



ACHIEVING MORE TOGETHER

FY2022 ANNUAL REPORT



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The papercut imagery of a natural ecosystem on the cover of the Annual Report symbolises the vibrant primary healthcare network in Singapore. The cut-out birds and the bees represent the harmonious cross-pollination of ideas and knowledge, exemplifying the National Healthcare Group Polyclinics' (NHGP) collaborative spirit, working closely together with General Practitioners, tertiary healthcare institutions and community organisations to promote population and community health.

This visually compelling cover design serves as a representation of NHGP's unwavering dedication and commitment to continually enhance the patient care journey and preventive care in support of the national *Healthier SG* strategy.

OUR VISION

To be the leading health-promoting institution that helps advance Family Medicine and transform primary healthcare in Singapore.

OUR MISSION

We will improve health and reduce illness through patient-centred quality primary healthcare that is accessible, seamless, comprehensive, appropriate and cost-effective in an environment of continuous learning and relevant research.

OUR VALUES

People-Centredness

We value diversity, respect each other and encourage joy in work.

Integrity

We commit ourselves to the highest standards of ethical conduct.

Compassion

We care with love, humility and empathy.

Stewardship

We are responsible for the care of our people, patients and population.

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GROUP CEO'S MESSAGE



AT THE FOREFRONT OF PREVENTIVE CARE

The focus on preventive health has gained greater traction with the launch of *Healthier SG*, the national initiative to encourage Singaporeans to take proactive steps to manage their health. With a deeply-rooted presence in Singapore's primary healthcare landscape, the National Healthcare Group Polyclinics (NHGP) is well-placed to providing the best preventive care to the community in support of *Healthier SG*.

Recognising the indispensable role of its General Practitioner (GP) partners in this mission, the National Healthcare Group's (NHG) Primary Care Academy (PCA) introduced the NHG Healthier SG Primer for General Practice in November 2022. The primer for GPs and clinic assistants comprises e-learning modules, complemented by face-to-face workshops, and is designed to equip them to fully participate in *Healthier SG* and deliver holistic care to residents in the Central and Northern regions of Singapore.

DELIVERING QUALITY CARE

In addition to supporting its GP partners, NHGP has introduced a series of programmes to educate patients and empower them with the tools and insights needed to take greater ownership of their disease management, contributing to improved health outcomes.

One such example is the Patient Activation through Conversations (PACt) programme, which inspires patients with poorly-controlled diabetes to pursue tangible health goals through one-on-one health coaching with the NHGP Care Coach. NHGP is also on the cusp of integrating an app-based learning tool, Bringing about Optimal Outcomes through Self-care and Technology (BOOST), into the NHG Cares app. Developed in collaboration with the NHG Diabetes Metabolic Education Workgroup, this digital feature will empower patients to monitor and improve their health by setting and tracking their health objectives.

For those newly diagnosed with diabetes, NHGP offers the NHG's Group Education and eMpowerment (GEM) programme, which provides comprehensive guidance on the long-term management of their condition. Patients who have completed this programme exhibited improvements in their average blood sugar levels, self-care behaviours and a reduction in diabetes-related distress.

CONCLUSION

I would like to thank our Chairman Mr Tan Tee How; the Board of Directors; the Ministry of Health; Associate Professor (A/Prof) Chong Phui-Nah, CEO of NHGP & Primary Care; and all management and staff for their dedication and commitment. As A/Prof Chong steps down on 30 September 2023 after leading NHGP for nine years to join NHG's Board of Advisors as Senior Advisor to mentor current and future clinician leaders, I am confident that NHGP will continue its mission to provide quality patient-centred primary care under the leadership of Dr Karen Ng who succeeds A/Prof Chong as CEO, NHGP, on 1 October 2023.

With such a cohesive and dedicated team, I am confident in the success of our journey towards transforming primary healthcare.

Professor Philip Choo Wee Jin
Group Chief Executive Officer
National Healthcare Group

CEO'S MESSAGE



TRANSFORMING PRIMARY CARE

Primary care is the cornerstone of our healthcare system. Even as we complete the transition from pandemic to endemic, our emphasis on elevating primary care remains firm. Given the dual challenges of an ageing population and increasing burden of chronic diseases on the healthcare system, our nation has made a strategic shift towards preventive care, a move demonstrated by the Ministry of Health's (MOH) launch of *Healthier SG* in July 2022.

Ensuring accessibility to primary care is pivotal to the success of *Healthier SG*. To this end, NHGP continues to expand its services through new and redeveloped polyclinics. Kallang Polyclinic celebrated its official opening in May 2022, with Sembawang Polyclinic following suit in November 2023. Notably, the latter is NHGP's eighth polyclinic, and the first to be located within an integrated sports and community hub, offering residents holistic preventive care. This supports MOH's goal to increase the national polyclinic network to 32 by 2030. By that same year, the redeveloped Toa Payoh Polyclinic will open in the Toa Payoh Integrated Development and offer a spectrum of services from child health assessment to interventions promoting active ageing.

Beyond accessibility, NHGP remains steadfast in equipping doctors with skillsets to provide holistic care and deliver good clinical outcomes. As the community's first line of care, it is important for primary care providers to consistently hone their skills, broaden their network and adopt best practices. This commitment was underscored when NHGP took the lead in co-organising the inaugural Singapore Primary Care Conference 2023 with other healthcare institutions. The conference was a resounding success, reflecting the robust collaboration among primary care partners.

As part of the efforts to strengthen primary care, NHGP continues to partner General Practitioners (GPs), including setting up of the NHG's Central-North Primary Care Network (CN-PCN) in 2018. As Director of CN-PCN and together with the Primary Care Transformation Office, we developed and expanded the CN-PCN by more than 10 times its initial size from 20 to 220 GP clinics by October 2023. GPs are supported by CN-PCN in their chronic disease management of patients to improve and raise the overall standard of primary care over time. CN-PCN also partners GPs and their clinics' staff in their *Healthier SG* journey through regular training and engagement sessions.

EMBRACING INNOVATIVE SOLUTIONS

To optimise the patient experience, NHGP initiated innovative solutions, such as the new Self-Service Kiosk that consolidates registration, payment, appointment and medication delivery functions to streamline a patient's journey in its polyclinics. NHGP's dedication to infrastructural excellence was also recognised when Kallang Polyclinic received the Building and Construction Authority's Universal Design Excellence Award, honouring its inclusivity-enhancing designs.

On the research front, the NHG Diabetes Reversal Programme was rolled out to help those living with diabetes control their blood sugar levels through behavioural modifications, without medication or surgical intervention. As part of the research team, NHGP endeavours to engage, educate and empower individuals to prevent and delay the onset of diabetes.

CONCLUSION

NHGP's dedication to quality care is unwavering. I am confident that we will continue to guide our patients towards better health and quality of life, aligning with *Healthier SG* and NHGP's vision of transforming primary care.

I would like to convey my deepest gratitude to MOH, NHG's Board of Directors and our GP partners, as well as NHGP's Senior Management and staff, for their invaluable support and encouragement.

Associate Professor Chong Phui-Nah
Chief Executive Officer
National Healthcare Group Polyclinics & Primary Care

NHGP SENIOR MANAGEMENT



**Associate Professor
Chong Phui-Nah**
Chief Executive Officer,
NHGP & Primary Care



Dr Karen Ng
Deputy Chief
Executive Officer



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



Dr Lim Chee Kong
Director, Clinical Services



Dr Wee Wei Keong
Director, Health Promotion
& Preventive Care



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



Mr David Kok
Chief Financial Officer



Ms Lim Voon Hooi
Chief Nurse



Ms Chen Yee Chui
Director, Primary Care Nursing
Development



Mr Shawn Phua
Director, Human Resource



Dr Kenneth Low
Director, Dental Services



Dr Darren Seah
Director, Family Medicine
Development & Regional
Director, Central Health



Dr Colin Tan
Regional Director,
Yishun Health &
Woodlands Health



Dr Gowri Doraisamy
Director, Primary Care
Transformation



Dr Christopher Chong
Head, Ang Mo Kio Polyclinic



Dr Jonathan Ting
Head, Geylang Polyclinic



Dr Jonathan Chong
Head, Hougang Polyclinic



Dr Valerie Teo
Head, Kallang Polyclinic



Dr Irwin Chung
Director,
Primary Care Academy



Dr Tung Yew Cheong
Director, Quality &
Patient Safety



Dr David Ng
Head, Special Projects
(Primary Care)



Ms Sharon Chen
Director, Operations



Dr Tan Khai Wei
Head, Toa Payoh Polyclinic



Dr Kong Jing Wen
Head, Woodlands Polyclinic



Dr Lim Ziliang
Head, Yishun Polyclinic



Ms Tracy Gan
Director, Service Leadership
& Patient Relations



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



Mr Johnson Seah
Director, Corporate
Communications



CHAPTER

01

TRANSFORMING PRIMARY CARE

Through dedicated efforts to expand capabilities and engage in meaningful collaborations with fellow care partners, National Healthcare Group Polyclinics (NHGP) is leading the way in improving the quality and delivery of primary care services.

STRENGTHENING CAPACITY AND SERVICES

Through capacity expansion, NHGP drives improvements in the quality and delivery of primary healthcare.



Left to right: Dr Valerie Teo, Head of Kallang Polyclinic; Mr Ong Ye Kung, Minister for Health; Associate Professor Chong Phui-Nah, Chief Executive Officer, NHGP & Primary Care; and Mr Tan Tee How, Chairman of NHG, at the opening of Kallang Polyclinic.

KALLANG POLYCLINIC OFFICIALLY OPENS

The official opening of Kallang Polyclinic on 7 May 2022 marked a new chapter in NHGP's history. Mr Ong Ye Kung, Minister for Health, graced the event, together with guests from the Ministry of Health (MOH), Members of Parliament for Jalan Besar Group Representation Constituency and NHGP partners.

To commemorate the special occasion, Minister Ong affixed the final tile piece to complete the co-created art mural titled *Streams of Life* at the polyclinic's main lobby. Along with Mr Tan Tee How, Chairman of NHG, he was invited to sign on the completed art piece. The art mural — comprising over 1,000 heritage tiles hand-painted by NHGP staff, patients, senior management and various community partners — represents the diverse communities and people living in Kallang. During the event, guests were also brought on a tour of Kallang Polyclinic to view the comprehensive services available for patients.



Kallang Community Club's percussion band Sambiesta giving a lively performance on stage.



Dr Valerie Teo, together with A/Prof Chong Phui-Nah and Mr Tan Tee How, presenting Minister Ong with a token of appreciation — a portrait comprising 10 heritage tiles and a sketch of Kallang Polyclinic.

Health Studio

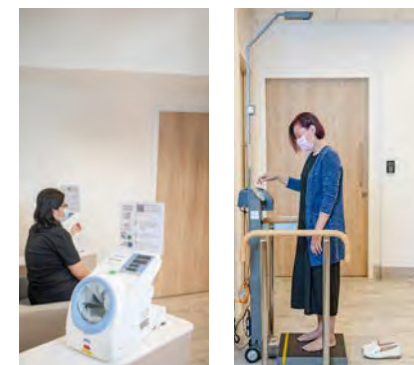
Guests visiting the Health Studio were treated to a showcase of the winning recipe from a healthy cooking competition held by Kallang Polyclinic prior to its official opening. This multi-purpose space aims to support efforts in patient engagement and empowerment by providing a venue for programmes such as healthy cooking and exercise workshops to be conducted. Kallang Polyclinic is the first polyclinic under NHGP to have a Health Studio.



Ms Vallirajaram, a patient of Kallang Polyclinic and winner of the cooking competition, showing Minister Ong how to prepare her winning recipe of Batang fish using kaffir lime leaves, a herb grown in the Edible Garden on Level 5 of the polyclinic.

Self-Measurement Kiosks

Self-help Blood Pressure (BP) and Body Mass Index (BMI) machines were placed around the polyclinic to empower patients to check their own BP and BMI with minimal staff assistance, prior to consultation with their care teams. This encourages patients to take greater ownership of their health.



The self-help BP kiosks (left) and BMI machine located around Kallang Polyclinic enable patients to perform self-measurements.



Staff Nurse Ms Lim Gek Swee demonstrating the use of the SMARTVacc system.

Enhanced Vaccine Management System

The use of a fully-automated SMARTVacc (Safety Manpower Productivity Accountability Real Time Analytics Vaccine System) was piloted at Kallang Polyclinic to replace conventional manual vaccine fridges. This intelligent vaccine management system improves patient safety by ensuring that correct vaccines are picked for the correct patient and also ensures that expired vaccines are not dispensed. SMARTVacc is able to monitor and report its inventory in real time, and dispense vaccines closest to their expiry date first to avoid wastage. The machine also provides increased storage capacity with minute-to-minute monitoring of the cold chain and temperature to ensure vaccines are stored at appropriate temperatures consistently.



Dr Valerie Teo (centre) conducting a clinic tour for the media.

Food Truck

A collaboration between NHGP and Assumption Pathway School (APS), the food truck sells beverages, light meals and snacks with healthier options. The menu is curated and co-created by NHGP dietitians together with staff and students of APS. This aligns with NHGP's goal of promoting healthy lifestyles, and provides a valuable real-life experiential learning opportunity for APS students who manage the food truck.



Front row from left: Ms Denise Phua, MP for Jalan Besar GRC (Kampong Glam); Mr Heng Chee How, MP for Jalan Besar GRC (Whampoa); Dr Wan Rizal Wan Zakariah, MP for Jalan Besar GRC (Kolam Ayer). Back row from left: Mr Stephen Chin, APS Principal; and Minister Ong Ye Kung showing their support to APS students at the food truck.

In Mainstream Media

The official opening of Kallang Polyclinic was prominently featured in all local print, online and broadcast media, including *The Straits Times*, *CNA*, *Lianhe Zaobao*, *Berita Harian* and *Tamil Murasu*.

In Social Media

In preparation for the event, a series of posts were published on NHGP's Facebook page to raise public awareness and generate interest.



BUILDING A STRONGER HEALTHCARE SYSTEM

To meet the evolving health needs of the population in the Central and Northern regions of Singapore, NHGP collaborates with General Practitioners (GPs) and care providers to enhance capabilities.

SINGAPORE PRIMARY CARE CONFERENCE 2023

The inaugural Singapore Primary Care Conference (SPCC) 2023, co-organised by NHGP, the College of Family Physicians Singapore, National University Polyclinics and SingHealth Polyclinics, was held at Raffles City Convention Centre on 3 and 4 March 2023.

Themed 'Strength in Unity: New Frontiers in Primary Care', the hybrid conference was opened by Guest-of-Honour Professor Chee Yam Cheng, President, Singapore Medical Council and Chairman, National General Practitioner Advisory Panel. Over 700 participants from the healthcare industry came together to exchange and share ideas, knowledge and best practices in creating a robust and sustainable healthcare system.

In addition to four plenary lectures and five symposiums, the event also featured pre-conference workshops and a polyclinic learning visit where GPs gleaned insights into the multi-disciplinary team-based approach of polyclinics to deliver patient care. Local and overseas healthcare experts — including Dr Andrew Bazemore, Senior Vice President of Research and Policy, American Board of Family Medicine, and Co-Director, Center for Professionalism & Value in Healthcare, the United States (US) — spoke about care models of the future, innovation and technology in primary care. They also touched on the latest clinical updates of common conditions encountered in the primary care setting.

The research competition, a key component of the conference, showcased the research work done



Left to right: Adjunct A/Prof Lew Yii Jen, CEO of National University Polyclinics; A/Prof Chong Phui-Nah, CEO of NHGP & Primary Care; Guest-of-Honour Prof Chee Yam Cheng, President of Singapore Medical Council and Chairman, National General Practitioner Advisory Panel; Adjunct A/Prof Tan Tze Lee, President of College of Family Physicians Singapore; and Dr David Ng, CEO of SingHealth Polyclinics, launching the inaugural Singapore Primary Care Conference 2023.



Ms Dana Koh, Staff Nurse at Geylang Polyclinic, presenting her research, which won the Best Poster award and was the top 12 out of 118 abstracts submitted.

by primary healthcare professionals. In total, NHGP clinched six out of the top nine prizes under the Oral and Poster Presentation categories.

Media coverage highlighted NHGP's RELATE or RELationship-based HeAlth and Social INTEgration programme, and Teamlet Care Model.

NHGP OVERSEAS EXPERT PROGRAMME 2023

Under the Fulbright Specialist Programme, Dr Andrew Bazemore, Senior Vice President of Research and Policy, American Board of Family Medicine, and Co-Director, Center for Professionalism & Value in Healthcare, the US, was invited as NHGP's Overseas Expert from 27 February to 10 March 2023.

During this time, he shared his perspective on the challenges and enablers in primary care in the United States, and how these would improve primary care effectiveness and achieve better population health outcomes in Singapore. His insights were conveyed through lectures and roundtable discussions attended by NHGP's senior management team, key stakeholders, and project leads of medical, nursing and allied health professionals within the primary care teams.

Dr Bazemore also conducted a 'Value Based Care' workshop and spoke on 'Metrics & Measures for Assessing Value in Primary Care' at the NHGP Symposium Value Based Care — Metrics, Measures



& Models. These events encouraged networking and the exchange of ideas among over 40 participants from various public healthcare institutions and the Ministry of Health (MOH).

'HEALTHIER SG: THE GOOD, THE BAD & THE UGLY' SYMPOSIUM

A/Prof Chong Phui-Nah, Chief Executive Officer, NHGP & Primary Care, was a panellist at a symposium organised by the Chapter of Family Medicine Physicians, Academy of Medicine, Singapore on 22 October 2022. She discussed the evolving role of the Family Physician in the context of *Healthier SG* — a national strategy as part of MOH's vision to drive population health in the face of an ageing population and increasing prevalence of chronic diseases.

By transforming primary care into an important pillar of the healthcare system, *Healthier SG* aims to empower patients to take preventive care actions, address risk factors early, explore ways to achieve health goals, and delay the onset of diseases. Through social prescribing, Family Physicians can refer patients to support activities within the community for better health.



A/Prof Chong Phui-Nah (second from left) speaking during the panel discussion on *Healthier SG* and the role of the Family Physician.

NHG HEALTHIER SG PRIMER FOR GENERAL PRACTICE

Inaugural Workshops

In preparation for *Healthier SG*, the Primary Care Academy (PCA) developed the NHG Healthier SG Primer for General Practice — a set of learning resources and training materials designed for the primary care sector. The content — covering clinical and practice management skills for the management of chronic diseases,

preventive health initiatives and health planning — was delivered through online learning as well as in-person workshops.

The inaugural run of the primer workshops was organised on 10 and 11 February 2023 to assist General Practitioners (GPs) with providing holistic care that meets the objectives of *Healthier SG*. These included round robin stations (with Objective Structured Clinical Examination framework) to simulate and discuss plausible

case scenarios that GPs may encounter, ranging from chronic care for diabetes, hypertension and hyperlipidaemia, smoking cessation, exercise prescription, and dietary interventions to health screening and vaccinations. The participants, which also included the GPs' Clinic Assistants (CAs), gave feedback that the workshops were timely, relevant and helpful in preparing them for *Healthier SG*. As at 31 March 2023, PCA has conducted three runs of the workshops and trained 190 GPs and CAs.



The face-to-face workshops equipped GPs and CAs with skills and knowledge on how to support and manage patients under the requirements of *Healthier SG*.



A/Prof Chong Phui-Nah, CEO, NHGP & Primary Care (far right), and Prof Philip Choo, Group CEO, NHG (second from right) at the booth set up by PCA at the *Healthier SG* General Practitioner Town Hall.

Healthier SG General Practitioner Town Hall

PCA, together with NHG's Primary Care Office and place-based community engagement teams, participated in the *Healthier SG* General Practitioner Town Hall held at Grand Copthorne Waterfront Hotel on 18 February 2023. Organised by the Ministry of Health and Agency for Integrated Care, the town hall registered an attendance of over 600 GPs, who learnt more about the different aspects of *Healthier SG*. PCA shared about its NHG Healthier SG Primer for General Practice, which was developed to equip GPs with the necessary know-how for delivering care aligned with *Healthier SG* requirements.

CLINIC-WIDE PREPARATIONS FOR HEALTHIER SG

Playing a vital role as the first touchpoint in a patient's care journey, NHGP has actively contributed to *Healthier SG* by leveraging technology and the strengths of the NHGP Teamlet Care Model to enhance communication and empower healthcare professionals.

To prepare for the launch of this national initiative, a multi-disciplinary workgroup was formed to focus on enhancing workflows, resource capacity projections, IT enhancements and development of staff training. NHGP partnered

Synapxe — previously known as Integrated Health Information Systems (IHIS) — for IT enhancements, such as the development of the *Healthier SG* Navigator to facilitate health plan consultations.

In addition to making enhancements to existing workflows to support the provision of proactive preventive care for more patients, NHGP also organised roadshows across all its polyclinics for staff from all departments, such as doctors, Care Managers and Care Coordinators. This aimed to familiarise them with *Healthier SG* health plans, benefits and workflows.



CHAPTER

02

ENHANCING POPULATION HEALTH

As the National Healthcare Group Polyclinics (NHGP) partners with patients on their healthcare journey, it also empowers them to take charge of their health, leading to improved outcomes.



DELIVERING QUALITY CARE

With the aim to improve community health and prevent or delay the onset of chronic disease, NHGP implemented initiatives to involve patients, empowering them to adopt self-care behaviours and make informed decisions about their health.

PACT PROGRAMME

One-on-One Health Coaching

From February 2021 to March 2023, the Patient Activation through Conversations (PACT) programme recruited over 600 patients with diabetes. These patients were followed up by NHGP Care Coaches for three months at Ang Mo Kio, Hougang, Toa Payoh, Woodlands and Yishun Polyclinics. An evaluation study showed significant improvements in their HbA1c levels and positive changes in self-care behaviours, such as diet, exercise levels, medication adherence and mental well-being. The improvements in the patients' HbA1c levels were sustained at 12 months post-programme. This underscores the programme's success in empowering patients to adopt self-care behaviours, bolstered by the motivation and support of the Care Coaches. The PACT programme will be rolled out to all polyclinics under NHGP by FY2024.

