



National Healthcare Group

POLYCLINICS

Crafting The Art Of Well-Being

National Healthcare Group Polyclinics
Annual Review 2010/11-2011/12

*Advancing Family Medicine,
Transforming Primary Healthcare*

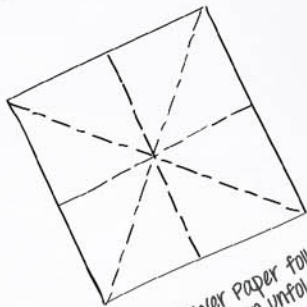


Crafting The Art Of Well-Being

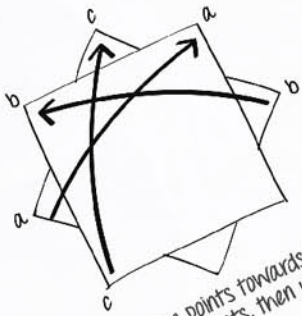
At the National Healthcare Group Polyclinics (NHGP), we have embarked on a journey to advance family medicine and realise a transformation in primary healthcare, crafting out a new approach towards healthcare that is community and patient-centric, innovative and constantly striving to be better.

Symbolically represented through the art of origami is NHGP's transformation in the way we deliver healthcare. Changing what others may perceive as merely a piece of paper to a finished work of art, the metamorphosis of our healthcare delivery takes shape.

ORIGAMI SUNFLOWER



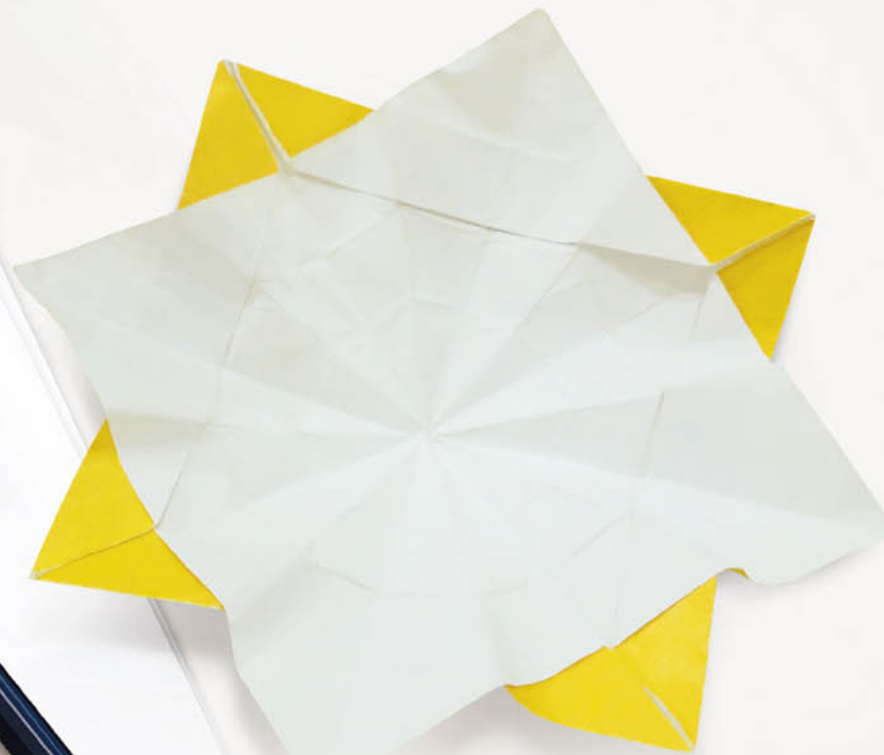
Fold the sunflower paper following these lines, then unfold.



Fold these points towards their respective points, then unfold.



Place your thumb on the line that cuts through the petal and fold it downwards.





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NHGP Profile, Vision, Mission & Values



About **NHGP**

National Healthcare Group Polyclinics (NHGP) forms the primary healthcare arm of the National Healthcare Group (NHG). Its nine polyclinics serve a significant proportion of the population in the central, northern and western parts of Singapore.

The focus of NHGP's care is on disease prevention, early and accurate diagnosis, disease management, physician-led team-based care, enhancing the capability of family medicine through research and teaching, health promotion, and continued care for patients after their discharge from hospitals.

NHGP provides a comprehensive range of health services for the family, including treatment for acute medical conditions; chronic diseases, dental care and selected specialist services. Its clinics are one-stop family health centres, equipped with support facilities such as X-ray services, mammography, ultra sonograms and pharmacies which carry a wide range of drugs and non-medical items.

NHGP has been awarded the prestigious Joint Commission International (JCI) accreditation under the Primary Care Standards.

Our Vision

To be the leading health-promoting institution that helps **advance family medicine** and **transform primary healthcare** in Singapore.

Our Mission

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

Our Values

Integrity

We are committed to the highest standards of ethical conduct.

Compassion

Our paramount concern is the welfare and well-being of our fellow human beings. We sympathise with those struck with illness and will do our best to help alleviate their condition.

Professionalism

We are committed to being the best in what we do and achieving the best possible outcome for our patients.

Respect

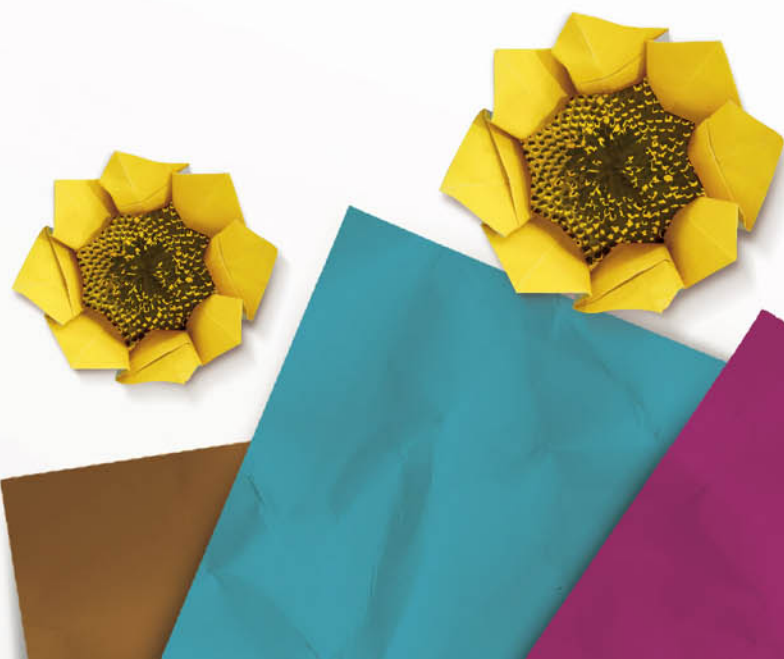
We treat everyone with honesty, decency and fairness.

Collegiality

We nurture success by promoting collaboration, participation and trust between individuals and other healthcare organisations, within an environment of sharing and mutual respect.

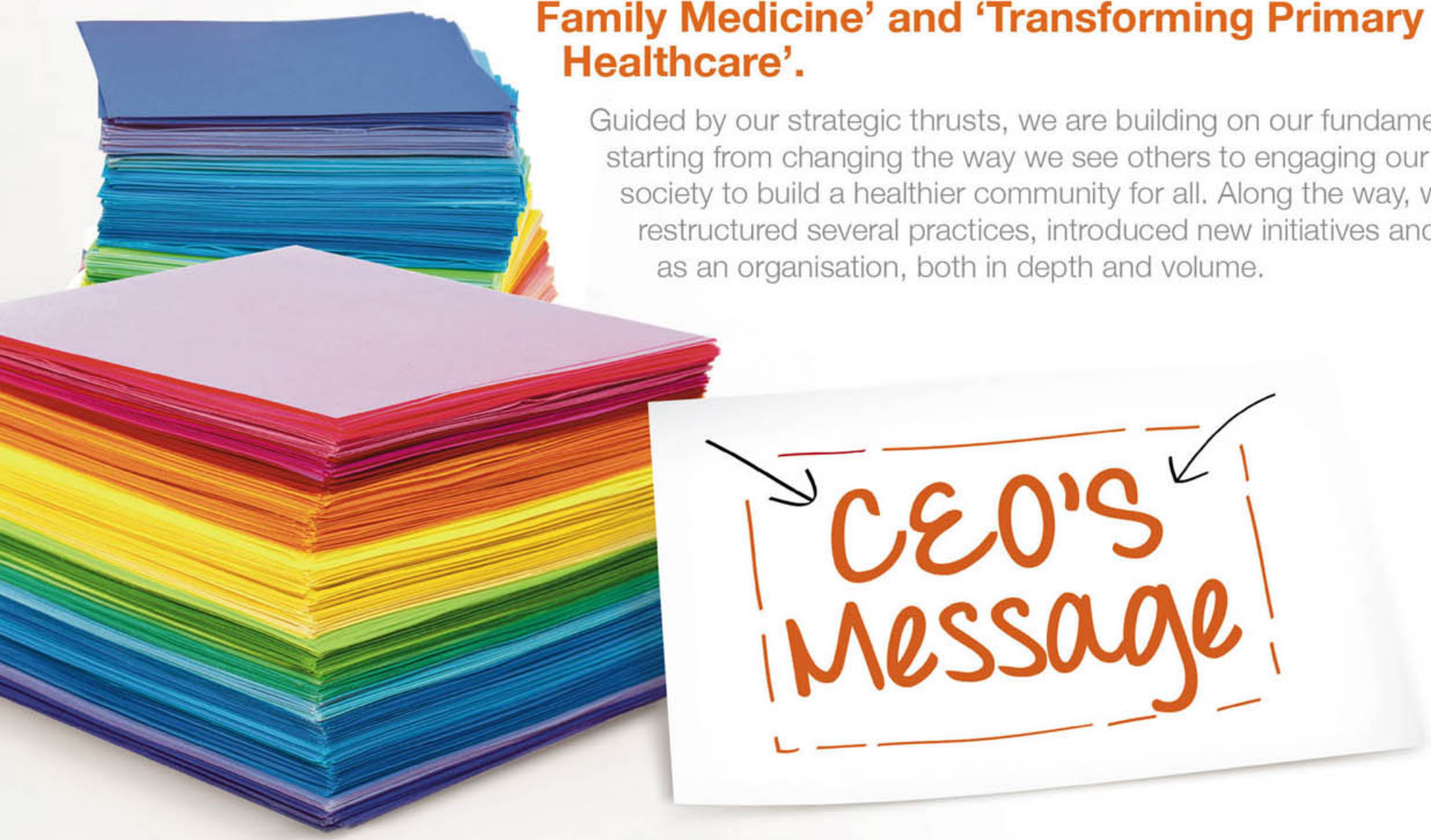
Social Responsibility

We contribute positively to the well-being of the community.



National Healthcare Group Polyclinics (NHGP) has continued on its journey of transformation these two years as we strive towards our vision of 'Advancing Family Medicine' and 'Transforming Primary Healthcare'.

Guided by our strategic thrusts, we are building on our fundamentals, starting from changing the way we see others to engaging our wider society to build a healthier community for all. Along the way, we have restructured several practices, introduced new initiatives and grown as an organisation, both in depth and volume.

A large stack of papers in various colors (blue, green, yellow, orange, red, purple) is visible on the left side of the image. In the foreground, a white sticky note is placed on the stack. The sticky note has the words "CEO'S Message" written in orange marker, enclosed in a dashed orange border. Two black arrows point towards the text on the sticky note.

**CEO'S
Message**

To see a change in our organisation and systems, we first need to make the challenging shift in the mindset of our people. Our Culture DNA was developed with this in mind in support of NHG's four key principles – patient-centred care, systems thinking, staff engagement and learning organisation. At the core of our culture transformation is our 'Way of Being' principle, which is about "seeing people as people", regarding everyone we encounter in our daily work and lives – be it colleagues, patients, even strangers – as people rather than objects. The other two important components of our Culture DNA are iCARE, which is about making a difference to our patients through our individual actions, and OurCare which recognises that to see a change on the bigger scale, we must work together as an organisation to improve our systems and processes. Through these concerted efforts, we can then drive a culture of continuous improvement in our delivery of healthcare.

