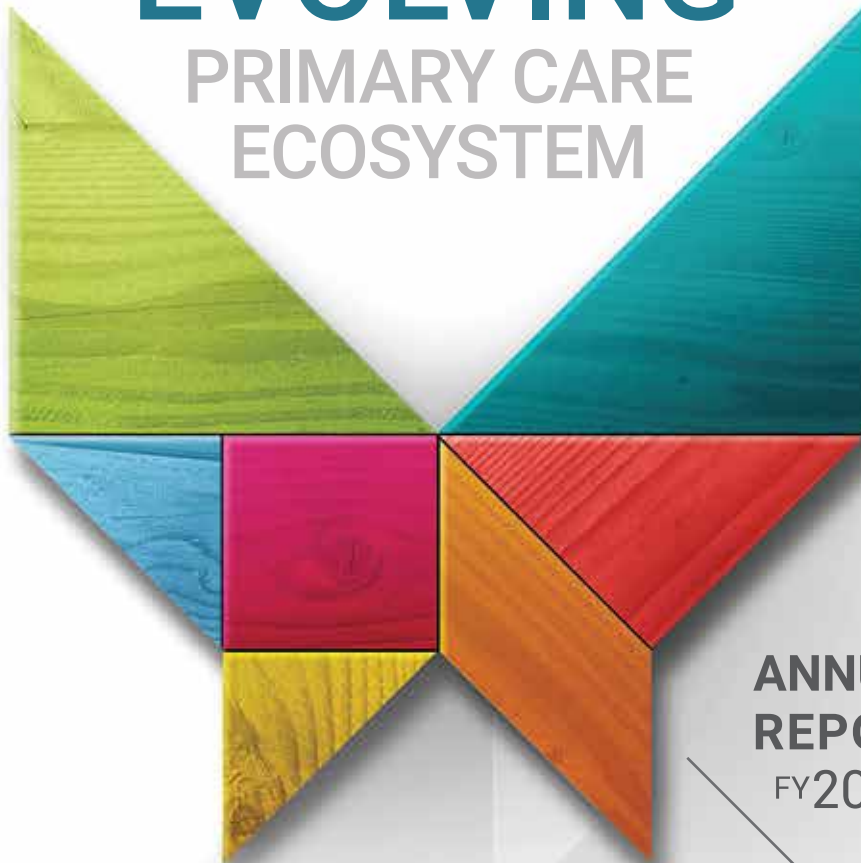


Advancing
Family Medicine,
Transforming
Primary Healthcare



An **EVOLVING** PRIMARY CARE ECOSYSTEM



**ANNUAL
REPORT**
FY2015

Our interpretation of “An Evolving Primary Care Ecosystem” in Singapore is depicted through the use of the tangram. Arranged into the shape of a butterfly, it is used to signify the transformation and place emphasis on metamorphosis of the primary care ecosystem. The tangram also represents the ecosystem where every piece of the structure supports each other and come together in forming the desired goal. This tangram consists of seven pieces which symbolises the seven chapters within the report. Each piece is coloured according to the dividers to create the sense of “continuity of transformation” throughout the book.



OUR VISION, MISSION AND VALUES

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 suffering 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.

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GROUP CEO'S MESSAGE



NHGP's dedication to transform Primary Care in tandem with the NHG family has brought to fruition better healthcare for our patients and influenced the healthcare landscape in tangible and positive ways.

PRIMARY CARE'S SHIFT TOWARDS WELLNESS CARE: TO MEET FUTURE HEALTHCARE NEEDS

As the central Regional Healthcare System (RHS), the National Healthcare Group (NHG) has been actively pursuing our vision of adding years to healthy life and reducing illness in our population. By 2030 there will be more than twice the number of senior citizens beyond the age of 65 years, and there is a need for a paradigm shift to design a healthcare system that meets the growing complexities of our population's healthcare needs.

At the forefront of the healthcare system, primary care is the key in our transformation efforts to shift from illness care to wellness care. Primary Care forms the bedrock of our healthcare system as it serves each individual through the different stages of his/her life.

As such, the National Healthcare Group Polyclinics (NHGP) plays a pivotal role in advancing these efforts and impacting many aspects of the primary healthcare ecosystem in Singapore. To synergise various care services and offer telemedicine initiatives to our patients, NHGP collaborates with partner institutions like Tan Tock Seng Hospital, National Skin Centre, and Institute of Mental Health. NHGP's collaborations within the NHG family of healthcare institutions have been making good progress in improving patients' access to care at the right place by allowing our patients to seek care in the comfort of a familiar primary care setting.

Impacting the larger primary care sector, NHGP also engages with private partners and General Practitioners (GPs) to uplift the quality of primary care and increase our population's access to affordable and comprehensive healthcare. FY2015 has been an eventful year for NHGP as it continues to provide invaluable support to NHG in assisting GPs with the setting up and running of several Family Medicine Clinics (FMCs).

Our third FMC, Hougang FMC @ Ci Yuan Community Club, was officially opened on 20 September 2015 while Ang Mo Kio FMC

was successfully handed over to Parkway Shenton on 1 March 2016. Combining the expertise of public and private sectors, these FMCs offer a team-based care delivery model that provides comprehensive care for a growing number of our older patients with increasingly complex chronic needs. This furthers the Ministry of Health's (MOH) vision of "One Singaporean, One Family Doctor", as we emphasise on developing stronger doctor-patient relationships in Primary Care for better population health.

As a health promoting institution, NHGP also partners community stakeholders in offering public health education and promotion activities to reduce illnesses in the community. This two-pronged approach complements our care services in leading to tangible long-term health outcomes in the future.

Since the formation of NHG in 2000, we have worked hard to establish a thriving and sustainable health system to deliver quality healthcare to our population. NHGP's dedication to transform Primary Care in tandem with the NHG family has brought to fruition better healthcare for our patients and influenced the healthcare landscape in tangible and positive ways. I wish to thank our Chairman, Madam Kay

Kuok, and Board of Directors for their astute leaderships and support throughout the years. I wish to also thank MOH for its direction as we improve our healthcare system as we navigate through the evolving healthcare landscape. Lastly, NHGP's Chief Executive Officer Associate Professor Chong Phui-Nah, management team and staff deserve commendable merits for their hard work and dedication in transforming the primary care ecosystem.

I look forward to NHGP's continual efforts and collaborations with our stakeholders and communities to ensure the well-being of our population and deliver accessible, integrated, comprehensive and quality care to the community.

PROFESSOR PHILIP CHOO
Group Chief Executive Officer
National Healthcare Group

CEO'S MESSAGE



IMPACTING THE PRIMARY CARE ECOSYSTEM

FY2015 was an eventful year for the National Healthcare Group Polyclinics (NHGP) as we celebrated our 15th anniversary in Primary Care. Coming from its humble beginnings since the clustering of the public healthcare system in 2000, NHGP set out to establish itself in the primary healthcare landscape and has been making significant strides to enhance the Primary Care ecosystem and advance Family Medicine.

EXPANDING TO OFFER GREATER ACCESSIBILITY TO OUR PATIENTS

A key highlight of FY2015 was the groundbreaking of Pioneer Polyclinic, our tenth polyclinic, which is being built in Pioneer. Scheduled to open in 2017, the future-ready Pioneer Polyclinic will serve the population in Pioneer and Jurong West.

NHGP, as the primary care arm of the National Healthcare Group (NHG), established partnerships with private general practitioners to set up Family Medicine Clinics (FMCs) in more areas within the community. This is set up in line with Ministry of Health's (MOH) vision of "One Singaporean, One Family Doctor" to enable stronger relationship-based care with patients and to support our General Practitioners (GPs) in enhancing the primary care landscape. Our collaboration with both FMCs and GPs to provide accessible patient care has resulted in the right-siting of 11,554 acute and chronic patients in FY2015.

INNOVATIONS TO TRANSFORM PRIMARY CARE

NHGP continually reviews and improves the way we deliver primary care to help our patients. NHGP focuses on a relationship-based and person-centric model of care, where chronic disease patients are empanelled to a team of healthcare professionals led by Family Physicians. This approach helps to build a trusted relationship between the patients and healthcare professionals, where a better understanding of the patient's needs and background will lead to better clinical outcomes and more informed treatment decisions.

We have also been raising the quality of our operational

standards. We enhanced our patients' experiences throughout various touchpoints at the polyclinics, from self-help innovations in managing appointments via a mobile application miHealthcare to self-payment kiosks. We also invested in the training of Service Ambassadors to ensure that our patients receive intuitive and quality assistance. These efforts have resulted in quality accolades and improved MOH's Patient Satisfaction Survey scores in November 2015.

Achieving better clinical and operational standards is a strong tenet of NHGP's efforts. To support our primary care transformation efforts, we invest in quality improvement projects and hold workshops. NHGP received the Joint Commission International's (JCI) seal of approval for achieving excellence in Primary Care Standards in October 2015. NHGP is also the first and only healthcare institution to receive the bizSAFE Partner Award 2016, on top of being a bizSAFE Star organisation.

INVESTING IN OUR PEOPLE TO ADVANCE FAMILY MEDICINE

NHGP actively invests in medical education and research to advance Family Medicine by training medical undergraduates and clinicians and through sharing of best practices. FY2015 saw the second cohort of 9 Family Medicine Residents graduating

from the NHG Family Medicine Residency Programme in June 2015. For the academic year 2015 starting in July, the programme had 45 residents undergoing training in various rotations throughout NHG. We successfully accredited the programme for an increase of up to 28 residents a year to help create a pipeline of Family Physicians to meet the rising demand for high quality primary care in Singapore.

Our 8th Primary Care Forum was held from 2 to 3 October 2015, a vital platform for international and local primary healthcare professionals and experts to share ideas on how primary care can progress beyond our first 50 years of nation building. We examined the key-intermediary role that primary care providers play at the frontlines of an accountable healthcare system. It is at this platform that we celebrated our 15th anniversary with an NHG Polyclinics 15th anniversary book launch and exhibition detailing stories, achievements and artefacts provided by our healthcare staff. On 2 October 2015, Health Minister Mr Gan Kim Yong graced the special occasion which commemorated NHGP's remarkable journey.

GROOMING OUR TALENTS

Our staff performed well in FY2015 and strived to do their best in making a difference in primary care. Through continuous investment in our staff training, they will be better equipped

to provide quality and service excellence to patients. This is also complemented by management's regular engagement with staff to encourage them to continuously improve our processes to serve patients better. Employees who demonstrate potential undergo leadership programmes to be groomed as our future leaders. NHGP hopes that our employees will continue to drive and influence change and to transform primary care.

NHGP invests in our staff training to create a more patient-centric, seamless and pleasant experiences for our patients. This investment has reaped its rewards with NHGP achieving a significant satisfaction increase to 92.2% in the MOH's Patient Satisfaction Survey in FY2015, as compared to 81% in FY2014. We will continue our efforts to engage our patients and make polyclinic visits a more pleasant and seamless experience for them.

BEYOND NHGP 15

To be a future-ready organisation to meet the evolving challenges of the primary care landscape, we have been developing our capabilities to realise our Primary Care 2025 vision to become "A world-class relationship-based primary care ecosystem" since FY2015.

We will realise our vision through these five strategic objectives:

1. Expansion of Primary Care Capacity

2. Patient Engagement and Activation
3. Stewardship and Setting Standards
4. Our Care Delivery Model
5. Staff Engagement and Development

I commend the NHGP team for doing an admirable job in this past financial year for ensuring that our healthcare services remain high quality, accessible, seamless, comprehensive, appropriate and cost-effective to all segments of the community.

I thank our NHG Board of Directors and Management for their leadership as we face challenges in an ever-changing healthcare landscape. I would also like to express my gratitude towards MOH, our partners and staff for supporting and working together with us in achieving our common goal of providing quality healthcare and improving population health. I am excited for the direction NHGP is headed towards and look forward to influencing change in the evolving Primary Care landscape in Singapore.

**ASSOCIATE PROFESSOR
CHONG PHUI-NAH**
Chief Executive Officer
National Healthcare Group Polyclinics

NHGP SENIOR MANAGEMENT

(From left to right)

Ms Chen Yee Chui
Chief Nurse, NHGP

Mr David Kok
Director, Finance, NHGP

Dr Peter Chow
Chief Operating Officer, NHGP

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

Dr Lew Yii Jen
Senior Director, Clinical Services, NHGP

Dr Simon Lee
Chief Medical Informatics Officer, NHGP

Mr Simon Tan
Director, Human Resource, NHGP

Ms Goh Geok Ngoh
Director, Corporate Planning &
Communications, NHGP

Mr Ang Chee Chiang
Director, Clinic Operations, NHGP

Ms Doris Liew
Director, Primary Care
Transformation Office and
Operational Support Services, NHGP

Dr Tung Yew Cheong
Director, Quality & Patient Safety, NHGP

Dr Wee Wei Keong
Director, Health Promotion &
Preventive Care, NHGP



Dr Lim Chee Kong
Deputy Director, Medical Manpower, NHGP

Ms Chan Soo Chung
Executive Director, NHG Pharmacy

Dr Darren Seah
Head, Family Medicine
Development, NHGP

Ms Lim Soh Har
Executive Director, NHG Diagnostics

Dr Kenneth Low
Director, Dental Services, NHGP

Dr Tang Wern Ee
Head, Clinical Research Unit, NHGP



Dr Meena Sundram
Regional Director (West), Primary Care
Transformation Office and
Head, Jurong Polyclinic, NHGP

Dr Gowri Doraisamy
Regional Director (North), Primary Care
Transformation Office, NHGP

Dr Keith Tsou
Regional Director (West), Primary Care
Transformation Office and
Head, Bukit Batok Polyclinic, NHGP

Dr Karen Ng
Regional Director (Central), Primary Care
Transformation Office, NHGP



Dr Christopher Chong
Head, Ang Mo Kio Polyclinic, NHGP

Dr Kwan Pek Yee
Head, Yishun Polyclinic, NHGP

Dr Richard Hui
Head, Choa Chu Kang Polyclinic, NHGP

Dr Lee Eng Sing
Head, Hougang Polyclinic, NHGP

Dr Evan Sim
Head, Woodlands Polyclinic, NHGP

Dr David Ng
Head, Toa Payoh Polyclinic, NHGP

Dr Steven Chong
Head, Clementi Polyclinic, NHGP

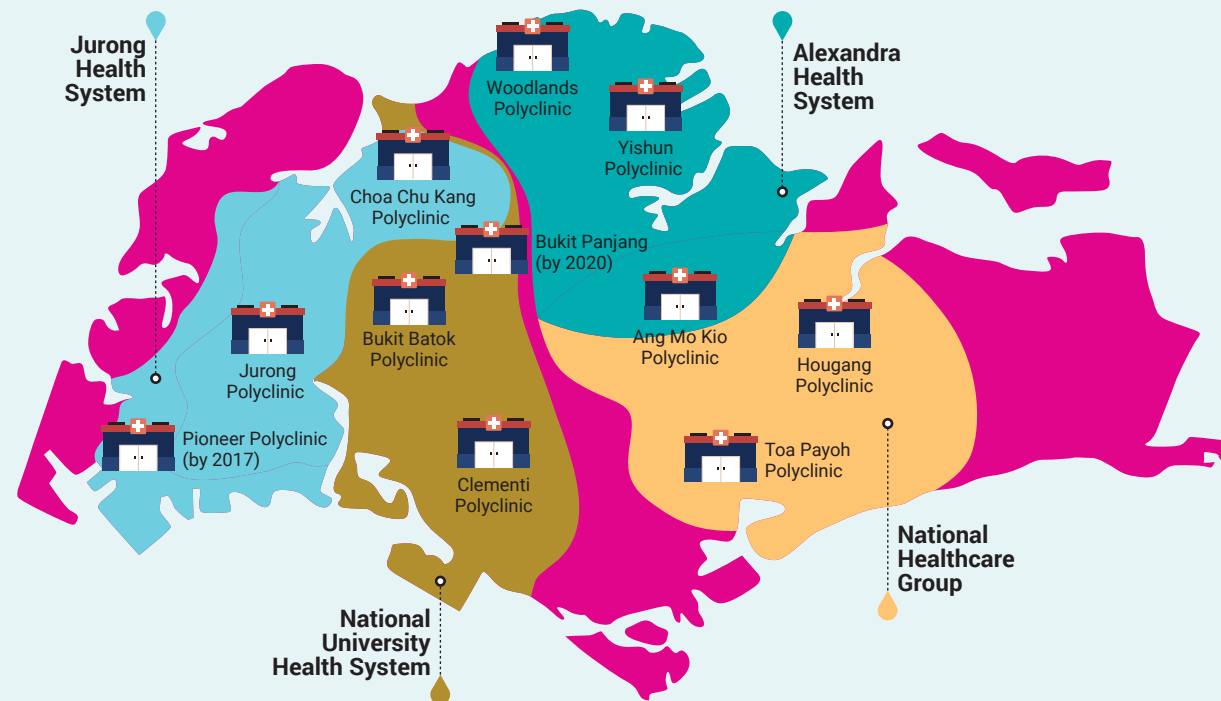
ABOUT NATIONAL HEALTHCARE GROUP POLYCLINICS

VISION

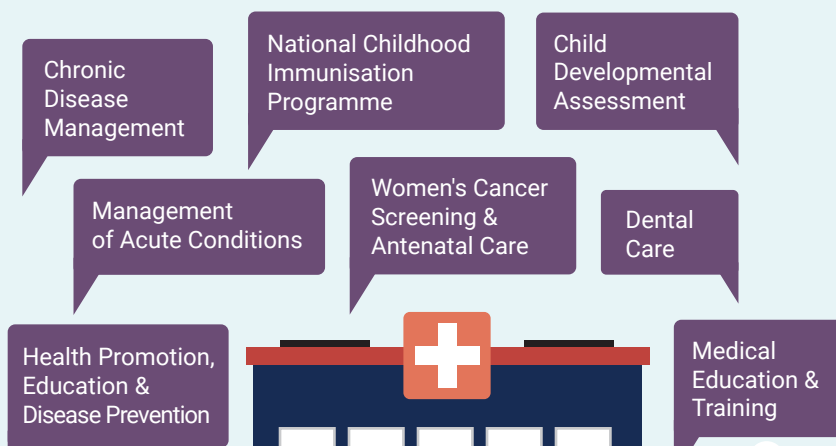
To be the leading health-promoting institution that helps advance Family Medicine and transform primary healthcare in Singapore.

MISSION

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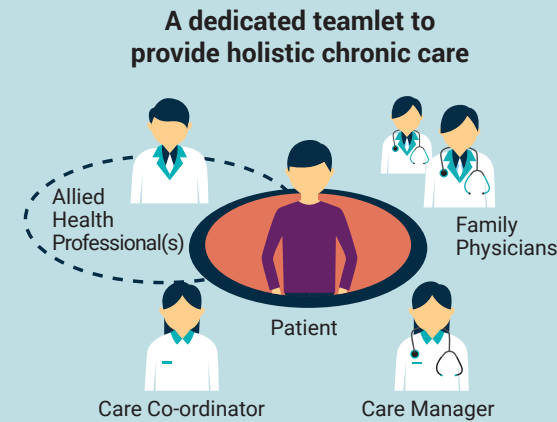


NHGP'S FUNCTIONS IN THE PRIMARY CARE ECOSYSTEM



1

CLINICAL TRANSFORMATION TO ENHANCE PATIENT CARE



Telehealth Initiatives

- ✓ **TELECARE**
- ✓ **TELE-DERMATOLOGY**
- ✓ **SINGAPORE INTEGRATED DIABETIC RETINOPATHY PROGRAMME**
- ✓ **TELE-ELECTRO CARDIOGRAM**



2

ENHANCING OUR PATIENT EXPERIENCES

Hearing from our patients



Service Quality Service Training



Automation to meet growing demand

- 1) Online Appointment System
- 2) Self-Payment Kiosk



ENHANCING QUALITY & PATIENT SAFETY STANDARDS

Quality Improvement

We invest in Quality Improvement projects and hold improvement workshops to ensure continuous improvement at NHGP.

