 April 2024, Sembawang Polyclinic, along with co-located agencies, hosted pit-stops that teams had to navigate in a race-like challenge. Through a hands-on activity at Sembawang Polyclinic's pit-stop, the teams learnt to identify healthier drink options by arranging beverages according to their sugar content. There was also a booth by the Family Nexus @ Bukit Canberra team, introducing useful parenting resources as well as the polyclinic's maternal and child health services. The event was graced by Guest-of-Honour Mr Ong Ye Kung, Minister for Health, and attracted over 1,200 families.



During the Sports Festival, participants learnt about sugar content in drinks at the Sembawang Polyclinic pit-stop (top) and the role of family dynamics in parenting at the Family Nexus @ Bukit Canberra booth (bottom).

Public Health Talks on Osteoporosis and Breast Cancer Awareness

To empower the community in adopting a proactive approach to bone health, Khatib Polyclinic and NHG Polyclinics' Health Promotion and Preventive Care (HPPC) Department jointly held a public talk on osteoporosis at the polyclinic on 29 November 2024. The session was led by Ms Saw Mei Di, Assistant Nurse Clinician, Khatib Polyclinic, who provided guidance on reading nutrition labels to make healthier milk selections. Through a group exercise, she also highlighted the importance of weight-bearing and resistance exercises in improving bone health. Participants received educational resources on osteoporosis and exercise to reinforce the key takeaways from the session.



The public health talk on osteoporosis equipped participants with knowledge that they could share with their families.



The sessions on breast cancer screening and intervention strengthened awareness of the condition.

HPPC and NHG Diagnostics also collaborated for the first time to deliver Bone Mineral Densitometry (BMD) workshops at Khatib Polyclinic's Health Studio on 20 May 2024 and Sembawang Polyclinic's Health and Wellness Studio on 26 September 2024. The sessions aimed to raise awareness about osteoporosis, explain how BMD tests are conducted and highlight their effectiveness in assessing bone health. Participants responded positively to the workshops.



Participants learnt how to identify osteoporosis risk factors during the workshops at Khatib Polyclinic (top) and Sembawang Polyclinic.

In conjunction with Breast Cancer Awareness Month, HPPC, together with NHG Diagnostics, Tan Tock Seng Hospital and 365 Cancer Prevention Society, jointly conducted a series of workshops across Khatib, Sembawang and Kallang Polyclinics from October to December 2024. Participants gained a better understanding of breast cancer as well as the importance of screening and early detection, and took part in simple exercises to keep healthy.



Anti-Scam Roadshow

A multi-agency collaborative effort between Sembawang Polyclinic, the Singapore Police Force and Sport Singapore (SportSG) aimed to raise community awareness about scams during the Anti-Scam Roadshow held on 3 November 2024. Mr Tan Ee Xuen, Psychologist, Sembawang Polyclinic, was invited to deliver a talk titled 'Manage Your Stress to Respond Better to Potential Scams'. Participants learnt how scammers often prey on fear, urgency and emotional vulnerability, as well as techniques to stay vigilant, such as the 'Pause-Think-Check' mindset. The roadshow also featured interactive booths, a children's activity area and a showcase of police vehicles. It integrated mental wellness, community safety and family fun, enhancing the community's preparedness against scams.



Mr Tan Ee Xuen shared how stress management can help individuals recognise scams.

Dementia Exhibition

In honour of World Alzheimer's Day, NHG Polyclinics Nursing Services' Gerontology Community of Practice (CoP) held an exhibition on dementia at Ang Mo Kio Polyclinic on 21 September 2024. The event aimed to raise public awareness on the early signs of dementia and ways to reduce its risk. Participants engaged with educational poster displays, enjoyed activities such as reminiscence arts and games, and participated in discussions with CoP members. Through these experiences, they gained practical communication tips and resources related to dementia.

Talk on Heart Health Management

In celebration of World Heart Day 2024, the Primary Care Academy (PCA) conducted a public talk at Ang Mo Kio Polyclinic on 10 September 2024. Ms Angeline Yeo, PCA Training Consultant; Mr Won Tin Chiang, Principal Dietitian, Toa Payoh Polyclinic; and Dr Liew Pui Mun, Family Physician, Associate Consultant and Deputy Head, Ang Mo Kio Polyclinic, shared insights on managing heart health, including risk factor awareness and preventive care measures. An NHG Polyclinics Patient Advisory Council member, who was also a heart disease survivor, shared with the participants about his personal experience and recovery. The talk emphasised patient empowerment and education, highlighting the critical role individuals play in managing their own health.



The public talk at Ang Mo Kio Polyclinic raised awareness about cardiovascular disease and measures to reduce its risk.

Forum on Heart Care and Wellness

A public forum titled 'Heart Facts or Hard Fiction' was organised by the NHG Heart Institute at the Woodlands Regional Library Auditorium on 21 September 2024. Among the multidisciplinary panel of experts was Ms Elizabeth Eu, Psychologist, Geylang Polyclinic, who sought to debunk common myths and offer advice on enhancing heart wellness. Ms Eu's presentation on 'Myths & Facts – Stress & Your Heart' provided practical strategies on effectively managing stress for cardiac well-being.



Ms Elizabeth Eu delivering a talk on the methods to maintain good heart health.



Visitors at the exhibition interacting with poster displays and staff members.

Woodlands Health INSPIRE Congress 2024

The Woodlands Health INSPIRE Congress 2024 was held on 2 November 2024 at the Woodlands Health Auditorium. Themed 'Connecting Care, Enhancing Health with our Primary Care Partners', the event brought together healthcare professionals and experts to explore ways to achieve integrated, patient-centred care.

Dr Kong Jing Wen, Family Physician, Senior Consultant and Head, Woodlands Polyclinic, highlighted the ongoing collaborations between Woodlands Polyclinic and Woodlands Health in his presentation titled 'Collaborative Care: Uniting Primary and Tertiary Care for Better Patient Outcomes'. Dr Irwin Chung, Family Physician, Associate Consultant and Head, Sembawang Polyclinic, also spoke about 'Building a Care Ecosystem for Woodlands and Sembawang Towns', sharing insights on empowering communities to manage their health. The talks underscored the importance of fostering partnerships in advancing patient care and improving health outcomes.



Dr Kong Jing Wen (top) and Dr Irwin Chung (bottom) speaking at the Woodlands Health INSPIRE Congress in 2024.

Talk on Preventive Health

On 17 May 2024, a team of doctors, nurses, and care coordinators from Woodlands Polyclinic conducted a 'Preventive Health' talk at Orange Valley Active Ageing Centre at Woodlands Peak. The talk emphasised the importance of healthy living and recommended health screenings and vaccinations. As part of ongoing national health initiatives, the team introduced participants to *Healthier SG* and encouraged them to enrol in the programme, as well as accompanying interested participants to Woodlands Polyclinic for *Healthier SG* enrolment and vaccinations.



The 'Preventive Health' talk by Woodlands Polyclinic equipped participants with tips on adopting healthier lifestyles.

Healthy Dessert Demonstration at Health Studios

NHG Polyclinics' Health Promotion & Preventive Care Department (HPPC) organised a hands-on demonstration for making steamed pear dessert at the Health Studio in Kallang Polyclinic as well as the Health and Wellness Studio in Sembawang Polyclinic on 12 February 2025, coinciding with the Lunar New Year festive season. Participants learned from Ms Felicia Goh and Ms Yeo Hui Wen, Health Promotion Consultants, HPPC, on how to prepare a healthier treat rich in fibre and lower in sugar, as well as gaining a deeper understanding about Nutri-Grade labelling and how to better control their sugar intake in the process.



Ms Felicia Goh demonstrating how to prepare a healthy dessert of steamed pears.



Ms Yeo Hui Wen explaining about the benefits of the ingredients.

MENTAL WELLNESS

Youth Supporting Youth

Building on the momentum from a successful collaboration with Nanyang Polytechnic (NYP), NHG Polyclinics' ALERT (**Ado**Lescent **E**valuation and **R**apid **T**reatment of Mental Health) team continued its partnership with a third cohort of NYP students through the Industry Partnership Programme. During this programme, the students developed social media outreach materials aimed at promoting mental well-being among youths as part of their project.

On 21 November 2024, the ALERT team hosted the students at Hougang Polyclinic and provided them with a tour of the services offered by NHG Polyclinics, particularly those tailored to youth mental health. The visit enhanced their understanding and appreciation of how polyclinics support mental well-being in the community. It also empowered the students to take an active stance in shaping youth-focused services.



NHG Polyclinics and NYP's collaboration not only empowered students to take an active role in healthcare co-creation, but reaffirmed NHG Polyclinics' dedication to developing relevant and impactful youth-centric services.

Raising Mental Health Awareness

The NHG Polyclinics ALERT team was part of the 'Spill the Anxie-Tea' mental health awareness event organised by Youth Corps Singapore on 28 September 2024. Over 40 youths gathered to discuss topics on mental health and hear from a panel that included Dr Eugene Chua, Family Physician, Associate Consultant and Assistant Director, Primary Care Academy, NHG Polyclinics. The discussion focused on the causes of anxiety disorders in youths and ways to support individuals with anxiety.

MANAGING DIABETES

NHG World Diabetes Day 2024

Held on 16 November 2024 at Kampung Admiralty, the public exhibition for NHG World Diabetes Day 2024 raised awareness about diabetes prevention, management, and healthier lifestyle choices.

Ms Wong Yuefen, Principal Dietitian, Ang Mo Kio Polyclinic, collaborated with dietitians from Woodlands Health, Yishun Health and Tan Tock Seng Hospital to man an educational booth, 'Eating Right for Better Health'. Featuring visual comparisons of typical and modified meal plans along with interactive games, the booth educated the public about obesity, healthy weight loss, and making informed food choices using the Q-Q-F (Quality, Quantity, Frequency) approach.

Additionally, NHG Polyclinics' Lighter Life team set up a booth to promote the importance of managing obesity in diabetes care, and to encourage participants to enrol in Lighter Life and FitterLife, NHG Polyclinics' weight management programmes. The team engaged with around 250 attendees, dispelling common

myths and raising awareness of the link between obesity and chronic disease. Alumni volunteers from Lighter Life also shared their personal experiences, advocating for healthy lifestyle changes.

The **G**roup **E**ducation and **e**Mpowerment (GEM) and **B**ringing about **O**ptimal **O**utcomes through **S**elf-care and **T**echnology (BOOST) teams from NHG Polyclinics, Tan Tock Seng Hospital and Khoo Teck Puat Hospital's Admiralty Medical Centre aimed to introduce attendees to both programmes through a joint booth focused on education and self-empowerment. GEM is a three-month group-based programme where a Care Coach offers personalised support and education on diabetes management for newly diagnosed individuals. In parallel, BOOST is a three-month app-based health coaching initiative. Both programmes provide opportunities for patients to set goals, and receive support and motivation to achieve them. During the event, participants engaged in quizzes that enhanced their understanding on the importance of early intervention and lifestyle modification in managing diabetes.



NHG Polyclinics staff were among the exhibitors who engaged visitors with resources on diabetes prevention and management for better health and self-care.

Diabetes Support Group

In conjunction with World Diabetes Day, Kallang and Hougang Polyclinics jointly organised a diabetes support group session on 9 November 2024. Held at Kallang Polyclinic, the interactive event offered patients and caregivers practical tips for managing stress. Participants took part in activities to boost physical and mental well-being, including breathing exercises and a hands-on session on preparing Vietnamese rice paper rolls.

DRIVING BETTER HEALTH THROUGH VOLUNTEER IMPACT

Celebrating NHG Polyclinics' Partnerships

Since 2022, the NHG Polyclinics' Volunteer Corporate Office (VCO) has been collaborating with Youth Corps Singapore (YCS) Eldercare Cluster for the 'My HealthHub Buddy' programme. The initiative involves young volunteers encouraging seniors at NHG Polyclinics to utilise HealthHub to manage their health and medical appointments.

In recognition of this strong partnership, NHG Polyclinics was invited to YCS's 10th Anniversary Carnival and Partners' Appreciation at *SCAPE on 6 July 2024. At the event, Ms Tracy Gan, Director, VCO, received a token of appreciation from Ms Rahayu Mahzam, Minister of State, Ministry of Digital Development and Information and Ministry of Health, and Chairperson, YCS Advisory Committee. The event was also graced by Prime Minister and Minister for Finance, Mr Lawrence Wong, who had supported the establishment of YCS in June 2014 as former Minister for Culture, Community and Youth to promote youth volunteerism for a caring society.



Ms Tracy Gan (right) being presented with the token of appreciation from Ms Rahayu Mahzam, in acknowledgement of the collaboration between NHG Polyclinics and YCS.



Patients and caregivers acquired practical strategies for managing diabetes-related stress through the group session.



Participants were empowered with the knowledge and skills to embrace active ageing at the frailty workshop.

Initiatives for Patients, By Patients

NHG Polyclinics' VCO strengthens community wellness through meaningful collaboration with patients, caregivers and volunteers in its Patient Advisory Councils (PACs). This act involves patients in the development and organisation of health initiatives, promoting a more connected community.

Frailty Prevention Workshop

Arising from concerns about the safety of patients who were doing spring cleaning during the festive season, the PAC co-created a workshop aimed at preventing frailty. The workshop

titled 'Small Moves, Big Gains' took place at Yishun Polyclinic on 11 January 2025. It included a FRAIL questionnaire and frailty assessment in the form of a sit-to-stand test and grip strength test, facilitated by PAC members.

Dr Andrew Lee, Family Physician, Deputy Head, Yishun Polyclinic and Co-Chairperson of the Khatib and Yishun PAC, and Ms Clarice Leong, Senior Physiotherapist, Woodlands Polyclinic, also shared with the workshop participants about the prevalence of sarcopenia and strategies for frailty prevention. Ms Leong also guided them through exercises on how to 'Fight Frailty in 3 Steps' in a session co-facilitated by the PAC.



Attendees at the menopause talk appreciated the opportunity to learn from others in a non-judgemental environment.

Talk On Understanding Menopause And Prostate Health

A public talk titled 'Navigating Menopause in Your Golden Years' was hosted by the PAC at Kallang Polyclinic on 28 September 2024. From the initial welcome to facilitating candid yet sensitive discussions, the PAC members offered reassurance to attendees navigating these significant life changes.

During interactive breakout sessions, the female participants received guidance on addressing challenges and developing management strategies from the PAC members, who were supported by Ms Santhi D/O Govindan, Nurse Manager, and Ms Grace Tham, Nurse Manager, both from Kallang Polyclinic. The male participants gained insights from Dr Ong Kah Pieng, Deputy Head, Kallang Polyclinic, on managing prostate

health as well as supporting their partners during menopause. Presentations by Dr Valerie Teo, Head, Kallang Polyclinic and Dr Vanessa Koon, Family Physician, Associate Consultant, Kallang Polyclinic, on the topics of menopause and prostate health respectively offered the attendees a deeper understanding of women's and men's health

Workshop On Making Mooncakes And Lanterns

Residents and patients attended a mooncake and lantern-making workshop led by the PAC for Khatib and Yishun Polyclinics on 31 August 2024. Following a recipe contributed by a PAC member, participants learnt how to make sweet potato and pumpkin snowskin mooncakes which are rich in antioxidants and beneficial for eye health and immune function.



A hands-on mooncake and lantern-making workshop by PAC encouraged participants to take charge of their health.

In addition, participants crafted their own lanterns under the guidance of the PAC members.

The PAC played a key role in spreading awareness of healthy eating and preventive care among patients and residents. Through this initiative, they inspired collective action and shared a commitment to improving health and well-being.

Educating Health Through Storytelling And Food

In FY2024, Sembawang Polyclinic PAC hosted several storytelling and food preparation sessions targeted at young children and their parents. Through animated narration during the storytelling sessions, children learnt about the importance of reading and personal hygiene. During parent-child cooking activities, participants prepared healthy meals under the PAC's guidance, empowering children to develop confidence and motor skills and adopt healthier eating habits. These meaningful events exemplified how the PAC fosters learning, empathy and community spirit.



An interactive session in September 2024 used stories to educate on healthy eating habits.



A cooking demonstration in July 2024 showed participants how to embrace healthier living.

BROADENING RESEARCH & EDUCATION CAPABILITIES

NHG Polyclinics underscores its commitment to research and educational excellence through knowledge transfer and learning.



CHAMPIONING RESEARCH EXCELLENCE

Through a robust research culture, NHG Polyclinics builds a learning ecosystem where healthcare professionals are more than providers of care – they are also contributors to knowledge.

SINGAPORE HEALTH & BIOMEDICAL CONGRESS 2024

The Singapore Health & Biomedical Congress (SHBC), organised by NHG Health, took place on 10 and 11 October 2024 with the theme, 'Adding 15 Million Years of Healthy Life'. Anchored in NHG Health's commitment to enhancing quality of life, the congress aimed to address broader health factors and social determinants of the 1.5 million residents that NHG Health serves, through collaborations with industry and community partners. Dr David Ng, Family Physician, Senior Consultant, Head, Special Projects (Primary Care), and Deputy Director, Clinical Services, NHG Polyclinics, was the Organising Committee Chairman of the flagship congress.

A key highlight of the congress was the SHBC Scientific Competition, which enabled healthcare professionals to showcase their research achievements. It attracted 59 abstracts for the Singapore Primary Care Research Award category. The competition finals took place on 24 September 2024 and was chaired by Dr Tan Shu Yun, Family Physician, Senior Consultant and Clinician Researcher, Clinical Research Unit, NHG Polyclinics. The 10 NHG Polyclinics staff who were recognised under this category are listed below.

For the full list of abstracts accepted for the SHBC Scientific Competition 2024 (Primary Care Research category), please refer to Appendix A.

