



National Healthcare Group
POLYCLINICS

SHAPING A HEALTHIER FUTURE



FY2023

ANNUAL REPORT



SHAPING A HEALTHIER FUTURE

The cover design of the National Healthcare Group Polyclinics' (NHGP) Annual Report incorporates images of NHGP staff providing quality care for patients interspersed with the corporate colours, symbolising the commitment to encourage patients to lead healthier lives. The circular arrangement of these elements represents NHGP's ongoing and enduring resolve to enhancing health through teamwork, working together as one to achieve quality patient-centred primary healthcare.

The imagery of a serene blue sky stretches across the cover, suggesting limitless opportunities for patient engagement, empowerment, and education to achieve optimal health for years to come.

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GROUP CEO'S MESSAGE



NHG Polyclinics: A Year in Review

2024 was a year of growth, innovation and effective teamwork within NHG. This annual report showcases the remarkable contributions of our primary care arm, NHG Polyclinics, in strengthening our Group's role as the regional health manager for Central and North Singapore. Working collaboratively with our hospitals, specialty centres, General Practitioners (GPs) and community partners, NHG Polyclinics' commitment to providing accessible and high-quality healthcare is making significant strides in improving the health and well-being of our residents and patients.

Together, we aim to transform into a stronger NHG where we can contribute more effectively to enabling healthier and better lives. This transformation begins with each of us – as our actions and aspirations drive our collective goal of delivering efficient, person-centred care. What unites us in this shared mission is NHG's culture of care, bolstered by collaboration and continuous improvement. By leveraging the diverse strengths of our institutions, we cultivate a collective sense of purpose and stronger identity, priming us for long-term success. Our collective efforts are rooted in collaboration, where each member of the NHG family plays a pivotal role in driving excellence in care delivery.

As part of our transformative efforts, we set up our Population Health Campus (PHC) to strategically optimise our efforts in population health, community care and primary care to effectively serve the 1.5 million residents under our care. This has already proven instrumental in streamlining care integration and setting a benchmark for population health management in Singapore. Under the set-up, NHG Polyclinics functions as the primary care arm, being the first point of contact for patients and significantly influencing broader health outcomes. This requires NHG Polyclinics to collaborate closely with both GPs and community providers, working upstream and downstream to create a seamless continuum of care.

Embracing *Healthier SG*: A National Vision for Better Health

NHG is committed to implementing *Healthier SG* - the national initiative to shift the focus of healthcare toward preventive care and long-term wellness. Patients enrolled in *Healthier SG* can develop personalised Health Plans with their Family Physicians in any of our polyclinics, addressing individual needs and risk factors for a more targeted and effective approach to preventive care.

A key success factor involves NHG Polyclinics' collaboration with GPs through the Central-North Primary Care Network (CN-PCN). By partnering with GPs, we have expanded patient outreach and strengthened care quality. NHG Polyclinics' RELATE (**REL**ationship-based **heAL**th and social **inTE**gration) programme, implemented at GP clinics, for example, enables GPs to holistically assess the health and social needs of complex patients and connect the patients with NHG Community Health Teams through CN-PCN's primary care coordinator. This relationship-based approach facilitates patients' access to community resources that promote physical, mental and social well-being. Through RELATE, we are not only addressing immediate health needs, but also building long-term support networks that empower patients to manage their own health more effectively.

Strategic Priorities as Pillars of Growth

NHG Polyclinics aligns with NHG's corporate strategic priorities by channelling its efforts towards excellence in care. A key priority is to scale up the capacity for preventive and aged care interventions, reflecting our commitment to proactive health management. One such example is ENRICH (**ENG**aging and **empoweRING** our **Community** for better **H**ealth), designed to empower seniors to live actively and independently under the national

Age Well SG initiative. Piloted at Kallang Polyclinic, ENRICH provides personalised activity recommendations for adults aged 50 years and above with chronic conditions, helping them stay physically, socially, and mentally engaged through activities run by Active Ageing Centres. Programmes like ENRICH are not just about activities – they represent a comprehensive approach to ensuring seniors maintain their dignity, independence and overall well-being.

In the area of mental health, NHG Polyclinics' ALERT (**AdoLescent Evaluation and Rapid Treatment** of Mental Health) programme proactively addresses the needs of youths aged 13 to 17, providing early detection and treatment for conditions such as depression and anxiety. First piloted in November 2021, ALERT is available at all NHG Polyclinics as of April 2023. Addressing both the physical and psychological facets of health is how we achieve *Healthier SG*'s vision of preventive care.

The next strategic priority is to enhance our capacity and service delivery. To meet the increasing demand for primary care, NHG Polyclinics has widened its network with the addition of Sembawang Polyclinic, increasing the total number of polyclinics in Central and North Singapore. By expanding our physical infrastructure and range of services, NHG is now better positioned to manage population health.

Research and Innovation to Enhance Care

Technological advancements such as artificial intelligence (AI) and digital care solutions have tremendous potential to help NHG to optimise patient outcomes and care efficiency. Even as we embrace new tools and technologies, we have to deepen our research culture.

I am encouraged by NHG Polyclinics' efforts in research, reflected in the achievements at the 2023 Singapore Health and Biomedical Congress Scientific Competition Primary Care Research Awards, with multiple winners in the Oral and Poster categories. Securing the NHG Innovator of the Year Award at the NHG Research & Innovation Awards 2023 further highlights its exceptional contributions to advancing health outcomes and care delivery.

Conclusion

I extend my heartfelt gratitude to our Chairman Mr Tan Tee How, the NHG Board of Directors, the Ministry of Health; Dr Karen Ng, Chief Executive Officer of NHG Polyclinics, and all management and staff for their assistance and enthusiasm in working towards our goals.

As NHG approaches its 25th anniversary in 2025, we stand at a pivotal moment in our journey to transform healthcare. Through our culture of care and collaboration, NHG is well-positioned to deliver on our mission to add 15 million years of healthy life to the residents that we serve. By deepening our GP partnerships, expanding community-based care, and advancing innovation, we will continue to provide care that goes beyond hospital walls. Together as One NHG, we remain steadfast in our commitment to shaping a healthier future for all.

Professor Joe Sim

Group Chief Executive Officer
National Healthcare Group

CEO'S MESSAGE



Enhancing Population Health through Primary Care

I am honoured to pen my first Annual Report message as Chief Executive Officer, National Healthcare Group Polyclinics (NHGP) following my appointment on 1 October 2023. I extend my heartfelt thanks to Professor Chong Phui-Nah for her invaluable mentorship and sterling leadership, which have positioned NHGP for continued success.

Transforming Primary Care

For more than two decades, NHGP has served as the cornerstone of primary care in Central and North Singapore. Our efforts have focused on

enhancing healthcare access and promoting population health through comprehensive, integrated care.

With the launch of the NHG Population Health Campus (PHC), NHG amalgamates its population health efforts, bolstering the relationships between primary care, hospitals, specialty centres, General Practitioners (GPs) and community providers to enhance preventive health and elevate quality of care. As CEO of NHGP and Chief, Primary Care, PHC, I am committed to championing our primary care agenda under population health, to advance One Primary Care. This will be a collective effort, working together with our GPs and community partners to deliver more effective primary care services.

Supporting Healthier SG

This prerogative is evident in NHGP's support for *Healthier SG* – the national preventive care strategy that focuses on empowering individuals to take steps towards better health. Since it was rolled out in July 2023, NHGP has adopted an expanded role in preventive health and chronic disease management, working together with patients to help them develop personalised health plans and stay up-to-date with health screenings and vaccinations. Within its polyclinics, NHGP's care teams have been instrumental in actively enrolling patients under *Healthier SG* and ensuring cohesive follow-up care management through our Teamlets. This has contributed to NHGP's success with its *Healthier SG* enrolment rates, which are the highest among the primary care clusters in Singapore.

To prepare all staff and ensure clinic readiness for this nationwide initiative, NHGP organised training sessions and roadshows on the *Healthier SG* workflow, benefits, and Health Plans. The Primary Care Academy conducted a series of NHG *Healthier SG* Primer for General Practice workshops for GPs in the NHG Central-North Primary Care Network (CN-PCN). These workshops provided essential resources and training materials specially designed to align with the clinical and practice management objectives of *Healthier SG*.

Integrating the GP Perspective

GPs serve as crucial partners in extending NHGP's outreach and impact, to bring value-based care services closer to those in Central and North Singapore. To nurture this partnership, the NHG CN-PCN facilitates engagement with GPs. Regular quarterly meetings provide a platform for knowledge sharing and mutual learning, ensuring GP partners remain connected and updated against the backdrop of a constantly evolving healthcare landscape. To date, more than 200 GP clinics are part of NHG's CN-PCN, the largest in Singapore with approximately 97 per cent onboard with *Healthier SG*. Such an accomplishment stems from working together to address GPs' needs and strengthen support measures for implementing *Healthier SG*.

Increasing Access to Primary Care

Convenient access to primary care services encourages regular health screenings, timely interventions, and

consistent follow-up care – all essential elements of effective preventive healthcare. To improve this accessibility, NHGP has systematically expanded its network of polyclinics with the opening of Sembawang Polyclinic in November 2023.

Sembawang Polyclinic is the first NHG Polyclinic to be co-located with community and social care partners within the Bukit Canberra Integrated Hub. This strategic location allows Sembawang Polyclinic to actively collaborate with partners to provide comprehensive health and social support. The polyclinic also features the first Family Nexus in Central and North Singapore, a one-stop health and social services hub dedicated to promoting health and wellness among children and families across generations.

Beyond physical infrastructure, NHGP also aims to ensure that our delivery of care consistently and continually meets the health needs of patients and residents. We have developed specialised programmes that provide targeted support from early childhood, such as NHGP's EMBRACE (**E**nhanced **M**aternal **B**aby Toddler **R** And **C**hild **S**urv**E**illance) programme that offers comprehensive care for both mothers and children during the same visit to the polyclinic.

Pursuing Innovation and Excellence in Patient Care

Innovation is crucial in achieving our strategy to deliver better care. One such project is the SMARTVacc (**S**afety **M**anpower Productivity **A**ccountability **R**eal **T**ime Analytics **V**accine System) initiative, which leverages image recognition technology to ensure the correct vaccine is dispensed to the right patient, reducing human errors and enhancing patient safety. SMARTVacc earned NHG Polyclinics the 'Recognition of Excellence Award' from OpenGov Asia in May 2023.

I am pleased to share that the Family Medicine Development (FMD) received the 'Best Clinical Department' award at the Lee Kong Chian School of Medicine (LKCMedicine) Special Recognition Awards AY2022-23 ceremony for outstanding contributions in teaching, research supervision and student support. NHGP staff received the Commendation Medal, 11 Efficiency Medals and five Long Service Medals at the Ministry of Health (MOH) National Day Awards Investiture 2023.

Conclusion

As we look to the future, my team and I are dedicated to fostering the One NHG culture where NHG institutions and leaders are aligned and are working towards the common objective of enhancing patient-centred care we provide and advancing population health. Together, we are stronger as One NHG.

I look forward to working closely with Professor Joe Sim, who assumed the role of NHG's Group CEO on 1 January 2024. Together, we will build a healthier future for residents in Central and North Singapore.

Dr Karen Ng

Chief Executive Officer
National Healthcare Group Polyclinics

Chief, Primary Care, Population Health Campus
National Healthcare Group

NHGP SENIOR MANAGEMENT



Dr Karen Ng

Chief Executive Officer, NHGP (from 1 Oct 2023) & Chief, Primary Care, Population Health Campus, NHG (from 1 Apr 2024)



Professor Chong Phui-Nah

Chief Executive Officer, NHGP & Primary Care (until 30 Sep 2023)



Dr Simon Lee

Chief Operating Officer, Chief Clinical Informatics Officer & Data Protection Officer



Dr Tung Yew Cheong

Director, Quality & Patient Safety, NHGP & Group Chief Quality Officer, NHG



Dr Lim Chee Kong

Director, Clinical Services



Ms Chen Yee Chui

Director, Primary Care Nursing Development



Mr Roger Leong

Chief Financial Officer, Population Health Campus, NHG (from 1 Apr 2024)



Mr David Kok

Chief Financial Officer (until 31 Mar 2024)



Ms Joanne Lui

Chief Human Resource Officer, Population Health Campus, NHG (from 1 Apr 2024)



Mr Shawn Phua

Director, Human Resource (until 31 Mar 2024)



Ms Lim Yoon Hooi

Chief Nurse



Dr Kenneth Low

Director, Dental Services



Dr Darren Seah

Director, Primary Care Academy (from 1 Oct 2023) & Family Medicine Development; Regional Director, Central Health (until 31 Mar 2024)



Dr Colin Tan

Head, Collaborative Care (from 1 Apr 2024); Regional Director, Yishun Health & Woodlands Health (until 31 Mar 2024)



Associate Professor Tang Wern Ee

Director, Clinical Research Unit & Information Management & Analytics & Chief Data Officer



Dr Christopher Chong

Head, Ang Mo Kio Polyclinic & Director, Engagement and Care Transformation - Primary Care Office, Population Health Campus, NHG (from 1 Apr 2024); Head, Primary Care Transformation (from 1 Jan to 31 Mar 2024)



Dr Jonathan Ting

Head, Geylang Polyclinic



Dr Jonathan Chong

Head, Hougang Polyclinic



Dr Valerie Teo

Head, Kallang Polyclinic



Dr David Ng

Head, Special Projects (Primary Care)



Dr Wee Wei Keong

Director, Health Promotion & Preventive Care



Ms Sharon Chen

Director, Operations



Dr Gabriel Ding

Head, Khatib Polyclinic (from 1 Feb 2024)



Dr Irwin Chung

Head, Sembawang Polyclinic (from 1 Jul 2023)
Director, Primary Care Academy (until 30 Sep 2023)



Dr Tan Khai Wei

Head, Toa Payoh Polyclinic



Dr Kong Jing Wen

Head, Woodlands Polyclinic



Dr Lim Ziliang

Head, Yishun Polyclinic



Dr Gowri Doraisamy

Director, Primary Care Transformation (until 31 Dec 2023)



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

01

ACHIEVING EXCELLENCE IN PRIMARY CARE

National Healthcare Group Polyclinics (NHGP) paves the way towards excellence in primary care and population health via an expanded suite of generational services.



SCALING UP CAPACITY

By increasing capacity, NHGP is expanding its suite of services to deliver care to patients and promote health across all age groups.

Opening of Sembawang Polyclinic

NHGP celebrated the official opening of Sembawang Polyclinic on 25 November 2023. Graced by Mr Ong Ye Kung, Minister for Health, the event was attended by senior management members of the Ministry of Health (MOH), MOH Holdings, National Healthcare Group (NHG) board members, senior management of NHG and NHGP, Advisers to Sembawang Group Representation Constituency (GRC) and partners. This special event was streamed on Workplace for all staff to view.



Left to Right: Mr Vikram Nair, Member of Parliament (MP), Admiralty Division; Prof Philip Choo, Group Chief Executive Officer (GCEO), NHG; Mr Ong Ye Kung, Minister for Health; Dr Karen Ng, CEO, NHGP; Dr Irwin Chung, Head, Sembawang Polyclinic; and Ms Mariam Jaafar, MP, Woodlands Division, commemorating the official opening of Sembawang Polyclinic.



Seniors from Sembawang GRC's Blossom Seeds, an organisation that supports seniors, kicking off the event with a line-dance performance.

Following the activation of a digital sphere, Sembawang Polyclinic was declared open. Minister Ong was invited to affix the final hexagon tile to the community artpiece at the polyclinic's main lobby, and to sign on the completed artpiece together with Professor Philip Choo, Group Chief Executive Officer, NHG and Sembawang GRC Advisers, Mr Vikram Nair and Ms Mariam Jafaar. Titled *Navigating the River of Life*,

the mural was inspired by the heritage of Sembawang as a naval base, and comprised over 100 hand-painted hexagon tiles with marine elements and interwoven nautical ropes. Co-created by NHGP staff and management, patients and partners, it symbolises the collaboration between Sembawang Polyclinic and the community. Guests were also given a tour of the polyclinic's services and facilities.



Left to Right: Mr Chan Yeng Kit, Permanent Secretary (Health), MOH; A/Prof Chong Phui-Nah, Senior Advisor, NHG; Dr Irwin Chung, Head, Sembawang Polyclinic; Prof Philip Choo, GCEO, NHG; Mr Ong Ye Kung, Minister for Health; Dr Karen Ng, CEO, NHGP; Ms Mariam Jaafar, MP, Woodlands Division; Mr Vikram Nair, MP, Admiralty Division; and Prof Kenneth Mak, Director-General of Health, MOH, at the polyclinic's main lobby.



Minister Ong affixing the final hexagon tile and signing on the completed artwork.

Family Nexus @ Bukit Canberra

Sembawang Polyclinic hosts the first Family Nexus in the Central and Northern regions of Singapore, supporting the Ministry of Health's Child and Maternal Health and Well-being Strategy. Family Nexus @ Bukit Canberra is a one-stop health and social services hub dedicated to promoting intergenerational health and wellness. Supported by a multidisciplinary team including a doctor, psychologist, dietitian, medical social worker and nurses, as well as care ambassadors, Family Nexus @ Bukit Canberra offers a range of programmes and services to meet the diverse needs of families. The care ambassadors are available for on-site consultations to facilitate seamless access to appropriate health and social services.

Nestled within the Bukit Canberra Integrated Hub and Sembawang Polyclinic, Family Nexus @ Bukit Canberra facilitates collaborations with co-located agencies in Bukit Canberra and other supporting agencies, such as Sport Singapore (SportSG), Care Corner Singapore and Families for Life (FFL).

They help to curate and deliver programmes to equip parents with self-help health literacy or parenting resources, nurture children's emotional well-being, and provide comprehensive support for young families.

Partnerships with Co-located Agencies

Beyond the partnerships through Family Nexus, Sembawang Polyclinic's proximity to co-located agencies fosters collaborations with various community and social partners, supporting patients to proactively prevent chronic diseases and lead healthier lifestyles aligned with the *Healthier SG* initiative.

Through exercise prescription,

patients from Sembawang Polyclinic are referred by NHGP clinicians to the Active Health Lab run by SportSG, for appropriate interventions by the Active Health coaches according to their health plans and exercise goals. Patients can also continue their routines independently at the ActiveSG Gym within the vicinity.

Another collaboration involves NHGP and National Parks Board (NParks) providing mindfulness walks for patients from Sembawang Polyclinic in 2024. The walks will be conducted at a therapeutic garden located above the polyclinic, along with therapeutic horticulture activities aimed at promoting mental well-being.



The first Family Nexus in Central and North Singapore is located within Sembawang Polyclinic.

Health and Wellness Studio

Sembawang Polyclinic houses NHGP's second Health and Wellness Studio, following the inaugural studio set up at Kallang Polyclinic in 2022. Through the studio, the Health Promotion & Preventive Care Department aims to encourage patients, caregivers, and the wider community to make behavioural changes and adopt healthier lifestyle habits by featuring various forms of engagement and educational activities. These include resistance training fitness activities and hands-on cooking workshops using natural ingredients, such as herbs from the community garden in Bukit Canberra. Video recording and broadcasting capabilities enable these activities to be live-streamed at the clinic waiting areas, benefitting more patients.



Minister Ong and guests viewing the demonstration on how to prepare Vietnamese rice paper rolls at the Health and Wellness Studio during the official opening of Sembawang Polyclinic.



The wheelchair-friendly weighing machine ensures safe and convenient weight measurements for patients with mobility needs.

Wheelchair-friendly Weighing Machine

Sembawang Polyclinic advances NHGP's goal of patient empowerment by being the first in NHGP to introduce a wheelchair-friendly weighing machine. The machine enables patients with mobility needs to remain in their wheelchairs while weighing themselves with ease, bringing greater convenience and comfort.

Patient Advisory Council

To ensure a patient-friendly environment at the new polyclinic, members of NHGP's Patient Advisory Council (PAC) participated in a wayfinding session at Sembawang Polyclinic prior to its opening. By navigating through simulated patient care journeys, the patient volunteers provided valuable feedback for improvement such as enhancing the clinic's directional signages.



Sembawang Polyclinic has a dedicated Patient Advisory Council that works together with the clinic management team to co-create solutions for an enhanced patient care experience.