BOOST App

Bringing about Optimal Outcomes through Self-care and Technology (BOOST) is an app-supported component of PACT that aims to provide an alternative mode of intervention — besides One-on-One Health Coaching — for patients with suboptimal control of diabetes. Upon enrolment into BOOST, patients complete a questionnaire to generate a self-care report detailing their current lifestyle behaviours and

highlighting areas for improvement. They are also able to access a curated education plan, set individualised goals, and monitor goals and parameters, such as glucose, blood pressure levels, weight and steps. The goals and parameters can be monitored by clinicians remotely. The planning and development of BOOST has been underway since the start of FY2022, with the pilot implemented in September 2023.

GEM Programme

Launched in March 2022, NHG's Group Education and eMpowerment (GEM) is a group-based diabetes self-care programme targeting patients who have been newly diagnosed with diabetes or have little knowledge of the disease. NHGP spearheaded the development of GEM, and works closely with Khoo Teck Puat Hospital and Tan Tock Seng Hospital to provide group diabetes education to improve diabetes outcomes through lifestyle changes. With the support of the Care Manager, Dietitian, Pharmacist and Care Coach, patients gain a better understanding of their condition's long-term management by setting health goals and receiving follow-up care.

Patients' caregivers are also encouraged to join in the GEM sessions, which would equip them with the knowledge and skills to support patients in achieving better health outcomes. As at

31 March 2023, 18 runs of the GEM programme had been conducted across polyclinics under NHGP, benefitting more than 160 patients. Preliminary results for patients who completed the programme by 31 December 2022 showed improvements in their HbA1c levels and self-care behaviours, with significant reduction in diabetes-related distress.

In Mainstream Media

GEM received notable media coverage in FY2022. Dr Sabrina Wong, Co-Lead, NHG Diabetes Metabolic Education Workgroup, Family Physician, Senior Consultant, Ang Mo Kio Polyclinic and Deputy Director, Clinical Services, NHGP, spoke about patients' improved glucose levels and diabetes literacy in an interview with CNA 938.



The media conducted an interview with an NHGP patient who was enrolled in the GEM programme.

TELE-HEALTH SERVICES

NHGP's efforts in leveraging Tele-Health services to safely deliver integrated, patient-centric chronic care during and beyond the COVID-19 pandemic were recognised at the Agency for Care Effectiveness' (ACE) Value-Based Healthcare Conference held on 29 and 30 September 2022. Its Tele-Health chronic disease care model, 'Enhancing the chronic care model through use

of Tele-Health services', clinched the Oral Presentation Award in the category of appropriate utilisation of health technologies. The project team was led by Dr Sabrina Wong, Family Physician, Senior Consultant, Ang Mo Kio Polyclinic, who is also Deputy Director of Clinical Services at NHGP.

As an expansion of its Tele-Health services, NHGP collaborated with its community partners in

long-term care facilities across six of its polyclinics to provide video consultations to provide doctors for chronic care. Such consultations enabled NHGP's care teams to communicate with nursing home patients and their staff nurse in charge, ensuring alignment and continuity of care plans. For this initiative, NHGP received the NHG Excellence in Action (Team) Award 2022.



Dr Sabrina Wong speaking about NHGP's Tele-Health Chronic Disease Care Model at the conference organised by ACE.



At ACE's conference, the team led by Dr Ong Wen Chong (left), Family Physician, Toa Payoh Polyclinic, won the Poster Presentation Award in the category of applying best available evidence to achieve value-driven care, for their project 'Reducing sedating antihistamine prescriptions for elderly patients with acute upper respiratory tract infection'.

FITTERLIFE

In FY2022, NHGP's Health Promotion & Preventive Care Department embarked on a collaboration with Woodlands Health to train their health coaches as facilitators and lecturers. This enables them to independently run FitterLife, a community weight management programme for overweight individuals with no chronic conditions. Such training supports NHG's goal towards making a positive impact in the community with programmes like FitterLife.



A virtual session on FitterLife being conducted.

LIGHTER LIFE

Lighter Life is NHGP's obesity management programme for patients with chronic disease. Identified through NHGP's Tiered Weight Management framework, they undergo hybrid group sessions over six months, where NHGP allied health professionals build intrinsic motivation and competency in the participants to make right choices in nutrition, exercise and

behavioural cues. Self-directed habits are sustained by group peer support and individualised goal-setting.

Additionally, participants had the opportunity to undergo Active Health's Fitness & Health Assessment at neighbourhood gyms and get active using community exercise facilities and equipment.

Accelerated by Singapore's *Healthier SG* strategy, NHGP extended Lighter Life to eligible patients from Central-North Primary Care Network General Practitioners to support safe and effective obesity management as part of routine chronic care in primary care.

Over seven Lighter Life runs have been completed in 2022, with nearly 70 patients enrolled.



NHGP's Lighter Life programme helps patients with chronic conditions achieve weight loss safely through healthy lifestyle habits as well as peer and community support.



Left to right: Hougang, Ang Mo Kio and Yishun Polyclinics received Certificates of Appreciation for distributing the most number of FIT kits in 2022.



FIT KIT DISTRIBUTION

NHGP played an important role in national colorectal cancer screening efforts by distributing Faecal Immunochemical Test (FIT) kits, which are able to detect traces of blood in stools and can be safely used at home. In FY2022, NHGP's

distribution figures increased by about 18 per cent compared to the previous year. Moreover, NHGP accounted for over a quarter of all FIT kits distributed by the Singapore Cancer Society (SCS) in FY2022. At the appreciation ceremony organised by SCS at Nexus Headquarters on

10 February 2023, Hougang, Ang Mo Kio and Yishun Polyclinics were recognised as the top three polyclinics with the highest FIT kit distribution figures in 2022. This was the result of the collaborative efforts of the Health Promotion & Preventive Care Department and Nursing Services.



The patient hoist enables a safer and more comfortable transfer to the examination table.



New static BMD service at Yishun Polyclinic.

EXPANDED CAPACITY FOR OSTEOPOROSIS SCREENING

Bone Mineral Densitometry (BMD) services for osteoporosis screening used to be available only at hospitals. Since 2011, NHG Diagnostics' mobile BMD service

has brought the service to primary care and community settings, with the latest installation of static BMD services at Yishun Polyclinic and Ang Mo Kio-Thye Hua Kwan Hospital, further enhancing accessibility to osteoporosis screening for residents in the Central and Northern regions

of Singapore. The BMD service at Yishun Polyclinic is equipped with a patient hoist system, which provides wheelchair users with a safe and comfortable transfer experience to the examination table, and improves workplace ergonomics for staff involved in patient transfers.

PUBLIC OUTREACH AND EDUCATION

In FY2022, NHGP participated in roadshows and organised various activities and virtual talks to promote health and wellness management techniques among patients and the community.

ENGAGING THE COMMUNITY

Outreach To Woodgrove Residents

To promote population health alongside community partners, Woodlands Polyclinic participated in 'Health Talk 2022 – Sharing on Breast Cancer and Diabetes Mellitus' on 22 October 2022. The event aimed to raise awareness of diabetes mellitus among residents in Woodgrove Division under the Marsiling-Yew Tee Group Representation Constituency (GRC). It was organised by Woodgrove Zone 9 Residents' Committee and graced by Ms Hany Soh, Member of Parliament for Marsiling-Yew Tee GRC (Woodgrove). During the event, NHGP also shared healthy eating tips and led an exercise segment for the residents.

Bukit Canberra Fiesta

At the Bukit Canberra Fiesta organised by Sport Singapore on 12 June 2022, NHGP and the Primary Care Academy (PCA) set up a booth to create awareness of lifestyle strategies to prevent the onset of chronic diseases. The fiesta, which



The Woodlands Polyclinic team receiving a Certificate of Appreciation for participating in the Health Talk event.

was graced by Mr Ong Ye Kung, Minister for Health and Member of Parliament for Sembawang GRC (Sembawang Central), featured activity booths and interactive activities from various co-locating agencies in Bukit Canberra, including NHGP's Sembawang Polyclinic. It drew an attendance of more than 1,500 Sembawang residents and visitors.

Through games and paraphernalia, staff from NHGP including the Health Promotion & Preventive

Care Department, and PCA promoted upcoming community talks, showcased key programmes and services by NHGP and PCA, and advocated for early evidence-based screenings. Ms Tan Kai Xin, Senior Physiotherapist, Yishun Polyclinic, delivered a talk on preventing sports injuries. The booth was visited by Minister Ong, who expressed his gratitude to healthcare workers for their dedication to keeping the community safe amid the COVID-19 pandemic.



Minister Ong visiting the booth manned by NHGP and PCA to convey his appreciation for healthcare workers' efforts towards a safe community during COVID-19.

Toa Payoh Integrated Development

NHGP was part of the Toa Payoh Integrated Development (TPID) public exhibition, conducted from 25 to 26 February 2023. The integrated development, comprising a comprehensive mix of sports, healthcare, library and park facilities, aims to meet residents' needs and encourage community bonding. The TPID is slated for completion in 2030.

Co-located at its new site within the integrated development, the redeveloped Toa Payoh Polyclinic



Dr Karen Ng (fourth from left), Deputy Chief Executive Officer, NHGP, viewing a model of the TPID at the public exhibition.

is part of the Ministry of Health (MOH)'s plan to invest in primary care and enable Singaporeans, from young families to seniors, to receive holistic care closer to home.



NHGP's range of services being explained to a member of the public.

Holistic Care For The Older Person

From April to September 2022, PCA organised a new modular lunch-time series themed 'Holistic Care for the Older Person' (H.O.P.E), which centred on improving the emotional, social and financial health of seniors through wholesome care. Some 160 caregivers and healthcare workers attended the interactive workshops conducted by NHGP healthcare professionals with multi-disciplinary expertise. In addition to imparting caregiving tips and management techniques for the seniors' health and wellness, the sessions enabled participants to navigate through their loved ones' health management journey and



H.O.P.E promotes inter-generational learning, as evident from the attendance of its oldest participant, 78-year-old caregiver Mdm Judy Chow.

learn essential knowledge and skills in providing quality of care.

Leveraging H.O.P.E's success, PCA also conducted a frailty awareness-building and group exercise workshop on 26 April 2022. It was specially



Dr Tan Khai Wei, Head of Toa Payoh Polyclinic, being interviewed by CNA.

In Mainstream Media

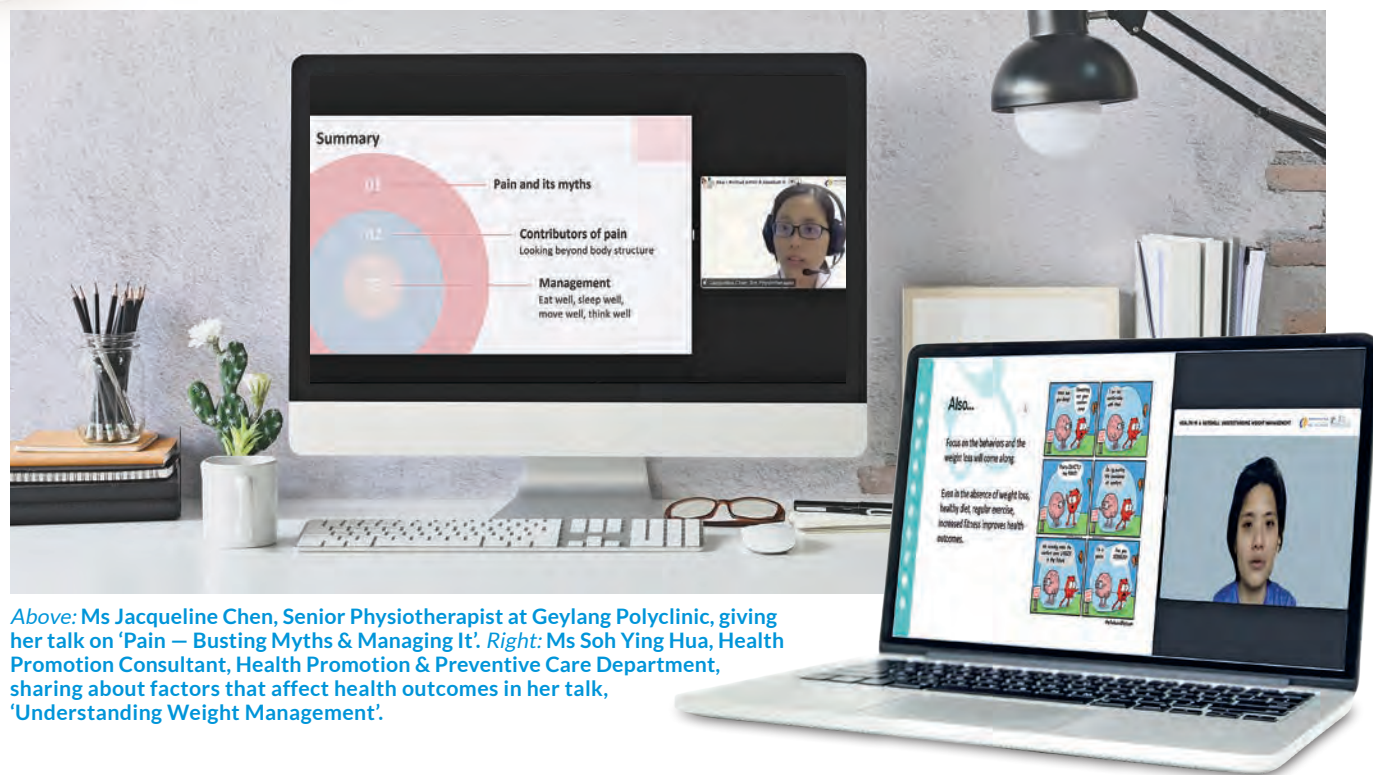
NHGP received extensive media coverage on the TPID. Articles by *The Straits Times*, *CNA* and *TODAY* quoted Associate Professor Chong Phui-Nah, Chief Executive Officer, NHGP & Primary Care, as saying that the new location of Toa Payoh Polyclinic meant that it was well-placed to meet residents' needs, from providing regular assessment for health promotion interventions to encouraging healthy and active ageing. In an interview with CNA, Dr Tan Khai Wei, Head of Toa Payoh Polyclinic, shared how better accessibility to the redeveloped polyclinic would benefit residents living in Toa Payoh, Balestier and Whampoa.



Ms Cindy Soh, NHGP Principal Physiotherapist, doing a demonstration for the SPD seniors.

curated for 35 wheelchair seniors with slight or moderate dementia from SPD's Day Care Centre.

For the full list of workshops and courses conducted in FY2022, please refer to Appendix A.



Above: Ms Jacqueline Chen, Senior Physiotherapist at Geylang Polyclinic, giving her talk on 'Pain – Busting Myths & Managing It'. Right: Ms Soh Ying Hua, Health Promotion Consultant, Health Promotion & Preventive Care Department, sharing about factors that affect health outcomes in her talk, 'Understanding Weight Management'.

Health In A Nutshell

Since June 2022, PCA's virtual health talk series, Health in a Nutshell, has attracted more than 315 participants, covering topics on various health concerns. These included 'Understanding Weight Management' on 23 June 2022, 'Eat Right, Lose Weight' on 12 August 2022, and 'Pain – Busting Myths & Managing It' on 23 November 2022.

Kwong Wai Shiu Hospital's Community Care Day

On 18 March 2023, NHGP supported Kwong Wai Shiu Hospital's (KWSH) Community Care Day held on the hospital's premises. NHGP staff conducted an informative talk on foot care for seniors, and residents also had hands-on participation in mindfulness activities alongside volunteers from NHGP's Patient

Advisory Council and Guiding Hands Volunteer Programme.

Project Films Of Gold

NHGP participated in the finale of 'Project Films of Gold', a community project organised by Youth Corps Singapore Eldercare Cluster. The event aimed to address social isolation among seniors through film photography. Held on 18 March 2023 at Canberra, it was graced by Ms Poh Li San, Member of Parliament for Sembawang GRC. NHGP staff were present to connect with the senior residents as well as share tips on exercising and healthy living.



NHGP staff sharing health promotion tips and advice to encourage healthy living.



The Youth Corps Singapore Eldercare Cluster volunteers educated patients and caregivers from Geylang, Toa Payoh, Woodlands and Yishun Polyclinics on the use of the HealthHub mobile app.



My HealthHub Buddy Engagement Sessions

In the second year of its partnership with Youth Corps Singapore Eldercare Cluster, NHGP continued to engage young volunteers to raise awareness of HealthHub among senior patients at Geylang, Toa Payoh, Woodlands and Yishun Polyclinics. Through the two weekly sessions – spanning a period of eight weeks in March, May and June 2023 – the volunteers educated patients and their caregivers on the essential features of HealthHub, and how to utilise the mobile application to better manage their health as well as that of their loved ones.

Collaboration With Asian Medical Students' Association

As part of ongoing efforts to equip volunteers with essential skills and knowledge, NHGP's Volunteer Corporate Office (VCO) collaborated with the Asian Medical Students' Association (AMSA) to conduct a

two-hour Zoom training on 18 February 2023. The session familiarised VCO's new Health Advocate volunteers with various cancer screening initiatives. AMSA is an independent organisation consisting of medical students from three medical schools in Singapore.



VCO's Health Advocate volunteers from AMSA learning about cancer screening initiatives.



NHGP receiving a Certificate of Appreciation from KWSH.

Promoting Sleep Health For Families

NHGP continued to strengthen its network with community partners by working together to help residents take steps toward healthier living. On 18 March 2023, Mr Tan Ee Xuen, Psychologist from Sembawang Polyclinic, along with the Health Promotion & Preventive Care Department and ActiveSG, delivered an informative session on cultivating healthier sleep habits for residents of Sembawang during their Pyjamas Family Day@ Bukit Canberra. The session debunked common myths about sleep and attendees learnt practical strategies to get a good night's rest.



Mr Tan Ee Xuen providing tips for better sleep.

Fall Prevention

Ms Amanda Wong, Senior Podiatrist at Hougang Polyclinic, was invited to speak at the SATA CommHealth's Osteoporosis and Fall Prevention Festival on 18 November 2022. The event aimed to raise awareness and educate participants on the ways to protect themselves and their loved ones from potentially life-changing accidents.



Ms Amanda Wong highlighting the features of good footwear during her presentation.

Ms Wong shared the importance of proper fitting footwear in fall prevention, as well as the key features of good footwear during her presentation titled 'What's wrong with my shoes – Footwear and Fall Prevention'. The session, which was also broadcast live on the SATA Facebook page and YouTube channel, was attended by seniors and caregivers eager to learn more about proper footwear choices.

Weight Maintenance After Weight Loss

Ms Carol Lin, Senior Psychologist at Kallang Polyclinic, was invited to speak at the 7th Obesity, Bariatric, Endocrine Societies (OBES) Scientific Congress on 18 November 2022. The theme of the congress was 'Person-Centric Care in Obesity – Going Beyond the Scales'. Ms Lin shared insights on how self-determination and the capacity for change can enhance one's quality of life by improving one's physical and mental well-being. She highlighted the significance of value-based goal-setting and self-motivation for achieving lasting changes in weight management.



Ms Carol Lin sharing on weight maintenance after weight loss.

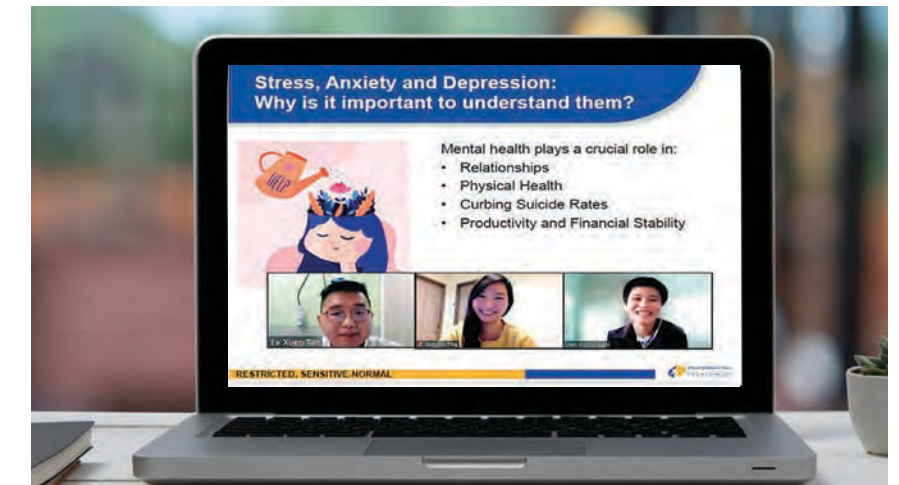
MENTAL WELLNESS

Workshops On Addressing Emotional Distress

In a three-part series of skills-based workshops, held from April to May 2022, three NHGP psychologists – Mr Tan Ee Xuen from Sembawang Polyclinic, Ms Goh Hui Ting from Woodlands Polyclinic, and Ms Jeanette Yeo from Yishun Polyclinic – along with psychologists from other organisations, shared their knowledge with Home Care staff from TOUCH Community Services. The speakers focused on identifying signs of emotional distress in individuals within the community, as well as ways to communicate more effectively with them. The sessions were attended by approximately 50 participants.



NHGP and YIJC collaborated on creating posters to promote mental wellness in youths.



Left to right: Mr Tan Ee Xuen, Ms Goh Hui Ting and Ms Jeanette Yeo explaining the importance of understanding emotional distress.

Poster Outreach To Youths

NHGP partnered with Yishun-Innova Junior College (YIJC) to develop and display posters on mental well-being, aimed at reaching out to youths. Started in June 2022, the collaboration was part of YIJC's Value in Action programmes, which saw students in their Co-Curricular Activity clubs design and develop collaterals that could be used to engage and create greater awareness among youth on issues related to mental well-being.

Origami Workshop

In line with World Mental Health Day on 10 October 2022, Ms Carol Lin, Senior Psychologist at Kallang Polyclinic, conducted an Origami workshop themed 'MindFOLDness'



Ms Carol Lin guiding participants on how to fold origami mindfully.

for patients at the Kallang Health Studio. The participants learnt how they could mindfully fold origami patterns of a star for improved focus, relaxation, memory, patience and hand-eye coordination.

Integrating Mental Health Plans

With support from the Agency of Integrated Care and the Ministry of Health, NHGP has launched several mental health initiatives to screen for anxiety and depression symptoms in at-risk groups, and provide appropriate follow-up management to improve their physical and mental health. These include:

- Postnatal Depression (PND) Screening and Follow Up Management for all mothers who visit Well Women Clinics for postnatal review, and for mothers of children who visit the clinic for developmental assessment or immunisation within a year of delivery.
- Mental Health Initiative for Youths (MHI-Y), where opportunistic screening is done for youths aged 13 to 17 years old.
- Mental Health Initiative for Adults (MHI-A), which aims to detect depression and anxiety in chronic patients.