The next important part of our journey is to focus on the development of our clinicians. Through mentoring and guidance from senior physicians, we strive to make family medicine an attractive and meaningful path for our younger generation of doctors. On this note, I am pleased to report that our attrition rate from FY10/11 to FY11/12 for doctors was effectively halved. We also encourage our clinicians to acquire more knowledge and skills through training and research so that they have the capability to provide better care for our patients. As we enhance our healthcare team's capabilities, we are also moving towards a team-based care approach to provide integrated care across all aspects of our patients' health and well-being. Our multi-disciplinary healthcare team involves inter-professional collaborations among doctors, nurses and allied health professionals to build relationships with patients and treat them on a holistic level, instead of simply focusing on one aspect of their physical condition.

Our transformation goals have also been shaped by the changing healthcare landscape in Singapore. With an ageing population, we face the challenges of providing accessible quality care to a higher volume of patients. On the infrastructure front, we have revamped several of our polyclinics to incorporate more spacious interiors and elderly-friendly facilities. We also need to equip staff so that their skills remain highly relevant and review our processes to identify more vulnerable patients, as well as take the initiative to extend our reach to them.

As part of creating healthier communities and bending the healthcare cost curve, we need to extend our boundaries and responsibilities beyond the doors of our polyclinics. We will be developing new resources to better support the communities and patients we serve and enable us to make concerted efforts in this area. We will review the way we integrate care with the hospitals, and how we engage our patients and the community so that they are empowered to take care of their health and well-being.

As one of the largest primary healthcare providers in Singapore, we possess the resources and synergy to consistently improve and share our best practices as we push on with our healthcare transformation. By integrating our resources and driving forward with a collective goal across every clinic, we hope to consistently deliver cost-effective and quality care through our patient-centric team-based model, premised on the principle of "seeing people as people".

In the years to come, there will be more challenges and new roles to redefine. We cannot underestimate the importance of our contributions in delivering quality primary healthcare for the nation. I would like to thank our Chairman and Board members for their continued guidance and support over the two years and say a heartfelt thank you to every staff member. I also encourage our staff to continually look beyond our day-to-day duties and focus on the bigger picture. Our journey remains a work in progress as we seek to craft out the best possible healthcare solution for all our patients.



Mr Leong Yew Meng
Chief Executive Officer
National Healthcare Group Polyclinics



Our Management Team



1. **Dr Simon Lee**
Head, Yishun Polyclinic
2. **Dr Lim Chee Kong**
Head, Hougang Polyclinic
3. **Dr Yehudi Yeo**
Head, Choa Chu Kang Polyclinic
4. **Dr Keith Tsou**
Head, Bukit Batok Polyclinic

5. **Dr Tung Yew Cheong**
Head, Toa Payoh Polyclinic
6. **Dr Elaine Tan**
Deputy Director, Clinical Services
7. **Mr Leong Yew Meng**
Chief Executive Officer

8. **Dr Chong Phui-Nah**
Senior Director, Family Medicine
Development Division &
Primary Care Academy
9. **Ms Grace Chiang**
Chief Operating Officer

10. **Dr Wee Wei Keong**
Director, Health Promotion &
Preventive Care
11. **Ms Lim Soh Har**
General Manager, NHG Diagnostics



12. Dr Evan Sim
Deputy Chief Medical Information Officer;
Head, Clementi Polyclinic

13. Dr Kenneth Low
Director, Dental Services

14. Mr Simon Tan
Director, Human Resource & Finance

15. Dr Peter Chow
Director, Corporate Development

16. Mr David Kok
Deputy Director, Finance

17. Dr Karen Ng
Head, Ang Mo Kio Polyclinic

18. Dr Gowri Doraisamy
Head, Woodlands Polyclinic

19. Dr Meena Sundram
Head, Jurong Polyclinic

20. Ms Jaclyn Fam
Acting Director, Health Promotion &
Preventive Care

21. Ms Chan Soo Chung
Executive Director, NHG Pharmacy

22. Dr Lew Yii Jen
Director, Clinical Services

23. Ms Chen Yee Chui
Director, Nursing Services



Taking

— The First Step —

To build a healthier community, we start by mapping out a solid foundation from the very first step.

At the National Healthcare Group Polyclinics (NHGP), the process of transformation and change starts with each individual. Our Culture DNA is all about developing a culture of dedicated service and efficient processes, and seeing people as people. With this new perspective, we've piloted several initiatives to better the way we work.

Strengthening Our Culture, Continuously Innovating And Improving

NHGP's Culture DNA

The NHGP's Culture DNA seeks to inspire all the staff in our journey towards transforming primary healthcare. It is in line with NHG's four principles of patient-centred care, systems thinking, staff engagement and learning organisation. Our Culture DNA comprises three components, each aimed at encouraging an attitude of improvement in the following areas:



Way of Being: How we see ourselves, our patients and our partners

iCARE: Our service and patient care framework

OurCare: Our improvement framework



NHGP CEO, Mr Leong Yew Meng engaging and sharing with staff on the Way of Being.

To start things rolling, eight management staff, including CEO, Mr Leong Yew Meng, became the first batch of certified Trainers in the 'Way of Being' workshop. Mr Leong personally kicked off the first workshop for staff on 27 & 28 March 2012 with 21 participants. A second batch of eight management staff underwent a five-day 'Train-the-Trainer' programme in March 2012, receiving their certification in April and May. 100 NHGP staff have attended the 'Way of Being' workshop since its inception in December 2011. We aim to train another 180 staff by end-2012.

We have also rolled out a communications campaign to heighten the awareness of our Culture DNA, especially the 'Way of Being' philosophy. Through this campaign, we aim to provide staff with greater understanding and familiarity with our Culture DNA.

Process and Quality Improvements

NHGP constantly seeks to improve its quality management. In August 2011, NHGP was certified ISO 9001 in compliance with TUV SUD PSB standards. This certification ascertains our commitment to have good and effective processes in place so that patients continue to receive efficient care.

Continuous Quality Improvement

At NHGP, we adopt a mindset of continuous improvement, always evaluating our operational and clinical processes to remove waste and ensure quality care.

Dr Steven Chong, Deputy Head of Hougang Polyclinic, led a team to review its medication dispensing process and the team's efforts resulted in an overall improvement in waiting time at the pharmacy from an average of 38 minutes in 2008 to 13 minutes by 2010.



The International Forum on Quality and Safety in Healthcare, Amsterdam.

In April 2011, the project, 'Accurate and Timely Medication Dispensing at Hougang Polyclinic' was presented at the International Forum on Quality and Safety in Healthcare in Amsterdam. NHGP also presented the following quality improvement projects on posters at the Forum:

- 1) *'Improving Patient Waiting Time and Turnaround Time at Jurong Polyclinic's Laboratory'* by **Dr Tung Yew Chong**
- 2) *'A Faster and Waste-free Code Blue Response in Woodlands Polyclinic'* by **Dr Rufus Daniel**
- 3) *'Panel Management in Optimising Diabetic Treatment'* by **Dr Meena Sundram**
- 4) *'Breaking the Language Barrier – To Eliminate Translator-mediated Consultations between Patients and Doctors in Choa Chu Kang Polyclinic'* by **Dr Christian S Aduna**
- 5) *'A Population-based Approach to Primary & Mental Health Care in Singapore'* by **Dr Lew Yii Jen**



'Accurate and Timely Medication Dispensing' process at Hougang Polyclinic.

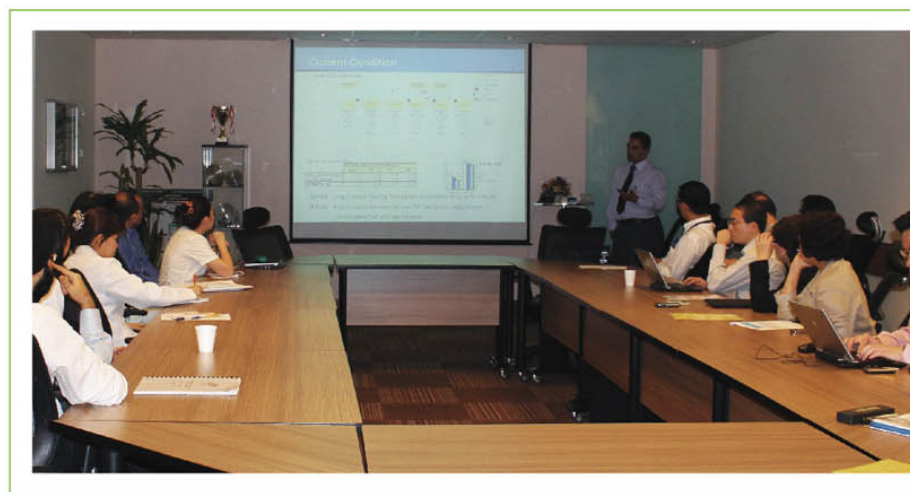
Integrating LEAN to Improve Care Processes

Using the principles of LEAN methodology, NHGP has streamlined and improved several of its processes so that patients receive safer and faster care.

■ Simple Acute Care Process

The Simple Acute Care Process was piloted in December 2010 in Woodlands Polyclinic. The process saw Patient Service Associates (PSAs) handling pre-consult history taking so doctors could maximise the use of consultation time with patients to conduct more thorough examinations.

This has increased workflow efficiency and streamlined the patient journey for those with uncomplicated URTI (Upper Respiratory Tract Infection), conjunctivitis and gastroenteritis. Information gathered by the PSAs are transferred to the doctor's notes seamlessly so that doctors are able to spend more time in physical examination.



■ Simple Chronic Care Process

In April 2011, the Simple Chronic Care Process was introduced in Toa Payoh Polyclinic to redesign care for chronic patients with stable hypertension and hyperlipidaemia. With the i-control 2 programme in place, 224 patients are currently managed by a care team which includes doctors, care managers and care coordinators who follow up with patients through telephone reviews.

As a result, patient visits were reduced from an average of 3.75 visits a year to two visits in 15 months. The cutback on polyclinic visits will also help patients save on medical and transport costs. The scheme was extended to Ang Mo Kio Polyclinic in January 2012, with 202 patients currently on the programme.

■ Children Care Process

Children Care Process was implemented in Yishun Polyclinic in February 2011. Healthcare Assistants (HCA) assist nurses with the explanation of vaccination packages and appointment bookings, allowing nurses to focus on core nursing duties.

The waiting time for infants requiring a Serum Bilirubin (SB) test has also been shortened as SB test can now be ordered during registration.

Developmental Assessment (DA) by doctors for one-month old's babies was introduced to ensure that developmental problems are identified early.

Advanced Course for OurCare

In 2011, NHGP collaborated with Nanyang Technological University (NTU) to customise a course in Advanced LEAN thinking. The three-day OurCare Advanced programme equipped staff with LEAN techniques, further complementing the current orientation programme for new staff and the OurCare Basic programme for all staff.

As of March 2012, 117 staff members have been trained in Advanced LEAN. Our project teams have also successfully completed 59 quality improvement projects in 2011.



Appointment System (APS) in Clementi Polyclinic

In July 2011, Clementi Polyclinic adopted an appointment system (APS) to improve patient waiting time. The APS estimates the consultation time for patients after registration, allowing them to return to the clinic at the appointed time instead of having to wait in the clinic.

With the APS, the average waiting time for a doctor's consultation was reduced from 36 minutes to 19 minutes. 88.6% of patients surveyed also found the APS useful when visiting the clinic.

The APS has been implemented across all polyclinics.

Electronic Polyclinic Outpatient System (ePOS)

The Electronic Polyclinic Outpatient System (ePOS) was set up in all polyclinics on 15 August 2011 to improve process efficiency and patients' experience when they visit the clinics. To streamline patient management processes, the system was designed with key features such as:

- 1) Patient Relationship Management (PRM) module for better patient engagement.
- 2) Flagging of critical clinical indicators (e.g. fall risk) to alert clinic staff of patient's conditions.
- 3) Improved queue, visit itinerary and appointment resource management to facilitate clinic process flow.

- 4) Enabled interface with external systems such as self-service kiosk and applications for payment and appointment transactions.

With the ePOS in place, patients experience a more convenient and seamless journey due to streamlined processes and new system capability when they visit polyclinics.