In Mainstream Media

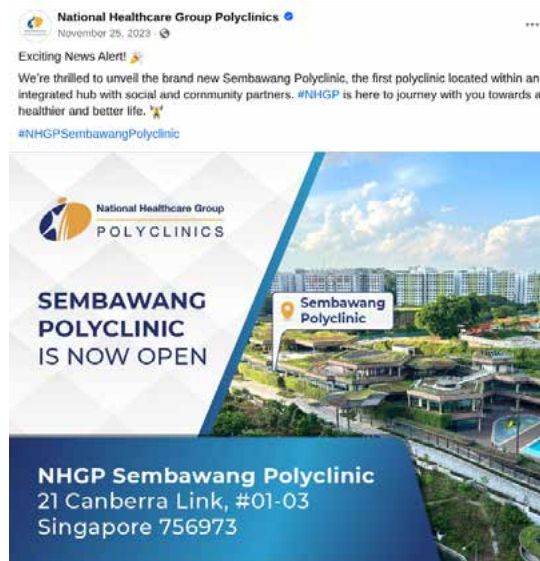
The official opening of Sembawang Polyclinic received positive coverage in all local print, online and broadcast media, including *The Straits Times*, *CNA*, *Lianhe Zaobao*, *Channel 8*, *Shin Min Daily News*, *Berita Harian* and *Tamil Murasu*.

In Social Media

An online campaign on NHGP's Facebook page was conducted to generate pre-launch interest and public engagement.



Dr Irwin Chung, Head of Sembawang Polyclinic, being interviewed by CNA and Channel 8.



JOURNEYING TOWARDS BETTER HEALTH

NHGP takes an action-oriented approach to drive primary care and population health.

Supporting Healthier SG
Training Care Teams

NHGP's care teams play a key role in engaging patients and delivering evidence-based preventive health screenings. Prior to the nationwide launch of *Healthier SG* in July

2023, NHGP Care Managers and Care Coordinators underwent end-user training sessions focused on enhancements to the Next Generation Electronic Medical Record (NGEMR) system and *Healthier SG* screening protocols. Through comprehensive sessions

led by Ms Christine Chern, NGEMR nurse credential trainer and Nurse Clinician, Kallang Polyclinic, staff were trained on how to provide preventive health screening to patients enrolled in *Healthier SG*.



The training helped care team members to navigate the NGEMR system and provide support effectively.

Two roadshows were also held at each polyclinic to familiarise clinical staff with the *Healthier SG* processes. These sessions covered key aspects such as screening and vaccination criteria, enrolment criteria, and system usage for health plans. They enhanced staff's confidence in counselling and implementing health plans effectively for patients ahead of the launch of *Healthier SG*.



The roadshows contributed to enhancing the skillsets of staff in health planning.



The multidisciplinary team of facilitators at the third run of the workshops.

Preparing General Practitioner Clinics for *Healthier SG*

To strengthen preventive care in alignment with *Healthier SG*, the Primary Care Academy (PCA) conducted five runs of its NHG *Healthier SG* Primer for General Practice workshops from March to October 2023. The training equipped Central North-Primary Care Network General Practitioners (GPs) and their clinic assistants with clinical knowledge and team-based know-how for patient care delivery.



GPs and their clinic assistants at the NHG *Healthier SG* Primer for General Practice workshops.



Individuals were able to gain a better understanding of *Healthier SG* at booths set up within the polyclinics.

Creating Seamless Enrolment Experiences at Polyclinics

NHGP's clinical and operations teams collaborated closely to integrate the *Healthier SG* waiver requirements into billing systems, integrate health plans into workflow processes and incorporate them into the Next Generation Electronic Medical Record (NGEMR) system. They also provided digital support and engagement to patients at the *Healthier SG* booth and consultation rooms across all NHG Polyclinics. These efforts ensured a seamless and efficient enrolment and health plan process for participating patients.

Enhancing Skills and Improving Care through Continuous Training

To encourage continuous learning and improve management of diverse patient conditions, PCA has also ramped up training for NHGP's medical, clinical and allied health professionals. Among the courses was the 'Teaching 101 for Busy Healthcare Professionals' workshop on 12 May 2023. The session focused on designing outcome-based curriculum, leveraging technology in education, and implementing various feedback models. Another course was the 'Urgent Care Awareness and Fall Prevention' workshop on 31 May 2023, which provided ancillary staff with skills for the safe use of wheelchairs and mobility aids.



Workshops such as 'Teaching 101 for Busy Healthcare Professionals' and 'Urgent Care Awareness and Fall Prevention' equipped participants with skills through peer sharing and experiential learning.



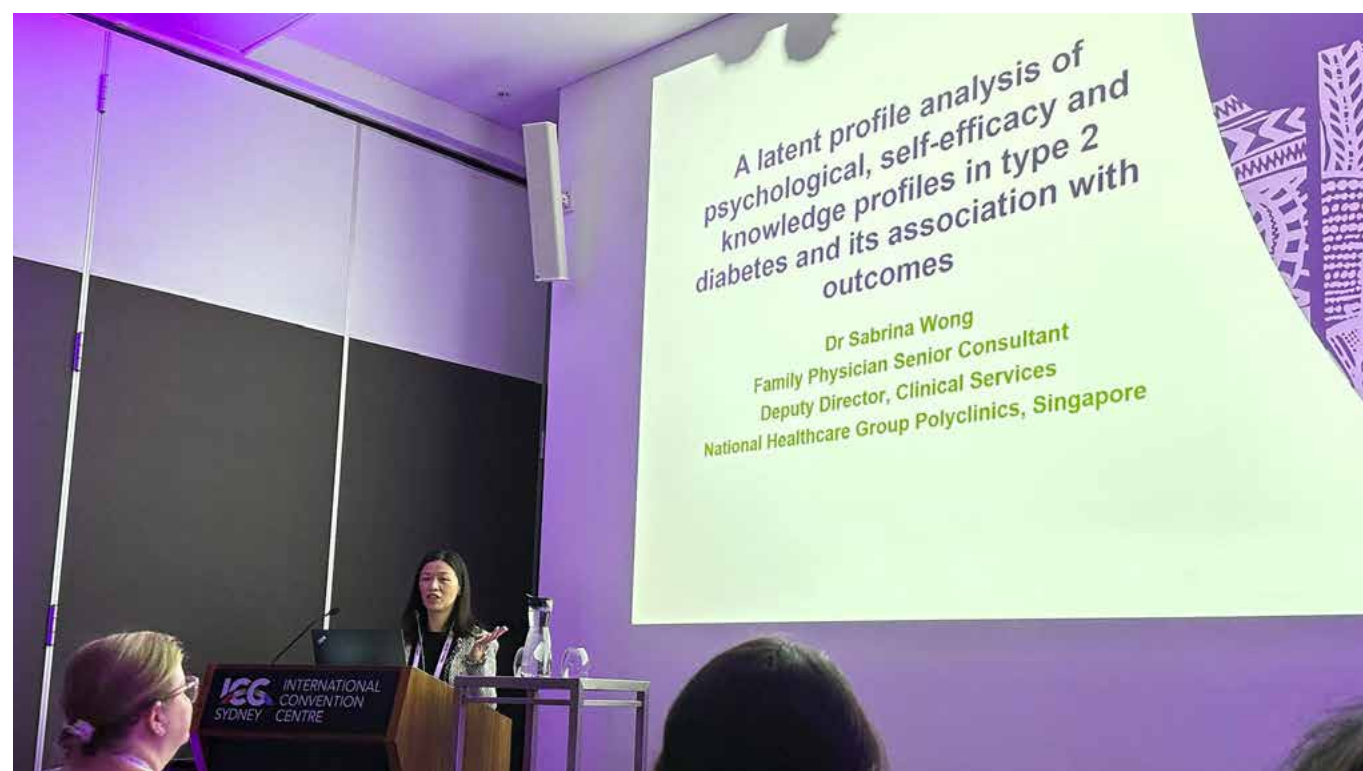
NHGP delegates presenting their research at WONCA World Conference.

WONCA World Conference 2023

NHGP delegates from multiple disciplines took part in the World Organization of Family Doctors (WONCA) World Conference 2023 which also marked the 50th

anniversary of WONCA. Held in Sydney from 26 to 29 October 2023, the conference provided a valuable platform for global healthcare practitioners to exchange knowledge on a broad spectrum of topics including adolescent health, mental health, medical education

and primary care research. The delegates conducted and participated in scientific poster and rapid impact presentations, as well as skill-building workshops. Through these sessions, NHGP gleaned ideas and insights into enhancing healthcare practices in Singapore.



NHGP's Gallery of Memories

Launched in 2002 as Singapore's first primary care museum, NHGP's Gallery of Memories (GOM) – located at Ang Mo Kio Polyclinic – showcases the rich history of primary care in Singapore, as well

as NHGP's innovation and care delivery efforts. These include the implementation of Tele-Health services and the digitalisation of patients' medical records.

In August 2023, the GOM underwent a refresh, featuring a

new digital video display wall that paid tribute to healthcare workers' resilience and unity in overcoming the COVID-19 pandemic as well as the evolution of primary healthcare.



NHGP's refreshed Gallery of Memories celebrated the courage and perseverance of healthcare workers during COVID-19.

Healthcare Humanity Awards 2023

The Healthcare Humanity Awards, established in 2004, is a continuing legacy of the Courage Awards that was first given in 2003 to healthcare workers for their courageous fight and efforts against the Severe Acute Respiratory Syndrome (SARS) outbreak. Subsequently, the awards have been given out to inspirational role models who have gone the extra mile in providing care and comfort to patients.

In 2023, the awards were presented by Mr Tharman Shanmugaratnam, President of Singapore, and Mr Ong Ye Kung, Minister for Health,

to 95 recipients from the public and private healthcare sectors in honour of their dedication, resilience, selflessness and compassion. Seventy awards were given out under the Individual Category, while the other 25 were given out under the Team Category.

The Team Category, which was newly introduced, aimed to recognise the significance of synergy, cross-functional collaboration and teamwork within the healthcare industry. The outstanding teams who received the award were acknowledged for going above and beyond their usual roles and responsibilities, highlighting their dedication and resilience during challenging times.

These teams played a crucial role in the fight against the pandemic, operating on multiple fronts, including dormitory operations, COVID-19 swab centres and treatment facilities and isolation wards. Being able to prioritise the welfare of others over their own during such diverse and demanding environments was a testament to their commitment to public health and safety.

Our staff were recognised at the Healthcare Humanity Awards 2023 ceremony on 12 October 2023. Dr Rufus Daniel, Family Physician, Associate Consultant, Yishun Polyclinic received the award for his contributions during the COVID-19 pandemic.



The Healthcare Humanity Award 2023 recognised Dr Rufus Daniel's outstanding efforts during COVID-19.



Ms Serene Kho was presented the award for her exceptional efforts during COVID-19.



Representatives of the NHGD Mobile X-ray Team at CCFs received the award for their efforts during the pandemic.

At the onset of the pandemic, Dr Rufus was the first doctor at Yishun Polyclinic who volunteered to set up a medical post at dormitories to attend to migrant workers. He led a dedicated team of nurses, operation staff and private doctors at Kranji Lodge 2 dormitory. Following the conversion of a hotel into an isolation and medical facility by an NHG team, Dr Rufus was also the first medical doctor to attend to patients in the facility, conducting screenings and making regular rounds to those in quarantine. Additionally, he used his personal mobile phone to help a migrant worker contact his wife, when the worker was unable to reach her.

Ms Serene Kho, Deputy Director

and Head of Laboratory Services at NHG Diagnostics (NHGD), also received the Healthcare Humanity Award 2023 in the individual category. During the pandemic, she dedicated extensive hours to strategic planning, supporting the needs of the polyclinics and overseeing external COVID-19 operations in migrant worker dormitories. Ms Kho also played a pivotal role in streamlining operations to ensure efficiency and a smooth workflow. In response to the clinical management of COVID-19, Ms Kho coordinated new workflows and supported the NHGD Serology team in blood drawing for migrant workers, despite being in the early stages of pregnancy. She also spent

considerable effort addressing the phlebotomists' needs, and explaining the safety rules and measures to ensure that they felt safe while performing their duties.

The NHGD Mobile X-ray Team at Community Care Facilities (CCFs) received the Healthcare Humanity Award 2023 in the team award category. This award was conferred for their efforts during the pandemic, which included ramping up X-ray services by expanding its Mobile X-ray fleet with three additional units. This expansion eliminated the need for COVID-19 patients to travel to hospitals for X-rays, providing convenience and reducing infection risks.

02

ENHANCING POPULATION HEALTH

NHGP promotes preventive health through its continued efforts in motivating individuals to take ownership of their health.

OPTIMISING HEALTH OUTCOMES

NHGP employs a person-centred care approach for chronic disease management and patient empowerment.

EMBRACE Programme

Through its EMBRACE (**E**nhanced **M**aternal **B**aby **T**oddle**R** **A**nd **C**hild **S**urv**E**illance) programme, NHGP integrates the provision of maternal and child health services focusing on events in the first 1,000 days of a child's life. The programme ensures both mothers and children receive comprehensive care during the same visit to the polyclinic. At the children's immunisation and childhood developmental screening appointments, mothers are screened for post-natal depression and receive follow-up care if they have a history of gestational diabetes.

NHGP nurses also provide health education such as offering nutritional advice and imparting parentcraft skills to the mothers and caregivers. Piloted in September 2020 and available at all NHG Polyclinics, EMBRACE has benefitted nearly 53,000 patients as of July 2023.

Recognising the needs of the vulnerable population, EMBRACE^{PLUS}, a component of EMBRACE, was conceived to identify at-risk children aged 0 to 3 years old to address their health, social and financial issues. In addition to ensuring the children complete their immunisations and childhood developmental screenings,

NHGP collaborates with social and community partners to provide an ecosystem of support for these families.

Adding to its suite of maternal health services, NHGP launched the lactation support service in July 2023 across all NHG Polyclinics. This initiative aims to improve breastfeeding care and offer continued family and community support to mothers. Trained lactation nurses provide breastfeeding advice and hands-on demonstrations to help mothers overcome breastfeeding challenges.



A child undergoing childhood developmental screening under NHGP's EMBRACE programme.

In Mainstream Media

Following a media briefing on the programme in September 2023, EMBRACE and EMBRACE^{PLUS} were featured in reports by *Lianhe Zaobao*, *8world* and *Chinese Radio*.

RELATE Programme

Recognising that patients with complex conditions often face fragmented biopsychosocial care, NHGP piloted the RELATE (**REL**ationship-based **heAl**th and social **inTE**gration) programme in September 2020. It has since been expanded to all NHG Polyclinics.

Under RELATE, a Care Coach serves as a health buddy for identified patients. The Care Coach is key to the health-social integration, multidisciplinary team intervention approach. The team comprises NHGP clinicians, Medical Social Workers, Care Managers and Care Coaches, and community partners, working together to manage



Ms Palaniammal Vellamy, Nurse Manager, Ang Mo Kio Polyclinic, demonstrating breast massage techniques to a patient.

complex patients with poorly controlled chronic conditions and psychosocial barriers to care. This programme seeks to improve patients' clinical outcomes by improving medication compliance, follow-ups and chronic disease control. The Care Coach performs comprehensive assessments to identify unmet psychosocial needs in at-risk patients, co-creates shared care plans with community partners and progressively follows up with care plans tailored to each patient's needs.

As of August 2023, RELATE has benefitted over 400 such patients, with nearly half experiencing a reduction in polyclinic visits within six months of joining the programme. Additionally, medication compliance improved by 10 per cent.

In Mainstream Media

After the media briefing conducted in September 2023, *The Straits Times*, *Lianhe Zaobao*, *8world* and *Capital 958* featured the RELATE programme and role of the Care Coach.



Ms Goh Zi Hui, Care Coach, Nursing Services, NHGP, assessing a patient's health and social needs.

Primary Tech-Enhanced Care Hypertension

In partnership with the MOH Office for Healthcare Transformation, NHGP implemented the **Primary Tech-Enhanced Care Hypertension (PTEC-HT)** programme across all its polyclinics in FY2023, enrolling over 6,800 patients by March 2024. PTEC-HT is a remote home blood pressure (BP) monitoring programme designed to empower patients with hypertension to better manage their conditions in the comfort of their homes. Using a Bluetooth-enabled BP machine, patients' readings are automatically transmitted to the Health Discovery+ (HD+) mobile application for self-monitoring. Additionally, the polyclinic care team monitors the BP readings, and provides support remotely via Tele-Consultations for abnormal readings or necessary medication adjustments. Patients also received timely advice and notifications through HD+, ensuring continuous management of their hypertension.

GEM Programme

NHG's **Group Education and eMpowerment (GEM)** is a group-based diabetes education and self-care programme initiated in March 2022, aimed at patients who have been newly diagnosed with diabetes or those with poor diabetes literacy. In FY2023, NHGP expanded its outreach efforts for GEM by offering the programme in various languages and teaching modes, including both physical and virtual sessions. An edition of GEM was developed to help patients manage their diabetes safely while fasting during Ramadan.

As of March 2024, 51 GEM sessions have been conducted across NHG Polyclinics, benefitting over 430 patients. Preliminary results for patients who completed the programme showed improvements in HbA1c levels, self-care behaviours and diabetes knowledge.

Social Prescribing to Age Well

NHGP's **ENgaging and empoweRING our Community for better Health (ENRICH)** programme was developed to empower patients to take charge of their health by staying physically, socially and mentally active in the community. The social prescription programme involved a collaboration with Active Ageing Centres (AACs). Patients aged 50 and above, who are well and with stable chronic conditions, received personalised recommendations from their clinical team for suitable community programmes and activities aimed at improving the patients' physical activity levels, social-connectedness and mental well-being.

As of March 2024, the ENRICH programme has been piloted at two NHG Polyclinics and has reached out to more than 300 patients, providing them with suitable community activities in their vicinity and assisting them in registering for the programmes at the AACs.

NHGP Tele-Health Services

Tele-Health services complement in-person consultations by extending care beyond the polyclinic's premises to meet population

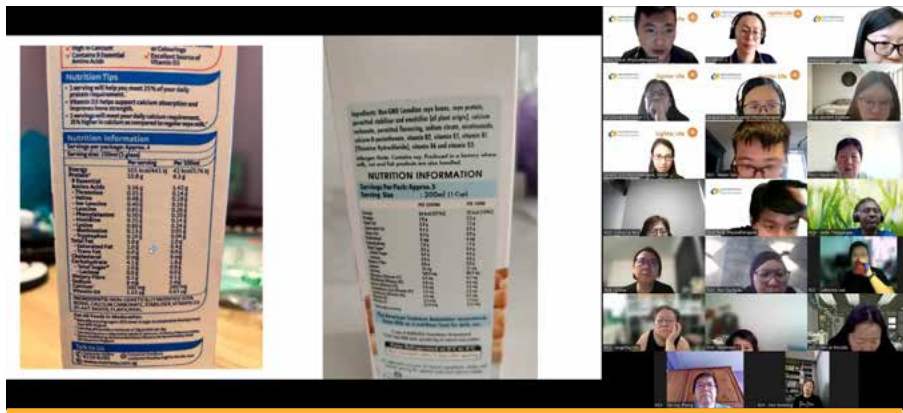
health needs. Through Tele-Health services, patients with well-controlled chronic conditions are able to manage their conditions at home. Tele-Health sessions conducted across NHG Polyclinics, including Tele-Consultations provided by doctors, nurses and Allied Health Professionals, have reduced the need for polyclinic visits for such patients.

In support of the national *Healthier SG* initiative, NHGP expanded the scope and capacity of its Tele-Consultations to include preventive health services. Care Coordinators conduct Tele-Consultations to review enrolled patients' health statuses such as their Body Mass Index and recent health screenings prior to their health plan consultations under *Healthier SG*. This approach allows clinicians to focus on other aspects of the health plan while promoting lifestyle modifications and early detection to prevent the onset of chronic diseases.

Lighter Life

NHGP's **Lighter Life** programme offers group weight management for patients with chronic conditions such as diabetes and hypertension, aimed to reduce their risk of diseases like cardiovascular disease. Patients receive comprehensive support to achieve safe weight loss through diet, exercise, mental health and behavioural modifications as well as goal-setting. In FY2023, more than 300 patients benefitted from the programme, with a new cohort enrolling each month.

To strengthen the relationship-based approach and sustain weight loss beyond the programme, an online community platform was set up for all past and current Lighter Life participants in January 2024. This platform facilitates peer-organised activities, which have been expanded to include the ongoing programme cohorts, fostering shared learning experiences and stronger peer support.



Lighter Life participants interacting at a virtual group session.



As part of the programme's ongoing partnership with community partner Sport Singapore (SportSG), participants went through a hands-on session on strength training at a SportSG-managed ActiveSG gym.

FitterLife

NHGP's Health Promotion & Preventive Care Department (HPPC), in collaboration with NHG, and supported by the Holistic

Approach to Lowering and Tracking Chronic Kidney Disease (HALT-CKD) team and health coaches from Community Health Teams (CHT), successfully conducted six runs of the FitterLife programme for over

90 participants in FY2023. HPPC will continue to partner CHTs in training additional health coaches, scaling up the programme to reach a wider audience and enhance community health outcomes.