DIABETES MANAGEMENT

NHGP World Diabetes Day

The NHGP World Diabetes Day 2022 webinar, held virtually on 12 November 2022, aimed to educate and empower patients to cope well with diabetes and overcome challenges. Six NHGP staff were part of a group of online and offline panellists, who engaged close to 500 participants in a lively Q&A session. They provided useful tips on how to keep the disease under control by maintaining a healthy diet, regular physical activity, good body weight and going for regular health screenings.

Dr Moses Tan, Family Physician, Deputy Head of Geylang Polyclinic and Organising Co-Chairperson of the webinar, shared about NHGP programmes, such as Lighter Life that helps patients with chronic conditions better manage their weight. Other panel speakers from NHGP included Ms Evonne Oh, Nurse Clinician, and Ms Alvernia Chua, Senior Dietitian, both from Ang Mo Kio Polyclinic. Questions posted online were addressed by Dr Kee Kok Wai, Deputy Head of Toa Payoh Polyclinic; Ms Winnie Poh, Advanced Practice Nurse at Hougang Polyclinic; and Ms Lynn Huang, Senior Medical Social Worker at Woodlands Polyclinic.

In Mainstream Media

Various media channels featured NHGP's message to the population



on the management of diabetes. Media coverage in FY2022 included the following:

- In conjunction with World Diabetes Day, Ms Alvernia Chua was interviewed by Mediacorp's *Capital 958* on 14 November 2022. She shared tips on preventing diabetes and other chronic diseases, such as exercising, planning meals using the My Healthy Plate guide, and maintaining a diet high in fibre, and low in cholesterol, salt and sugar.
- Ms Alvernia Chua was also featured in an article by *Lianhe Zaobao* on 15 November 2022, regarding lifestyle changes to prevent diabetes. She encouraged those who are overweight or obese to achieve a BMI of less than 23kg/m² or a 5 to 10 per cent body weight loss to improve blood sugar levels. She also emphasised the importance of reading food labels and choosing Nutri-Grade beverages graded A or B when shopping for groceries.
- Dr Moses Tan was featured in an article by *Shin Min Daily News* on 15 November 2022 on travelling with diabetes. He advised those with diabetes to follow their doctor's advice and adjust their insulin plan and oral diabetic medications where required.



Ms Alvernia Chua advising listeners of *Capital 958* on how to eat healthy to manage diabetes.

'Make It Siew Dai' Programme

NHGP's Health Promotion & Preventive Care Department worked with Tan Tock Seng Hospital Community Health Team (TTSH CHT) to run their first pre-diabetes mellitus programme, 'Make It Siew Dai'. Co-created with TTSH CHT, the programme offered a community intervention workshop for pre-diabetes to residents and NHGP patients staying in the Central and Northern regions of Singapore. Two virtual sessions, as well as two in-person sessions, organised in conjunction with TOUCH Community Services, benefitted close to 60 participants in total as they learnt how to modify their lifestyles to prevent diabetes.



Participants of 'Make It Siew Dai' had the opportunity to improve their understanding of pre-diabetes.

COVID-19 VACCINATION EFFORTS

NHGP continues to support COVID-19 vaccination efforts as part of Singapore's strategy in protecting the population.

Since 18 May 2022, Woodlands Polyclinic has been one of three selected polyclinics to offer paediatric COVID-19 vaccine doses, after the last two paediatric vaccination centres closed on 30 June 2022 due to the majority of children aged five to 11 years old having completed their primary vaccination programme against the coronavirus. Woodlands Polyclinic continues to ensure the accessible and safe administration of COVID-19 vaccination to all children in this age group.



The official signing ceremony between NHGP CEO and APS Principal.

COLLABORATION AGREEMENT SIGNING WITH ASSUMPTION PATHWAY SCHOOL

On 8 April 2022, NHGP signed a Collaboration Agreement with Assumption Pathway School (APS), marking the formalisation of the set-up of a one-of-a-kind

food truck at Kallang Polyclinic. This collaboration offered APS students a hands-on opportunity to run the food truck. The menu was co-designed by APS and NHGP dietitians to provide healthier food options, which also served as a platform to educate the students on healthy food choices.



The Woodlands Polyclinic team contributed to a seamless experience for young children and their parents by making the paediatric vaccination area more inviting.

For best safety practices and to help make the design of the paediatric vaccination area more appealing to young children, staff from Woodlands Polyclinic studied the paediatric vaccination centres at Woodlands Galaxy Community Centre and KK Women's and Children's Hospital. Once vaccinated, the children are issued stickers as a commendation for their efforts to keep their loved ones safe from COVID-19.

Kallang Polyclinic commenced COVID-19 vaccination for infants aged six months to four years from 25 October 2022, while Yishun Polyclinic started on 3 January 2023.

Yishun Polyclinic also continued to offer the Novavax/Nuvaxovid COVID-19 vaccine until 24 December 2022. Ang Mo Kio, Geylang, Hougang and Toa Payoh Polyclinics continued to offer the Pfizer-BioNTech/Comirnaty vaccine for individuals aged 12 years old and above.



CHAPTER

03

INVESTING IN RESEARCH AND EDUCATION

National Healthcare Group Polyclinics' (NHGP) dedication to research, education and sustained excellence forms the foundation that enhances its service to the community.

BUILDING RESEARCH CAPACITY

Guided by the goal of serving the community, NHGP nurtures and develops talent in research to enhance clinical care practices.



The NHGP team behind their winning project, 'SMARTVacc: A safer and more efficient way to manage the dispensing and inventory of vaccines in Polyclinics'.

NHG RESEARCH & INNOVATION AWARDS 2022

At the National Healthcare Group (NHG) Research & Innovation Awards (NRIA) held in October 2022, NHGP's project, 'SMARTVacc: A safer and more efficient way to manage the dispensing and inventory of vaccines in Polyclinics', received the NHG Healthcare Innovation Award. The project was led by Adjunct Assistant Professor Valerie Teo, Head of Kallang Polyclinic. Her team members included Mr Richard Low, Assistant Director of Nursing, and Ms Wendy Ong, Senior Nurse Manager, both from Nursing Services, NHGP. The NRIA recognises individuals and teams who have enhanced the quality, effectiveness and efficiency of patient care delivery through their contributions, while also promoting the spirit of continuous research and innovation in NHG.

NHG-LKCMEDICINE CLINICIAN-SCIENTIST PREPARATORY PROGRAMME

The NHG-LKCMedicine Clinician-Scientist Preparatory Programme (CSPP) — a joint initiative by NHG and Lee Kong Chian School of Medicine (LKCMedicine) — provides project funding, structured research training and mentorship to clinicians, enabling them to engage in research opportunities early in their careers. Dr Sze Kai Ping, Family Physician, Geylang Polyclinic, was awarded the CSPP for FY2022. His research project focused on exploring and understanding doctors' and patients' perceptions of digital tools and their impact on the doctor-patient relationship in the primary care clinical practice setting.

NHG CENTRE FOR MEDICAL TECHNOLOGIES & INNOVATIONS CLINICIAN INNOVATOR PREPARATORY PROGRAMME

The NHG Centre for Medical Technologies & Innovations Clinician Innovator Preparatory Programme (CiPP) provides clinicians with innovation training and project experience, with the aim of introducing them to foundational skills and knowledge essential for health technology innovation. Dr Tan Shu Yun, Family Physician, Senior Consultant and Clinician Researcher, Clinical Research Unit at NHGP, was awarded the CiPP in FY2022. Her project, 'Osteoporosis Retina Prediction: ORION', involved the use of machine learning on fundus images for osteoporosis screening.

SINGAPORE HEALTH & BIOMEDICAL CONGRESS 2022

Organised by NHG, the Singapore Health & Biomedical Congress (SHBC) was held on 12 and 13 October 2022. Themed 'Reinventing Healthcare', it provided opportunities for healthcare delegates to learn

from international and local experts, as well as to exchange ideas and knowledge about current and future healthcare issues.

The Singapore Primary Care Research Competition, held in conjunction with SHBC, attracted 46 submissions covering a variety of topics.

Ten NHGP staff were recognised under the Singapore Primary Care Research Award category.

For the full list of NHGP abstracts accepted for the SHBC Scientific Competition 2022 (Primary Care Research category), please refer to Appendix B.

SINGAPORE PRIMARY CARE RESEARCH AWARD (ORAL CATEGORY)

GOLD	SILVER	BRONZE	MERIT
Ms Goh Ling Jia Assistant Nurse Clinician Hougang Polyclinic <i>Development and psychometric evaluation of the Self-Wound Care Acceptance Survey (SWCAS) in the primary healthcare in Singapore</i>	Ms Julia Zhu Xiaoli Senior Nurse Clinician Nursing Services <i>Understanding barriers to managing diabetic foot ulcers: A parallel mixed method approach with patients, caregivers and healthcare providers in primary care</i>	Dr Tan Shu Yun Family Physician, Senior Consultant Clinician Researcher Clinical Research Unit <i>Changes in health outcomes amongst asthma cohort patients over 12 months</i>	Dr Eugene Chua Yu Cong Family Physician, Associate Consultant Hougang Polyclinic <i>Subsyndromal Depression: Prevalence and its associated factors</i> Dr Keith Tan Dihao Family Physician, Associate Consultant Deputy Head, Yishun Polyclinic <i>Association between social support and health-related outcomes amongst older adults with Type 2 Diabetes Mellitus in a primary care setting</i>

SINGAPORE PRIMARY CARE RESEARCH AWARD (POSTER CATEGORY)

GOLD	SILVER	BRONZE	MERIT
Dr Sim Sai Zhen Family Physician, Associate Consultant Hougang Polyclinic <i>Frailty in an elderly primary care population with multimorbidity</i>	Ms Liow Hui Shi Dietitian Woodlands Polyclinic <i>Relationship between major food group intake and risk of frailty in community-dwelling older adults in Singapore: A retrospective study</i>	Ms Wang Chunyan Assistant Nurse Clinician Woodlands Polyclinic <i>Characteristics and circumstances of falls among community-dwelling older adults: A cross-sectional study</i>	Dr Kee Kok Wai Family Physician, Consultant Deputy Head, Toa Payoh Polyclinic <i>Physicians' knowledge, attitudes and barriers towards Paxlovid use for COVID-19 infection in the primary care setting</i> Dr Gan Wei Chun Family Physician Toa Payoh Polyclinic <i>Behaviour change intervention for increasing exercise frequency in pre-frail patients</i>

NATIONAL HEALTHCARE INNOVATION AND PRODUCTIVITY AWARDS 2022

At the National Healthcare Innovation and Productivity Awards Ceremony on 4 November 2022, the cross-institutional team involving Dr Elaine Tan, Family Physician, Associate Consultant, Toa Payoh Polyclinic, presented the project 'Diabetic Foot in Primary and Tertiary (DEFINITE) Care: A Health Services Innovation in Coordination of Diabetic Foot Ulcer (DFU) Care within a Healthcare Cluster'. The project won the Best Practice Medal under the Care Redesign category for demonstrating successful innovation and productivity.



Dr Elaine Tan (third from left) together with other members of the team who presented the DEFINITE project that won the Best Practice Medal.

The awards ceremony took place during CHI INNOVATE 2022, a thought leadership forum held at the Ng Teng Fong Centre for Healthcare Innovation. Themed 'The Road from Innovation to Impact', the forum saw local and overseas healthcare leaders gathering to discuss the delivery of better value to patients and populations via healthcare innovations.

The NHG DEFINITE Care Programme was launched in June 2020 to coordinate DFU care across multi-disciplinary teams at primary and tertiary sites. Dr Elaine Tan was lead of the NHG

Diabetic Foot Workgroup and the NHGP institution lead for DEFINITE, working closely with over 60 healthcare providers across the NHG cluster. They included NHGP podiatrists, nurses and doctors, as well as institutional leads and podiatrists from Tan Tock Seng Hospital, Khoo Teck Puat Hospital and Woodlands Health Campus.

LAUNCH OF DIABETES REVERSAL PROGRAMME

On 5 August 2022, the NHG Diabetes Reversal Programme, co-funded by the NHG Fund and Tanoto Foundation, was launched.

The event was held at Kallang Polyclinic and graced by Dr Janil Puthucheary, Senior Minister of State for Health. Anchored in a primary care setting in NHGP, the three-year research programme aims to work together with individuals with diabetes to better control their blood sugar levels through dietary and behavioural changes, without medication or surgery. At the launch event, invited guests observed how a clinical trial would be carried out at NHGP to determine the effectiveness of a weight management programme in achieving diabetes remission in obese patients with early diabetes.



Dr Janil Puthucheary (second from left, first photo; and far right, second photo) gracing the launch of the NHG Diabetes Reversal Programme.



Photos: National Healthcare Group

ACHIEVING PROFESSIONAL STANDARDS

NHGP promotes lifelong learning, ensuring that staff are supported as they uphold the highest standards of competency and integrity in care delivery.

FELLOWSHIP OF THE COLLEGE OF FAMILY PHYSICIANS (SINGAPORE)

Six doctors from NHGP attained their Fellow of the College of Family Physicians (FCFP) (Singapore) after passing their summative FCFP(S) examinations in August 2022. They can now act as an expert Consultant to provide opinions and advice in the role of a Family Physician.

DOCTORS CONFERRED FELLOWSHIP

Dr Andrew Chua Yu Jing
Family Physician,
Associate Consultant
Deputy Head, Ang Mo Kio Polyclinic

Dr Ding Si Yan
Family Physician
Deputy Head, Hougang Polyclinic

Dr Keith Tan Dihao
Family Physician,
Associate Consultant
Deputy Head, Yishun Polyclinic

Dr Jason Chan Meng Huey
Family Physician,
Associate Consultant
Programme Director,
NHG Family Medicine
Residency Programme
Assistant Director,
Family Medicine Development

Dr Tan Khai Wei
Family Physician,
Associate Consultant
Head, Toa Payoh Polyclinic

Dr Lim Wei Khoon
Family Physician,
Associate Consultant
Yishun Polyclinic

FAMILY MEDICINE CONVOCATION

Twenty-seven doctors from NHGP were recognised for their academic achievements, with 16 of them being conferred the Master of Medicine (MMed) in Family Medicine and 11 receiving their Graduate Diploma in Family Medicine (GDFM).

MASTER OF MEDICINE (MMED) IN FAMILY MEDICINE

Following the completion of either a three-year Family Medicine (FM) Residency Programme or 22-month College of Family Physicians (Singapore) MMed (FM) Programme, 16 doctors passed the MMed (FM) examinations in November 2022. These programmes equipped them with substantial knowledge and ensured broad clinical exposure to acquire the competencies required to practice as proficient Family Physicians.

Dr Chew Bao Li
Family Physician
Ang Mo Kio Polyclinic

Dr Lin Xin Hui Alyssa
Resident Physician
Ang Mo Kio Polyclinic

Dr Leong Jia Li Jaylyn
Resident Physician
Hougang Polyclinic

Dr Toh An Gee Stephanie
Resident Physician
Woodlands Polyclinic

Dr Joyce Huang Huixin
Resident Physician
Ang Mo Kio Polyclinic

Dr Chen Zhonghao Marcus
Resident Physician
Geylang Polyclinic

Dr Muhamad Zulhakim Bin Aman
Resident Physician
Hougang Polyclinic

Dr Lee Wei Sheng
Resident Physician
Yishun Polyclinic

Dr Lee Jun Hwee Benjamin
Resident Physician
Ang Mo Kio Polyclinic

Dr Lui Wen Yan
Resident Physician
Geylang Polyclinic

Dr Samuel Tay Rong Yao
Resident Physician
Toa Payoh Polyclinic

Dr Sum Hung Wen
Family Physician
Yishun Polyclinic

Dr Lim Wan Ting
Resident Physician
Ang Mo Kio Polyclinic

Dr Gabriel Wong Liang Jie
Resident Physician
Hougang Polyclinic

Dr Fang Xian Amelea
Resident Physician
Woodlands Polyclinic

Dr Zeng Zhiyong
Family Physician
Yishun Polyclinic

GRADUATE DIPLOMA IN FAMILY MEDICINE (GDFM)

In July 2022, 11 doctors passed the GDFM examinations. Dr Max Wong, Medical Officer Posting Exercise (MOPEX) at Geylang Polyclinic, was also awarded the Book Prize for being the highest-scoring candidate in the examination. The GDFM is a post-graduate training programme that enables doctors in Singapore to gain the necessary skills and knowledge to practice as competent Family Physicians.

Dr Ivy Wong Yung Zhen
Resident Physician
Ang Mo Kio Polyclinic

Dr Treye Teo Wei Ian
Resident Physician
Toa Payoh Polyclinic

Dr Tham Ker Chia
Resident Physician
Woodlands Polyclinic

Dr Seet Yu Shiang
Resident Physician
Ang Mo Kio Polyclinic

Dr Anshuja Charvi Wadhwa
Family Medicine Resident
Woodlands Polyclinic

Dr Dorcas Chan Yi Jia
Family Medicine Resident
Yishun Polyclinic

Dr Joanne Lee Hui Min
MOPEX
Geylang Polyclinic

Dr Laura Tsang Yun Yi
MOPEX
Woodlands Polyclinic

Dr Edmund Poh Zhisheng
Family Medicine Resident
Yishun Polyclinic

Dr Max Wong Jia Hao
MOPEX
Geylang Polyclinic

Dr Low Tzuemn Ling
MOPEX
Woodlands Polyclinic

MOH IN-SERVICE SCHOLARSHIP AND NHGP SCHOLARSHIP

Thirteen NHGP staff received the MOH In-Service Scholarship and NHGP Scholarship in FY2022. These scholarships equip staff with essential competencies and leadership capabilities to meet future healthcare needs.

MOH IN-SERVICE SCHOLARSHIP AND NHGP SCHOLARSHIP

Ms Fan Hongna
Senior Staff Nurse
Ang Mo Kio Polyclinic

Ms Lau Pei Ern
Senior Staff Nurse
Hougang Polyclinic

Ms Angie Yong Aun Khei
Senior Staff Nurse
Kallang Polyclinic

Ms Nurhaziqah Binte Husin
Staff Nurse
Woodlands Polyclinic

Ms Sim Poh Eng
Senior Staff Nurse
Geylang Polyclinic

Ms Foo Shi Yuan Rina
Senior Staff Nurse
Kallang Polyclinic

Ms Irene Chew Ker Sing
Staff Nurse
Toa Payoh Polyclinic

Ms Ong Chun Foo
Senior Staff Nurse
Woodlands Polyclinic

Ms Yogeswari D/O Rama Krishnan
Senior Staff Nurse
Geylang Polyclinic

Ms Tan Pek Hoon
Senior Nurse Manager
Kallang Polyclinic

Ms Jia Shuli
Nurse Manager
Woodlands Polyclinic

Ms Santhosaraj Ponmalar Percy Jeya
Senior Staff Nurse
Yishun Polyclinic

Ms Tan Xin Yi
Senior Staff Nurse
Kallang Polyclinic

COLLEGE TEACHERS' AND DISTINGUISHED EDUCATORS' AWARDS

On 14 May 2022, the College of Family Physicians Singapore (CFPS) organised an event to mark World Family Doctor Day, which falls on 19 May annually. During the event, 13 NHGP staff were presented with the College Teachers' Award and Distinguished Educators' Award to acknowledge their efforts and contributions as educators for various CFPS programmes.

COLLEGE TEACHERS' AWARD

The award honours teachers who have contributed to the College's educational efforts for at least five years.

Dr Daniel Rufus
Family Physician,
Associate Consultant
Yishun Polyclinic

Dr Kong Jing Wen
Family Physician, Consultant
Head, Woodlands Polyclinic

Adjunct Assistant Professor Valerie Teo Hui Ying
Family Physician, Consultant
Head, Kallang Polyclinic

Dr Gowri Doraisamy
Family Physician,
Senior Consultant
Director
Primary Care Transformation

Dr Lim Ziliang
Family Physician, Consultant
Head, Yishun Polyclinic

Dr Wee Wei Keong
Family Physician
Director
Health Promotion &
Preventive Care

Dr Kee Kok Wai
Family Physician, Consultant
Deputy Head, Toa Payoh Polyclinic
Assistant Director
Family Medicine Development

Dr Manojkumar Kharbanda
Family Physician, Consultant
Ang Mo Kio Polyclinic

Dr Sabrina Wong Kay Wye
Family Physician, Consultant
Assistant Director
Clinical Services

DISTINGUISHED EDUCATORS' AWARD

The award recognises the recipient's excellence and leadership in the teaching of Family Medicine.

Assistant Professor Lee Eng Sing
Family Physician, Senior Consultant
Principal Clinician Researcher
Deputy Director
Clinical Research Unit

Dr Darren Seah Ee-Jin
Family Physician, Senior Consultant
Director
Family Medicine Development
Regional Director
Central Health

Dr Tan Shu Yun
Family Physician, Senior Consultant
Clinical Research Unit

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

LEARNING AND SHARING

Through learning activities in collaboration with local and overseas organisations, NHGP reinforced its commitment to knowledge-sharing.

HEALTH MANPOWER DEVELOPMENT PLAN VISITS

United Kingdom

In October 2022, Dr Richard Lee Meng Kam, Family Physician, Senior Consultant, Woodlands Polyclinic and Assistant Director, Family Medicine Development, was attached to Keele University in England. During the two-week visit hosted by Professor Christian Mallen, Dean of the School of Medicine, and his team, Dr Lee saw how musculoskeletal (MSK) primary care research was conducted and supported. In addition to observing the use of the EMIS electronic medical record system in primary care research, Dr Lee learnt about the First Contact Practitioner (FCP) programme in diagnosing and treating patients with MSK conditions.

From March to April 2023, Dr Sim Sai Zhen, Family Physician, Consultant, Hougang Polyclinic, learnt how the nurse practitioners who manage the Primary Care Mental Health Service (PCMHS) in the United Kingdom triaged incoming General Practitioners' (GPs) referrals and worked with other mental healthcare providers to help patients. The PCMHS, provided by the Cambridgeshire and Peterborough NHS Foundation Trust, supports GPs in managing mental health in the community.

United States of America

In September 2022, Dr Lee Eng Sing, Family Physician, Senior Consultant and Deputy Director, Clinical Research Unit, visited the Knowledge and Evaluation Research (KER) Unit in Mayo Clinic,



NHGP team with A/Prof Gehan Roberts (third from left) in Australia.