SINGAPORE PRIMARY CARE RESEARCH AWARD (ORAL CATEGORY)

Gold	Dr Quek Jing Sheng Family Physician, Associate Consultant Deputy Head, Woodlands Polyclinic	<i>Complexity archetypes in primary care: a latent class analysis</i>
Silver	Mr Ng Xinyao Research Assistant Clinical Research Unit	<i>Association between intrinsic capacity domains and frailty in older adults with multimorbidity in primary care</i>
Bronze	Dr Sze Kai Ping Family Physician, Associate Consultant Deputy Head, Khatib Polyclinic	<i>Exploring patients' and doctors' perceptions of digital health's impact on the patient-doctor relationship in Singapore's primary healthcare setting: A Qualitative Study</i>
Merit	Dr Sim Sai Zhen Family Physician, Consultant Hougang Polyclinic	<i>The discriminative ability of intrinsic capacity against frailty in older adults with diabetes and multimorbidity in the primary care setting</i>
	Ms Julia Zhu Xiaoli Senior Nurse Clinician Nursing Services	<i>"It is a constant battle": A qualitative thematic comparison of illness experiences and self-care coping behaviours among primary care patients with active diabetic foot ulcer and post-healing foot in remission</i>

SINGAPORE PRIMARY CARE RESEARCH AWARD (POSTER CATEGORY)

Gold	Dr Ian Koh Jan Ming Family Physician, Associate Consultant Head, Ang Mo Kio Polyclinic Assistant Director, Primary Care Academy	<i>Incidence and Determinants of Type 2 Diabetes Remission: Insights from a Retrospective Cohort Study in Primary Care</i>
Silver	Dr Chen Tongyuan Family Physician Yishun Polyclinic	<i>Using FIB-4 score to Screen Primary Care Patients for Advanced Liver Fibrosis</i>
Bronze	Ms Julia Zhu Xiaoli Senior Nurse Clinician Nursing Services	<i>Factors associated with foot self-care behaviour and foot screening attendance in people with type 2 diabetes in primary care: a multicentre cross-sectional study</i>
Merit	Dr Eugene Chua Yu Cong Family Physician, Associate Consultant Hougang Polyclinic Assistant Director, Primary Care Academy	<i>Evaluating the Effectiveness of a Targeted Mental Health Screening Programme Conducted in Hougang Polyclinic</i>
	Ms Chua Min Staff Nurse Geylang Polyclinic	<i>Social support among community-dwelling elderly – A cross-sectional survey in the primary healthcare sector</i>

During SHBC, NHG Polyclinics also spotlighted technology-driven innovation initiatives. These included PRIME-CXR (**P**rioritisation and **R**edistribution of **I**maging for **M**edical **E**valuation of **C**hest **X**-**R**ay), a CXR analysis solution powered by artificial intelligence (AI); AV-MED (**A**ugmented **V**ideo Analytics for **M**edication Adherence) which deployed AI to improve medication adherence among patients; and a POCT (Point-of-Care-Test) HbA1c (glycosylated haemoglobin) monitoring device for patients with diabetes. A demonstration of the device to Mr Ong Ye Kung, Minister for Health, was conducted by Dr Valerie Teo, Family Physician, Consultant, Head, Kallang Polyclinic, Co-Chair, NHG Polyclinics Innovation Workgroup and Lead of the POCT HbA1c monitoring device.

Mainstream Media Reports

Following the exhibition of PRIME-CXR by NHG Polyclinics at SHBC, Lianhe Zaobao reported on the AI-powered CXR analysis solution. The report shared that PRIME-CXR speeds up the triage process for patients by helping clinicians prioritise CXRs with significant abnormalities, and also enhances lung and heart condition diagnoses through AI imaging. The report also noted that PRIME-CXR was piloted at Geylang Polyclinic in October 2024.

PCA General Practitioner Symposium

In conjunction with SHBC, the Primary Care Academy (PCA) hosted the PCA General Practitioner (GP) symposium titled 'Continuum of Care: Paving Pathways for a Healthier Community' at the Nanyang Technological University Lee Kong Chian School of Medicine's Clinical Sciences Building on 12 October 2024. Co-chaired by Dr Darren Seah, Family Physician, Senior Consultant, Head, Family Medicine, Population Health, NHG Health, and Director, Family Medicine Development and Primary Care Academy, NHG Polyclinics, and Associate Professor (A/Prof)

Richard Lee, Family Physician, Senior Consultant and Assistant Director, Family Medicine Development, NHG Polyclinics, the event focused on effective care delivery through collaboration between polyclinics, GPs and community partners. A/ Prof Karen Ng, Chief, Primary Care, Population Health, NHG Health and CEO, NHG Polyclinics, gave a welcome address to nearly 150 attendees who were eager to contribute to strengthening the primary care ecosystem.

AGENCY FOR CARE EFFECTIVENESS VALUE-BASED HEALTHCARE CONFERENCE

Organised by the Agency for Care Effectiveness (ACE), the ACE Value-Based Healthcare Conference put a spotlight on the importance of transforming Singapore's healthcare

sector through appropriate, value-based patient care. Held on 22 and 23 August 2024 with the theme 'Transforming Healthcare for a Sustainable Future', it attracted over 170 abstracts and an attendance of about 850 participants.

NHG Polyclinics' project, which was titled 'Implementation of Healthier SG in NHG Polyclinics to Enhance Patients' Health' and led by Dr Lim Ziliang, Family Physician, Consultant and Head, Yishun Polyclinic; Dr Kung Jian Ming, Family Physician, Associate Consultant, Yishun Polyclinic; and Dr Sabrina Wong, Family Physician, Senior Consultant and Deputy Director, Clinical Research Unit, NHG Polyclinics, clinched the Best Poster Presentation Award. The award recognised initiatives for demonstrating the positive impact of adopting clinically and cost-effective health technologies to drive value-based care changes in healthcare delivery.



Dr Lim Ziliang (left) receiving the Best Poster Presentation Award on behalf of the NHG Polyclinics team, from Prof Kenneth Mak, Director-General of Health, Ministry of Health. Photo credit: Agency for Care Effectiveness.

JOURNAL OF WOUND CARE AWARDS

On 14 February 2025, Ms Julia Zhu, Senior Nurse Clinician, Nursing Services, NHG Polyclinics, was recognised for her research on diabetic foot ulcers at the Journal of Wound Care Awards. Her research, titled 'Co-designing a personalised self-care support programme with primary care patients living with diabetic foot ulcer and their wound care nurses: the HEALing (Healing through Empowerment and Active Listening) intervention', aimed to empower patients to overcome psychological barriers for better self-care and health outcomes. The study clinched the Best Diabetic Foot Intervention Silver Award, which acknowledged the innovative approach of involving patients in healthcare interventions through co-design.



Ms Julia Zhu was presented with the Best Diabetic Foot Intervention Silver Award for her research on diabetic foot ulcer management through patient empowerment.

MANAGING MENTAL HEALTH AT THE PRIMARY CARE LEVEL

Research Study on Depression and Anxiety

A research study on the prevalence of depression and anxiety in primary care, led by Principal Investigator Dr Eugene Chua, Family Physician, Associate Consultant, NHG Polyclinics and Assistant Director, Primary Care Academy, gained media coverage following its publication in the Annals – the Academy of Medicine, Singapore's official medical journal – on 10 May 2024. Titled 'Prevalence and risk factors of depression and anxiety in primary care', the research results were completed and published by NHG Polyclinics in collaboration with the Institute of Mental Health. The study found that out of 3,505 respondents who were patients across NHG Polyclinics, the overall prevalence of clinical depression was 8.7 per cent and anxiety was 7.3 per cent, and that 5.4 per cent of respondents had both depression and anxiety, with most being between 21 to 39 years old.

Mainstream Media Reports

Mediacorp's 8World News featured coverage of the research outcomes and an interview with Dr Eugene Chua, who cited that stressors such as finances, work issues and being caregivers to both young children and elderly parents, as possible reasons for the higher prevalence of depression and anxiety in younger adults.



Dr Eugene Chua being interviewed by the media.

SoundKeepers Programme

Subsyndromal depression is when depressive symptoms begin to emerge but are not severe enough to warrant a diagnosis of depression. The SoundKeepers programme is a three-year project that aims to develop an Artificial Intelligence (AI) voice analysis tool as a supplementary tool to help primary care physicians detect subsyndromal depression in seniors for early intervention, and develop a community intervention programme to support these seniors with subsyndromal depression in the community. This project, launched in August 2024, is the result of a collaboration between NHG Polyclinics, Lee Kong Chian School of Medicine (LKCMedicine), NTU College of Computing and Data Science, the Institute of Mental Health, Fei Yue Community Services, Club HEAL and Lien Foundation.

Mainstream Media Reports

The SoundKeepers programme received media coverage from the Straits Times, Lianhe Zaobao and 8World News. Assistant Professor Lee Eng Sing, Co-Principal Investigator and Principal Clinician Researcher, NHG Polyclinics, and Clinical Director, Primary Care and Family Medicine Research Programme at LKCMedicine, shared that Family Physicians can utilise the AI voice biomarker tool to screen seniors for subsyndromal depression more quickly and efficiently; while Dr Eugene Chua, Family Physician, Associate Consultant, Assistant Director, Primary Care Academy and NHG Polyclinics Site Investigator of the SoundKeepers programme, shared about the programme's methods of data collection.



Assistant Professor Lee Eng Sing (left) and Dr Eugene Chua sharing about the SoundKeepers programme at a media briefing on the initiative.

ACHIEVING PROFESSIONAL STANDARDS

To meet the requirements of an evolving healthcare environment, NHG Polyclinics ensures staff are equipped with the skills to provide consistent and excellent services.

FAMILY MEDICINE CONVOCATION

Doctors from NHG Polyclinics were recognised for their academic accomplishments at the Family Medicine Convocation Ceremony on 30 November 2024, organised by the College of Family Physicians Singapore (CFPS).

Among those honoured were Dr Sze Kai Ping, Family Physician, Associate Consultant and Deputy Head, Khatib Polyclinic; Dr Benjamin Lee Jun Hwee, Family Physician, Ang Mo Kio Polyclinic; and Dr Leow Chee Yong, Family Physician, Toa Payoh Polyclinic. These doctors received the inaugural Starry Night Foundation Innovation Award, which recognised their commitment to utilising data-driven knowledge in patient care, enhancing clinical decision-making and supporting professional development.

Master of Medicine (MMed) in Family Medicine

In November 2024, 27 doctors successfully passed the Master of Medicine (MMed) in Family Medicine (FM) examinations, following their completion of either a three-year Family Medicine Residency Programme or a 22-month MMed (FM) programme offered by CFPS. These programmes provided the doctors with essential knowledge and the extensive clinical experience necessary for practicing as proficient Family Physicians.

Dr Kong Huijia Family Physician Ang Mo Kio Polyclinic	Dr Tabitha Ang Xue Qi Resident Physician Hougang Polyclinic	Dr Lee Yao Zheng Jeremy Gerald Resident Physician Woodlands Polyclinic
Dr Vanessa Tan Ying Ci Resident Physician Ang Mo Kio Polyclinic	Dr Zhao Ou Family Physician Hougang Polyclinic	Dr Ishwarpal Singh MOPEX Woodlands Polyclinic
Dr Adeline Thio Hui Min Resident Physician Ang Mo Kio Polyclinic	Dr Ng Yu Ping Darice Jill Family Physician, Senior Staff Kallang Polyclinic	Dr Chan Yan Wing Natalie Resident Physician Yishun Polyclinic
Dr Chia Lingyi Resident Physician Geylang Polyclinic	Dr Tan Wei Cher Resident Physician Kallang Polyclinic	Dr Chan Yi Jia Dorcas Family Physician Yishun Polyclinic
Dr Ku Jung Kai Family Physician Geylang Polyclinic	Dr Leow Chee Yong Resident Physician Toa Payoh Polyclinic	Dr Chen Sixian Family Physician, Senior Staff Yishun Polyclinic
Dr Oliver Leow Yong Yang Resident Physician Geylang Polyclinic	Dr Liang Junyu Resident Physician Toa Payoh Polyclinic	Dr Michelle Kor Family Physician Yishun Polyclinic
Dr Deborah Lim Wan Jun Resident Physician Geylang Polyclinic	Dr Wynette Lim Wanzhen Resident Physician Toa Payoh Polyclinic	Dr Ko Yong Sheng Moses Resident Physician Yishun Polyclinic
Dr Lim Wan Xuan, Jessica Resident Physician Geylang Polyclinic	Dr Wu Wei Resident Physician Toa Payoh Polyclinic	Dr Lim Si Ying Sheryl Family Physician Yishun Polyclinic
Dr Wong Jia Hao, Max Family Physician Geylang Polyclinic	Dr Chong Wu Siew Louis Family Physician Woodlands Polyclinic	Dr Seow Yi Heng Resident Physician Yishun Polyclinic

Graduate Diploma in Family Medicine (GDFM)

Eight doctors passed the GDFM examinations in July 2024. The GDFM is a post-graduate training programme that equips doctors in Singapore with the knowledge and skills to perform as competent Family Physicians.

Dr Andy Lee Chun Haw Family Medicine Resident Woodlands Polyclinic	Dr Ezlyn Binti Izharuddin Resident Physician Yishun Polyclinic	Dr Nur Aisyah Binte Mohamed Yusri Family Medicine Resident Hougang Polyclinic
Dr Lee Jen Wei Family Medicine Resident Woodlands Polyclinic	Dr Hu Chunyan MOPEX Yishun Polyclinic	Dr Shawn Rajoo Family Medicine Resident Toa Payoh Polyclinic
Dr Eugene Koh Family Medicine Resident Yishun Polyclinic	Dr Ng Han Xian Family Medicine Resident Geylang Polyclinic	

Fellowship of the College of Family Physicians (Singapore)

Seven doctors from NHG Polyclinics attained their Fellow of the College of Family Physicians (FCFP) (Singapore) after passing their summative FCFP(S) examinations in August 2024. Attaining the Fellowship enables the candidate to act as an expert Consultant who is able to provide opinions and advice in the role of a Family Physician.

Dr Amelia Binte Ahmad Hatib Family Physician, Associate Consultant Toa Payoh Polyclinic	Dr Jonathan Foo Shao Rong Family Physician, Consultant Deputy Head, Hougang Polyclinic	Dr Teo Jia Hui Family Physician, Associate Consultant Sembawang Polyclinic
Dr Chen Tong Yuan Family Physician NHG Polyclinics	Dr Ian Koh Jan Ming Family Physician, Consultant Head, Ang Mo Kio Polyclinic	Dr Yeap Youwen Family Physician, Consultant Hougang Polyclinic
Dr Chie Zhi Ying Family Physician, Consultant Deputy Head, Woodlands Polyclinic		

Collegiate Membership of the College (MCFP(S))

Two doctors were conferred the MCFP(S) in November 2024, which is the professional benchmark for recognition of the candidates as Senior Family Physicians.

Dr Benjamin Lee Jun Hwee Family Physician Ang Mo Kio Polyclinic	Dr Gabriel Wong Liang Jie Family Physician Hougang Polyclinic
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CFPS Teaching Awards

The College of Family Physicians Singapore (CFPS) held an event on 11 May 2024 to celebrate World Family Doctor Day, which is observed annually on 19 May. During the event, four NHG Polyclinics staff were presented with distinguished teaching awards in recognition of their contributions as educators for various CFPS programmes and efforts towards developing Family Medicine.

College Teachers' Award	Distinguished Educators' Award	Institution Award – Fellowship of College of Family Physicians Singapore (FCFP(S))
Dr Eugene Chua Yu Cong Family Physician, Associate Consultant Hougang Polyclinic	Dr Simon Lee Biing Ming Family Physician, Consultant Chief Operating Officer Chief Clinical Informatics Officer Data Protection Officer Dr David Ng Wei Liang Family Physician, Senior Consultant Head, Special Projects (Primary Care) Deputy Director, Clinical Services	Associate Professor Richard Lee Meng Kam Family Physician, Senior Consultant Assistant Director, Family Medicine Development

MOH In-Service Scholarship and NHG Polyclinics Scholarship

In FY2024, twenty-two NHG Polyclinics staff received the MOH In-Service Scholarship and NHG Polyclinics Scholarship, aiding them to become competent leaders at meeting future healthcare needs.

MOH In-Service Scholarship and NHG Polyclinics Scholarship		
Ms Tan Lizin Assistant Nurse Clinician Ang Mo Kio Polyclinic	Ms Wen Xia Senior Staff Nurse Hougang Polyclinic	Ms Habibah Jami Binte Sahul Hamed Senior Staff Nurse Woodlands Polyclinic
Ms Irene Chow Jia Ying Staff Nurse Geylang Polyclinic	Ms Vasanthi D/O Ganesan Senior Staff Nurse Hougang Polyclinic	Ms Lim Phei Kuen Perry Senior Staff Nurse Woodlands Polyclinic
Ms Khoy Ee Han Eileen Senior Staff Nurse Geylang Polyclinic	Ms Hasimah Binti Zaidi Senior Staff Nurse Kallang Polyclinic	Ms Nang Sein Moon Senior Staff Nurse Woodlands Polyclinic
Ms Nurfarahdilah Binte Samsuri Senior Staff Nurse Geylang Polyclinic	Ms Li Shen Assistant Nurse Clinician Kallang Polyclinic	Ms Goh Kah Men Carmen Senior Staff Nurse Yishun Polyclinic
Ms Wong Shik Ngoh May Senior Staff Nurse Geylang Polyclinic	Ms Lu Yen Ling Staff Nurse Kallang Polyclinic	Ms Gwee Yu Im Senior Staff Nurse Yishun Polyclinic
Ms Melissa Zofia Otreba Senior Staff Nurse Hougang Polyclinic	Ms Sharifa Nabilah Binte Syed Ishak Alsree Senior Staff Nurse Khatib Polyclinic	Ms Wei Lili Senior Staff Nurse Yishun Polyclinic
Ms Suja Thomas Senior Staff Nurse Hougang Polyclinic	Ms Xiao Hui Angela Senior Staff Nurse Sembawang Polyclinic	
Ms Wang Rongfang Staff Nurse Hougang Polyclinic	Ms Tiffany Chew Sook Fun Senior Staff Nurse Woodlands Polyclinic	

LEARNING AND SHARING

As part of continuous learning and improvement, NHG Polyclinics participates in cross-border exchanges that enable the sharing of knowledge, expertise, and best practices in healthcare.