SUSTAINED
COMMUNITY
ENGAGEMENT

NHGP took part in and led activities, events and talks to motivate and help individuals adopt a proactive stance in looking after their health.

Expanding Outreach

Healthier SG Roadshows 2023

The Healthier SG strategy is a significant shift towards preventive health for the community. NHGP participated in a series of roadshows held islandwide between July and November 2023, aimed at encouraging residents aged 60 and above to enrol in Healthier SG. At these events, Ms Wong Yuefen, Principal Dietitian, Ang Mo Kio Polyclinic, and Ms Alvernia Chua, Senior Dietitian, Sembawang Polyclinic, engaged residents through nutrition quizzes at the 'Eat Well, Live Well' booth during the Bishan and Admiralty roadshows. Ms Liow Hui Shi, Senior Dietitian, Woodlands Polyclinic, also provided practical tips on healthy cooking at the Toa Payoh roadshow, demonstrating how to prepare healthier versions of popular dishes.



NHGP facilitated outreach on Healthier SG through various activities at the roadshows.

Parent-child Workshop at Health and Wellness Studio

The Health Promotion & Preventive Care Department (HPPC) held its inaugural event collaboration, titled 'Bonding with Wellness', with SportSG Singapore (SportSG) on 12 March 2024. Timed to coincide with the school holidays, the parent-child workshop at Sembawang Polyclinic's Health and Wellness Studio consisted of a yoga session led by a SportSG instructor. Ms Yeo Hui Wen, Health Promotion Consultant, HPPC, conducted activities including hand puppet-making and healthy yoghurt parfait making sessions. These health promotion activities fostered bonding between parents and their children while promoting wellness in a fun way.

Skills for Good Festival 2023

The Primary Care Academy (PCA) participated in the annual Skills for Good Festival, organised by the Central Singapore Community



Participants at the parent-child workshop learnt ways to make healthy living fun.

Development Council (CDC) on 28 and 29 July 2023. Themed 'Green, Digital and Care economies', the event was graced by Ms Denise Phua, Mayor of Central Singapore CDC and Mr Chong Kee Hiong, Member of Parliament for Bishan-Toa Payoh GRC. The festival drew 3,000 families and participants, and offered participants valuable skills and knowledge from industry experts including eldercare

organisations, government agencies and career advisors.

PCA's booth featured information on its upcoming workshops and talks, and promoted healthy eating through a meal planning activity. As part of the event, Mr Won Tin Chiang, Principal Dietitian, Toa Payoh Polyclinic, delivered a talk on wallet-friendly grocery shopping and nutritious meal planning at home.



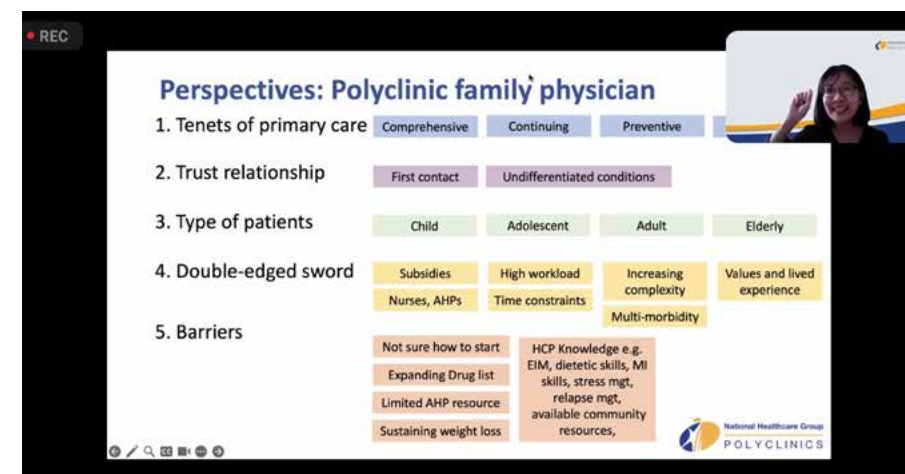
Participants at the booth manned by PCA, being guided on healthy meal planning.



Mr Won Tin Chiang delivering a talk about grocery shopping on a budget and making healthy meal plans.

Incorporating Weight Management in Patient Care

Dr Donna Tan, Family Physician, Associate Consultant and Deputy Director, Clinical Services, NHGP, was a featured panellist at the Basic Obesity Management Accreditation (BOMA) course for Family Physicians, organised by the College of Family Physicians Singapore (CFPS) on 7 and 8 October 2023. Dr Tan highlighted NHGP's leading efforts in obesity management within primary care, and addressed the challenges of managing patients' weight issues during busy consultations that required attention for various concerns. She also provided practical guidance on effectively empowering patients with obesity to take control of their weight management.

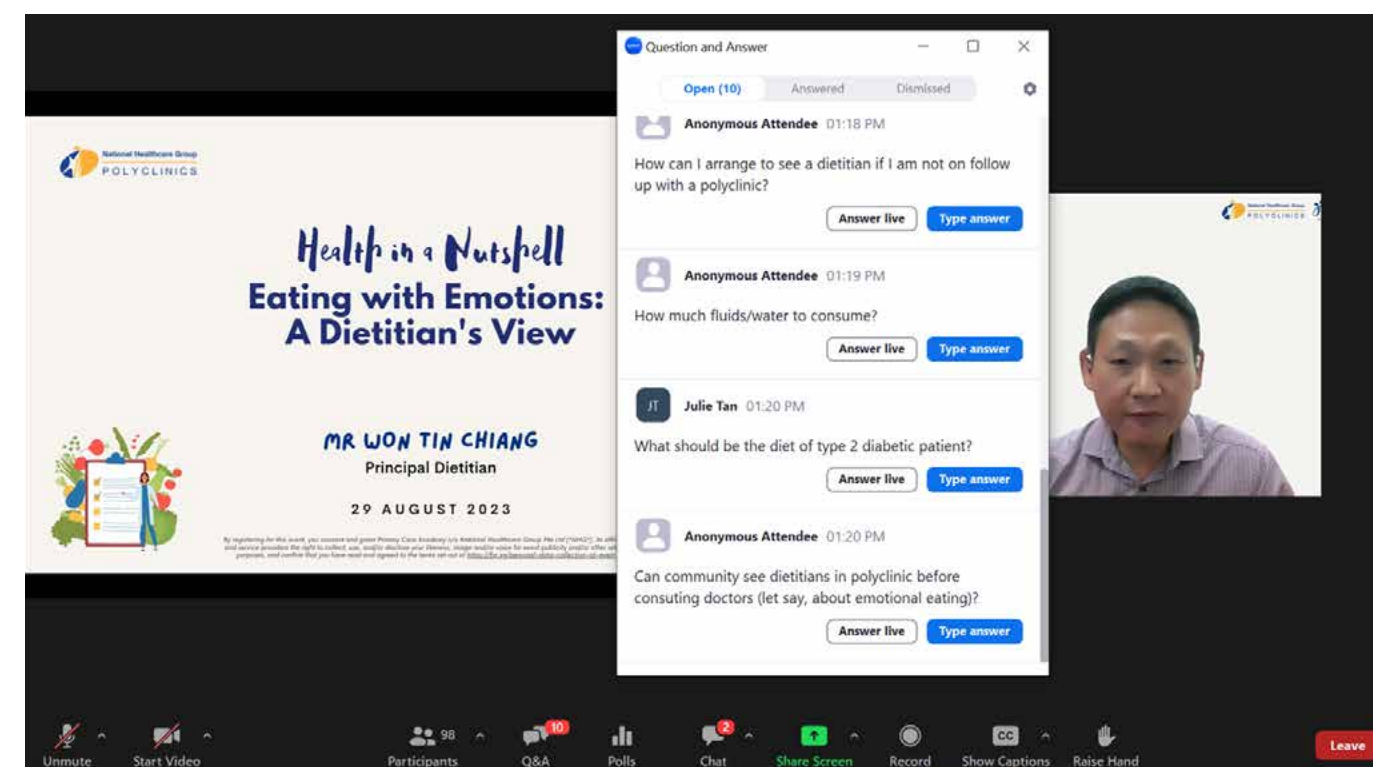


Dr Donna Tan speaking at the virtual session.

Overcoming Emotional Eating

The Primary Care Academy (PCA) organised a lunch webinar titled 'Eating with Emotions: A Dietitian's View', on 29 August 2023 to highlight the risks associated with emotional eating. Mr Won Tin Chiang, Principal Dietitian, Toa Payoh Polyclinic, delivered an insightful session on identifying

triggers for emotional eating and ways to manage cravings. The webinar attracted over 100 participants, including members of the public, and garnered interest from community stakeholders. The lunch webinar is part of the 'Health In A Nutshell' webinar series, regularly conducted by PCA to promote good health and well-being.



Mr Won Tin Chiang conducting a webinar on emotional eating.

Achieving Holistic Care for the Older Person

Between December 2023 and February 2024, PCA organised five sessions of its Holistic Care for Older PErsons (H.O.P.E) series for 120 staff from the National Environment Agency (NEA). The sessions were held at various NHG Polyclinics, including the Health and Wellness Studio at Sembawang Polyclinic. Mr Won Tin Chiang, Principal Dietitian, Toa Payoh Polyclinic, and Mr Derek Koh, Health Promotion Consultant, Health Promotion & Preventive Care Department, elaborated on ways to achieve a healthy weight through proper nutrition and fitness. They also provided practical strategies for living and ageing well, such as utilising everyday objects for exercise and body strengthening.

For the full list of workshops and courses conducted in FY2023, please refer to Appendix A.



Mr Won Tin Chiang (top) and Mr Derek Koh educating participants on health and fitness maintenance.



Pre-planning Campaign Roadshow

NHGP Medical Social Workers (MSWs) actively supported the Pre-Planning Campaign Roadshow at Yishun Town Square on 16 and 17 September 2023, and at HDB Hub Mall on 24 March 2024. Along with Advance Care Planning (ACP) facilitators from other organisations, the MSWs ran the Mobile Clinic for General ACP to encourage individuals to plan ahead so they could receive care aligned with their preferences. This was aligned with the national inter-agency campaign driven by the Ministry of Social and Family Development, Ministry of Health, Agency for

Integrated Care and Public Service Division, which aimed to raise awareness of ACP and the Lasting Power of Attorney.

Canberra AdventureFest 2024

The Canberra AdventureFest, held on 10 March 2024, was organised by Kampung Jelutung and Canberra grassroots organisations (GROs) to promote community engagement. Graced by Guest-of-Honour Dr Lim Wee Kiak PBM, Member of Parliament for Sembawang GRC (Canberra) and Adviser to Canberra GROs, the event drew over 800 families. Sembawang Polyclinic and Family Nexus @ Bukit Canberra participated with a dedicated booth

at the event, where they conducted a survey and distributed informational materials to update residents about the polyclinic's services.

Kwong Wai Shiu Hospital's Community Care Day

On 23 March 2024, staff from Kallang Polyclinic participated in Kwong Wai Shiu Hospital's (KWSH) Community Care Day, themed 'Active Towards A Colourful Life'. Aimed at fostering active lifestyles in neighbouring communities, the event featured a range of activities. The highlights included tote bag painting to encourage self-expression and creativity, demonstrations of daily exercises designed to prevent or delay frailty, and sharing of high-protein meal plans for better health. Seniors from the community enjoyed the engaging activities alongside volunteers from NHGP's Patient Advisory Council.



NHGP's booth at Canberra AdventureFest 2024.



NHGP supported KWSH's Community Care Day with activities that encourage active ageing.



NHGP promoted networking, career and sponsorship opportunities at outreach events.

Recruitment Outreach Events for Nursing

In January 2024, NHGP's Nursing Services and Human Resource Department jointly participated in several outreach events to offer opportunities for networking and NHG sponsorship and career exploration. Students gained insights into the work of NHG during the events, which included the NHG Nursing Open House at the Centre for Healthcare Innovation; Ngee Ann Polytechnic and Nanyang Polytechnic's Open House; and NUS ALCNS (National University of Singapore Alice Lee Centre for Nursing Studies) event.

NHG Musculoskeletal Day

The inaugural NHG Musculoskeletal (MSK) Day, held on 23 March 2024, was a resounding success. Organised by the NHG MUSculoskeletal Integrated Care Workgroup co-chaired by Dr Donna Tan, Family Physician, Associate Consultant and Deputy Director, Clinical Services, NHGP, the event was ably led by Dr Richard Lee, Family Physician, Senior Consultant and Assistant Director, Family Medicine Development, NHGP, and Chairperson of the event; and Ms Chan Cheuk Ying, Advanced Practice Nurse, Woodlands Polyclinic, who spearheaded the Scientific Programme. Among the speakers who showcased MSK work in NHGP were Dr Frederick Yeo, Family Physician, Associate Consultant, Hougang Polyclinic; Ms De Roza Jacqueline Giovanna,



NHGP CEO with the NHGP team in a show of solidarity at the event.

Advanced Practice Nurse and Assistant Director of Nursing, Nursing Services; and Mr Gary Cheok, Principal Physiotherapist, Ang Mo Kio Polyclinic.

Themed 'Healthier SG and Musculoskeletal Health: Staying Active, Staying Mobile', the event was launched officially at the Ng Teng Fong Centre for Healthcare

Innovation by Guest-of-Honour Professor Joe Sim, Group Chief Executive Officer, NHG at the opening ceremony, which also involved Dr Karen Ng, Chief Executive Officer, NHGP. NHG MSK Day fostered a collective commitment towards elevating the standard of MSK care for

individuals and patients. Over 400 attendees gained insights through plenaries, panel dialogues and the sharing of ground-up initiatives, best practices and latest advancements in MSK care.

The Primary Care Academy (PCA) also set up an information booth at

the event, providing information on its upcoming courses in 2024, such as clinical workshops for nurses and Allied Health Professionals.

World Osteoporosis Day

In conjunction with World Osteoporosis Day on 20 October



Ms De Roza Jacqueline Giovanna, Advanced Practice Nurse and Assistant Director of Nursing, sharing about the connection between musculoskeletal health and risk of falling.



Dr Karen Ng (second from left), CEO, NHGP, at the opening ceremony of NHG MSK Day 2024.

2023, NHG Diagnostics' (NHGD) team of radiographers collaborated with Yishun Polyclinic's team of doctors, nurse, dietitian, clinic operations staff, and the Health Promotion & Preventive Care Department to organise an educational talk and set up a booth at the polyclinic to raise awareness

on osteoporosis and the importance of bone health.

During the session, the attendees learnt how to identify osteoporosis risk factors and gained a better understanding of the importance of prevention, early detection, and intervention.



Radiographers from NHGD sharing about the importance of bone health and early detection of osteoporosis.



Mental Wellness

Singapore Mental Health Conference 2023

Dr David Ng, Family Physician, Senior Consultant and Head, Special Projects (Primary Care), NHGP, led a breakout session at the 7th Singapore Mental Health Conference, held on 4 and 5 October 2023 at Singapore Expo. The conference brought together professionals from the healthcare, social service and intermediate and long-term care sectors to discuss focus areas such as 'Mental Wellness in the Silver Years'. Alongside leaders from the Silver Generation Office and Fei Yue Community Services, Dr Ng shared insights from the NHGP memory clinic experience, emphasising the importance of primary care in identifying and assisting seniors at risk of dementia, as well as providing support to their caregivers.



Dr David Ng speaking about NHGP's multidisciplinary approach to mental health.

Mental Health for Youth, Through Youth

On 14 February 2024, NHGP's ALERT (AdoLescent Evaluation and Rapid Treatment of Mental Health) team and Volunteer Corporate Office celebrated the successful inaugural five-

month collaboration with students from Nanyang Polytechnic's (NYP) School of Engineering. Through the collaboration, the students developed educational materials aimed at helping young individuals manage psychosomatic symptoms and alleviate their stress. The students were also given

opportunities to reflect on mental health issues faced by their peers, fostering a deeper understanding and empathy for these issues. The initiative encouraged the students' advocacy for mental health awareness, to act as a voice for youths and participate in youth outreach efforts.



The collaboration between NHGP and NYP helped the students understand the importance of mental health.

Managing Diabetes

NHG World Diabetes Day

As part of NHG World Diabetes Day 2023 themed ‘Embracing Life with Diabetes’, a series of educational webinars and an exhibition were held to help patients better understand diabetes and manage the condition effectively. At the webinar on 21 October 2023, Dr Moses Tan, Family Physician, Deputy Head of Geylang Polyclinic and Organising Chairman

of the event, shared the need for patient empowerment and a multidisciplinary, patient-centric approach to the management of diabetes, while Ms Olivia Chai, Podiatrist, Yishun Polyclinic, delivered a talk on ‘Exercise and Foot Care’ that emphasised the importance of diabetes foot screening and proper foot care.

The webinar on 28 October 2023 saw Ms Lynn Huang Ailing, Senior Medical Social Worker, Woodlands Polyclinic, sharing

on the management of one’s emotional, cognitive and physical responses while dealing with diabetes. In her presentation, she also provided advice on how caregivers could support loved ones by accompanying them to medical appointments, and validating their feelings. Ms Goh Hui Ting, Senior Psychologist, Woodlands Polyclinic, highlighted the importance of mindfulness, encouraging participants to be present in the moment and live according to their values.

Dr Tan, Ms Chai, and Ms Huang were among the Q&A panellists who addressed questions from participants keen to learn how to keep diabetes under control.

During the exhibition held at Toa Payoh South Community Club on 4 November 2023, participants learned how one could live better with diabetes with the right strategies and mindset. Ms Winnie Poh, Nurse Clinician, Kallang

Polyclinic; Ms Evonne Oh, Nurse Clinician, Geylang Polyclinic; and Ms Lim Su Mei, Senior Dietitian, Hougang Polyclinic – along with the NHGP staff involved in the webinars – shared more about diabetes care.

Health Talk on Diabetes

To improve public outreach and diabetes awareness, Woodlands Polyclinic held a health talk on

9 March 2024 at Orange Valley Active Ageing Centre. Participants learnt how to recognise early signs of diabetes and prevent its onset through lifestyle adjustments, including adopting a healthy diet and incorporating regular exercise. The NHGP team also provided valuable advice on managing diabetes while fasting during Ramadan, addressing the concerns of Muslims with diabetes.



WEBINAR SPEAKERS & TOPICS

1A. Tips for Eating Well with Diabetes



Dr Moses Tan
Organising Chairman;
Family Physician, NHGP



Chen Mei Yee
Senior Dietician,
WH

1B. Exercise and Foot Care



Cherlene Nah
Senior Physiotherapist,
YH



Olivia Chai
Podiatrist,
NHGP



Educational webinars by NHG aimed to empower and equip patients with the skills and knowledge to manage diabetes.



The diabetes health talk was part of NHGP’s ongoing public outreach efforts.

03

STRENGTHENING SKILLS IN RESEARCH AND EDUCATION

NHGP reinforces its goal of research excellence with activities that facilitate cross-disciplinary collaboration and information exchange.



BOOSTING PATIENT-CENTRED RESEARCH

By cultivating a positive environment for research, NHGP improves clinical practice and elevates the standards of primary care.

NHG Research & Innovation Awards 2023

In its fifth year running, the National Healthcare Group (NHG) Research & Innovation Awards (NRIA) recognise individuals and teams who have made significant contributions to enhancing health outcomes or delivery. The awards also underscore NHG’s commitment to fostering a culture of continuous research and innovation. The NHG Innovator of the Year Award 2023 was awarded to Dr Valerie Teo, Family Physician, Senior Consultant and Head of Kallang Polyclinic.

Singapore Health & Biomedical Congress 2023

The Singapore Health & Biomedical Congress (SHBC), held on 12 and 13 October 2023, focused on the theme ‘Transforming for a Healthier Population’. At this large-scale conference organised by NHG, healthcare delegates gathered to share their in-depth expertise and explored ways to collaborate with community and social care partners in empowering residents to achieve healthier living within their neighbourhoods.

A highlight of the congress was the Singapore Primary Care Research Competition, which attracted 43 abstract submissions on various topics. Associate Professor Tang Wern Ee, Director, Clinical Research Unit, NHGP, was Chairperson of the competition finals held on 3 October 2023. The 10 staff from NHGP, who were recognised for their excellence in research work under the oral and poster award category, are listed below.

For the full list of abstracts accepted for the SHBC Scientific Competition, please refer to Appendix B.