Rochester, to learn the best ways to advance evidence-based patient-centred care, such as capacity coaching, minimally-disruptive medicine and purposeful shared decision-making.

Dr Rufus Daniel, Family Physician, Associate Consultant, Yishun Polyclinic, also visited Mayo Clinic, Rochester from March to April 2023. At Mayo Clinic, he learnt from Dr Brian J Linder, Associate Professor of Urology and Obstetrics and Gynecology, and his team about their approach to assess and manage patients with urinary incontinence. Dr Rufus also observed clinical encounters, bedside evaluations and outpatient clinic procedures such as cystoscopies.

Australia

Three NHGP staff – Dr Wan Jinhui, Family Physician, Associate Consultant, Woodlands Polyclinic; Ms Wong Yuefen, Principal Dietitian, Ang Mo Kio Polyclinic; and Ms Tan Xin Yi, Senior Staff Nurse, Kallang Polyclinic – visited

the Royal Children's Hospital in Melbourne from January to February 2023, to learn about community paediatrics and child health in primary care. They were hosted by Associate Professor Gehan Roberts, a developmental-behavioural paediatrician, and gained insights into the Australian team's efforts to support specialist clinics, maternal and child health services and rural school sites. The NHGP team also visited North Richmond Community Health to hear about the role of dietitians and maternal child health nurses in primary care.

Canada

In March 2023, Dr Liu Changwei, Family Physician, Consultant, Geylang Polyclinic, visited the Baycrest Centre for Geriatric Care in Canada to learn about its Sam and Ida Ross Memory Clinic. During the visit, he saw how the multi-disciplinary team cared for persons with dementia using non-pharmacological and pharmacological approaches, as well as the application of cognitive assessment tools.

VISITS TO NHGP

ANG MO KIO POLYCLINIC

On 1 December 2022, Ang Mo Kio Polyclinic and Primary Care Academy (PCA) hosted a visit by Fellows from the National University of Singapore (NUS) Saw Swee Hock School of Public Health's (SSHSPH) ALPHA Fellowship Programme 2022. The delegation, comprising professionals in public health from across ASEAN, engaged with an NHGP panel – consisting of Dr Irwin Chung, Director of PCA; Dr Tricia Chang, Deputy Head of Ang Mo Kio Polyclinic; and Ms Nisha Menon, Assistant Nurse Clinician, Nursing Services –

on various topics. Discussions centred on how primary care and population health in Singapore have evolved and advanced, as well as the digitalisation of

health systems and pandemic preparedness measures. The visit concluded with a tour of the polyclinic, which included NHGP's Gallery of Memories.



The NHGP team hosted the delegates from the NUS SSHSPH ALPHA Fellowship Programme 2022 to a clinic tour of Ang Mo Kio Polyclinic.



SMARTVacc being introduced to the delegates from the Ministry of Health of Malaysia during their visit to Kallang Polyclinic.



Professor Sir Aziz Sheikh (third from left) visited Kallang Polyclinic.

KALLANG POLYCLINIC

Between June 2022 and February 2023, Kallang Polyclinic hosted several visits by local and foreign delegates.

On 3 June 2022, delegates from the Ministry of Health of Malaysia visited Kallang Polyclinic. They were taken on a clinic tour showcasing various innovation initiatives, such as the Safety Manpower Productivity Accountability Real Time Analytics Vaccine System (SMARTVacc).

On 11 October 2022, Professor Sir Aziz Sheikh, Professor of Primary Care Research & Development and Director of Usher Institute and Dean of Data, University of Edinburgh (United Kingdom), along with a research team from the Family Medicine and Primary Care Department, Lee Kong Chian School of Medicine (LKC Medicine), visited Kallang Polyclinic. The visit included a discussion about possible collaborations on primary care research with Prof Sir Aziz Sheikh and Usher Institute.

On 14 October 2022, NHGP hosted members of the Ministry of Health's Healthcare Quality International Advisory Committee, along with National Healthcare Group (NHG) Senior Management and General Practitioner partners at Kallang Polyclinic. They discussed the way forward for primary care in anticipation of the upcoming implementation of *Healthier SG*.

A group of senior officers from the Ministry of Home Affairs (MHA)'s Home Team Medical Services Division visited Kallang Polyclinic on 16 January 2023, where they were introduced to the clinic's operations, infrastructure design, pandemic readiness and smart features.

Additionally, NHGP hosted Dato Paduka Dr Haji Md Isham bin Jaafar, Minister of Health, Brunei Darussalam; and Dr Jonty Heaversedge, Chief Medical Director and Chief Clinical Informatics Officer, National Health Service (NHS) South East London Integrated Care System, at Kallang Polyclinic on 9 and 14 February 2023 respectively.



Kallang Polyclinic welcomed Brunei Health Minister Dato Paduka Dr Haji Md Isham bin Jaafar (centre) and his delegation.

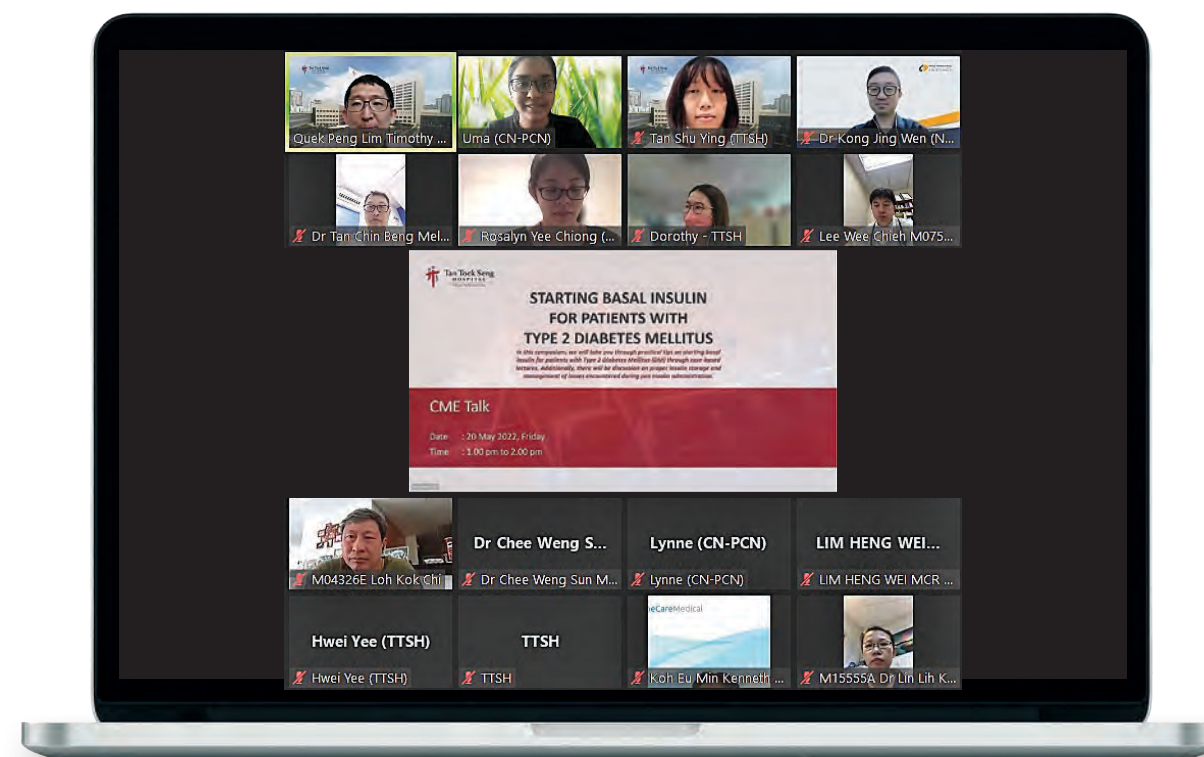


Dr Jonty Heaversedge (centre) and representatives from NHG visited Kallang Polyclinic.



Senior officers from MHA's Home Team Medical Services Division paid a visit to Kallang Polyclinic.

During the clinic tours, the delegates learnt about NHGP's Teamlet Care Model, the role of primary healthcare in Singapore, and various health-promoting features in the clinic, including the self-help body mass index and blood pressure monitoring machines, as well as the Health Studio.



CN-PCN's inaugural CME talks included a discussion on how patients with diabetes can manage, store and administer their insulin.

CENTRAL-NORTH PRIMARY CARE NETWORK ENGAGEMENT

On 20 May 2022, the Central-North Primary Care Network (CN-PCN) organised its inaugural Continuing Medical Education (CME) talks with CN-PCN General Practitioners (GPs). Titled 'Starting Basal Insulin for Patients with Type 2 Diabetes Mellitus', the CME talk featured speakers from Tan Tock Seng Hospital, who shared about medical case studies on insulin initiation, storage and administration. Facilitated by Dr Kong Jing Wen, Head of Woodlands Polyclinic, the event was attended by 15 CN-PCN GPs. The group was deliberately kept small to provide ample opportunities for the GPs to interact with the speakers.

On 28 January 2023, CN-PCN kicked off its first quarterly



CN-PCN celebrating the start of the new year with a lo hei session.

meeting with a face-to-face session since the start of COVID-19. Graced by Associate Professor Chong Phui-Nah, Chief Executive Officer, NHGP & Primary Care, the event was attended by 92 CN-PCN GPs, as well as leaders from both NHG and NHGP. Following a CME talk on cardio-metabolic outcomes in the management of Type 2 diabetes mellitus, Dr Gowri

Doraisamy, Director of Primary Care Transformation and Admin Lead of CN-PCN; and Dr Irwin Chung, Director of Primary Care Academy, both from NHGP, shared about the appointment of six GP Sub-Leads and the NHG Healthier SG Primer for General Practice aimed at supporting GPs and clinic assistants.

NURTURING THE NEXT GENERATION

NHGP celebrates the contributions of those who have played a vital role in nurturing the next generation of healthcare professionals.

NHG TEACHERS' DAY 2022

Held virtually on 1 September 2022, the National Healthcare Group (NHG) Teachers' Day 2022 celebration honoured the hard work of NHG Educators. Graced by Professor Benjamin Seet, Deputy Group Chief Executive Officer (Education & Research), NHG, the highlight of the event was the presentation of the NHG Teaching Excellence Awards to recognise the roles of the recipients in educating and mentoring fellow healthcare professionals across various disciplines. The award winners from NHGP, NHG Diagnostics and NHG Pharmacy are listed below:

NHG EDUCATION LEADERS AWARD

Dr David Ng Wei Liang
Family Physician,
Senior Consultant
Toa Payoh Polyclinic
Head, Special Projects
(Primary Care)

NHG TEACHING AWARD FOR SENIOR DOCTORS

Dr Chua Yu Cong Eugene
Family Physician,
Associate Consultant
Hougang Polyclinic

Dr Ian Koh Jan Ming
Family Physician,
Associate Consultant
Toa Payoh Polyclinic

Dr Ding Teck Yong Gabriel
Family Physician,
Consultant
Yishun Polyclinic

NHG TEACHING AWARD FOR ALLIED HEALTH EDUCATORS

Ms Liew Lihuey
Medical Laboratory Technologist
NHG Diagnostics

Ms Iris Lim Sing Yue
Radiographer
NHG Diagnostics

NHG INTER-PROFESSIONAL TEACHING AWARD

Mr Mah Siew Chung
Senior Psychologist
Ang Mo Kio Polyclinic

NHG TEACHING AWARD FOR PHARMACY PRECEPTOR

Ms Cho Jie Yi
Senior Pharmacist
NHG Pharmacy
Yishun Polyclinic

NHG TEACHING AWARD FOR JUNIOR DOCTORS

Dr Chan Ke Shuang Elizabeth
Family Physician
Hougang Polyclinic

Dr Ng Xin Rong
Family Physician
Toa Payoh Polyclinic

Dr Ong Sin Hwee
Family Physician
Toa Payoh Polyclinic

NHG TEACHING AWARD FOR NURSING PRECEPTORS

Ms Esther Zhang Kejing
Nurse Clinician II
Ang Mo Kio Polyclinic

Ms Nor Diana Binte Togeman
Deputy Head Nurse
Geylang Polyclinic

Ms Tan Pek Hoon
Head Nurse
Kallang Polyclinic

NHG TEACHING AWARD FOR PHARMACY SENIOR PRECEPTOR

Ms Weng Wanyu
Principal Pharmacist
NHG Pharmacy
Ang Mo Kio Polyclinic



Dr Vivek Bansal (far right on the laptop screen) clinched the Dean's Award for Teaching Excellence during NUSMedACE.

NUS MEDICINE APPRECIATION FOR CLINICAL EDUCATORS

Organised by the National University of Singapore (NUS) Medicine Dean's office, the NUS Yong Loo Lin School of

Medicine Appreciation for Clinical Educators (NUSMedACE) acknowledges the efforts that clinical teachers have put in for the academic year. 2022's NUSMedACE for the NHG cluster was held virtually on

4 October 2022. Dr Vivek Bansal, Family Physician, Associate Consultant, NHGP, received the Dean's Award for Teaching Excellence in recognition of his contributions to teaching and in supporting the student experience.



CHAPTER

04

INNOVATING FOR CARE DELIVERY

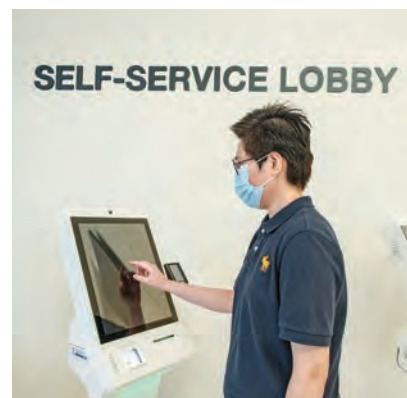
Through the adoption of innovative and patient-centred technology, the National Healthcare Group Polyclinics (NHGP) consistently improves its overall care experience.

TECHNOLOGICAL ADVANCEMENTS

NHGP leverages technology as an enabler to streamline and enhance the patient experience.

SELF-SERVICE KIOSKS

Piloted at Kallang Polyclinic, the Self-Service Kiosk (SSK) has been progressively rolled out to the other polyclinics under NHGP. The SSK integrates features from the Self-Registration and Self-Payment Kiosks, providing patients with a single platform to perform tasks related to registration, payment, appointment scheduling and medication delivery request. Prior to the introduction of the SSK, patients had to proceed to separate kiosks for different tasks.



Users can conveniently perform registration and payment services at the Self-Service Kiosk.

ANTIMICROBIAL AND CONTACTLESS TECHNOLOGY

Since January 2023, NHGP has been applying antimicrobial coating to its Self-Service Kiosks. This minimises the transmission of diseases through fomites by actively reducing the number of bacteria. The coating product used is a self-disinfecting surface solution that supports long-lasting efficacy against coronaviruses.

NHGP has also leveraged contactless technology for various facilities in its polyclinics, such as sensor taps and sanitary bins, to better protect the health of patients, visitors and staff.



Users can wash their hands without having to touch the lever of a water tap.

ENERGY AND SUSTAINABILITY INITIATIVES

Launched in 2021, the GreenGov.SG movement established bold goals in sustainability for the public sector, focusing on carbon abatement and resource efficiency. The objectives include a 10 per cent reduction in energy and water use, and a 30 per cent decrease in waste disposal by 2030.

In support of this initiative, fluorescent tubes at the polyclinics under NHGP were replaced with LED lights in phases, as part of the improvement works undertaken by the Facilities Management and Engineering Department. LED lights are not only more energy-efficient, they are brighter, safer and more welcoming to patients. Additionally, they generate less heat, which in turn reduces the amount of energy used by the air-conditioning system.

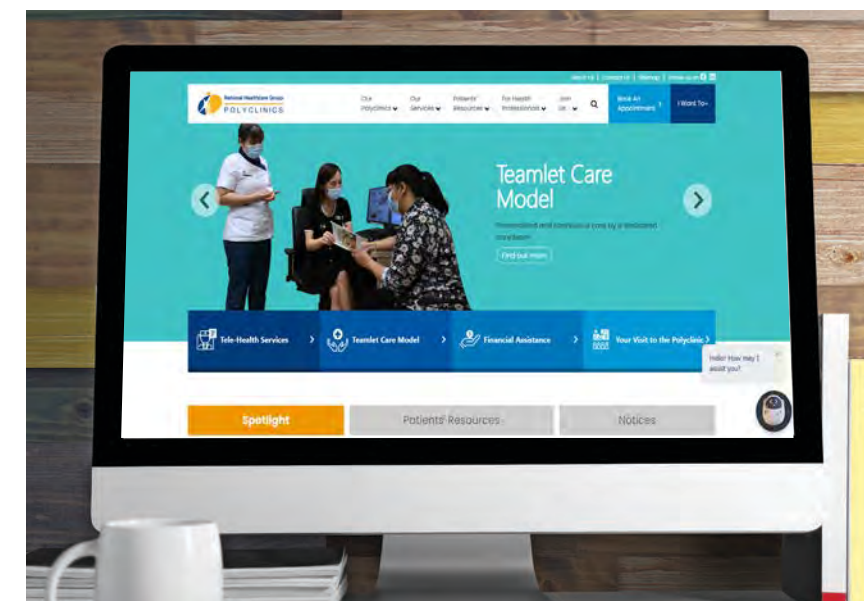


The installation of LED lights within the polyclinics under NHGP contribute to sustainable lighting.

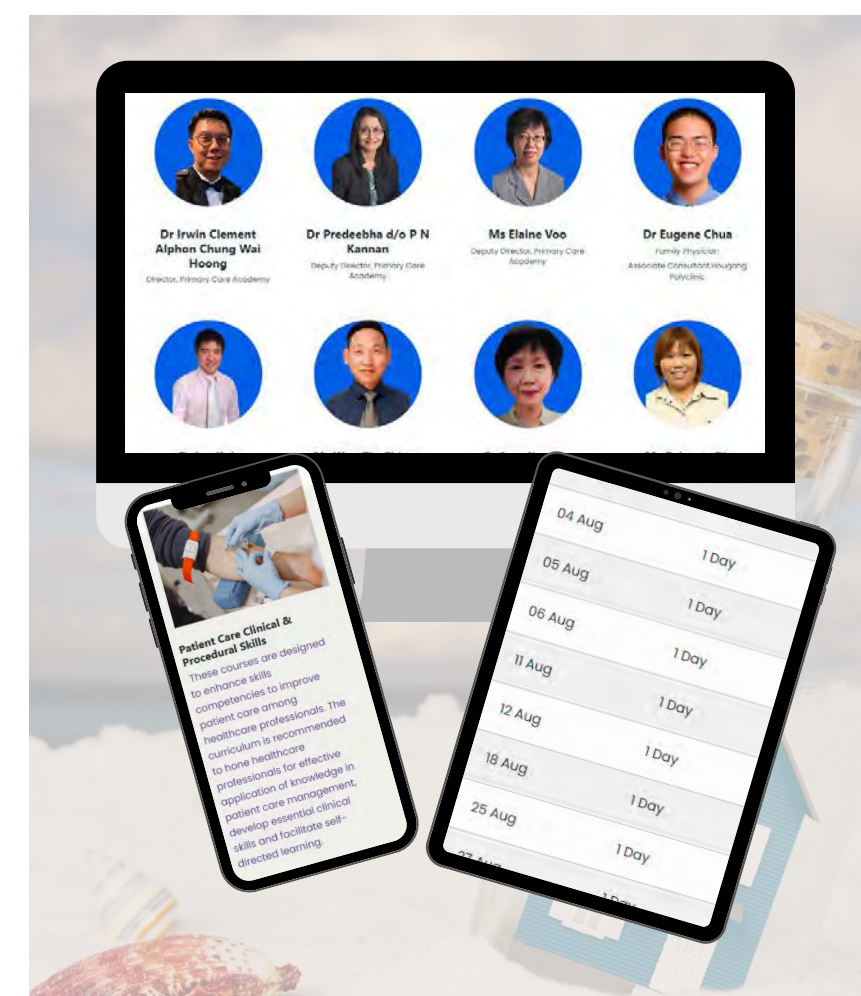
REFRESHED CORPORATE WEBSITE

NHGP unveiled a new look for its corporate website on 25 June 2022. Featuring enhanced content display and an optimised navigation menu, the website redesign aims to provide visitors with a more user-friendly and efficient experience.

The Primary Care Academy (PCA) also revamped its microsite, which went live on 1 September 2022. New features that enhance user experience included a calendar of programmes and events, such as health talks and an extensive course catalogue to meet participants' learning needs.



NHGP's refreshed corporate website includes features for better navigation and content presentation.



The new PCA microsite is a mobile-friendly, one-stop training portal for busy individuals on the go.

FULLY AUTOMATED X-RAY TECHNOLOGY

A first in primary care, a fully automated X-ray system was set up by NHG Diagnostics in Woodlands Polyclinic, with plans to gradually roll it out to the other polyclinics under NHGP. The system provides automatic tracking and centering, streamlining room preparation and reducing the set-up time for each X-ray examination. With an estimated 30 minutes saved each day, the system has led to higher patient throughput and more patient care time for radiographers. The automation has also reduced the need for radiographers to manually adjust the X-ray tube head and chest bucky, enhancing workplace ergonomics.



Fully automated X-ray technology being deployed at Woodlands Polyclinic.

QUALITY IMPROVEMENTS

NHGP was recognised for its implementation of innovative solutions that prioritise the quality and delivery of improved patient care.

NHG QUALITY DAY 2022

Themed 'Keeping You in the Centre of Transformation', NHG Quality Day was held at the Ng Teng Fong Centre for Healthcare Innovation alongside a concurrent virtual webcast of the proceedings on 15 September 2022. Five staff and three project teams from NHGP — as well as six staff from NHG Diagnostics and five staff from NHG Pharmacy — clinched the Excellence in Action Award for service excellence. An NHGP volunteer received the Exemplary Patient and Caregiver Award for helping to support positive healthcare service delivery. Six project teams — three from NHGP and three from NHG Pharmacy — received the Quality Improvement Awards in recognition of their contributions towards improving and transforming care delivery for patients.

The event also featured a sharing session by keynote speaker Professor Albert Wu, Director, Center for Health Services and Outcomes Research, Joint Appointment in Medicine, Johns Hopkins University Bloomberg School of Public Health. He spoke on the topic of 'Healthcare Worker Support: Adding Years Of Healthy Life'.