Patient Safety Standards

We received the Joint Commission International's (JCI) seal of approval for achieving excellence in Primary Care Standards. We are the first and only healthcare institution to receive the bizSAFE Partner Award 2016.

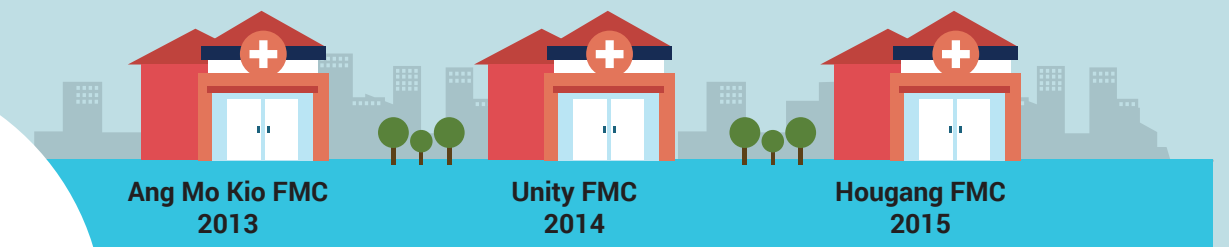
4

IMPROVING ACCESSIBILITY TO PATIENTS

EXPANSION OF CAPACITY THROUGH NEW AND REDEVELOPED POLYCLINICS



PUBLIC-PRIVATE PARTNERSHIPS TO SET UP FAMILY MEDICINE CLINICS (FMCs)



MAKING AN IMPACT IN PRIMARY CARE

NHGP advances our care, services and training and development in order to better meet the future needs of our patients in Primary Care.

COLLABORATION WITH GENERAL PRACTITIONERS (GPs)



GP Engagement

1) Right-siting

Engage GPs within close proximity to NHG Polyclinics



2) Grow Capability

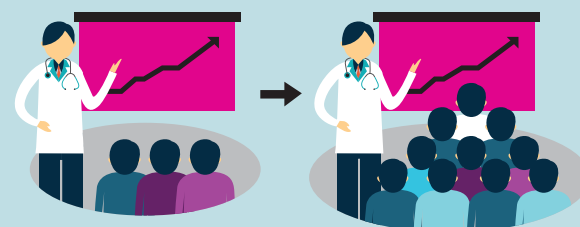
Training and networking sessions for GPs



3

ADVANCING FAMILY MEDICINE THROUGH TRAINING, RESEARCH AND EDUCATION

- 1) Family Medicine Academy and NHG Family Medicine Residency Programme deliver Primary Care training at medical undergraduate and post-graduate levels. NHG Family Medicine Residency Programme was accredited for a training capacity of up to 28 residents a year. This shows that we are increasing our pipeline of Family Physicians to meet the rising demand for high quality Primary Care.



- 2) We encourage a culture of research to impact Primary Care.

KEY ACHIEVEMENTS IN FY2015



First author publication by staff in a peer reviewed journal



Poster and oral presentations at local and international conferences



Oral presentations

5

STAFF ENGAGEMENT & DEVELOPMENT



Culture-Building



Training & Development



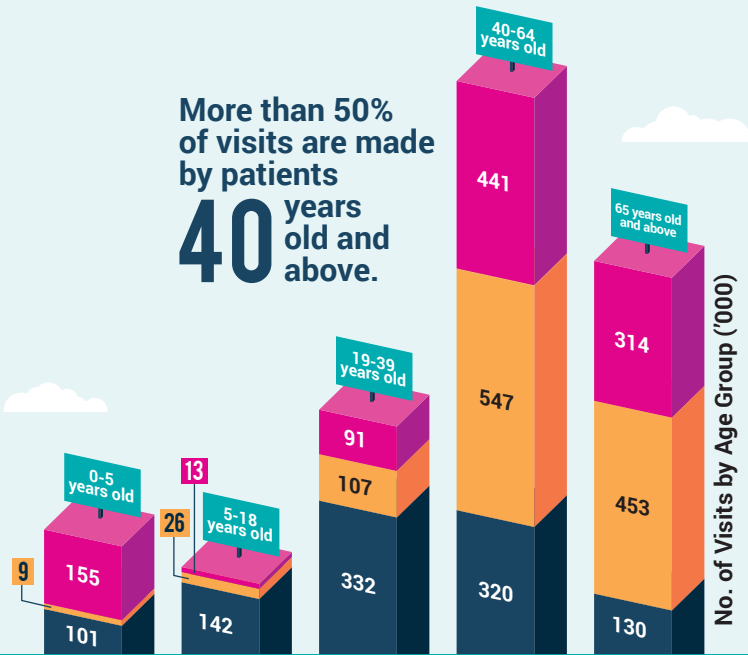
Job Redesign / Upskilling

PATIENTS WHO SEEK TREATMENT AT NHGP

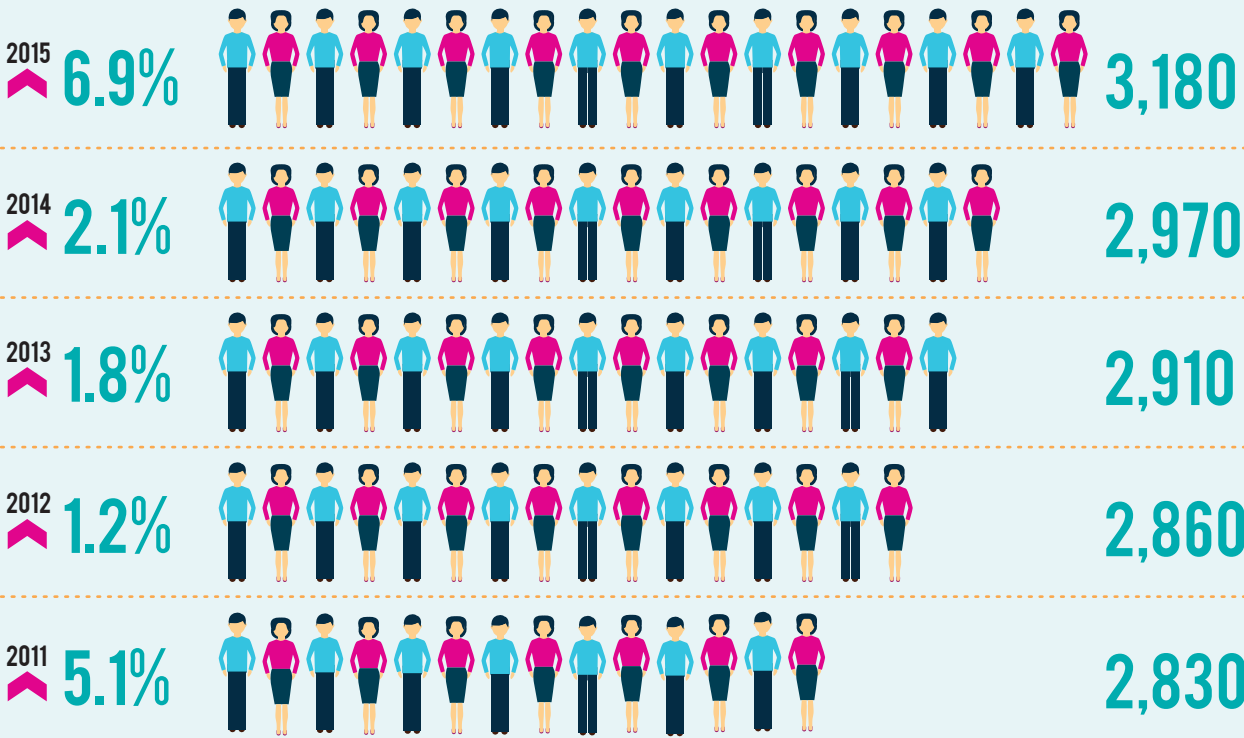
Upward trend in NHGP patient attendances over 5 years.

Demographic

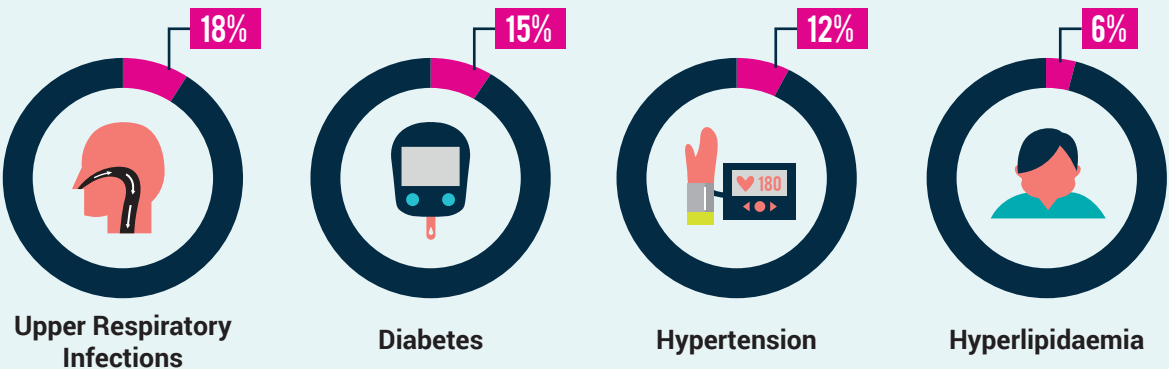
- Well & Other Services
- Chronic
- Acute



Total Annual Patient Attendances ('000)



TOP 4 DIAGNOSES AT NHGP



CH.
01

BEYOND NHGP 15

A NEW VISION TO TRANSFORM PRIMARY CARE



MARKING A MAJOR MILESTONE

In 2015, the National Healthcare Group Polyclinics (NHGP) celebrated 15 years of improving the health of Singaporeans. Since its establishment in 2000, NHGP has continuously striven to improve patient care in a primary healthcare setting while advancing Family Medicine in Singapore.

Besides the expansion of its healthcare facilities and manpower capacity, NHGP has also grown in how we deliver better care and improve population health. By continually examining and anticipating the needs of our communities, our services have expanded beyond episodic 'transactional medicine' towards longer-term relationship-based care for patients and health promotion for our communities.

These efforts have led NHGP to achieve international benchmarks for excellence in primary healthcare and patient safety, such as being the first primary care provider in Singapore to receive the Singapore Quality Class Certification in 2005 and its re-accreditation of the Joint Commission International Accreditation Standards for Primary Care Centers in 2015. These achievements are testaments to NHGP's continued commitment to quality primary care standards at its polyclinics. Each new milestone reinforces our mission to do better.

ADVANCING FAMILY MEDICINE

Family Medicine has improved the standard of care by reducing cases of unnecessary hospitalisation and improving chronic disease management. As Family Medicine plays an integral part in primary healthcare through providing preventive, comprehensive, continuing and coordinated care in community settings, it is important to groom new generations of well-trained and caring Family Physicians.

NHGP's milestones are depicted as part of the exhibition to celebrate its 15th anniversary in October 2015.



Advancing Family Medicine, Transforming Primary Healthcare 2000 - 2015



NHGP invests in our staff training to create a more patient-centric experience, as part of our commitment to provide a seamless and pleasant experience for our patients while they receive care.

It is with this priority in mind that led to advancements in training platforms such as the setting up of the Primary Care Academy in 2007 and the Family Medicine Academy (FMA) at Bukit Batok Polyclinic in 2013. The FMA is the first primary care training facility in the community for medical undergraduates in Singapore.

IMPROVING ACCESS TO CARE

One of NHGP's key priorities over the past 15 years has been to enhance patients' experiences and increase their accessibility to its services through the introduction of various patient-care innovations.

One example is the establishment of NHGP's Contact Centre in January 2005, which has allowed patients to call in to book in advance or reschedule certain

appointments and make same day appointments for acute conditions. To enhance our patients' experiences, numerous improvements have been made to the appointment system between 2012 and 2015 to empower patients to better manage their own clinic visits and provide them with better predictability on waiting times.

Besides the launch of the Appointment System (APS) in November 2012, which allows patients to make same day appointments online, NHGP also launched a mobile application "miHealthcare" in December 2013 that allows patients to conduct a number of activities - from making same day appointments, rescheduling certain appointments, giving feedback, to refilling their medication.

To deliver a higher quality of care, NHGP's doctors and various healthcare professionals work as a team to deliver holistic care to patients with chronic conditions. NHGP has added new services such as podiatry, psychology and physiotherapy services since the early 2000s, when it started to focus on chronic disease management. By providing a wide range of services in the primary care setting, patients can conveniently receive comprehensive care in one location.

In the area of chronic disease management, NHGP has helped patients to easily access healthcare services through an

award-winning initiative known as the Telecare programme. Rolled out in 2014, the programme allows patients with stable chronic conditions to consult nurses over the phone and seek healthcare advice, all in the comfort of their own homes. Care Managers, who are nurses trained in chronic disease management, can support patients by monitoring their health status and managing their conditions.

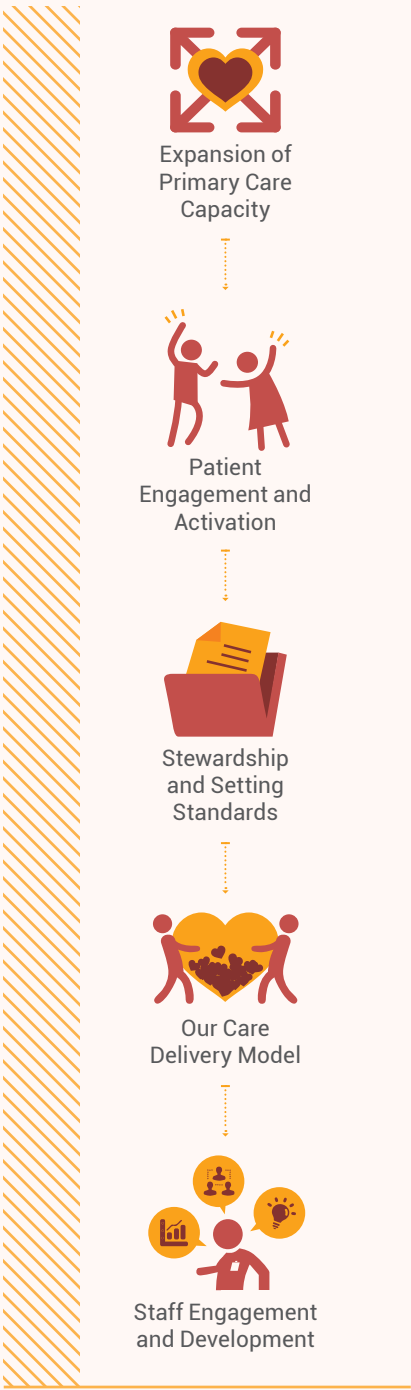
NHGP, as the primary healthcare arm of the National Healthcare Group (NHG), collaborates with private General Practitioners (GPs) in developing three Family Medicine Clinics (FMCs), namely Ang Mo Kio, Unity and Hougang FMCs, to provide comprehensive care to CHAS (Community Health Assistance Scheme) patients right at the heart of their communities.

BEYOND NHGP 15

Looking ahead, NHGP's achievements over the past 15 years will form a solid foundation upon which we grow our capabilities further to realise our Primary Care 2025 Vision to become 'A world-class relationship-based primary care ecosystem'.

To face the future challenges of a rapidly ageing population and increasingly complex illnesses, primary care will become a key component in improving the health of Singaporeans.

We plan to realise our vision through these five strategic objectives:



The Expansion of Primary Care Capacity objective will see more facilities being opened, such as the Pioneer Polyclinic that will serve residents in Pioneer and Jurong West when it opens in 2017. Ang Mo Kio and Yishun Polyclinics are currently being redeveloped.

We also look to improve health literacy in the community through Patient Engagement and Activation efforts. These aim to empower the community to go "beyond illness" in order to achieve better long-term health outcomes.

In terms of Stewardship and Setting Standards, NHGP continuously works towards advancing Family Medicine and primary care services through key initiatives such as the Primary Care Forum, learning opportunities from visiting experts and training programmes for its healthcare professionals.

We have also embarked on key initiatives to improve Our Care Delivery Model to adapt to the changing needs of patients. One transformative project is the empanelment of chronic patients into a team of healthcare professionals for relationship-based care.

Finally, as our people are key to NHGP's success, we are committed to our Staff Engagement and Development efforts that aim to ensure that they are equipped with the relevant skills to realise our Primary Care 2025 Vision. ▽

CH.
02

BEYOND BOUNDARIES

EXPANDING PRIMARY CARE CAPACITY

Primary Care is the bedrock of the healthcare system in Singapore. To improve population health in Singapore, NHGP plays an essential role in contributing towards increasing primary care capacity.

This goal is aligned with the Ministry of Health's (MOH) Healthcare 2020 Master Plan to expand the nation's healthcare capacity to meet the needs of the country's growing and rapidly ageing population by delivering more accessible, affordable, integrated and quality care to all.

In addition to building new healthcare facilities and redeveloping existing ones, NHGP continues to build strong relationships and work with private General Practitioners (GPs) and other community partners to increase access points to primary care in the community.



EXPANDING OUR CAPACITY TO HEAL

CONSTRUCTION OF NEW POLYCLINIC IN JURONG WEST BEGINS

On 29 May 2015, NHGP held the groundbreaking ceremony of its 10th polyclinic known as Pioneer Polyclinic. The event was graced by Guest-of-Honour, Dr Amy Khor, Senior Minister of State, Ministry of the Environment and Water Resources and Ministry of Health.

Scheduled to open in 2017, the seven-storey facility is located 150 metres away from Pioneer MRT station and will offer primary care to the population in Pioneer, Jurong West and Extension regions.



The seven-storey Pioneer Polyclinic will be a future-ready centre designed to be a health-promoting classroom with an open rooftop and communal spaces for community engagement.

The new polyclinic will be a future-ready model to support evolving population health needs and is designed to provide comprehensive care for chronic patients as well as acute cases. A stronger focus will be placed on fostering strong doctor-patient relationships to achieve more effective health promotion, patient empowerment and disease prevention.

REDEVELOPMENT WORK FOR ANG MO KIO AND YISHUN POLYCLINICS

To meet the evolving healthcare needs and future expansion of the population in Ang Mo Kio (AMK) and Yishun, both polyclinics in these mature estates are being redeveloped to feature larger capacities to accommodate higher patient loads as well as integrated spaces for team-based care.

To keep the residents abreast of the redevelopment plans, NHGP held several engagement sessions to update residents in AMK and Yishun. The façade of the upcoming Yishun Polyclinic was unveiled at Nee Soon Group Representation Constituency's (GRC) Active Ageing Carnival on 8 November 2015, where residents also learned about the new location and facilities of the redeveloped polyclinic. NHGP also worked with the Nee Soon South Grassroots committee to distribute flyers



and red packets to residents during a block visit in February 2016, to update residents on the redevelopment phases at Yishun Polyclinic.

NHGP engaged grassroots partners and residents at Ang Mo Kio through engagement sessions and distribution of notices and flyers. NHGP shared redevelopment plans at various engagement platforms such as Ang Mo Kio Public Library's regular 'Meet the Customers' session on 6 December 2015 and at a health talk at Grandeur 8 condominium on 19 March 2016.

ENHANCING CAPABILITIES OF IMAGING CENTRES AND LABORATORIES

NHG Diagnostics (NHGD) continued to enhance the capabilities of its centres through a series of upgrading works in 2015. The X-ray system at Bukit Batok Polyclinic's imaging centre was replaced with a senior and wheelchair-friendly ceiling-suspended X-ray system, so

that patients may be seated safely on a height-adjustable examination table and radiographers can position the X-ray tube easily around patients.