Singapore Primary Care Research Award (Oral Category)			
Gold	Silver	Bronze	Merit
Dr Sabrina Wong Kay Wye Family Physician, Senior Consultant Deputy Director, Clinical Services <i>The impact of care coaching in improving outcomes in patients with suboptimal diabetes control</i>	Dr Jonathan Chong Ern-Ji Family Physician, Consultant Head, Hougang Polyclinic <i>A systematic review of the factors associated with intrinsic capacity in community-dwelling adults</i>	Ms Julia Zhu Xiaoli Senior Nurse Clinician, Nursing Services <i>Foot self-care behaviour in primary care patients with diabetic foot ulcer: A structural equation modelling analysis of cognitive and psychosocial predictors</i>	Dr Simon Lee Biing Ming Family Physician, Consultant Chief Clinical Informatics Officer Chief Data Officer, Operations <i>Identifying factors associated with rapid renal progression in a multiethnic Asian population</i> Dr Tan Shu Yun Family Physician, Senior Consultant Clinician Researcher, Clinical Research Unit <i>Effectiveness of asthma education: 3-arm randomised controlled trial</i>

Singapore Primary Care Research Award (Poster Category)			
Gold	Silver	Bronze	Merit
Dr Elaine Tan Family Physician, Associate Consultant Toa Payoh Polyclinic <i>Retrospective review of foot surveillance service for patients with moderate to high-risk diabetic foot in primary care: A preliminary analysis</i>	Dr Quek Jing Sheng Family Physician, Associate Consultant Deputy Head, Woodlands Polyclinic <i>The complex patient in primary care in Singapore: Prevalence and associated factors</i>	Dr Sim Sai Zhen Family Physician, Consultant Hougang Polyclinic <i>Understanding the link between intrinsic capacity and frailty in Singapore's primary care population with multimorbidity</i>	Ms Michelle Lee Cai Feng Nurse Clinician (Advanced Practice Nurse) Ang Mo Kio Polyclinic <i>Increasing exercising among community-dwelling older adults with fear of falling</i> Dr Kee Kok Wai Family Physician, Consultant Deputy Head, Toa Payoh Polyclinic <i>An exploratory study of osteoporosis risk screening in postmenopausal Singaporean women</i>

NHGP Primary Care Symposium 2024

NHGP Clinical Research Unit (CRU) organised a virtual Primary Care Symposium on 2 March 2024. Titled 'Unlocking Diabetes Remission', this webinar featured Professor Michael Lean, Professor of Human Nutrition, University of Glasgow, who is one of the lead principal investigators of the Diabetes Remission Clinical Trial (DiRECT) in the United Kingdom; Associate Professor Tang Wern Ee, NHGP Director of Clinical Research Unit and Information Management & Analytics and the lead Principal Investigator of the NHG Reversing Diabetes Programme; and Associate Professor Lim Su Chi, Senior Consultant, Endocrinologist from Admiralty Medical Centre,

Khooh Teck Puat Hospital (KTPH) and part of the NHG Reversing Diabetes Programme team. The speakers shared findings from their research and updates on diabetes remission in the United Kingdom and Singapore.

About 50 local healthcare professionals and researchers from NHGP, KTPH, National University Health System and MOH Holdings attended the webinar, which included a Q&A session that was moderated by Dr Ian Koh Jan Ming,



Top row, from left: Dr Ian Koh Jan Ming and A/Prof Tang Wern Ee.
Bottom row, from left: Prof Michael Lean and Prof Lim Su Chi.

Deputy Head of Ang Mo Kio Polyclinic and Assistant Director of Primary Care Academy.

NHGP-LKCMedicine Research Forum

In FY2023, NHGP CRU organised the inaugural NHGP-Lee Kong Chian School of Medicine (LKCMedicine) Research Forum. This hybrid event, held both virtually and in-person at Kallang Polyclinic on 14 July 2023, promoted understanding of important healthcare issues through evidence-based research.

Healthcare professionals and researchers from NHGP and LKCMedicine heard from Dr Ong Kah Pieng, Family Physician, Associate Consultant and Deputy Head, Kallang Polyclinic; Dr Sze Kai Ping, Family Physician, Yishun Polyclinic; Mr Aloysius Chow, Research Associate, LKCMedicine and Ms Joanne Lim, Research

Assistant, LKCMedicine, on key findings from their research projects, which shared the common theme of health technology. Dr Ong's research focused on 'Tele-monitoring with Primary Tech Enhanced Home HbA1c Test

(PTEC HAT) – A qualitative study on patients' experience', while Dr Sze's research centred on 'Exploring doctors' perspectives of digital tools' impact on the patient-doctor relationship in Singapore's primary healthcare setting: A qualitative study'.



Held for the first time, the NHGP-LKCMedicine Research Forum contributed to research innovation.

Introduction to Qualitative Research Workshop

The ‘Introduction to Qualitative Research’ workshop, jointly organised by NHGP CRU and the Primary Care Academy on 19 September 2023, was attended by medical, nursing and General Practitioners. Assistant Professor Lee Eng Sing, Deputy Director and

Principal Clinician Researcher, CRU, NHGP, and Dr Sze Kai Ping, Family Physician, Geylang Polyclinic, gave a talk that provided valuable insights on research principles.

This workshop was facilitated by Dr Predeebha D/O P.N. Kannan, Deputy Director, Primary Care Academy; Dr Tan Shu Yun, Clinician Researcher, CRU; Ms De Roza

Jacqueline Giovanna, Advanced Practice Nurse, Assistant Director of Nursing, Geylang Polyclinic; and Ms Julia Zhu, Senior Nurse Clinician, Nursing Services. At this workshop, which aimed to equip participants with the skills to conduct qualitative research, participants had the opportunity for hands-on practice in formulating Qualitative Research projects.



SUPPORTING PROFESSIONAL GROWTH

In anticipation of new challenges in healthcare, NHGP is consistent in its efforts to nurture and develop future-ready healthcare professionals.

Family Medicine Convocation

Forty-seven NHGP doctors were recognised for their academic achievements at the Family Medicine Convocation Ceremony organised by the College of Family Physicians Singapore (CFPS) on 25 November 2023.

Master of Medicine (MMed) in Family Medicine

Thirty-six doctors – who underwent either a three-year Family Medicine (FM) Residency Programme or the 22-month College of Family Physicians (Singapore) MMed (FM) Programme – passed the MMed (FM) examinations in November 2023. The programmes were designed to equip them with the competencies required to practise as proficient Family Physicians.

Dr Chia Yun Ling Caroline Family Physician Ang Mo Kio Polyclinic	Dr Ang Wei Luong Family Physician Kallang Polyclinic	Dr Loo Ying Yi Family Physician Woodlands Polyclinic
Dr Chloe Choy Hui-Ling Resident Physician Ang Mo Kio Polyclinic	Dr Mark Nicholson Family Physician Kallang Polyclinic	Dr Teo Ee Lyn Family Physician Woodlands Polyclinic
Dr Ooi Tong Li Resident Physician Ang Mo Kio Polyclinic	Dr Ang Ling Min Family Physician Toa Payoh Polyclinic	Dr Marcus Teo Kok Kuan Resident Physician Woodlands Polyclinic
Dr Yeo Zhi Ta, Alan Resident Physician Ang Mo Kio Polyclinic	Dr Cheong Wang Long Randy Resident Physician Toa Payoh Polyclinic	Dr Jocelyn Yeo Ling Sui Resident Physician Woodlands Polyclinic
Dr Fong Qi Wei Family Physician Geylang Polyclinic	Dr D’Cotta Whitney Renee Family Physician Toa Payoh Polyclinic	Dr Chin Yu Xuan Resident Physician Yishun Polyclinic
Dr Koh Nan Jun Resident Physician Geylang Polyclinic	Dr Koh Li Wen Family Physician Toa Payoh Polyclinic	Dr Peter Goh Jun Heng Family Physician Yishun Polyclinic
Dr Kuang Silin Family Physician Geylang Polyclinic	Dr Lee Jing Kun Resident Physician Toa Payoh Polyclinic	Dr Goh Yue Shan Resident Physician Yishun Polyclinic
Dr Seah Jing Min Vanessa Resident Physician Geylang Polyclinic	Dr Lye Yik Fan Family Physician Toa Payoh Polyclinic	Dr Kwok Wei Ying Resident Physician Yishun Polyclinic
Dr Cassandra Leow Cui Min Resident Physician Hougang Polyclinic	Dr Ng Choon Aik Jonathan Resident Physician Toa Payoh Polyclinic	Dr Li Kexin Family Physician Yishun Polyclinic
Dr Look Xinqi Resident Physician Hougang Polyclinic	Dr Noorul Faeyza Binte O H Abd Razak Resident Physician Toa Payoh Polyclinic	Dr Liang Fueng Chee Edwin Resident Physician Yishun Polyclinic
Dr Wong Kah Yan Jerome Resident Physician Hougang Polyclinic	Dr Cheok Liang Jie Resident Physician Woodlands Polyclinic	Dr Lim Jia Qing Resident Physician Yishun Polyclinic
Dr Yeow Huifen Resident Physician Hougang Polyclinic	Dr Nicole Kiren Cheong Wen Xian Resident Physician Woodlands Polyclinic	Dr Josiah Wong Yi Hsion Resident Physician Yishun Polyclinic

Graduate Diploma in Family Medicine (GDFM)

Four doctors passed the GDFM examinations in July 2023. Through this post-graduate training programme, family doctors in Singapore are able to acquire the skills needed for delivering enhanced patient care.

Dr Gan Wen Ying
Family Medicine Resident
Geylang Polyclinic

Dr Low Wan Ngor
Resident Physician
Woodlands Polyclinic

Dr Tanoto Lim Jia Ying
Resident Physician
Yishun Polyclinic

Dr Tan Ray Yueh
Family Medicine Resident
Woodlands Polyclinic

Fellowship of the College of Family Physicians (Singapore)

Seven NHGP doctors completed the Advanced Specialty Training in Family Medicine and attained their Fellowship of the College of Family Physicians (FCFP) (Singapore) in August 2023. The attainment of the Fellowship meant that the doctors are now recognised as expert Consultants equipped to provide advice and opinions in their role as a Family Physician.

Dr Moses Tan
Family Physician,
Associate Consultant
Deputy Head, Geylang Polyclinic

Dr Ng Xin Rong
Family Physician,
Associate Consultant
Toa Payoh Polyclinic

Dr Lydia Chee Jia Yi
Family Physician,
Associate Consultant
Yishun Polyclinic

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

Dr Quek Jing Sheng
Family Physician,
Associate Consultant
Deputy Head, Woodlands Polyclinic

Dr Sze Kai Ping
Family Physician,
Associate Consultant
Yishun Polyclinic

Dr Ong Kah Pieng
Family Physician,
Associate Consultant
Deputy Head, Kallang Polyclinic

MOH In-Service Scholarship and NHGP Scholarship

In FY2023, 17 NHGP staff received the MOH In-Service Scholarship and NHGP Scholarship, to develop them into competent leaders to meet future healthcare needs.

Ms Lim Shi Ying Kimberley
Senior Enrolled Nurse
Ang Mo Kio Polyclinic

Ms Liang Jieying
Senior Staff Nurse
Toa Payoh Polyclinic

Ms Nurhaziqah Binte Husin
Senior Staff Nurse
Woodlands Polyclinic

Ms Jiang Cuifang
Senior Staff Nurse
Geylang Polyclinic

Ms Rekha Mitrina Balasubramaniam
Senior Staff Nurse
Toa Payoh Polyclinic

Ms Phang Li Ying
Senior Staff Nurse
Woodlands Polyclinic

Ms Maryann Chua Siew En
Senior Staff Nurse
Hougang Polyclinic

Ms Goh Wan Fang
Physiotherapist
Woodlands Polyclinic

Ms Sun Lingyan
Senior Staff Nurse
Woodlands Polyclinic

Ms Lim Gek Swee
Staff Nurse
Kallang Polyclinic

Ms Janine Chng Wan Xuan
Senior Staff Nurse
Woodlands Polyclinic

Ms Chen Meng
Senior Staff Nurse
Yishun Polyclinic

Ms Linna Chin Lee Ching
Senior Staff Nurse
Kallang Polyclinic

Ms Kang Yimin
Assistant Nurse Clinician
Woodlands Polyclinic

Ms Emily Lim Xin Yi
Staff Nurse
Yishun Polyclinic

Ms Santhi D/O Govindan
Nurse Manager
Kallang Polyclinic

Ms Li Jiemin
Senior Staff Nurse
Woodlands Polyclinic

LEARNING AND SHARING

Cognisant that cross-disciplinary interaction is key to the development of new ideas and enhancing knowledge, NHGP actively participated in impactful learning experiences.

Health Manpower Development Plan Visits

Australia

As part of efforts to develop a primary care youth mental health service to increase accessibility to mental health care and reduce

barriers to seeking treatment, Dr Eugene Chua, Family Physician, Associate Consultant, Hougang Polyclinic; Mr Zeng Jin Liang, Senior Medical Social Worker, Yishun Polyclinic; and Ms Letchmi D/O M. Sanggaradas, Nurse Manager, Yishun Polyclinic, headed to the University of Melbourne, Australia

in June 2023. During the visit, the team engaged with experts such as Professor Lena Sanci, Head of the Department of General Practice and Professor Susan Sawyer AM, Chair of Adolescent Health, gaining insights into holistic youth mental healthcare and unique challenges faced by youth. The team also met

Professor Patrick McGorry AO, Executive Director of Orygen, whose pioneering work offered valuable perspective on improving youth mental health services in Singapore.

From September to October 2023, Dr Victoria Leung Muk Yan, Family Physician, Associate Consultant, Ang Mo Kio Polyclinic, visited St Vincent's Health Service in Melbourne and did rotations at St George's Hospital – a geriatric hospital – in Kew, step-down care facilities, outreach visits to patients' homes, nursing homes, a retirement village as well as community health services at Collingwood, Victoria. Dr Leung also attended an annual summit on promoting older women's health and well-being. Through the trip, she learnt more about healthcare resources in the effective management of seniors and the

importance of increasing geriatric mental health awareness.

Dr Rajni Gupta, Family Physician, Associate Consultant, Ang Mo Kio Polyclinic, visited the Peter MacCallum Cancer Centre and Royal Melbourne Hospital in Melbourne from November to December 2023, to learn more about various models of cancer survivorship care in Australia. The visit was hosted by Professor Jon Emery, the Herman Professor of Primary Care Cancer Research at the University of Melbourne, and the Victorian Comprehensive Cancer Centre Primary Care Research and Education Lead. This provided insights into the role of a multidisciplinary team – including dietitians, physiotherapist and a General Practitioner (GP) – in providing comprehensive care to

cancer survivors closer to their homes.

United Kingdom

In June and July 2023, an inter-professional team from NHGP, comprising Dr Donna Tan, Deputy Director, Clinical Services, NHGP; Mr Gary Cheok, Principal Physiotherapist, Ang Mo Kio Polyclinic; Ms Chan Cheuk Ying, Advanced Practice Nurse, Woodlands Polyclinic; and Mr Derek Koh, Health Promotion Consultant, Health Promotion & Preventive Care Department, NHGP, visited NHS King's College in London, England and Cardiff, Wales, to study its transformative musculoskeletal (MSK) healthcare approach. The NHGP team saw how First Contact Practitioners in primary care triaged patients and tailored therapies for them.

From September to November 2023, Dr Arvin Mahavijayan, Family Physician, Associate Consultant, Sembawang Polyclinic, went on a learning trip to Hammersmith Hospital in London, England. There, he observed patients with chronic kidney disease being managed in a hospital setting and through a multi-pronged effort with GP partners in the community who had a direct channel of communication with nephrologists specifically tasked with supporting the GPs. He also saw how regular patient outreach sessions were conducted through videoconferencing by Advanced Practitioner Nurses with Consultant Nephrology support, to promote better patient literacy and improve overall quality of care.

Together with other NHG colleagues, Dr Ian Koh, Family Physician, Associate Consultant, Ang Mo Kio Polyclinic and Assistant Director, Primary Care Academy; Ms Pauline Xie, Principal Dietitian, Geylang Polyclinic; Ms Christine Chern, Nurse Clinician, Kallang Polyclinic; and Ms Carol Lin, Senior Psychologist, Kallang Polyclinic, visited the United Kingdom (UK)

from October to November 2023. In Glasgow, the team visited various General Practitioner (GP) practices, hospitals and community venues, and met Professor Mike Lean, one of the leaders of Diabetes Remission Clinical Trial (DiRECT) that led to the nationwide implementation of NHS Scotland's diabetes remission pathway. The team also met Dr David Unwin in Southport, a GP who made major strides in promoting diabetes remission, and clinicians in London and Dundee to learn from them about innovative ways to achieve diabetes remission through weight loss.

In November 2023, Dr Kung Jian Ming, Family Physician, Associate Consultant, Yishun Polyclinic; Ms Janelle Ng Sze Ern, Assistant Nurse Clinician, Yishun Polyclinic; and Ms Tan Hui Nah, Principal Medical Social Worker, Geylang Polyclinic, went to the UK to strengthen their understanding of the UK's primary palliative care framework. This included trips to St Christopher's Centre for Awareness and Response to End of Life (CARE), Palliative & End of Life Care Group at the University of Cambridge (PELiCam),

the Airedale Digital Care Hub in Leeds, the Cicely Saunders Institute as well as the Royal College of General Practitioners in London. The team also visited hospices, acute hospitals and GP practices to observe the implementation of the Gold Standards Framework (GSF) and learn from its founder Professor Keri Thomas.

Dr Sabrina Wong, Family Physician, Senior Consultant and Deputy Director, Clinical Services, NHGP, visited the Nuffield Department of Primary Care Health Sciences, University of Oxford in England, from November to December 2023 to learn more about implementing digital health programmes to improve health outcomes in chronic disease management. She visited the National Institute for Health and Care Research (NIHR) Oxford Biomedical Research Centre's 'Digital Health from Hospital to Home' programme and learnt about the key skills required in digital interventions from multiple experts across disciplines such as family medicine, nursing, specialist care, engineering and social sciences.



The NHGP team interacted with Age UK Lewisham and Southwark staff (third and fourth from left) as part of their visit to NHS King's College, and observed how a holistic approach for chronic pain management led to improved patient outcomes.



NHGP and NHG staff during their UK visit to learn from renowned clinicians and practices in the field of diabetes remission.

United States

To learn about enhancing detection and care of children with behavioural disorders in primary care, Dr Rajagopal Ramaswami, Family Physician, Associate Consultant, Yishun Polyclinic, visited the Tufts Medical Center in Boston, Massachusetts from April to June 2023. Housed within it

was the Center for Children with Special Needs (CCSN), which served as the referral center for developmental and behavioural evaluation from across and beyond the state. Besides learning from Dr Carol Baumgupta, Assistant Professor and Senior Developmental and Behavioural Paediatrician, Director of Training at CCSN, Dr Rajagopal learnt about administering

diagnostic developmental tools to children during the evaluation. He also observed the administration of the Tufts Children Hospital's developmental screening tool by General Paediatricians, and attended weekly in-house clinical teaching sessions and webinar by Boston Children's Hospital.

In April 2023, students from Pathlight School – which caters to students on the spectrum – visited Ang Mo Kio Polyclinic in a learning journey that empowered them to access primary healthcare services in the community. This initiative was part of Ang Mo Kio Polyclinic's Corporate Social Responsibility (CSR) partnership with Pathlight School. Developed in 2019 and resuming in April 2023 after the lifting of COVID-19 safe management measures, the learning journey leveraged polyclinic staff's expertise to equip students with life readiness skills for greater independence. To reinforce the students' understanding, Ang Mo Kio Polyclinic and Pathlight School produced step-by-step training videos that were used for the learning journey. These videos have been shared with other NHG Polyclinics to increase awareness of autism.



Students from Pathlight School learnt the process of taking X-rays during their on-site learning journey with the guidance of radiographers from NHG Diagnostics.

VISITS TO NHGP

In FY2023, NHGP hosted both local and overseas visitors across its polyclinics.

Ang Mo Kio Polyclinic

NHGP hosted the NHG Board Induction at Ang Mo Kio Polyclinic on 29 August 2023. Accompanied by NHG Clinical Risk Board Committee members Dr Tham Tat Yean and Mr Derek Lau, the new Board Members, Mr Ong Yew Hing and Mr Abdul Hamid Bin Abdullah, were warmly received by Associate Professor (A/Prof) Chong Phui-Nah, Chief Executive Officer (CEO), NHGP & Primary Care, and Dr Karen Ng, Deputy CEO, NHGP, along with NHGP Senior Management members and Dr Christopher Chong, Head of Ang Mo Kio Polyclinic.



Mr Ong Yew Hing (fifth from right) and Mr Abdul Hamid Bin Abdullah (fourth from right) were hosted by NHGP Senior Management and Ang Mo Kio Polyclinic's Clinic Head.



The NHG Board Members viewing the refreshed Gallery of Memories, which captures the 200-year history of primary care in Singapore and NHGP's innovation efforts.

The induction included a discussion session led by A/Prof Chong and a presentation by Dr Ng, as well as a tour of the clinic. During the tour, Mr Ong and Mr Abdul Hamid were introduced to the clinic's self-service initiatives and the refreshed Gallery of Memories that was updated to showcase the evolution of primary care and the resilience of healthcare workers during the COVID-19 pandemic.