HEALTH MANPOWER DEVELOPMENT PLAN VISITS

United Kingdom

From August to September 2024, Dr Jason Chan Meng Huey, Family Physician, Consultant, Programme Director, NHG Family Medicine Programme, and Assistant Director, Family Medicine Development, NHG Polyclinics, and Ms Xie Meijiao, Advanced Practice Nurse, Yishun Polyclinic, visited Imperial College London in England to learn more about early detection and management of Chronic Obstructive Pulmonary Disease (COPD) in primary care. The team was hosted by Dr Lydia Finney, Honorary Consultant and Clinical Senior Lecturer in Respiratory Medicine. This visit enabled the NHG Polyclinics team to observe the respiratory team's collaborative approach and integration of digital health tools in delivering quality and efficient care to patients with COPD.



The NHG Polyclinics team with Dr Lydia Finney (right), during their visit to understand the Imperial College London's approach to identifying and managing COPD.

In October 2024, Dr Keith Tan Dihao, Deputy Head, Yishun Polyclinic, visited the Royal London Hospital, St Bartholomew's Hospital and Mile End Hospital, all under Barts Health NHS Trust in London, to observe their community COPD work. During the visit, he gained insight into how the accessibility of key COPD management components, including pulmonary rehabilitation and exacerbation management, were enhanced within the community. Dr Tan also learnt from respiratory consultants Dr Ketan Patel and Dr Prina Ruparelia, as well as their multidisciplinary teams, on how they screen for and manage obstructive sleep apnoea, a condition which significantly impacts health and quality of life but often goes undiagnosed.

From November to December 2024, Dr Tan Lye Yoong, Family Physician and Deputy Head, Toa Payoh Polyclinic, gained exposure on end-of-life care for patients with end-stage organ diseases at five sites in the United Kingdom (UK) – St Christopher's Hospice, St Gemma's Hospice, Hammersmith Hospital, NHS Lothian (Scotland), and the Wolfson Palliative Care Research Centre at the University of Hull, Hull York Medical School. The immersive experience provided insights into the UK's evidence-based palliative and end-of-life care ecosystem, such as the use of the Gold Standards Framework Prognostic Indicator Guidance and SPICT (Supportive and Palliative Care Indicators Tool) to identify patients nearing end of life, enabling healthcare teams to initiate crucial conversations and care planning at an optimal time. The Australia-modified Karnofsky Performance Status, Integrated Palliative Care Outcome Scale and care planning frameworks

were useful tools for assessment, communication and ensuring patient-centred care delivery. These learnings highlighted opportunities for seamless integration between primary and specialist care for patients with organ-specific conditions.

In March 2025, Dr Jaganmohan Raja Ramasamy, Family Physician, Associate Consultant, Woodlands Polyclinic, was hosted by Dr Manolis Gavalas, Senior Consultant in the Department of Emergency Medicine, and his team at the University College Hospital (NHS Foundation Trust) in London. During the six-week clinical attachment, Dr Raja was involved with the Department of Sports Medicine, the Department of Occupational Therapy, and the Fracture Clinic under the Department of Orthopaedics, where he saw the comprehensive management of musculoskeletal disorders, sports injuries, and minor fractures as practiced within the NHS framework. Dr Raja also attended clinical consultations and outpatient procedures conducted by sports medicine consultants and physiotherapists at the Institute of Sport, Exercise and Health, where he gained valuable insights into multidisciplinary approaches to patient care.

VISITS TO NHG POLYCLINICS

Ang Mo Kio Polyclinic

Under the Ministry of Health's Health Manpower Development Plan (HMDP) programme for Community and Population Mental Health, NHG Polyclinics' Psychiatry Specialty Advisory Group, together with NHG Health, hosted Dr Thomas Smith, Chief Medical Officer of the New York State Office of Mental Health (NYS OMH), and Co-Director of the NYS OMH Behavioural Health Integrated Performance Measurement Centre, at Ang Mo Kio Polyclinic on 15 October 2024. After an introduction to NHG Polyclinics' Teamlet Care Model and Health and Mind Services, the group engaged in a discussion on developing primary mental health care systems and integrated care and addressing their challenges.



The session with Dr Thomas Smith (centre, in white) at Ang Mo Kio Polyclinic fostered closer ties among professional peers.

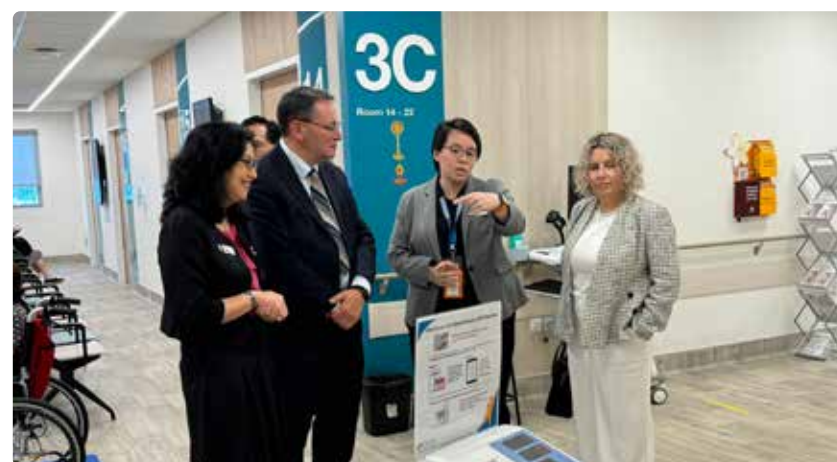
Kallang Polyclinic

On 9 October 2024 at Kallang Polyclinic, Professor Michael Kidd, Director of Centre for Future Health Systems at the University of New South Wales, Australia, as well as Professor of Global Primary Care and Future Health Systems at the Nuffield Department of Primary Care Sciences, University of Oxford, United Kingdom, outlined how digital health could be harnessed to modernise primary care for the future, through lectures and roundtable discussions. His experiences emphasised the need for primary care reforms to create a more sustainable and efficient healthcare system.



Professor Michael Kidd's (centre) sharing at Kallang Polyclinic encouraged constructive discussions on reforming primary care systems.

On 23 October 2024, NHG Polyclinics hosted a visit to Kallang Polyclinic by a delegation from New Zealand, consisting of Dr Shane Reti, Minister of Health, New Zealand; Dr Diana Sarfati, Director-General of Health; Mr Jonathan Franklin, Senior Ministerial Advisor; and Mr Keith Conway, Deputy High Commissioner of the New Zealand High Commission in Singapore. The delegates learnt about ongoing efforts and initiatives that empower patients to monitor their health through technology, such as the Primary Tech-Enhanced Care (PTEC) programme.



Dr Shane Reti and Dr Diana Sarfati (right) viewing the self-help blood pressure machine during the clinic tour led by Dr Valerie Teo, Head, Kallang Polyclinic (second from right), together with Associate Professor Karen Ng, Chief, Primary Care, Population Health, NHG Health and CEO, NHG Polyclinics.

Khatib Polyclinic

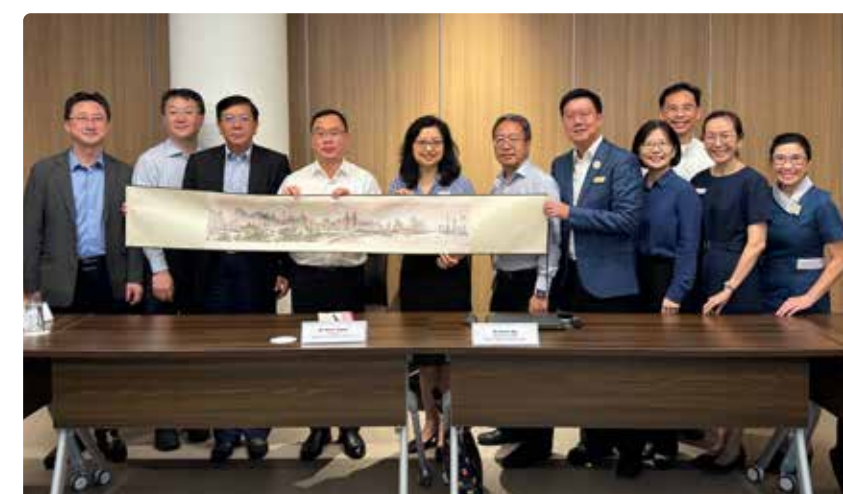
Senior management members from Ningbo Hospital, Zhejiang province, were welcomed to Khatib Polyclinic on 19 December 2024, in a learning visit organised by the Primary Care Academy (PCA) and supported by Khatib and Woodlands Polyclinics. In addition to touring the polyclinic and gaining a comprehensive overview of NHG Polyclinics' primary care services, the delegates learnt about the organisation's efforts to optimise patient care for those with chronic conditions through social prescribing, which connects patients to community resources.



The senior management team from Ningbo Hospital visited Khatib Polyclinic as part of their learning journey.

Sembawang Polyclinic

On 4 June 2024, NHG Polyclinics hosted Mr Chen Yujian, Vice Mayor of Shanghai, along with his accompanying delegates, at Sembawang Polyclinic. Other than viewing various self-service initiatives in a clinic tour, they learnt about the polyclinic's collaborations with co-located community partners in Bukit Canberra, as well as how NHG Polyclinics' work contributes to the development of family medicine and primary care. In an engaging session, Mr Chen also shared about advancements to the healthcare system in Shanghai, providing valuable insights into successful methods of transforming primary care.



Mr Chen Yujian (fourth from left) and his delegation went to Sembawang Polyclinic to learn about primary care services in Singapore.

Professor Bruce Guthrie, Professor of General Practice and Director of the Advanced Care Research Centre from The University of Edinburgh in the United Kingdom (UK), was invited to Sembawang Polyclinic as a Visiting Expert, under the HMDP Visiting Expert Scheme. His visit from 22 to 26 July 2024 included discussions on key healthcare topics such as the integration of Artificial Intelligence (AI) and data to manage multimorbidity, and the UK's approach to enhancing patients' care experience through data-driven innovation.



Professor Bruce Guthrie (fourth from left) shared his perspective on strategies for managing multimorbidity and developing talents to sustain primary care transformation with NHG Polyclinics' management team, clinicians and researchers.

On 25 September 2024, NHG Polyclinics hosted Ms Elena Altieri, Head of the World Health Organization (WHO) Behavioural Insights Unit, together with Professor Chong Phui-Nah, Senior Advisor, NHG Health, at Sembawang Polyclinic. During this time, Ms Altieri was introduced to the primary care ecosystem in Singapore and research initiatives by NHG Polyclinics on improving health behaviours for conditions such as diabetes.

On 7 November 2024, the NHG Polyclinics Nursing Services team hosted a group of nursing student delegates from Helen Keller Schule, Weinheim, Germany, at Sembawang Polyclinic, as part of the Institute of Technical Education's (ITE) Global Education Programme. It was an opportunity for the visitors to increase their comprehension of Singapore's primary care system by learning about NHG Polyclinics' programmes and services from Ms Chua Wee Khim, Senior Nurse Educator, Nursing Services, NHG Polyclinics.

On 28 November 2024, NHG Polyclinics welcomed His Excellency Fahad bin Abdulrahman Al-Jalajel, Minister of Health, and his delegation team from the Kingdom of Saudi Arabia, along with Mr Ong Ye Kung, Minister for Health, to Sembawang Polyclinic. The group was given a tour of the polyclinic and an overview of the clinic facilities, social prescribing initiatives, and its partnerships with co-located agencies in Bukit Canberra. Through the session, the visitors gained a clearer understanding of Singapore's healthcare system.



Ms Elena Altieri's (fifth from right) visit to Sembawang Polyclinic promoted an international exchange of ideas and knowledge.



Nursing students from Germany enhanced their knowledge of the role of primary care in the healthcare landscape.



His Excellency Fahad bin Abdulrahman Al-Jalajel (right) being brought around the polyclinic by Dr Irwin Chung, Head, Sembawang Polyclinic, along with Associate Professor Karen Ng, Chief, Primary Care, Population Health, NHG Health and CEO, NHG Polyclinics.

CN-PCN ENGAGEMENT HIGHLIGHTS

In FY2024, the NHG Health Central-North Primary Care Network (CN-PCN) continued to strengthen collaboration with General Practitioners (GPs) in the network through its Quarterly Meetings.

Inaugural Diabetic Foot Symposium

On 4 May 2024, CN-PCN, in collaboration with the Primary Care Academy, held its first symposium on Diabetes Foot which featured interactive panel discussions with Dr Elaine Tan, Family Physician, Associate Consultant, Toa Payoh Polyclinic, Ms Radiance Fong, Senior Podiatrist, Ang Mo Kio Polyclinic, and other NHG Health speakers. At this meeting, Dr Valerie Teo, Family Physician, Senior Consultant and Head, Kallang Polyclinic, introduced NHG Polyclinics' RELATE (RELationship-based HeAlth and Social InTEgration) initiative. RELATE, which was extended to the CN-PCN GP clinics, aims to assist GPs in identifying patients who face social and health challenges while CN-PCN Primary Care Coordinators will support patient referrals to NHG Community Health Teams as part of this initiative.

Focus on Chronic Kidney Disease

The Quarterly Meeting on 17 August 2024 featured a Continuing Medical Education (CME) session on managing chronic kidney disease, aligned with Phase 1 of the Healthier SG Clinical Services Roadmap. Dr Christopher Chong, Family Physician, Senior Consultant, Director, Primary Care Office, and Admin Lead, CN-PCN, presented the clinical and process indicators reflecting the performance of GP clinics in 2023, along with suggestions for improvement. A GP Dialogue session facilitated by Dr Eng Soo Kiang, Clinical Lead of CN-PCN, addressed Healthier SG-related queries and explored strategies to enhance care delivery.

Digital and Lifestyle Interventions

Highlights at the Quarterly Meeting on 23 November 2024 included an introduction to NHG Health's mobile application - which enables patients to access community programmes near their homes - and a sharing on NHG Polyclinics' weight management programme, Lighter Life, by Dr Donna Tan, Family Physician, Associate Consultant and Deputy Director of Clinical Services, NHG Polyclinics. A Continuing Medical Education (CME) talk also addressed the role of viruses in asthma and strategies to prevent exacerbation.



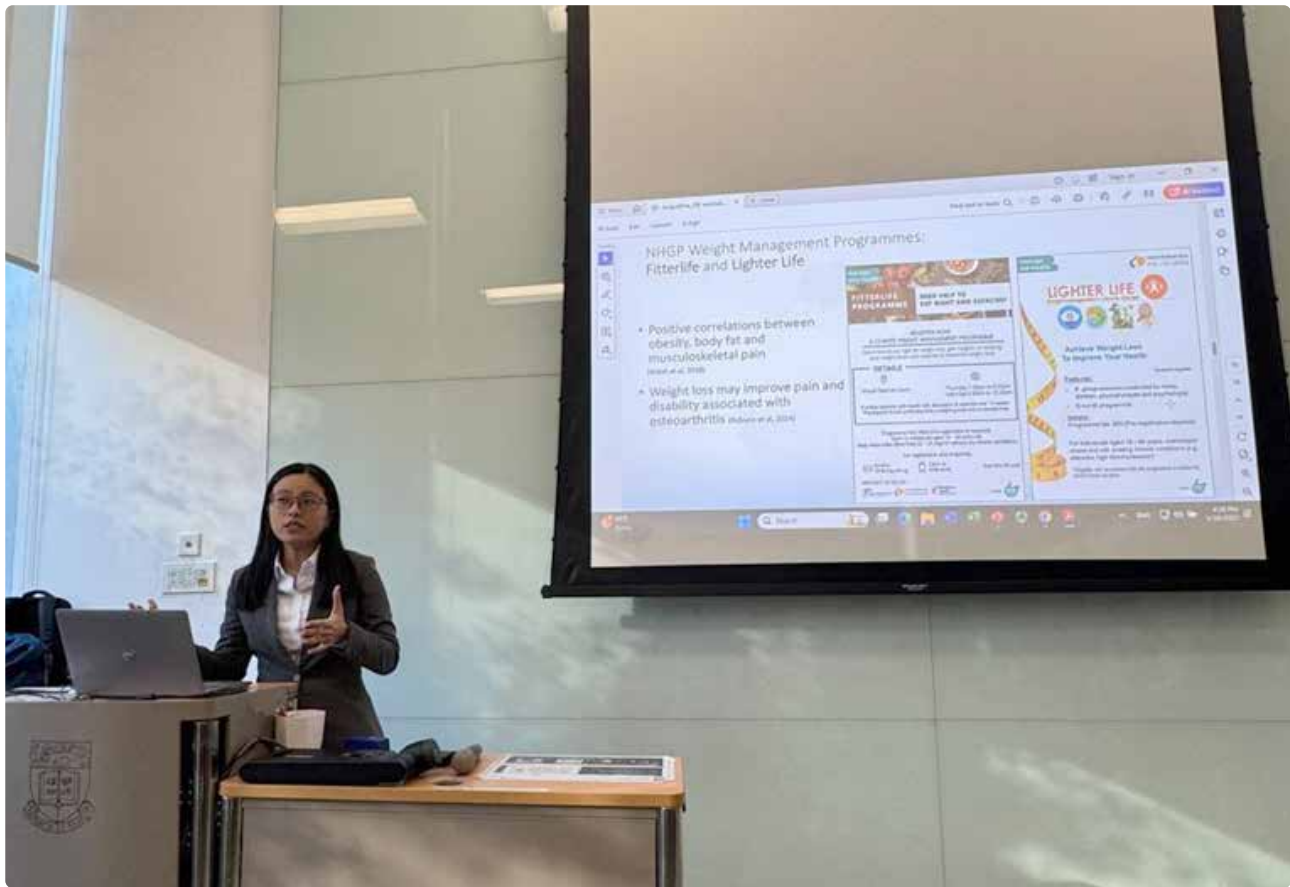
Dr Christopher Chong sharing about NHG Health's mobile application at the quarterly meeting in November 2024.