Professor Albert Wu delivering his talk on healthcare worker support.

NHGP QUALITY DAY 2022

The NHGP Quality Day 2022 was held on 18 November 2022 with the theme 'Celebrating Quality, Celebrating People'. Attended by staff, the event celebrated NHGP's resilient efforts and achievements in promoting quality improvement and service excellence during the COVID-19 endemic period. In addition to insightful talks by Mr Lee Li Meng, Chief Strategy Officer at Razer Inc, and Mr Marcus Tan,

Co-founder of Carousell, there was an award presentation ceremony where 45 iCARE awards were given out to NHGP staff. Another seven individuals and nine teams received the OurCare awards. The awardees were recognised for delivering quality service and enhancing clinical care and processes.

For the list of Quality Improvement Projects completed in FY2022, please refer to Appendix C.



A/Prof Chong Phui-Nah presenting Mr Lee (left) and Mr Tan with tokens of appreciation.



NHGP management and staff at the NHGP Quality Day 2022.

BCA UNIVERSAL DESIGN EXCELLENCE AWARD

Kallang Polyclinic and Long-Term Care Facility received the Universal Design Excellence Award by the Building and Construction Authority (BCA) on 10 November 2022 for an inclusive family-friendly and senior-friendly design. The polyclinic's key features include the Health Studio, which aims to raise awareness and promote general health wellness; and accessible counters with hearing enhancement system, which provide ease of communication and interaction between staff and patients or visitors, especially those who are not accompanied by a caregiver.



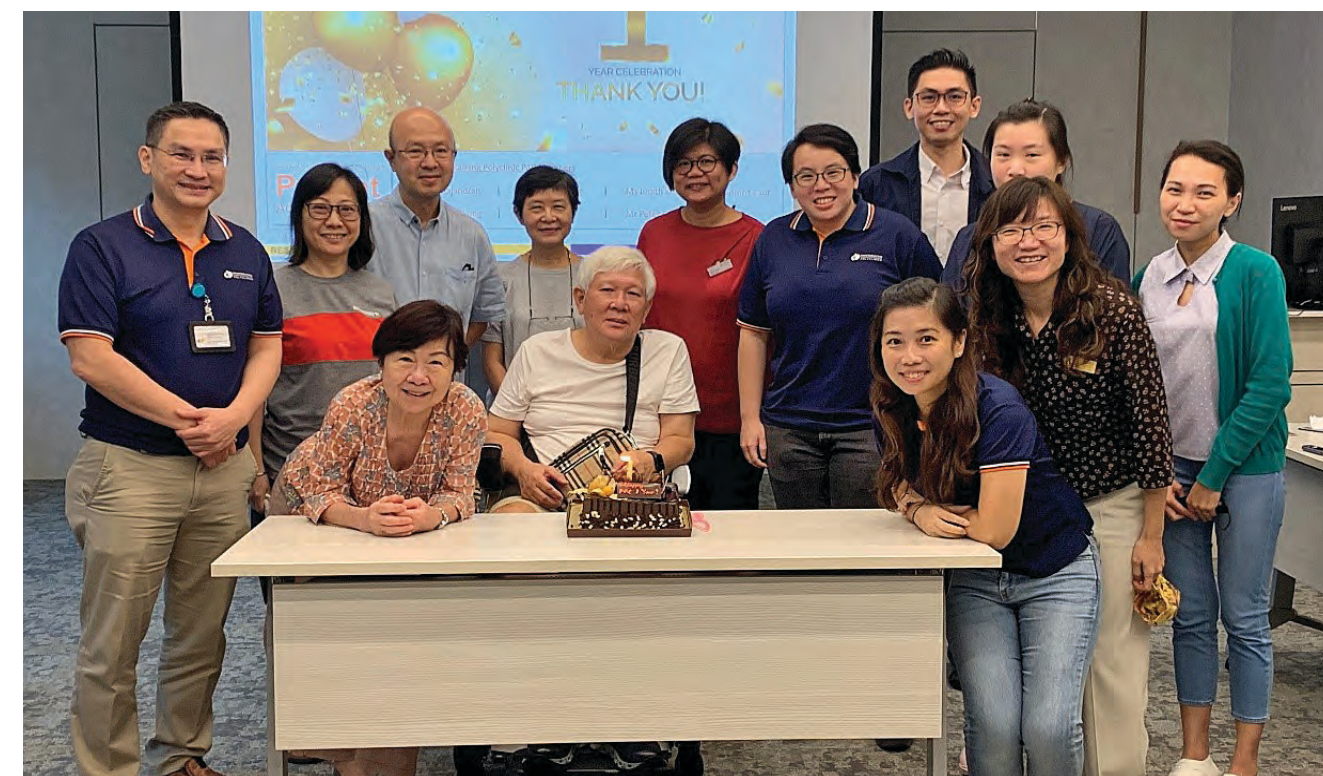
The inclusive designs of Kallang Polyclinic and Long-Term Care Facility secured BCA's Universal Design Excellence Award.

PATIENT ADVISORY COUNCIL

The inaugural NHGP Patient Advisory Council (PAC) at Kallang Polyclinic marked its first anniversary in September 2022. The PAC comprises volunteers who are patients and

caregivers working together with the clinic management team to enhance care and service delivery. Valuable contributions by the PAC members included providing insights into wayfinding enhancement at Kallang Polyclinic; improving the

adoption of Tele-Health services and preventive care programmes; simplifying instructions for the self-help blood pressure machine; and co-designing a customised 3D-printed holder for patients to conveniently place their urine sample bottles during the collection process.



PAC members celebrating the council's first anniversary together with NHGP staff.



CHAPTER

05

UPLIFTING OUR PEOPLE

The National Healthcare Group Polyclinics (NHGP) remains dedicated to the professional growth and development of its staff, as well as fostering a culture of quality and unity.

RECOGNISING OUR PEOPLE

Valuing both team and individual efforts, NHGP celebrates staff accomplishments and empowers them to contribute to quality culture.

CEO TOWNHALLS

NHGP's FY2022 CEO Townhalls were held on 26 May 2022 and 1 December 2022. During the first virtual session, Associate Professor (A/Prof) Chong Phui-Nah, Chief Executive Officer, NHGP & Primary Care, along with Dr Karen Ng, Chief, Clinical Services; Dr Mok Ying Jang, Chief Operating Officer; Dr Simon Lee, Chief Clinical Informatics Officer and Chief Data Officer; Ms Sharon Chen, Director of Operations; and Mr Shawn Phua, Director of Human Resource, shared updates on key projects and activities in NHGP. The session came to a close with A/Prof Chong expressing appreciation for the contributions of staff during COVID-19.

The session in December, held in hybrid mode in line with the transition to post-COVID-19 normalcy, involved panel members being on-site at Kallang Polyclinic.



A/Prof Chong Phui-Nah addressing staff during the virtual CEO Townhall session on 26 May 2022.

A/Prof Chong Phui-Nah, together with Dr Simon Lee; Dr Susan Lim, Family Physician, Principal Staff; Dr Mok Ying Jang; Dr Lim Chee Kong, Director of Clinical Services; and Mr Shawn Phua, shared key

topics such as the Ministry of Health's (MOH) upcoming *Healthier SG* strategy, MOH's Patient Experience Survey 2021 results, data protection matters and clinical performance.



NHGP Senior Management at the hybrid CEO Townhall session on 1 December 2022.



NATIONAL AWARDS (COVID-19)

The National Awards (COVID-19) were given to individuals from NHGP, NHG Diagnostics (NHGD) and NHG Pharmacy (NHGPh) across various categories. This was in recognition of their outstanding contributions to Singapore's fight against the COVID-19 pandemic.

The number of awardees for each award category is as follows:

- Four NHGP staff, one NHGD staff and one NHGPh staff received the Public Administration Medal (Silver) (COVID-19).
- Fifteen NHGP staff, two NHGD staff and four NHGPh staff received the Public Administration Medal (Bronze) (COVID-19).
- Ninety-two NHGP staff, eight NHGD staff and 14 NHGPh staff received the Commendation Medal (COVID-19).
- About 1,252 NHGP staff, 220 NHGD staff and 320 NHGPh staff received the COVID-19 Resilience Medal.

Both NHGP and NHGD also received the President's Certificate of Commendation (COVID-19) as well as the COVID-19 Resilience Certificate.

For the list of National Awards (COVID-19) recipients, please refer to Appendix D.

NURSES' MERIT AWARD 2022

On 6 July 2022, Ms Wan Lili, Nurse Manager, Yishun Polyclinic; and Ms Cindy Lee, Nurse Educator, Nursing Services, NHGP, were presented with the Nurses' Merit Award (NMA) 2022 by Mr Ong Ye Kung, Minister for Health. The NMA, which started in 1976, is conferred by the Ministry of Health on nurses in recognition of

their noteworthy performances and contributions to the profession.

Ms Wan supported the implementation of Tele-Direct Observed Therapy and was involved in a cluster project managing Diabetic Foot Care, while Ms Lee helped promote pre-professional and continuing nursing education through active programme review and update.



Ms Wan Lili (top) and Ms Cindy Lee (bottom) receiving the Nurses' Merit Award.

NATIONAL DAY AWARDS 2022

18 staff from NHGP, two staff from NHG Diagnostics and four staff from NHG Pharmacy were conferred the National Day Awards 2022 medals. Recipients were officially announced by the Prime Minister's Office on 9 August 2022.

PUBLIC ADMINISTRATION MEDAL (BRONZE)

Dr Simon Lee Biing Ming
Family Physician, Consultant
Chief Clinical Informatics Officer
Chief Data Officer, Operations

Ms Lim Soh Har
Executive Director
NHG Diagnostics

Dr Kenneth Low Meng Tze
Director
Dental Services

THE COMMENDATION MEDAL

Ms Tan Lay Khim
Deputy Director
Clinic Operations
NHG Pharmacy

Ms Elane Zhang Yunxia
Senior Nurse Manager
Hougang Polyclinic

THE LONG SERVICE MEDAL

Dr Lim Chee Kong
Family Physician,
Senior Consultant
Director, Clinical Services

Dr Lim Pui San
Family Physician, Principal Staff
Toa Payoh Polyclinic

Ms Norherawati Binte Mohd Yasin
Staff Nurse
Yishun Polyclinic

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

Dr Tung Yew Cheong
Family Physician, Senior Consultant
Deputy Group Chief Quality Officer,
NHG
Director, Quality & Patient Safety,
NHGP

THE EFFICIENCY MEDAL

Ms Hasnah Bte Bulat
Supervisor
Woodlands Polyclinic

Ms Wendy Lee Pui Kuan
Secretary
Operations

Ms Pearline Lim Su Ching
Assistant Manager
Dental Services

Ms Liu Li Hong
Pharmacy Technician Executive
NHG Pharmacy
Woodlands Polyclinic

Ms Denise Loh Peisi
Assistant Manager
Human Resource

Ms Suyriati Binte Mohd Isa
Senior Dental Assistant
Ang Mo Kio Polyclinic

Ms Jacinta Ong Shen May
Manager
Quality & Patient Safety
NHG Pharmacy

Mr Patrick Ong Tse Hian
Senior Executive
Finance

Ms Tan Loo Gaik Anna
Senior Medical
Laboratory Scientist
NHG Diagnostics

Mr James Tay Chee Por
Assistant Manager
Operations

Ms Wu Yangmei
Senior Oral Health Therapist
Woodlands Polyclinic

Ms Pauline Xie Xinying
Principal Dietitian
Geylang Polyclinic

Ms Sandra Xu Jialun
Principal Pharmacist (Clinical)
NHG Pharmacy

Ms Julia Zhu Xiaoli
Senior Nurse Clinician
Nursing Services

NHG AWARDS 2022

The National Healthcare Group (NHG) Awards Ceremony 2022, held at the Ng Teng Fong Centre for Healthcare Innovation on 18 October 2022, honoured individuals and teams from the NHG Family for their outstanding contributions to patient care, clinical practice, training, education and research. The NHGP, NHG Diagnostics (NHGD) and NHG Pharmacy winners are listed below:

NHG OUTSTANDING CITIZENSHIP AWARD

Ms Lim Soh Har
Executive Director
NHG Diagnostics

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

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

NHG YOUNG ACHIEVER AWARD

Mr Chong Chun Meng
Principal Radiographer
NHG Diagnostics

Dr Melissa Guay Peiru
Senior Dental Surgeon
Woodlands Polyclinic

Ms Tan Poh Ching
Principal Pharmacist (Clinical)
NHG Pharmacy

NHG TEAM RECOGNITION AWARD (TRA) (COVID-19)

TRA COVID-19 – Winner

NHGP COVID-19 Vaccination Operation
Ms Lim Voon Hooi (Team Lead)
Chief Nurse

NHG Pharmacy - ALPS Medication Delivery Services
Ms Tan Lay Khim (Team Lead)
Deputy Director
Clinic Operations
NHG Pharmacy

TRA COVID-19 – Participation

NHG Polyclinics Extended Operating Hours (Weekend Clinic)
Dr Kong Jing Wen (Team Lead)
Family Physician, Consultant
Head, Woodlands Polyclinic

Dr Valerie Teo Hui Ying (Co-Lead)
Family Physician, Consultant
Head, Kallang Polyclinic

TRA COVID-19 – Consolation

Seamless care in COVID-19 pandemic - NHG Polyclinics Home Recovery Programme (HRP)
Dr Chie Zhi Ying (Team Lead)
Family Physician, Associate Consultant
Deputy Head, Woodlands Polyclinic

Dr Donna Tan Mui Ling (Co-Lead)
Family Physician, Associate Consultant
Deputy Director, Clinical Services

NHGP Swab-And-Send-Home
Dr Lim Chee Kong (Team Lead)
Family Physician, Senior Consultant
Director, Clinical Services

Dr Colin Tan Yong Hui (Team Lead)
Family Physician, Senior Consultant
Regional Director (Yishun Health and Woodlands Health)

NHGP Staff C19 Vaccination Team
Dr Christopher Chong Wern Siew (Team Lead)
Family Physician, Consultant
Head, Ang Mo Kio Polyclinic

WSH CARE CHALLENGE FOR THE HEALTHCARE INDUSTRY

At the Workplace Safety and Health (WSH) Forum for Healthcare organised by the WSH Council on 9 February 2023, NHGP received recognition for its Peer Supporters programme and participation in the WSH Care Challenge for the Healthcare Industry. The Peer Supporters programme, launched in 2016, aims to provide short-term emotional support to NHGP staff. Peer supporters are recruited on a voluntary basis. They are trained in mental health first aid and critical incident stress management. This equips them with the skills necessary to provide affected staff with a safe and confidential channel to express their thoughts, helping them to better cope with challenges at both work and in their personal lives.



Ms Wendy Ong, Senior Nurse Manager, Nursing Services, representing NHGP's Peer Supporters programme to receive the Certificate of Recognition from Senior Minister of State for Manpower Zaqu Mohamad.

NHG TEAM RECOGNITION AWARD (TRA)

TRA Gold

NHGP RELationship-based HeAlth & Social InTEgration (RELATE)
Dr Valerie Teo Hui Ying (Co-Lead)
Family Physician, Consultant
Head, Kallang Polyclinic

Dr Kung Jian Ming (Co-Lead)
Family Physician,
Associate Consultant
Yishun Polyclinic

TRA Silver

CareBot@NHGP - A Virtual Customer Support Associate
Ms Tracy Gan Seok Bee (Team Lead)
Director, Service Leadership &
Patient Relations and Contact Centre

Transforming Patient Check-In and Check-Out Experiences Through IT Innovation
Ms Sharon Chen Mei Yan (Team Lead)
Director, Operations

TRA Bronze

NHGP Self Registration Kiosk + Project
Ms Tan Hwee Fuee (Team Lead)
Assistant Manager
Finance

Mr Patrick Ong Tse Hian (Co-Lead)
Senior Executive
Finance

NHGD Bone Mineral Density Service Resumption in the Community
Mr Chong Chun Meng (Team Lead)
Principal Radiographer
NHG Diagnostics

NHG DEVELOPMENTAL AWARDS

NHG Leaders Development Award - Executive

Dr Lim Ziliang
Family Physician,
Consultant
Head, Yishun Polyclinic

Dr Kong Jing Wen
Family Physician,
Consultant
Head, Woodlands Polyclinic

Dr David Ng Wei Liang
Family Physician,
Senior Consultant
Toa Payoh Polyclinic
Head, Special Projects
(Primary Care)

Ms Tan Chia Ling
Assistant Director
NHG Diagnostics

Health Manpower Development Plan (HMDP) Medical

Dr Arvin Mahavijiyan
Family Physician,
Associate Consultant
Yishun Polyclinic

Dr Chua Yu Cong Eugene
Family Physician,
Associate Consultant
Hougang Polyclinic

Dr Koh Zhong Wei, Jeremy
Family Physician,
Associate Consultant
Hougang Polyclinic

Dr Leung Muk Yan Victoria
Family Physician,
Associate Consultant
Ang Mo Kio Polyclinic

Dr Rajagopal Ramaswami
Family Physician,
Associate Consultant
Yishun Polyclinic

HMDP Team-Based

Ms Chan Cheuk Ying
Advanced Practice Nurse
Woodlands Polyclinic

Mr Cheok Mingquan Gary
Senior Physiotherapist
Ang Mo Kio Polyclinic

Mr Koh Fujie Derek
Health Promotion Consultant
Health Promotion & Preventive Care

Ms Letchmi D/O M. Sanggaradas
Nurse Manager
Ang Mo Kio Polyclinic

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

Mr Zeng Jin Liang
Senior Medical Social Worker
Yishun Polyclinic

BUILDING TEAM CAMARADERIE

To foster engagement and strong ties, NHGP organises various events and activities that encourage team-building.



Through World Family Doctor Day 2022, NHGP celebrated the vital roles and contributions of its doctors.



WORLD FAMILY DOCTOR DAY 2022

In commemoration of World Family Doctor Day 2022, NHGP held various celebrations across the seven polyclinics to express appreciation to all doctors for their hard work and commitment to

patient care. This included assisting with the national COVID-19 vaccination drive, managing the surge in acute respiratory infection attendances during the Delta and Omicron waves, and educating the public on COVID-19 vaccination amid the pandemic.

NHGP NURSES' DAY 2022

In 2022, NHGP marked Nurses' Day — which is celebrated in Singapore every 1 August — with decentralised celebrations across the seven polyclinics. In recognition of their resilience and dedication, NHGP nurses were showered with gifts as tokens of appreciation.



Celebrations for Nurses' Day 2022 at Toa Payoh Polyclinic and Hougang Polyclinic.



NHGP DINNER & DANCE 2022

NHGP's annual Dinner and Dance (D&D) made its return on 5 November 2022 since the COVID-19 pandemic, with over 1,100 staff from NHGP attending. In line with the theme 'Colours of the World', staff were all decked out in striking hues. The physical event opened with an energy-filled opening dance by NHGP's Senior Management and a tribute video dedicated to NHGP's healthcare heroes for their unwavering commitment during the pandemic. In addition to pre-event activities, highlights included a dancing-to-the-beat performance by the organising committee, entertaining mind-reading by a mentalist, and a Best Dressed Competition segment. The evening was made extraordinary with the 'NHGP Got Talent' contest, which showed an array of staff performances that impressed with their diverse talents.



NHGP Senior Management members dressing to the theme in striking colours.



Left to right: The teams that won first, second and third places in 'NHGP Got Talent' for their captivating performances.

NHGP HQ ADMIN DAY AND YEAR-END PARTY

NHGP's Headquarters (HQ) administrative and ancillary staff, who are mainly based at HQ, came together to catch up over food and games during the HQ Admin Day and Year-End Party organised by the Human Resource Department on 5 December 2022. This annual get-together celebrated the efforts and accomplishments of staff throughout the year.



NHGP HQ staff in a group photo to celebrate HQ Admin Day.



NHGP FAMILY APPRECIATION DAY

NHGP's 9th Family Appreciation Day, held on 29 November 2022, was graced by Associate Professor Chong Phui-Nah, Chief Executive Officer, NHGP & Primary Care. Recipients' reporting officers were also invited to attend the celebration. Fourteen family members were presented with the 'Stand By Me' Awards for giving their care and support to staff to help them continue to grow and shine at NHGP. Six children of NHGP staff were also presented with the NHGP Book Prize.

CARE ACT: CARING FOR ME & U

Resuming after a two-year hiatus, the Care Act is an organisation-wide initiative to show care to NHGP staff through thematic activities. In 2022, the theme of 'Caring for ME & U' emphasised the significance of practising self-care while caring for others. During an eight-day roadshow that included a healthy dish competition titled 'Harvest & Win', the iCARE Network visited the seven polyclinics to present staff with care packs and educate on the three simple steps to help create a positive patient experience. Each pack contained tips on practising self-care, as well as small gifts to boost staff's morale and thank them for their hard work. During this period, the Ministry of Health's Patient Experience Survey 2021 results were announced at the roadshow, highlighting the importance of ensuring continued personalised and holistic care experiences for patients.