NHGP's CRU team hosted Professor Paul Little (far right) under the HMDP Visiting Experts Scheme.

Under the Health Manpower Development Plan (HMDP) Visiting Experts Scheme, NHGP Clinical Research Unit (CRU) welcomed Professor Paul Little, Professor of Primary Care Research at the University of Southampton, to Ang Mo Kio Polyclinic on 5 May 2023. A National Institute of Health Research (NIHR) Senior Investigator (emeritus) and Fellow at the Academy of Medical Sciences in the United Kingdom, Professor Little contributed to an enlightening session with his expertise and experience of leading four NIHR Programme Grants. He shared key findings from his studies on the delayed prescription of antibiotics and the effectiveness of online behavioural support for weight management, while CRU highlighted NHGP's ongoing research journey and key projects.

Kallang Polyclinic

On 11 April 2023, Dr Michael Dixon, a National Health Service General Practitioner at the Culm Valley Integrated Centre for Health in Cullompton Devon, and Chair of the College of Medicine and Co-Chair of the National Social

Prescribing Network, visited Kallang Polyclinic. He was joined by Dr Kelvin Bryan Tan, Director, Future Systems Office, Ministry of Health. In addition to learning about clinic initiatives such as the self-service kiosks for improved efficacy, Dr Dixon also toured an exhibition on disease prevention and healthy living

at the Health Studio, and heard about the social prescription journey within NHGP. In an exchange of best practices, he shared his experience with social prescribing in London. The mutual sharing of knowledge proved invaluable in preparing NHGP for the rollout of *Healthier SG* in July 2023.



It was an invaluable learning experience with Dr Michael Dixon (seventh from left).

NHGP hosted delegates from the World Health Organization (WHO) at Kallang Polyclinic on 16 May 2023. The visiting delegates including Mr Lluís Vinyals Torres, Coordinator, Health Policy and Service Design; Dr Masahiro Zakoji, Technical Officer, Health Workforce Policy and Health Care Delivery; and Dr Juliet Rumball Smith, Policy Consultant, viewed various clinic initiatives and gained a better understanding of the national *Healthier SG* strategy. They also learned about NHGP's multidisciplinary approach in the management of chronic diseases.



The WHO delegation was warmly received during their visit to Kallang Polyclinic.

On 27 June 2023 at Kallang Polyclinic, NHGP hosted a delegation from Brunei's Ministry of Health, comprising Dr Hajah Rafidah Binti Haji Gharif (Head of Delegation), Primary Health Care Consultant and Acting Director of Health Services; Dr Zulhilmi Pehin Abdullah, Primary Health Care Consultant and Head of Primary Health Care Services, Chief Medical Informatics Officer at Digital Health Unit; Matron Hajah Ramlah Binti Kesut, Head of Community Nursing Services, National Health Screening Programme Nursing Lead; and Ms Linda Lim, Head of Community Pharmacy Services. The delegates, who were on a learning journey to gain insights into primary care services in Singapore, toured the clinic and engaged in a constructive discussion with the NHGP team on NHGP's Teamlet Care Model and preventive health services.

On 13 September 2023, NHGP hosted a dialogue session at Kallang Polyclinic, involving Dr Ho Kaiwei, Deputy Secretary (Development), Ministry of Health, and the Chief



NHGP welcomed Dr Hajah Rafidah Binti Haji Gharif (fifth from left) and her delegation to Kallang Polyclinic.

Executive Officers of the three polyclinic clusters. The visitors, together with Associate Professor Chong Phui-Nah, CEO, NHGP & Primary Care, and Dr Karen Ng, Deputy CEO, NHGP, had a fruitful discussion on primary care.

Dr Robert Fields, Executive Vice President and Chief Clinical Officer of Beth Israel Lahey Health, Cambridge, Massachusetts was

hosted at Kallang Polyclinic on 6 October 2023. During the visit, Dr Fields was introduced to the collaborative food truck between NHGP and Assumption Pathway School, located on the polyclinic's premises. He also saw a demonstration of the ROWA® box and Drug Dispensing System (DDS) blister dispensing machines at the Pharmacy to enhance efficiency in the drug dispensing process.



Dr Ho Kaiwei (centre) being brought on a tour of the polyclinic by Dr Valerie Teo (right), Head, Kallang Polyclinic, along with A/Prof Chong Phui-Nah.



Dr Robert Fields (third from left) observing the self-help blood pressure machine, one of the self-service initiatives within the clinic.

On 20 October 2023, Kallang Polyclinic welcomed a delegation of nursing students and a teacher from Raja Isteri Pengiran Anak Saleha (RIPAS) Hospital, Brunei Darussalam, as part of the Institute of Technical Education's (ITE) Global Education Programme. The visitors were given a tour of the clinic to better understand NHGP's operations and the primary care services offered.



ITE Brunei students visited Kallang Polyclinic.

Under the HMDP Visiting Experts Scheme, NHGP Clinical Research Unit hosted Professor Anne Sales, Professor at the Sinclair School of Nursing and Department of Family and Community Medicine,

University of Missouri, on 31 January 2024. This included a clinic tour of Kallang Polyclinic and discussions surrounding implementation research. During the session, Professor Sales

shared about implementation as a systemic process and highlighted how the implementation science approach complements and expands on qualitative improvement methodologies.



Professor Anne Sales (first from left) sharing about the implementation research logic model during her visit to Kallang Polyclinic.

Sembawang Polyclinic

On 6 March 2024, Professor Catherine Calderwood, Professor of Practice at the University of Strathclyde, along with other members from the University, visited Sembawang Polyclinic. The NHGP team showcased various primary care initiatives and facilities, and gained insights into Scotland's primary care practices. The visit fostered mutual learning and paved the way for future research collaborations.



The visit by the University of Strathclyde delegates facilitated the sharing of experiences in primary care and research.

NHGP hosted Dr Teodoro Herbosa, Secretary of Health, and delegates from the Department of Health, Philippines, at Sembawang Polyclinic on 18 March 2024. The visit provided an opportunity for the delegates to learn about the clinic's collaborations with various community partners in Bukit Canberra. The visit also included a productive discussion that involved knowledge-exchange between Singapore and the Philippines.



Dr Teodoro Herbosa (centre) was brought on a tour of Sembawang Polyclinic's premises.

Critical Issues in Endovascular Therapy Symposium

The Critical Issues in Endovascular Therapy Symposium, organised by the Society for Vascular and Endovascular Surgeons of Singapore (SVES), in collaboration with the American Limb Preservation Society with its Diabetic Foot Conference, took place from 24 to 27 August 2023.

At the symposium, Ms Julia Zhu, Senior Nurse Clinician (Wound Care), Nursing Services, NHGP, delivered a presentation on 'Understanding the Patient: Beliefs and Perspectives of Individuals with Diabetic Foot Ulcers', highlighting how illness beliefs affect patients' diabetes and cited foot self-care behaviours for achieving and maintaining an ulcer-free state. Dr Loh Yi Bing, Family Physician, Associate Consultant and NHGP

co-lead for NHG DEFINITE (DiabEtic Foot IN Prlmary and Tertiary) Care, presented on 'Primary Care Foundation in Diabetic Foot Disease', which showcased NHGP's comprehensive diabetic foot care management. The presentations provided valuable insights into the care for patients with diabetic foot ulcers, and underscored the importance of primary care in preventing the development and progression of diabetic foot problems in Singapore.



Dr Loh Yi Bing (left) and Ms Julia Zhu (right) shared about diabetic foot care in primary care at the symposium.

Council for Third Age's Partners Appreciation 2023

On 11 August 2023, the Primary Care Academy (PCA) was invited to the launch of Singapore Standard SS693 – Geragogy Guidelines on Training Senior Learners & Council for Third Age (C3A) Partners Appreciation event. PCA was recognised for its strong partnership with C3A to encourage ageless learning and volunteerism among seniors. C3A is an agency that promotes active ageing in Singapore through public education, collaboration and outreach.

The launch was officiated by Mr Ong Ye Kung, Minister for Health, and was attended by about 250 guests.

Developed by a working group under Enterprise Singapore and published by the national standards body, these guidelines aim to help trainers in encouraging lifelong learning and addressing the challenges faced by seniors.

Central-North Primary Care Network Quarterly Meetings

Throughout FY2023, the Central-North Primary Care Network (CN-PCN) actively engaged General Practitioners (GPs) in the network to foster mutual learning and support. Its quarterly meeting on 19 August 2023, graced by Associate Professor (A/Prof) Chong Phui-Nah, Chief Executive Officer, NHGP &



PCA was recognised for promoting ageless learning and volunteerism among seniors through partnership with C3A.

Primary Care, was attended by 78 General Practitioners and leadership representatives from NHGP and NHG. To ensure governance, quality of care, and alignment with *Healthier SG*'s objectives within CN-PCN, A/Prof Chong shared the revised Vision and Mission of CN-PCN, co-created by the

CN-PCN Executive Committee and GP representatives. Following this, Dr Gowri Doraisamy, Director of Primary Care Transformation and Admin Lead of CN-PCN, introduced the new Clinic Leadership Framework guided by the revised Vision and Mission.



CN-PCN's quarterly meetings enable GPs to network and hear from other experts on a range of relevant topics.

CN-PCN also ushered in the Lunar New Year with GPs at the Quarterly Meeting on 17 February 2024. As part of the ongoing education opportunities to support GPs in *Healthier SG*, distinguished NHG specialist speaker Adjunct Associate Professor Daniel Chew, Senior Consultant, Department of Endocrinology, Tan Tock Seng Hospital, and Dr Kevin Tan, Endocrinologist, Kevin Tan Clinic for Diabetes, presented on 'Improving Outcomes in Diabetic Kidney Disease: Current and Future Outlook'.

Aligned with the meeting's objective to share best practices for enhanced care delivery and

outcomes, Dr Eng Soo Kiang, Clinical Lead, CN-PCN, spoke about upcoming clinic improvement initiatives, while the CN-PCN HQ updated GPs on the new service model for Diabetic Retinal Photography (DRP) and Diabetic Foot Screening (DFS) services at community nodes, as well as the launch of spirometry services in March 2024. The meeting also honoured Dr Gowri Doraisamy for her contribution as CN-PCN Admin Lead since the network's inception in 2018 till January 2024, with Dr Christopher Chong presenting her with a bouquet as her successor as Admin Lead. Dr Chong assumed the role of Admin Lead alongside his existing designation as Head, Ang Mo Kio Polyclinic.

NHGP-Assumption Pathway School Collaboration

8 April 2023 marked the first anniversary of the collaboration between NHGP and Assumption Pathway School (APS), which led to the set-up of the food truck on the grounds of Kallang Polyclinic. NHGP dietitians, including Ms Lim Su Mei, Senior Dietitian, Kallang Polyclinic, have been working together with APS to co-create a variety of healthier meals for the residents and community in Kallang. To expand the food offerings, a new bento range featuring Asian and Western cuisines was introduced. Biodegradable bento boxes and cutlery were also used to promote sustainability.



The food truck at Kallang Polyclinic stemmed from NHGP's collaboration with APS.

INSPIRING THE
LEADERS OF
TOMORROW

NHGP honours all staff who have tirelessly dedicated themselves to supporting and developing the next generation of healthcare professionals.

NHG Teachers’ Day 2023

Held at the Tan Tock Seng Hospital Atrium on 30 August 2023, the National Healthcare Group (NHG) Teachers’ Day celebration acknowledged the efforts and contributions of NHG clinical

educators. Graced by Professor Benjamin Seet, Deputy Group Chief Executive Officer (Education & Research) at NHG, the event included the presentation of the NHG Teaching Excellence Awards. These awards recognised the recipients’ dedication in teaching

and nurturing the next generation of healthcare professionals.

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

NHG Teaching Award for Senior Doctors		NHG Inter-Professional Teaching Award	
Dr Chan Meng Huey Jason Family Physician, Consultant Assistant Director, Family Medicine Development		Dr Kee Kok Wai Family Physician, Consultant Deputy Head, Toa Payoh Polyclinic	
Dr Koh Zhong Wei, Jeremy Family Physician, Associate Consultant Hougang Polyclinic		Ms Cindy Lee Ching Siang Senior Nurse Educator Nursing Services	
Dr Low Kang Yih Family Physician, Associate Consultant Ang Mo Kio Polyclinic			
NHG Teaching Award for Nursing Preceptors			
Ms Bay Sock Cheng Assistant Nurse Clinician Nursing Services		Ms Chern Win Fah Christine Nurse Clinician Kallang Polyclinic	
Ms Chang Xiaopei Assistant Nurse Clinician Toa Payoh Polyclinic		Ms Wang Xiuhong Senior Staff Nurse Toa Payoh Polyclinic	
Ms Chen Yan Assistant Nurse Clinician Woodlands Polyclinic			

NHG Outstanding Nurse Teachers Award		NHG Teaching Award for Clinical Support Staff	
Ms Kang Yimin Assistant Nurse Clinician Woodlands Polyclinic		Ms Kartini Bte Amir Senior Care Coordinator Woodlands Polyclinic Ms Yang Jinxuan Hazel Senior Care Coordinator Ang Mo Kio Polyclinic	
NHG Teaching Award for Pharmacy Senior Preceptors		NHG Teaching Award for Pharmacy Preceptors	
Ms Ma Yuet Ting Senior Pharmacist (Clinical) NHG Pharmacy		Ms Quek Yan Ching Senior Pharmacist NHG Pharmacy	
NHG Teaching Award for Pharmacy Support Staff			
Ms Chua Lynn Shan Millison Senior Pharmacy Technician NHG Pharmacy Toa Payoh Polyclinic Ms Nantiaah D/O Rengayah Pharmacy Technician NHG Pharmacy Hougang Polyclinic		Ms Pusalatha Mary Audene Rajandran Pharmacy Technician NHG Pharmacy Woodlands Polyclinic Ms Toh Li Li Pharmacy Technician NHG Pharmacy	
NHG Teaching Award for Allied Health Educators			
Ms Markelou Arreza Almazol Senior Radiographer NHG Diagnostics Geylang Polyclinic Mr Li Chung Kwong Senior Radiographer NHG Diagnostics Woodlands Polyclinic			

LKC**Medicine** Special Recognition Awards

NHGP’s Family Medicine Development (FMD) was awarded the ‘Best Clinical Department’ at the Lee Kong Chian School of

Medicine’s (LKCMedicine) Special Recognition Awards AY2022-23 ceremony, held on 22 November 2023. The awards honour individuals and departments that have contributed significantly to teaching, research supervision and

enhancing the student experience. The FMD team received recognition for their efforts in supporting LKCMedicine’s vision of healthcare transformation and medical education.

Lee Kong Chian School of Medicine
Special Recognition Awards
AY2022-23

Category - Consultants

KTPH
KTPH
KTPH

Dr Christabel Thng Ern Wei
Assoc Prof Lawrence Tan Wei Meng
Assoc Prof Loke Kok Teik David

TTSH
KTPH
KTPH

Dr Siew Ching Hsia Caroline
Dr Tan Ming Yuan
Assoc Prof Yip Chee Chew

Category - Staff Grades and Associate Specialists

KTPH

Dr Tiakumzuk Sangtam

Category – Doctors in Training

MOHH
MOHH
MOHH

Dr Alex Tanoto Lim
Dr Joan Leong Huijun
Dr Kevin Kwek Jun Hong

MOHH
MOHH
MOHH

Dr Ting Yang Lin
Dr Wee Lin

Category – Campus Teachers and House Tutors

TTSH

Dr Ray Lai Tian Rui

NSC

Asst Prof Yew Yik Weng

Category – Best Clinical Department

KTPH
IMH
NHGP

Department of Geriatric Medicine
East Region
Family Medicine Development

LEE KONG CHIAN
SCHOOL OF
MEDICINE

NANYANG
TECHNOLOGICAL
UNIVERSITY
SINGAPORE

Imperial College
London

REDEFINING MEDICINE, TRANSFORMING HEALTHCARE

NHGP’s FMD clinched the award under ‘Best Clinical Department’ category at the ceremony held by LKCMedicine.

NUS **Medicine**
Appreciation for Clinical
Educators

The NUS Yong Loo Lin School of Medicine Appreciation for Clinical Educators (NUSMedACE) event

for the NHG cluster was held at the Institute of Mental Health Lecture Hall on 6 November 2023. Dr Louisa Tan Ser Li, Family Physician, Woodlands Polyclinic and Dr Chara Fan Hui Jinn, Family Physician, Associate Consultant, NHGP were

awarded the Dean’s Award for Teaching Excellence. The award, presented by the NUS Medicine Dean’s office, was established to recognise the efforts and contributions of clinical teachers for the academic year.

NUSMEDACE 2023

National Healthcare Group Polyclinics

Thank you for joining us at the recent NUS Medicine Appreciation for Clinical Educators (NUSMedACE) to receive your award in recognition of your achievement in teaching. We greatly appreciate all your effort to train our future doctors.

Dr Louisa Tan Ser Li receiving the Dean’s Award for Teaching Excellence at NUSMedACE 2023.

National Healthcare Group (NHG) Cluster

NUS MEDICINE
APPRECIATION FOR
CLINICAL EDUCATORS 2023
at
National Healthcare Group (NHG) Cluster
Monday, 6 November 2023
5:30 pm to 7:00 pm

04 CHAMPIONING THE QUALITY OF CARE

NHGP pairs technological advancements with continuous care improvements to deliver exceptional services.



INNOVATION THROUGH TECHNOLOGY

Recognising that technological advancement is key to the future of healthcare, NHGP is leveraging technology to transform primary care and reshape the way services are delivered.

OpenGov Asia's Recognition of Excellence Award 2023

For piloting **SMARTVacc** – a fully automated **Safety Manpower Productivity Accountability Real Time Analytics Vaccine System** – designed to replace the conventional manual vaccine fridges, the team led by Dr Valerie Teo, Family Physician, Consultant and Head of Kallang Polyclinic, was conferred the Recognition of Excellence Award 2023 by OpenGov Asia on 11 May 2023. The award recognises agencies and

organisations who effectively leveraged information and communications technology to enhance healthcare services.

Augmented Video Analytics for Medication Adherence

In collaboration with Synapxe, NHGP developed AV-MED (**Augmented Video Analytics for Medication Adherence**), an Artificial Intelligence (AI) system to enhance medication adherence through real-time video monitoring. Initiated by Mr Richard Low, Assistant Director

of Nursing, Nursing Services, NHGP; Ms Wendy Ong, Senior Nurse Manager, Nursing Services, NHGP; and Ms Dana Koh, Senior Staff Nurse, Geylang Polyclinic, in consultation with the NHGP Innovation Workgroup, AV-MED ensures that patients follow each step of their medication regimen correctly. This innovative system can be particularly useful in cases such as home care or infectious disease treatment. AV-MED was featured in CNA and other media during the Integrated Health Information Systems' (IHIS) 15th anniversary event and its rebranding to Synapxe.



Dr Valerie Teo receiving OpenGov Asia's Recognition of Excellence Award 2023 on behalf of the SMARTVacc team. Photo Credit: OpenGov Asia

Launch of Health Appointment System (HAS) for Mammogram Screening

NHG Diagnostics pioneered the use of the Health Appointment System (HAS) created by GovTech, to empower women to self-manage their appointments for mammogram screening. Since 3 July 2023, the online system has enabled women to conveniently book and reschedule their mammogram appointments under NHG Polyclinics. The implementation of HAS also eliminates the need for manual coordination of the patients' responses, leading to a faster confirmation of their appointments.

The screenshot displays the HAS interface with three main sections: 'Select a clinic', 'Select date & time', and 'Review your details'.

- Select a clinic:** A search bar with the placeholder 'Type your postal code or clinic name'. Below it, a list of clinics is shown, including 'Ang Mo Kio Polyclinic', 'Geylang Polyclinic', 'Hougang Polyclinic', and 'Kallang Polyclinic'. The 'Kallang Polyclinic' is selected.
- Select date & time:** A calendar view for July 2024. The date '23' is selected. Below the calendar, a grid of time slots is shown, with '10:00 am' selected.
- Review your details:** A form with fields for 'Name', 'Email', 'Phone', and 'Address'. The 'Name' field is filled with 'WONG, JANE'. The 'Email' field is filled with 'jane.wong@nhs.uk'. The 'Phone' field is filled with '+65 91234567'. The 'Address' field is filled with '123 Singapore Road, Singapore 123456'. The 'Review your details' section also includes a 'Confirm' button.

The HAS makes it easier for women to make a mammogram screening appointment.