Healthier SG Dialogue

Held on 25 January 2025, the first Quarterly Meeting of the year brought over 80 GPs for a lo- hei session hosted by Associate Professor Karen Ng, Chief, Primary Care, Population Health, NHG Health and CEO, NHG Polyclinics. The event was graced by leadership representatives from NHG Health and NHG Polyclinics, including Professor Eugene Fidelis Soh, Deputy Group CEO, Population Health, NHG Health - who shared NHG Health's aspirations for population health and thanked the GPs for their support and collaboration on Healthier SG - and Professor Chong Phui-Nah, Senior Advisor, NHG Health. Dr Loh Kok Chi, GP Sub-Lead, CN-PCN, shared his experience with the CN-PCN care team on achieving high uptake rates for diabetic retinal photography and diabetic foot screening. Additionally, a CME talk on 'Adult Asthma and Chronic Obstructive Pulmonary Disease' offered insights into effective management of these conditions. The meeting concluded with a Healthier SG dialogue led by the GP Leads, where participants explored solutions for a healthier Singapore.



Quarterly meetings held by the CN-PCN provide GPs with support and activities to strengthen quality care.



Ms Jacqueline Chen presented on the positive outcomes of RAPID MSK and Lighter Life programmes at the conference.

PROMOTING RAPID MSK AND LIGHTER LIFE INTERNATIONALLY

At the Community Rehabilitation Network 30th Anniversary cum the Hong Kong Society for Rehabilitation 65th Anniversary Conference in Hong Kong on 18 January 2025, Ms Jacqueline Chen, Senior Physiotherapist, Toa Payoh Polyclinic, shared about

NHG Polyclinics' key programmes – RAPID MSK (**R**apid **A**ssessment and **P**hysiotherapy for patients **I**n **N**eed **D** Musculoskeletal) and Lighter Life. She showcased the encouraging outcomes and benefits of both programmes for patients experiencing musculoskeletal pain and chronic conditions. The conference, which was attended by rehabilitation experts and clinicians worldwide, aimed to align rehabilitation and primary healthcare to promote better and more sustainable community living.

TRAINING FOR GENERAL PRACTITIONERS

In support of *Healthier SG*, the Primary Care Academy (PCA) expanded its training for General Practitioners (GPs) across three specialised programmes on the management of obesity, diabetes and breast cancer. Held at Ang Mo Kio Polyclinic, the courses enabled participants to gain practical insights into effective care strategies for these conditions.



The course on obesity management involved face-to-face discussions.

The inaugural run of the Practical Obesity Management Skills course was jointly organised by PCA and the NHG Tiered Weight Management Workgroup on 13 April 2024. Participants heard from multidisciplinary professionals including Dr Ian Koh Jan Ming, Family Physician, Consultant and Head, Ang Mo Kio Polyclinic, and Ms Pauline Xie, Principal Dietitian, Geylang Polyclinic, on interventions related to dietary changes, exercise and behavioural modifications.

On 29 June 2024, PCA, together with NHG Health institutions Tan Tock Seng Hospital, Khoo Teck Puat Hospital, and Woodlands Health, co-organised the workshop 'Breast 101: Managing Common Breast Conditions and Understanding Breast Cancer'. GPs learnt how to manage patients in the primary care setting with insights from specialists across various departments. They also had the opportunity to practise simple bedside imaging with an ultrasound machine.



Dr Darren Seah sharing about ways to address diabetes.

PCA's Diabetes Management Masterclass, held on 25 March 2025, was facilitated by Dr Darren Seah, Head, Family Medicine, Population Health, NHG Health and Director, Family Medicine Development and PCA, NHG Polyclinics, and Dr Jaylyn Leong Jia Li, Family Physician, Hougang Polyclinic. The workshop

equipped doctors with skills in diabetes management, including the application of appropriate diagnostic criteria and suitable treatment targets for patients with multimorbidity.

For the full list of workshops and courses conducted in FY2024, please refer to Appendix B.

DEVELOPING FUTURE GENERATIONS

NHG Polyclinics shines the spotlight on those who guide and nurture the healthcare professionals of tomorrow.

NHG TEACHERS’ DAY 2024

Held on 12 September 2024 at the Ng Teng Fong Centre for Healthcare Innovation, NHG Teachers’ Day celebrated the efforts of inspirational educators in creating a conducive learning environment. At the event graced by Professor Joe Sim, Group CEO, NHG Health, the NHG Teaching Excellence Awards were given out to honour recipients for their contributions in mentoring and empowering current and future healthcare professionals.

The award winners from NHG Polyclinics, NHG Diagnostics and NHG Pharmacy are as follows:

NHG TEACHING AWARD FOR NURSING PRECEPTORS Ms Constant Saleena Vincent Jeya Chandra Senior Staff Nurse Sembawang Polyclinic Ms Faridah Binte Mohamad Yusoff Assistant Nurse Clinician Ang Mo Kio Polyclinic Ms Amy Han Ang Ni Assistant Nurse Clinician Toa Payoh Polyclinic Ms Li Li Assistant Nurse Clinician Woodlands Polyclinic Ms Noor Hariyanti Binte Abdul Assistant Nurse Clinician Woodlands Polyclinic Ms Su Jie Assistant Nurse Clinician Hougang Polyclinic Mr Teoh Qi Xian Senior Staff Nurse Ang Mo Kio Polyclinic Ms Angie Yong Aun Khei Senior Staff Nurse Kallang Polyclinic Ms Wei Lili Assistant Nurse Clinician Yishun Polyclinic Ms Thandar Win Senior Staff Nurse Yishun Polyclinic	NHG TEACHING AWARD FOR SENIOR DOCTORS Dr Richard Lee Meng Kam Family Physician, Senior Consultant, Woodlands Polyclinic Assistant Director, Family Medicine Development Dr Nurul Azyan Binte Mohd Sidik Family Physician, Associate Consultant Kallang Polyclinic Dr Wan Jinhui Family Physician, Consultant Woodlands Polyclinic	NHG TEACHING AWARD FOR ALLIED HEALTH SENIOR EDUCATORS Ms Tan Xianhui Pearly Principal Medical Laboratory Scientist NHG Diagnostics NHG TEACHING AWARD FOR ALLIED HEALTH EDUCATORS Ms Khaing Yamin Htoo Senior Radiographer NHG Diagnostics Mr Lee Hoong Fatt Senior Medical Laboratory Scientist NHG Diagnostics
NHG OUTSTANDING NURSE TEACHERS AWARD Ms Chua Wee Khim Senior Nurse Educator Nursing Services	NHG TEACHING AWARD FOR JUNIOR DOCTORS Dr Muhamad Zulkahim Bin Aman Family Physician Woodlands Polyclinic Dr Lim Hong Hwee Family Physician Yishun Polyclinic Dr Louisa Tan Ser Li Family Physician Woodlands Polyclinic NHG TEACHING AWARD FOR PHARMACY SENIOR PRECEPTOR Ms Clara Tan Lay Khim Principal Pharmacist NHG Pharmacy NHG TEACHING AWARD FOR PHARMACY PRECEPTORS Ms Vivian Tan Yu Qin Senior Pharmacist NHG Pharmacy	NHG TEACHING AWARD FOR CLINICAL SUPPORT STAFF Ms Siti A'eshah Binte Abdullah Senior Care Coordinator Hougang Polyclinic Ms Mindy Chua Ming Hui Care Coach Woodlands Polyclinic Ms Naw May Jue Noe Senior Pharmacy Technician NHG Pharmacy Ms Noorashikin Binte Noor Pharmacy Technician Executive NHG Pharmacy Mr Muhammad Alif Norazmi Clinical Support Assistant NHG Diagnostics Ms Rizwanah Begam Binte Mohamed Sirajudeen Pharmacy Technician NHG Pharmacy

NUS MEDICINE APPRECIATION FOR CLINICAL EDUCATORS AWARDS

Hosted by NUS Medicine Dean’s Office in collaboration with NHG Health institutions, the annual NUS Medicine Appreciation for Clinical Educators (NUSMedACE) award ceremony acknowledges clinical educators for their role in nurturing the next generation of medical professionals through training and mentorship. The award ceremony for NHG Health was held at the National Skin Centre Auditorium on 15 October 2024. The Dean’s Award for Teaching Excellence went to Dr Lawrence Wu Jingkai, Family Physician, Associate Consultant, Khatib Polyclinic, and Dr Gan Wei Chun, Family Physician, Associate Consultant, Toa Payoh Polyclinic, while Dr Liu Changwei, Family Physician, Consultant and Deputy Head, Geylang Polyclinic, received the Clinical Training Merit Award (Department Award) on behalf of NHG Polyclinics.



Dr Lawrence Wu Jingkai (top) and Dr Liu Changwei (bottom) receiving the NUS Medicine Appreciation for Clinical Educators awards.

LKCMEDICINE SPECIAL RECOGNITION AWARDS AY2023-24

Held at the auditorium foyer of Woodlands Health on 11 November 2024, the Lee Kong Chian School of Medicine (LKCMedicine) Special Recognition Awards AY2023–24 recognised healthcare professionals for their outstanding contributions in teaching, guiding and supporting LKCMedicine students. Dr Ong Sin Hwee, Family Physician, Associate Consultant, Geylang Polyclinic; Dr Jaylyn Leong Jia Li, Family Physician, Hougang Polyclinic; and Dr Andrew Lee Yew Weng, Family Physician, Associate Consultant, Yishun Polyclinic, were honoured for their hard work and dedication towards a shared learning journey.



Dr Ong Sin Hwee (top) and Dr Andrew Lee Yew Weng (bottom) being presented with their awards during the LKCMedicine Special Recognition Awards AY2023–24 ceremony.

RAISING THE QUALITY OF CARE

As demand for primary care rises, NHG Polyclinics is embracing technological innovations to enhance operations and boost productivity, transforming how it delivers care.



ADOPTING TECHNOLOGY FOR EFFICIENCY

By leveraging technological tools, NHG Polyclinics supports healthcare professionals in providing timely intervention and enabling more efficient and personalised care for better health outcomes.



PRIME-CXR leverages AI to support the prioritisation of abnormal chest X-rays for earlier review.

INNOVATING NEW MODELS OF CARE

To meet population health needs, NHG Polyclinics is implementing new models of care through technology to better serve patients.

PRIME-CXR

Chest X-rays are typically done to investigate respiratory symptoms such as breathlessness and chronic cough, as well as other non-respiratory conditions where clinically indicated. To streamline patient triage evaluation, NHG Polyclinics introduced the PRIME-CXR (Prioritisation and Redistribution of Imaging for Medical Evaluation of Chest X-Ray) initiative. This Artificial Intelligence (AI) powered chest X-ray solution is a collaborative effort between NHG Polyclinics, Tan Tock Seng Hospital (TTSH), NHG Diagnostics and Synapse. It utilises Artificial Intelligence (AI) to prioritise chest X-rays that show abnormalities

for review. PRIME-CXR was piloted at Geylang Polyclinic in October 2024 and will end its pilot in August 2025.

Through PRIME-CXR, Family Physicians and radiologists receive additional support in prioritising of chest X-ray reporting. This initiative is designed with patients in mind, ensuring those who need medical attention can be attended to more quickly, while those with normal chest X-ray results can return home sooner.

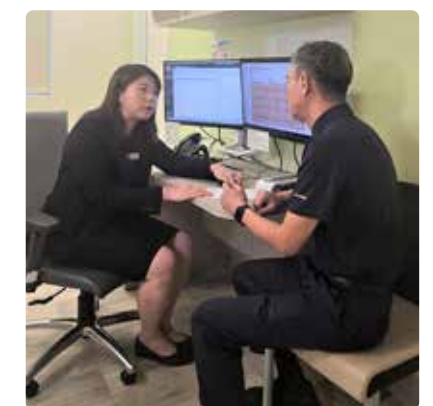
Tele-Atrial Fibrillation Programme

Atrial fibrillation is a heart condition with risk of complications such as stroke and heart failure. To support patients newly diagnosed with this condition, NHG Polyclinics, together with TTSH and Khoo Teck Puat Hospital, spearheaded the Tele-Atrial Fibrillation programme in 2019.

The programme, available at all NHG Polyclinics, ensures that patients with atrial fibrillation receive faster

and more accessible one-stop care at the community level. Prior to the programme's introduction, patients had to be referred from the polyclinic to the hospital for further management. Now, under the programme, NHG Polyclinics Family Physicians can consult with hospital cardiologists virtually after diagnosing the condition and performing initial assessments. They can also arrange for patients to undergo a heart scan or echocardiogram at the hospital, as well as prescribe blood-thinning medication, which is usually initiated by specialists. Additionally, a pharmacist provides detailed counselling to the patient on the new medication in the pharmacy. This approach enhances productivity and ensures that patients receive timely care.

As of 31 January 2025, NHG Polyclinics has managed over 160 patients under the Tele-Atrial Fibrillation programme, with most receiving treatment in two weeks from the time of diagnosis to anticoagulation.



Through Tele-Atrial Fibrillation, NHG Polyclinics Family Physicians can provide optimal and timely care to patients with atrial fibrillation with support from hospital cardiologists.

Robotic Process Automation

To streamline operations and boost productivity, NHG Polyclinics utilises Robotic Process Automation (RPA) to automate the monthly checks of Emergency Trolleys for expiring items.

The initiative was first piloted at Sembawang Polyclinic in November 2024 with the support of the nursing team. The pilot's success led to the adoption of RPA at all nine polyclinics for managing Emergency Trolleys in December 2024. Previously, nurses at NHG Polyclinics used to conduct monthly checks on 32 trolleys across all clinics manually. With RPA in place, these manual checks are no longer necessary, as the automation system prompts nurses to replace expiring items. This improvement reduces the time spent on monitoring and allows for more direct patient care, saving approximately 224 hours annually.

Following its successful implementation of RPA, NHG Polyclinics began using automation to generate reminders for reviewing nursing work policies in March 2025. It also aims to expand automation efforts to include monthly checks for Emergency Bags.



Since implementing Robotic Process Automation from December 2024, nurses at NHG Polyclinics are prompted to replace expiring items and do not need to manually check expiring items on Emergency Trolleys.

Mainstream Media Reports

Following a media briefing held in February 2025, Lianhe Zaobao, 8world and Chinese radio reported on NHG Polyclinics' use of technology and innovation to enhance patient care and efficiency.



Dr Fong Qi Wei (left), Family Physician, Associate Consultant, Geylang Polyclinic, and Dr Candice Lee (right), Family Physician, Associate Consultant, Woodlands Polyclinic, were interviewed by the media on the PRIME-CXR and Tele-Atrial Fibrillation initiatives, respectively.

SELF-SERVICE REGISTRATION KIOSKS FOR LABORATORY TESTS

In 2024, NHG Diagnostics introduced its first self-service registration kiosks at the laboratory in Khatib Polyclinic.

Patients can now check in for their laboratory tests independently, verifying their particulars and doctor's orders. The self-service kiosks eliminate the need to queue at a standard registration counter, thereby enhancing patients' care experience and journey. The kiosk's implementation has also significantly increased efficiency, allowing patient service staff to focus more on clinical support work within the laboratory.



Patients can conveniently self-register for their laboratory tests at Khatib Polyclinic's laboratory.

EXPANSION OF STATIC BONE MINERAL DENSITOMETRY SERVICES

To meet the growing demand for osteoporosis screening and management in primary care, NHG Diagnostics expanded its Bone Mineral Densitometry (BMD) static services beyond Yishun Polyclinic to two additional sites – Ang Mo Kio Polyclinic and Geylang Polyclinic.

BMD services were strategically implemented at Ang Mo Kio Polyclinic in November 2024, followed by Geylang Polyclinic in March 2025. This expansion has enhanced accessibility to BMD services for patients from NHG Polyclinics and General Practitioner clinics in Central and North Singapore, allowing patients to undergo timely and convenient BMD testing closer to home without the need to travel to a hospital.

STRENGTHENING QUALITY STANDARDS

NHG Polyclinics consistently achieves clinical excellence and enhances the patient care experience through continuous quality improvement.

NHG QUALITY DAY 2024

NHG Quality Day, an annual event celebrating excellence in healthcare, was held on 27 September 2024 at the Ng Teng Fong Centre for Healthcare Innovation. Chaired by Dr Susan Lim, Family Physician, Principal Staff, NHG Polyclinics, the event underscored the collaborative efforts and dedication of healthcare providers and patients in shaping a more inclusive and effective healthcare system with its theme, 'Co-Designing Healthcare with Patients & Communities – Shaping Tomorrow's Healthcare: With you, For you'.

Five staff and one team from NHG Polyclinics, one staff from NHG

Diagnostics (NHGD), and two staff and one team from NHG Pharmacy (NHGPh), were recognised for their exceptional service with the Excellence in Action Award; one Patient Advisory Council member and a patient from the Lighter Life programme received the Exemplary Patient and Caregiver Awards for their positive contributions as partners in enhancing service delivery and patient experience; and two teams from NHG Polyclinics were presented the Quality Improvement Awards for their innovative efforts in improving and transforming care delivery. One staff each from NHG Polyclinics, NHGD and NHGPh also received the Good Catch Award for their vigilance and conscientiousness in making care safer.

The keynote speaker, Dr Nick Lewis-Barned, Chair and Co-Clinical Lead for the Year of Care Partnerships Programme, Academy of Medical Royal Colleges, Clinical Lead for Patient Feedback, delivered a talk on 'Enhancing Population Health, One Clinical Conversation at a Time' that explored how patient-provider interactions could drive broader health outcomes. Following the keynote, a panel discussion moderated by Ms Mak Hui Min, Manager, Volunteer Corporate Office, NHG Polyclinics, featured insights from panellists including Dr Valerie Teo, Family Physician, Senior Consultant and Head, Kallang Polyclinic, on co-designing care with patients and communities.