APPENDIX A

Primary Care Academy FY2022 Training Catalogue

NO.	LIFE SUPPORT
1	BCLS + AED Certification Course
2	CPR + AED
3	Basic First Aid Workshop
4	BCLS + AED Instructor Course

NO.	MEDICAL KNOWLEDGE
5	Foundation on Chronic Disease Management
6	GDFM Mock OSCE
7	MMed Mock OSCE
8	MMed Mock Slides
9	Introduction to Research
10	Introduction to Qualitative Research in Primary Care
11	Designing Questionnaires Workshop
12	Family Planning in Primary Care
13	Frailty Management Workshop for Healthcare Professionals
14	Abstract Writing Workshop

NO.	PATIENT CARE, CLINICAL & PROCEDURAL SKILLS
15	Surgical Procedures for the Primary Healthcare Physician
16	Management of Joint and Soft Tissues Conditions in Primary Care
17	Surgical Diathermy Workshop
18	Common Eye Conditions Update for the Family Physician
19	Interpretation of Spirometry Results
20	Diabetic Foot Screening
21	Advanced Course on Wound Management for Registered Nurses
22	Women's Health in Primary Care *NEW
23	Diabetic Retinophotography for New Nurses
24	Nurse-Initiated Bronchodilator Therapy
25	Foundation Course on Vaccination and Traveller's Health in Primary Care
26	Managing Diabetic Foot Ulcer From Primary Healthcare Nursing Perspective
27	Essentials of Preceptorship Programme
28	Nursing Management of Dementia in Primary Care
29	Health Literacy - Rolling Out the CARPET to Engage Patients
30	Foot Surveillance
31	Breastfeeding and Early Childhood Nutrition for Healthcare Professionals
32	Well Children in Primary Care *NEW

NO.	PRACTICE-BASED LEARNING
33	Teaching 101 for Busy Healthcare Professionals
34	Team-Based Care Training
35	Care Coordinators' Training

NO.	INTERPERSONAL COMMUNICATION
36	Consultation Skills for Primary Care Physicians
37	Challenging Communication in Primary Care
38	Mentoring - A Guide by the Side
39	Health and Wellness Coaching Workshop *NEW

NO.	SUPPORT FOR CLINICAL DELIVERY SERVICES
40	Basic Health Parameters for Clinical Ancillary Staff (CAS)
41	Geriatric Primer in Community Care
42	Know the Elderly: Workshop for Frontliners
43	Train the Trainer for Essential Skills for CAS
44	Train the Trainer (Annual Skills Competency)
45	Understanding Diabetes, Hypertension and Lipid Disorders: Workshop for Frontliners
46	Urgent Care Awareness and Fall Prevention Workshop
47	Healthcare Language - Navigating Healthcare
48	Healthcare Language - Service Communications <i>(formerly known as Service Communications Foundation Course for Frontline Clinic Staff)</i>
49	Healthcare Language - Effective Team Communications *NEW
50	Writing in Plain Language for Patient and Family Education Materials (PFEMs)

NO.	PUBLIC & THE COMMUNITY
51	Living Well Into the Golden Years: Maintaining Vitality Through Nutrition and Exercise <i>(formerly known as Frailty Management Workshop for the Community)</i>
52	GP Assistant Course - Basic Level
53	GP Assistant Course - Advanced Level
54	Health in a Nutshell Public Health Talk Series
55	Holistic Care for the Older PErson (H.O.P.E)
56	NHG Healthier SG Primer for General Practice *NEW

APPENDIX B

Abstracts by NHGP staff and collaborators for Singapore Primary Care Research Competition 2022

NO.	ABSTRACT TITLE	AUTHORS
1	The Influence of Resilience, Burnout and Job Satisfaction on Team Development in the Primary Care Setting: A Cross-Sectional Study	Dr Tricia Chang Qi Chang, Dr Lee Eng Sing, Dr Sabrina Wong Kay Wye, Ms Koh Hui Li, Dr Sabrina Lee Poay Sian
2	Moving Towards Patient-Centred Care Model: Case Studies of Nurse-Led Wound Care Services in Managing Post Toe-Amputation Wound in Patients With Diabetes in Primary Care	Ms Lili Wei, Ms Lili Wan, Ms Julia Zhu Xiaoli
3	Assessing Health Outcome Priorities of Older Adults With Multimorbidity in Primary Care	Dr Ng Xin Rong, Ms Sheryl Tey, Mr Jeremy Lew Kaiwei, Dr Sabrina Lee Poay Sian, Dr Lee Eng Sing, Dr Sim Sai Zhen
4	Knowledge and Perception of Cardiovascular Event Risk and Health-Promoting Behaviour Intent Among Healthy Individuals Undergoing Coronary Risk Screening in Primary Care: A Cross-Sectional Study	Ms Chan Cheuk Ying, Ms Jacqueline De Roza Giovanna, Ms Michelle Lee Cai Feng, Ms Zhang Kejing, Ms Sharon Foo Chee Ling, Ms Nor Shawiyah Binte Haron, Ms Tang Wing Sze, Ms Goh Ling Jia
5	Multi-Component Intervention for Reducing Fear of Falling in Community-Dwelling Older Adults: Preliminary Results From a Randomised Controlled Trial	Ms Jacqueline De Roza Giovanna, Dr Tan Shu Yun, Dr David Ng Wei Liang, Dr Gabriel Ding Teck Yong, Mr Mah Siew Chung, Ms Tay Mary Ann, Ms Chia Kai Li, Ms Blessy Koottappal Mathew, Ms Chan Cheuk Ying, Ms Emily Lim Xin Yi
6	Prevalence of Post-Stroke Depression (PSD) in Yishun Polyclinic	Dr Jobina Soh Puey Huang, Dr Lim Ziliang
7	A Qualitative Survey of Patient Factors Influencing Lipid Control in Diabetics in a Local Primary Care Centre	Ms Michelle Lee Cai Feng, Dr Caroline Chia Yun Ling, Dr Ng Chia Hau, Ms Ervina Lee Hung Yee, Ms Wong Yuefen, Ms Goh Hwee Suan
8	Osteoporosis Health Beliefs on Benefits and Barriers to Exercise and Actual Exercise in Peri-Menopausal and Menopausal Women	Ms Tjhin Silvana, Ms Jacqueline De Roza Giovanna, Ms Goh Ling Jia
9	Osteoporosis Risk Perception and Willingness to Undergo Preventive Screening Among Peri-Menopausal and Menopausal Women in Primary Care	Ms Jiemin Li, Ms Chan Cheuk Ying, Ms Jacqueline De Roza Giovanna, Ms Julia Zhu Xiaoli, Ms Goh Ling Jia, Ms Phei Kuen Lim
10	The Complex Patient in Primary Care in Singapore: A Qualitative Study	Dr Quek Jing Sheng, Dr Sabrina Wong Kay Wye, Dr Lee Eng Sing
11	Retrospective Descriptive Study of Percutaneous Injuries in National Healthcare Group Dental Clinics From 2014 to 2020	Dr Vivian Wong Yung Yee, Dr Priscilla Chao Jang Shing, Ms Lily Lang Ren Lee, Ms Ong Sin Kee, Dr Holy Koh Jr, Dr Kenneth Low Meng Tze

APPENDIX B (cont.)

Abstracts by NHGP staff and collaborators for Singapore Primary Care Research Competition 2022

NO.	ABSTRACT TITLE	AUTHORS
12	Impact of Chronic Care Plan: A Bundle Payment Plan With Incentives for Patients to Improve Chronic Disease Care	Dr Christopher Chong Wern Siew, Dr Yip Wan Fen, Mr Jeremy Lew Kaiwei, Mr David Kok Hwa Chieh, Dr Tan Woan Shin, A/Prof Tang Wern Ee
13	Triage in the Primary Care Setting: Challenges and Experiences of New-to-Polyclinic Nurses	Mr Barnabas Felix Soh Jia Ren, Ms Tjhin Silvana, Ms Siti Rasyidah Binti Gozali, Ms Fong Pei Ling@Nurlylana Fong, Ms Goh Ling Jia
14	Self-Perceived Nutrition Competence of Primary Care Physicians in Singapore: A Cross-Sectional Study	Dr Andrew Chua Yu Jing, Dr Sim Sai Zhen, Mr Jeremy Lew Kaiwei, Dr Lee Eng Sing
15	Characteristics of Patients Presenting to Primary Care for Frequent Asthma Exacerbation: A Descriptive Study	Ms Blessy Koottappal Mathew, Ms Jacqueline De Roza Giovanna, Ms Rajwant Kaur, Ms Lam Hui Chi, Dr David Ng Wei Liang
16	Development and Psychometric Evaluation of the Self-Wound Care Acceptance Survey (SWCAS) in Primary Healthcare in Singapore	Ms Goh Ling Jia, Ms Julia Zhu Xiaoli
17	Characteristics and Circumstances of Falls Among Community-Dwelling Older Adults: A Cross-Sectional Study	Ms Wang Chunyan, Ms Jacqueline De Roza Giovanna, Dr Tan Shu Yun, Dr David Ng Wei Liang, Dr Gabriel Ding Teck Yong, Ms Winnie Poh Siew Huay, Ms Wang Qingli, Ms Xie Meijiao, Ms Michelle Lee Cai Feng, Ms Nor Shawiyah Binte Haron
18	Factors Related to Defaulting Diabetic Foot Screening in Polyclinic	Dr Kee Kok Wai, Ms Hamha Bte Mohamed Hamzah, Ms Huang Min, Dr Tan Khai Wei
19	Physicians' Knowledge, Attitudes and Barriers Towards Paxlovid Use for COVID-19 Infection in the Primary Care Setting	Dr Kee Kok Wai, Dr Tan Khai Wei
20	Challenges of Care Coordination for Complex Patients Among Family Medicine Residents: A Qualitative Study	Dr Moses Tan Mong Heng, Dr Gilbert Yeo Tian Seng, Dr Lee Eng Sing
21	Assessing the Prevalence of Asthma Patients on Short-Acting Beta Agonist Monotherapy and the Underlying Reasons	Dr Alan Yeo Zhi Ta, Dr Tan Hue Min, Dr Ong Jin Ai, Ms Joella Seah Ming Hui, Ms Yap Hui Rei, Ms Michelle Lee Cai Feng, Ms Goulda Lacuarin De Castro, Ms Ervina Lee Hung Yee, Dr Christopher Chong Wern Siew
22	Relationship Between Major Food Group Intake and Risk of Frailty in Community-Dwelling Older Adults in Singapore: A Retrospective Study	Ms Liow Hui Shi

NO.	ABSTRACT TITLE	AUTHORS
23	Frailty in an Elderly Primary Care Population With Multimorbidity	Dr Sim Sai Zhen, Dr Ng Xin Rong, Mr Jeremy Lew Kaiwei, Dr Sabrina Lee Poay Sian, Dr Lee Eng Sing
24	Factors Associated With Treatment Burden in Patients With Multimorbidity in the Singapore Primary Healthcare Setting	Dr Ding Si Yan, Dr Sim Sai Zhen, Mr Jeremy Lew Kaiwei, Dr Sabrina Lee Poay Sian, Dr Lee Eng Sing
25	Prevalence of Mental Health in Patients Visiting Hougang Polyclinic	Dr Eugene Chua Yu Cong
26	Understanding the Risk Factors for Mental Health Conditions Amongst Patients Visiting Hougang Polyclinic	Dr Eugene Chua Yu Cong
27	Describing the Treatment Burden of Patients With Multimorbidity in the Singapore Primary Healthcare Setting	Dr Ding Si Yan, Dr Sim Sai Zhen, Mr Jeremy Lew Kaiwei, Dr Sabrina Lee Poay Sian, Dr Lee Eng Sing
28	Understanding Barriers to Managing Diabetic Foot Ulcers: A Parallel Mixed Method Approach With Patients, Caregivers and Healthcare Providers in Primary Care	Ms Julia Zhu Xiaoli, Dr Lee Eng Sing, Ms Phoebe Lim Hui Xin, Mr Frederick Chan Hui Fei, Ms Goh Ling Jia, Ms Chen Yee Chui, Ms Jacqueline De Roza Giovanna, Ms Durga Devi D/O Kurusamy, Dr Sabrina Lee Poay Sian, A/Prof Konstadina Griva
29	Subsyndromal Depression: Prevalence and Its Associated Factors	Dr Lee Eng Sing, Mr Jeremy Lew Kaiwei, Dr Eugene Chua Yu Cong
30	Association Between Social Support and Health-Related Outcomes Amongst Older Adults With Type 2 Diabetes Mellitus in a Primary Care Setting	Dr Keith Tan Dihao, Dr Sabrina Wong Kay Wye, Dr Tan Shu Yun, Dr Edwin Liang Fueng Chee
31	The Use of an Unfolding Case Story to Enhance Confidence in Nurses Providing Enhanced Maternal Baby Toddler And Child Surveillance (EMBRACE ^{PLUS}) Initiative: A Case Study	Ms Cindy Lee Ching Siang, Ms Tan Pek Hoon, Ms Chua Wee Khim, Ms Fish Koh Qin Yu, Ms Wendy Ong Kim Leng, Ms Tan Xin Yi
32	Prevalence and Factors Associated With Caregiver Burden in Primary Care-Based Memory Clinics in Singapore	Dr Lim Wei Khoon, Mr Jeremy Lew Kaiwei, Dr Lee Eng Sing, Dr Philip Yap Lin Kiat, Dr Tan Shu Yun, Dr Sabrina Wong Kay Wye
33	Behaviour Change Intervention for Increasing Exercise Frequency in Pre-Frail Patients	Dr Gan Wei Chun, Dr David Ng Wei Liang, Dr Tan Lye Yoong, Ms Nor Shawiyah Binte Haron
34	Changes in Health Outcomes Amongst Asthma Cohort Patients Over 12 Months	Mr Jeremy Lew Kaiwei, Ms Elya Chen, Dr Tan Shu Yun, A/Prof Tang Wern Ee

APPENDIX B (cont.)

Abstracts by NHGP staff and collaborators for Singapore Primary Care Research Competition 2022

NO.	ABSTRACT TITLE	AUTHORS
35	Pharmacogenomics Testing for Lipid-Lowering Drugs	Dr Sabrina Lee Poay Sian, Dr Kee Kok Wai, Dr Tricia Chang Qi Chang, Dr Lee Eng Sing
36	An Evaluation of Nursing Students' Collaborative Learning Experience Using A Web Application Featuring Digital Notice Boards During Their Primary Care Clinical Placement	Ms Chua Wee Khim, Ms Cindy Lee Ching Siang, Ms Chen Yee Chui, Ms Kang Yimin
37	eNgage Using DiGital tEchnology (NUDGE): A Short Message Service (SMS) Initiative to Increase Cervical Cancer Screening Rates Among Yishun Polyclinic Patients	Ms Gwendolyn Lo Shu Min, Ms Soh Ying Hua, Mr Derek Koh Fujie, Ms Wendy Ong Kim Leng, Ms Alicia Gan Chen Mei, Ms Xie Shuqin
38	Doctors' Perspectives on Managing Patients With Multimorbidity in the Singapore Primary Care Setting: A Qualitative Study	Ms Ong Sin Kee, Dr Tan Shu Yun, Ms Koh Hui Li, Dr Sabrina Lee Poay Sian, Ms Winnie Poh Siew Huay, Ms Michelle Lee Cai Feng, Dr Sim Sai Zhen, Dr Lee Eng Sing
39	Osteoporosis Health Beliefs on Barriers and Benefits to Calcium Intake in Peri-Menopausal and Menopausal Women: A Cross-Sectional Study	Ms Yogeswari D/O Rama Krishnan, Ms Jacqueline De Roza Giovanna, Ms Dana Koh Hui Min, Ms Ng Pei Pei, Ms Blessy Kootappal Mathew, Ms Jeena Varghese, Ms Zhou Xueqin, Ms Sarah Ong Le En, Ms Melissa Goh Eng Hwa
40	Implementation of Multi-Component Intervention to Improve the Assessment of Caregiver Stress	Dr Michelle Ee Runhua, Ms Tan Bee Yan, Dr Lim Ziliang
41	Understanding Factors Influencing Adherence to Inhaled Corticosteroids in Asthmatic Adults: A Qualitative Study	Dr Candice Lee Wei Zhen, Dr Quek Jing Sheng
42	Evaluation of the Effect of Telephone Consultation Compared to Face-to-Face Consultation on Blood Pressure Among Patients With Sub-Optimally-Controlled Type 2 Diabetes	Dr Jeremy Koh Zhong Wei, Dr Sim Sai Zhen
43	Description of Changes in Patients' Attitudinal Groups After 12 Months in An Asthma Cohort Study	Dr Tan Shu Yun, Ms Elya Chen, Mr Jeremy Lew Kaiwei, A/Prof Tang Wern Ee
44	A Comparison of Patient Health Literacy on Diabetes Awareness and Prevention Between Different Modes of Engagement (Face-to-Face Versus Online Facebook Campaign)	Mr Derek Koh Fujie
45	Exploring Doctors' Perceptions of Digital Tools' Impact on the Doctor-Patient Relationship in Singapore's Primary Healthcare Setting	Dr Sze Kai Ping, Dr Fong Qi Wei, Ms Jacqueline De Roza Giovanna, Dr Lee Eng Sing, Dr Tan Shu Yun

APPENDIX C

Quality Improvement Projects Completed in FY2022

NO.	PROJECT TITLE	CLINIC/HQ	PROJECT LEADER/CO-LEAD
1	To Improve Tele-Wound Uptake in Ang Mo Kio Polyclinic Through a Recruitment Taskforce	AMK	Ms Phaurnsin Phrommarad
2	To Develop a Structured Teaching Tool for Nurses to Guide the New On-the-Job Training Nurses Assigned to the Treatment/Triage Room	AMK	Ms Letchmi Sanggaradas
3	A 6S Project for Minor Procedure Trolley	AMK	Ms Quilon Karen Adlao
4	To Increase the Percentage of Type 2 Diabetic Patients in Ang Mo Kio Polyclinic With Low-Density Lipoprotein <2.6mmol/L From 75% to 85% Over a Period of 6 Months From August 2022 to January 2023	AMK	Dr Caroline Chia
5	To Reduce Atenolol Monotherapy for Essential Hypertension in Ang Mo Kio Polyclinic	AMK	Dr Chloe Choy
6	To Increase the Percentage of Holistic Approach in Lowering and Tracking Chronic Kidney Disease (HALT-CKD) Patients With Diabetes and Albuminuria Having Achieved Target Blood Pressure ≤ 130/80 Mmhg From 62% to 80% Over a Period of 6 Months From August 2022 to January 2023	AMK	Dr Ooi Tong Li
7	To Increase the Percentage of Patients Aged 65 Years Old and Above Who Have Received the Pneumococcal Vaccination in Ang Mo Kio Polyclinic Teamlet B From 39.35% to 90% Over 6 Months From July to December 2022	AMK	Dr Vanessa Tan
8	To Reduce the Percentage of Patients on Short-Acting Beta-Agonist-Only Therapy Among All Asthma Patients Who Collected Inhalers From Ang Mo Kio Polyclinic Over 6 Months From August 2022 to January 2023	AMK	Dr Yeo Zhi Ta, Alan
9	To Reduce the Percentage of Medication Deliveries Fulfilled In Home Branch by 30% in 7 Months	AMK	Ms Tan Rui Xin, Ms Regine Nur Salasiah Binte Daud
10	To Improve Dietitian Referral Rate for Obese Patients With Chronic Conditions in Geylang Polyclinic Teamlet B	GEY	Dr Wong Siu Kwan
11	To Increase the Uptake of Video Consultation by Eligible Patients in Geylang Polyclinic	GEY	Dr Sze Kai Ping, Ms Su Fangzi Hayley
12	To Improve Diabetes Control of Teamlet D Patients in Geylang Polyclinic	GEY	Dr Chua Khoo Han
13	To Increase the Percentage of Patients With Diabetes Mellitus Meeting Target Low-Density Lipoprotein of <2.6mmol/L in Geylang Polyclinic Teamlet D	GEY	Dr Li Kim Elizabeth Thoren Selby
14	To Increase the Percentage of Influenza Vaccine Take-Up Rate in Geylang Polyclinic	GEY	Dr Seah Jing Min Vanessa
15	To Increase the Number of Specialised Counselling by 100% in Geylang Pharmacy	GEY	Ms Denise Lim Yu Qun, Mr Tan Yao Guo
16	To Improve Patient Education in Self-Care Callus/Corn Management During Diabetes Foot Screening in Hougang Polyclinic	HOU	Ms Silvana Tjhin
17	To Improve Diabetes Control in Teamlet A Patients in Hougang Polyclinic	HOU	Dr Look Xinqi
18	To Increase the Percentage of Faecal Immunochemical Test Kit Collection by Eligible Patients in Hougang Polyclinic Over 6 Months From September 2022 to February 2023	HOU	Dr Wong Kah Yan Jerome
19	To Increase the Uptake of Influenza Vaccination Among Teamlet Patients Aged ≥ 65 Years Old in Hougang Polyclinic	HOU	Dr Yeow Huifen

APPENDIX C (cont.)