The mammography equipment at Hougang Polyclinic was also replaced by the Full Field Mammography System, which makes the capturing of breast images much faster and enables a higher patient throughput. The laboratory at Jurong Polyclinic was also redesigned to optimise work space to allow an additional phlebotomy station to shorten its appointment lead time.

MAKING RETAIL STORES MORE PATIENT-CENTRIC

NHG Pharmacy (NHGPh) refreshed the retail store design concept for its retail pharmacies in November 2012 to improve space and flow management as well as create a more elder-friendly environment. Starting with Yishun Polyclinic, it has since renovated five branches.

Dr Amy Khor, Senior Minister of State, Ministry of the Environment and Water Resources and Ministry of Health (second from right), pointing to a model of the Pioneer Polyclinic at the groundbreaking ceremony on 29 May 2015.

PARTNERING THE COMMUNITY, STAKEHOLDERS AND PUBLIC INSTITUTIONS

PARTNERING OUR PRIVATE GENERAL PRACTITIONERS

OPENING OF HOUGANG FAMILY MEDICINE CLINIC @ CI YUAN COMMUNITY CLUB

On 20 September 2015, National Healthcare Group's (NHG) third Family Medicine Clinic – Hougang Family Medicine Clinic (FMC) @ Ci Yuan Community Club – was opened by Guest-of-Honour Prime Minister (PM) Lee Hsien Loong. PM Lee was given a guided tour of the facility, shown the various services offered and even had his blood pressure measured.

Prime Minister Lee Hsien Loong taking a photo with the team involved in the setting up of Hougang Family Medicine Clinic @ Ci Yuan Community Club on 20 September 2015.

Leveraging NHGP's clinical and administrative strengths to provide comprehensive care to residents in the community, Hougang FMC @ Ci Yuan Community Club was set up in collaboration with solo GPs to serve residents in Hougang. FMCs are set up in line with MOH's vision of "One Singaporean, One Family Doctor", to enable stronger relationship-based care and support GPs in enhancing the primary care landscape. While smaller than a polyclinic, FMCs offer the same level of care with a team of qualified



Prime Minister Lee Hsien Loong given a tour of the facilities in Hougang Family Medicine Clinic @ Ci Yuan Community Club by Dr Michael Yee, Family Physician, Consultant and Clinic Manager of the FMC.



Handover ceremony of Ang Mo Kio Family Medicine Clinic to Parkway Shenton on 26 February 2016.

Family Physicians, Nurses, Allied Health Professionals, diagnostics and pharmacy professionals to take care of patients.

Patients are seen by the same care team, who is familiar with their medical history and receive a wide range of services that goes beyond medical and clinical care, such as dietetic services. NHGP works closely with all FMCs to refer suitable patients to the clinic, where NHGP doctors will communicate medical information to FMC doctors to ensure a close continuity of care.

HANDOVER OF ANG MO KIO FMC OPERATIONS TO PARKWAY SHENTON

Marking three years of successful collaboration with a private GP, NHG handed over the business and operations of the Ang Mo Kio Family Medicine Clinic (AMK FMC) to Parkway Shenton on 1 March 2016. The handover ceremony took place on 27 February 2016 and was graced by Mrs Tan Ching Yee, Permanent Secretary of MOH.

Since starting operations in 18 April 2013, some 96% of patients at AMK FMC are receiving long-term chronic care. As of

March 2016, 8,800 patients from NHGP's Ang Mo Kio Polyclinic have decided to receive health care at AMK FMC. Of these, more than 7,700 patients are already receiving care at the FMC.

PROVIDING PATIENTS WITH MORE OPTIONS OF CARE

NHGP's collaboration with both FMCs and GPs has facilitated the right-siting of 15,760 chronic patients as of end March 2016, to provide convenient and accessible care to our patients. We have also been working with Regional Health Systems and hospitals to integrate care, especially on appropriate patient referrals to specialist care and when there are complex cases.

NHGP has also right-sited 8,334 Pioneer Generation and/or CHAS dental patients to CHAS dental clinics as of end March 2016. NHGP is looking to expand this partnership to more clinics.

CONVENIENT MOBILE BONE MINERAL DENSITOMETRY SERVICE

NHG Diagnostics' mobile Bone Mineral Densitometry (BMD) service accepts referrals from polyclinics, GPs and community hospitals, leading to greater convenience for patients who previously had to visit hospitals to do the test. With the latest add-on at the Institute of Mental Health (IMH), the mobile BMD is now available at four locations, including Woodlands Polyclinic, Jurong Polyclinic and Ang Mo Kio-Thye Hua Kwan Hospital. The mobile BMD at IMH provides convenient onsite screenings for patients at Hougang Polyclinic and nearby private GPs.

NHGP HOSTED VISITS TO FACILITATE LEARNING

In FY2015, NHGP hosted visits from members of the Government as well as other healthcare institutions from Singapore and abroad. These visits helped to facilitate bilateral learning about Singapore's primary healthcare sector.

THEN 2ND PERMANENT SECRETARY FOR HEALTH VISITS TOA PAYOH POLYCLINIC

Then 2nd Permanent Secretary (2PS) for Health, Major-General (NS) Ng Chee Khern, visited Toa Payoh Polyclinic on 23 July 2015 to learn more about NHGP, including its efforts to empanel patients for greater relationship-based care.

Welcomed by NHGP CEO A/Prof Chong Phui-Nah and senior management, Major-General (NS) Ng was also introduced to the facilities and various services offered at Toa Payoh Polyclinic to appreciate the different touchpoints experience from a patient's perspective.

NHGP HOSTS MOH OFFICERS' VISIT AT BUKIT BATOK POLYCLINIC

NHGP's Primary Care Academy hosted a group of officers from MOH at Bukit Batok Polyclinic on 22 October 2015, to help new officers understand and empathise with Singapore's primary healthcare landscape and the translation of policies on the ground.



Then 2nd Permanent Secretary for Health Major-General (NS) Ng Chee Khern discussing the primary care landscape and ground issues with NHGP CEO Associate Professor Chong Phui-Nah and Head of Toa Payoh Polyclinic Dr Tung Yew Cheong.

GLOBAL EXCHANGE WITH NURSES FROM THE PEOPLE'S REPUBLIC OF CHINA

Nursing Services and AMK Polyclinic hosted a visit of nurse administrators and educators from the Jiangsu Province, People's Republic of China, on 10 September 2015, to share insights on the Primary Care system in Singapore and NHGP's healthcare services.

SHINE VISITS CHOA CHU KANG POLYCLINIC

NHGP hosted the Singapore Healthcare Improvement Network (SHINE) faculty and teams from participating institutions at Choa Chu Kang Polyclinic on 4 August 2015, for Infection Control Nurse Ms Yan Chau Chain to share NHGP's various design improvement initiatives on hand hygiene.

This visit was part of NHGP's nationwide improvement journey with SHINE to provide safe, patient-centered care. NHGP's multidisciplinary project team has been designing a highly reliable process for hand hygiene to prevent healthcare infection. Following a successful pilot at AMK Polyclinic, similar teams were set up at Choa Chu Kang, Clementi and Yishun Polyclinics in May 2015. The remaining five polyclinics later came onboard the SHINE Large Scale Initiative on Healthcare Infection Prevention (hand hygiene) in November 2015.

SETTING UP OF GAMES MEDICAL CENTRE COMMITTEES FOR SEA GAMES 2015 AND 8TH ASEAN PARA GAMES

NHGP, NHGD and NHGPh came together to set up Games Medical Centre (GMC) Committees for SEA Games 2015 and the 8th ASEAN Para Games to provide onsite primary care services to athletes and officials during both events. NHGP planned both GMCs' medical support requirements and sent trained staff for these special assignments. Mobile X-ray facilities, laboratory services and a medication dispensary were also provided by NHGD and NHGPh.

The GMC for SEA Games 2015 began preparations in 2014 with Parkway Shenton, SingHealth Polyclinics and public hospitals. Besides treating athletes and team officials suffering

from common illnesses such as the cold, cough or minor sports-related injuries, ambulatory services for emergency cases were available so that the athletes received swift medical treatment.

The 8th ASEAN Para Games GMC was set up from 28 November to 10 December 2015 as the first touchpoint for participating countries to access medical services and facilities. Situated at Marina Bay Sands Hotel Tower, the GMC also had an emergency response team to enhance medical coverage at the Expo and Convention Centre. The 24-hour GMC, run by a team of 50 medical staff and supported by another 60 NHGP staff, could attend to around 20 patients in about one hour at various service points. ▽

NHGP participating in the passing of the ASEAN Para Games Flame for the 8th ASEAN Para Games 2015.

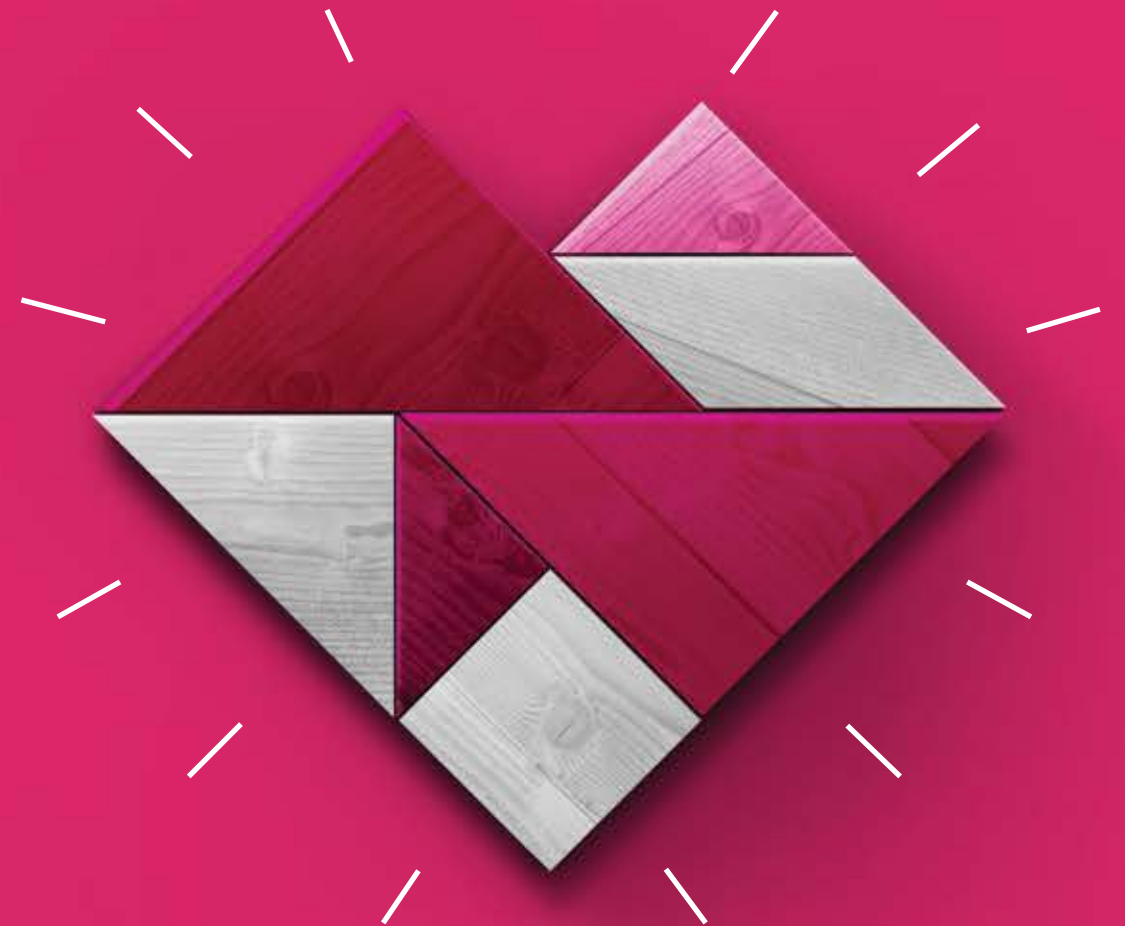


CH.
03

BEYOND SATISFACTION | DELIVERING PATIENT- CENTRED CARE

With our patients at the heart of everything we do, NHGP continues its journey to review and improve the way primary healthcare is being delivered in the community and help our patients achieve better health outcomes.

An ongoing effort includes NHGP's push towards a more relationship-based and person-centred model of care, where stable chronic patients are empanelled to a team of healthcare professionals. Besides continually reviewing its care services, NHGP is committed to uplifting the quality of its healthcare operational standards on all levels, from workplace safety to care and service standards. NHGP's efforts to enhance the quality of its care and operational standards have led to the institution attaining a number of quality accolades in FY2015. As a primary healthcare provider, it is critical that our healthcare services remain high quality, accessible and affordable to all segments of the community.



PUTTING PATIENTS FIRST



NHGP Clinical Services continually reviews and refines the team-based care delivery model.

ROLL OUT OF TEAM-BASED CARE TO ALL POLYCLINICS

To anticipate and prepare for the greater healthcare demands of our ageing population, NHGP has placed a greater focus on transforming our care delivery model to provide long-term relationship-based care to our patients. Having seen marked improvements to clinical outcomes from its two-year team-based model of care pilot

at Toa Payoh Polyclinic, NHGP implemented the care delivery model at all nine polyclinics, with at least one team per clinic.

Aimed to engage and empower patients by developing strong doctor-patient partnerships, the team-based care delivery model empanels stable chronic patients who require regular follow-ups into a regular teamlet of 2 Family Physicians (FP), a Care Manager (CM) and a Care Coordinator (CC). One year after the pilot, patient satisfaction using this team-based model of care improved by 14.5%, while patient empowerment increased by 18.7%. Qualitative findings from the teamlet members showed that they valued the new care model as it increased inter-professional collaboration and support between the healthcare professionals. There were also better accountability and knowledge of the patients under the continuous care of the teamlet. NHGP is following the clinical results of this new care delivery model closely and will continually fine-tune its work processes, clinic spaces and staff training, with our patients in mind.

MANAGING FREQUENT ADMITTERS

NHGP partners Tan Tock Seng Hospital (TTSH) and National University Health System (NUHS) in managing frequent admitters (FA), or patients who are admitted to hospital at least three times in

a year. The FA Programme with TTSH started in April 2014 with three polyclinics in the central region - Ang Mo Kio, Hougang, and Toa Payoh Polyclinics. NHGP also worked with NUHS to start the FA programme with four polyclinics in the west; Clementi, Bukit Batok, Choa Chu Kang, and Jurong Polyclinics.

The handover process across primary, tertiary and community care has been tightened to ensure a smooth continuity of care for this group of patients, so that they may receive quality care in appropriate settings.

TELE-ECG

The Tele-ECG (electrocardiograms) initiative for NHGP's asymptomatic patients with abnormal ECGs started in March 2016 at three central polyclinics; Ang Mo Kio, Toa Payoh and Hougang Polyclinics and the Department of Cardiology at TTSH. Reviewing these ECGs remotely with cardiologists enables our FPs to seek cardiology opinion for our patients quickly and prevents unnecessary Specialist Outpatient Clinic (SOC) visits.

ELECTRONIC REFERERAL CRITERIA

NHGP and TTSH aligned its electronic referral criteria for three specialities; Urology, Eye and Gastroenterology; in March 2016, to share a common referral criteria, including urgent referral

criteria. Benefits included improved access to care and better coordination of care.

NEW WORKGROUPS TO ENHANCE PATIENT REFERRALS

The Ministry of Health (MOH) recognised the need to standardise protocols for patient referral from polyclinics to hospitals' SOC. Aimed at reducing unnecessary referrals to SOC and helping to optimise resources, three specialities; Gastroenterology, Orthopaedic Surgery and Cardiology; were identified.

The Gastroenterology Workgroup was set up and co-chaired by A/Prof Chong Phui-Nah, CEO of NHGP and Dr Yang Wei Lyn, Head of Gastroenterology and Hepatology at TTSH. The standardised workflow was first piloted at Hougang Polyclinic in April 2015 and was later implemented at all NHGP clinics by September 2015. There has been an improvement in the referral of NHGP patients to Open Access Oesophago-Gastro-Duodenoscopy (OGD) - 24% increase from second quarter of 2015 to first quarter of 2016.

The Orthopaedic Surgery Workgroup was formed to develop a standardised referral protocol for polyclinics and SOC in the Western region. Co-chaired by Dr Lew Yii Jen, Senior Director of Clinical Services at NHGP and Prof Wong Hee Kit, Cluster Chair

of University Orthopedics, Hand and Reconstructive Microsurgery Cluster at NUHS, a key intervention was to refer patients with arthropathy, backache, strain and pain, and osteoarthritis for physiotherapy services in the polyclinics to reduce referrals to the SOC. First piloted at Bukit Batok Polyclinic in February 2015 with NUHS Department of Orthopaedic Surgery, referrals to the physiotherapy clinic increased by 44% in 2015 as compared to 2014, while referrals to NUHS Orthopedic Surgery SOC reduced by 15%. The new referral protocol was subsequently rolled out to all nine polyclinics in May 2016.

Lastly, the Cardiology Workgroup aimed to standardise open access workflow for cardiac investigations and fast track SOC appointments for cases such as chest pain, palpitations, cardiomegaly and murmur. Dr Gowri Doraisamy, NHGP's Regional Director (North Region), was NHGP's representative in the Workgroup. Based on 2013 data on Cardiology referrals from polyclinics to SOC, the Workgroup proposed to standardise the referral protocols of common cardiology conditions at healthcare institutions in the Eastern region.

MULTIDISCIPLINARY TEAMS TO PROVIDE HOLISTIC CARE

To enable greater access to holistic and person-centred mental health interventions, NHGP and the Institute of Mental Health's (IMH) partnership initiative, the Assessment and Shared Care Team (ASCAT) at Ang Mo Kio Polyclinic was restructured in October 2015 to form a separate hospital-based ASCAT@Central within IMH and the Health and Mind Service (HMS) in Ang Mo Kio, Jurong and Woodlands Polyclinics.

NHGP's HMS team comprises family physicians, care managers, psychologists and medical social workers. With HMS, patients are now able to access mental healthcare services without the need to go to SOC's at hospitals and general pool doctors are now able to identify mental health conditions early. HMS has helped 1,746 patients in their journey to recovery since October 2012.

To allow the community to receive care conveniently within their neighbourhood, HMS will be rolled out to 4 more polyclinics (Yishun, Hougang, Pioneer and Bukit Batok Polyclinics) by 2020. NHGP has also increased its team-partnerships for capability building by pairing Woodlands Polyclinic with Khoo Teck Puat Hospital from November 2015 and Jurong Polyclinic with Ng Teng Fong General Hospital from April 2016, with an aim to expand the HMS programme to seven polyclinics by 2020.

IMPROVING PATIENT ACCESS THROUGH TELECARE

NHGP's Telecare Active Programme involves stable and well-controlled patients with diabetes, hypertension or lipid disorder (DHL) who receive teleconsultations by our CMs at least once a year, in place of doctors' clinic consultations. A survey was conducted in July 2015 for 100 patients who had been in the programme for at least one year. Of the 54 patients who completed the survey, 88.9% found it easy or very easy to navigate the Healthy.sg website and 94.5% found the care by the CMs to be good or very good.

In an interview by Channel NewsAsia, Mr Shaik Hussein said, "With the Telecare Programme, I feel like I am in control of my blood pressure."