Ms Mak Hui Min (left) and Dr Valerie Teo (centre) engaged in a panel discussion with Dr Nick Lewis-Barned.



NHG Polyclinics award winners and participants at the NHG Quality Day 2024.

NHG POLYCLINICS QUALITY DAY 2024

On 19 September 2024, NHG Polyclinics celebrated Quality Day with the theme ‘Fostering Collaborative Excellence for Quality’, highlighting the power of teamwork to drive better outcomes in care and service.

It was a milestone moment when Associate Professor Karen Ng, Chief, Primary Care, Population Health, NHG Health and Chief Executive Officer (CEO), NHG Polyclinics, Assistant Professor Tung Yew Cheong, Group Chief Quality Officer, NHG Health and Director, Quality & Patient Safety, NHG Polyclinics, along with senior management launched the NHG Polyclinics’ Zero Harm Goal. This initiative marked an organisation-wide commitment to ensuring the safety of both patients and staff.

Keynote speakers Ms Nichol Ng, Co-Founder and CEO of The Food Bank Singapore, and Mr Benjamin Chia, Director of Operations at Singapore Prison Service, shared insights on driving impactful change in the wider community through collaboration.



Associate Professor Karen Ng (centre) presented tokens of appreciation to Ms Nichol Ng (second from left) and Mr Benjamin Chia (second from right). Assistant Professor Tung Yew Cheong (left) was adviser for the NHG Polyclinics Quality Day Organising Committee; while Dr Dominique Phang (right), Family Physician, Principal Staff, Ang Mo Kio Polyclinic, chaired the event.

The event also recognised excellence across NHG Polyclinics with the presentation of 17 OurCare awards and 13 iCARE awards, along with 85 fringe awards presented earlier in August 2024. These awards, a testament to the dedication of staff, recognised their efforts in driving quality initiatives and enhancing clinical care. An event spotlight booklet was also launched,

highlighting core practices and cross-departmental partnerships within NHG Polyclinics that were central to the organisation’s quality journey and reinforcing the theme of collaborative excellence.

For the list of Quality Improvement Projects completed in FY2024, please refer to Appendix C.



NHG Polyclinics management and staff showing solidarity at the NHG Polyclinics Quality Day 2024.

CLINICAL PRACTICE IMPROVEMENT PROGRAMME 2025

The 22nd Clinical Practice Improvement Programme (CPIP) graduation ceremony was held on 7 March 2025, at the Ng Teng Fong Centre for Healthcare Innovation. Twelve participants from NHG Polyclinics were presented with certificates by Associate Professor Karen Ng, Chief, Primary Care, Population Health, NHG Health and Chief Executive Officer (CEO), NHG Polyclinics.

Developed by the NHG Institute of Healthcare Quality, the CPIP is designed to build clinical leadership grounded in Quality Improvement (QI) principles. It is targeted at clinical leaders and comprises a three-and-a-half-day workshop, two review sessions, and a six-month improvement project. Participants are expected to demonstrate their understanding and application of QI concepts through initiatives that drive measurable improvements in care delivery.



NHG Polyclinics staff reinforced their commitment to continuous quality improvement through participation in the 22nd Clinical Practice Improvement Programme.



Graduands of Clinical Practice Improvement Programme

Dr Chan Hiu Yeung Olivia Family Physician, Associate Consultant Woodlands Polyclinic	Ms Lim Su Mei Senior Dietitian Hougang Polyclinic
Ms Chen Jingyi, Jacqueline Senior Physiotherapist Toa Payoh Polyclinic	Dr Sum Hung Wen Family Physician, Associate Consultant Yishun Polyclinic
Dr Cheong Wen Xian, Nicole Kiren Family Physician Woodlands Polyclinic	Dr Moses Tan Mong Heng Family Physician, Associate Consultant Deputy Clinic Head, Geylang Polyclinic
Ms Koh Xin Ru Senior Staff Nurse Woodlands Polyclinic	Ms Tang Wing Sze Assistant Nurse Clinician Sembawang Polyclinic
Ms Li Jiemin Senior Staff Nurse Woodlands Polyclinic	Ms Wang XiuHong Assistant Nurse Clinician Sembawang Polyclinic
Dr Li Kexin Family Physician Yishun Polyclinic	Ms Tracy Wei Lan Assistant Nurse Clinician Ang Mo Kio Polyclinic

WORKPLACE SAFETY AND HEALTH ROADSHOWS

The Workplace Safety and Health (WSH) Committee conducted a series of roadshows across all nine NHG Polyclinics and Headquarters from 4 to 28 February 2025, to promote a vibrant safety and health culture. Led by Mr James Tay, Assistant Manager, Facilities Management and Engineering and WSH Officer, the sessions centred on the theme ‘Think Safe, Be Safe’ and emphasised the need for a safety-conscious mindset. The topics included strategies for hazard identification and risk management and mitigation, an overview of WSH regulations, and fire safety protocols. Staff gained



The WSH roadshows set the stage in fostering a proactive approach towards safety at work.

a deeper understanding of how to minimise workplace incidents, spot potential risks early, and apply the hierarchy of controls to create a safer environment, enhancing their competence and preparedness in ensuring workplace safety.

GROWING TOGETHER AS ONE

NHG Polyclinics strives to foster a supportive environment and develop a collaborative team. Through unified efforts, shared goals are achieved and collective successes celebrated.



APPRECIATING OUR STAFF

With a strong framework that recognises and supports staff, NHG Polyclinics has built a culture where every individual is valued and encouraged to grow beyond their role.

CEO TOWN HALLS

NHG Polyclinics' first CEO Town Hall for the year was held on 30 May 2024 at Hougang Polyclinic, with the session livestreamed to Headquarters and all other polyclinics. During the Town Hall, Associate Professor Karen Ng, Chief, Primary Care, Population Health, NHG Health and CEO, NHG Polyclinics, reflected on the significant accomplishments in 2023 and shared the strategic priorities for 2024. Also gracing the event was Professor Joe Sim, GCEO, NHG Health, who presented insights on the key shifts in Singapore's primary care landscape.

The second CEO Town Hall series for the year commenced on 5 November 2024 at Geylang Polyclinic and concluded on 11 December 2024 at Woodlands Polyclinic. During this period, Associate Professor Ng visited each of the nine polyclinics and explained how NHG Health's recently developed cultural beliefs applied to the polyclinics' daily work. In addition to sharing the results of the Ministry of Health's Patient Experience Survey 2024, she engaged with staff on the ground and addressed a range of organisational matters and key topics such as clinical performance and staff achievements.



NHG Polyclinics senior management and staff, together with Prof Joe Sim (centre), GCEO, NHG Health, at the CEO Town Hall on 30 May 2024.



The CEO Town Hall sessions provided a platform to engage on organisational matters and key updates.

NURSES' MERIT AWARD 2024

Ms Michelle Lee Cai Feng, Nurse Clinician (Advanced Practice Nurse), Ang Mo Kio Polyclinic, and Ms Esther Zhang Kejing, Nurse Clinician, Yishun Polyclinic, were presented with the Nurses' Merit Award by Mr Ong Ye Kung, Minister for Health, on 12 July 2024. The award, presented by the Ministry of Health since 1976, recognises the recipients' noteworthy and exceptional contributions to the nursing profession.



From left to right: Ms Lim Voon Hooi, Chief Nurse, Population Health, NHG Health and Chief Nurse, NHG Polyclinics; Ms Esther Zhang; Minister Ong Ye Kung; Ms Michelle Lee; and Associate Professor Karen Ng, Chief, Primary Care, Population Health, NHG Health and CEO, NHG Polyclinics, at the Nurses' Merit Award ceremony.

NATIONAL DAY AWARDS 2024

19 staff from NHG Polyclinics, five staff from NHG Diagnostics and three staff from NHG Pharmacy received the National Day Awards in 2024. Award recipients were officially announced by the Prime Minister’s Office on 9 August 2024.

THE PUBLIC ADMINISTRATION MEDAL (BRONZE)	
Dr Lim Chee Kong Family Physician, Senior Consultant Director, Clinical Services	

THE COMMENDATION MEDAL	
Mr Chong Chun Meng Principal Radiographer NHG Diagnostics	Mdm Er Lian Hwa Senior Nurse Clinician Ang Mo Kio Polyclinic

THE EFFICIENCY MEDAL	
Ms Atiq Isnarti Binte Roslan Senior Radiographer NHG Diagnostics Woodlands Polyclinic	Mr Leo Lim Mun Kuan Operations Manager Geylang Polyclinic
Ms Cheryl Char Wai Teng Senior Pharmacist NHG Pharmacy	Ms Nor Diana Binte Togeman Nurse Manager Geylang Polyclinic
Ms Chia Huey Yen Senior Executive Business Development NHG Diagnostics	Ms Lena Phua Yin Han Executive Operations / Contact Centre
Mr Jeff Chia Lee Huat Senior Operations Executive Hougang Polyclinic	Ms Selvia Assistant Manager NHG Pharmacy
Ms Goh Ling Jia Nurse Manager Nursing Services	Ms Tan Choon Bee Pharmacy Technician Executive NHG Pharmacy
Ms Josephine Goh Min Lee Principal Medical Social Worker Clinical Services	Mr Nicholas Tan Wei Jie Operations Manager Khatib Polyclinic
Ms Heng Sok Hwang Senior Patient Service Associate Executive Ang Mo Kio Polyclinic	Ms Tang Qing Ying Patient Service Associate Executive Toa Payoh Polyclinic
Mr Li Chung Kwong Senior Radiographer NHG Diagnostics	

THE LONG SERVICE MEDAL	
Mdm Azlina Bte Ali Senior Customer Support Associate Executive Contact Centre	Mdm Salama Binte Ahmad Senior Patient Service Associate Executive Sembawang Polyclinic
Dr Marvin Chan Chee Leong Family Physician, Associate Consultant Hougang Polyclinic	Dr Evan Sim Chin Sing Family Physician, Principal Staff Geylang Polyclinic
Mdm Chong Lee Sze Senior Staff Nurse Yishun Polyclinic	Dr Winnie Soon Shok Wen Family Physician, Senior Consultant Ang Mo Kio Polyclinic
Mdm Gurchan Kaur Patient Care Assistant Geylang Polyclinic	Dr Donna Tan Mui Ling Family Physician, Associate Consultant Deputy Director, Clinical Services

NHG AWARDS 2024

The NHG Awards Ceremony on 14 November 2024 commended individuals and teams for their efforts in advancing patient care, clinical practice, education and research in healthcare. The NHG Polyclinics, NHG Diagnostics and NHG Pharmacy winners are as follows:

NHG DISTINGUISHED ACHIEVEMENT AWARD	NHG INNOVATE AWARD – GOLD
Professor Chong Phui-Nah Senior Advisor, NHG Health Family Physician, Senior Consultant NHG Polyclinics	<i>Healthier SG @ NHG: Optimising Residents' Health and Preventive Care Needs</i> Dr Lim Ziliang (Team Lead) Family Physician, Senior Consultant Head, Yishun Polyclinic
NHG OUTSTANDING CITIZENSHIP AWARD	Dr Christopher Chong (Co-Lead) Family Physician, Consultant Director, Primary Care Engagement and Care Transformation – Primary Care Office, Population Health, NHG Health
Dr Darren Seah Ee-Jin Head, Family Medicine, Population Health, NHG Health Family Physician, Senior Consultant Director, Family Medicine Development & Primary Care Academy NHG Polyclinics	Dr Sabrina Wong (Co-Lead) Family Physician, Senior Consultant Deputy Director, Clinical Research Unit
Dr David Ng Wei Liang Family Physician, Senior Consultant Head, Special Projects	Dr Kung Jian Ming (Co-Lead) Family Physician, Associate Consultant Yishun Polyclinic
NHG YOUNG ACHIEVER AWARD	
Dr Foo Shao Rong, Jonathan Family Physician, Associate Consultant Deputy Head, Hougang Polyclinic	
Ms Lee Hui Xuan Senior Medical Laboratory Scientist NHG Diagnostics	
Dr Cheryl Tan Wei Yan Principal Pharmacist (Clinical) NHG Pharmacy	

CELEBRATING IN UNISON

In prioritising teamwork, NHG Polyclinics motivates staff to not only perform at their best but also uplift their colleagues in achieving collective success.

WORLD FAMILY DOCTOR DAY 2024

World Family Doctor Day is observed annually on 19 May worldwide to pay tribute to the significant contributions and impact of family doctors in healthcare.

NHG Polyclinics celebrated World Family Doctor Day across its nine polyclinics, highlighting the World Organisation of Family Doctors' 2024 theme 'Healthy Planet, Healthy People'. The theme emphasised the connection between patient care and community well-being.

Throughout FY2024, NHG Polyclinics continued to strengthen its primary care capabilities with the opening of Khatib Polyclinic. Additionally, it expanded its preventive care and population health initiatives in support of national initiatives such as *Healthier SG*, *Grow Well SG* and *Age Well SG*. NHG Polyclinics also demonstrated its commitment to clinical excellence through various accolades received by its doctors, including the National Day Awards and NHG Health Recognition Awards.



NHG Polyclinics celebrated its doctors' contributions and efforts in making healthcare personal, accessible and comprehensive for all.

NHG POLYCLINICS NURSES' DAY 2024

In honour of Nurses' Day, NHG Polyclinics recognised its nurses with a celebration on 31 August 2024. The event featured stage games, fringe activities, and a lucky draw. Associate Professor Karen Ng, Chief, Primary Care, Population Health, NHG Health

and Chief Executive Officer (CEO), NHG Polyclinics; Senior Management; and Adjunct Associate Professor Yong Keng Kwang, Group Chief Nurse, NHG Health, were present to express appreciation to all nurses for their invaluable contributions to primary care. In her address, Associate Professor Ng expressed her gratitude for the nurses' empathy, compassion and dedication to patients' well-being.



NHG Polyclinics celebrated the dedication of its nurses in providing patient-centred care.

NHG POLYCLINICS ACTIVE DAY 2025

On 22 February 2025, NHG Polyclinics held its ACTIVE Day at the OCBC Arena, Singapore Sports Hub, bringing together over 700 HQ administrative and operational staff, and staff from all nine polyclinics. The event marked an exciting start to NHG Polyclinics' 25th anniversary celebrations.

The programme featured a 1.6-kilometre walk and various team-bonding activities that sparked camaraderie and friendly competition. The highlight was a 2.5-kilometre run, which symbolised the beginning of a 25-kilometre journey representing NHG Polyclinics' 25 years of dedicated service to excellence in primary care. This journey would continue throughout the year with

walks and runs organised by the polyclinics. The event culminated with an award ceremony for the Tele-Match victors, CEO Challenge champion, and HealthBuzz leaders who had championed staff wellness initiatives all year round.



ACTIVE Day not only marked the importance of physical wellness, but also celebrated 25 years of NHG Polyclinics delivering quality primary care.

iCARE ROADSHOW 2024

The iCARE Roadshow 2024, themed 'Build Your Own Brand', encouraged staff to harness their unique strengths and exhibit the values aligned to NHG Polyclinics' service standards while caring for patients. Held across all polyclinics, the event featured staff participating in interactive discussions on how to enhance the patient experience. The post-roadshow activity reinforced the spirit of a team-driven approach, serving as a reminder to continue delivering care using the CARE values of Confidence, Attentiveness, Respect and Empathy.