Quality Improvement Projects Completed in FY2022

NO.	PROJECT TITLE	CLINIC/HQ	PROJECT LEADER/CO-LEAD
20	To Increase the Utilisation Rate of Pharmacy's Patient Arrival Kiosk at Hougang Pharmacy From 14.5% to 45% Within 6 Months	HOU	Ms Tan Fong Xin
21	To Reduce Double-Scanning of Registered Tote Baskets at Requesting Counters	HOU	Ms Prisca Tan Xin Yi
22	To Improve Care Of Older Patients With Fall Risk in Kallang Polyclinic	KAL	Ms Mary Ann Tay, Dr Teh Kim Khiam
23	To Reduce Turnaround for Prothrombin Time/International Normalised Ratio and Achieve 100% Prothrombin Time/International Normalised Ratio Turnaround Time of <60 Mins Within 6 Months at NHG Diagnostics Kallang	KAL	Ms Bay Min Hwee
24	To Increase Utilisation Rate of Kallang Polyclinic Pharmacy's Patient Arrival Kiosk From 48% to 60% Over a Period of 4 Months	KAL	Ms Lew Si Min, Ms Hoo Har Ling
25	To Improve the Rate of Annual Influenza Vaccination Among Children Aged 6 Months to 5 Years Old in Toa Payoh Polyclinic, From 32% to 40% in 6 Months From July to December 2022	TPY	Ms Amy Han Ang Ni
26	To Reduce Short-Acting Beta-Agonist Monotherapy in Asthma Patients at Toa Payoh Polyclinic	TPY	Dr Cheong Wang Long Randy
27	To Improve Statin Initiation Percentages in Chronic Diabetes Mellitus Patients With Low-Density Lipoprotein Exceeding 2.6mmol/L in Toa Payoh Polyclinic	TPY	Dr Ng Choon Aik Jonathan
28	To Improve Osteoporosis Screening via Bone Mineral Density for Chronic Based Female Patients With Osteoporosis Self-Assessment Tool For Asians Score of More Than 20 in Toa Payoh Polyclinic	TPY	Dr Noorul Faeyza
29	To Improve the Actualisation Rate of Foot Surveillance Programme in Toa Payoh Polyclinic	TPY	Dr Wu Wei
30	To Reduce the Number of Slow-Moving Retail Items at Toa Payoh Retail Pharmacy by at Least 50% Over a Period of 8 Months	TPY	Mr Chua Chun Heong Daron, Ms Francly Molato
31	To Increase the Percentage of Appropriate Nutritional Intervention for Elderly Aged ≥65 Years, Body Mass Index <20kg/M ² From 15% to 90% in Woodlands Polyclinic Teamlet C Within 6 Months	WDL	Ms Liow Hui Shi
32	To Increase the Percentage of Chronic Patients Aged 65 Years Old and Above in Woodlands Polyclinic Who Have Received At Least One Pneumococcal Vaccination From 26% to 100% Over a Period of 6 Months From June to December 2022	WDL	Dr Chie Zhi Ying, Dr Wan Jinhui
33	To Increase the Number of Diabetic Retinal Photography Done by 20% in Woodlands Polyclinic Over 6 Months	WDL	Ms Tang Wing Sze, Ms Jessica Goh Shi Qi
34	To Increase Tele-Wound Uptake by Patients From a Monthly Average of 35 to 45 in Woodlands Polyclinic Over a 6-Month Period	WDL	Ms Chen Yan, Ms Jessica Goh
35	To Increase the Diabetic Foot Screening Uptake From 64% to 100% Over 6 Months in Woodlands Polyclinic	WDL	Dr Cheok Liang Jie
36	To Improve Utilisation of Global Initiative for Asthma Scoring From 32.1% to 100% Over 6 Months in Woodlands Polyclinic	WDL	Dr Nicole Cheong
37	To Improve the Uptake of Diabetic Retinal Photography Screening in Woodlands Polyclinic	WDL	Dr Teo Ee Lyn

NO.	PROJECT TITLE	CLINIC/HQ	PROJECT LEADER/CO-LEAD
38	To Improve the Uptake of Influenza Vaccination Among High-Risk Base Patients From 19% to 75% Over 6 Months in Woodlands Polyclinic	WDL	Dr Teo Kok Kuan Marcus
39	To Reduce 95 th Percentile Waiting Time for Patients With On-Hold Prescriptions at Woodlands Pharmacy by 50% Over 6 Months	WDL	Ms Pratibha Nair
40	To Build a Reporting Culture Among Outpatient Staff	WDL	Ms Pratibha Nair
41	To Improve the Recruitment of Video Consultations for Eligible Patients in Yishun Polyclinic Teamlet A	YIS	Dr Lydia Chee Jia Yi
42	To Optimise Anticoagulation in Eligible Patients Diagnosed With Atrial Fibrillation From 74.8% to 100% for the Next 6 Months in Yishun Polyclinic	YIS	Dr Elizabeth Seito
43	To Reduce the Percentage of Patients With Hba1c > 9% From 11% to 6% or Less in Yishun Teamlet F in the Period of 12 Months	YIS	Dr Andrew Lee
44	To Increase Global Initiative for Asthma Symptom Control Tool Capture Rate in Yishun Polyclinic	YIS	Dr Goh Jun Heng
45	To Increase the Percentage of Medicine Delivery for Chronic Medications From 6.39% to 50% Over a 6-Month Duration of June to November 2022 in Yishun Polyclinic	YIS	Dr Jobina Soh Puey Huang, Ms Quek Yan Ching
46	To Improve Uptake of Pneumococcal Vaccine in Patients Aged 65 Years and Above in Yishun Polyclinic	YIS	Dr Chin Yu Xuan
47	To Increase Influenza Vaccination Uptake Among High-Risk Chronic Patients From 16% to 30% in Yishun Polyclinic Teamlet E From June to November 2022	YIS	Dr Goh Yue Shan
48	To Increase the Rate of Annual Smoking Assessment in Patients With Diabetes Mellitus in Yishun Polyclinic Teamlet F	YIS	Dr Josiah Wong Yi Hsion
49	To Improve the Referral Rate for Bone Mineral Density Scan in High-Risk Post-Menopausal Women in Yishun Polyclinic Teamlet F	YIS	Dr Liang Fueng Chee Edwin
50	To Improve Dietitian Referral Rates for Overweight Children in Yishun Polyclinic From July to December 2022	YIS	Dr Lim Jia Qing
51	To Reduce the Rowa Repackaging Boxes Dispensed by 5% at Yishun Polyclinic Pharmacy Over a Period of 6 Months	YIS	Ms Zhang Lijun Josephine, Ms Seah Yi Rui Cecilia
52	To Improve the Labeling of Clinical Samples Sent to Institute of Mental Health by Offsite Laboratories	HQ	Ms Peggy Tay
53	To Reduce the Frequency of Central Fill Pharmacy Ad-Hoc Stock Requests by 50% Within 6 Months	HQ	Ms Nasreen Jaseema

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

APPENDIX D

National Awards (COVID-19) - NHGP, NHGD and NHGPh recipients of the Public Administration Medal (Silver)(COVID-19), Public Administration Medal (Bronze)(COVID-19) and the Commendation Medal (COVID-19)

THE PUBLIC ADMINISTRATION MEDAL (SILVER) (COVID-19)

A/Prof Chong Phui-Nah
Chief Executive Officer,
NHGP & Primary Care

Dr Ng Ming Yann, Karen
Deputy Chief Executive Officer

Ms Lim Voon Hooi
Chief Nurse

Dr Mok Ying Jang
Chief Operating Officer

Ms Chan Soo Chung
Executive Director
NHG Pharmacy

Ms Lim Soh Har
Executive Director
NHG Diagnostics

THE PUBLIC ADMINISTRATION MEDAL (BRONZE) (COVID-19)

Ms Chen Yee Chui
Director
Primary Care Nursing Development

Dr Chong Ern-Ji Jonathan
Family Physician, Associate Consultant
Deputy Head, Hougang Polyclinic

Mr Chong Jiun Yih
Deputy Director, Pharmacy Services
Centre
NHG Pharmacy

Dr Chong Wern Siew Christopher
Family Physician, Consultant
Head, Ang Mo Kio Polyclinic

Dr Gowri Doraisamy
Family Physician, Senior Consultant
Director, Primary Care Transformation

Ms Hong Mok Shiang
Director, Business Operations
NHG Pharmacy

Ms Serene Kho
Deputy Director and Head of Laboratory
NHG Diagnostics

Dr Kong Jing Wen
Family Physician, Consultant
Head, Woodlands Polyclinic

Dr Lee Biing Ming Simon
Family Physician, Consultant
Chief Clinical Informatics Officer
Chief Data Officer, Operations

Dr Lim Chee Kong
Family Physician, Senior Consultant
Director, Clinical Services

Ms Lim Li Ching
Deputy Director, Pharmacy Practice
NHG Pharmacy

Dr Lim Ziliang
Family Physician, Consultant
Head, Yishun Polyclinic

Dr Seah Ee-Jin Darren
Family Physician, Senior Consultant
Director, Family Medicine
Development and Regional Director,
Central Health

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

Ms Tan Chia Ling
Assistant Director and
Head of Radiography,
NHG Diagnostics

Dr Tan Khai Wei
Family Physician, Associate Consultant
Head, Toa Payoh Polyclinic

Ms Tan Lay Khim
Deputy Director, Operations
NHG Pharmacy

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

Dr Teo Hui Ying Valerie
Family Physician, Consultant
Head, Kallang Polyclinic

Dr Ting Sing Shing Jonathan
Family Physician, Consultant
Head, Geylang Polyclinic

Dr Tung Yew Cheong
Family Physician, Senior Consultant
Director, Quality & Patient Safety

THE COMMENDATION MEDAL (COVID-19)

Ms Ang Peixin
Staff Nurse I
Yishun Polyclinic

Ms Sherry Ann Maniam
Senior Medical Laboratory Scientist
NHG Diagnostics

Dr Chan Chee Leong, Marvin
Family Physician, Associate Consultant
Hougang Polyclinic

Dr Chang Qi Chang Tricia
Family Physician, Consultant
Ang Mo Kio Polyclinic

Ms Char Wai Teng Cheryl
Senior Pharmacist, Geylang Polyclinic
NHG Pharmacy

Ms Chen Hongye
Senior Staff Nurse II
Ang Mo Kio Polyclinic

Ms Cheok Yew Kian
Staff Nurse I
Woodlands Polyclinic

Ms Chern Win Fah Christine
Nurse Clinician I
Kallang Polyclinic

Ms Chia Sze Yee
Senior Executive
Human Resource

Dr Chie Zhi Ying
Family Physician, Associate Consultant
Woodlands Polyclinic

Mr Derek Chiew Kuo Hwa
Deputy Director
Human Resource

Dr Chin Yuh Bin
Family Physician, Senior Staff
Hougang Polyclinic

Mr Chong Chun Meng
Principal Radiographer
NHG Diagnostics

Mr Chong Gar Thim, David
Patient Service Associate
NHG Diagnostics

Ms Chong Hui Jia
Senior Manager (Clinic Operations)
Ang Mo Kio Polyclinic

Mr Lawrence Choo Ren Jie
Executive (Clinic Operations)
Geylang Polyclinic

Mr Chua Soon Yong, Alvin
Manager
Corporate Planning & Development

Dr Chua Yu Cong, Eugene
Family Physician, Associate Consultant
Hougang Polyclinic

Dr Ding Si Yan
Family Physician
Hougang Polyclinic

Dr Ding Teck Yong Gabriel
Family Physician, Associate Consultant
Yishun Polyclinic

Ms Elizabeth Davaraj
Staff Nurse I
Kallang Polyclinic

Dr Fong Qi Wei
Family Physician, Senior Staff
Geylang Polyclinic

Dr Foo Fung Yee Jeremy
Family Physician, Associate Consultant
Yishun Polyclinic

Dr Foo Shao Rong, Jonathan
Family Physician, Associate Consultant
Hougang Polyclinic

Dr Gan Wei Chun
Family Physician
Toa Payoh Polyclinic

Ms Goh Hwee Suan
Principal Pharmacist, Ang Mo Kio
Polyclinic
NHG Pharmacy

Dr Goh Jun Heng
Family Physician
Yishun Polyclinic

Dr Tyrone Goh
Senior Director / Clinical Advisor
NHG Diagnostics

Ms Alice Hooi Wai Phang
Executive (Clinic Operations)
Yishun Polyclinic

Ms Huang Min Liza
Nurse Manager I
Toa Payoh Polyclinic

Dr Jaganmohan Raja Ramasamy
Family Physician, Associate Consultant
Woodlands Polyclinic

Ms Jia Shuli
Nurse Manager I
Woodlands Polyclinic

Ms Kah Yi Ling Eileen
Senior Executive (Clinic Operations)
Kallang Polyclinic

Ms Kang Yimin
Assistant Nurse Clinician
Woodlands Polyclinic

Dr Kee Kok Wai
Family Physician, Consultant
Toa Payoh Polyclinic

Dr Khong Haojun
Family Physician, Associate Consultant
Ang Mo Kio Polyclinic

Mr Koh Weiyang Ruben
Executive (Clinic Operations)
Kallang Polyclinic

Dr Koh Zhong Wei, Jeremy
Family Physician, Associate Consultant
Hougang Polyclinic

Ms Kuah Beng Hui
Senior Executive
Operations

APPENDIX D (cont.)

National Awards (COVID-19) - NHGP, NHGD and NHGPh recipients of the Public Administration Medal (Silver)(COVID-19), Public Administration Medal (Bronze)(COVID-19) and the Commendation Medal (COVID-19)

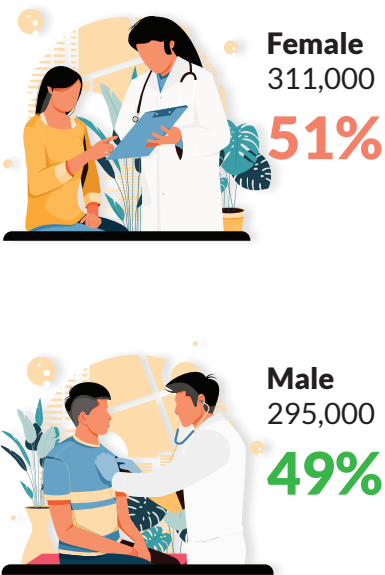
THE COMMENDATION MEDAL (COVID-19)		
Ms Kumari Letchmi D/O Bijaynath Singh Senior Staff Nurse II Toa Payoh Polyclinic	Dr Liu Changwei Family Physician, Consultant Geylang Polyclinic	Dr Ong Kah Pieng Family Physician, Associate Consultant Kallang Polyclinic
Dr Kung Jian Ming Family Physician, Associate Consultant Yishun Polyclinic	Ms Loh Peisi, Denise Assistant Manager Human Resource	Ms Ong Kim Leng Wendy Senior Nurse Manager Nursing Services
Ms L Umamegyswari Project Executive National Healthcare Group Polyclinics	Dr Low Kang Yih Family Physician, Associate Consultant Ang Mo Kio Polyclinic	Ms Ong Shen May Jacinta Manager, Quality & Patient Safety NHG Pharmacy
Dr Law Shipai Family Physician Geylang Polyclinic	Dr Low Xhu Khie Family Physician Woodlands Polyclinic	Ms Ong Shirley Senior Manager Operations
Mr Lee Neng Cun Senior Pharmacist, Pharmacy Services Centre NHG Pharmacy	Mr Mah Choon Siong Senior Pharmacist, Hougang Polyclinic NHG Pharmacy	Dr Phang Pei Yue Dominique Family Physician, Senior Staff Ang Mo Kio Polyclinic
Ms Lee Peck Har Joan Manager (Clinic Operations) Toa Payoh Polyclinic	Dr Mogilan S/O Mohan Family Physician, Senior Staff Yishun Polyclinic	Mr Phua Hong Yee Shawn Director Human Resource
Dr Lee Wei Zhen, Candice Family Physician, Associate Consultant Woodlands Polyclinic	Ms Ng Sai Choo Senior Nurse Manager Yishun Polyclinic	Ms Poon Kam Lai Manager Human Resource
Mr Liaw De Sheng Manager (Clinic Operations) Woodlands Polyclinic	Ms Ng Siew Ling Senior Manager Human Resource	Ms Poon Shixuan Senior Staff Nurse II Toa Payoh Polyclinic
Ms Liew Nguk Har Principal Pharmacist, Pharmacy Services Centre NHG Pharmacy	Mr Ng Wei Guang Manager Operations	Mr Pui Wee Ming, Alan Deputy Director Clinical Services
Dr Lim Boon Ann Albert Resident Physician Hougang Polyclinic	Dr Ng Xin Rong Family Physician Toa Payoh Polyclinic	Dr Rufus Daniel Family Physician, Associate Consultant Yishun Polyclinic
Mr Lim Mun Kuan Leo Manager (Clinic Operations) Geylang Polyclinic	Ms Nur'Ain Binte Abdul Manan Senior Executive, Informatics NHG Pharmacy	Ms Sam Ying Yi Sophia Senior Executive Operations
Mr Lim Zi Xiang Executive Operations	Dr On Todd Family Physician, Associate Consultant Toa Payoh Polyclinic	Ms Selvia Assistant Manager, Pharmacy Services Centre NHG Pharmacy
	Mr Christopher Ong Eng Kiat Senior Radiographer NHG Diagnostics	Ms Siti Ainon Binte Muhammad Hussein Principal Pharmacist, Yishun Polyclinic NHG Pharmacy

THE COMMENDATION MEDAL (COVID-19)		
Ms Siti Mardianah Binte Latip Senior Staff Nurse II Geylang Polyclinic	Ms Tan Pek Hoon Senior Nurse Manager Kallang Polyclinic	Ms Toh Sze Ni Senior Executive Human Resource
Ms Siti Noraisyah Binte Sulaiman Senior Staff Nurse I Hougang Polyclinic	Ms Tan Seok Peng Senior Manager Operations	Ms Vasanthi D/O Ganesan Senior Staff Nurse II Hougang Polyclinic
Ms Siti Rasyidah Binti Gozali Assistant Nurse Clinician Hougang Polyclinic	Ms Sonia Tan Staff Nurse I Yishun Polyclinic	Ms Vithya Govindasamy Pharmacy Technician, Yishun Polyclinic NHG Pharmacy
Dr Sum Hung Wen Family Physician Yishun Polyclinic	Dr Tan Wei Jian, Jonathan Family Physician, Associate Consultant Kallang Polyclinic	Ms Wang Hui Hui Deputy Director, Informatics NHG Pharmacy
Dr Tai Zu Huang Family Physician, Associate Consultant Yishun Polyclinic	Mr Tan Wen Jie, Nicholas Assistant Manager (Clinic Operations) Yishun Polyclinic	Ms Weng Wanyu Principal Pharmacist, Ang Mo Kio Polyclinic NHG Pharmacy
Ms Tan Ai Ling Anita Senior Nurse Manager Geylang Polyclinic	Ms Tan Wi Wi Senior Staff Nurse II Ang Mo Kio Polyclinic	Ms Wong Swee Hong Senior Manager Human Resource
Ms Tan Beng Tat Hillary Senior Executive Operations	Ms Tan Xin Yi Senior Staff Nurse I Kallang Polyclinic	Ms Xie Shuqin Nurse Manager II Ang Mo Kio Polyclinic
Dr Tan En-Yu Family Physician, Senior Staff Woodlands Polyclinic	Mr Tang Chee Kai Senior Executive Operations	Ms Yeak Wan Yeng Assistant Manager Operations
Ms Tan Lay Khim Clara Principal Pharmacist, Toa Payoh Polyclinic NHG Pharmacy	Mr Tay Chee Por James Assistant Manager Operations	Mr Eric Yew Seh Kiat Senior Medical Laboratory Scientist NHG Diagnostics
Ms Tan Lizin Assistant Nurse Clinician Ang Mo Kio Polyclinic	Ms Janet Teng Principal Medical Laboratory Scientist NHG Diagnostics	Mr Cornelius Yu Yee Dee Pharmacy Technician, Toa Payoh Polyclinic NHG Pharmacy
Dr Tan Lye Yoong Family Physician, Associate Consultant Toa Payoh Polyclinic	Mr Teo Guo Ji, Aaron Executive (Clinic Operations) Toa Payoh Polyclinic	Dr Zeng Zhiyong Family Physician Yishun Polyclinic
Ms Tan Mei Yan Sharon Director Operations	Mr Teoh Qi Xian Senior Staff Nurse II Ang Mo Kio Polyclinic	
Ms Peggy Tan Paik Geok Principal Radiographer NHG Diagnostics	Ms Tiang Shi Yi Staff Nurse I Hougang Polyclinic	

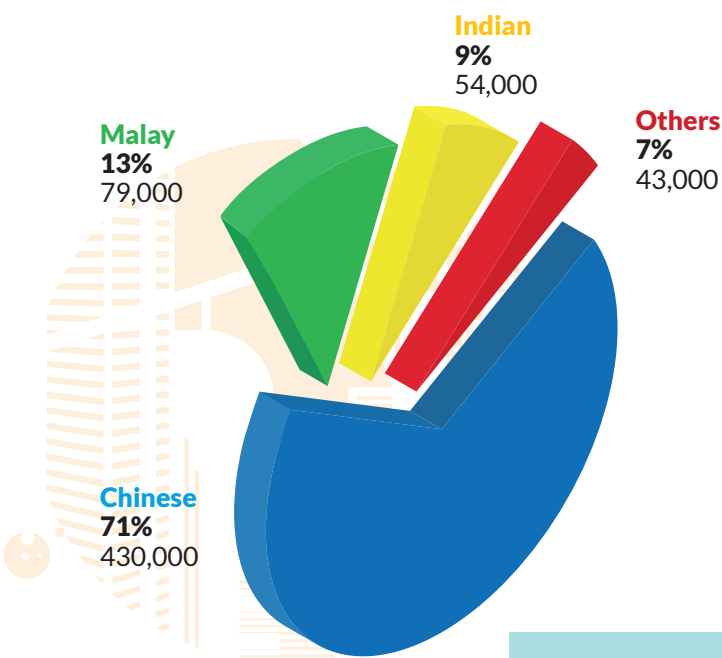
Designations/appointments are based on the release date of awards announcement as at 31 December 2022.