SINGAPORE INTEGRATED DIABETIC RETINOPATHY PROGRAMME

Diabetic retinopathy is a leading cause of blindness in Singapore. Vision loss from diabetic retinopathy is preventable if diagnosed early and treated appropriately. In collaboration with NHG Eye Institute (NHGEI), NHGP embarked on the Singapore Integrated Diabetic Retinopathy Programme (SiDRP) in April

2011. As of March 2016, the SiDRP has been rolled out to the 9 polyclinics. All NHGP patients who have diabetes undergoing Diabetic Retinal Photography (DRP) are eligible for the SiDRP.

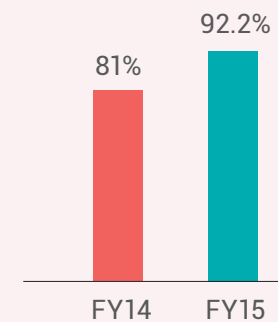
The SiDRP provides "real-time" assessment of DRP images by a centralised team of trained and accredited technicians, supported by the tele-ophthalmology technology. Under the SiDRP system, two-field images taken at NHGP are transmitted to an ocular imaging centre via a secured web-based tele-ophthalmology platform. These images are graded for diabetic retinopathy and other ocular conditions by trained readers and vetted by ophthalmologists. The results are then transmitted back to NHGP within the same day. NHGP will then follow up with patients according to NHGEI's recommendations.

An important benefit of SiDRP is the provision of standardised care to patients with diabetes. This is enabled through establishing uniform referral guidelines that ensure patients are appropriately referred to the SOC's or Accident & Emergency department on a timely basis.

IMPROVING PATIENT EXPERIENCES AT CLINICS

NHGP places a strong emphasis on listening and assessing our patients' needs and experiences at our polyclinics. These ongoing

NHGP's patient satisfaction score rose to new heights



efforts reflect our commitment to provide a seamless and pleasant experience for our patients while they receive care.

NHGP CONTACT CENTRE

NHGP's Contact Centre saw the fruits of its transformation efforts since 2013 with a notable 7% improvement in the call answered rate in 2015, despite the monthly high call volume of 84,000. As a result of its work to continually improve, the Contact Centre also won a quality project award at institution level and four awards at NHG Cluster level in 2015.

GREATER PATIENT SATISFACTION WITH IMPROVED SERVICES

Through its continual efforts to better patient touchpoints at our clinics, NHGP achieved a significant satisfaction increase to 92.2% in the MOH's Patient Satisfaction Survey in FY2015, compared to 81% the previous year. All 9 polyclinics managed by NHGP improved on their patient satisfaction scores with Ang Mo Kio, Bukit Batok, Hougang, Jurong and Woodlands

Polyclinics improving their patient satisfaction scores by more than 10% points.

MAKING FOR A MORE SEAMLESS EXPERIENCE DURING PAYMENT

Through regular feedback and dialogue sessions with patients, NHGP has also been enhancing and redesigning our services to be more patient-friendly and convenient. These included the implementation of multi-language self-payment kiosks that accept different modes of payment. These kiosks offer patients a convenient and quicker payment experience. In working towards a more elder-friendly environment, NHGP also introduced sitting queues for payment as well as trained and designated staff as service ambassadors to provide assistance to patients.

Multi-language self-payment kiosk cater to patients' convenience.



SELF-HELP ONLINE APPOINTMENT SYSTEM RECEIVES NATIONAL HEALTH IT EXCELLENCE AWARD 2015

NHGP introduced an Online Appointment System (OAS) on its corporate website in May 2015, after successfully introducing several self-help services on mobile application 'miHealthCare' in 2014. For its contributions towards increasing Singaporeans' access to care, the OAS received the National Health IT Excellence Award 2015 from the Ministry of Health (MOH).

Our patients can book same-day appointments to seek treatment for acute conditions, view and monitor existing appointments for care services, as well as reschedule appointments like lab and doctor consultations. These self-help platforms allow our patients to manage their time better when seeking care with us as well as boost our polyclinics' productivity and efficiency.

LAUNCH OF THE SERVICE AMBASSADOR CONCEPT

As part of service redesign and job enlargement of staff roles, NHGP implemented a new Service Ambassador (SA) concept in January 2016. Our Patient Service Associates and Health Attendants receive training to create a more patient-centric experience, by proactively offering timely and appropriate assistance and support to our patients and their caregivers.

NHGP continuously invests in our staff through various training programmes to develop and energise them to be able to provide quality and service excellence to our patients. This is also complemented

by our management's regular engagement with staff to encourage and collaborate in continuously improving our processes, to serve our patients better.

SERVICE AMBASSADORS MAKING A DIFFERENCE



JUDY'S STORY



When a health attendant was asked by a patient about waiting time, Ms Judy Goh, Senior Patient Service Associate, seized the opportunity to promote our online appointment system and even updated the patient's records so that the patient could make appointments on his own in the future. Judy shares her enthusiasm to be a Service Ambassador, "The SA role has been satisfying and the allocated time enables me to carry out my SA role dutifully and passionately."



EDWARD'S STORY



At Woodlands Polyclinic, Mr Edward Lee, Patient Service Associate, spotted an elderly man, Mr Lee, accompanying a wheelchair-bound lady waiting to see a doctor. The lady appeared to be shivering in pain. He approached Mr Lee and learned that his wife was experiencing giddiness and body numbness. Edward highlighted the situation to Dr Izuan who attended to the patient, and later assisted Mr Lee in getting his wife into a taxi. Mr Lee thanked Edward and left him a compliment expressing his gratefulness. "The SA role has been fulfilling and this experience has further ignited my passion in patient service," said Edward.

MAKING A DIFFERENCE TO PATIENTS' EXPERIENCES

Based on a scale of 0 to 100, NHGP scored 69.6 in 2015 compared to 68.3 in 2014 in the Customer Satisfaction Index of Singapore (CSISG) which is compiled by the Singapore Management University annually. Derived from face-to-face interviews with up to 250 of NHGP's patients who were surveyed at their residence between October and December 2015, the results also revealed that patients who visited polyclinics by appointment had higher satisfaction compared to those who did not make prior appointment. It was particularly significant for wait time at the polyclinic.

INCREASING OUR PATIENTS' ACCESS TO AFFORDABLE HEALTHCARE

IMPLEMENTATION OF FLEXI-MEDISAVE SCHEME FOR OUR ELDERLY

NHGP successfully implemented the Pioneer Generation (Subsidy) and enhanced drug subsidy schemes in 2015 to provide affordable healthcare to patients. It also rolled out MOH's Medisave for Outpatient Scan (Ultrasound-Scan and Bone Mineral Density) in January 2015 and offered the Flexi-Medisave scheme to the elderly in April 2015. The new single and multiple Medical

Claims Authorisation Forms were subsequently introduced in July 2015. These efforts help our patients access the healthcare services they need with the support of financial assistance.

DEDICATED FINANCIAL COUNSELLING SERVICES FOR PATIENTS

The Financial Counselling team's services for our patients were profiled at the Singapore Healthcare Management Congress (SHMC) in August 2015. Adopting a different approach from other institutions, the team is trained in counselling and financial planning skills to guide our patients on managing their healthcare bills as well as highlight their eligibility for suitable financial assistance schemes. This unique approach

helps our patients build greater financial resilience and gives them peace of mind when receiving healthcare in our clinics.

INCREASING NURSING HOME AND HOME CARE PATIENTS' ACCESS TO SUBSIDISED MEDICATION

Effective 1 January 2015, under the new Drug Subsidy Scheme for Intermediate and Long-Term Care sector, eligible patients of MOH-approved nursing homes or home care providers can obtain a subsidy when filling their prescriptions at NHG Pharmacy, located at the polyclinics and Pharmacy Services Centre located at IMH. Approximately 7,000 patients have benefited from this access to more affordable medications.



NHGP Financial Counselling team's unique services to help patients build resilience through financial planning and counselling was profiled at the Singapore Healthcare Management Congress 2015.

ENHANCING THE QUALITY OF CARE

QUALITY ACHIEVEMENTS

NHGP'S JCI RE-ACCREDITATION

In October 2015, NHGP once again received the Joint Commission International's (JCI) seal of approval for achieving excellence in Primary Care Standards. Conducted in NHGP's 9 polyclinics from 12 to 16 October 2015, NHGP was assessed in five core areas: Community Involvement and Integration, Patient-Centred Services,

NHGP CEO A/Prof Chong Phui-Nah interacting with surveyors from the Joint Commission International after a week of audit throughout NHGP's polyclinics.

Organisation and Delivery of Services, Improvement in Quality and Safety, and the International Patient Safety Goals.

Developed by experienced physicians, nurses, administrators and public policy experts from around the world, the accreditation standards are designed to create a culture of safety and quality within primary care centres that strive to continually improve patient care processes and results.

NHG DIAGNOSTICS' RE-ACCREDITATION FOR QUALITY STANDARD

NHG Diagnostics (NHGD) successfully attained re-accreditation under the new standards for ISO15189:2012, an international benchmark for quality and competency for medical laboratories. 5 Mammography centres at Ang Mo Kio, Bukit Batok, Jurong, Yishun, Woodlands Polyclinics and the Mammobus were recertified under the national BreastScreen Singapore (BSS) programme. This signifies that patients undergoing laboratory tests or mammography screenings are assured of quality results under the stringent and comprehensive Quality Assurance checks.

AWARDS FOR QUALITY SERVICE DURING PUBLIC SERVICE MONTH

Our staff were recognised for their innovation and service excellence at the ExPSA (Excellence in Public Service) Awards during



NHGP's Operational Support Services Team, together with NHGP CEO A/Prof Chong Phui-Nah, received the BizSAFE Partner Award 2016.

the convention on 15 October 2015. Dr Susan Lim Pui San, Family Physician, Principal Staff, at Toa Payoh Polyclinic received the PS21 Star Service Award for her consistently high service standards and dedication. Ms Vivien Chan, Assistant Director of Clinical Support Services and Operations from NHGD, received the ExCEL Innovation Champion Award (Merit).

HEALTH AND SAFETY ACHIEVEMENTS

As a primary healthcare institution, Workplace Safety and Health (WSH) standards are of paramount importance to our core business in delivering effective and productive healthcare services to our patients. NHGP provides a safe and healthy work environment to all staff, as we believe that happy and healthy

staff will further enhance our care delivery and service to patients.

A BIZSAFE PARTNER AND STAR AWARDEE

As the first and only healthcare institution to receive the bizSAFE Partner Award 2016 from the WSH Council, NHGP was recognised on 17 February 2016 for our quality WSH measures and our strong partnership with vendors. In a video broadcast at the convention, A/Prof Chong shared how NHGP inculcates a strong culture on staff and patient safety.

NHGP also received the bizSAFE Star Award on 26 October 2015. The highest of 5 quality levels, the Star level affirms NHGP's commitment to workplace safety and health. The certification is renewed triennially, with an audit conducted by an MOM-approved auditor.

RENEWAL OF OHSAS 18001 CERTIFICATION

NHGP renewed its OHSAS 18001 certification for fulfilling its Occupational Health and Safety Management System requirements. Auditors from Certification International Singapore were led on a walkabout at Bukit Batok and Toa Payoh Polyclinics as part of the audit.

IMPROVING THE QUALITY OF CARE

BUILDING QUALITY IMPROVEMENT CAPABILITIES

Reflecting a culture of continuous improvement at NHGP, there were a total of 63 completed Quality Improvement projects and 24 ongoing projects as of end March 2016. A further 11 projects from NHGP were showcased at international and local Quality conferences in 2015. Please refer to Appendix A for the list of Quality Improvement projects completed in FY2015.

Improvement workshops were held to support NHGP's care transformation efforts. These included the Patient Empanelment Workshop that improved empanelment and teamlet care delivery processes across all polyclinics, a design-thinking workshop which produced an "ideal-state" patient checkout area layout and process map at polyclinics, as well as various Kaizen Workshops to improve pre-registration processes and the accessibility of different Allied Health services.



QUALITY IMPROVEMENT PROJECTS PRESENTED AT
INTERNATIONAL AND LOCAL QUALITY CONFERENCES

BMJ INTERNATIONAL
FORUM ON QUALITY AND
SAFETY IN HEALTHCARE
April 2015 | London, UK

- Right-siting of patients to Ang Mo Kio Family Medicine Clinic
- Ms Lynn Wang
Senior Operations Executive,
Ang Mo Kio Polyclinic
- Increasing the percentage of diabetes mellitus patients with two consecutive LDL readings of 2.6mmol/L on Statin therapy
- Dr Ann Eileen Ramos
Resident Physician,
Choa Chu Kang Polyclinic
- Effectiveness and safety of using a care coordinator and protocolised management in patients with stable Hypertension and Hyperlipidaemia
- Dr Kunwar Bir Singh
Family Physician and Senior Staff,
Toa Payoh Polyclinic
- Increasing the uptake of dietetic services at a polyclinic – Helping Gout patients with dietary control and lifestyle changes in a primary care setting
- Ms Wing Ting Yuen
Senior Dietitian, Collaborative
Care, Clinical Services
- Improve hand hygiene compliance of dental assistants during dental procedures
- Ms Destinee Yeo Chai Ling
Oral Health Therapist,
Hougang Polyclinic

ANNUAL NATIONAL FORUM
ON QUALITY IMPROVEMENT
IN HEALTHCARE
December 2015 | Orlando, USA

- Ensure patient contact details are correct in ePOS
- Ms Serene Foo
Senior Operations Manager,
Bukit Batok Polyclinic
- To achieve 100% of patients with newly diagnosed impaired fasting glycaemia or impaired glucose tolerance at Bukit Batok Polyclinic to receive intensive lifestyle education within a timeframe of two months
- Dr Lim Ziliang
Deputy Head and Family
Physician, Yishun Polyclinic
- Improving the management of patients on Warfarin through the use of pharmacist-led Anti-Coagulation Clinics (ACC) in the Polyclinics
- Dr Tan Khai Wei
Deputy Head and Family
Physician, Toa Payoh Polyclinic

NHG QUALITY DAY
September 2015 | Singapore

- Improving care of empanelled patients through a team-based approach
- Dr Tung Yew Cheong
Director, Quality and
Patient Safety
- Improving the management of newly-diagnosed hypertensive patients through lifestyle intervention of the DASH (Dietary Approaches to Stop Hypertension) diet in the Polyclinics
- Mr Won Tin Chiang
Senior Dietitian,
Toa Payoh Polyclinic
- Improving the management of patients on Warfarin through the use of pharmacist-led Anti-Coagulation Clinics (ACC) in the Polyclinics
- Merit Award**
- Dr Tan Khai Wei
Deputy Head and Family
Physician, Toa Payoh Polyclinic
- Reduce waiting time of dressing patients in Jurong Polyclinic
- Ms Ho Jia Yi Evonne
Operation Executive,
Jurong Polyclinic

OPTIMAL STORAGE
TEMPERATURE FOR
MEDICATIONS

NHGP Nursing Services conducted a temperature study across all polyclinics in April and September 2015 to ascertain optimal temperatures for storing medications kept in nursing service rooms. The team streamlined work processes and introduced new chilling facilities for better medication storage, as well as tapped on technology to introduce a daily auto-logging of storage temperature for round-the-clock tracking.

DIAGNOSTICS RESULTS IN
SYNC WITH NEHR SYSTEM

In support of Singapore's strategic vision of "One Patient, One Health Record", NHGD has made available patients' diagnostic results in the NEHR (National Electronic Health Record) since May 2015. The electronic record extracts and consolidates patients' records from the private and public healthcare systems, allowing authorised healthcare providers to access results within a shorter turnaround time, as compared to an approximate three-working-day wait for a hardcopy report. With results accessible to providers across healthcare settings, it minimises the need for patients to repeat the same test.

OUTPATIENT PHARMACY
AUTOMATION SYSTEM (OPAS)

OPAS is a joint collaboration between NHG Pharmacy, National University Hospital (NUH), TTSH and IHiS to transform medication dispensing in the pharmacy. This system has been rolled out at 6 polyclinics since FY2014, with the most recent pharmacy going live at Hougang Polyclinic in June 2015. OPAS has received the following accolades.

2014

National Infocomm Award 2014

First Runner-up Award, Most Innovative Use of Infocomm Technology (Public Sector)

Ministry of Health (MOH) Health IT
Excellence Award 2014

Winner of MOH IT Excellence Award in Providing Quality Care

2015

Singapore Chapter's Project of the
Year 2014-2015 Award in Jan 2015

Business and Information Systems Category

IHiS Excellence Team Award in
June 2015

HIMSS Asia Pacific Elsevier Award

Outstanding ROI Achievement –
September 2015

CH. 04

BEYOND POTENTIAL

ADVANCING FAMILY MEDICINE AND CARE SERVICES

As Singapore faces a greying population, patients present with increasing complex chronic conditions that require care and attention. This is where Family Physicians play a key role in partnering their patients and influencing the management of their conditions.

NHGP actively invests in research to advance Family Medicine and medical education as a means to disseminate new knowledge, share best practices and to learn from one another. These platforms enable our Family Physicians, Allied Healthcare Professionals and those who work in the primary care sector to interact, learn and keep up-to-date with the latest and relevant advancements.





NHGP held its 8th Primary Care Forum which provided a platform for delegates and speakers to examine the key-intermediary role that primary care providers play at the frontlines of an accountable healthcare system. This was graced by Mrs Tan Ching Yee, then Permanent Secretary of Health, Ministry of Health (5th from left).

ADVANCING FAMILY MEDICINE FOR THE FUTURE

PRIMARY CARE FORUM 2015

NHGP held its 8th Primary Care Forum on 2 and 3 October 2015 in conjunction with the Singapore Healthcare and Biomedical Congress. The annual forum examined the key-intermediary role that primary care providers play at the frontlines of an accountable healthcare system which is able to sense population health needs and respond in a timely manner. Around 30 local and overseas speakers were featured at the forum, covering topics such as social determinants that influence health outcomes, areas of curriculum and faculty development and the breadth of clinical conditions that different primary care family physicians have to manage.

Such a platform is vital for primary healthcare professionals and experts to share ideas on how primary care can progress beyond our first 50 years of nation building and help us chart our next course for the future.



As part of continual learning, NHGP provides its staff with regular workshops to enable them to be equipped with the relevant skills for their roles.

MEDICAL FORUMS AND WORKSHOPS

Regular medical forums and workshops are held to ensure that NHGP healthcare professionals are equipped with the relevant skills to perform their roles effectively and further the overall standards of healthcare in Singapore.

Bi-monthly medical forums are held to equip Family Physicians with 6 key competencies for healthcare professionals under the Accreditation Council for Graduate Medical Education (ACGME) framework: patient care, medical knowledge, interpersonal and communication skills, practice-based learning and improvement, professionalism and systems-based practice. Quarterly research forums are also organised to foster a culture of research and enhance research capability. Please refer to Appendix B on page 97 for the list of medical forums conducted.



Dr Tim Malloy and Dr Tung Yew Cheong, then Head of Toa Payoh Polyclinic, posing next to the wall poster illustrating the various NHGP initiatives in Advancing Family Medicine.

LEARNING FROM VISITING EXPERTS

To gain global perspectives on healthcare systems, NHGP hosted visits from overseas experts from the United States of America (USA), Denmark and New Zealand.

Associate Professor Roar Maagaard from the University of Aarhus and Immediate-Past President of the Danish College of General Practitioners met with NHGP Senior Management and various working groups from 30 September to 3 October 2015 to share his expertise on healthcare structure, primary care funding and postgraduate medical training in the Danish Nordic health systems. NHGP then met Professor Kurt Stange, Professor of Family Medicine, Epidemiology & Biostatistics, and Sociology and Oncology and Director at the Center for Research in Family Practice and Primary Care in Case Western Reserve University, USA, from 1 to 6 October 2015. He shared his perspective

on how providing accountable care is the way forward for Primary Care and his experiences as the editor of the Annals of Family Medicine.