Alan Tan | October 17, 2012 | HOUGANG POLYCLINIC

Home | Change Domain | Logout

PRM Queues Appointments Billing Report Administration

Search Criteria

Clinic: TOA PAI OH POLYCLINIC MRN: S862801 From Date: 01/09/2012 To Date: 30/09/2012 Search

Result

Patient Q Number: 3395 Patient Q Type: APPT Visit CD: R09120920090200 Counttime: No

Visits: Visit Date (20/09/2012 11:35 - TP) Visit History Bill (061224534)

Appointments: Appointment (20/09/2012) CON (12:30) Rec Bills

Seq	Dept	Service Type	Room	Type	Date/Time	Created By	Created Date	Updated By	Updated Date	Status
1	CON	QUEUE 10 - 14"	ROOM 10-14 LEVEL 1 CONSULT	APPT	20/09/2012 11:35:33	EPOS SYSTEM	20/09/2012 11:35:33	EPOS SYSTEM	20/09/2012 11:35:33	UNCO
2	PMT	PAYMENT	PAYMENT COUNTER	APPT	20/09/2012 11:35:33	EPOS SYSTEM	20/09/2012 11:35:33	EPOS SYSTEM	20/09/2012 11:35:33	UNCO
1	CON	QUEUE 10 - 14"	ROOM 10-14 LEVEL 1 CONSULT	APPT	20/09/2012 12:21:52	EPOS SYSTEM	20/09/2012 11:35:33	LIM CHIN TECK	20/09/2012 12:21:52	UNCO
1	CON	QUEUE 10 - 14"	ROOM 10-14 LEVEL 1 CONSULT	APPT	20/09/2012 12:21:52	EPOS SYSTEM	20/09/2012 11:35:33	LIM CHIN TECK	20/09/2012 12:21:52	UNCO
1	CON	QUEUE 10 - 14"	ROOM 10-14 LEVEL 1 CONSULT	APPT	20/09/2012 12:21:52	EPOS SYSTEM	20/09/2012 11:35:33	LIM CHIN TECK	20/09/2012 12:21:52	UNCO
1	CON	QUEUE 10 - 14"	ROOM 10-14 LEVEL 1 CONSULT	APPT	20/09/2012 12:21:52	EPOS SYSTEM	20/09/2012 11:35:33	LIM CHIN TECK	20/09/2012 12:21:52	UNCO
2	LAB	- LAB	ROOM 30 LEVEL 2	APPT	20/09/2012 12:25:00	YEE HAN KHOR	20/09/2012 12:25:00	LIM CHIN TECK	20/09/2012 12:25:00	UNCO
2	LAB	- LAB	ROOM 30 LEVEL 2	APPT	20/09/2012 12:25:00	YEE HAN KHOR	20/09/2012 12:25:00	LIM CHIN TECK	20/09/2012 12:25:00	UNCO
3	CON	QUEUE 10 - 14"	ROOM 10-14 LEVEL 1 CONSULT	APPT	20/09/2012 12:25:01	YEE HAN KHOR	20/09/2012 12:25:01	LIM CHIN TECK	20/09/2012 12:25:01	UNCO
4	PMT	PAYMENT	PAYMENT COUNTER	APPT	20/09/2012 11:35:33	EPOS SYSTEM	20/09/2012 11:35:33	LIM CHIN TECK	20/09/2012 12:25:01	UNCO

Download Data Select a type

Improving Our Environment

Upgrading of Choa Chu Kang Polyclinic

Choa Chu Kang Polyclinic reopened its doors in September 2010 after a major upgrading exercise. The renovation aimed to provide an environment that would improve patient flow, quicken processes and minimise travelling for patients.

The polyclinic now houses two laboratories, one on the ground floor for the convenience of wheelchair-bound patients. The second-floor laboratory also serves as a backend lab, enabling lab results to be produced in two and a half hours instead of six hours.

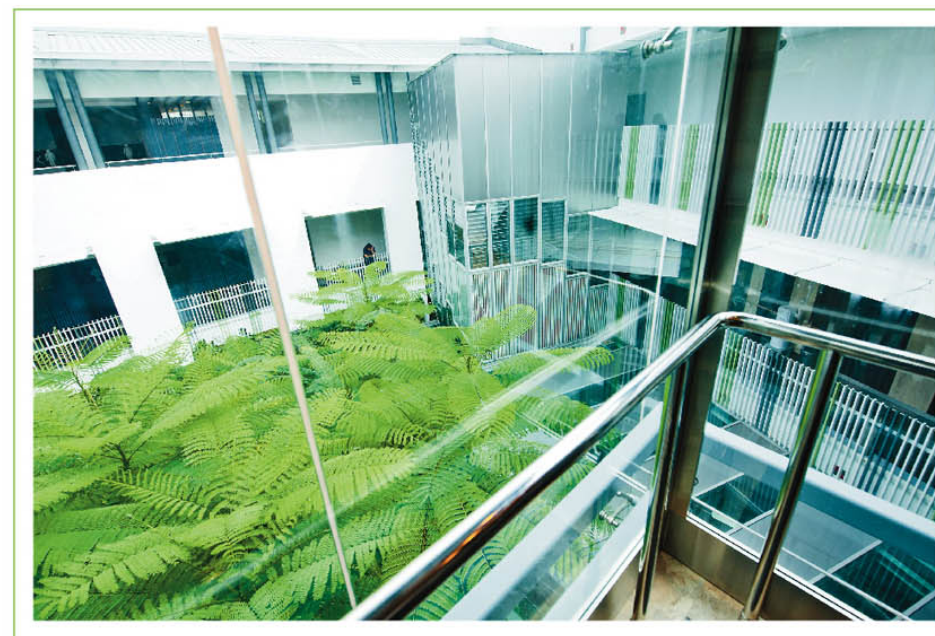
Bearing in mind Singapore's graying population, the revamped polyclinic incorporated more elderly-friendly features such as wider corridors and designated wheelchair parking.

The consultation rooms had also been redesigned to optimise space and ensure that patients and their caregivers can attend their sessions together comfortably.

Choa Chu Kang Polyclinic's new facility has also been lauded for its environmentally-friendly infrastructure, becoming the first polyclinic in Singapore to receive the BCA Green Mark (Gold Plus) Award in May 2011. The building incorporates numerous environmentally sustainable features that promote energy savings and provide a calm and rejuvenating environment for patients.

Its prominent green features include:

- 1) Recycled materials for fixtures and fittings, from engineered timber flooring to vinyl flooring.
- 2) Vertical sunshades to minimise sunlight exposure.
- 3) Motion sensor light fittings to staircases, lift lobbies and toilets to save electricity, and motion sensor water tap fittings in all toilets to save water.
- 4) High frequency fluorescent lamps with lower voltage to save electricity.
- 5) More greenery for a peaceful and healing environment for patients.



Green spaces that provide a pleasant and relaxing environment.

The first polyclinic in Singapore to receive the

BCA Green Mark (Gold Plus) Award.





Vertical sunshades minimise sun rays streaming into the waiting areas.

Upgrading of Toa Payoh Polyclinic

Toa Payoh Polyclinic also underwent a facelift from April 2010 to February 2011. The new and improved building has been designed to provide greater patient comfort by optimising natural ventilation and lighting. The polyclinic caters to the elderly community with features such as longer door handles and wider doorways. Environmentally-friendly materials were also incorporated in the building design, such as a green roof for a reduced carbon footprint and green mark certified fittings and flooring materials.



The newly upgraded Toa Payoh Polyclinic.



Spacious waiting areas that allow for greater patient comfort.



Retail pharmacy that provides added convenience to patients.

Awards and Achievements

Clinical Practice Improvement Programme (CPIP) Awards 2010

On 6 October 2010, three NHGP teams were presented with the Clinical Practice Improvement Programme (CPIP) Awards at the CPIP Convention and Award Ceremony held in conjunction with the 7th MOH Healthcare Quality Improvement Conference 2010.

The Best and Merit Project Awards recognise outstanding projects and participants' contributions towards clinical quality improvement in their institutions. These projects and contributions have also resulted in improved health conditions within specific groups of patients.

■ Best CPIP Project Award

Team:
Dr Tung Yew Cheong , Family Physician, Consultant (Toa Payoh Polyclinic)
Wendy Ong Kim Leng , Senior Staff Nurse (Woodlands Polyclinic)
Dr Yuen Soo Hwa , Family Physician, Senior Staff (Woodlands Polyclinic)
Karmini Binte Sechan , Senior Staff Nurse (Woodlands Polyclinic)
Soh Eng Luan , Staff Nurse (Woodlands Polyclinic)
Tan Lay Khim , Pharmacist (Bukit Batok Polyclinic)
Project: Increase the number of Type II Diabetes Mellitus patients in Woodlands Polyclinic who have a healthy HbA1c level from 34% to 50% within six months.

■ Merit Award

Team:
Dr Chew Eng Lee , Family Physician, Associate Consultant (Clementi Polyclinic)
Fatimah Binte Endut , Senior Staff Nurse (Clementi Polyclinic)
Dr Simon Lee , Family Physician, Associate Consultant (Yishun Polyclinic)
Chan Kwai Peng , Nurse Clinician (Clementi Polyclinic)
Pang Pei Ching , Pharmacist (Clementi Polyclinic)
Project: Reduce the nebulisation rate of asthmatic patients in Clementi Polyclinic from 12% to less than 5% within six months.

■ CPIP Sustainability Award

This award recognises projects that have sustained their successful project outcomes, and have potential for expansion within the institution or cluster.

Team:
Susan Loh , Staff Nurse (Ang Mo Kio Polyclinic)
Dr Karen Ng , Family Physician, Consultant (Ang Mo Kio Polyclinic)
Dr Mark Lord McNally Flores , Medical Officer (Ang Mo Kio Polyclinic)
Umi Selamah Binte Mohd Yunos , Senior Staff Nurse (Ang Mo Kio Polyclinic)
Germaine Chua , Pharmacist (Ang Mo Kio Polyclinic)
Project: Increase the percentage of diabetic patients in Ang Mo Kio Polyclinic with LDL Cholesterol of less than 2.6mmol/L from 29.9% to 60% within six months.

Quality Improvement Awards 2011

In 2011, several project teams in NHGP received various quality improvement awards, which contributed significantly to improving the clinical outcome for our patients.

■ Best 6S Initiative Award 2011

The 6S initiative seeks to organise and improve our work settings as an organised workspace exposes wastes. Clementi Polyclinic received three 'Distinction' Awards for their projects on:

- 1) 'Improving the Vaccine Requisition Processing Using 6S'
- 2) 'Organising and Managing the Vaccine Inventory in the Traveller's Clinic Using 6S'
- 3) 'Applying 6S in the Storeroom'

■ Best Quality Improvement Initiative Award 2011

Jurong Polyclinic's Health for Life Centre clinched the 'Distinction' Award for its project, 'Reducing Turnaround Time for Health Screening Patients from 150 to 90 Minutes'.

■ OurCare Champion Award 2011

In recognition of their active participation in NHGP's continuous journey towards workflow efficiency, 10 staff members were awarded with the OurCare Champion Award in 2011. They are:

Chew Geok Lan , Head Nurse (Hougang Polyclinic)
Chung Hwee Ching , Executive (HQ Operations)
Goh Geok Hua Regina , Deputy Head (Clementi Polyclinic)
Jancy Mathews , Deputy Director, Nursing Services (HQ)
Lim Hoon Vooi , Head Nurse (Yishun Polyclinic)
Mok Zi Ying , Senior Operations Executive (Toa Payoh Polyclinic)
Nor Shawiyah Binte Haron , Senior Staff Nurse (Toa Payoh Polyclinic)
Dr Steven Chong Shih Tsze , Deputy Head (Hougang Polyclinic)
Lim Siew Cheng Susan , Senior Health Attendant (Hougang Polyclinic)
Yeo Loo See , Deputy Director, Nursing Services (HQ)

■ Best 6S Sustained Initiative Award 2011

10 clinic project teams received the Best 6S Sustained Initiative Award 2011 for their relentless efforts in completing the 6S projects in 2010 and having seen them through till 2011.

MOH Patient Satisfaction Survey 2010

Our MOH Patient Satisfaction Survey (PSS) in 2010 revealed good results and feedback from patients with three of our clinics ranked among the top spots in the survey.