SNAPSHOTS OF WORKLOAD AND PATIENTS IN FY2022

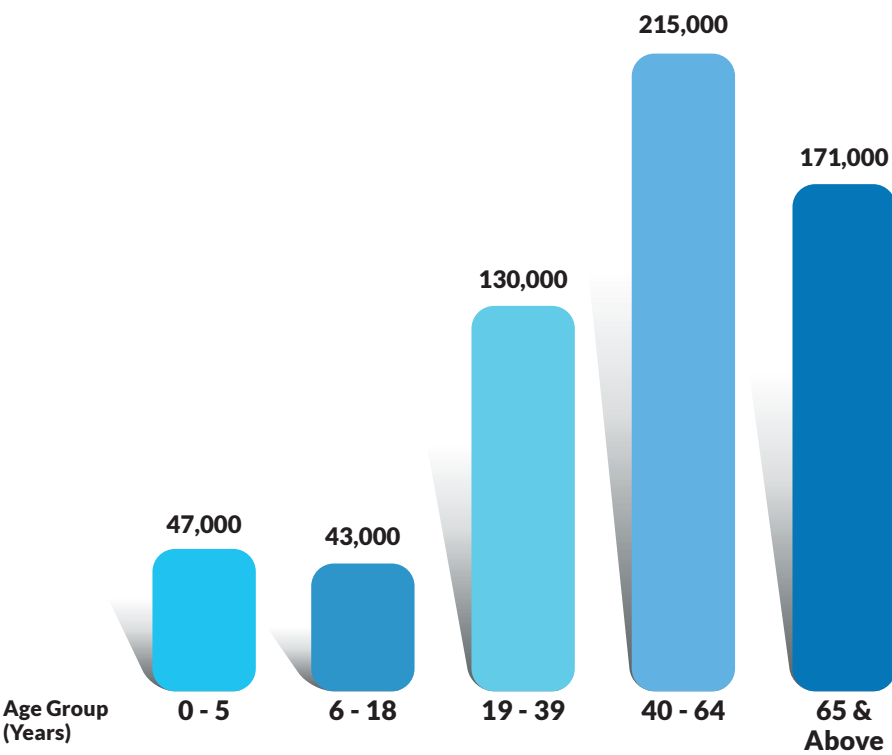
GENDER RATIO OF PATIENTS



ETHNIC COMPOSITION OF PATIENTS



PATIENTS BY AGE GROUP



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

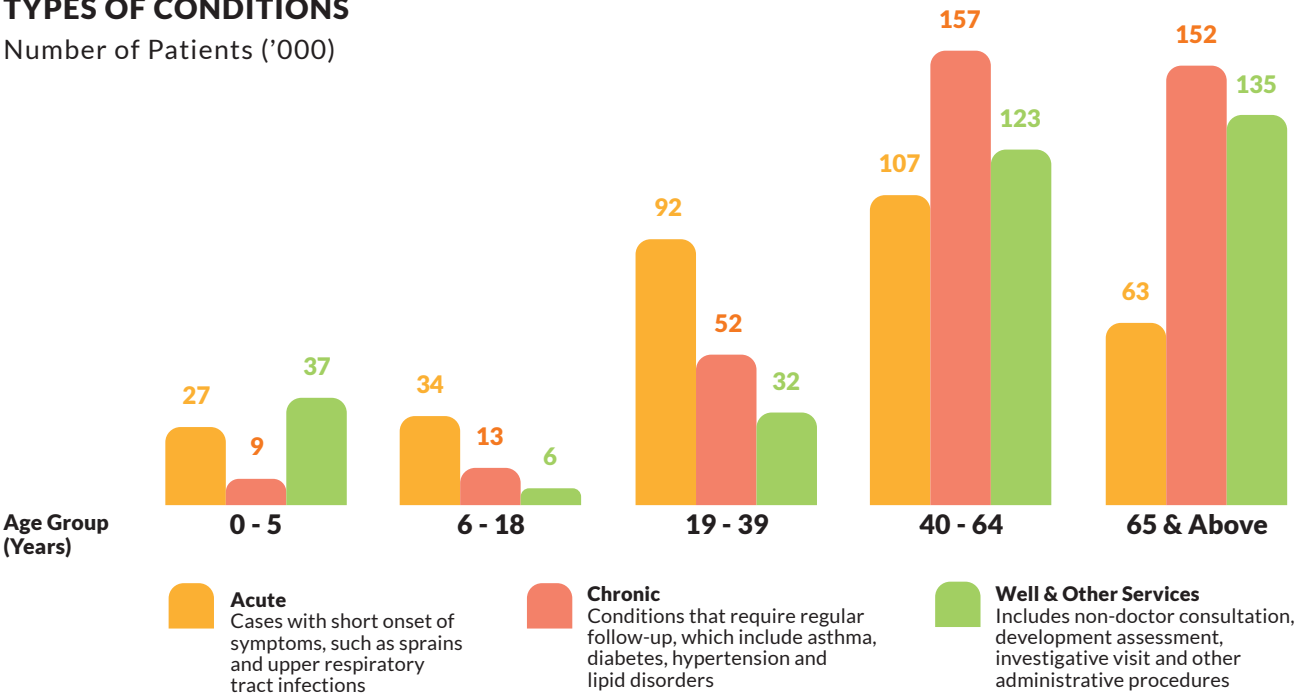
TOTAL NUMBER OF PATIENTS SEEN

606,000

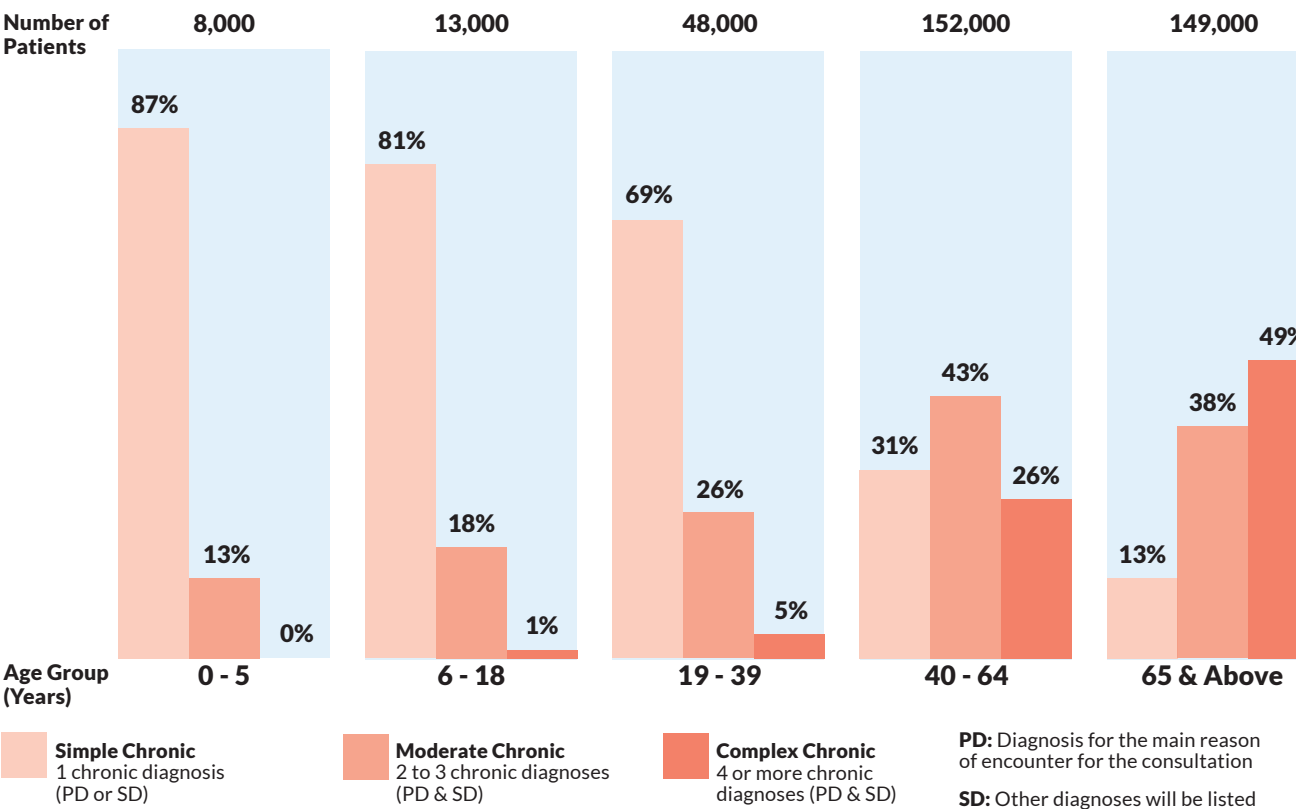


PATIENTS BY AGE GROUP AND TYPES OF CONDITIONS

Number of Patients ('000)



PROPORTION OF PATIENTS WITH CHRONIC CONDITIONS BY AGE GROUP AND COMPLEXITY

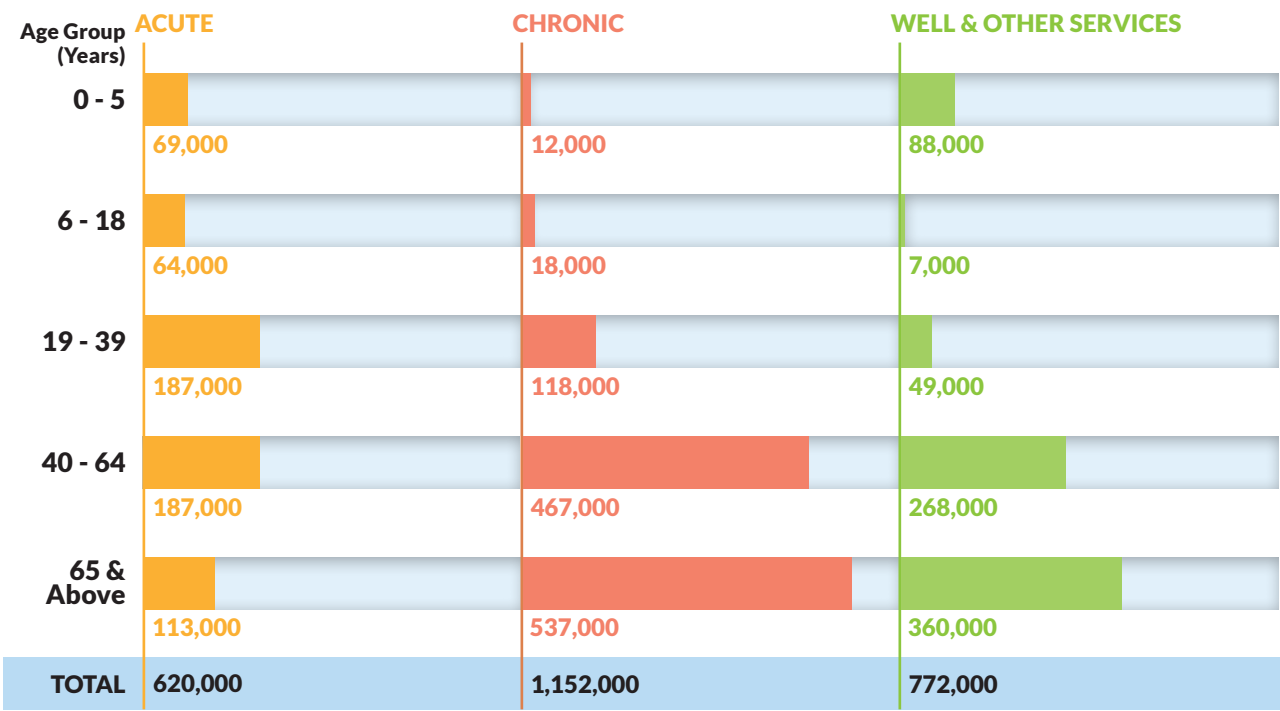


Note: As numbers are rounded up for ease of reference, small rounding differences may arise.

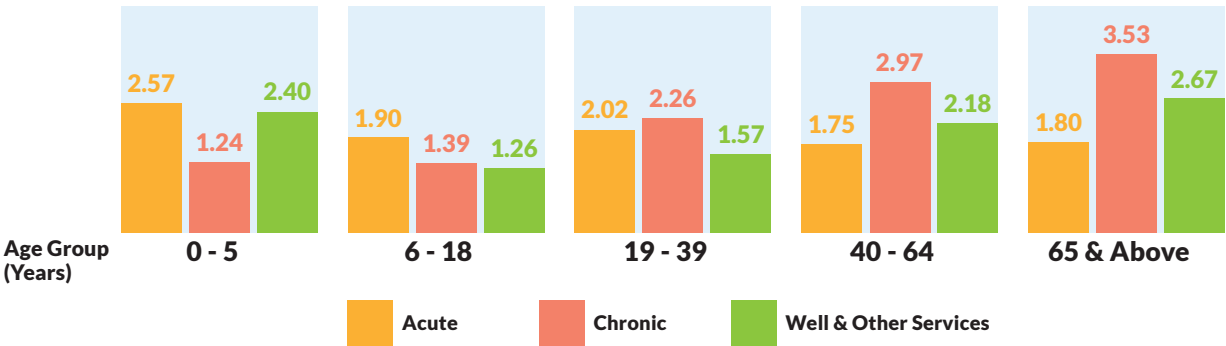
SNAPSHOTS OF PATIENTS' ATTENDANCE AND WORKLOAD IN FY2022



ATTENDANCE BY AGE GROUP AND TYPES OF VISIT



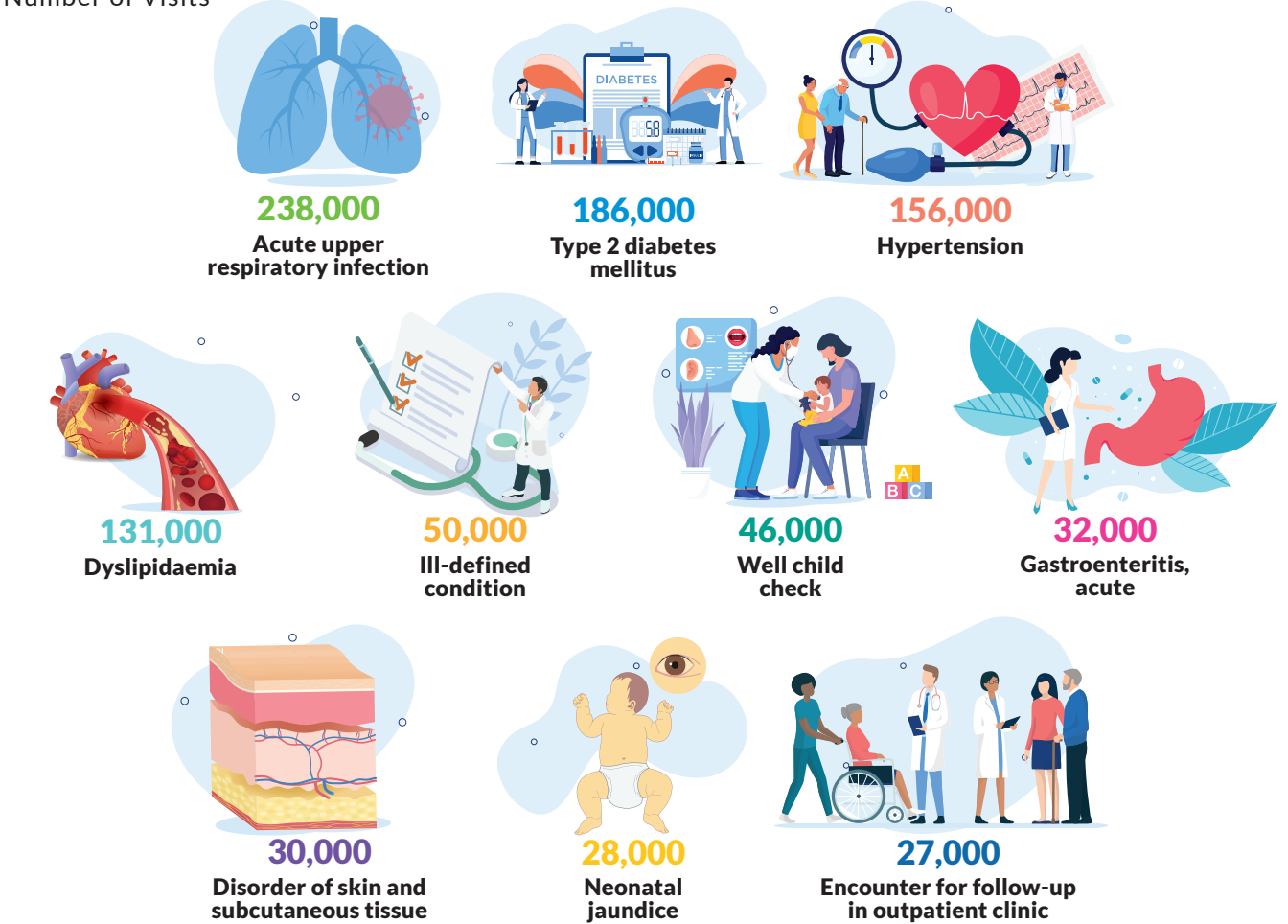
AVERAGE NUMBER OF VISITS PER PATIENT



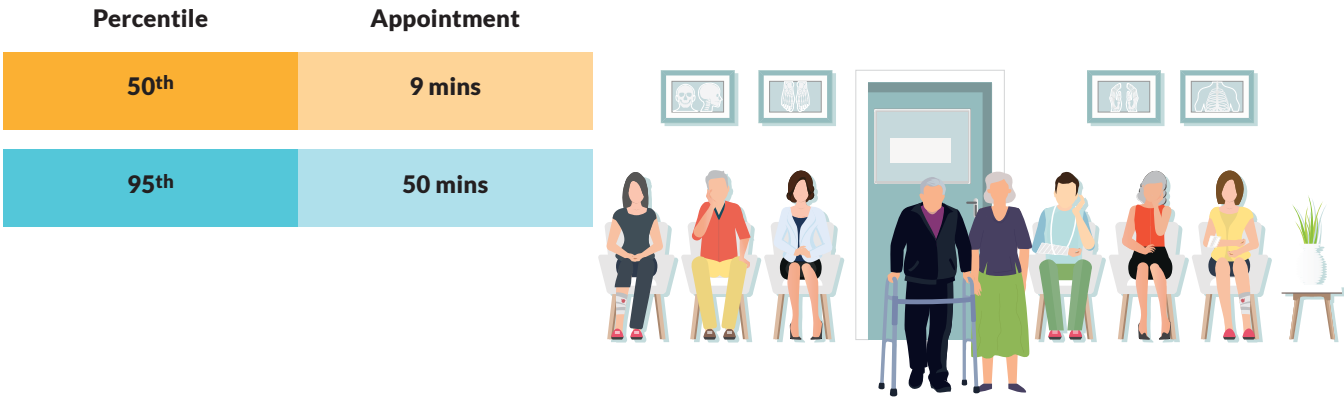
Note: As numbers are rounded up for ease of reference, small rounding differences may arise.

TOP DIAGNOSES

Number of Visits

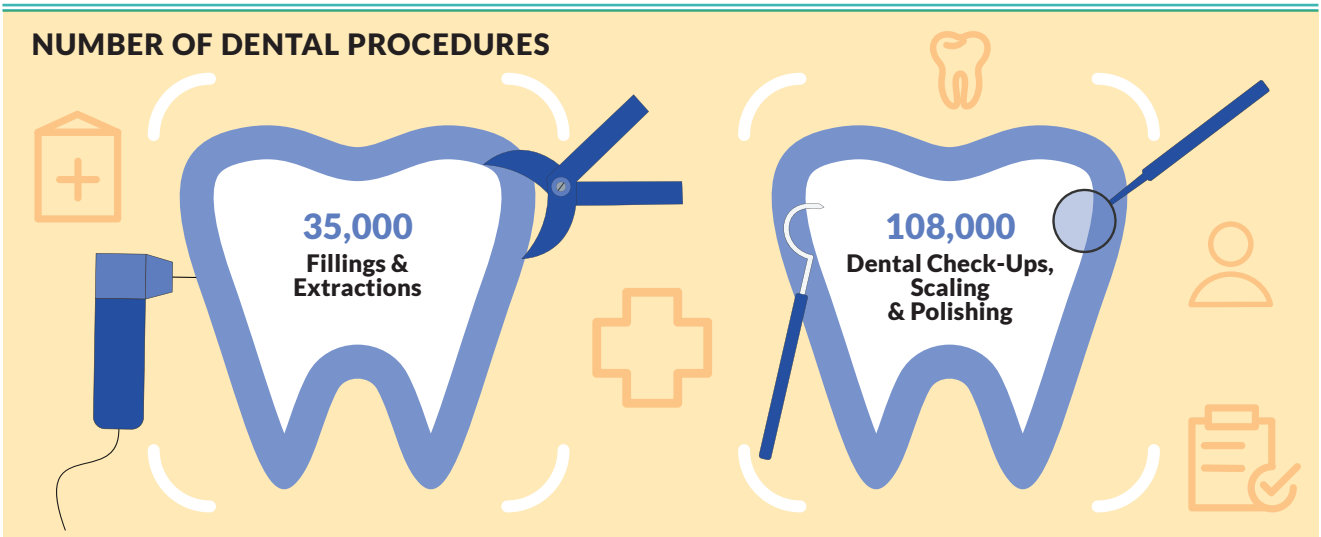
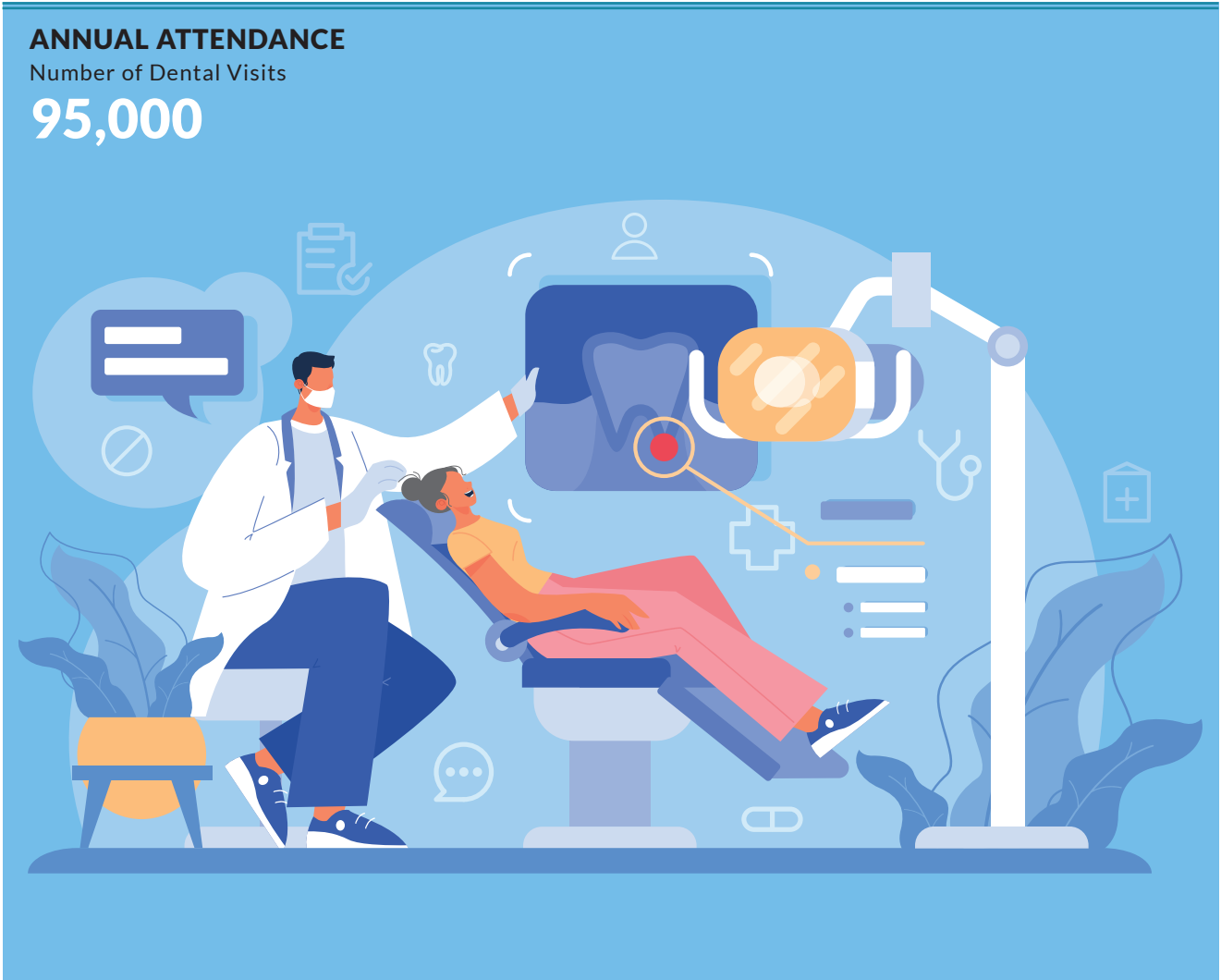


CONSULT WAITING TIME



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

SNAPSHOTS OF DENTAL PATIENTS IN FY2022



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



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Contact Centre **(65) 6355 3000**