APPENDIX A

ABSTRACTS BY NHG POLYCLINICS STAFF AND COLLABORATORS FOR SINGAPORE PRIMARY CARE RESEARCH COMPETITION 2024

ABSTRACT TITLE	AUTHORS
1 Predictors of Incident Diabetes-Related Ulceration and/or Amputation (DUA) Among Primary Care Patients With Type 2 Diabetes – Survival Analyses of a Pilot Foot Surveillance Registry-Based Retrospective Cohort	Ms Julia Zhu Xiaoli, Dr Donna Tan Mui Ling, Ms Yeo Loo See, Dr Jonathan Foo Shao Rong, Ms Chang Xiaopei, Ms Pang Siew Boon, Ms Goh Poh Suan, Mr Lim Hai Tian, Ms Ying Xie, Mr Low Kai Qiang, Mr Frederick Chan Hui Fei, Ms Yin Ruoyu, Dr Lee Eng Sing, A/Prof Konstadina Griva, Dr Elaine Tan
2 'It is a constant battle': A Qualitative Thematic Comparison of Illness Experiences and Self-Care Coping Behaviours Among Primary Care Patients With Active Diabetic Foot Ulcer and Post-Healing Foot in Remission	Ms Julia Zhu Xiaoli, Dr Lee Eng Sing, Ms Phoebe Lim Xin Hui, Mr Frederick Chan Hui Fei, Ms Chen Yee Chui, Mr Richard Low Sai Yin, A/Prof Konstadina Griva
3 Association Between Intrinsic Capacity Domains and Frailty in Older Adults With Multimorbidity in Primary Care	Mr Ng Xinyao, Dr Sim Sai Zhen, Dr Sabrina Lee Poay Sian, Dr Tan Shu Yun, Dr Gabriel Ding Teck Yong, Dr Lee Eng Sing
4 Complexity Archetypes in Primary Care: A Latent Class Analysis	Dr Quek Jing Sheng, Mr Jeremy Lew Kaiwei, Dr Sabrina Wong Kay Wye
5 Exploring Patients' and Doctors' Perceptions of Digital Health's Impact on the Patient-Doctor Relationship in Singapore's Primary Healthcare Setting: A Qualitative Study	Dr Sze Kai Ping, Ms Lim Yean Lyi, Dr Fong Qi Wei, Ms Jacqueline Giovanna De Roza, Dr Sabrina Lee Poay Sian, Dr Lee Eng Sing, Dr Tan Shu Yun
6 The Discriminative Ability of Intrinsic Capacity Against Frailty in Older Adults With Diabetes and Multimorbidity in the Primary Care Setting	Dr Sim Sai Zhen, Mr Ng Xinyao, Dr Sabrina Lee Poay Sian, Ms Koh Hui Li, Dr Tan Shu Yun, Dr Gabriel Ding Teck Yong, Dr Lee Eng Sing
7 Factors Associated With Foot Self-Care Behaviour and Foot Screening Attendance in People With Type 2 Diabetes in Primary Care: A Multicentre Cross-Sectional Study	Ms Julia Zhu Xiaoli, Ms Silvana Tjhin, Ms Goh Ling Jia, Ms Jacqueline Giovanna De Roza, Mr Frederick Chan Hui Fei, Ms Yin Ruoyu, Dr Lee Eng Sing, A/Prof Konstadina Griva
8 Social Support Among Community-Dwelling Elderly – A Cross-Sectional Survey in the Primary Healthcare Sector	Ms Chua Min, Ms Jacqueline Giovanna De Roza, Ms Goh Ling Jia
9 Using Fibrosis-4 (FIB-4) Score to Screen Primary Care Patients for Advanced Liver Fibrosis	Dr Chen Tongyuan
10 Evaluating the Effectiveness of a Targeted Mental Health Screening Programme Conducted in NHG Hougang Polyclinic	Dr Eugene Chua Yu Cong, Ms Debbie Ng Yanling, Ms Jolene Ong Zhen Ting, Dr Winnie Soon Shok Wen
11 Association Between Social Factors and Fear of Falling Among Community-Dwelling Older Adults	Ms Jacqueline Giovanna De Roza, Ms Chan Cheuk Ying, Ms Emily Lim Xin Yi, Ms Goh Ling Jia
12 Incidence and Determinants of Type 2 Diabetes Remission: Insights from a Retrospective Cohort Study in Primary Care	Dr Ian Koh Jan Ming, Dr Sabrina Wong Kay Wye, Dr Sabrina Lee Poay Sian, Ms Shannon Goh Yi Xuan, A/Prof Tang Wern Ee
13 Youth Mental Health in Primary Care: The AdoLescent Evaluation and Rapid Treatment of Mental Health (ALERT) Programme	Mr Liew Yao Sin, Mr Zeng Jin Liang, Ms Josephine Goh Min Lee, Dr Winnie Soon Shok Wen, Dr Eugene Chua Yu Cong
14 Profiling Obese Adults With Type 2 Diabetes Seeking Remission: Insights From a Diabetes Remission Trial Enrollment	Dr Sabrina Lee Poay Sian, Ms Shannon Goh Yi Xuan, A/Prof Tang Wern Ee
15 Exploring Experiences of Healthcare Workers from Polyclinics Deployed to Support External COVID-19 Operations During the COVID-19 Pandemic	Ms Silvana Tjhin, Ms Chen Yee Chui, Ms Julia Zhu Xiaoli, Ms Goh Ling Jia, Dr Eugene Chua Yu Cong, Mr Barnabas Felix Soh Jia Ren
16 Prevalence and Factors Associated with Musculoskeletal Disorders Among Nurses and Allied Health Professionals in a Public Primary Care Setting in Singapore: A Cross-Sectional Study	Dr Jaganmohan Raja Ramasamy, Dr Tan Shu Yun, Ms Koh Hui Li
17 Causes and Consequences of Falls Among Community-Dwelling Older Adults: A Cross-Sectional Study	Ms Wang Chunyan, Ms Jacqueline Giovanna De Roza, Dr David Ng Wei Liang, Ms Michelle Lee Cai Feng, Ms Mary Ann Tay, Ms Winnie Poh Siew Huay, Ms Chan Cheuk Ying

ABSTRACT TITLE	AUTHORS
18 Strategies for Sustaining Tele-Health in Primary Care Beyond the Pandemic: A Scoping Review	Dr Kong Jing Wen
19 Person-Centered De-intensification of Blood Glucose Lowering Therapies Among Elderly Patients With Tightly-Controlled Diabetes in a Singapore Primary Care Setting	Ms Tan Poh Ching, Dr David Ng Wei Liang, Dr Tan Lye Yoong
20 Frailty Status and the Use of Community Care Services in Community-Dwelling Older Adults	Ms Tan Hui Nah, Ms Jacqueline Giovanna De Roza, Ms Goh Ling Jia
21 Patients' Preferences for Nutrition Care From Health Professionals in a Public Primary Care Setting: A Cross-Sectional Study in Singapore	Dr Chie Zhi Ying
22 Knowledge, Attitudes and Experience of Healthcare Providers Towards Advanced Care Planning for Persons With Chronic Medical Conditions in a Primary Care Setting (NHG Toa Payoh Polyclinic)	Dr Tan Lye Yoong
23 The EPIC Study – Enhancing Professional Interdepartmental Collaboration in a Primary Care Centre in Singapore	Dr Benjamin Lee Jun Hwee, Dr Predeebha D/O P. N. Kannan, A/Prof Richard Lee Meng Kam, Dr Ian Koh Jan Ming, Dr Christopher Chong Wern Siew
24 Knowledge, Attitudes and Practice of Evidence-Based Medicine Amongst Primary Care Physicians in Singapore	Dr Vanessa Koon Sze Yun, Mr Jeremy Lew Kaiwei, Dr Kee Kok Wai, A/Prof Tang Wern Ee
25 Family Health Climate, Intrinsic Motivation, and Physical Activity Levels of Patients With Diabetes in a Singapore Primary Healthcare Setting	Dr Amelia Binte Ahmad Hatib, Dr Sim Sai Zhen, Ms Koh Hui Li
26 Perceived Neighbourhood Safety Among Community-Dwelling Older Adults: A Cross-Sectional Study	Ms Ong Hui Chin, Ms Lam Hui Chi, Ms Jacqueline Giovanna De Roza
27 Outcome Analysis of the Revised Cervical Screening Results and Study on the Significance of Human Papilloma Virus (HPV) Prevalence in a Primary Care Setting at NHG Woodlands Polyclinic, Singapore from 2021 to 2023	Dr Mahalingam Venkatesan Premdhevi, Dr Vijaya Kumari Navaratnam, Ms Hseng Sam Ngin
28 A Pilot Study on Outcomes of Partial Pulpotomy Using Calcium Silicate Cements In Carious Pulp Exposures in Permanent Teeth Completed at NHG Hougang Polyclinic	Dr Vivian Wong Yung Yee, Dr Priscilla Chao Jang Shing, Dr Kenneth Low Meng Tze
29 Home Adaptations, Falls and Fear of Falling Among Community-Dwelling Older Adults: A Cross-Sectional Study	Ms Chia Kai Li, Ms Jacqueline Giovanna De Roza, Ms Goh Ling Jia, Ms Lim Phei Kuen, Ms Habibah Jami Binte Sahul Hamed
30 Retrospective Analysis and Study of the Needs of Patients Under Enhanced Maternal Baby Toddler and Child Surveillance (EMBRACE) and the Ethnical Prevalence in a Primary Care Setting at NHG Woodlands Polyclinic, Singapore From August 2022 to April 2024	Dr Mahalingam Venkatesan Premdhevi, Ms Ong Chun Foo
31 An Integrative Review of Patients' and Healthcare Professionals' (HCPs) Perceptions of the Utilisation of Digital Health in Wound Management	Ms Jia Shuli
32 Examining Nurses' Perceptions of Adopting a Formalised Approach to Peer Learning on Professional Breastfeeding Support (PBS) at the Workplace	Ms Lu Yen Ling, Ms Boey Hui Hui, Ms Hasimah Binte Zaidi, Ms Li Shen, Ms Rina Foo Shi Yuan, Ms Cindy Lee Ching Siang, Ms Tan Pek Hoon
33 Exploring the Integration of Artificial Intelligence Tools in Medical Education: Insights from Family Physicians	A/Prof Richard Lee Meng Kam, Dr Kee Kok Wai
34 Medication Error Trends and Major Events: A Retrospective Analysis in Primary Care	Ms Pratibha Nair, Ms Tan Jia Wei, Ms Cheryl Tan Wei Yan, Dr Shaik Mohamed Bin Mohamed Noor, Dr Valerie Teo Hui Ying
35 Management of Friction Blisters in a Primary Care Setting: A Case Series	Dr Eugene Chua Yu Cong, Ms Su Jie, Ms Catherine Tan Tze Yeung, Ms Lew Xiao Fong, Dr Jonathan Chong Ern-Ji, Ms Julia Zhu Xiaoli
36 Clinical Characteristics of the Younger-Old, Middle-Old and Oldest-Old Who Visit a Public Primary Care Centre in Singapore	Dr Yeap Youwen, Dr Sim Sai Zhen, Dr Lee Eng Sing

APPENDIX A (cont.)

ABSTRACTS BY NHG POLYCLINICS STAFF AND COLLABORATORS FOR SINGAPORE PRIMARY CARE RESEARCH COMPETITION 2024

ABSTRACT TITLE	AUTHORS
37 Oral Glucose Tolerance Test is Tedious, Unpleasant, Time-Consuming and Costly. Who can Say No to Oral Glucose Tolerance Test?	Dr Lim Chee Luan
38 Review and Analysis of Childhood Obesity in Paediatric Population From November 2022 to October 2023 in a Primary Care Setting at NHG Woodlands Polyclinic, Singapore	Dr Mahalingam Venkatesan Premdhevi, Dr Mark Gerad Anthony Anthoni Muthu, Dr Jaganmohan Raja Ramasamy
39 Next-Generation Physicians in Our Digital Age: Tele-Medicine Training in Family Medicine Practice	Dr Luo Yang, Dr Chew Kum Wai, Ms Chua Cher Rui
40 A Decade of Primary Care Mental Health Care: The Singapore Experience	Dr Eugene Chua Yu Cong, Ms Carol Lin Yijun, Ms Debbie Ng Yanling, Dr Wan Jinhui, Dr Winnie Soon Shok Wen
41 A Retrospective Study of Management of Closed, Un-displaced Fractures of the Foot Referred from Public Primary Care to Emergency Department in Singapore	Dr Jaganmohan Raja Ramasamy, Dr Neesha D/O Maganlal, Dr Tan En-Yu
42 Exploring Stated Preference Studies on Physical Activity Preferences Amongst Adults With Diabetes – A Scoping Review	Dr Jonathan Foo Shao Rong, Dr Rebecca Sim Rui Yi, Dr Ng Gin Kee, Dr Sabrina Lee Poay Sian, Dr Sim Sai Zhen
43 ‘Wish-List’ of Items Needed to Operationalise Frailty Care: Perspectives From Allied Healthcare Professionals	Mr Johnathan Loh, Dr Wong Jie Jun, Ms Ng Hong Jie, Ms Lim Si Lin, Ms Gina Lee Sihui, Dr Laureen Wang Yi-Ting, Ms Michelle Tay JY, Dr Alvin Ong Cong Wei, Dr Huang Zijuan, Dr Tan Shu Yun, Dr Angela Koh Su-Mei
44 Impact of Targeted Patient Education on Diabetic Leg Ulcers, an Approach Beyond Wound Healing – A Case Series	Ms Su Jie, Ms Catherine Tan Tze Yeung, Ms Wang Rongfang, Mr Barnabas Felix Soh Jia Ren, Ms Julia Zhu Xiaoli
45 Overcoming Challenging Communications in Primary Care	Dr Eugene Chua Yu Cong, Ms Carolyn Chan Ching Ching, Ms Rafika Ramli, Mr Won Tin Chiang, Dr Ian Koh Jan Ming, Dr Predeebha D/O P. N. Kannan
46 Association Between Frailty, Fear of Falling and Exercise levels Among Older Adults in Singapore	Ms Chan Cheuk Ying, Ms Jacqueline Giovanna De Roza, Ms Mary Ann Tay, Ms Wang Qingli, Ms Chia Kai Li, Dr Gabriel Ding Teck Yong
47 Building Workplace Resilience: Evaluating an Engagement Programme for Nurses and Nursing Ancillary Staff New to Primary Care	Dr Angelica Wu, Ms Chen Yee Chui, Ms Chua Wee Khim, Ms Cindy Lee Ching Siang, Ms Fish Koh Qin Yu
48 Multi-component Intervention for Reducing Fear of Falling and Falls Among Community-Dwelling Older Adults – A Randomised Controlled Trial	Ms Jacqueline Giovanna De Roza, Ms Wang Chunyan, Mr Mah Siew Chung, Ms Emily Lim Xin Yi, Dr Tan Shu Yun
49 Increasing Exercise Participation Among Community-Dwelling Older Adults With Fear of Falling: A Randomised Controlled Trial	Ms Jacqueline Giovanna De Roza, Ms Michelle Lee Cai Feng, Ms Winnie Poh Siew Huay, Ms Xie Meijiao, Dr David Ng Wei Liang
50 Knowledge, Attitudes and Vaccine Hesitancy in Influenza and Pneumococcal Vaccines Among High-Risk Adults in Singapore	Ms Goh Ling Jia
51 Factors Associated With Health Literacy Among Adults With Chronic Conditions: A Descriptive Cross-Sectional Study in Primary Care	Ms Michelle Lee Cai Feng, Ms Jacqueline Giovanna De Roza, Ms Chen Yee Chui, Ms Goh Ling Jia, Ms Ng Pei Pei, Ms Jasmine Li Jiemin, Ms Silvana Tjhin, Ms Emily Lim Xin Yi
52 Factors Affecting Resilience in Healthcare Workers During the Covid-19 Pandemic Deployment: A Qualitative Descriptive Study	Mr Barnabas Felix Soh Jia Ren, Ms Silvana Tjhin, Ms Chen Yee Chui, Ms Julia Zhu Xiaoli, Dr Eugene Chua Yu Cong, Ms Goh Ling Jia
53 Engaging General Practitioners in Primary Care Research in Singapore – Lessons From a Cluster Randomised Controlled Trial	Dr Lee Eng Sing, Ms Sam Xin Hui, Mr Aloysius Chow, Ms Ng Mei Li, A/Prof Jo-Anne Elizabeth Manski-Nankervis, Ms Vicky Qin Mengqi

APPENDIX B

PRIMARY CARE ACADEMY FY2024 TRAINING CATALOGUE

LIFE SUPPORT
1 BCLS + AED Certification
2 BCLS + AED Instructor Course
3 CPR + AED

CLINICAL KNOWLEDGE AND MEDICAL SKILLS
4 Advanced Course on Wound Management for Registered Nurses
5 Basic Health Parameters for Clinical Ancillary Staff
6 Breastfeeding and Early Childhood Nutrition for Healthcare Professionals
7 Breast 101: Managing Common Breast Conditions and Understanding Breast Cancer *NEW
8 Common Eye Conditions Update for the Family Physician
9 Dementia Diagnosis and Management: A Practical Approach for Family Physicians *NEW
10 Diabetic Foot Screening
11 Diabetic Retinal Photography for New Nurses
12 Diabetic Retinal Photography for Primary Care Coordinators
13 Family Planning in Primary Care
14 Foot Surveillance
15 Foundation Course on Vaccination and Traveller’s Health In Primary Care
16 Foundation on Chronic Disease Management Course
17 Frailty Management Workshop for Healthcare Professionals
18 GDFM Mock OSCE
19 GDFM Procedural Workshop
20 Interpretation of Spirometry Results
21 Know the Elderly Workshop for Frontliners
22 Lactation Support in Primary Care
23 Management of Joint and Soft Tissues Conditions in Primary Care
24 MMed Mock OSCE
25 MMed Mock Slides
26 Managing Diabetic Foot Ulcer from Primary Healthcare Nursing Perspective
27 Nursing Management of Dementia in Primary Care *NEW
28 Practical Obesity Management Skills (POMS) *NEW
29 Surgical Procedures for the Primary Healthcare Physician
30 Understanding Diabetes, Hypertension and Lipid Disorders for Frontliners

CLINICAL KNOWLEDGE AND MEDICAL SKILLS
31 Urgent Care Awareness and Fall Prevention Workshop
32 Women’s Health Services in Primary Care

CLINICAL RESEARCH
33 Abstract Writing Workshop
34 Designing Questionnaires Workshop
35 Introduction to Qualitative Research in Primary Care
36 Introduction to Research

INTERPERSONAL AND COMMUNICATION SKILLS
37 Care Coordinators’ Course
38 CARPET - Cultivating heAlth liteRacy awareness as a Patient Engagement Tool
39 Challenging Communication in Primary Care
40 Clinical Preceptorship Course
41 Consultation Skills for Primary Care Physicians
42 Facilitating Interprofessional Learning (IPL) and Collaborative Practice
43 Group Facilitation
44 Health and Wellness Coaching: Essentials for the Practitioner
45 Healthcare Language- Effective Team Communications
46 Healthcare Language - Navigating Healthcare
47 Healthcare Language - Winning Patients with Great Service
48 Mentoring - A Guide by the Side
49 Nurture Future-Readiness with Action Learning *NEW
50 Open Disclosure Training
51 Teaching 101 for Busy Healthcare Professionals
52 Team-Based Care Training
53 Train-the-Trainer for Essential Skills for Clinical Ancillary Staff
54 Writing in Plain Language for Patient and Family Education Materials

COMMUNITY OUTREACH AND PUBLIC HEALTH EDUCATION
55 Basic First Aid Workshop
56 Clinic Assistant Course - Basic Level
57 Clinic Assistant Course - Advanced Level
58 Clinic Assistant Course for Healthier SG
59 Health Talks for Active Ageing Centres *NEW
60 Health in a Nutshell Public Health Talk Series
61 SAF Health Coaching for Weight Management *NEW
62 World Heart Day Talk *NEW