The face-to-face survey was conducted across the nine polyclinics between October and November 2010. Results showed a marked improvement in two areas: "Overall Satisfaction" – with 80.3% of our patients rating our service as "Good" or "Excellent", and "Overall Experience" – with 81.2% of our patients rating our service as "better" or "slightly above expectation".

*Our Culture DNA helps to boost a positive attitude of continuous improvement, which is evidenced from our various quality and workflow improvements that have enhanced our delivery of patient care on various fronts. Our awards garnered and positive feedback received have reaffirmed that **we are on track towards achieving our goals.***

“To **change** who you are,
change who you think you are.”

- Jonathan Lockwood Huie, Writer

Toa Payoh Polyclinic



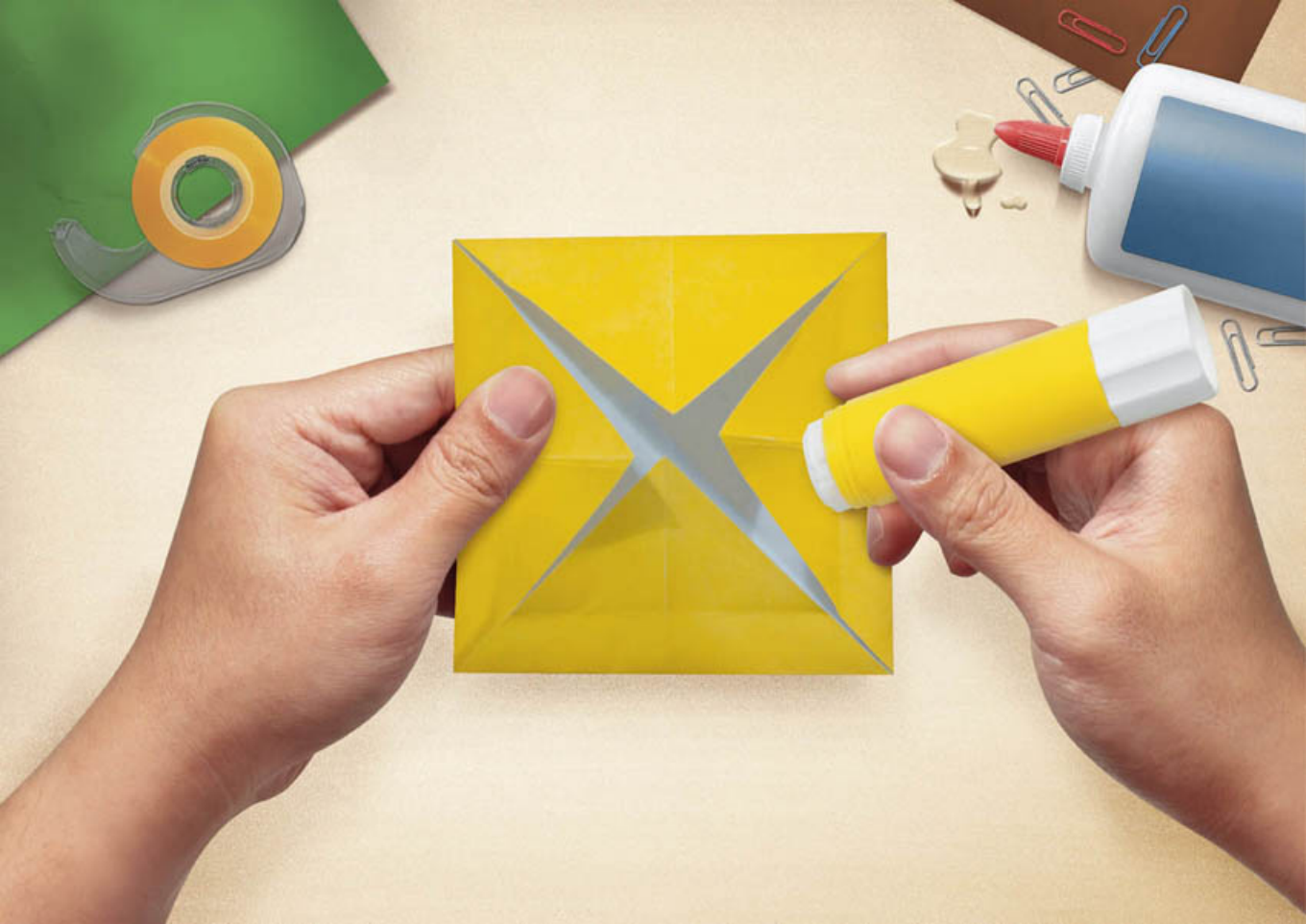
Headquarters

“ Be the change that you want to **see in the world.** ”

- Mahatma Gandhi, Political Leader & Activist







Shaping

Our Talent

An informed, dynamic and motivated workforce is our most valuable asset at NHGP. In striving for excellence, we constantly seek new talent for fresh perspectives, nurture our budding talent and recognise the efforts of our dedicated and outstanding healthcare professionals.

Attracting, Developing and Retaining our talents

Over the last two years, we have made staff development a core focus, helping to build up a strong talent pipeline for NHGP. Our staff are constantly provided with learning opportunities through institution sponsorships and scholarships. Opportunities to learn from their international counterparts are also provided through attending overseas conferences and making study trips in the fields of family medicine, chronic disease management, community health, mental health, allied health disciplines, dental, quality and safety, leadership and facilities management. A talent management programme is also in place to ensure that we continually groom potential leaders within our midst and grow them to their fullest potential. To complement these efforts, we have also revamped our Service Excellence training and built on culture programmes such as our Way of Being and iCARE to inspire our staff and enhance their service levels.

Staff Awards

National Day Awards 2011

In recognition of their significant contributions to Singapore's healthcare industry, seven NHGP staff members were awarded the Long Service Medal at the National Day Awards 2011.

Ms Chiang Puat Fong , Senior Staff Nurse II (Toa Payoh Polyclinic)
Ms Lee Mary , Health Attendant (Woodlands Polyclinic)
Ms Ng Choo Wat , Health Attendant (Hougang Polyclinic)
Ms Ow Yue Peng , Senior Midwife (Ang Mo Kio Polyclinic)
Ms Selamah Binte Matara , Health Attendant (Jurong Polyclinic)
Ms Tan Ah Siew , Senior Staff Nurse I (Ang Mo Kio Polyclinic)
Ms Teo Hwee Choo , Senior Patient Service Associate (Choa Chu Kang Polyclinic)

Health Manpower Development Plan (HMDP) Award

The Health Manpower Development Plan (HMDP) Award encourages outstanding healthcare

professionals to further develop their skills and knowledge. Recipients embark on an overseas attachment with a partner medical institution or undertake locally recognised education programmes to advance their knowledge in their specialised fields.

In 2010, 12 NHGP staff members received the HMDP Award.

Medical category:

Dr Helen Leong, Family Physician, Senior Consultant (Clinical Services)

Dr Benjamin Cheah, Family Physician, Associate Consultant (Choa Chu Kang Polyclinic)

Admin category:

Dr Gowri Doraisamy, Family Physician, Senior Consultant (Woodlands Polyclinic)

Dr Keith Tsou, Family Physician, Consultant (Bukit Batok Polyclinic)

Nursing category:

Chia Wai Peng, Staff Nurse (Clementi Polyclinic)

Michelle Lee, Staff Nurse (Ang Mo Kio Polyclinic)

Bian Li, Staff Nurse (Bukit Batok Polyclinic)

Lim Voon Hooi, Nurse Manager (Yishun Polyclinic)

Agatha Chai, Senior Staff Nurse (Jurong Polyclinic)

Fatimah Binte Endut, Senior Staff Nurse (Choa Chu Kang Polyclinic)

Amy Ng, Senior Staff Nurse (Jurong Polyclinic)

In 2011, another 11 NHGP staff members were honoured with the HMDP Award in the following categories:

Medical category:

Dr Simon Lee, Family Physician, Associate Consultant (Yishun Polyclinic)

Dr Lee Mun Tuck, Family Physician, Associate Consultant (Ang Mo Kio Polyclinic)

Dr Tang Wern Ee, Head (Clinical Research Unit)

Nursing category:
Blessy Koottappal Matthew , Senior Staff Nurse (Toa Payoh Polyclinic)
Wang Qing Li , Senior Staff Nurse (Hougang Polyclinic)
Strategic Nursing category:
Song Sin Hooi , Senior Staff Nurse (Jurong Polyclinic)
Lim Hwee Hua , Senior Staff Nurse (Hougang Polyclinic)
Alarvarasi d/o Samynathan , Senior Staff Nurse (Clementi Polyclinic)
Lydia Koh Huai Yun , Senior Staff Nurse (Hougang Polyclinic)
Chan Su Sie , Senior Staff Nurse (Bukit Batok Polyclinic)
Munaliza Binte Mokminin , Staff Nurse (Choa Chu Kang Polyclinic)

Healthcare Humanity Award

Dr Meenakshi Sundararaman, Resident Physician, Senior Staff at Toa Payoh Polyclinic, received the Healthcare Humanity Award in 2010 from former President S R Nathan for her brave and inspiring actions.

During the SARS outbreak, Dr Meenakshi was instrumental in ensuring that community healthcare was consistently at hand during the challenging period. Dr Meenakshi was also lauded for the courage and dedication she displayed during the H1N1 pandemic, during



Dr Meenakshi Sundararaman receiving the award from former President, Mr S R Nathan.

which she delayed her own medical treatment for a facial abscess and continued with her duties of caring for the sick and needy, stopping only when her condition had worsened to the point of requiring surgery. Dr Meenakshi is also passionate about volunteerism. As Chairperson of NHGP's Patient Volunteer Programme, she has inspired patients to start volunteering at polyclinics as well.

In 2012, we recorded the most number of NHGP winners with three staff being honoured with the Healthcare Humanity Award. Dr Rufus Daniel, Ms N Nirmala and Ms Ng Ah Khim received their awards from President Tony Tan on 15 May 2012.

As a Family Physician, Senior Staff at Woodlands Polyclinic, **Dr Rufus Daniel's** compassion and patience in connecting with his patients has earned him many compliments in his line of work. In 2010, Dr Rufus led a quality improvement project to streamline the process of assessing patients with simple upper respiratory tract illnesses. Throughout the course of the project, he personally addressed every staff feedback received. Dr Rufus is well-liked by his colleagues and gained full support of the staff when he was made Deputy Head of Woodlands Polyclinic in November 2011.

Senior Nurse Manager **N Nirmala** from Ang Mo Kio Polyclinic has shown selflessness and dedication when helping those in need. During the H1N1 outbreak, she was often seen at the frontline and helped set up operations at the fever tentage. Nirmala has instilled in her staff the value of supporting each other in times of difficulties and has received numerous



(Front row, from left): N Nirmala, Health Minister Gan Kim Yong, Ng Ah Khim.
(Back row, from left): NHGP CEO, Mr Leong Yew Meng, Dr Rufus Daniel, NHG CEO, Prof Chee Yam Cheng.

awards including the Silver Medal in Psychiatric Nursing. Nirmala is also an active volunteer, making yearly trips to orphanages in India to bring aid to orphans there.

Ng Ah Khim, Senior Health Attendant (HA) from Jurong Polyclinic is a role model and exemplary worker who often coaches new HAs and is always ready to lend a helping hand to patients. Ah Khim has displayed humility and dedication in patient care, often assisting the needy and disabled with tasks like buying them food or helping them with registration. Her genuine care and concern won her multiple NHGP SPARKS and Care Champion Awards. Outside the Polyclinic, Ah Khim has also been a dedicated volunteer for over 27 years at Tian Hui Temple, helping to cook and deliver meals to an old folk's home in Bukit Batok.

Tan Chin Tuan Nursing Award 2010 Finalist

The Tan Chin Tuan Nursing Award recognises promising and capable nurses from all healthcare institutions and nursing homes who are committed to advancing their nursing profession.

Principal Assistant Nurse Tan Siew Yen from Clementi Polyclinic did NHGP proud by emerging among the top 10 finalists for the 4th Tan Chin Tuan Nursing Award 2010. Siew Yen's outstanding work performance, contributions to improvement initiatives and ongoing nursing education earned her a nomination.