Learning from the healthcare system in New Zealand, NHGP hosted Dr Tim Malloy, elected President of the Royal New Zealand College of General Practitioners at Toa Payoh (TPY) Polyclinic on 16 May 2015. The visiting delegation was received by the TPY Polyclinic management team and they engaged in a mutually enriching learning session about both healthcare systems.

MOH HMDP VISITING EXPERTS SCHEME

Under the Ministry of Health's (MOH) Health Manpower Development Plan (HMDP) – Visiting Experts scheme, NHGP hosted visiting experts in the fields of diabetic foot care and primary care research.

From 18 to 22 January 2016, NHGP hosted Dr Gerry Rayman, who is a Consultant Physician and Head of Service at the Diabetes Centre, Ipswich Hospital NHS Trust. Dr Rayman conducted lectures and workshops on a wide range of clinical topics such as screening, prevention and management of diabetic foot problems as well as new research in diabetic neuropathy. He also discussed with NHGP Senior Management and MOH on possible recommendations for a sustainable model for the management of diabetic foot problem in primary care and integrated care within the Regional Health System.



NHGP hosts MOH HMDP visiting experts to facilitate an enriching learning experience for all regarding the latest in the healthcare sector.



Professor Roger Jones with workshop participants where he shared his experience in primary care research at NHGP.

Professor Roger Jones (Prof Jones), Emeritus Professor of General Practice at King's College London and Editor of the British Journal of General Practice, visited NHGP from 1 to 5 February 2016, where he shared insights on the latest in primary care research and the work in the primary care sector. Prof Jones spoke about various initiatives such as chronic disease management and diabetes management that NHGP could embark on and added that having a structured primary care academic career track could boost research in primary care.

PROFESSIONAL ADVANCEMENT FOR OUR MEDICAL STAFF

NHGP continually recognises our staff for their work in Family Medicine, by investing in the development of their knowledge and skills throughout the course of their careers.

As part of these continual efforts, 9 NHGP doctors obtained their Masters of Medicine (Family Medicine), of whom, 6 graduated from the NHG Family Medicine Residency Programme. 2 of our Family Physicians were awarded the pinnacle Fellowship of College of Family Physicians (Singapore).

DOCTORS ATTAINED MASTERS IN FAMILY MEDICINE

These 9 doctors passed the Master of Medicine (Family Medicine) examinations in November 2015.

- Dr Christopher Chong
Family Physician,
Ang Mo Kio Polyclinic
- Dr Victoria Leong
Family Physician,
Ang Mo Kio Polyclinic
- Dr Yong Yuan Chen
Family Physician,
Bukit Batok Polyclinic
- Dr Zhang Zhi Peng
Family Physician,
Choa Chu Kang Polyclinic
- Dr Sim Sai Zhen
Family Physician,
Hougang Polyclinic
- Dr Tan Pei Fen
Family Physician,
Hougang Polyclinic
- Dr Ivanna Goh
Family Physician,
Woodlands Polyclinic
- Dr Nor Izuan Bin Rashid
Family Physician,
Woodlands Polyclinic
- Dr Wan Jin Hui
Family Physician,
Woodlands Polyclinic

DOCTORS RECEIVED GRADUATE DIPLOMA IN FAMILY MEDICINE

9 doctors passed the Graduate Diploma in Family Medicine (GDFM) examinations in July 2015, a post-graduate structured training programme that equips family physicians in Singapore with skills to enhance their level of care to patients.

- Dr Khong Haojun
Resident Physician,
Ang Mo Kio Polyclinic
- Dr Yvonne Tan
Family Physician,
Senior Staff,
Ang Mo Kio Polyclinic
- Dr Rajni Gupta
Family Physician,
Ang Mo Kio Polyclinic
- Dr Victor Lee Dehao
Resident Physician,
Bukit Batok Polyclinic
- Dr Jonathan Chong
Resident Physician,
Hougang Polyclinic
- Dr Loh Goh Chor
Resident Physician,
Jurong Polyclinic
- Dr Todd On
Resident Physician,
Toa Payoh Polyclinic
- Dr Nor Izuan Bin Rashid
Family Physician,
Woodlands Polyclinic
- Dr Rajagopal Ramaswami
Family Physician,
Yishun Polyclinic

DOCTORS RECEIVED FELLOWSHIP OF THE COLLEGE OF FAMILY PHYSICIANS (SINGAPORE)

2 doctors were awarded the Fellowship of the College of Family Physicians (Singapore). The rigorous 2-year Fellowship programme provides advanced training in Family Medicine to develop and equip Family Physicians to take on leadership roles in teaching, research and the practice of Family Medicine in Singapore.

- Dr Zheng Mingli
Family Physician, Consultant,
Bukit Batok Polyclinic
- Dr Angelia Chua
Family Physician, Consultant,
Yishun Polyclinic

INCREASED TRAINING CAPACITY FOR NHG FAMILY MEDICINE RESIDENCY PROGRAMME

The 2nd cohort of 9 Family Medicine Residents graduated from the NHG Family Medicine Residency Programme in June 2015. For the academic year of 2015 starting in July, the programme has 45 residents undergoing training in various rotations throughout NHG.

The programme also underwent an ACGME-I focused site visit on 19 October 2015 to be accredited for a resident complement increase of up to 28 residents a year. The increased training capacity will help to create a pipeline of Family Physicians to meet the rising demand for high quality primary care.

TRAINING OPPORTUNITIES PROVIDED BY PRIMARY CARE ACADEMY

The Primary Care Academy (PCA) has been strengthening its role to improve skills and capacity in primary care for NHGP's doctors, nurses, Allied Health Professionals and the community. PCA conducts a range of workshops and courses from trainings in soft and technical skills, GP assistant courses to fall risk and prevention workshops. It also offers a course and public health talks to equip caregivers on patient care methods and enhance care capabilities in the community. Please refer to Appendix D on page 101 for their list of workshops.

EDUCATION AWARDS

NHGP BEST FAMILY MEDICINE TRAINERS' AWARD 2015

Dr Franco Wong, Family Physician, Associate Consultant and Deputy Clinic Head of Jurong Polyclinic and Dr David Tan, Family Physician, Consultant and Head (Designate) of the future polyclinic in Pioneer, received the NHGP Best Family Medicine Trainers' Award 2015, which recognises the significant contributions by Family Medicine Trainers for their initiative, passion and dedication in teaching.

NHGP NURSING BEST CLINICAL INSTRUCTOR AWARD 2015

Ms Xie Shuqin, Senior Staff Nurse, Ang Mo Kio Polyclinic, bagged the NHGP Nursing Best Clinical Instructor Award 2015 for her outstanding contribution in providing effective clinical teaching to students and newly recruited nurses.

NUS MEDICINE DEAN'S AWARDS 2015

Dr Ang Lai Lai, Family Physician, Associate Consultant, Clementi Polyclinic, received the Dean's Award for Teaching Excellence while Dr Valerie Teo, Family Physician, Associate Consultant and Deputy Head of Ang Mo Kio Polyclinic, was awarded the Junior Doctor Teaching Award, in recognition and appreciation for the hard work that they, as clinical teachers, put in for the academic year.

SINGAPORE PHARMACY COUNCIL (SPC) EXCELLENT PRECEPTOR AWARD 2015

The Singapore Pharmacy Council launched the Excellent Preceptor Award in 2015 to give due recognition to role model preceptors who have excelled in the training of pre-registration pharmacists, and to encourage and promote excellence in preceptorship among pharmacists. This inaugural award was presented to Ms Anna Liew, Clinic Pharmacy Manager, Ang Mo Kio Polyclinic, at the SPC Pharmacists' Pledge Ceremony on 6 May 2015.

NHG TEACHING EXCELLENCE AWARDS

The annual NHG Teaching Excellence Awards recognised exemplary teachers and educators across all NHG institutions for their dedication towards the professional development of healthcare staff. Held on 4 September 2015, the award ceremony was graced by Guest-of-Honour, NHG Group Chief Executive Officer Professor Philip Choo and attended by NHGP CEO A/Prof Chong Phui-Nah and other Senior Management Members and faculty from all NHG institutions.

EDUCATION LEADERS AWARD 2015

- Dr Darren Seah Ee-Jin
Family Physician, Consultant, Head, Family Medicine Development
- Dr Wong Mei Yin
Principal Psychologist, Clinical Services

TEACHING AWARD FOR NON-PHYSICIANS 2015

- Mr David Kok Hwa Chieh
Director, Finance

TEACHING AWARD FOR JUNIOR CLINICIANS 2015

- Dr Valerie Teo Hui Ying
Family Physician, Associate Consultant Deputy Head, Ang Mo Kio Polyclinic
- Dr Kwek Sing Cheer
Family Physician, Associate Consultant Deputy Head, Bukit Batok Polyclinic
- Dr Kong Jing Wen
Family Physician, Associate Consultant Deputy Head, Hougang Polyclinic

NHG OUTSTANDING NURSE TEACHERS 2015

- Ms Chia Gui Kow
Assistant Nurse Clinician, Woodlands Polyclinic
- Ms Alarvarasi D/O Samynathan
Senior Staff Nurse I, Clementi Polyclinic

TEACHING AWARD FOR ALLIED HEALTH EDUCATORS 2015

- Ms Richa Goel
Senior Physiotherapist, Clinical Services
- Ms Wong Xiao Yan Agnes
Dietitian, Clinical Services
- Ms Jocelyn Gonzales Barcelon
Senior Radiographer, NHG Diagnostics
- Ms Janet Teng
Senior Medical Technologist, NHG Diagnostics

NHG TEACHING AWARD FOR NURSING PRECEPTORS 2015

- Ms Zhu Xiaoli Julia
Assistant Nurse Clinician, Nursing Services
- Ms Teo Lay Sze
Nurse Manager I, Nursing Services

TEACHING AWARD FOR PHARMACY SENIOR PRECEPTORS 2015

- Ms Lilac Koh Poh Ngoh
Principal Pharmacist, NHG Pharmacy
- Mr Chin Wai Foo
Pharmacist, NHG Pharmacy
- Mr Woo Jia Xiang
Senior Pharmacist, NHG Pharmacy

RESEARCH PUBLICATIONS,
PRESENTATIONS
AND AWARDS

An important aspect in advancing Family Medicine is investing in research to discover and set better standards in healthcare. It is to improve the health outcomes of our patients and raise the overall standards of primary care in Singapore.

Carrying out research is an important aspect of our efforts to improve the health outcomes of our patients and raise the overall standard of Primary Care in Singapore.

NHGP award winners at the Primary Care Research Scientific Competition in 2015.

SECOND NMRC RESEARCH TRAINING FELLOWSHIP AWARD

Dr Lee Eng Sing, Family Physician, Consultant, Head of Hougang Polyclinic, and Deputy Head of Clinical Research Unit, received the National Medical Research Council (NMRC) Research Training Fellowship to pursue a PhD in Family Medicine. This is Dr Lee's second NMRC Research Training Fellowship, the first award being granted in 2013 to pursue a Master of Clinical Science in Family Medicine at the same institution.

ACTIVELY CONTRIBUTING TO NEW MEDICAL KNOWLEDGE

The following pages are the list of our staff who contributed research papers and posters to local and international journal publications and conferences in 2015.

PUBLICATIONS WITH CONTRIBUTIONS BY NHGP STAFF IN PEER-REVIEWED JOURNALS

SINGAPORE NURSING JOURNAL
April 2015

An evidence-based implementation project: The management of hypoglycaemia in patients with type 2 diabetes in primary care.

- Ms Chan Cheuk Ying (first author)
Senior Staff Nurse,
Hougang Polyclinic
- Ms Magdalene Lee Yen Ling
Senior Staff Nurse,
Ang Mo Kio Polyclinic
- Ms Yan Chau Chain
Senior Nurse Manager,
Nursing Services

CLINICAL INFECTIOUS DISEASES
June 2015

Prevalence and incidence of respiratory syncytial virus and other respiratory viral infections in children aged 6 months to 10 years with influenza-like illness enrolled in a randomised trial.

- Dr Lim Fong Seng
Family Physician,
Senior Consultant,
Choa Chu Kang Polyclinic



ANTIMICROBIAL RESISTANCE AND INFECTION CONTROL
June 2015

Preparedness of institutions around the world for managing patients with ebola virus disease: an infection control readiness checklist.

- Ms Lily Lang Ren Lee
Nurse Manager I, Dental Services

JOURNAL OF DIABETES INVESTIGATION
June 2015

Metabolic parameters in type 2 diabetic patients with varying degrees of glycemic control during Ramadan: an observational study.

- Dr Darren Seah Ee-Jin
Family Physician, Consultant,
Head, Family Medicine
Development

VACCINE
June 2015

An epidemiological assessment towards elimination of rubella and congenital rubella syndrome in Singapore.

- Dr Chua Ying Xian (first author)
Resident Physician,
Jurong Polyclinic

SINGAPORE MEDICAL JOURNAL
June 2015

Ministry of Health Clinical Practice Guidelines: Anxiety Disorders.

- Dr Colin Tan Yong Hui
Family Physician, Consultant,
Deputy Director, Clinical Services

THE INTERNATIONAL JOURNAL OF HEALTH PLANNING AND MANAGEMENT
June 2015

Singapore's regional health systems – a data driven perspective on frequent admitters and cross utilisation of healthcare services in three systems.

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

ATHEROSCLEROSIS
September 2015

Ethnic disparity in central arterial stiffness and its determinants among Asians with type 2 diabetes.

- Dr Simon Lee Biing Ming
Family Physician, Consultant,
Chief Medical Informatics Officer,
Office of Clinical Informatics
- Dr Tang Wern Ee
Family Physician,
Senior Consultant,
Head, Clinical Research Unit



DIABETES & METABOLISM
September 2015

Anthropometrics indices of obesity, and all-cause and cardiovascular disease-related mortality in an Asian cohort with type 2 diabetes mellitus.

- Dr Tang Wern Ee
Family Physician,
Senior Consultant,
Head, Clinical Research Unit
- Dr Darren Seah Ee-Jin
Family Physician, Consultant,
Head, Family Medicine
Development

JOURNAL OF
ALZHEIMER'S DISEASE
September 2015

Clinical utility of the informant AD8 as a dementia case finding instrument in primary healthcare.

- Dr Steven Chong Shih Tsze
Family Physician, Principal Staff,
Head, Clementi Polyclinic
- Dr Richard Hui Jor Yeong
Family Physician,
Associate Consultant,
Head, Choa Chu Kang Polyclinic



INTERNATIONAL
PSYCHOGERIATRICS
October 2015

The reliability and validity of the informant AD8 by comparison with a series of cognitive assessment tools in primary healthcare.

- Dr Richard Hui Jor Yeong
Family Physician,
Associate Consultant,
Head, Choa Chu Kang Polyclinic
- Dr Steven Chong Shih Tsze
Family Physician, Principal Staff,
Head, Clementi Polyclinic

CLINICAL PSYCHOLOGY
AND PSYCHOTHERAPY
October 2015

Enhancing CBT for chronic insomnia: a randomised clinical trial of additive components of mindfulness or cognitive therapy.

- Dr Wong Mei Yin (first author)
Principal Clinical Psychologist,
Clinical Services

SINGAPORE MEDICAL
JOURNAL
December 2015

The prevalence of albuminuria among patients with diabetes in a primary care setting in Singapore.

- Dr Lee Eng Sing (first author)
Family Physician, Consultant,
Head, Hougang Polyclinic,
Deputy Head, Clinical Research Unit
- Dr Tang Wern Ee
Family Physician, Senior Consultant,
Head, Clinical Research Unit

JOURNAL OF THE
AMERICAN MEDICAL
DIRECTORS ASSOCIATION
January 2016

Risk factors of cognitive impairment and brief cognitive tests to predict cognitive performance determined by a formal neuropsychological evaluation of primary healthcare patients.

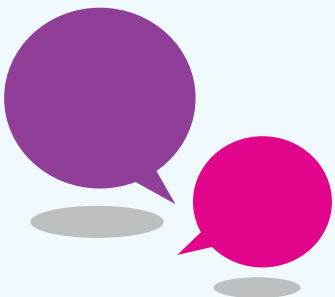
- Dr Richard Hui Jor Yeong
Family Physician,
Associate Consultant,
Head, Choa Chu Kang Polyclinic
- Dr Steven Chong Shih Tsze
Family Physician, Principal Staff,
Head, Clementi Polyclinic

BRITISH MEDICAL
JOURNAL OPEN
January 2016

Sociodemographic, home environment and parental influences on total and device-specific screen viewing in children aged 2 years and below: an observational study.

- Dr Angelia Chua Hwee Ling
Family Physician, Consultant,
Yishun Polyclinic
- Dr Franco Wong Pey Gein
Family Physician,
Associate Consultant,
Deputy Head, Jurong Polyclinic

ORAL AND POSTER PRESENTATIONS BY NHGP STAFF AT
LOCAL AND INTERNATIONAL CONFERENCES



32ND NATIONAL
CONFERENCE DIETITIANS
ASSOCIATION OF
AUSTRALIA
May 2015 | Perth, Australia

Knowledge, perception and barriers affecting whole-grain intake among healthcare workers in primary care.

- Ms Lynette Goh Mei Lim
Senior Dietitian, Clinical Services

HPV 2015, 30TH
INTERNATIONAL
PAPILLOMAVIRUS
CONFERENCE & CLINICAL
AND PUBLIC HEALTH
WORKSHOPS
September 2015 | Lisbon,
Portugal

Uptake of Human Papillomavirus (HPV) vaccination among females aged 21 to 25 years: a quality improvement project in Singapore.

- Dr Teh Kailin
Family Physician,
Ang Mo Kio Polyclinic

20TH WORLD ORGANIZATION
OF NATIONAL COLLEGES,
ACADEMIES AND ACADEMIC
ASSOCIATIONS OF GENERAL
PRACTITIONERS/FAMILY
PHYSICIANS (WONCA)
EUROPE CONFERENCE
October 2015 | Istanbul, Turkey

Who cure my diabetes?
My friend and insulin.

- Dr Kee Kok Wai
Family Physician,
Toa Payoh Polyclinic

SINGAPORE HEALTH &
BIOMEDICAL CONGRESS 2015
NURSING TRACK BEST
POSTER AWARD – GOLD
October 2015 | Singapore

"When can I be free from my miserable leg?" A qualitative study of patients' experience of chronic leg ulceration in primary healthcare in Singapore.

- Ms Zhu Xiaoli Julia
Assistant Nurse Clinician,
Nursing Services

3RD COMMONWEALTH
NURSES AND MIDWIVES
CONFERENCE
March 2016 | London, England

SINGAPORE HEALTH &
BIOMEDICAL CONGRESS 2015
NURSING TRACK
October 2015 | Singapore

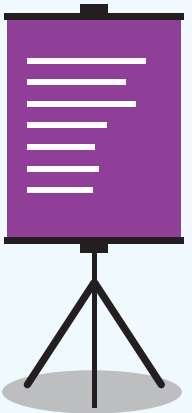
Are nurses confident in facilitating students' learning?

- Ms Liu Yuan
Senior Staff Nurse,
Jurong Polyclinic

NEW APPROACH FOR
DIABETES HOLISTIC
CARE: PREVENTION AND
MANAGEMENT
November 2015 | Macau,
Hong Kong, People's Republic
of China

Individualised patient management in diabetic patients – the Hypertension-Diabetes-Lipids (HDL) clinic experience.

- Ms Evonne Lee
Senior Pharmacist (Clinical),
Woodlands Polyclinic,
NHG Pharmacy



**3RD NUS-NUH
INTERNATIONAL NURSING
CONFERENCE & 20TH JOINT
SINGAPORE-MALAYSIA
NURSING CONFERENCE**
November 2015 | Singapore

Attitudes, skills and knowledge of primary healthcare nurses on the use of Evidence-Based Nursing (EBN) and factors facilitating the use of EBN in the primary healthcare setting.