APPENDIX C

QUALITY IMPROVEMENT PROJECTS COMPLETED IN FY2024

PROJECT TITLE		CLINIC/ HQ	PROJECT LEADER/ CO-LEAD
1	To Improve the Uptake of Pneumococcal Vaccination (Either Pneumococcal Conjugate Vaccine or Pneumococcal Polysaccharide Vaccine) From 58% to 90% Among Patients Aged 65 Years and Above Tagged to NHG Ang Mo Kio Polyclinic Teamlet E Over a Period of 6 Months From July to December 2024	AMK	Dr Daniel Tan Jiadong
2	To Improve Patient Education on Perianal Wound Hygiene	AMK	Ms Sa'adiah Bte Ramlee
3	To Improve Patient Health Questionnaire-2 Screening Rate For Parents' Depression in Children Cluster	AMK	Ms Tracy Wei Lan
4	A Project on Rearrangement of Emergency Trolley Items in NHG Ang Mo Kio Polyclinic	AMK	Mr Wong Yongquan Gabriel
5	To Increase Screening for Frailty Using Clinical Frailty Scale Among Teamlet A Patients Aged 65 Years and Above in NHG Ang Mo Kio Polyclinic	AMK	Dr Chua Yu Jing Andrew
6	To Improve the Percentage of Patients Diagnosed With Diabetes Mellitus Who Achieved ≥1 Diabetic Foot Screening Within the Past 1 Year in NHG Ang Mo Kio Polyclinic Teamlet F From 75.5% to 100% Over a Period of 6 Months From July to December 2024	AMK	Dr Delphine Kao Zhi Ying
7	To Increase Influenza Vaccine Uptake in High-Risk Adult Patients in Teamlet G at NHG Ang Mo Kio Polyclinic From 30% to 75% From August 2024 to January 2025	AMK	Dr Sneha Sharma
8	A Project on Enhancing Nurses' Response Towards Managing Medical Emergencies in NHG Ang Mo Kio Polyclinic From 50% to 100% Within 1 Year	AMK	Ms Jayabal Muthulakshmi
9	To Increase the Average Care Manager Caseload From 15 to 25 Per Day Per Full-Time Equivalent Over a Period of 12 Months in NHG Geylang Polyclinic Teamlet B	GEY	Ms Evonne Oh Siew Gek
10	To Improve Healthcare Provider (HCP)-Ordered Mammography Rates From an Average of 4.7% to 70% in NHG Geylang Polyclinic Over a Period of 6 Months From July to December 2024	GEY	Dr Julia Ng Wei Yi
11	To Increase the Percentage of Caregivers of Breastfed Infants Educated on Vitamin D Supplementation From 7.69% to 100% Over a 6-Month Period From June to November 2024	GEY	Dr Gan Wen Ying
12	To Increase the Utilisation of Global Initiative for Asthma Symptom Scores From 32.5% to 100% Over a 6-Month Period From July to December 2024 in NHG Geylang Polyclinic Teamlet C	GEY	Dr Zachary Koh Yong Keat
13	To Improve the Percentage of Holistic Approach in Lowering and Tracking Chronic Kidney Disease (HALT-CKD) Patients Achieving Target Blood Pressure in NHG Geylang Polyclinic	GEY	Dr Zou Xiangyu
14	To Improve the Accuracy of Thyroxine Dispensing in NHG Pharmacy at Geylang Polyclinic Within 6 Months	GEY	Ms Cheryl Char Wai Teng
15	To Increase the Percentage of Patients, With Newly Diagnosed Diabetes From HbA1c Levels, Who Received Diabetes Education From Care Managers From 23% to 100% at NHG Geylang Polyclinic after 6 Months	GEY	Dr Moses Tan
16	To Improve Asthma Counselling Rates in Patients Post Rescue Therapy in NHG Geylang Polyclinic From 66% to 100% Over a Period of 6 Months	GEY	Dr Ng Han Xian
17	To Achieve 100% Warfarin Counselling Rate in NHG Pharmacy at NHG Geylang Polyclinic	GEY	Ms Gui Huey Sywu
18	To Improve Referral Rate to Day Rehabilitation Centres From 18.2% to at least 35% Per Month For All Suitable Frail Patients at NHG Geylang Polyclinic Within 6 Months	GEY	Ms Chen Jingyi Jacqueline
19	To Improve the Turn-Up Rate for Dietetic Services Among Patients Aged 18 to 65 Years Old With Body Mass Index >23 in NHG Hougang Polyclinic From 83% to 95% Over a Period of 6 Months	HOU	Ms Lim Su Mei

PROJECT TITLE		CLINIC/ HQ	PROJECT LEADER/ CO-LEAD
20	To Increase the Rate of Uptake of Cervical Cancer Screening in Eligible Females Aged 30 to 69 From 28% to 50% in NHG Hougang Polyclinic Over a 6-Month Period, From July to December 2024	HOU	Dr Samuel Tham Chee Wei
21	To Increase the Percentage of Patients Enrolled in the Holistic Approach in Lowering and Tracking Chronic Kidney Disease (HALT-CKD) Programme That Achieve Target Blood Pressure of < 130/80 mmHg From 46.39% to 80% Over a 6-Month Period of July to December 2024 in NHG Hougang Polyclinic	HOU	Dr Eleanor Woon Siew Chin
22	To Increase the Percentage of Patients With Diabetes Mellitus in NHG Hougang Polyclinic Who Have Undergone Appropriate Foot Screening Within the Last 12 Months From 71.1% to 100% Over 6 Months Between July to December 2024	HOU	Dr Koh Jin Kiat
23	To Reduce Interruptions Among Nursing, Medical and Pharmacy for Amending Topical Prescription	HOU	Ms Fong Pei Ling @Nurlylana Fong, Mr Chan Jayson
24	To Increase the Number of Teamlet Patients Who Are Active Smokers, Referred to Pharmacy-Led Smoking Cessation Clinics Per Month in NHG Kallang Polyclinic From 7.5% to 31% Over a 6-Month Period From August 2024 to January 2025	KAL	Dr Marcus Tan Wei Xuan
25	To Increase the Percentage of NHG Kallang Polyclinic Teamlet B Female Patients Aged 25 to 69 Who Have Undergone Cervical Cancer Screening From 40% to 70% Over a 6-Month Period From August 2024 to January 2025	KAL	Dr Yang Qiao Lin
26	A Project on Tele-DOT (Direct Observed Therapy) Pilot Initiative at NHG Kallang Polyclinic	KAL	Ms Guo Xiaoyu, Ms Eileen Hii Wen Hei
27	To Reduce the Number of Paediatric Interventions by 25% Within 6 Months in NHG Pharmacy at NHG Khatib Polyclinic	KHA	Ms Amanda Chia Jia Ying, Mr Jason Eu Jian Sheng
28	To Increase the Percentage of Eligible Patients in NHG Khatib Polyclinic Teamlet A Who Have Social Prescribing Discussed (Either Referred to Active Ageing Centre or Already Have Own Social Activities) Over a Period of 6 Months From September 2024 to February 2025 From 4.06% to 40%	KHA	Dr Goh Jun Heng, Ms Chong Jia Ru
29	To Increase the Percentage of Patients Aged 65 Years and Above in NHG Khatib Polyclinic Who Presented With Falls in the Last 6 Months to Have Undergone Functional Assessment and Falls Prevention Interventions and/or Advice Over a Period of 9 Months From May 2024 to February 2025 From 65% to 100%	KHA	Dr Sze Kai Ping, Dr Leow Yong Yang Oliver, Ms Janelle Ng Sze Ern
30	A Project on Creating the Structured Visual Reference Chart and Nearly Expiry Alert Card in NHG Sembawang Polyclinic Treatment Room	SEM	Ms Angela Xiao Hui
31	A Project on Standardisation of Storage Spaces in NHG Sembawang Polyclinic Treatment Room	SEM	Ms Angela Xiao Hui
32	To Increase the Number of Diabetic Foot Screening and Diabetic Retinal Photography Done by 70% in NHG Sembawang Polyclinic Over 6 Months	SEM	Ms Tang Wing Sze
33	To Increase the Staff Satisfaction Rate for the Nursing Team at NHG Sembawang Polyclinic, With the Score of 6 and Above, From 78% to 90% Within 6 Months	SEM	Ms Wendy Ong Kim Leng, Ms Letchmi D/O M. Sanggaradas
34	To Increase the Percentage of Patients With Appropriate Choice of Antimicrobial Dressing by Nurses During First Visit in NHG Sembawang Polyclinic From 80% to 100% Over 6 Months	SEM	Ms Tang Wing Sze, Ms Wang Xiuhong
35	To Increase the Percentage of Age-Related Macular Degeneration Education Rates for Patients With Intermediate Age-Related Macular Degeneration Diagnosed in NHG Toa Payoh Polyclinic Between March to August 2024 From 70% to 100%	TPY	Ms Tan Pao Ling, Ms Ong Hui Chin, Dr Treye Teo Wei Ian

APPENDIX C (cont.)

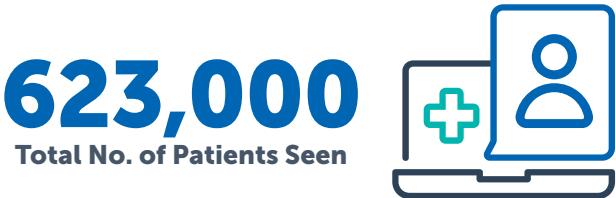
QUALITY IMPROVEMENT PROJECTS COMPLETED IN FY2024

PROJECT TITLE	CLINIC/ HQ	PROJECT LEADER/ CO-LEAD
36 To Reduce the Number of Patients Leaving NHG Toa Payoh Polyclinic Without Scheduled Appointments	TPY	Mr Darryl Juan
37 To Increase the Percentage of Eligible Healthier SG Enrolled Patients in NHG Toa Payoh Polyclinic With a Completed and Valid Faecal Immunochemical Test Result From 20.9% to 70% Over 4 Months From July to October 2024	TPY	Dr Sabrina Leong Li Qi
38 To Increase the Uptake of Cervical Cancer Screening Amongst Healthier SG-Enrolled Patients in NHG Toa Payoh Polyclinic From 36.87% to 70% Over 4 Months From July to October 2024	TPY	Dr Laura Tan Hui Shuen
39 To Increase the Percentage of Patients With Newly Diagnosed Type 2 Diabetes Mellitus Who Are Seen by a Dietitian by the Next Month Following Diagnosis From 4.6% to 100% at NHG Toa Payoh Polyclinic From July to December 2024	TPY	Dr Cassia Ling
40 To Increase the Uptake of Influenza Vaccination Amongst High-Risk Patients in Teamlet C of NHG Woodlands Polyclinic From 28% to 50% Over 6 Months From April to September 2024	WDL	Dr Nicole Kiren Cheong Wen Xian, Ms Koh Xin Ru
41 To Increase the Proportion of Adult Patients With Hyperlipidemia Achieving Healthy Lipid Control in NHG Woodlands Polyclinic Teamlet F From 82.7% to 90% in 6 Months From September 2024 to February 2025	WDL	Dr Stephanie Toh An Gee, Ms Phang Li Ying
42 To Improve the Medication Repackaging Process Within 6 Months in NHG Pharmacy at NHG Woodlands Polyclinic	WDL	Ms Connie Wong Khang Nee
43 To Improve the Uptake of Diabetic Retinal Photography in NHG Woodlands Polyclinic From 74.3% to 100% From July to December 2024	WDL	Dr Sharon Saik Chin Wen
44 To Improve the Uptake Rate of Diabetic Foot Screening From 70.5% to 100% Over 6 Months in NHG Woodlands Polyclinic From July to December 2024	WDL	Dr Chew Wei Yang
45 To Increase the Uptake Rate of Pneumococcal Vaccinations in Chronic Patients Aged 65 Years and Above in NHG Woodlands Polyclinic From 42.2% to 90% From July to December 2024	WDL	Dr Tan Ray Yueh
46 To Achieve Zero Instance of Rowa Boxes Labelled With Pictogram Returned into Rowa Within 3 Months in NHG Pharmacy at NHG Woodlands Polyclinic	WDL	Ms Wee Yi Hua
47 To Increase the Uptake Rate of Open Access Gastroscopy for Low-Risk Patients Who Present With Dyspepsia in NHG Yishun Polyclinic From 12% to 40% in 6 Months	YIS	Dr Li Kexin
48 To Improve the Bone Mineral Density Test Screening Referral Rate From 5.6% to 100% for Women Aged 49 Years Old and Older, Who Are on Regular Follow-Up With NHG Yishun Polyclinic Teamlet F and Deemed High Risk for Osteoporosis by Osteoporosis Self-Assessment Tool For Asians (OSTA) Score, Over a 6-Month Period From July to December 2024	YIS	Dr Felix Tan Keng Zhe
49 To Increase the Uptake Rate of Pneumococcal Conjugate Vaccine for Chronic Patients Aged 65 and Above in Teamlet E of NHG Yishun Polyclinic From 43.3% to 100% Over 6 Months From July to December 2024	YIS	Dr Nicole Chew Ni Ke
50 To Enhance Medication Safety in Prescribing and Dispensing: Achieving a 50% Reduction in Safety Incidents Within 6 Months in NHG Pharmacy at NHG Yishun Polyclinic	YIS	Ms Amanda Lim Shi-Yun
51 To Increase the Percentage of Eligible Teamlet B Patients Aged 50 to 69 Years Old Who Have Had a Mammogram Done in the Last 2 Years From 41% to 100% Over a Period of 6 Months in NHG Yishun Polyclinic	YIS	Dr Sum Hung Wen
52 To Improve Dietitian Referrals for Overweight Children With Body Mass Index >=90th Percentile Seen During 4-Years-Old Childhood Developmental Screening (CDS) in NHG Yishun Polyclinic From Baseline Average of 11% to 100% Within 6 Months	YIS	Dr Daryl Peh Seng Lee

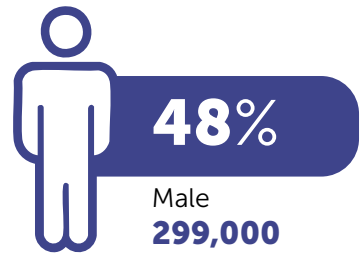
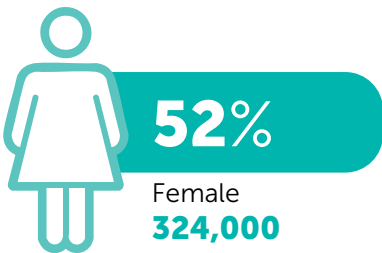
PROJECT TITLE	CLINIC/ HQ	PROJECT LEADER/ CO-LEAD
53 To Increase the Percentage of Infants Less Than 6 Months on Exclusive Breastfeeding From 23% To 46% Within 6 Months at NHG Yishun Polyclinic	YIS	Ms Wan Lili, Ms Hong Xiuying
54 To Improve the Percentage of Up-To-Date Influenza Vaccination Uptake in NHG Yishun Polyclinic Teamlet A for Patients Aged 65 Years Old and Above, From the Baseline of 33% to 75%, Over a Period of 6 Months	YIS	Dr Luo Yang
55 To Increase Cervical Cancer Screening (CCS) Rates Among Women Aged 25 to 69 Years Old Who Are on Regular Follow-Up in NHG Yishun Polyclinic Teamlet E, From 38% to 50% Within 6 Months, From August 2024 to January 2025	YIS	Dr Zhiyang Jace Lin
56 To Increase the Percentage of Patients With Diabetes Mellitus With Comorbid Chronic Kidney Disease With Low Density Lipoprotein < 1.8 mmol/L From 34.2% to 85% in NHG Yishun Polyclinic Teamlet B Over 6 Months From August 2024 to January 2025	YIS	Dr Janis Lee Yi An
57 To Improve Video-Consultation Uptake for Teamlet A Patients From a Baseline of 14% to Target of 50%	YIS	Dr Lim Hong Hwee
58 To Increase the Referral Percentage to Hospital-Based Weight Management Clinic From 0.8% to 10% Amongst Eligible Obese Patients in Teamlet F in NHG Yishun Polyclinic From August 2024 to January 2025	YIS	Dr Tan Jon Wei
59 A project on a Seamless and Efficient Way to Administer Written Asthma Action Plan for Asthma Patients via Next Generation Electronic Medical Record (NGEMR)	YIS	Dr Rajagopal Ramaswami, Ms Zhang Kejing Esther
60 To Improve the Quality of Interventions Performed by Pharmacy Staff in NHG Pharmacy at NHG Yishun Polyclinic	YIS	Ms Amanda Lim Shi-Yun
61 A Project on Digitalisation of Laboratory Registration at NHG Diagnostics Laboratories Using Phlebotomy Electronic Collection Module	HQ	Ms Serene Kho Siok Wah, Ms Catherine Fungo Gregorio, Mr Au Yong See Wai, Mr Lim Han Huei
62 To Improve the Productivity of Quality Control Process in NHG Pharmacy Service Centre by 25% Over 6 Months	HQ	Ms Ling Sok Ying
63 To Reduce Paper Usage in NHG Diagnostics Services Laboratories at NHG Geylang, Kallang and Sembawang Polyclinics through Digitalisation of Laboratory Records by 50% Within 6 Months	HQ	Ms Catherine Fungo Gregorio, Mr Lim Han Huei, Mr Au Yong See Wai
64 To Reduce the Number of Quantity-Related Near Misses by 25% for the Top 5 Drugs Within 1 Year at NHG Pharmacy Services Centre	HQ	Ms Rizwanah Begam Binte Mohamed Sirajudeen
65 To Reduce Phantom Power in NHG Diagnostics Services Laboratories at NHG Kallang and Woodlands Polyclinics	HQ	Ms Janet Teng

AMK – Ang Mo Kio Polyclinic; GEY – Geylang Polyclinic; HOU – Hougang Polyclinic; HQ – NHG Polyclinics Headquarters; KAL – Kallang Polyclinic; KHA – Khatib Polyclinic; TPY – Toa Payoh Polyclinic; WDL – Woodlands Polyclinic; YIS – Yishun Polyclinic