Finalist Tan Siew Yen receiving the nomination from Minister for Foreign Affairs and Minister for Law, Mr K Shanmugam.

NHG Excellence in Action Awards

The NHG Excellence in Action Award is presented to healthcare professionals and individuals for demonstrating excellent service standards that have benefited their colleagues and organisation, as well as constantly exceeding customers' expectations.

In 2010, three staff members were awarded in the Individual category:

Individual (Executive):

Mr Chris Chuah, Team Leader, Contact Centre

Ms Lily Tan, Senior Customer Support Associate, Contact Centre

Individual (Ancillary):

Mrs Padincharayil Shima, Pharmacy Technician (Jurong Polyclinic)

In addition, Mr Kor Hwee Cheow received the NHG Exemplary Patient Award. Since January 2009, Mr Kor has been regularly volunteering at Ang Mo Kio Polyclinic, assisting elderly and first-time patients who are unfamiliar with the place and procedures. Mr Kor also often provides the clinical team with constructive feedback on how to improve its services to better facilitate patients' journeys.

For the year of 2011, the following staff and teams were honoured with the Award:

Individual (Ancillary):

Ms Au Yong Siew, Pharmacy Technician (Toa Payoh Polyclinic)

Ms Cho Zin Thant, Pharmacy Technician (Clementi Polyclinic)

Ms Lim Meow Choo, Senior Patient Service Associate (NHG Diagnostics)

Individual (Executive):

Ms Hamidah Binte Abdul Kairu, Senior Customer Support Associate (Contact Centre)

Ms Jenny Lim Lay Kheng, Senior Customer Support Associate (Contact Centre)

Individual (Medical):

Dr Djoni Huang Sian Wei, Family Physician, Principal Staff (Ang Mo Kio Polyclinic)

Dr Colin Tan Yong Hui, Family Physician, Consultant (Clinical Services)

Individual (Nursing):
Ms K Nanda Kumari , Nurse Clinician (Woodlands Polyclinic)
Ms Tan Peck Hoong , Senior Staff Nurse (Ang Mo Kio Polyclinic)
Leadership:
Dr Lim Chee Kong , Family Physician, Consultant (Hougang Polyclinic)
Team:
Contact Centre Team
Simple Chronic Value Stream Redesign Team , Toa Payoh Polyclinic

NHG Outstanding Citizen Award

The NHG Outstanding Citizen Award honours employees who have gone beyond the call of duty in their roles as healthcare professionals. In 2010, Dr Meenakshi Sundararaman, Resident Physician, Senior Staff at Toa Payoh Polyclinic, received this distinguished award.



NHG Outstanding Citizen Award 2010 recipient, Dr Meenakshi Sundararaman.

Dr Meenakshi has an exemplary career spanning 32 years and is highly regarded by colleagues and patients alike as an inspiring leader and mentor in Family Medicine and Public Primary Healthcare. She has helped pioneer clinical benchmarks and developed continuous improvement works in her specialised fields. Under her leadership, Toa Payoh Polyclinic achieved excellent healthcare and service delivery standards. Her passion and commitment to healthcare improvement has made her a role model for her colleagues.

Dr Meenakshi's vast experience has seen her serving as a mentor to generations of doctors, some of whom are now Heads of Polyclinics. Dr Meenakshi also tirelessly champions community volunteerism in support of the less fortunate.

NHGP Best Trainers' Award

The annual NHGP Best Trainers' Award celebrates Family Medicine Trainers who have displayed passion and dedication in teaching doctors and medical undergraduates. Despite their busy clinic schedules, the trainers set aside their time and effort to offer their guidance. The trainers were nominated by doctors and medical undergraduates based on their presentation contents, teaching style, approachability and creativity.

For 2010, the NHGP Best Trainers' Award went to Dr Lee Mun Tuck from Clementi Polyclinic and Dr David Tan from Jurong Polyclinic.



Dr Lee Mun Tuck (left) and Dr David Tan (right) with NHGP CEO, Mr Leong Yew Meng.

In 2011, Dr Darren Seah from Toa Payoh Polyclinic and Dr David Tan from Jurong Polyclinic received the Award.



Dr David Tan receiving the Best Trainers' Award in 2011.



Dr Darren Seah receiving the Best Trainers' Award in 2011.

Best Preceptor Award (Nursing) 2011

Senior Staff Nurse Teo Lay Sze from Bukit Batok Polyclinic was awarded the Best Preceptor Award (Nursing) in 2011, for her dedicated efforts in providing effective clinical teaching and guidance to students and newly recruited nurses.

Nurses' Merit Awards

The Nurses' Merit Awards are presented each year to nurses who demonstrate long-standing passion and quality in serving their patients and the community.

Nurse Clinician Nanda Kumari of Woodlands Polyclinic and Senior Staff Nurse Tan Lee Lee of Choa Chu Kang Polyclinic received the honour in 2010.

In 2011, Senior Staff Nurse Hamha Binte Mohamed Hamzah from Hougang Polyclinic and Principal Assistant Nurse Tan Siew Yen from Clementi Polyclinic were recognised for their many years of excellent service.

Workplace Health

Singapore H.E.A.L.T.H Award 2010

In addition to fostering a culture of excellence amongst staff, we also emphasise on the mental and physical well-being of our workforce as a whole. NHGP has been consistently maintaining an active Workplace Health Promotion Programme, thanks to our Healthbuzz Teams who organise healthy activities for staff throughout the year. In 2010, we clinched the Platinum Award in the Singapore H.E.A.L.T.H Awards with a high score of 92.07%.

Training

WSQ Accreditation

Our Primary Care Academy has been recognised as an Approved Training Organisation (ATO) since 2009. In 2010, it passed Singapore Workforce Development Agency's Continuous Improvement Review (CIR) audit and achieved a two-year accreditation for its course 'Use of Medical Terminology at Work Activities'. The course followed the Singapore Workforce Skills Qualification System (WSQ) framework, guaranteeing the quality of the course delivery and assessment.



With our multitude of service accolades, we have kept up the good work with a team of outstanding individuals who shone in their professions, every step of the way.

Choa Chu Kang Polyclinic

“Coming together is a **beginning**... Keeping together is **progress**... Working together is a **success**.”

- Henry Ford, Industrialist & Businessman

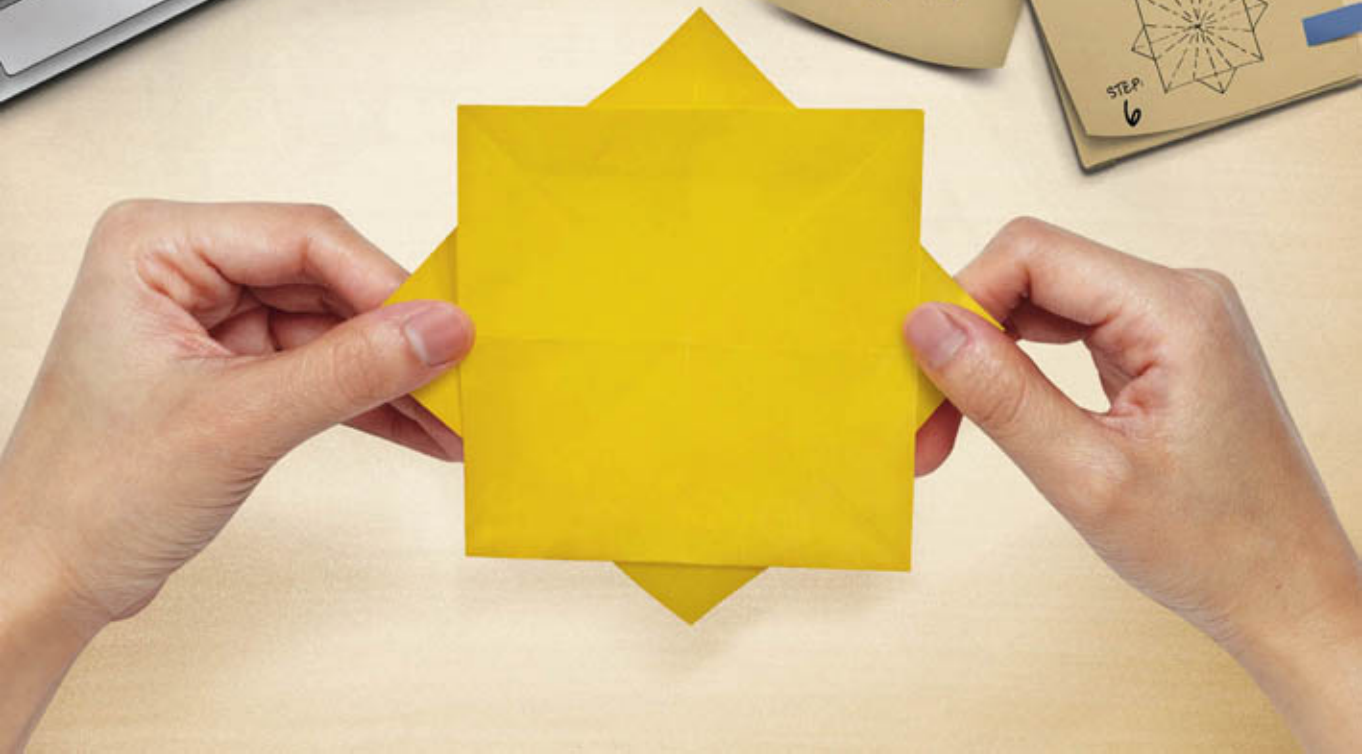
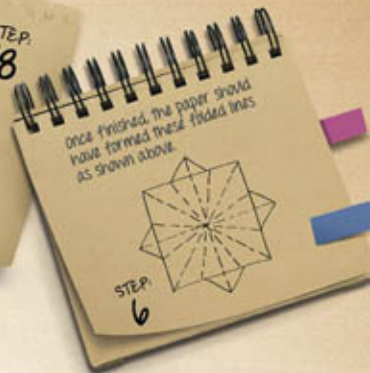


Yishun Polyclinic

“ To find out what one is fitted to do and to secure an opportunity to do it is the **key to happiness.** ”

- John Dewey, Philosopher of Education





Honing

Our Craft

At NHGP, we are committed to enhancing our capabilities to transform primary healthcare and meet the ever-changing needs of our community. By improving our medical competency through training and research, we can always be confident of providing the best care for patients.

Enhancing Our Capabilities Of Family Medicine And Research

Advancing Family Medicine

The Primary Care Academy (PCA)

The Primary Care Academy (PCA) is NHGP's training centre, which continuously upgrades the skills and knowledge of both healthcare professionals and the public. It offers a wide range of programmes for various healthcare professionals such as doctors, nurses and clinic assistants, and the community at large.

Over the last two years, PCA introduced several new courses:

- 1) The **Certificate in Wound Care Course for Enrolled Nurses** (accredited by the Singapore Nursing Board) is a part-time six months course introduced in 2011 to equip enrolled nurses with the fundamental knowledge and skills within this clinical practice area. PCA saw its first batch of nine graduates in November 2011.
- 2) The **Diabetic Foot Screening Course**, having trained 33 nurses to date, provides nurses with skills in foot care services for diabetics in the primary care setting.
- 3) With chronic diseases becoming more prevalent and complex, PCA organised the **Foundational Course on Chronic Disease Management for Registered Nurses** from January to March 2012 to equip 28 nurses with co-managing of these diseases in the community.
- 4) The **Assist in Collection of Pap Smear Specimens** course, attended by 90 people, trains ancillary and support staff to assist doctors in the collection of Pap smear specimen.
- 5) 108 Healthcare Attendants and Patient Service Associates have attended the course on **Transfer Techniques and Use of Ambulatory Aids**. They learnt the essential skills to lift and transfer patients and the safe use of ambulatory aids to prevent strain or injury to both parties involved in the transfer.
- 6) Attended by 16 doctors and nurses in 2011, the practical skills workshop on **Diabetic Foot & Wound Care** provided hands-on training for the assessment and management of diabetic patient's feet and wounds, and the appropriate application of contemporary wound care products.

- 7) The annual **Developmental Assessment Workshop**, attended by about 130 nurses and doctors in 2011, provides updates on Red Flags and Skills needed for effective childhood developmental assessment screening.