MAKING STRIDES IN CARE IMPROVEMENT

NHG Quality Day 2023

Themed ‘Sustaining Quality in Healthcare – Nurturing Growth Now & Beyond’, NHG Quality Day 2023 was held at the Ng Teng Fong Centre for Healthcare Innovation on 22 September 2023. The event celebrated several achievements. Five NHGP staff, three staff from NHG Diagnostics (NHGD) and six staff from NHG Pharmacy (NHGPh) clinched the Excellence in Action Award for their outstanding service; one NHGP volunteer received the

Exemplary Patient and Caregiver Award for supporting positive healthcare service delivery; and four project teams from NHGP were presented with the Quality Improvement Award for their contributions to improving and transforming patient care delivery. In addition, one staff each from NHGP, NHGD and NHGPh received the inaugural NHG Good Catch Award, recognising their vigilance and timely interventions in preventing potential harm.

During the event, attendees had the opportunity to hear from keynote speaker Professor Brent C. James, Clinical Professor, Clinical Excellence Research Center, Department of Medicine, Stanford University School of Medicine, who delivered an insightful presentation on ‘Quality First: The Best Clinical Result at the Lowest Necessary Cost’.

NHGP aims to achieve continuous quality improvement for a safe and efficient patient care experience.



The NHGP winners at NHG Quality Day 2023.

NHGP Quality Day 2023

On 24 November 2023, staff came together to celebrate NHGP Quality Day 2023, highlighting our ongoing commitment to quality improvement and service excellence. Themed ‘Innovation and Sustainability by design’, the event featured a keynote address by Mr Isaac Tan, Co-Founder & Chief Taste Officer of Grain. In recognition of their exceptional contributions, 19 individuals and nine project teams were presented with iCARE and OurCare awards for their outstanding delivery of quality service and enhancement in clinical care and processes.

For the list of Quality Improvement Projects completed in FY2023, please refer to Appendix C.



It was a cause for celebration for staff at NHGP Quality Day 2023.

Clinical Practice Improvement Programme 2024

At the Clinical Practice Improvement Programme (CPIP) graduation ceremony held at the Ng Teng Fong Centre for Healthcare Innovation on 28 February 2024, 19 NHGP staff were presented with certificates by Dr Karen Ng, CEO, NHGP.

Organised by NHG Institute of Healthcare Quality, the CPIP aims to develop clinical leadership through Quality Improvement (QI) principles. Participants undergo a three-and-a-half-day workshop, followed by a six-month project to demonstrate their application of the learned concepts, and two review sessions to assess their understanding.



The CPIP certificate is testament to the dedication of NHGP staff to understand the essential elements of quality improvement.

Graduands of Clinical Practice Improvement Programme 2024

Dr Chee Jia Yi

Family Physician,
Associate Consultant
Yishun Polyclinic

Dr Chen Shiyun

Family Physician,
Associate Consultant
Deputy Head,
Sembawang Polyclinic

Dr Chie Zhi Ying

Family Physician,
Associate Consultant
Deputy Head, Yishun Polyclinic

Ms Alvernia Chua Yuan Xiang

Senior Dietitian
Ang Mo Kio Polyclinic

Ms Fong Pei Ling @ Nurlyliana Fong

Nurse Manager
Hougang Polyclinic

Ms Jessica Goh Shi Qi

Senior Staff Nurse
Woodlands Polyclinic

Ms Amy Han Ang Ni

Assistant Nurse Clinician
Toa Payoh Polyclinic

Dr Andrew Lee Yew Weng

Family Physician,
Associate Consultant
Deputy Head, Yishun Polyclinic

Ms Li Li

Assistant Nurse Clinician
Woodlands Polyclinic

Miss Lin Yijun, Carol

Senior Psychologist
Kallang Polyclinic

Ms Liow Hui Shi

Senior Dietitian
Woodlands Polyclinic

Ms Pang Yaoxian, Lori

Senior Physiotherapist
NHGP

Dr Seitoh Yu Ting, Elizabeth

Family Physician,
Associate Consultant
Yishun Polyclinic

Ms Siti Rasyidah Binti Gozali

Nurse Manager
Hougang Polyclinic

Ms Tan Hui Nah

Principal Medical Social Worker
Geylang Polyclinic

Ms Tan Ju Ling, Gina Dalida

Senior Medical Social Worker
Toa Payoh Polyclinic

Dr Vivek Bansal

Family Physician,
Associate Consultant
Woodlands Polyclinic

Dr Wan Jinhui

Family Physician,
Consultant
Woodlands Polyclinic

Dr Wong Siu Kwan

Family Physician,
Senior Staff
Geylang Polyclinic

Workplace Safety and Health Roadshows

To strengthen NHGP’s Workplace Safety and Health (WSH) culture, the WSH committee organised a series of roadshows at Headquarters and all eight polyclinics from 27 February to 25 March 2024. With a focus on risk management, the roadshows equipped staff with skills in hazard and risk identification, as well as knowledge on risk management processes. Staff applied what they learned at the roadshows in their professional roles and daily life, enhancing overall workplace safety and health practices.



The WSH roadshows taught staff how to minimise risk levels.



PAC members coming together to mark the milestone of the council’s second anniversary.

Patient Advisory Council

In July 2023, NHGP celebrated two fruitful years since the formation of its first Patient Advisory Council (PAC) at Kallang Polyclinic. Comprising a committed group of volunteers, including patients and caregivers, the PAC collaborates closely with the clinic management team to co-design and co-create solutions aimed at improving the care and experience of patients at NHG Polyclinics.

Building on this success, five members were re-appointed while two new members were appointed for the PAC’s second term at Kallang Polyclinic. A new PAC was also set up at Sembawang Polyclinic in September 2023. With valuable inputs from the PAC, NHGP continues to advance its culture of delivering quality patient-centred care.

05

DEVELOPING OUR PEOPLE

When it comes to the professional growth and development of staff, NHGP achieves this by creating a conducive and supportive environment.



CULTIVATING A CULTURE OF RECOGNITION

NHGP has established a strong foundation that values and celebrates staff contributions while fostering their development within and beyond their roles.

CEO Townhalls

With the appointment of Dr Karen Ng as Chief Executive Officer, NHGP on 1 October 2023, a comprehensive series of CEO engagements was organised to foster greater engagement with staff. In addition to the virtual CEO

Townhall held for Headquarters staff, in-person sessions were organised at all polyclinics, starting from 20 October 2023 at Geylang Polyclinic. During the sessions, Dr Ng, together with Dr Simon Lee, Chief Operating Officer, Chief Clinical Informatics Officer and Data Protection Officer; Dr Lim Chee Kong, Director of

Clinical Services; and Mr Shawn Phua, Director of Human Resource, shared updates on important projects and key topics such as the development of new and redeveloped polyclinics, clinical performance, and human resource matters.



Dr Karen Ng addressing staff during the virtual and in-person CEO Townhall sessions.



NHGP Senior Management at the CEO Townhall on 8 December 2023, the final session in the series.

Dr Karen Ng also touched on NHGP's Primary Care transformation journey over the years, emphasising the polyclinic's vital role in population health, and strengthening patient care through initiatives such as Tele-Health services. The CEO Townhall engagement sessions concluded on 8 December 2023 at Kallang Polyclinic.

Nurses’ Merit Award 2023

Since 1976, the Ministry of Health’s (MOH) Nurses’ Merit Award (NMA) has recognised

nurses for their dedication and outstanding performance in the nursing profession. On 19 July 2023, Ms Liza Huang Min, Nurse Manager, Toa Payoh Polyclinic, and

Ms Winnie Poh Siew Huay, Nurse Clinician, Kallang Polyclinic, were presented with the NMA 2023 by Mr Ong Ye Kung, Minister for Health.



Ms Liza Huang Min (left photo) and Ms Winnie Poh Siew Huay, together with Minister Ong Ye Kung and Ms Paulin Koh, Chief Nursing Officer, MOH, at the Nurses’ Merit Award ceremony.

National Day Awards 2023

Eighteen staff from NHGP, along with eight staff from NHG Diagnostics and five staff from NHG Pharmacy, were honoured with the National Day Awards 2023. The Prime Minister’s Office officially announced the award recipients on 9 August 2023.

The Public Adminstration Medal (Silver)

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

The Public Adminstration Medal (Bronze)

Dr Tyrone Goh
Senior Director and Clinical Advisor
NHG Diagnostics

The Commendation Medal

Ms De Roza Jacqueline Giovanna
Assistant Director of Nursing
Geylang Polyclinic

Ms Serene Kho Siok Wah
Deputy Director and
Head of Laboratory Services
NHG Diagnostics

The Efficiency Medal

Mr James Bataller Agraviador
Senior Radiographer
NHG Diagnostics

Ms Chia Sze Yee Sandy
Assistant Manager
Human Resource

Ms Chiam Siew Cheng Shirlena
Senior Manager
Dental Services

Ms Ho Mee Nah
Senior Executive
NHG Pharmacy
Yishun Polyclinic

Ms Kau Chung Ping
Principal Medical Social Worker
Ang Mo Kio Polyclinic

Mdm Lai Hwee Ling Janice
Senior Executive Assistant
Operations

Ms Lee Lin Lin Sharon
Senior Executive
NHG Pharmacy

Ms Liang Zhengyun Kimberly
Supervisor
Yishun Polyclinic

Mr Lim Han Huei
Medical Laboratory Technologist
NHG Diagnostics
Sembawang Polyclinic

Mr Loh Jee Meng Jonathan
Senior Manager
Finance

Ms Sherry Ann Maniam
Senior Medical Laboratory Scientist
NHG Diagnostics
Ang Mo Kio Polyclinic

Ms Nam Yen Teng Daphne
Executive
Contact Centre

Ms Nur Ashikin Binte Kamil
Senior Medical Laboratory Scientist
NHG Diagnostics
Toa Payoh Polyclinic

Ms Oh Bee Yen Jean
Assistant Director
Finance

Ms Ong Shu Ting
Manager, Patient Services
NHG Diagnostics

Mdm Santhi D/O Govindan
Nurse Manager
Hougang Polyclinic

Ms Siti Ainon Binte Muhammad Hussein
Principal Pharmacist
NHG Pharmacy
Yishun Polyclinic

Mr Soh Ming De
Medical Laboratory Technologist
NHG Diagnostics
Toa Payoh Polyclinic

Ms Tee Mei Yee
Pharmacy Technician Executive
Pharmacy Services Centre
NHG Pharmacy

Ms Wong Mei Yin
Senior Manager
Primary Care Transformation

Mr Won Tin Chiang
Principal Dietitian
Toa Payoh Polyclinic

The Long Service Medal

Dr Karen Ng Ming Yann
Deputy Chief Executive Officer
NHGP

Mdm Katrina Pereira D/O Antony Pereira
Staff Nurse
Woodlands Polyclinic

Mdm Hasnah Bte Bulat
Supervisor
Woodlands Polyclinic

Ms Hong Mok Shiang
Director, Business Operations
NHG Pharmacy

Dr Tan Yong Hui Colin
Family Physician, Senior Consultant
Regional Director (Yishun Health & Woodlands Health)
Ang Mo Kio Polyclinic

Mdm Vasanthi D/O Ganesan
Senior Staff Nurse
Hougang Polyclinic

NHG Awards 2023

On 31 October 2023, the National Healthcare Group (NHG) Awards Ceremony 2023 saw staff being recognised for their significant contributions in patient care, clinical practice, training, education and research. The winners from NHGP, NHG Diagnostics and NHG Pharmacy are as follows:

NHG Outstanding Citizenship Award		
Ms Lim Voon Hooi Chief Nurse		
NHG Young Achiever Award		
Dr Chie Zhi Ying Family Physician, Consultant Deputy Head, Woodlands Polyclinic	Dr Gabriel Ding Teck Yong Family Physician, Consultant Head (Designate), Khatib Polyclinic Deputy Head, Sembawang Polyclinic	Mr Goh Yong Chuan Manager NHG Pharmacy
Health Manpower Development Plan (Medical)		
Dr Rajni Gupta Family Physician, Associate Consultant Ang Mo Kio Polyclinic	Dr Sabrina Wong Kay Wye Family Physician, Senior Consultant Deputy Director, Clinical Services	
Health Manpower Development Plan (Team-based)		
Ms Christine Chern Nurse Clinician Kallang Polyclinic	Ms Carol Lin Yijun Senior Psychologist Kallang Polyclinic	Ms Tan Hui Nah Principal Medical Social Worker Geylang Polyclinic
Dr Ian Koh Jan Ming Family Physician, Associate Consultant Deputy Head, Ang Mo Kio Polyclinic Assistant Director, Primary Care Academy	Ms Ng Sze Ern Assistant Nurse Clinician Yishun Polyclinic	Ms Pauline Xie Principal Dietitian Geylang Polyclinic
Dr Kung Jian Ming Family Physician, Associate Consultant Yishun Polyclinic		
NHG Leaders Development Award (Executive)		
Mr Chong Chun Meng Principal Radiographer NHG Diagnostics	Dr Tan Khai Wei Family Physician, Consultant Head, Toa Payoh Polyclinic	Dr Valerie Teo Hui Ying Family Physician, Consultant Head, Kallang Polyclinic
Dr Chong Wern Siew Christopher Family Physician, Consultant Head, Ang Mo Kio Polyclinic		

NHG Team Recognition Award (TRA)

TRA Gold	TRA Silver	
<i>NHGP Patient Activation through Conversations (PACt)</i> Dr Sabrina Wong Kay Wye (Team Lead) Family Physician, Senior Consultant Deputy Director, Clinical Services	<i>Integrated MSK Care – Rapid Assessment and Physiotherapy for Patients In Need (RAPID)</i> Dr Donna Tan Mui Ling (Team Lead) Family Physician, Associate Consultant Deputy Director, Clinical Services	<i>NHGP EMBRACE (Enhanced Maternal Baby Toddler And Child Surveillance)</i> Dr Chen Shiyun (Co-Lead) Family Physician, Associate Consultant Yishun Polyclinic Dr Siew Wei Fong (Co-Lead) Family Physician, Consultant Clinical Services Ms Wendy Ong Kim Leng Senior Nurse Manager Nursing Services



CELEBRATING
AS ONE

Through a supportive and collaborative environment, NHGP engages and motivates every individual staff to do their best.

World Family Doctor
Day 2023

On 19 May 2023, NHGP celebrated World Family Doctor Day across its polyclinics, recognising the contributions of its doctors in delivering quality patient care. Family doctors play a pivotal role in preventive care and population health by providing personalised care and fostering long-term relationships with patients. These efforts were instrumental in the implementation of Healthier SG in July 2023 to promote healthier living in Singapore.



Showing appreciation for the doctors' hard work and dedication to providing care for patients on World Family Doctor Day 2023.

NHGP Nurses' Day 2023

Singapore celebrates Nurses' Day on 1 August each year to honour the beginnings of nursing in the nation and recognise the contributions of nurses who form the backbone of the healthcare system. On 12

August 2023, NHGP held its first centralised Nurses' Day celebration post-COVID-19, bringing together nurses from all its polyclinics. The event was graced by Associate Professor (A/Prof) Chong Phui-Nah, who has since stepped down as Chief Executive Officer, NHGP &

Primary Care, along with Senior Management, and A/Prof Yong Keng Kwang, Group Chief Nurse, NHG. Themed 'Ready, Set, Go!', the event featured game booths, a prize wheel and a lucky draw, culminating in a fun and engaging session for all attendees.



NHGP commemorated Nurses' Day 2023 with a centralised celebration.

NHGP Dinner and Dance

Aptly themed 'Galaxy of the Stars', NHGP's Dinner and Dance (D&D) celebrated staff as the stars of the organisation on 20 January 2024. Graced by Guest-of-Honour Mr Tan Tee How, Chairman, NHG, the event was attended by distinguished guests including Professor Joe Sim, Group Chief Executive Officer, NHG and Associate Professor Chong Phui-Nah, Immediate Past Chief Executive Officer (CEO) of NHGP. Also in attendance were the Central-North Primary Care Network (CN-PCN) Leads representing NHGP's General Practitioner partners, as well as Guiding Hands volunteers and Patient Advisory Council



NHGP's Senior Management performing to the lively beat of the music.

members. The evening was filled with high spirits with the energetic performance by NHGP's Senior Management led by Dr Karen Ng,

Chief Executive Officer, NHGP, and creative performances by talented staff in the 'NHGP Got Stars!' contest.



NHGP HQ Appreciation Day 2024

On 2 February 2024, NHGP’s Headquarters (HQ) staff gathered at HortPark for the HQ Appreciation Day event organised by the Human Resource department. In addition to celebrating the successes and achievements of staff over the past year, the event was a great opportunity to build camaraderie, with engaging activities including trivia quizzes, song-guessing challenges, and a photobooth for attendees to capture fun moments together.



NHGP HQ staff posing for a group photo.

NHGP Family Appreciation Day

NHGP celebrated its 10th Family Appreciation Day on 5 December 2023 at the NTU Alumni Club. Graced by Dr Karen Ng, Chief Executive Officer, NHGP, the celebration was extended to the



recipients’ reporting officers as well. Sixteen family members received the ‘Stand By Me’ Awards for their care and unwavering support that helped staff to thrive and excel at NHGP, while four children of NHGP staff were presented the NHGP Book Prize.

CARE Act 2023: Shine Your Colours

In 2023, the CARE Act, an organisation-wide initiative to encourage and show care to staff, returned with the theme ‘Shine Your Colours’. The focus was on

empowering staff to spread positivity during their interactions with patients, caregivers and colleagues. Through an ‘iCARE Bear jamming session’, staff created bears inspired by the C.A.R.E values. These bears were displayed across polyclinics and Headquarters as visual symbols

of NHGP’s commitment to patient-centred and team-based care. Roadshows were also held to equip staff with useful tips and skills on how to better care for patients and themselves.



Attendees taking fun shots with a variety of props at the photobooth.