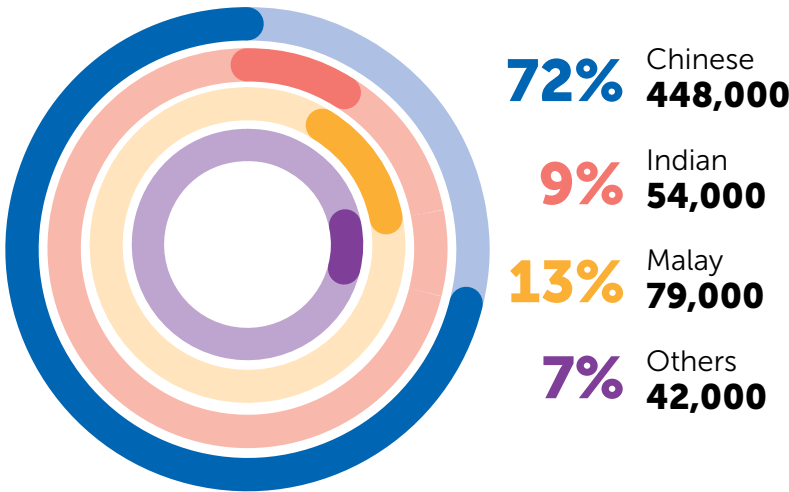
SNAPSHOTS OF WORKLOAD AND PATIENTS IN FY2024*



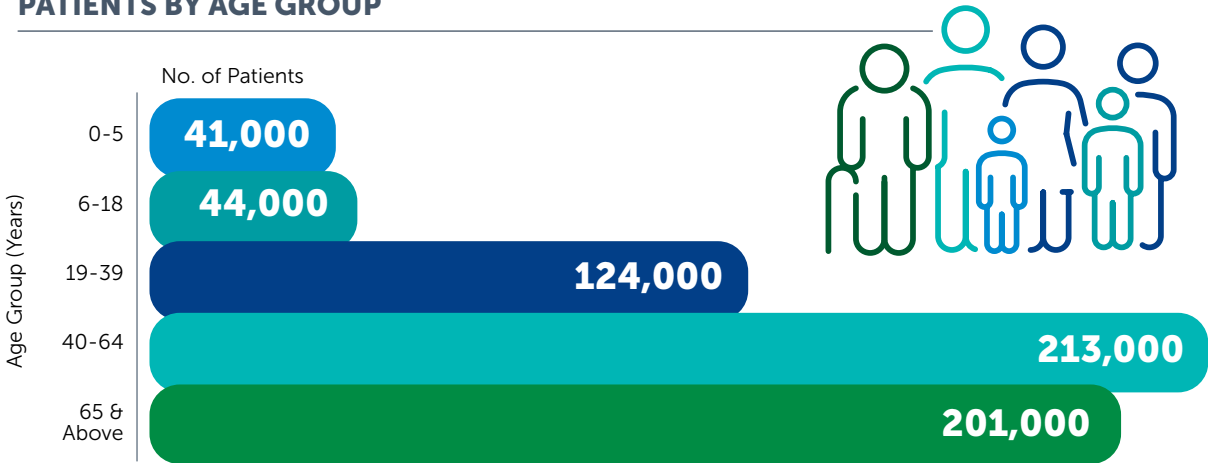
GENDER RATIO OF PATIENTS



ETHNIC COMPOSITION OF PATIENTS

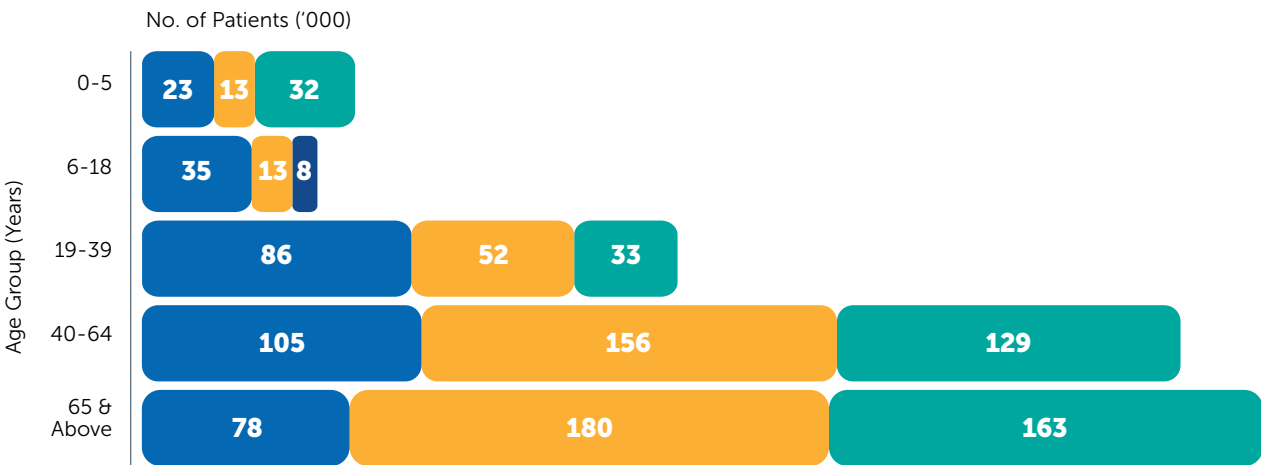


PATIENTS BY AGE GROUP



*Note: As numbers are rounded up for ease for reference, small rounding differences may arise.

PATIENTS BY AGE GROUP AND TYPES OF CONDITIONS



Acute

Cases with short onset of symptoms, such as sprains and upper respiratory tract infections

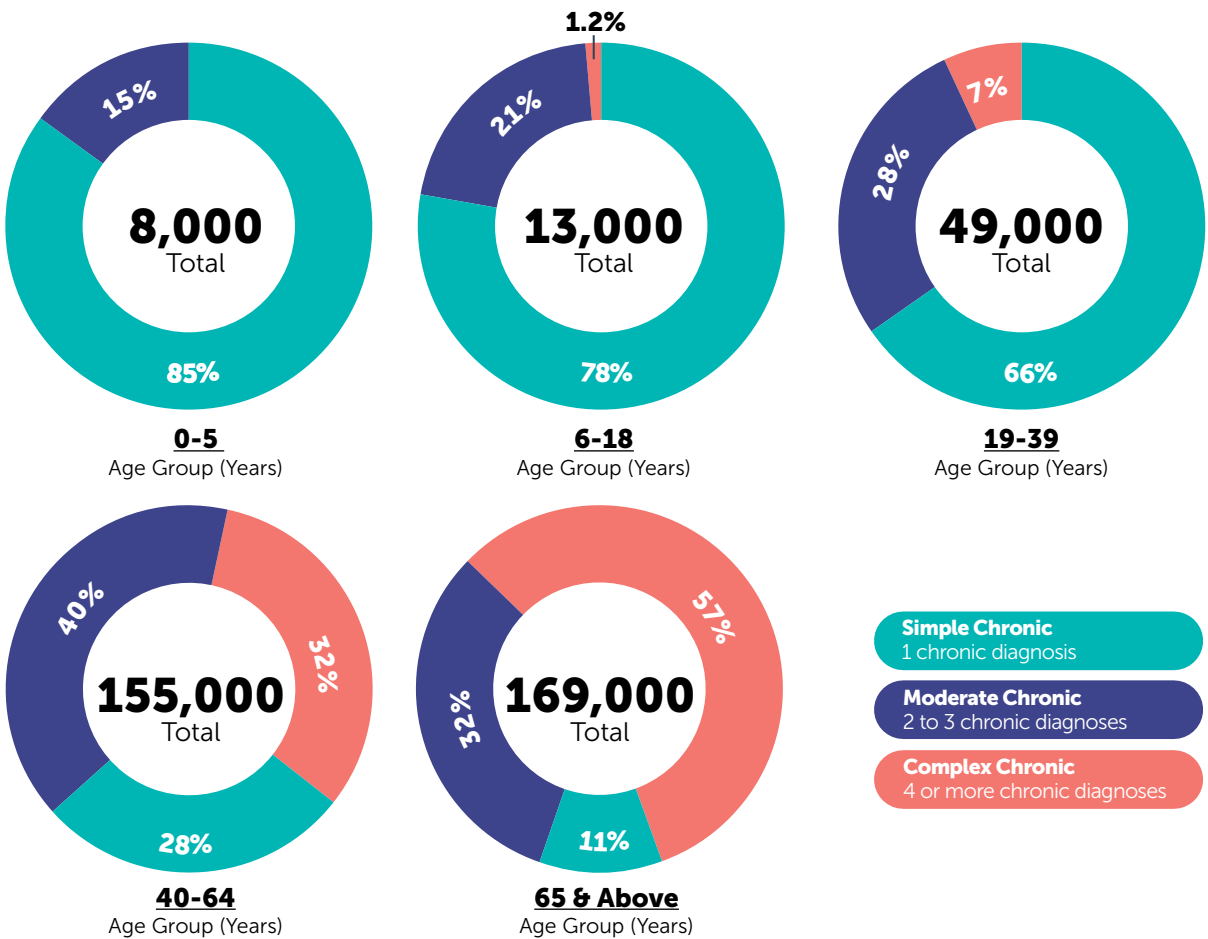
Chronic

Conditions that require regular follow-up, which include asthma, diabetes, hypertension and lipid disorders

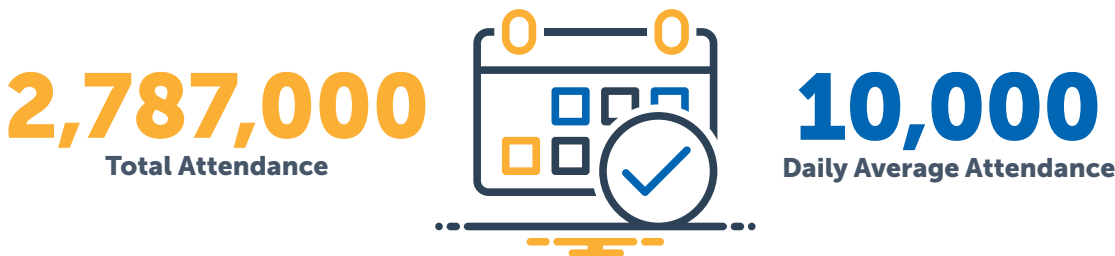
Well & Other Services

Includes non-doctor consultation, development assessment, investigative visit and other administrative procedures

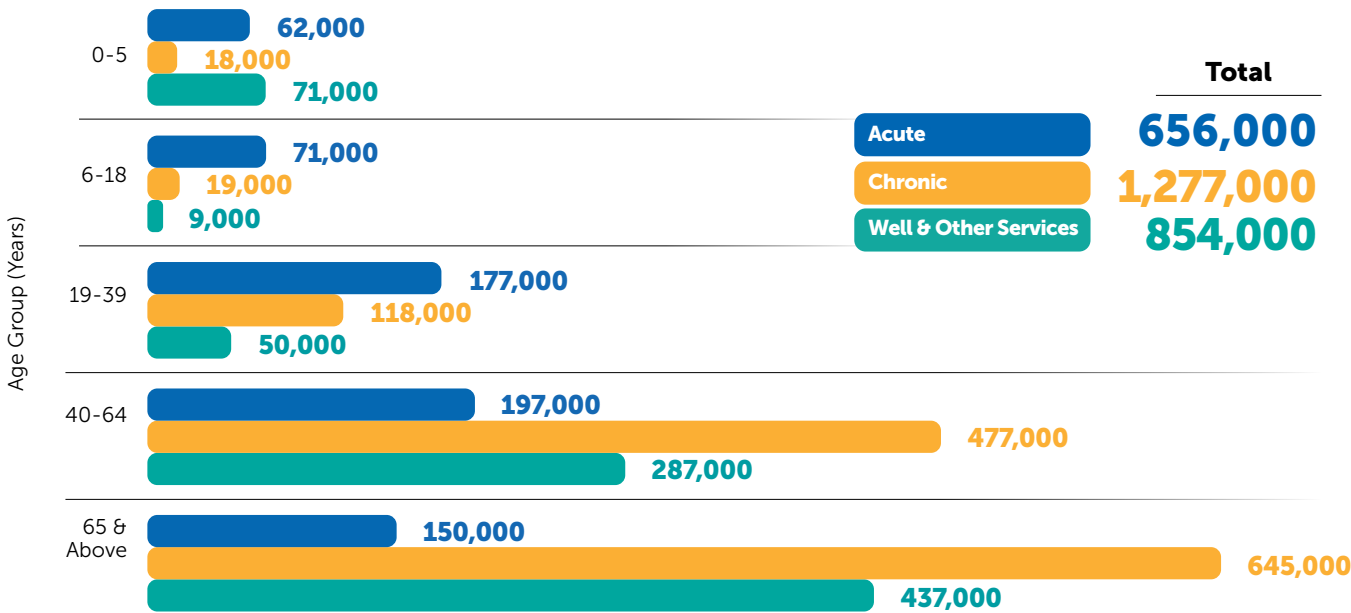
PROPORTION OF PATIENTS WITH CHRONIC CONDITIONS BY AGE GROUP AND COMPLEXITY



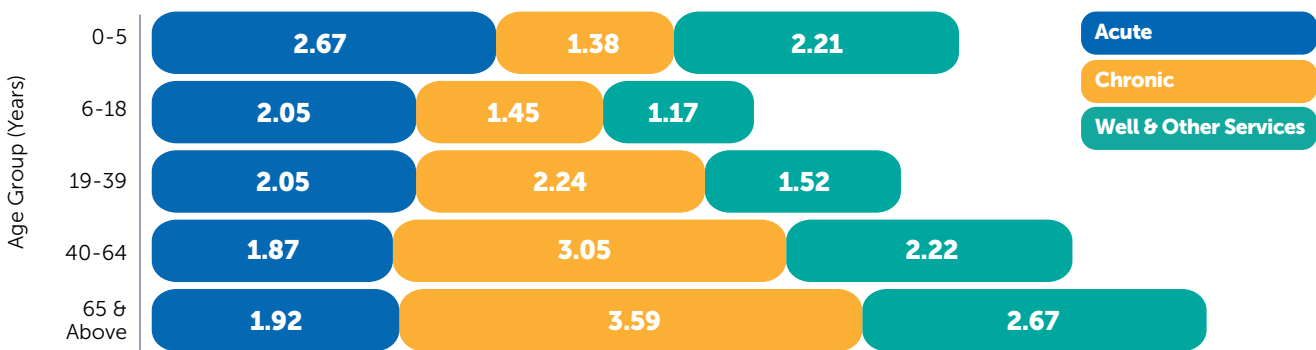
SNAPSHOTS OF PATIENTS ATTENDANCE AND WORKLOAD IN FY2024*



ATTENDANCE BY AGE GROUP AND TYPES OF VISIT

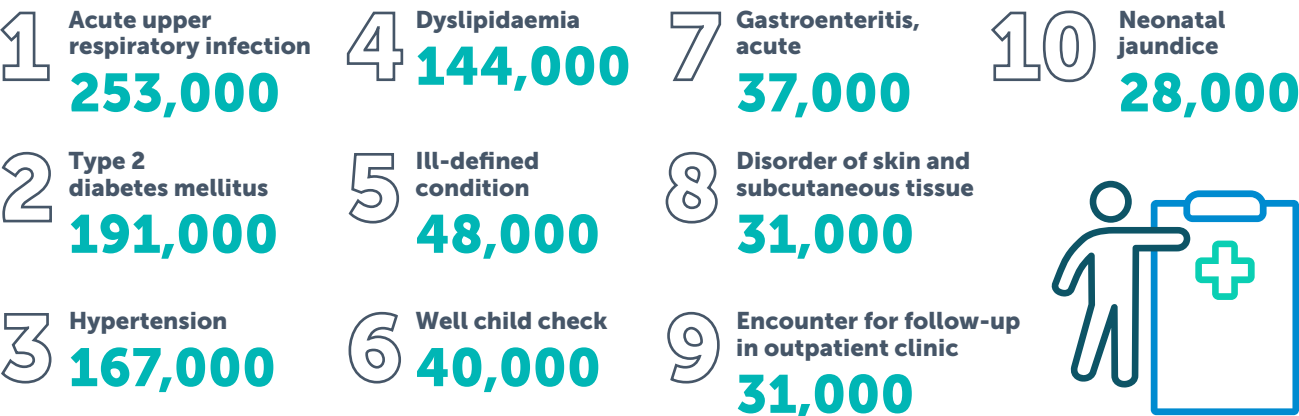


AVERAGE NUMBER OF VISITS PER PATIENT



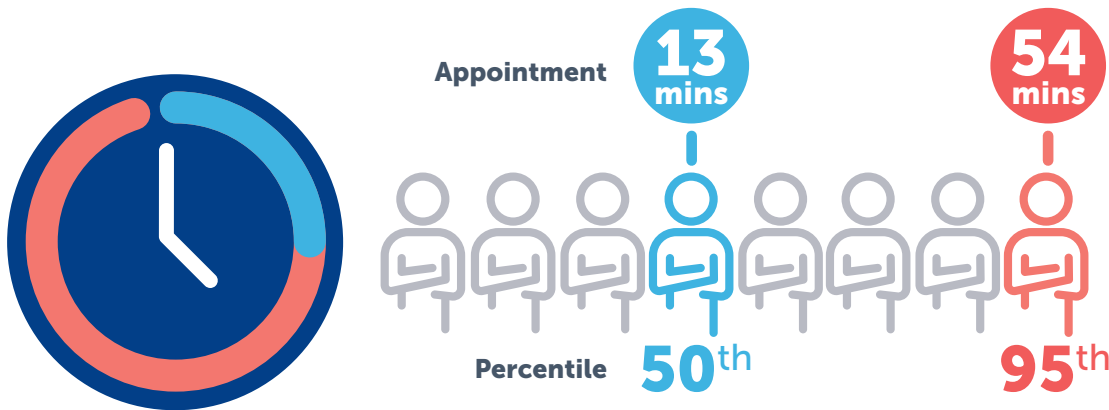
TOP PRIMARY DIAGNOSIS

Number of Visits



Primary Diagnosis: Diagnosis for the main reason of encounter for the consultation

CONSULT WAITING TIME



SNAPSHOTS OF COMMON DENTAL SERVICES IN FY2024*

ANNUAL ATTENDANCE

Number of Dental Visits



NUMBER OF DENTAL PROCEDURES



*Note: As numbers are rounded up for ease for reference, small rounding differences may arise.



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Website www.nhgp.com.sg

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