- Ms Cindy Chew Mei Ling
Staff Nurse I,
Woodlands Polyclinic

Using cue cards to meet students' learning objectives and increase nurses' confidence level in precepting students.

- Ms Tong Ling Hoh
Nurse Educator, Nursing Services

**INTERNATIONAL DIABETES
FEDERATION WORLD
DIABETES CONGRESS**
December 2015 | Vancouver,
Canada

Increasing patient activation through photo food diaries and nutrition counseling.

- Dr Tang Wern Ee
Family Physician,
Senior Consultant,
Head, Clinical Research Unit

**13TH ASIA-PACIFIC
MEDICAL EDUCATION
CONFERENCE (APMEC)**
January 2016 | Singapore

Use of a standardised patient satisfaction questionnaire to assess the quality of care provided by Family Medicine Residents.

- Dr Meena Sundram
Family Physician,
Senior Consultant,
Head, Jurong Polyclinic,
Regional Director (West),
Director, Primary Care Academy

E-learning - Continuous Improvement Programme - Quality of clinical assessment tools, tracking tools, feedback using IT.

- Dr Lee Mun Tuck
Family Physician,
Associate Consultant,
Ang Mo Kio Polyclinic,
Assistant Director,
Family Medicine Development &
Primary Care Academy

**OTTAWA 2016 AND
ANZAHPE 2016
CONFERENCE**
March 2016 | Perth, Australia

Adaptation of SBAR as an interprofessional communication tool: a utility study.

- Ms Dong Lijuan
Assistant Director,
Nursing Services

**16TH CONGRESS OF
THE INTERNATIONAL
FEDERATION OF INFECTION
CONTROL**
March 2016 | Vienna, Austria

Examining the motivational determinants of Self-Determination Theory in relation to primary care nurses' beliefs, attitude and practice on hand hygiene.

- Ms Yan Chau Chain
Senior Nurse Manager,
Nursing Services



RESEARCH AWARDS

SINGAPORE PRIMARY CARE RESEARCH SCIENTIFIC COMPETITION 2015

The annual Singapore Primary Care Research Scientific Competition was held on 23 September 2015 for primary care professionals to showcase their research outcomes. NHGP staff won all six awards for the oral and poster categories, out of a total of 41 submissions received.

WINNERS OF THE SINGAPORE
PRIMARY CARE RESEARCH
SCIENTIFIC COMPETITION 2015

CATEGORY	AWARD	PRINCIPAL INVESTIGATOR	RESEARCH TITLE
Oral	Gold	Ms Dong Lijuan Assistant Director, Nursing Services	Discovery Learning Gaps for a Nursing Leadership Programme in a Primary Care Setting
	Silver	Dr David Ng Family Physician, Associate Consultant, Head, Toa Payoh Polyclinic	Improving Care of Empanelled Patients through a Team-Based Approach in the Polyclinic – Outcomes at 6 Months
	Bronze	Mr Yap Chee Khong Clinical Psychologist, Clinical Services	Multilevel Resilience In Drug Addiction
Poster	Gold	Mr Ooi Say Leong Clinical Psychologist, Clinical Services	Perceptions of Adolescents in Asia towards People with Mental Illness: A Qualitative Study Using Grounded Theory
	Silver	Ms Teo Sok Huang Senior Executive, Clinical Research Unit	Knowledge of Primary Care Staff towards MRSA and MSSA
	Bronze	Dr Wong Mei Yin Principal Clinical Psychologist, Clinical Services	Predictors of Depression in Primary Care

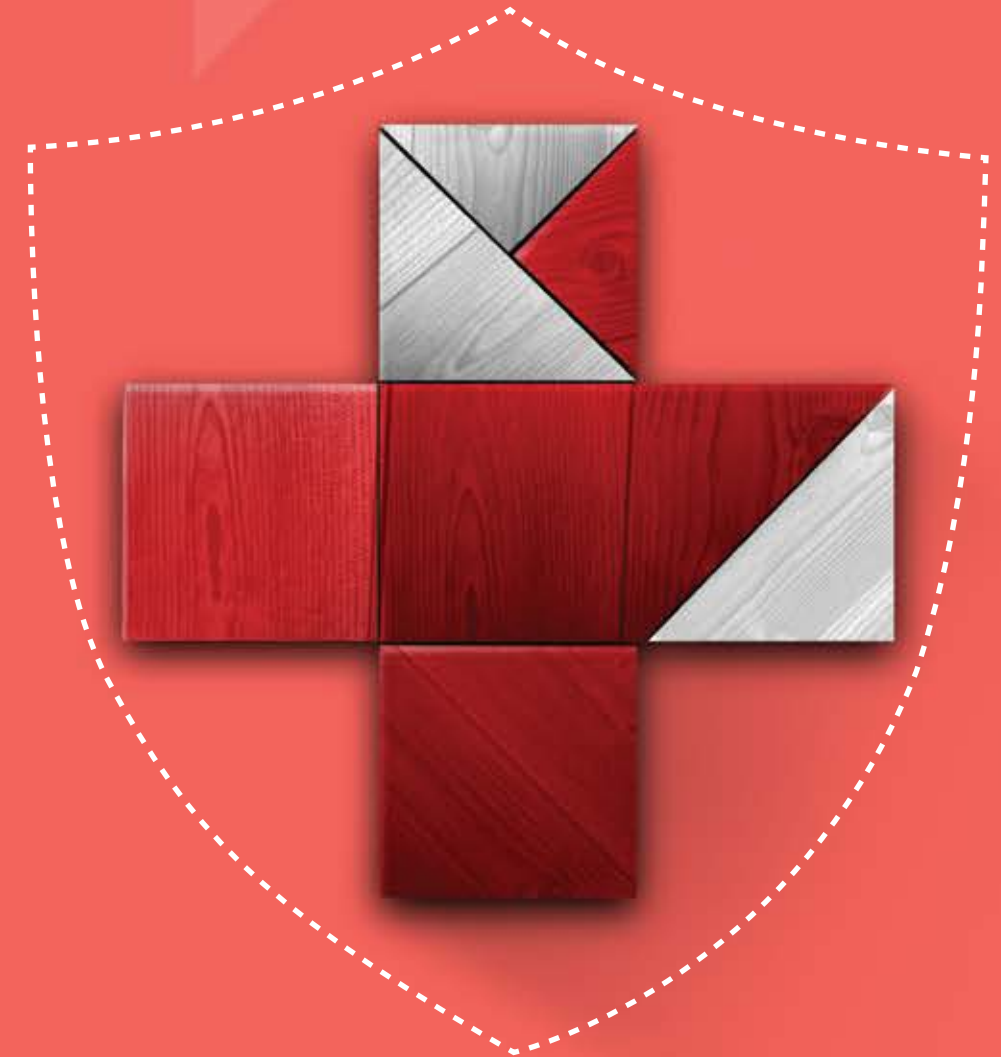
BEYOND ILLNESS

CH.
05

PROMOTING HEALTH AND PREVENTING DISEASE

Besides delivering quality care, NHGP goes beyond illness into preventive care by promoting healthier lifestyle choices within the community.

From national-level to internal initiatives, our engagement efforts aim to empower the community to be responsible for their own health and well-being, leading towards better long-term health outcomes for the population. Such health promotion services are being integrated into our current model of care as part of the NHGP's Primary Care transformation journey.



IN TOUCH WITH THE COMMUNITY

To help the residents in the community understand NHGP's plans to meet their healthcare needs, we have built long-term relationships with various partners in the community to hold information sessions, community outreach and health promotion events.

Staff from Choa Chu Kang Polyclinic visited Evergreen Nursing Home to bring cheer to the elderly residents.



IN TOUCH WITH OUR GRASSROOTS PARTNERS

On 22 January 2016, Ang Mo Kio (AMK) Polyclinic welcomed Dr Koh Poh Koon, Minister of State for the Ministry of National Development and Ministry of Trade and Industry, who is the new Advisor to Yio Chu Kang Constituency, to share with him AMK Polyclinic's role in serving the community and the redevelopment plans of the polyclinic.

On 13 January 2016, members of Clementi Polyclinic's management team and Development & Planning Office met up with Dr Tan Wu Meng, Advisor and Member of Parliament representing the Jurong Group Representation Constituency, and Mr Justin Foo, Chairman of Clementi Citizens' Consultative Committee. NHGP had a fruitful discussion with our grassroots partners on possible avenues for collaboration to meet the current and future healthcare needs of their residents.



Staff from Clementi Polyclinic bonding with an elderly charge at Lion Befrienders (Clementi) Senior Activity Centre.

BUILDING COMMUNITY RAPPORT

NHGP clinics have built long-term relationships with various groups within their communities, especially nursing homes as the elderly frequently visit the polyclinics to receive care for their chronic conditions. Our teams look forward to these opportunities to spread a little cheer to the residents and show care for their well-being.

June 2015: ■
Choa Chu Kang Polyclinic team visit to Evergreen Nursing Home

September 2015: ■
Clementi Polyclinic team visit to Lion Befrienders (Clementi) Senior Activity Centre

November 2015: ■
Clementi Polyclinic Annual Community Outreach at Clementi Community Club

December 2015: ■
Hougang Polyclinic visit to SILRA Home



On 12 December 2015, a diabetes support group session was conducted in Yishun Polyclinic to educate patients about how to eat healthily with practical tips on sugar control and appropriate food portions and choices during the festive season. The participants commented that they would try out the recipes from the session at home.



To mark World Diabetes Day on 14 November 2015, NHGP partnered Nee Soon South Constituency to hold "A Sweet Talk", a Mandarin talk for their residents. Their residents also went for screening conducted by NHGP staff to help residents understand their health status and get the support they need.

PREVENTIVE CARE

As part of our early intervention approaches to prevent illnesses in the community, we conducted health screenings to help residents in the community identify medical conditions as early as possible. These efforts also help to improve health literacy by reminding residents in the community to monitor their health status and live healthier lives.

HEALTH SCREENING SERVICES IN THE NEIGHBOURHOOD

CORONARY RISK SCREENING

In support of MOH's Strategic Priority 5, NHGP collaborated with National University Health System (NUHS) and NHG to conduct Coronary Risk Screening (CRS), a computer-based coronary risk screening service that was developed and co-owned by NHGP and Nanyang Polytechnic.

Patients screened to have significant health risk issues like smoking, obesity and possibly newly detected diabetes, hypertension and dyslipidaemia were offered targeted interventions and follow-up. 12,458 patients were screened in NHGP from 1 April 2015 to 31 March 2016, and nearly 40% of this group were found to have

newly-detected hypertension, diabetes or hyperlipidaemia. They have been offered follow-ups with doctors of their choice; either at private General Practitioners (GPs) or NHGP.

63% also had issues related to obesity or smoking. In collaboration with the Health Promotion Board (HPB) and People's Association (PA), these screenees were offered weight management, smoking cessation and fun fitness activities at NHGP or community centres. This collaboration is part of our journey to integrate health promotion services with our current model of care, to provide holistic care to our patients.

SG50 HEALTH SCREENING INITIATIVE FOR LOWER-INCOME SINGAPOREANS

We collaborated with HPB and Singapore Cancer Society to offer the SG50 Health Screening Initiative, which offered fully-paid colorectal screenings, pap smears and mammograms to lower-income Singaporeans aged between 50 and 69 years old. SingHealth Polyclinics, Parkway Health Radiology and NHG Diagnostics (NHGD) also collaborated in this inter-agency initiative, which has increased public awareness on

the importance of regular health screenings and made public healthcare accessible to lower-income Singaporeans.

MOBILE BUSES FOR COMMUNITY SCREENINGS

In 2015, NHGD supported the setup and management of the Singapore Cancer Society (SCS) mammography service at the SCS multi-service centre located at Bishan. The new facility is the 11th BreastScreen Singapore-approved centre managed by NHGD and the first to be set up by a volunteer welfare organisation.

NHGD also extended its partnership with SCS with the support of Faecal Immunochemical Test services, as part of colorectal cancer screening services. These collaborations help to increase the accessibility of cancer screenings and promote that "Early Detection Saves Life". NHGD first partnered SCS in 2011 to provide mammography services to its clients at the 10 NHGD screening centres at NHGP and onboard the Mammobus.

INTERVENE EARLY TO IMPROVE HEALTH

NHGP's early intervention approaches help to empower patients to make healthier lifestyle choices that will help prevent illness and let them live well in the community.

WEIGHT NO MORE PROGRAMME

NHGP's Weight No More Programme (WNMP) was established at Choa Chu Kang (CCK) Polyclinic in 2012 to help overweight patients manage their weight by changing their diet and lifestyle. It was later expanded to Hougang Polyclinic in 2015, during which three runs of WNMP were held. Over three months, 50% of the participants lost more than 5% of their initial body weight. WNMP will be expanded to Woodlands Polyclinic in the next financial year.

DIABETES PREVENTION PROGRAMME

As part of our efforts to prevent diabetes, the NHGP Diabetes Prevention Programme (DPP): Preventing Diabetes was piloted at Bukit Batok (BBK) and CCK Polyclinics to help pre-diabetes patients make lifestyle changes to prevent and delay the onset of type 2 diabetes mellitus. In 2015, NHGP also referred pre-diabetic patients from our central clinics to HPB's DPP.

ENCOURAGING OUR PATIENTS TO LIVE HEALTHIER

We believe that preventive care is the key approach to create long-term positive health outcomes. NHGP actively encourages the community to be proactive in talking charge of their own health. NHGP raises health literacy in the community via nationwide health promotion

activities in collaboration with community partners.

RAISING HEALTH LITERACY THROUGH THE MASS MEDIA

As a health promoting institution, we cultivate long-term partnerships with the news media to highlight various health topics and promote healthy lifestyles to the community.

Media features include expert advice from healthcare professionals such as Family Physicians, Nurses and Allied Health Professionals (AHPs) on topics relating to common conditions in the community. Besides a focus on chronic conditions such as diabetes, high-blood pressure and high cholesterol through the media, NHGP has also touched on a wide variety of topics - including child health and important health days such as Dietitians' Day, Podiatry Day, World Asthma Day and World Mental Health Day.

SPEAKING AT A MEDIA HEALTH ANNIVERSARY EVENT

Building on our long-term partnership with our media stakeholders, Dietitian Ms Abbie Sim spoke at the anniversary event of Singapore Press Holdings' Chinese quarterly publication, Health No. 1 《健康No.1》 at Suntec City Convention Centre on 26 March 2016. Supported by the UFM100.3 deejays and publicised in newspapers, on radio and online, the event included health seminars as well as a fitness and wellness fair for participants. Ms Sim's talk in Seminar 1: Face to face with Cancer 《与癌症面对面》 focused on Diet and Cancer Risk.

Such long-term engagement provides the opportunity for our AHPs to reach out to a wider audience and encourage the community to live healthier.



Dietitian Ms Abbie Sim delivering a Mandarin talk on diet and cancer risk to the participants at the annual "Health No. 1" event.

LONG-TERM COMMUNITY PARTNERSHIPS TO RAISE HEALTH LITERACY

PARTNERING NEE SOON SOUTH CONSTITUENCY TO LIVE HEALTHIER

To help residents in Nee Soon South (NSS) adopt a healthy lifestyle, NHGP signed a three-year Memorandum of Understanding (MOU) with Nee Soon South Active Consultative Committee in June 2014. Under this partnership, numerous nutritional talks and educational supermarket tours were organised by our dietitians in 2015 that aim to better educate residents in the NSS community to healthier lifestyle and wellness.

Some of these activities are as follows

- July 2015:
Supermarket tour "Buy healthy, eat healthy"
- August 2015:
Healthy Plate cooking demo
- November 2015:
Mandarin event: "A Sweet Talk" to mark World Diabetes Day
- Throughout 2015:
Nutrition talks on the DASH diet, festive seasons (such as Christmas and Chinese New Year)



Students at Jurong West Primary School raced against time to find the letters for "Happy World Family Doctor Day".

ENGAGING NEW COMMUNITIES

NEW POLYCLINIC FOR PIONEER, JURONG WEST AND EXTENSION REGION

With the upcoming polyclinic in the West region, NHGP began engaging residents, schools and various segments in the area to build its relationship with the community. These engagements also sought to help residents embrace our mission to promote healthy lifestyles as a means to prevent illness in the community.

Some of these activities are highlighted below

- April 2015:
Childhood nutrition talk on the importance of proper nutrition and how to help children of different age groups achieve a well-balanced diet at Jurong West Primary School (JWPS)
- May 2015:
The role of Family Doctors and importance of hand hygiene at JWPS
- August 2015:
Health talks on combating obesity, perspectives from a Family Physician, Dietitian and Psychologist
- December 2015:
"Healthy Eating as You Age" talk at Frontier Community Club, on proper nutrition across all ages and making better food choices

HOUGANG FAMILY MEDICINE CLINIC

Hougang Family Medicine Clinic (HFMC) @ Ci Yuan Community Club, situated in close proximity to Hougang Polyclinic, was opened in 2015 and its regular community events and activities allow NHGP to reach out to more people.

Its first event was held on 19 November 2015, just two months after it opened. Senior Dietitian Ms Pauline Xie held a talk to discuss the available health screenings as well as healthy eating information and tips on how to prevent and manage the three 'high's; high blood sugar, high blood pressure and high cholesterol. NHGP is continuing with further engagement in lieu of positive feedback from the first health talk.

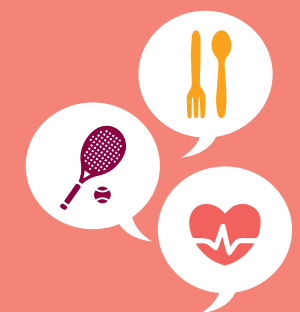
HEALTH TALKS IN OUR COMMUNITIES

Our AHPs have been working as a team to actively engage various segments of the population, to help them learn better nutrition and develop healthy lifestyle habits.

Multidisciplinary health talks for residents in the community

- June 2015:
Infection Control outreach to St Andrew's Cathedral Home for the Aged to raise awareness on personal hygiene and preventive measures to reduce the spread of infectious diseases

- August 2015:
Infection Control outreach to Pertapis Children's Home to educate them on conjunctivitis and preventive measures such as basic hand hygiene
- September 2015:
Nutrition talks and health booths at all polyclinics for World Heart Day, in collaboration with the Singapore Heart Foundation
- November 2015:
Health talks at Hougang Polyclinic for World Diabetes Day 2015, to raise awareness about the disease and encourage preventive care
- March 2016:
Nutrition talks at Yishun and Jurong Polyclinics for Colorectal Cancer Awareness Month, in collaboration with Khoo Teck Puat Hospital and Mount Elizabeth Novena Hospital, to raise awareness of cancer in Singapore and understand its risk factors better
- March 2016:
Nutrition talk on Colorectal Cancer at Centro Residences to share how nutrition can play a part in lowering one's risk to the disease

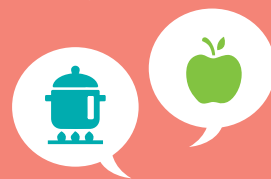


DIETETIC SERVICES

NHGP's dietitians conducted a total of 33 community outreach programmes in 2015. These included talks, cooking demonstrations, supermarket tours, public forums and support group sessions for patients with chronic diseases such as diabetes at various polyclinics. Our dietitians are also involved in group education programmes such as Diabetes Prevention Programme which helps pre-diabetic patients, and weight management programmes for our patients and staff.