NHG-AHPL Family Medicine Residency Program & Family Medicine Centres – Resident Continuity Clinics (FMC-RCC)

In July 2011, NHGP received its first batch of 10 Family Medicine (FM) Residents under the NHG-AHPL Family Medicine Residency Program, providing post-graduate training in Family Medicine. As part of the three-year traineeship, Residents began conducting clinical sessions in various Family Medicine Centres – Resident Continuity Clinics (FMC-RCC), under supervision by appointed Core Faculty member of the program.



The first batch of FM Residents.

Four FMC-RCCs were launched in Bukit Batok, Hougang, Toa Payoh and Choa Chu Kang Polyclinics to provide training for Residents in the NHG-APHL Family Medicine Residency Program. Two more FMC-RCCs started their operations in Jurong and Woodlands Polyclinics in July 2012. Besides on-the-job training at the FMC-RCCs, Residents also rotated to various hospital departments such as General Medicine, Paediatric and Emergency Medicine.

Primary Care Forums

The annual NHGP Primary Care Forums saw renowned international speakers sharing the latest trends and challenges in the healthcare industry, as well as what efforts could be carried out to enhance the delivery of patient care. The Forums featured plenary lectures by overseas experts and received overwhelming turnouts of doctors, nurses and other healthcare professionals.

The Forum in 2010 was held in conjunction with the 1st Singapore Health and Biomedical Congress (SHBC). Organised by the Primary Care Academy (PCA), it explored the gaps in Singapore's integrated patient care, highlighting how various initiatives by healthcare clusters, step down care facilities and primary care can help to bridge these gaps. We

were privileged to have Professor Kevin Grumbach, Professor and Chair of the Department of Family and Community Medicine at the University of California, San Francisco, USA who spoke on 'Primary Care Transformation: Innovative Models for Integrating Patient Care'. He also shared at the Congress Dinner on 'Integrating Patient Care Across the Healthcare Continuum'. Another key speaker was Dr Christie Newton, Director of Continuing Professional Development and Community Partnerships, University of British Columbia, Canada who shared with delegates on inter-professional collaboration.

In 2011, the Primary Care Forum tackled current models of care delivery, bearing in mind the increasing patient load in an ageing population. Overseas expert Professor Steve Field, Commander of the Order of the British Empire; Chairman of NHS Future Forum & National Inclusion Health Board, UK; and Immediate Past Chairman of Council, Royal College of General Practitioners (RCGP) commenced the programme lineup with a talk on the 'Renewal of Primary Care in Reshaping Healthy Systems'. Associate Professor Ivy Oandanson, Department of Family & Community Medicine, University of Toronto, Canada; and Consulting Director, Academic Family Medicine, College of Family Physicians of Canada also spoke on 'Innovative Collaborative Patient Care', sharing how the framework could encourage collaboration between healthcare professionals.



Dr Chong Phui-Nah, Chairman of the Primary Care Forum, giving the opening address.



Panel of guest speakers.

NHG Homer Grant

Two NHGP teams received the NHG-HOMER Grant Award for their research in medical education in 2011:

Team	Research Area
Dr Ruth Zheng Mingli (Bukit Batok Polyclinic) Dr Predeebha d/o P N Kannan (Clinical Services, PCA) Dr Tang Wern Ee (Bukit Batok Polyclinic)	Study of polyclinic staff perception of inter-professional collaboration
Dr Predeebha d/o P N Kannan (Clinical Services, PCA) Ms Yan Chau Chain (Nursing Services) Dr Karen Ng (Ang Mo Kio Polyclinic)	
	Use of blended inter-professional learning in an infection control workshop in primary care

The NHG-HOMER Grant encourages clinicians, nurses and allied-health professionals to embark on medical education researches. It funds projects that answer research questions and perform feasibility studies in key areas in medical education that would increase NHG educators' knowledge of the theory and practice of medical education.

Graduate Diploma in Family Medicine (GDFM)

14 doctors and medical officers of NHGP passed the GDFM examinations in July 2010, achieving a 77.8% pass rate.

Dr John Antony Rozario (Bukit Batok Polyclinic)
Dr Ng Mae Ling (Bukit Batok Polyclinic)
Dr Tan Hong Weng (Bukit Batok Polyclinic)
Dr Kong Jing Wen (Bukit Batok Polyclinic)
Dr Win Thu (Bukit Batok Polyclinic)
Dr Lai Shan Hui (Choa Chu Kang Polyclinic)
Dr To Ka Chi (Clementi Polyclinic)
Dr Tan Zi Feng (Hougang Polyclinic)
Dr Justin Chong (Jurong Polyclinic)
Dr Wong Han Ying (Jurong Polyclinic)
Dr Geraldine Cheng (Toa Payoh Polyclinic)

Dr Chung Pin Soon (Woodlands Polyclinic)

Dr Neesha d/o Maganlal (Woodlands Polyclinic)

Dr Premdhevi Mahalingam Venkatesan (Woodlands Polyclinic)

In 2011, 25 doctors passed the examinations, achieving a 100% pass rate.

Dr Padilla Lady Jane Gonzales (Ang Mo Kio Polyclinic)

Dr Lad Kalpeshkumar Chimanbhai (Ang Mo Kio Polyclinic)

Dr May Myat Myat Aye (Bukit Batok Polyclinic)

Dr Wong Kai Zong (Bukit Batok Polyclinic)

Dr Kim Michael James (Bukit Batok Polyclinic)

Dr Hui Jor Yeong Richard (Choa Chu Kang Polyclinic)

Dr Anu Avinan (Choa Chu Kang Polyclinic)

Dr Aduna Christian Songco (Choa Chu Kang Polyclinic)

Dr Chu Jiawan (Clementi Polyclinic)

Dr Aditya Gupta (Clementi Polyclinic)

Dr Lin Shengyang Nicholas (Clementi Polyclinic)

Dr Ng Hong Yi (Hougang Polyclinic)

Dr Shipra Lather (Jurong Polyclinic)

Dr Tan Wee Hian (Jurong Polyclinic)

Dr Veronica Tay Ying Ying (Jurong Polyclinic)

Dr Chau Chwen Hwe (Jurong Polyclinic)

Dr Kunwar Bir Singh (Toa Payoh Polyclinic)

Dr Norhafiza Binti Md Nor (Toa Payoh Polyclinic)

Dr Mohamed Asifulla (Toa Payoh Polyclinic)

Dr Cheok Liang Zhi (Toa Payoh Polyclinic)

Dr Rufus Daniel (Woodlands Polyclinic)

Dr Jaganmohan Raja Ramasamy (Woodlands Polyclinic)
Dr Wan Jinhui (Woodlands Polyclinic)
Dr Gonzales Gabriel Ma Canicosca (Woodlands Polyclinic)
Dr Chew Kwei Yong (Yishun Polyclinic)

Family Medicine Competency Programme (FMCP)

The Family Medicine Competency Programme (FMCP) is a Family Medicine training programme introduced in 2008. The programme aims to allow doctors with temporary registration to convert to conditional registration with SMC after undergoing an 18-month structured training. Candidates are required to fulfill a year of supervised clinical postings in hospitals and six months of training in a polyclinic. At the end of the training programme, a summative assessment will be conducted by examiners appointed by Singapore Medical Council and College of Family Physicians Singapore (CFPS).

NHGP achieved a 86% pass rate with six doctors successfully completing the FMCP in November 2010 and were awarded Conditional Registration. They have been appointed as Resident Physician.

Dr Kao Chin Yu (Ang Mo Kio Polyclinic)
Dr Manojkumar Kharbanda (Ang Mo Kio Polyclinic)
Dr Richard Espeno (Hougang Polyclinic)
Dr Santos Florencio III Pineda (Choa Chu Kang Polyclinic)
Dr Nyi Nyi Tun (Clementi Polyclinic)
Dr Santiago Baby Liza Macob (Choa Chu Kang Polyclinic)

Master of Medicine in Family Medicine

NHGP achieved a 100% pass rate with six doctors passing the Master of Medicine (Family Medicine) examinations in 2010.

Dr Low Kang Yih (Ang Mo Kio Polyclinic)
Dr Lee Mi-Li Jean-Jasmin (Ang Mo Kio Polyclinic)
Dr Kwok Wai Wan (Choa Chu Kang Polyclinic)
Dr Wong Pey Gein Franco (Jurong Polyclinic)
Dr Ong Luan Seng Desmond (Jurong Polyclinic)
Dr Dharshini Puvanendran (Woodlands Polyclinic)

In 2011, another six of our doctors passed the examinations, with Dr Ng Wei Liang David topping his cohort of the year and clinching the Gold Medal Award.

Dr Ng Mae Ling (Bukit Batok Polyclinic)
Dr Lee Kwang How (Bukit Batok Polyclinic)
Dr Ng Wei Liang David (Toa Payoh Polyclinic)
Dr Henry Ramaya (Woodlands Polyclinic)
Dr Lim Chi-Kien Derek (Woodlands Polyclinic)
Dr Sanjeev Kumar Balakrishnan (Yishun Polyclinic)

*With several programmes in place, we have ensured that our medical competency remains first-rate. By constantly enhancing our skills and knowledge, we improve our levels of healthcare which will **translate into better quality care for patients.***

BUKIT BATOK POLYCLINIC

“Progress lies not in enhancing what is, but in
advancing toward what will be.”

- Khalil Gibran, Poet



STEP:
18



Take some final touches and
you're ready!

Ang Mo Kio
Polyclinic



“ The roots of true achievement lie in the will to become
the best that you can become. ”

- Harold Taylor, Author & Motivational Speaker





Working

— Hand In Hand —

In providing holistic quality healthcare for our patients, we embrace a personalised care system that brings together various healthcare professionals in a collaborative effort. From identifying risk factors to developing integrated care plans, we work in teams to achieve common health goals and enable our patients to manage their medical conditions.

Inter-professional collaboration and team-based care

Strengthening Clinical Excellence

Nephrology Evaluation Management Optimisation (NEMO)

The Nephrology Evaluation Management Optimisation (NEMO) clinic is part of a wider inter-organisational initiative that aims to combat the increasing national trend of the development of End Stage Renal Disease in patients with diabetes who are at risk. The clinic seeks to:

- 1) Identify and increase the number of patients at risk for diabetic nephropathy to provide appropriate medical interventions.
- 2) Reduce the incidence of patients progressing from microalbuminuria to macroalbuminuria.

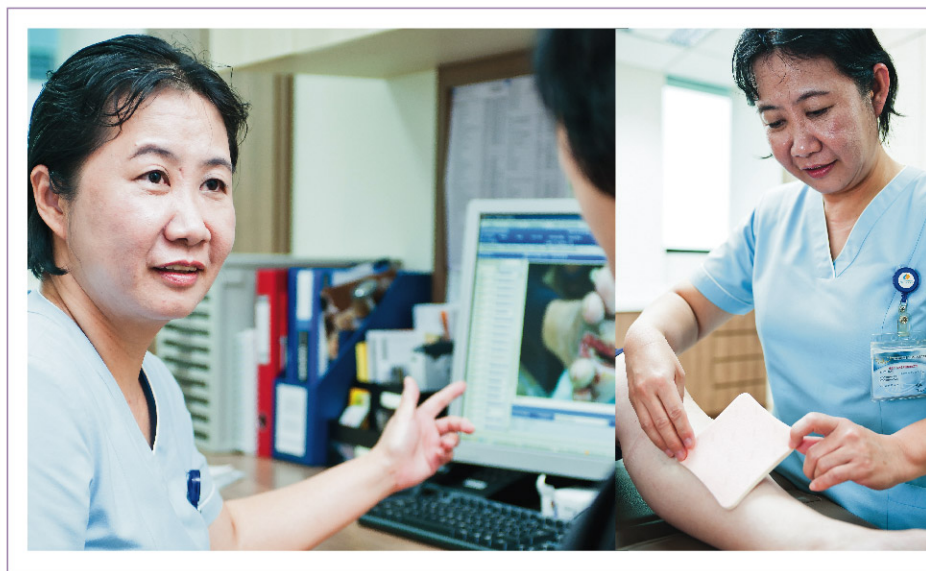
NEMO coordinators work closely with doctors to educate and counsel at-risk patients, as well as provide timely referral to nephrologists. Patients can thus receive the appropriate integrated care paths best tailored for their conditions. At present, the NEMO Programme has been introduced to seven polyclinics – Ang Mo Kio, Bukit Batok, Choa Chu Kang, Clementi, Hougang, Jurong and Yishun – and a total of 965 patients have either started or increased their ACEI (Angiotensin-converting-enzyme Inhibitor) or ARB (Angiotensin II Receptor Blockers) therapy.