APPENDIX A

Primary Care Academy FY2023 Training Catalogue

Life Support

- 1. Basic First Aid Workshop
- 2. BCLS + AED Certification
- 3. BCLS + AED Instructor Course
- 4. CPR + AED

Medical Knowledge

- 5. Abstract Writing Workshop
- 6. Designing Questionnaires Workshop
- 7. GDFM Mock OSCE
- 8. MMed Mock OSCE
- 9. MMed Mock Slides
- 10. Family Planning in Primary Care
- 11. Foundation on Chronic Disease Management
- 12. Frailty Management Workshop for Healthcare Professionals
- 13. Introduction to Qualitative Research in Primary Care
- 14. Introduction to Research

Patient Care, Clinical & Procedural Skills

- 15. Advanced Course on Wound Management for Registered Nurses
- 16. Breastfeeding and Early Childhood Nutrition for Healthcare Professionals
- 17. Common Eye Conditions Update for the Family Physician
- 18. Diabetic Foot Screening
- 19. Diabetic Retinophotography for New Nurses
- 20. Foot Surveillance
- 21. Foundation Course On Vaccination and Traveller's Health In Primary Care
- 22. Interpretation of Spirometry Results
- 23. Lactation Support in Primary Care ***NEW**
- 24. Management of Joint and Soft Tissues Conditions in Primary Care
- 25. Managing Diabetic Foot Ulcer From Primary Healthcare Nursing Perspective
- 26. Nurse-Initiated Bronchodilator Therapy
- 27. On-Job-Training (OJT) Programme for Pharmacists Participating in MOH Pharmacist-led Influenza Vaccination Sandbox in Retail Pharmacies ***NEW**
- 28. Surgical Procedures for the Primary Healthcare Physician
- 29. Well Children in Primary Care
- 30. Women's Health in Primary Care

Practice-based Learning

- 31. Care Coordinators' Training
- 32. Teaching 101 for Busy Healthcare Professionals
- 33. Team-Based Care Training

Interpersonal Communication

- 34. CARPET - Cultivating Health Literacy Awareness as a Patient Engagement Tool
- 35. Challenging Communication in Primary Care
- 36. Clinical Preceptorship Course
- 37. Consultation Skills for Primary Care Physicians
- 38. Health and Wellness Coaching Workshop
- 39. Facilitating Interprofessional Learning (IPL) and Collaborative Practice ***NEW**
- 40. Mentoring - A Guide by the Side
- 41. Open Disclosure Training
- 42. Train the Trainer for Essential Skills for CAS

Support for Clinical Delivery Services

- 43. Basic Health Parameters for Clinical Ancillary Staff (CAS)
- 44. Geriatric Primer in Community Care
- 45. Healthcare Language - Navigating Healthcare
- 46. Healthcare Language- Effective Team Communications
- 47. Healthcare Language - Service Communications
- 48. Healthcare Language - Winning Patients with Great Service ***NEW**
- 49. Know the Elderly: Workshop for Frontliners
- 50. Understanding Diabetes, Hypertension and Lipid Disorders: Workshop for Frontliners
- 51. Urgent Care Awareness and Fall Prevention Workshop
- 52. Writing in Plain Language for Patient and Family Education Materials (PFEMs)

Public & the Community

- 53. Achieving H.O.P.E (Holistic Care for the Older PErs) 2.0
- 54. Basic First Aid Workshop (Community)
- 55. CPR+AED Workshop (Community)
- 56. GP Assistant Course - Basic Level
- 57. GP Assistant Course - Advanced Level
- 58. Health In A Nutshell Public Health Talk Series
- 59. NHG Healthier SG Primer for General Practice

APPENDIX B

Abstracts by NHGP Staff and Collaborators for Singapore Primary Care Research Competition 2023

Abstract Title	Authors
1. A Systematic Review of the Factors Associated With Intrinsic Capacity in Community-Dwelling Adults	Dr Jonathan Chong Ern-Ji, Dr Jazz Tay Ning, Ms Ong Sin Kee, Dr Sabrina Lee Poay Sian, Dr Lee Eng Sing
2. Identifying Factors Associated With Rapid Renal Progression in a Multiethnic Asian Population	Dr Simon Lee Biing Ming, Ms Xie Ying, Dr Sabrina Wong Kay Wye
3. Effectiveness of Asthma Education: 3-Arm Randomised Controlled Trial	Dr Tan Shu Yun, Mr Jeremy Lew Kaiwei, Ms Koh Hui Li, Dr Jason Chan Meng Huey, Dr Valerie Teo Hui Ying, Dr Liu Changwei, Ms Jacqueline Giovanna De Roza, Ms Lee Ching Lian, Ms Elya Chen, A/Prof Tang Wern Ee
4. The Impact of Care Coaching in Improving Outcomes in Patients With Suboptimal Diabetes Control	Dr Sabrina Wong Kay Wye, Ms Yeo Loo See, Dr Winnie Soon Shok Wen, Ms Sharon Foo, Ms Christine Chern, Ms Tan Bee Yan
5. Foot Self-Care Behaviour in Primary Care Patients With Diabetic Foot Ulcer: A Structural Equation Modelling Analysis of Cognitive and Psychosocial Predictors	Ms Julia Zhu Xiaoli, Dr Lee Eng Sing, Mr Frederick Chan, Ms Phoebe Lim, Ms Chen Yee Chui, A/Prof Konstadina Griva
6. Increasing Exercising Among Community-Dwelling Older Adults With Fear of Falling	Ms Michelle Lee Cai Feng, Ms Jacqueline Giovanna De Roza, Dr David Ng Wei Liang, Dr Gabriel Ding Teck Yong, Ms Winnie Poh, Ms Wang Qingli, Ms Chia Kaili, Ms Koh Meijiao
7. An Exploratory Study of Osteoporosis Risk Screening in Post-Menopausal Singaporean Women	Dr Kee Kok Wai, Mr Jeremy Lew Kaiwei, Asst Prof Marie Loh, Dr Lee Eng Sing
8. The Complex Patient in Primary Care in Singapore: Prevalence and Associated Factors	Dr Quek Jing Sheng, Dr Lee Eng Sing, Mr Jeremy Lew Kaiwei, Dr Sabrina Wong Kay Wye
9. Understanding the Link Between Intrinsic Capacity and Frailty in Singapore’s Primary Care Population With Multimorbidity	Dr Sim Sai Zhen, Mr Ng Xinyao, Dr Lee Eng Sing, Dr Tan Shu Yun, Dr Gabriel Ding Teck Yong

Abstract Title	Authors
10. Retrospective Review of Foot Surveillance Service for Patients With Moderate to High-Risk Diabetic Foot in Primary Care: A Preliminary Analysis	Dr Elaine Tan, Dr Donna Tan Mui Ling, Ms Yeo Loo See, Dr Jonathan Foo Shao Rong, Ms Chang Xiaopei, Ms Pang Siew Boon, Ms Goh Poh Suan, Mr Lim Hai Tian, Ms Xie Ying, Mr Low Kai Qiang, Ms Julia Zhu Xiaoli
11. Reasons Why Patients in Toa Payoh Polyclinic With Clinical Familial Hypercholesterolemia (FH) Decline Endocrinology Referral	Dr Samuel Tay Rong Yao
12. Assessing Patient Activation Amongst Patients With Suboptimal Control of Diabetes Mellitus	Dr Tan Khai Wei, Ms Geanette Phoa Mei Teng
13. Reasons for Short-Acting Beta Agonist (SABA)-Only Monotherapy in Patients With Asthma in Toa Payoh Polyclinic	Dr Randy Cheong Wang Long, Dr Tan Khai Wei
14. Fear of Hypoglycaemia and Medication Compliance Among Primary Care Patients: A Quantitative Descriptive Study	Mr Barnabas Felix Soh, Ms Emily Lim Xin Yi, Ms Ong Siew Leng, Ms Li Jiemin, Ms Jacqueline Giovanna De Roza, Ms Goh Ling Jia
15. Attitudes and Barriers Towards Fall Prevention Physical Activity Among Community-Dwelling Older Adults	Ms Jacqueline Giovanna De Roza, Dr David Ng Wei Liang, Ms Wang Chunyan, Ms Goh Ling Jia
16. Factors Impacting Attitudes Towards Fall Prevention Physical Activity Among Community-Dwelling Older Adults	Ms Jacqueline Giovanna De Roza, Dr David Ng Wei Liang, Ms Wang Chunyan, Ms Goh Ling Jia
17. Exploring the Impact of COVID-19 Pandemic on the Self-Management Behaviours of Primary Care Patients With Type 2 Diabetes Mellitus (T2DM) in A Qualitative Study	Ms Li Jiemin, Ms Julia Zhu Xiaoli, Ms Jacqueline Giovanna De Roza, Ms Chan Cheuk Ying, Ms Sarah Ong Le En, Ms Lim Phei Kuen
18. Primary Healthcare Nurses’ Current Knowledge, Attitude, and Self-Reported Practices When Caring For Patients With Multi-Drug Resistant Organisms (MDRO)	Ms Yogeswari D/O Rama Krishnan, Ms Jacqueline Giovanna De Roza, Ms Goh Ling Jia

APPENDIX B (cont.)

Abstracts by NHGP Staff and Collaborators for Singapore Primary Care Research Competition 2023

Abstract Title	Authors
19. Socioeconomic Factors and Its Relationship With Fear of Hypoglycaemia in Patients With Type 2 Diabetes Mellitus: A Cross-Sectional Study in Primary Care	Ms Lam Hui Chi, Ms Emily Lim Xin Yi, Ms Jacqueline Giovanna De Roza, Ms Goh Ling Jia, Ms Tan Pao Ling, Ms Chang Xiaopei
20. Doctor Google – Sources and Types of Internet Health Information Searched by Adults With Chronic Conditions: A Descriptive Cross-Sectional Study in Primary Care	Ms Vasantha Arumugam, Ms Tan Pao Ling, Ms Jacqueline Giovanna De Roza
21. Factors Influencing Physical Activity Levels in Community-Dwelling Older Adults	Ms Chan Cheuk Ying, Ms Jacqueline Giovanna De Roza, Dr Tan Shu Yun, Mr Mah Siew Chung, Ms Wang Chunyan, Ms Mary Ann Tay, Ms Emily Lim Xin Yi
22. Exploring Diabetic Patients’ Medication Compliance and Its Relations to Anti-Hyperglycaemic Agents in Primary Care: A Cross-Sectional Study	Ms Lim Phei Kuen, Ms Chan Cheuk Ying, Ms Emily Lim Xin Yi, Ms Jacqueline Giovanna De Roza, Ms Goh Ling Jia, Ms Soh Eng Luan
23. Assessing the Effectiveness of an Online Learning Module in Improving the Medication Knowledge Among Primary Healthcare Nurses in Singapore	Ms Chua Wee Khim, Ms Elane Zhang Yunxia, Ms Jia Shuli, Ms Letchmi D/O M. Sanggaradas, Ms Nor Diana Bte Togeman
24. Understanding the Importance of Digital Health Literacy Among Adults With Chronic Conditions in Primary Healthcare: A Cross-Sectional Study	Ms Silvana Tjhin, Ms Jacqueline Giovanna De Roza, Ms Goh Ling Jia, Ms Chen Yee Chui, Ms Julia Zhu Xiaoli, Ms Chan Cheuk Ying, Ms Li Jiemin, Ms Lim Phei Kuen
25. Factors Affecting Infection Control Practices in Nurses Caring for Patients With Multi-Drug Resistant Organisms (MDRO): A Cross-Sectional Study in National Healthcare Group Polyclinics	Ms Goh Ling Jia
26. Factors Influencing Medication Adherence Among Persons With Type 2 Diabetes Mellitus (T2DM) in Primary Healthcare	Ms Lu Yen Ling, Ms Winnie Poh Siew Huay, Ms Jacqueline Giovanna De Roza, Ms Goh Ling Jia, Ms Emily Lim Xin Yi

Abstract Title	Authors
27. Hypoglycaemia Episodes and Fear of Hypoglycaemia Among Patients on Anti-Diabetic Medications in Primary Care	Ms Emily Lim Xin Yi, Ms Jacqueline Giovanna De Roza, Ms Goh Ling Jia, Ms Valerie Chong Chui Mei
28. Exploring Doctors’ Perceptions of Digital Health’s Impact on the Patient-Doctor Relationship in Singapore’s Primary Healthcare Setting – A Qualitative Study	Dr Sze Kai Ping, Dr Fong Qi Wei, Ms Jacqueline Giovanna De Roza, Dr Lee Eng Sing, Dr Tan Shu Yun
29. Social Support and Its Demographic Correlates Among Older Adults With Multimorbidity	Dr Ng Xin Rong, Dr Sim Sai Zhen
30. Case Series of Supra-Therapeutic International Normalised Ratio (INR) Value	Dr Lee Siew Choo, Dr Kee Kok Wai, Dr Tan Lye Yoong
31. Factors Affecting Health Literacy Level Among Adults With Chronic Conditions: A Cross-Sectional Study in Primary Care	Ms Ng Pei Pei, Ms Jacqueline Giovanna De Roza, Ms Yogeswari D/O Rama Krishnan, Ms Lu Yen Ling, Ms Michelle Lee Cai Feng, Ms Emily Lim Xin Yi
32. Prevalence and Factors Associated With Musculoskeletal Pain Amongst Primary Care Physicians in Singapore	Dr Chee Jia Yi, Ms Koh Hui Li, Dr Lee Eng Sing, Dr Tan Shu Yun
33. Exploring Adherence of Anti-Diabetic Medication in a Singapore Primary Care Setting Using Various Calculation Models of Proportion of Days Covered (PDC)	Ms Yap Hui Rei, A/Prof Tang Wern Ee
34. Enhancing Primary Care for Adolescent Mental Health: Perspectives and Training Preferences of Primary Care Physicians	Dr Eugene Chua Yu Cong, Ms Lin Yijun Carol, Ms Josephine Goh Min Lee, Dr Wan Jinhui, Mr Liew Yao Sin, Ms Tan Hui Nah, Ms Rafika Ramli, Ms Debbie Ng Yanling, Dr Jonathan Chong Ern-Ji, Dr Winnie Soon Shok Wen

APPENDIX B (cont.)

Abstracts by NHGP Staff and Collaborators for Singapore Primary Care Research Competition 2023

Abstract Title	Authors
35. Exploring Gaps in Youth Mental Health Support: Perspectives and Aspirations	Dr Eugene Chua Yu Cong, Ms Lin Yijun Carol, Ms Josephine Goh Min Lee, Mr Liew Yao Sin, Ms Tan Hui Nah, Mr Zeng Jin Liang, Ms Debbie Ng Yanling, Ms Mak Hui Min, Ms Rafika Ramli, Ms Jolene Ong Zhen Ting, Dr Wan Jinhui, Dr Jonathan Chong Ern-Ji, Dr Winnie Soon Shok Wen
36. Patients With Multimorbidity – Who Are More Likely to Have Subsyndromal Depression and Anxiety?	Ms Koh Hui Li, Dr Sabrina Lee Poay Sian, Dr Lee Eng Sing
37. A Retrospective Analysis of Management of Patients With a Closed Un-Displaced Fractures of Metatarsals and Phalanges of the Foot, Who Were Referred to Emergency Department by Woodlands Polyclinic (NHGP) – Singapore, From March 2023 to May 2023	Dr Jaganmohan Raja Ramasamy, Dr Neesha D/O Maganlal, Dr Tan En-Yu
38. Examining the Factors Associated With Intrinsic Capacity in Older Adults With Multimorbidity in a Primary Care Population	Mr Ng Xinyao, Dr Sabrina Lee Poay Sian, Dr Tan Shu Yun, Dr Gabriel Ding Teck Yong, Dr Lee Eng Sing, Dr Sim Sai Zhen
39. Tele-Monitoring With Primary Tech-Enhanced Care-Home HbA1c Test (PTEC-HAT) - A Qualitative Study on Patients’ Experiences	Dr Ong Kah Pieng, Ms Elya Chen, Ms Evonne Siew Gek Oh, Dr Valerie Teo Hui Ying, Dr David Ng Wei Liang, A/Prof Tang Wern Ee, Dr Lee Eng Sing
40. End-Of-Life Care Preferences of Patients in Primary Care Setting	Ms Tan Hui Nah, Ms Tan Ju Ling, Ms Gina Dalida, Ms Josephine Goh Min Lee, Ms Lynn Huang Ailing, Mr Zeng Jin Liang, Mr Liew Yao Sin
41. Factors Influencing Vaccination Decision-Making Among Late Adopters of COVID-19 Vaccines in Singapore	Mr Aloysius Chow, Dr Lee Eng Sing, A/Prof Konstadina Griva

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APPENDIX C

Quality Improvement Projects Completed in FY2023

Project Title	Clinic/HQ	Project Leader/Co-Lead
1. An Audit Project to Improve Pneumococcal Vaccination Rates in Individuals Aged 65 Years Old and Above on Regular Chronic Follow-Up With Ang Mo Kio Polyclinic Teamlet C	AMK	Dr Thio Hui Min Adeline
2. A 6S Project for Swab Trolley	AMK	Ms Sa'adiah Bte Ramlee
3. To Improve Percentage of Patients With Desired Functional Outcomes From 37.5% to a Stretch Goal of 100% for Patients With Low Back Pain at Ang Mo Kio Polyclinic Within 6 Months	AMK	Ms Lori Pang
4. An Audit Project to Improve the Diabetic Foot Screening Rate in Patients With Diabetes in Ang Mo Kio Polyclinic Teamlet E	AMK	Dr Kong Huijia
5. To Increase the Uptake of Influenza Vaccination Among Adults Aged 18 Years Old and Above With Asthma in Ang Mo Kio Polyclinic Teamlet D	AMK	Dr Khoo MeiZhi Valerie
6. To Minimise Medication Returns Near Misses at Ang Mo Kio Polyclinic Level 2 Pharmacy	AMK	Ms Khaing Nyein Nyein Swe
7. To Increase the Total Amount of Retail Sales at Ang Mo Kio Polyclinic Pharmacy	AMK	Ms Seah Ming Hui, Joella
8. A 6S Project for Dental Clinic Decontamination Room	GEY	Ms Mastura Bte Adanan
9. To Improve Medication Safety for Paediatric Patients at Geylang Polyclinic	GEY	Dr Chia Lingyi
10. To Increase the Uptake of Human Papilloma Virus Vaccination (Cervarix) Among Female Patients Aged 19 to 26 Years in Geylang Polyclinic	GEY	Dr Deborah Lim
11. To Increase Referral Rate of Osteoporosis Screening via Bone Mineral Density Scan for High-Risk Osteoporosis Self-Assessment Tool for Asians (OSTA) Score Patients	GEY	Dr Oliver Leow

Project Title	Clinic/HQ	Project Leader/Co-Lead
12. To Increase the Enrolment Rates of Primary Tech-Enhanced Care Home Blood Pressure Monitoring Programme in Geylang Polyclinic	GEY	Dr Ong Jia Wei
13. To Increase the Uptake Rate of Chronic Disease Screening Among Patients Aged 40 Years and Above Who Visited Geylang Polyclinic	GEY	Dr Ku Jung Kai
14. To Improve Medication Safety at Geylang Polyclinic Pharmacy	GEY	Mr Tan Yao Guo, Mr Ben Theng Yong Yuan
15. To Increase the Number of Medication Home Delivery via Self-Service Kiosk in Geylang Polyclinic by 50% in 12 Months	GEY	Ms Safia Ilham Yunus Khan
16. To Increase Percentage of Pneumococcal Conjugate Vaccine 13 Vaccination Among Eligible Chronic Elderly Patients in Hougang Polyclinic Teamlets From 25% to 50% Within 6 Months	HOU	Ms Fong Peiling, Ms Siti Rasyidah
17. To Improve Mammogram Uptake Rate in Eligible Patients in Teamlet B and E	HOU	Dr Chua Teck Beng
18. To Improve Low-Density Lipoprotein Control in Diabetic Patients in Hougang Polyclinic Teamlet F	HOU	Dr Tabitha Ang
19. To Increase Opportunistic Influenza Vaccination by Care Managers in Hougang Polyclinic	HOU	Ms Elane Zhang Yunxia, Ms Sharon Foo Chee Ling
20. To Enhance the Communication Between Pharmacy Outpatient Staff and the Inventory Team on Short Expiry, Item Change Code And Brand Change, Same Item Code	HOU	Ms Tan Ee Lian
21. To Decrease the Prescription Rework at Hougang Polyclinic Pharmacy by 25% Within 6 Months	HOU	Ms Prisca Tan Xin Yi
22. To Improve the Percentage of Patients With Diabetes Mellitus in Kallang Polyclinic Teamlet B Who Have Completed Diabetic Retinal Photography Screening in the past 12 Months	KAL	Dr Tan Wei Cher

APPENDIX C (cont.)

Quality Improvement Projects Completed in FY2023

Project Title	Clinic/HQ	Project Leader/Co-Lead
23. To Increase the Percentage of Kallang Polyclinic Patients Aged 65 Years and Above Who Have Received Influenza Vaccination	KAL	Dr Toh Wen Shien
24. To Minimise Medication Return Near Misses In Kallang Polyclinic Pharmacy	KAL	Ms Gurpreet Kaur Hundal
25. To Increase the Percentage of Medication Delivery Requests via Self-Service Kiosks From 10% to 50% Within 9 Months	KAL	Ms Vivian Tan Yu Qin
26. An Audit Project to Increase Influenza Vaccinations Administered Among Toa Payoh Polyclinic Patients With Clinic Administered Nebulizations, Who Have Not Received Influenza Vaccinations, From 6% to 100%, Over a Time Period of 6 Months From July to December 2023	TPY	Dr Liang Junyu
27. To Increase the Absolute Monthly Number of Adult Patients With Hypertension Recruited to Primary Tech-Enhanced Care Home Blood Pressure Monitoring Programme in Toa Payoh Polyclinic	TPY	Dr Wynette Lim
28. To Reduce the Incidences of Multiple Old Batches of Medication in Picking Bins to 0 at Toa Payoh Polyclinic Pharmacy Over 8 Months	TPY	Ms Pearlyn Low Jie Ying, Ms Tan Pei Li
29. To Reduce the Turnaround Time of Patients Referred to Toa Payoh Polyclinic Pharmacy for Medication Clinic Service by 15% Over 8 Months	TPY	Ms Yeo Jia Qi, Ms Millison Chua Lynn Shan
30. To Increase the Percentage of Diabetic Patients Whose Blood Pressure is <140/90mmHg From 78% to 90% in the Next 6 Months in Woodlands Polyclinic Teamlet F	WDL	Dr Olivia Chan, Ms Li Jie Min Jasmine
31. To Improve Dental Prescription at Woodlands Polyclinic Dental	WDL	Dr Niken Arista
32. To Improve the Proportion of Post-Stroke Patients With Controlled Low-Density Lipoprotein Cholesterol From 35% to 50% in Woodlands Polyclinic in 6 Months	WDL	Dr Vivek Bansal, Ms Jessica Goh

Project Title	Clinic/HQ	Project Leader/Co-Lead
33. A Pilot Study to Achieve 100% Care Managers' Teleconsultation on Angiotensin-Converting Enzyme Inhibitor/Angiotensin II Receptor Blocker Panel Review Done for Eligible Teamlet Patients in Woodlands Polyclinic Over 6 Months	WDL	Ms Tang Wing Sze, Ms Daphne Kuok Hui Na
34. To Improve Uptake of Influenza Vaccination Among High-Risk Base Patients to 75% Over 6 Months in Woodlands Polyclinic	WDL	Dr Ishwarpal Singh
35. To Improve the Rate of Diabetic Retinal Photography Screening in Woodlands Polyclinic	WDL	Dr Jeremy Lee
36. To Improve the Uptake of Faecal Immunochemical Test Kits Amongst Patients in Woodlands Polyclinic	WDL	Dr Anshuja Charvi Wadhwa
37. To Increase the Uptake of Pneumococcal Vaccination Among Patients Aged ≥ 65 Years Old in Woodlands Polyclinic From July to December 2023	WDL	Dr Lai Kah Ho
38. To Improve the Uptake Rate of Diabetic Foot Screening in Woodlands Polyclinic	WDL	Dr Wang Yuchen
39. To Improve Phlebotomy Efficiency at Outstation Phlebotomy Table by Reducing Staff Motion Waste During Queue Calling at Woodlands Polyclinic NHG Diagnostic Laboratory	WDL	Mr Lee Hoong Fatt
40. To Improve Access to Essential Resources for Capturing and Dispensing at Woodlands Polyclinic Pharmacy	WDL	Ms Pratibha Nair
41. To Reduce the 95 th Percentile Waiting Time At Woodlands Polyclinic Pharmacy	WDL	Ms Lin Kaiqi
42. To Increase the Percentage of Teamlet F Patients With Type 2 Diabetes Mellitus and Low-Density Lipoprotein ≥2.6mmol/L Who Are on Statin, From 63.5% to 100% in Yishun Polyclinic Over 6 Months	YIS	Dr Andrew Lee Yew Weng, Dr Chen Shiyun

APPENDIX C (cont.)