Health talks held by Dietetic Services

- June 2015: Healthy Ageing & Wellness Promotion nutrition talk at Ngee Ann Polytechnic to raise awareness on better nutrition
- August 2015: Eating right for Kidney Health at Women's Health Day event at South West Mosque Clusters to teach and encourage healthier cooking and eating habits



- October 2015: Nutrition talk on chronic conditions and cooking demonstration at Nanyang Community Club

Diabetes Support Group session at Ang Mo Kio Polyclinic about the essential concepts of healthy eating

Cooking session for the Diabetes Support Group patients at Woodlands Polyclinic. Together with a patient volunteer, a dietitian conducted a healthy cooking session to encourage healthier cooking at home

"Health Awareness Day" at Chong Pang Community Club to encourage residents to adopt healthy eating habits

- December 2015: Diabetes Support Group session at Yishun Polyclinic, where the clinic's nursing team and dietitian educated patients on eating healthily during the festive season

- March 2016: Dietitians' Day campaign focusing on educating patients on how to select healthier beverages. Health booths were set up at all polyclinics to teach visitors to identify and categorise drinks according to its sugar content, encouraging healthier drinking options



Our dietitians engage patients in dietary counselling to help them manage their chronic conditions.

PHYSIOTHERAPY SERVICES

To commemorate Physiotherapy Day, NHGP Physiotherapy Services held community outreach activities at all 9 polyclinics from 19 to 21 September 2015 to promote physical activity for all ages. Themed "Stay Active for Better Health," patients and visitors participated in interactive health talks and fun exercising activities targeted at fall prevention for the elderly and resistance band training for office workers.

Health talks held by Physiotherapy Services

- October 2015: Exercise session on "Exercises Suitable for Women"
- November 2015: Health talk about Osteoarthritis of the Knee

PSYCHOLOGY SERVICES

AUDIO TRACKS FOR WORLD MENTAL HEALTH DAY 2015

To commemorate World Mental Health Day 2015, NHGP Psychology Services produced the second compilation of evidence-based imagery audio tracks that listeners can listen to at any time and place. The imagery tracks aimed to enhance stress reduction and enable

patients to problem solve and better manage the challenges of living with chronic disease. This complements the treatment they receive from doctors, nurses and other AHPs. These audio tracks can also be accessed on the NHGP website by the public.

COLLABORATIVE RESEARCH STUDIES

Principal Psychologist Dr Wong Mei Yin initiated two research studies with the Department of Psychology at James Cook University Singapore. The studies will contribute to a greater understanding of Primary Care patients' perceptions and offer possible psychological factors that explain changes in anxiety and insomnia symptoms. This could potentially lead to more effective assessments of patients with symptoms of anxiety as well as interventions for those with symptoms of insomnia.

ENGAGING OUR PATIENTS WITHIN THE POLYCLINICS

HAND HYGIENE DAY AND INFECTION CONTROL WEEK

In conjunction with Hand Hygiene Day and Infection Control Week 2015, NHGP Nursing Services held activities at each polyclinic to engage staff, patients and visitors to reinforce the importance of infection prevention and control in visible and fun ways.

For Hand Hygiene Day in May, patients and visitors were involved in demonstrating the six steps of hand hygiene. Lunch-time talks for staff were also held to update them on hand hygiene, infection control and sharps injury prevention.

CONTINUATION OF THE GREAT SIMPLE TASTY (GST) CORNER AT BUKIT BATOK POLYCLINIC

The GST Corner at Bukit Batok Polyclinic continued its health education outreach activities after it ended its 1-year pilot initiative in July 2015. Initially co-funded by the Health Promotion Board during the pilot, the GST Corner provides additional health education to patients and caregivers through interactive food tasting and cooking demonstration sessions held every weekday morning.

Since its establishment in August 2014 till July 2015, 5,675 visitors have visited this health promotion corner, most while waiting for consultations with doctors. It has received very positive response from its visitors, many of whom found it useful and were willing to change their diet and eating habits.

ENCOURAGING OUR STAFF TO LIVE HEALTHILY



A fitness instructor leading in the mass workout at NHGP Active Day 2015.

SINGAPORE HEALTH AWARD 2014 (PLATINUM)

NHGP received the Singapore HEALTH (Helping Employees Achieve Life-Time Health) Award 2014 – Platinum in March 2015 for excellence in its Workplace Health Promotion (WHP) programmes. Given out by HPB, this award recognises organisations that have achieved at least 2 consecutive Gold Awards and demonstrated tangible benefits from their programmes.

NHGP organises various WHP programmes for all staff, including a fortnightly Fruits Day, annual Active Day and Annual Staff Health Screening. As a health promoting institution, it is important that we lead by example through the healthier choices our employees make in their daily lives so that we are able to better care for and influence our patients.

NHGP STEPS CHALLENGE

NHGP collaborated with HPB to organise the NHGP Steps Challenge as a lead up to NHGP Active Day in January 2016. A series of roadshows were held for staff from HQ and the polyclinics to sign up for this challenge. Staff at HQ and each polyclinic wore the step trackers to clock as many steps as possible to stay active while receiving bonus points for the annual CEO Challenge Trophy.

A total of 74,013,778 steps were recorded by our staff during this challenge period.

NHGP ACTIVE DAY 2015 AND CEO CHALLENGE TROPHY

More than 700 staff from NHGP, NHGD and NHG Pharmacy came together for the annual NHGP Active Day on 23 January 2016 for an afternoon of mass work outs, competitive games and small group activities. Staff competed in Captain's Ball, Frisbee, Chap Teh Volley and Powerball. The inter-polyclinics Human Foosball matches were the highlight of the day, where teams competed to score the highest points within seven minutes. More than half of the participants also took part in the competitive 2km walk fitness assessment.

Ang Mo Kio Polyclinic won the CEO Challenge Trophy for the 3rd year running with a total score of 110 points while Clementi Polyclinic won 1st runner-up and Hougang and Woodlands Polyclinics tied as 2nd runners-up.

STANDARD CHARTERED CORPORATE DISTANCE CHALLENGE 2015

On 6 December 2015, 181 NHGP colleagues laced up their running shoes to represent



NHGP staff participate in the Standard Chartered Corporate Distance Challenge every year.

NHGP at the Standard Chartered Marathon Singapore 2015 Distance Challenge. This year, 158 colleagues took part in the 10km category, 18 in the half marathon (21.1km) and 5 in the full marathon (42.195km). 177 out of 181 NHGP staff completed the race and clocked a total distance of 2,097km, which placed NHGP 7th in the distance challenge.

MANAGEMENT-LED AEROBICS CLASSES

NHGP held its Divisional Head Members-led exercise sessions as a pilot at HQ on 8 July 2015 and 24 February 2016. This initiative helps to encourage

our staff to foster bonding as well as build a culture of doing regular group exercise. The workout taught our participants a combination of aerobics and strength-training movements.

BIG O CHALLENGE

The Big O Challenge is a weight management programme offered to overweight staff. In 2015, 36 overweight staff identified through the 2014 Annual Staff Health Screening took up the challenge. Over a period of 12 weeks, they received dietitian consultations and regular follow ups with a Health Promotion Consultant to support them in making lifestyle changes. ▽

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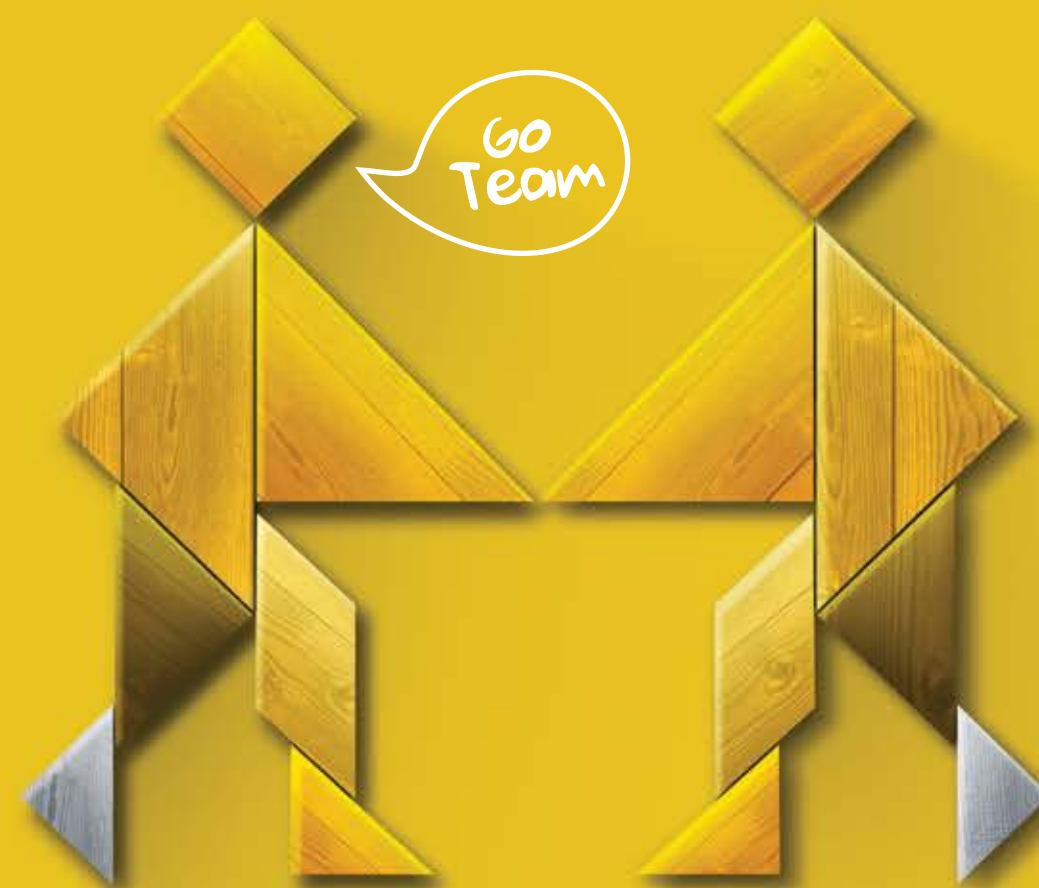
BEYOND SKILLS

CULTIVATING AN ENGAGED TEAM

Our people have important roles in making a difference in Primary Care. Collectively, our teams work towards Primary Care transformation and to improve population health. To continually engage, develop and grow their potential, it is essential for our organisation to provide them with the necessary platforms and environment to undergo training and development as well as embracing organisational culture.

Through continuous investment in our staff training, we hope to continue to energise them to provide quality and service excellence to patients. This is also complemented by management's regular engagement with staff, to encourage them and work with them to continuously improve our processes to serve patients better.

Our management engages and motivates staff through a range of events and initiatives that seek to recognise exemplary work, celebrate milestones and communicate its vision to every member of our organisation.



CEO TOWNHALL

NHGP CEO Associate Professor Chong Phui-Nah (A/Prof Chong) kicked off the CEO Townhall series on 20 October 2015, to update staff on key initiatives and show how their work contributes to NHGP's vision and success in transforming primary care. She also distributed NHGP's 15th anniversary book to thank all staff for their contributions.



NHGP CEO A/Prof Chong Phui-Nah engaging the staff at the CEO Town hall session.

CULTURE BUILDING

NHGP CULTURE DNA DAY 2015

On 7 November 2015, more than 550 staff from NHGP, NHG Pharmacy (NHGPh) and NHG Diagnostics (NHGD) gathered at Gardens by the Bay to celebrate NHGP's fourth Culture DNA Day. Themed "Care to Grow; Grow to Care", the event commemorated NHGP's journey to transform its culture and recognised exemplary staff who have embodied the organisation's values of Way of Being (WoB), iCARE and OurCare. NHGP's quality improvement initiatives were showcased at the interactive booths and staff expressed their appreciation for one another through the dedication tree.

NHG QUALITY DAY 2015

The 15th annual NHG Quality Day was held on 2 September 2015 to celebrate efforts across the Group that have improved the standards and quality of work, as well as provide a platform for the sharing of best practices. A total of 23 individual staff and service teams from NHGP, NHGPh and NHGD were recognised for their exemplary efforts towards improving the Group's services and quality standards in caring for patients. The day also witnessed the NHG Clinical Practice Improvement Programme Graduation Ceremony.



Staff enjoying the culture-building activities at NHGP Culture DNA Day 2015.



A staff participating in the activities at NHG Quality Day 2015.

NHG 4P7R CULTURE DAY

Staff from NHGP, NHGPh and NHGD joined other institutions in the NHG family at NHG 4P7R Symposium Day 2015 on 9 October 2015. Held at Tan Tock Seng Hospital, NHG GCEO Professor Philip Choo spoke about the milestones NHG has achieved as a Regional Health System, as the Group built a shared culture among all its institutions. Talks were also held to share best practices among the NHG institutions.



Staff coming together to celebrate NHG 4P7R Symposium Day 2015 on 9 October 2015.



A mass warm up workout during the "We Walk 50km Together Team Walk" on 15 August 2015.

NHG FAMILY DAY

NHGP joined the NHG family to make history on 29 August 2015 by holding Singapore's Largest Mass KpopX Fitness Workout at NHG Family Day 2015, which was officially recorded in the Singapore Book of Records. The fun-filled day at Resorts World Sentosa included activities, performances and access to the resort's attractions.

NHG INSTITUTIONAL ACTIVITIES 2015

Staff from all the NHG institutions came together for the grand finale of the NHG Inter-Institutional Activities at MacRitchie Reservoir on 15 August 2015. The event featured a "We Walk 50km Together Team Walk" where five teams, each consisting of participants from at least 4 different NHG institutions, competed in a 5km team walk. A community walk where families, partners and patients joined in was also held.

RECOGNISING
OUR PEOPLE

NATIONAL DAY
AWARDS

Twelve NHGP staff received the National Day Awards 2015 in recognition of their significant contributions to public service. Nurse Clinician Ms Tan Pek Hoon received the Commendation Medal (MOH), which recognises individuals who demonstrated special performance under difficult circumstances, significant efficiency, competence, and devotion to duty.



EFFICIENCY
MEDAL 2015, MOH

- Ms Serene Kho
Manager,
NHG Diagnostics
- Mdm Hamnah Bte Rahmat
Senior Patient
Service Associate
(Team Leader),
NHGP
- Ms Tay Hwee Leng
Senior Dental
Assistant
(Team Leader),
NHGP

LONG SERVICE
MEDAL 2015, MOH

- Ms Wong Swee Nee
Pharmacy
Technician,
NHG Pharmacy
- Mdm Suriah Bte Admad
Senior Staff Nurse I,
NHGP
- Mdm Vijeyam
Health Attendant,
NHGP
- Mdm Asiah Bte Dakok
Senior Staff Nurse I,
NHGP

- Ms Goh Poh Suan
Nurse Clinician I,
NHGP
- Ms Alinah Bte Idris
Senior Executive
Assistant, NHGP
- Mdm Lachimi Devi D/O Ramnaidu
Senior Secretary,
NHGP
- Mr Said Bin Sastro
Senior Staff Nurse I,
NHGP



NHGP staff receiving the 5-year Long Service Award from the Ministry of Health.

MOH 5-YEAR LONG SERVICE AWARD

NHGP joined in MOH's celebrations of its Long Service Awards Ceremony and the launch of its SG50 Healthcare Commemorative Book "Caring for our People: 50 Years of Healthcare in Singapore".

Senior Director of Clinical Services Dr Lew Yii Jen, Head of Clinical Research Unit Dr Tang Wern Ee and Family Physician, Senior Staff Dr Chin Yuh Bin received the 5-Year Long Service Award for serving in advisory roles in MOH committees and contributing significantly to clinical matters, professional standards and health promotion.

NHG OUTSTANDING CITIZENSHIP AWARD

Dr Karen Ng, Head of AMK Polyclinic and Regional Director (Central), Primary Care Transformation Office, received the NHG Outstanding Citizenship Award 2015, an award that commends NHG staff who have gone the extra mile to take on additional responsibilities that have contributed significantly to NHG's Strategic Objectives. Dr Karen Ng was recognised in her support for the development of primary care within the Regional Health Systems.

HEALTHCARE HUMANITY AWARD

The 2015 Healthcare Humanity Awards ceremony was held on 27 April 2015 to recognise healthcare professionals in Singapore who have gone beyond their call of duty to offer care and comfort to the sick and infirmed. Dr Dominique Phang, Family Physician, Ang Mo Kio Polyclinic was conferred the award. Her compassion and dedication moved her patients and she has received numerous compliments over the years. Dr Phang has also volunteered in several mission trips overseas.



Health Minister Mr Gan Kim Yong giving the Healthcare Humanity 2015 award to Dr Dominique Phang, Family Physician, Ang Mo Kio Polyclinic.

BUILDING OUR TEAMS

CELEBRATING NHGP'S 15TH YEAR ANNIVERSARY

NHGP celebrated its 15th year in primary healthcare with the launch of the NHG Polyclinics 15th anniversary book by Health Minister Mr Gan Kim Yong on 2 October 2015. The publication charts NHGP's journey in Primary Care since its inception in 2000, and was distributed to all staff as a way of thanking them for their hard work.

An exhibition showcasing NHGP's milestones and key services was held over 2 days on 2 and 3 October 2015. A Movie Night was also organised for over 1,000 staff across all departments and clinics to gather after work for an evening of bonding.

STAFF APPRECIATION FOR WORKING ON THE JUBILEE WEEKEND

As Singapore marked 50 years of independence, the President declared Friday, 7 August 2015, a public holiday to commemorate the significant milestone. NHGP staff continued with regular operating hours at the polyclinics on 8 August 2015 to care for our patients. In appreciation of their dedication, a treat of assorted pastries was delivered to staff at all 9 polyclinics that morning.



WORLD FAMILY DOCTOR DAY

The World Family Doctor Day (WFDD) is celebrated annually on 19 May to commemorate the achievements and contributions of NHGP doctors. In 2015, celebrations were held at all polyclinics and a token of appreciation was given to every doctor to highlight their good work in managing primary care.

Health Minister Mr Gan Kim Yong graced NHGP 15th anniversary book launch and viewed our exhibits showing how the organisation has evolved.



NHGP staff pictured with MOHH staff who wore replicas of nurses' uniforms from the early days of Primary Care nursing on display at its Gallery of Memories.

NURSES' DAY: 130 YEARS ANNIVERSARY IN SINGAPORE

NHGP Nurses' Day was celebrated at Suntec City Convention & Exhibition Centre on 15 August 2015, where our nurses were treated to a lunch and entertaining activities. Some highlights of the day included the performance of the song "Unbelievable" by Senior Management Members and a reprisal of the NHG Fashion Runway competition. The event also marked the inaugural NHGP Nurses' Awards ceremony to celebrate the outstanding contributions made by our nurses.

Best Nurse Supervisor Award 2015

Ms Rosna Sabani,
Senior Nurse Manager,
Jurong Polyclinic

Best Clinical Nurse Award 2015

Ms Sharon Foo Chee Ling,
Assistant Nurse Clinician,
Hougang Polyclinic

Best Nursing Ancillary Award 2015

Ms Sally Lee Pei Shih,
Care Coordinator,
Bukit Batok Polyclinic

Best Nursing Team Award 2015

Infection Control Advocates team
led by Ms Yan Chau Chain, Infection
Control Nurse and Senior Nurse
Manager, Nursing Services

Advanced Practice Nurse Ms Carolyn Chan May Fong and Senior Nurse Manager Ms Yan Chau Chain were awarded the 2015 Nurses Merit Award on 24 July 2015 at MOH's Nurses' Dinner & Dance. Ms Chan championed the development of Advanced Practice Nurses in Chronic Disease Management while Ms Yan has been a trailblazer in the progress of effective Infection Control.