Patient Safety & Clinical Quality (PSCQ) Unit

The Patient Safety and Clinical Quality (PSCQ) Unit was set up in July 2011 to improve clinical efficiency and effectiveness. The Unit manages incidents reported through the electronic Hospital Occurrence Reporting (eHOR) system and supports the management of Serious Reportable Events, as classified under Ministry of Health (MOH) guidelines. It also works closely with different divisions on patient safety and clinical quality issues, acting as a liaison between MOH and National Healthcare Group.

Wound Management Clinic

The Wound Management Clinic was launched in Yishun and Hougang Polyclinics in 2010 and 2011 respectively to meet the increasing need for specialised wound management. At the Clinic, nurses trained in the area of complex wound management provide comprehensive wound assessment, education and introduce specialised care plans for patients.



Registered nurse that is trained in complex wound management.

Dementia Chronic Disease Management Programme

As Singapore faces an ageing population, age-related illnesses such as dementia have increasingly come under the spotlight. The Dementia Chronic Disease Management Programme was launched in November 2011 to address this need. The programme ensured that nurses are trained to assist with essential assessments in the domain of memory, social and functional assessment, and doctors are trained to conduct mood and behavioural assessments. With this, patients can then receive proper holistic management of their conditions.

Approximately 20 doctors have undergone training organised by Ministry of Health and College of Family Physicians to manage dementia. Likewise, the nurses have also undergone training in conducting the Mini-Mental State Examination and functional assessment.

The first Dementia Clinic was set up in Yishun Polyclinic in collaboration with Khoo Teck Puat Hospital in 2011, and a second clinic will be set up in Ang Mo Kio Polyclinic with Tan Tock Seng Hospital by end-2012.

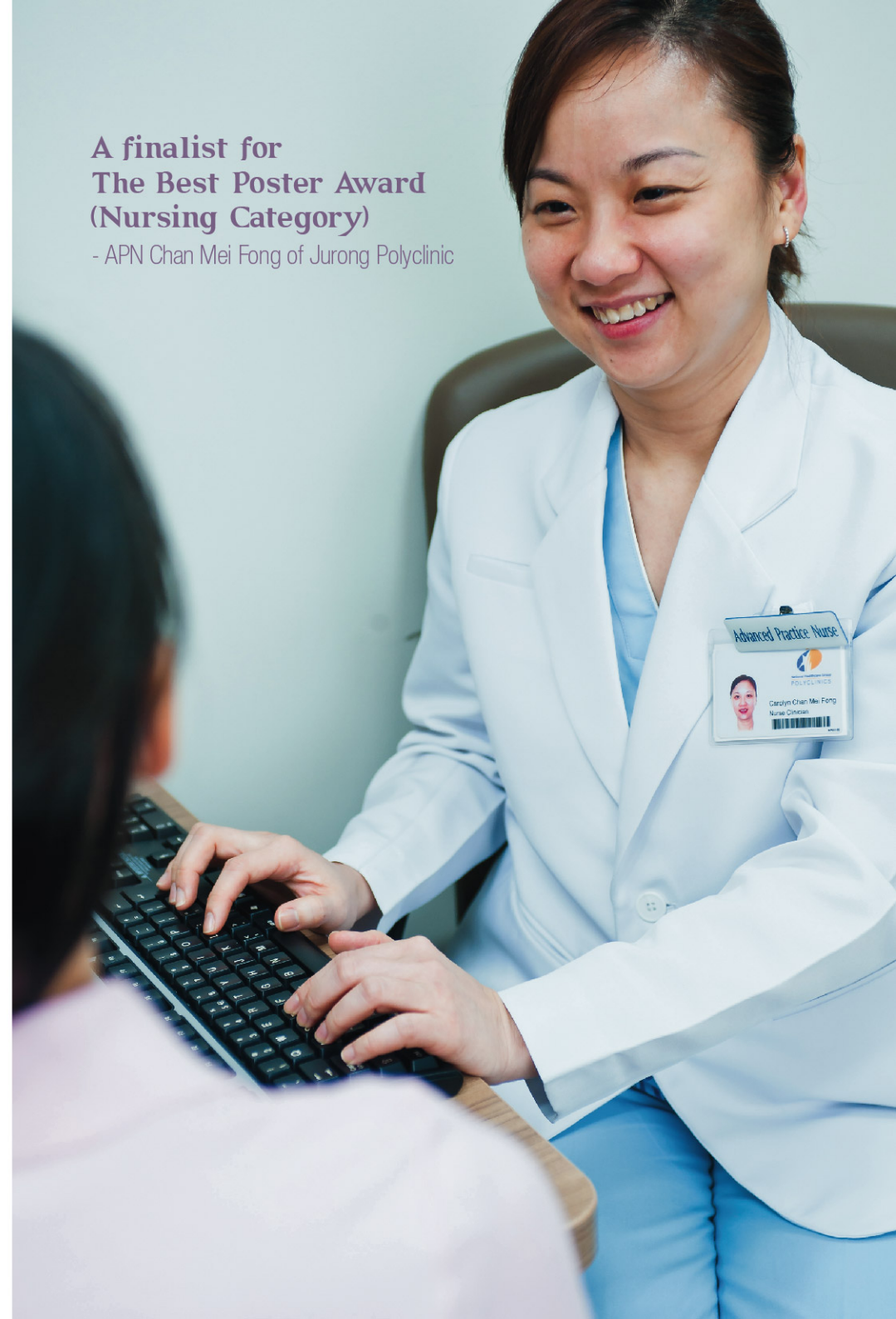
Advanced Practice Nurses' (APNs) Impact on Primary Care

The Advanced Practice Nurse's (APN) role was introduced in 2007 to partner doctors in co-managing patients with conditions such as diabetes, hypertension, lipid disorders, stable stroke and ischaemic heart disease. The dual training of the soft skills of nursing coupled with training in clinical assessment and diagnosis provides a good background for our APNs managing patients with these chronic conditions. They also partner our doctors in managing more complex cases in our Second Tier Clinics.

In 2011, APN Chan Mei Fong (Jurong Polyclinic) did a study on the impact APNs had on the provision of primary care. Her research, 'Impact of Advanced Practice Nurse in the Management of Patients with Hypertension and Dyslipidaemia in Primary Care' showed that patients co-managed by APNs made significant improvements in their low-density lipoprotein and blood pressure levels, and thus improved their health conditions. Her research poster was shortlisted as a finalist for Best Poster Award (Nursing Category) at the Singapore Health and Biomedical Congress 2011.

A finalist for The Best Poster Award (Nursing Category)

- APN Chan Mei Fong of Jurong Polyclinic



Health and Mind Clinic (HMC): Providing Team-based Mental Healthcare Delivery

At NHGP, we view mental health as an issue that needs to receive more attention at the primary care setting, because of its close association with physical health. With the development of the Health and Mind Clinic (HMC), patients with common mental disorders such as anxiety, depression and insomnia can receive care at the primary level.

The multi-disciplinary team behind the HMC consists of family physicians, nurses, psychologists and medical social workers, who provide integrated care interventions based on a risk-stratification system of patient's needs. With ongoing discussions among team members, this collaborative approach allows patients to receive earlier screening, better detection and timely treatment of mental health in a primary care environment. The HMC is available at Ang Mo Kio and Jurong Polyclinics and training is being provided for Family Medicine trainees in the Family Medicine Centre – Resident Continuity Clinic (FMC-RCC) in Toa Payoh Polyclinic. We will also be setting up a third HMC in the north to serve the community there.



The multi-disciplinary team in discussion.

Harnessing Technology for Better Team-based Care and Clinical Excellence for Our Patients

Enhanced Communication & Integration with Other Healthcare Institutions

Technology has paved the way to enable more integrated care systems with smoother flow of communication and sharing of clinical information among healthcare institutions. Our electronic initiatives have contributed immensely towards our collaborations with other care providers to achieve a more seamless continuum of care for our patients:

- 1) The eReferral worklist was introduced to facilitate the tracking of appointment booking status for patients referred to Specialist Outpatient Clinics in hospitals. The eReferral worklist has been extended to Tan Tock Seng Hospital (TTSH) and Alexandra Hospital (AH) to share referral information, thereby easing the appointment booking process by doing away with manual faxing of referral letters.
- 2) NHGP's dental clinics collaborated with TTSH and Khoo Teck Puat Hospital (KTPH) to launch an e-referral system in January 2012 to facilitate care processes for dental patients. With the new system, dentists across all three institutions can correspond with each other more efficiently, from coordinating follow-up treatments to transferring x-ray images electronically.



- 3) NHGP also collaborated with the NHG Eye Institute to provide access to our Diabetic Retina Photography (DRP) images. With the shared online access, the NHG Eye Institute can directly view and read DRP images of our patients.
- 4) In teaming up with NHG Eye Institute, NHGP also introduced tele-ophthalmology services. Patients with chronic visual impairment now can undergo examination through video-consultation at Hougang Polyclinic and no longer have to make the journey to the NHG Eye Institute. This service improves accessibility for patients and reduces the inconvenience caused by travelling.

Electronic Clinical Documentation Enhancements for Safer and Better Care

Following its successful implementation across all polyclinics, the EMR team has continued to improve on NHGP's electronic clinical documentation systems.

The following sections were introduced within the eNotes system to facilitate team-based care and communication, and ensure patients receive a comprehensive and safe clinical journey, from observation to follow-up:

1) Significant History

Found in all clinician templates, Significant History allows for the collective access of important patient information recorded by any healthcare team member. Patients' Past History, Family History, Social History and Medication History are captured and shared across all clinicians within NHGP.

2) Important Notes

This section is designed to capture communication between healthcare team members, including cross-disciplines, and will alert the next attending clinician to important clinical messages regarding patient care.

3) Structured Templates

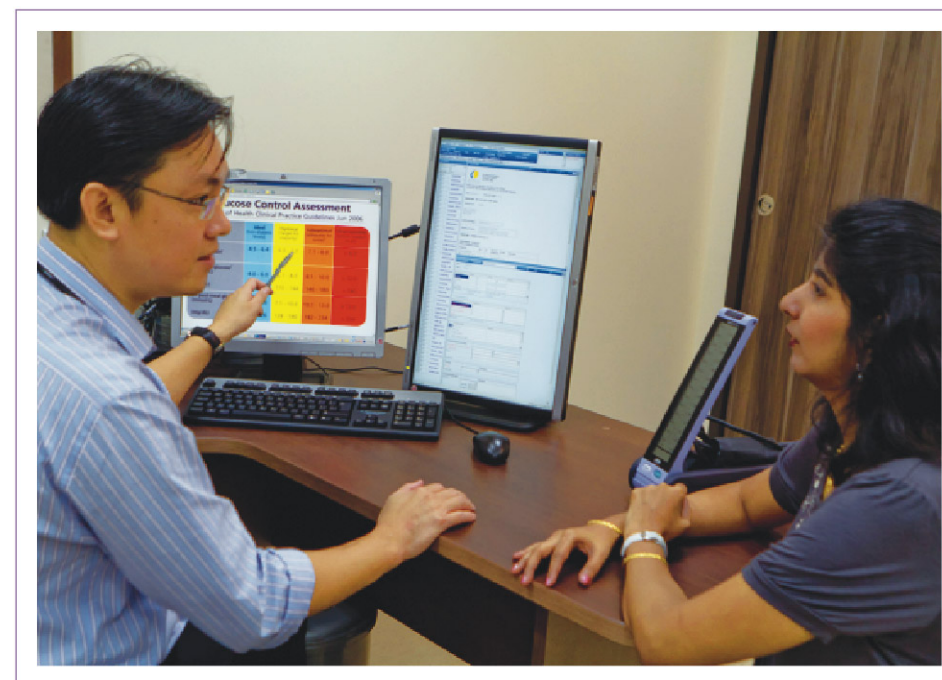
Structured templates are enhanced to allow the recording of critical indicators such as fall risk, identifying the continuing care patient and screening for depression. It also assists nurses in triaging, care coordinators in managing hypertensive and chronic kidney disease patients, and enables clinicians to perform annual assessments for dementia and continuing care patients.