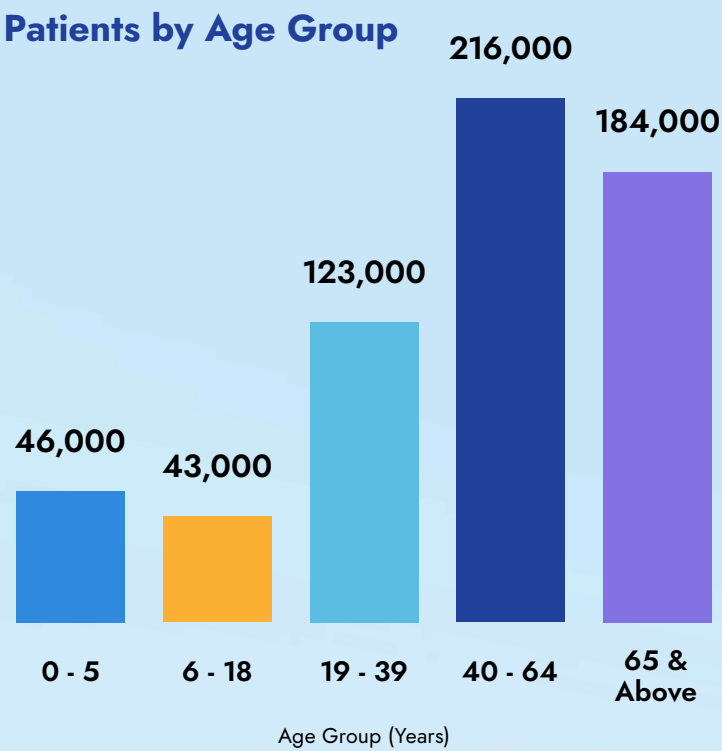
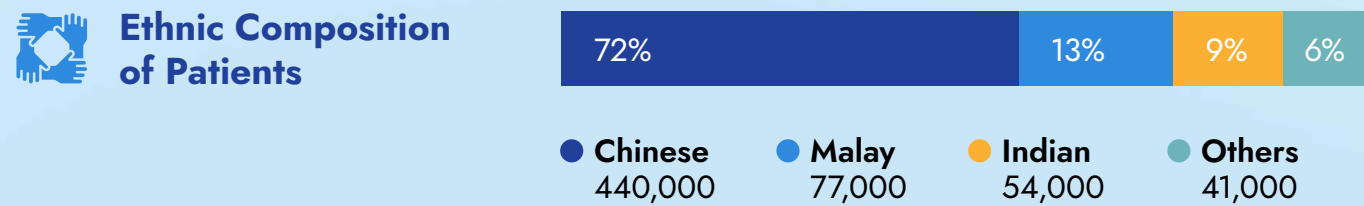
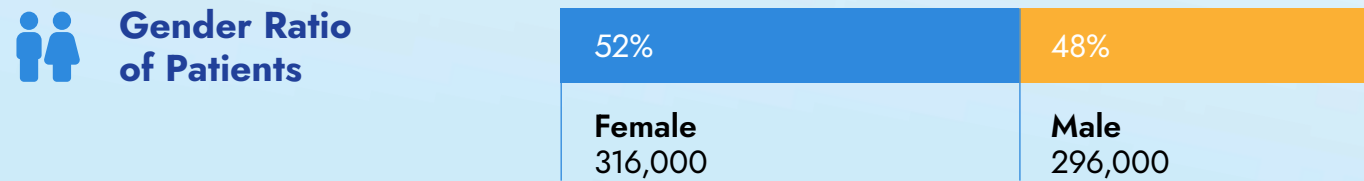
Quality Improvement Projects Completed in FY2023

Project Title	Clinic/HQ	Project Leader/Co-Lead
43. To Improve the Usage of Global Initiative for Asthma Score in Yishun Polyclinic Teamlet C	YIS	Dr Seow Yi Heng
44. To Increase Screening Rates for Post-Stroke Depression in Yishun Polyclinic	YIS	Dr Chan Yan Wing Natalie
45. To Improve the Rates of Target Serum Uric Acid Level Achievement in Gout Patients of Yishun Polyclinic Teamlet C	YIS	Dr Chan Yi Jia Dorcas
46. To Increase the Uptake Rate of Pneumococcal Conjugate Vaccine 13 for Chronic Patients Aged 65 and Above in Teamlet F of Yishun Polyclinic From 36.3% to 100% Over 6 Months	YIS	Dr Poh ZhiSheng Edmund
47. To Reduce Percentage of Diabetes Mellitus Patients in Yishun Polyclinic Teamlet D With Low-Density Lipoprotein ≥ 2.6 mmol/l	YIS	Dr Lim Si Ying Sheryl
48. To Improve the Influenza Vaccination Rate in Chronic Asthmatic Patients in Yishun Polyclinic Teamlet F	YIS	Dr Ko Yong Sheng Moses
49. To Increase the Percentage of Interventions Documented in EPIC iVents From 42% to 75% in Yishun Polyclinic Pharmacy Within 1 Month	YIS	Ms Quek Yan Ching
50. To Reduce Internal KPI Waiting Time For At Least 95% of Patients Collecting Medications in Yishun Polyclinic Pharmacy to Less Than 20 Minutes Over 6 Months	YIS	Ms Amanda Lim Shi-Yun
51. To Reduce Time Spent on Monthly Required Documentation by 50% Across All NHG Diagnostic Laboratories	HQ	Ms Janet Teng
52. To Improve Safety for Patient, Visitor and Staff via the Upgrading of Power Supply Cabling System	HQ	Ms Sharon Chen Mei Yan, Ms Shirley Ong, Mr James Tay Chee Por

Project Title	Clinic/HQ	Project Leader/Co-Lead
53. To Enhance Patient Experience and Efficiency by Automating Time Chit Services	HQ	Ms Sharon Chen Mei Yan, Ms Chong Hui Jia, Mr John Loh Chin Yin, Ms Jessie Wong Sook Kuan
54. To Optimise Residents' Health and Preventive Care Needs through Healthier SG @ NHGP	HQ	Dr Sabrina Wong Kay Wye, Dr Kung Jian Ming, Dr Lim Ziliang
55. To Improve the Overall Near Miss Reporting Rate at Pharmacy Services Centre, Central Fill Pharmacy	HQ	Ms Ling Sok Ying (Lin Shuying)
56. To Enhance the Delivery Process of Acute Medication Orders for ConviDose™ Nursing Homes	HQ	Ms Tee Mei Yee

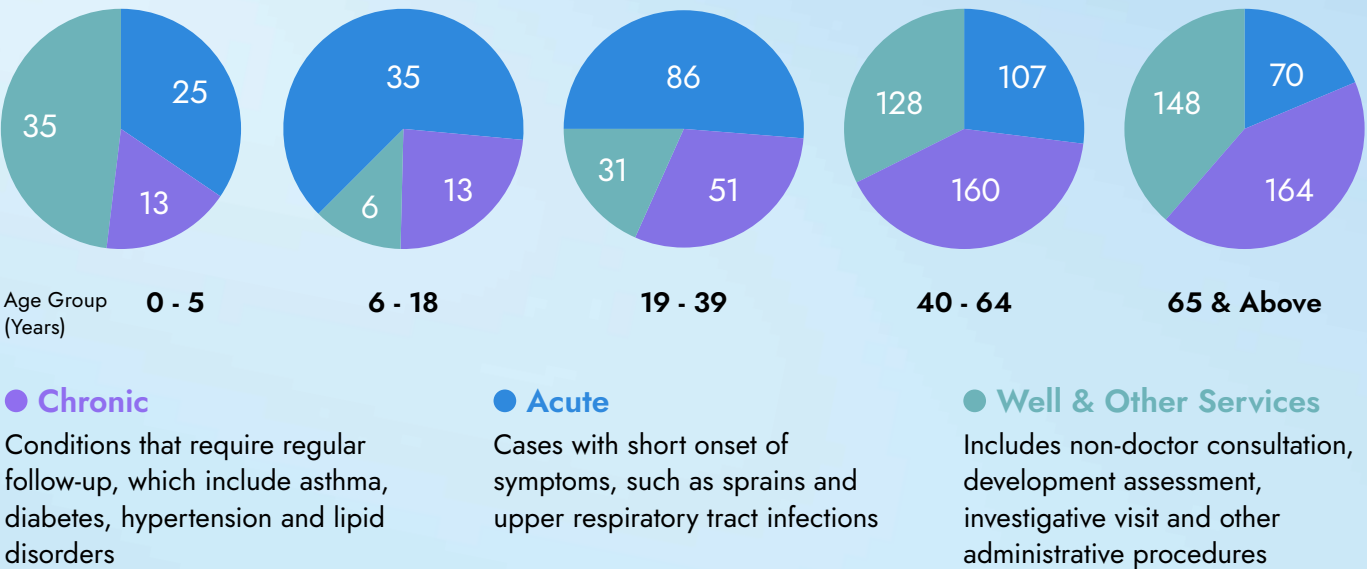
AMK – Ang Mo Kio Polyclinic; **GEY** – Geylang Polyclinic; **HOU** – Hougang Polyclinic; **HQ** – NHGP Headquarters; **KAL** – Kallang Polyclinic; **TPY** – Toa Payoh Polyclinic; **WDL** – Woodlands Polyclinic; **YIS** – Yishun Polyclinic

SNAPSHOTS OF WORKLOAD AND PATIENTS IN FY2023*

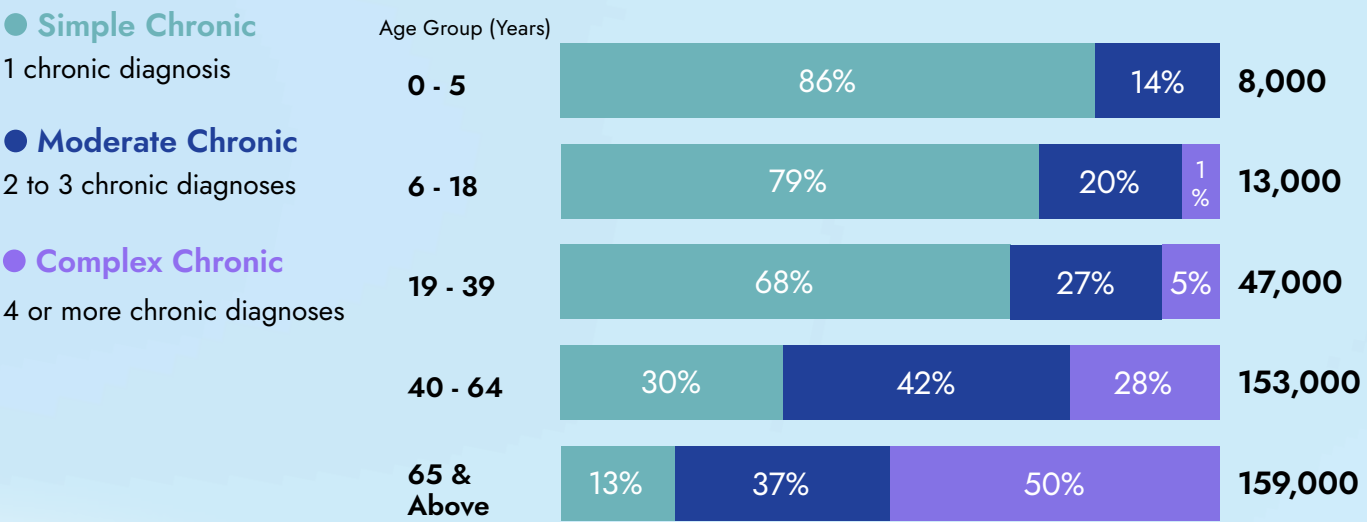


*Note: As numbers are rounded up for ease for reference, small rounding differences may arise.

Patients by Age Group and Types of Conditions
Number of Patients ('000)



Proportion of Patients with Chronic Conditions by Age Group and Complexity



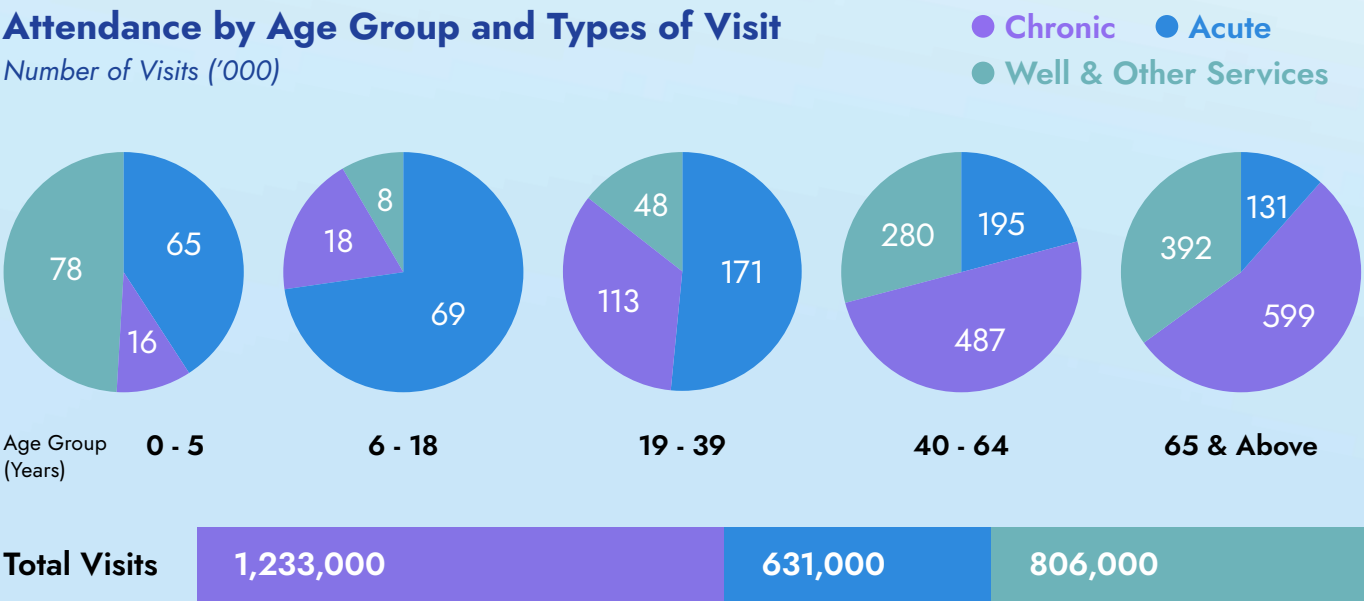
Total No. of Patients Seen **612,000**



SNAPSHOTS OF PATIENTS' ATTENDANCE AND WORKLOAD IN FY2023*

Attendance by Age Group and Types of Visit

Number of Visits ('000)



Average Number of Visits per Patient

● Chronic ● Acute ● Well & Other Services



Total Attendance

2,670,000

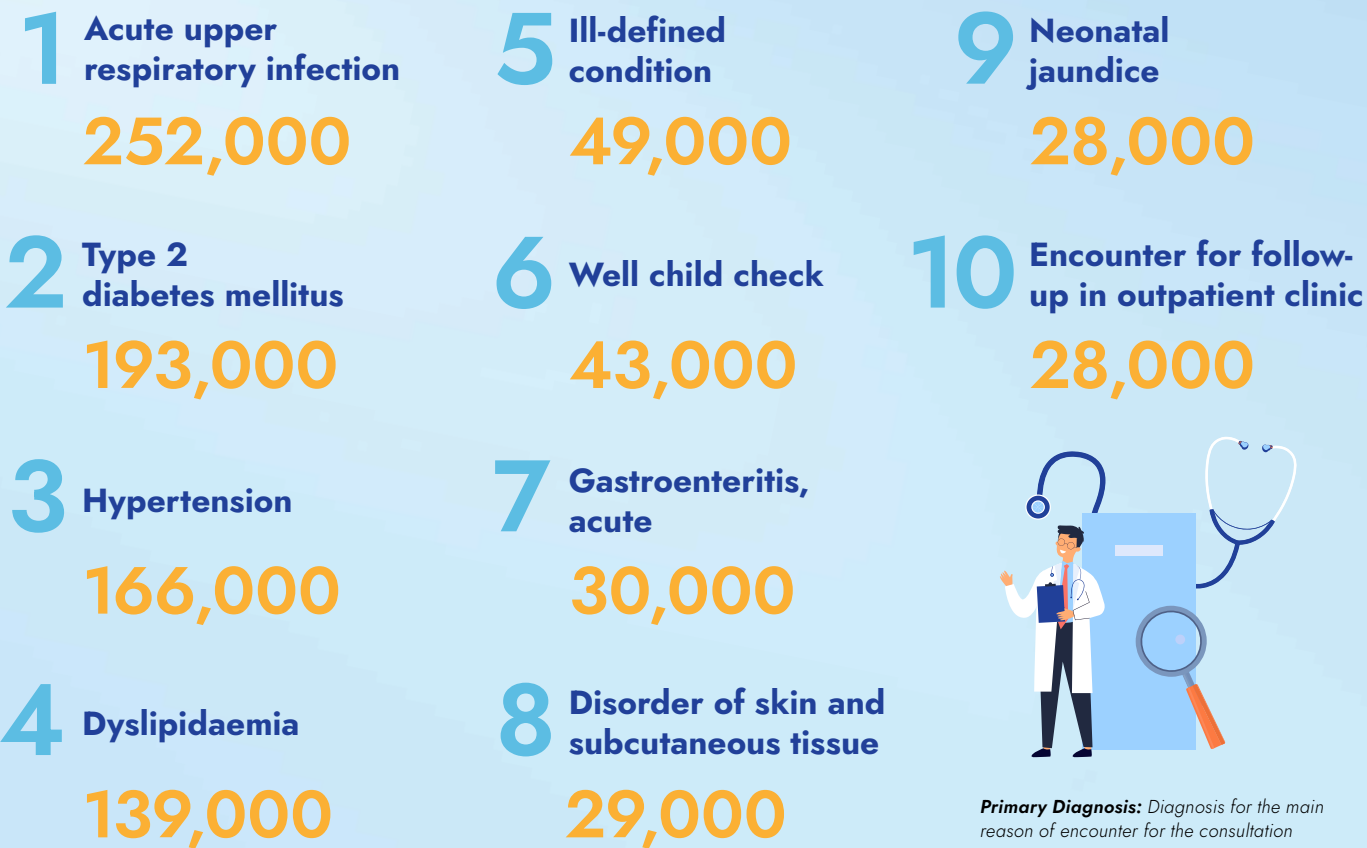
Daily Average Attendance

9,600

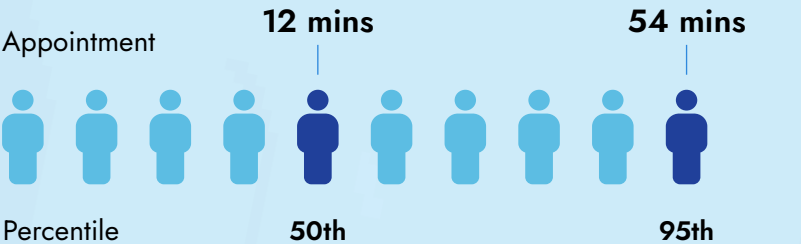


Top Primary Diagnosis

Number of Visits



Consult Waiting Time



SNAPSHOTS OF COMMON DENTAL SERVICES IN FY2023*

Annual Attendance (Number of Dental Visits)

98,000

Number of Dental Procedures





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