4) Health Education Module

The Health Education Module aims to improve inter-professional communication and set the stage for patient empowerment. Healthcare team members can coordinate patient education activities and align patient goals through this common repository which has been set up to support the team effort. This module provides clinicians with an outline on the patients' learning outcomes, prompting patients to take charge of their health.

5) Patient Progress Summary for Health and Mind Care Team (HMCT)

All members of the HMCT can now document the assessment of patients, giving other attending clinicians an overview of the patient's condition and progress. This is foundational for further physical and mental health care integration.



Harnessing technology for safer and better care.

Digital Documentation System (DDS)

The Digital Documentation System (DDS) project was initiated in 2008 to support the Electronic Medical Records (EMR) systems' journey towards a paperless environment.

Completed in February 2011, the DDS provides all NHGP clinicians with online access to digitised medical records. With the full digitisation of patient records, our healthcare team can now retrieve relevant patient history and information more efficiently, allowing patients to be treated faster and more effectively.

The DDS project has also led the way for other improvements such as the integration of self-help ticketing kiosks to provide a quick location of the case notes and on-site scanning.

Fully Digitised ECG Reporting

Since January 2012, electrocardiogram (ECG) reporting at NHGP has gone fully digital, greatly improving the result management process. ECG results can now be accessed and reported online instead of going through the manual process of analysing the ECG printout to diagnose heart conditions.

Electronic Immunisation System

The Optional Vaccine Module was implemented for use in April 2010 to include all optional vaccinations to be documented in the Electronic Immunisation System (EIS). This application automates the documentation and process of vaccination to ensure that checks and verifications on the vaccines to be administered can be enhanced in the Vaccination Clinics.

Upgrade of Electronic Medical Records (EMR) Infrastructure

To support our clinicians, NHGP saw the need for additional monitors and a higher network bandwidth. By the end of 2010, doctor consult workstations were fitted with a second monitor to improve productivity by displaying more clinical information at a glance, such as eNotes, ePrescription, and the chronic disease management or cluster-shared patient records system. The network bandwidth was also upgraded to improve the speed to support the multiple EMR suites, including imaging systems at polyclinics.

*The establishment of more medical teams and clinics has brought about more comprehensive care systems, with the joint efforts of multi-disciplinary healthcare individuals to support patient care. Technology has also greatly enhanced our efforts in facilitating care systems across hospitals and healthcare institutions, **making the patient journey as smooth and efficient as possible.***

Clementi Polyclinic

“Growth is never by mere chance; it is the result of forces working together. **”**

- James Cash Penney, Businessman & Entrepreneur



“ Alone we can do so little. **Together we can do so much.** ”

- Helen Keller, Author & Political Activist



Jurong
Polyclinic





Engaging

Communities

With all our practices set in place to help our patients, we look beyond clinical care to engage the community at large.

Our new and improved polyclinics provide an enhanced environment for treating and healing patients. We also foster closer ties with our community and healthcare partners, to ensure that quality healthcare is accessible, affordable and comprehensive for all.

Patient empowerment, engagement and building community partnerships

Community Outreach and Partnerships

Ageing in Place (AIP) Studio

As part of its modernisation works, Toa Payoh Polyclinic has set up an educational showroom modeled after a one-bedroom HDB flat to educate the elderly and caregivers on how simple measures can help make their home safer. The model studio is fitted with common modifications and personal assisted devices. In addition, an NHGP Health Promoter will highlight potential risk areas at home and how these can be prevented.

NHGP has also partnered with Occupational Therapists at TTSH to provide assistance for the elderly in assessing their home environment for safety issues.



The AIP Studio in Toa Payoh Polyclinic.

Care of the Elderly Course

As the ageing population issue persists, the responsibility of caring for the elderly lies also on individual caregivers at home. NHGP's Primary Care Academy (PCA) conducts the Care of the Elderly course quarterly to equip caregivers with the appropriate skills and knowledge to care for their elderly at home.

Approved and funded by the Centre for Enabled Living (CEL), the practical workshop has trained approximately 80 caregivers between 2010 and 2012.

General Practitioner's Assistant Course

As part of capacity building at the community level, PCA conducted the General Practitioner's (GP) Assistant Course (Foundational, Intermediate and Advanced levels) to equip clinic assistants with basic skills such as communication between healthcare professionals and patients, patient care delivery, infection control within a clinic setting, and medication management and error prevention. As of March 2012, PCA has trained about 80 GP Assistants and received positive reviews.

Health Talks and Workshops

Besides providing training for healthcare professionals and the community, PCA also customises talks and workshops for corporate clients, with topics ranging from learning about common cancers in Singapore, to diets and mental wellness. PCA conducted approximately 200 such talks and workshops over the last two years.

Infection Control for Preschoolers

In light of the spread of flu and HFMD in preschools, our infection control team organised several hand washing initiatives for children across three kindergartens in October 2011. The programmes aimed to inculcate good hand washing habits in children to prevent the spread of infectious diseases.

The team also illustrated the importance of hand washing and disease prevention through learning cards, songs, puzzles, and step-by-step demonstrations, which were met with great enthusiasm from the children. With these activities, we reached out to our community to prevent the spread of infectious diseases.

Reaching Out to the Community

NHGP has been actively engaging the residents from all walks of life through several outreach activities:

- 1) In April 2010, Choa Chu Kang Polyclinic lent its support to a Baby Show at Yew Tee Community Centre, with staff guest starring as judges to select winners of the “Most Sporty Baby”, “Most Healthy Baby” and other categories. Dr Richard Hui, Senior Family Physician, Senior Staff from Choa Chu Kang Polyclinic also gave a talk on “Common Ailments in Children”.
- 2) NHGP participated in the NHG Health Carnivals held in conjunction with the People’s Association’s One Community Walk in July 2010. Our staff participated in the walking contingent and provided free health checks at carnival sites in Senja, Khatib and Chinese Garden.
- 3) In February 2011, Clementi Polyclinic took part in Clementi Community Day 2011, organised by the Clementi grassroots organisation. The event saw staff setting up a booth focusing on healthy eating and also showcasing an interactive cooking demonstration hosted by one of Clementi Polyclinic’s patients.
- 4) In September 2011, a Weight Management Talk was held at Clementi Community Centre, highlighting the risks of obesity as well as sharing weight management advice. The talks by doctors and senior staff nurses also touched on healthy eating tips and the role of Traditional Chinese Medicine in weight management.
- 5) Toa Payoh Polyclinic hosted an Exercise & Fall Prevention in the Elderly Forum at Toa Payoh South Community Centre on January 2012, which saw 220 participants learning about safety measures and fall prevention.
- 6) In March 2012, 31 staff from Bukit Batok Polyclinic worked with Jurong Grassroots organisations to conduct a health screening for Bukit Batok Central Residents. Mr David Ong, MP for Jurong GRC, was the Guest-of-Honour and participated in the event to encourage others to get screened.
- 7) Staff from Ang Mo Kio, Clementi and Toa Payoh Polyclinics brought good cheer to residents of the Society for the Aged Sick in March 2012, presenting them with a programme lineup of food, song and dance items.
- 8) 35 NHGP staff paid a visit to the Bukit Batok Home of the Aged in March 2012, providing residents with a fun hand hygiene demonstration, showing them simple wheelchair exercises and entertaining them with song and dance.



Polyclinic staff spending a meaningful afternoon with elderly residents at the Society for the Aged Sick.

*From improving our clinical excellence, enhancing patients’ experience with improved processes and facilities to connecting with our society at large on health management, we have made some progress towards our journey of transforming primary healthcare. As Singapore’s healthcare landscape continues to evolve, NHGP will also continue to strive towards **providing accessible, seamless, comprehensive and affordable healthcare for all.***

Hougang Polyclinic



**“ Give the world the best you have,
and the best will come to you. ”**

- Madeline Bridges, Poet



Woodlands Polyclinic



“ We learn and grow and are transformed not so much
by what we do but by **why and how we do it.** ”

- Sharon Salzberg, Author

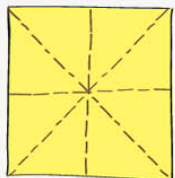


Your Personal Journey of Change:

Make your own sunflower origami

STEP:

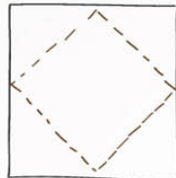
1



With the sunflower image facing up, fold the paper into half twice, then unfold. Make 2 diagonal folds, then unfold.

STEP:

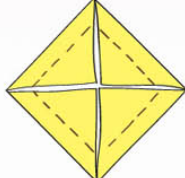
2



Turn the model over and fold inwards along these lines.

STEP:

3

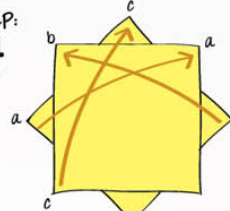


Fold outwards along these lines.



STEP:

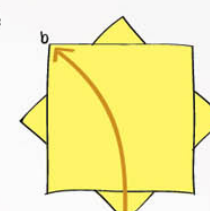
4



Turn the model over (image faces up). Fold point a to point a, then unfold. Repeat this step for points b and c.

STEP:

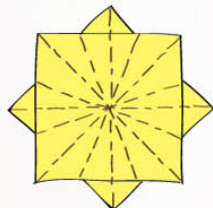
5



Fold point d to point b, then unfold.

STEP:

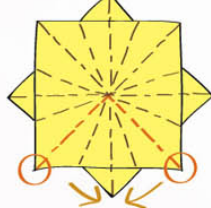
6



Once finished, the paper should have formed these folded lines as shown above.

STEP:

7

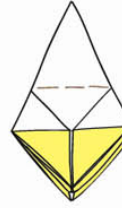


Fold the two lines (shown in orange) inward so that they join with the line in the centre.



STEP:

8



Repeat Step 7 for the other folded lines such that the edges of the paper meet the middle and stack up to form a kite shape.

STEP:

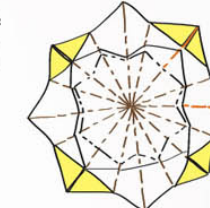
9



Make a fold over the line as shown. Fold in both directions to make the fold more prominent.

STEP:

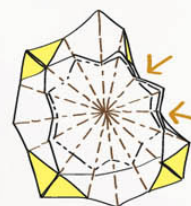
10



Unfold the model and turn it over (image faces down). Place your thumb/finger on the line (shown in orange) that cuts through the triangular shaped petal and fold it downwards.

STEP:

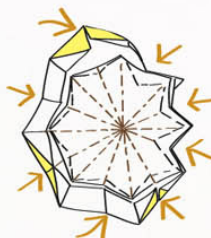
11



With your thumb still on the line of the petal, fold it inwards (as indicated by the arrow) until it bends into a V-like shape.

STEP:

12



Repeat this step for all the petals until the model resembles a star.



STEP:

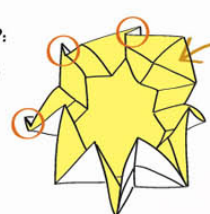
13



Turn the model over. Make a folding at the left side of the petal (shown by the orange line) and push it towards the petal on its right such that the two overlap.

STEP:

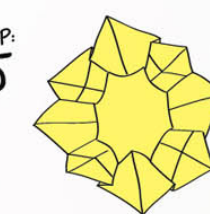
14



Repeat this step for all the petals so that all the sides of the petals overlap each other.

STEP:

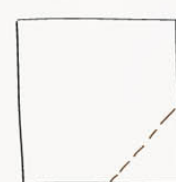
15



Make some final touches and your sunflower is ready!

STEP:

16



On the leaf paper, make a fold inwards over this line.

STEP:

17



Fold inwards over the 2 lines as shown.

STEP:

18



Fold inwards over the 4 lines as shown.

STEP:

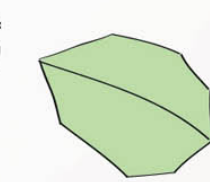
19



This is the back view of the leaf.

STEP:

20



Turn model over, and your leaf is ready!





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