At the invitation of the President of Singapore Dr Tony Tan, 15 NHGP nurses attended the Nurses' Day Tea Reception at the Istana on 31 July 2015. First Lady Mrs Mary Tan was keen to learn more about the training framework of our nurses and noted the importance of nurses having a heart for their patients. NHGP nurses also represented NHGP at Anchorvale Community Club's National Day Celebrations Event on 1 August 2015, where Guest-of-Honour Prime Minister Mr Lee Hsien Loong wished all nurses a Happy Nurses' Day.

WORLD RADIOGRAPHY DAY 2015

Radiography plays an important part in the medical field as it delivers benefits to patients. To acknowledge radiographers' invaluable support towards patient care, the management of NHGD celebrated World Radiography Day 2015 by delivering some delicious cupcakes and customised pin-on badges to all the radiographers across its imaging centres.

TEAM BUILDING INITIATIVES

NEW YEAR CELEBRATIONS AT TOA PAYOH POLYCLINIC

Toa Payoh (TPY) Polyclinic held its annual Year Beginning Party on the evening of 8 January 2016 to mark the start of a New Year. Emceed by then-Deputy Head of TPY Polyclinic Dr Lim Pui San, the party began with a tribute to the service and dedication of outgoing Head Dr Tung Yew Cheong, who had assumed the appointment of Director of the Quality & Patient Safety Department. Many staff expressed their appreciation for Dr Tung Yew Cheong's leadership and guidance in a specially customised scrapbook.

DRAGONBOATING AT WOODLANDS

The Woodlands Polyclinic team, also known as the "Woodies", held a Dragon Boat team building event at Kallang Riverside Park on 28 November 2015. The Woodies were briefed by the Dragon Boat Innovate team, one of the most recognised names in the world of dragon boating in the Asia Pacific region. The team then tried their hands at rowing at their own pace.

The Woodies competed in two elimination races as well as one final race. The day ended with a buffet dinner and the awarding of medals to the winning teams.

CONTACT CENTRE'S INAUGURAL TEAM BUILDING EVENT

The Contact Centre team came together for its inaugural team building on 28 November 2015. Ms Tracy Gan, Deputy Director, Operations, kickstarted the event by sharing the centre's achievements in 2015 and what the team could expect in the coming year. Dr Lew Yii Jen, Senior Director of Clinical Services, also shared his appreciation on behalf of Senior Management Members (SMM) to the team.

DEVELOPING OUR TALENT

CONTINUING EDUCATION: TRAINING SPONSORSHIPS

Our staff are offered training opportunities sponsored by NHGP and NHG, to further their education and be apprised of the latest knowledge in their field of work.

TYPE OF SPONSORSHIP	NUMBER OF AWARDEES
NHG Sponsorship	
HMDP – Medical	2
HMDP – Nursing	3
HMDP – Allied Health	1
HMDP – Team-Based	2 Teams (10 awardees)
HMDP – Administrator	1
HMDP – NHG Diagnostics	3
MOH In-Service Scholarship (ISS) – Nursing	2
MOH Strategic Nursing	1
MOH Advanced Practice Nurse	1
NHGP Sponsorship	
Medical	15
Nursing	3
Dental	4
L.E.A.R.N. Scheme 2015 – NHG Diagnostics	3
Total	49

CORE PROGRAMMES FOR ALL STAFF

All new and existing NHGP employees are scheduled to attend core programmes such as WoB, iCARE and OurCare programmes. Through these programmes, employees are able to better understand NHGP's existing systems, processes and core values. In FY2015, a total of 936 staff completed the core programmes.

PROFESSIONAL DEVELOPMENT PROGRAMMES

NHGP's Professional Development Programmes are designed to develop staff skills holistically in the areas of their clinical, functional, technical and workplace competencies. A total of 28,510 training places were utilised by staff attending the various local clinical, functional, technical and workplace competencies programmes. In addition, a total of 35 staff attended overseas conferences in both clinical and non-clinical related areas.

OTHER PROGRAMMES TO IMPROVE COMPETENCY

CERTIFIED ON-THE-JOB TRAINING CENTRE CERTIFICATION

NHGP Clinic Operations has been recognised as a Certified On-the-Job Training Centre (COJTC) by the Institute of Technical Education (ITE). This affirms NHGP's efforts to establish an in-house training program for our operations staff, where fundamental competencies



The role of nurses in Primary Care has evolved over the years to include patient consultations.

and core-training modules are planned. Experienced clinic staff are trained as OJT trainers to equip them with the relevant skill sets.

LEADERSHIP DEVELOPMENT PROGRAMMES

Our staff undergo NHG cluster-level and MOH-coordinated leadership programmes, to be groomed as our future leaders and exposed to a wider perspective of NHG and MOH. Four staff also attended the MOHH Healthcare Leadership College (HLC)'s Leadership Programmes in FY2015 to be equipped with a deeper understanding of Singapore's healthcare system and governance. With a better understanding of Singapore's healthcare system and the underlying principles of our health policies, our employees are able to further NHGP's objectives in their various fields of work.

Selected NHGP employees were also sent for leadership programmes at NHG College that prepare leaders across NHG's institutions for management roles. With better leadership skills, NHGP hopes that these attendees are better equipped to drive and influence change.

NHG LEADERSHIP MOMENTS

In FY2015, a total of 24 NHGP employees attended NHG Leadership Moments, a platform that brings employees across NHG's institutions together to learn from thought leaders, engage with SMM and network across institutions. These sessions comprised learning visits and sharings on leadership.

DEVELOPMENT PROGRAMMES FOR NURSES

Staff development for nurses will allow these professionals to expand their skills and uphold a high quality of care. NHGP identified two areas for development in FY2015, to strengthen competencies to fulfill larger roles and to enhance their leadership skills.

Nursing Education ran 28 in-house programmes in FY2015 with 409 nurses trained in various speciality areas. Nursing leadership training was also held for nurse leaders to improve their leadership skills and discuss leadership issues. Participants were given insights on the landscape of healthcare finance planning and were led through a self-discovery session to allow participants to learn more about themselves and learn better interpersonal skills.

ADVANCING OUR ENROLLED NURSES

The Certificate in Bridging Studies for Enrolled Nurses is a bridging course that was introduced to train and qualify Enrolled Nurses for the Nursing Diploma course to become Registered Nurses. Spanning 16 weeks on a part-time basis, the course covers modules such as Academic Writing and Presentation Skills, Basic Sciences and Mathematics.

MEDIA TRAINING WORKSHOP FOR SMM

NHGP's SMM were trained by veteran journalist Mr PN Balji at the "Media and You" Workshop on 13 and 14 July 2015, to learn about changes in news and social media landscape. They also learned how organisations can engage media stakeholders appropriately to enhance its branding. ▽

Nursing Education runs in-house programmes in various speciality areas to strengthen our nurses' skills and uphold a high quality of care.



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BEYOND TODAY

| GROWING FOR THE FUTURE

We have seen how in the past chapters, our staff are involved in paving the way forward for the future of Family Medicine and Primary Care transformation. Beyond today, much more work needs to be done to develop Family Medicine, expand our primary care capacity, further our care delivery model, engage and activate our patients, further our quality, clinical, professional and other standards as well as engage and develop our staff.



TRANSFORMING PRIMARY CARE: NEXT STEPS

Even as it celebrates its past successes, NHGP is looking forward to the next stage of its transformation journey. To meet the challenges of Singapore's evolving healthcare needs, we need to stretch the boundaries of providing quality primary care to our patients. These new initiatives will continue to support the institution in realising its vision of becoming a leading health-promoting institution that helps to advance Family Medicine and transform primary healthcare in Singapore.

This is aligned with MOH's "One Singaporean, One Family Doctor" vision. This involves forging a strong relationship between a Family Physician and his or her patients that is important in influencing health outcomes. Over time, the family doctor, being the first stop of care, will develop a more holistic understanding of each family member's health needs and build rapport and trust with the patient and family. This will enable them to provide care that is most appropriate for patients and motivate them to make healthier lifestyle choices. This is especially critical in a greying population with greater instances of complex chronic conditions.

Many of NHGP's initiatives aim to foster and improve the quality of such provider-patient relationships, whether it pertains to expanding its primary care capacity, transforming its care delivery model or advancing Family Medicine in Singapore. NHGP embarked on teamlet care at its polyclinics to enable the healthcare professionals to be closer to their patients, building bonds of care that facilitate self-care and health promotion so that patients can take charge of their chronic diseases. In line with MOH's vision, NHGP also partners private General Practitioners to set up Family Medicine Clinics (FMCs) in the community to improve patients' access to primary healthcare. One such FMC is the Hougang FMC@Ci Yuan Community Club. These clinics enable stronger relationship-based care with patients and support our General Practitioners in enhancing the primary care landscape. NHGP will continue to engage and partner General Practitioners in managing complex chronic patients in the community.

To further expand our capacity and improve patients' accessibility to care, NHGP has implemented several telehealth services as alternative mode of care delivery for suitable patients. Looking ahead, we can expect more of such initiatives and partnerships with various healthcare institutions to benefit our patients. Telehealth has helped to save time and money for patients and free up capacity for patients who need face-to-face consultations.



As a health promoting organisation, we encourage staff participation in sporting activities. Our staff participated in a team walk at NHGP Active Day 2015.



NHGP continues to press on with improvements for the next steps in patient care. At NHGP Operations Day 2015, our staff celebrated high patient satisfaction scores for NHGP and its clinics in FY2015.



NHGP and National Skin Centre embarked on providing tele-dermatology services to patients in the community via Hougang Polyclinic. This saves their time and empowers physicians in the management of common skin conditions in primary care.

Mr S, a 21-year old Malay gentleman presented to Hougang Polyclinic with forearm rashes and abdominal rashes for the past 3 months. He had seen his general practitioner, who prescribed him with both oral and topical antibiotics. His symptoms did not improve with the usage of these medications. NHGP physicians determined that this patient may benefit from a tele-dermatology consult.

Photographs were taken of the patient's skin lesions. Together with his medical history, these images were sent to the dermatologist at the National Skin Centre on the same day. A diagnosis was made by the tele-dermatologist and advice was given on both pharmacological and non-pharmacological treatment of his condition. Subsequently, Mr S was managed effectively in primary care. He was grateful for the tele-dermatology service, which eliminated the need for specialist treatment.

NHGP also uses technology to manage the growing healthcare demands of the community. With more patients using self-help services like the self-payment kiosks, online appointment system and same day appointment booking, our staff can focus on serving patients who need assistance. Automated workflows have also helped to reduce mundane and manual processes for our Patient Service Associates. NHGP will continue to refine and enhance its care and services by exploring new technologies, new ways of working and new initiatives.



NHGP continues to innovate with self-help services like the self-payment kiosks which have been implemented across all its 9 polyclinics.



The NHGP team works together as one, continually improving its patient care and clinical standards, productivity and research for the future of Primary Care. Their projects were showcased at the annual NHG Quality Day 2015.

REALISING OUR VISION

Going forward, NHGP is committed to working towards its Primary Care 2025 vision of developing a world-class relationship-based Primary Care ecosystem. This vision will be realised by promoting the health of our population through the delivery of excellent, cost-effective and integrated care by teams that are both effective and highly motivated. NHGP's healthcare professionals will continue to be supported in their roles by our partners and stakeholders, as well as a culture of learning, innovation and research.

At the heart of this mission is the pursuit of our five strategic objectives - Expansion of Primary Care Capacity, Patient Engagement and Activation, Stewardship and Setting Standards, Our Care Delivery Model, and Staff Engagement and Development.

We are focusing our efforts to educate, engage and empower our patients as activated patients have better long-term health outcomes. Staff is also an important contributing factor to the success of our Primary Care transformation. Hence we are looking into recruitment, training,

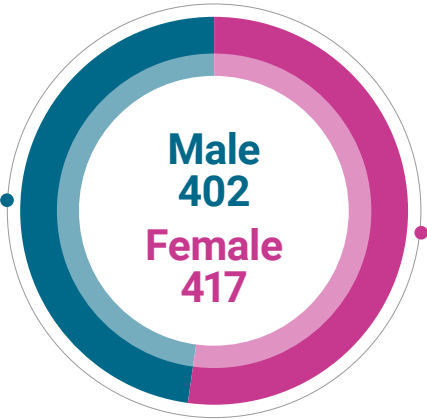
professional development and job redesign to continually upgrade and upskill our staff. While we forge ahead with our transformation, we will continue to provide quality patient care, uphold high clinical standards, clinical and financial governance and embark on productivity efforts and quality research.

By working together as one to achieve these objectives, NHGP will continue to play a key role in meeting Singapore's healthcare challenges for the long term. ▼

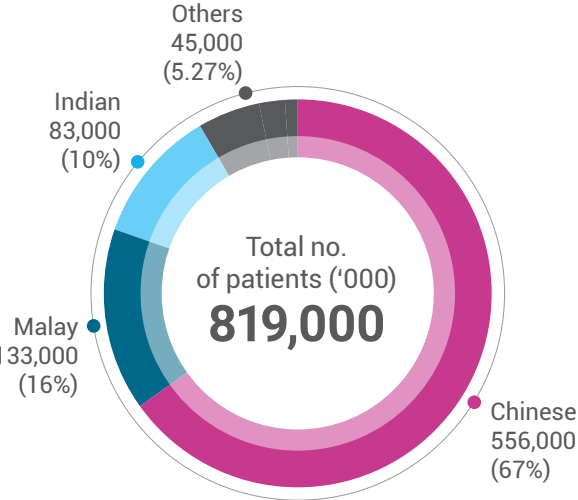
PATIENTS' PROFILE IN FY2015

GENDER RATIO OF PATIENTS IN FY2015

No. of Patients ('000)



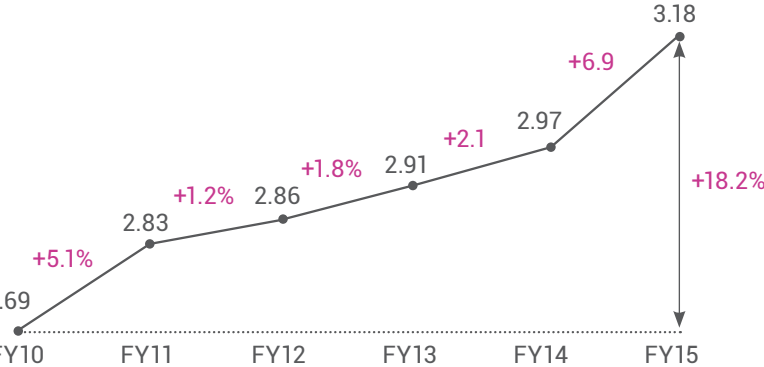
ETHNIC COMPOSITION OF PATIENTS IN FY2015



SNAPSHOTS OF OUR WORKLOAD AND PATIENTS

VOLUME GROWTH HAS INCREASED GRADUALLY

Total Attendance (Millions)



Daily Averages

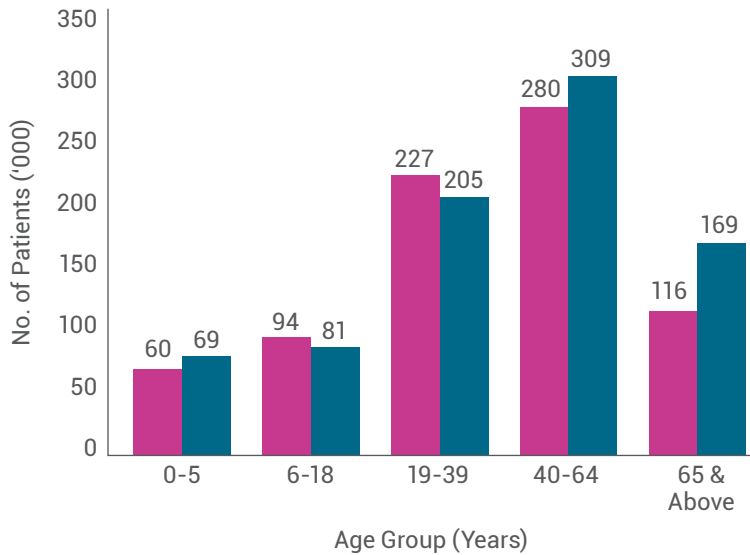
FY	Total	Doctor Visits	Non-Doctor Visits
2010	9,680	7,350	2,330
2011	10,220	7,300	2,920
2012	10,420	7,400	3,020
2013	10,459	7,222	3,236
2014	10,833	7,411	3,422
2015	11,719	8,061	3,658

TOP 10 PRIMARY DIAGNOSES SEEN AT NHGP

ICD 10	Diagnosis	No. of Visits ('000)	% Total FY2015 Consult Visits
J06.9	Acute upper respiratory infection, unspecified	393,367	18.0%
E11.9	Type 2 diabetes mellitus without complication	330,058	15.1%
I10	Essential (primary) hypertension	245,394	11.2%
E78.5	Hyperlipidaemia, unspecified	131,127	6.0%
R68	Other general symptoms and signs	96,593	4.4%
A09.9	Other specified noninfective gastroenteritis and colitis	69,034	3.2%
L98.9	Disorder of skin and subcutaneous tissue, unspecified	51,529	2.4%
T14.3	Dislocation, sprain and strain of unspecified body region	51,183	2.3%
Z00.1	Routine child health examination	48,558	2.2%
P59.9	Neonatal jaundice, unspecified	40,637	1.9%

INCREASE IN NUMBER OF PATIENTS ABOVE 40 YEARS OLD

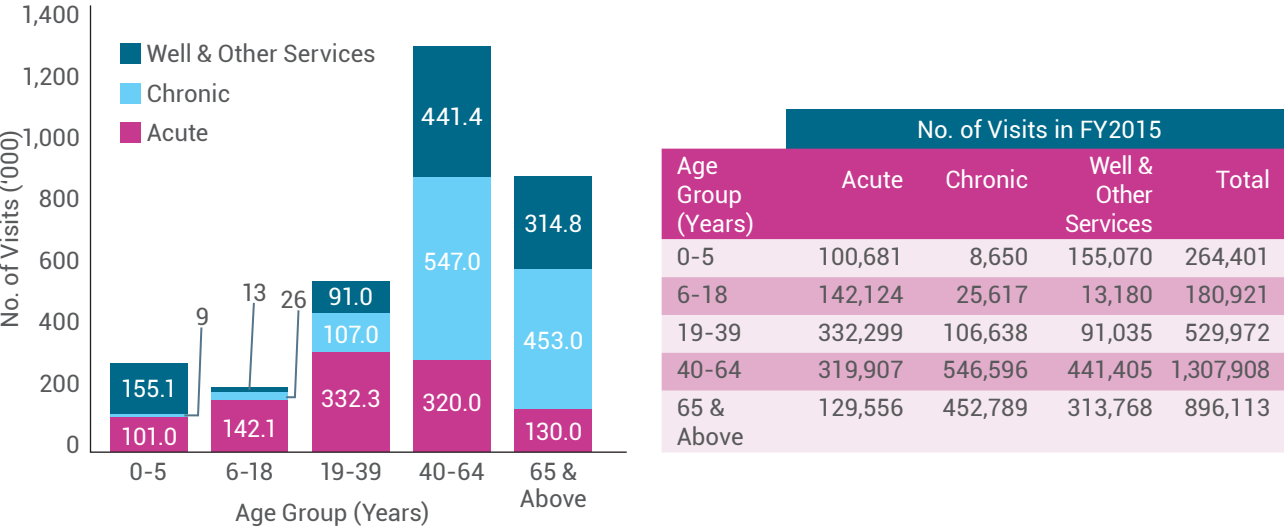
No. of Patients of Different Age Groups in FY2010 vs FY2015 ('000)



No. of Patients ('000)			
Age Group (Years)	FY10	FY15	Diff (%)
0-5	60	69	15.3%
6-18	94	81	-13.8%
19-39	227	205	-9.9%
40-64	280	309	10.2%
65 & Above	116	169	45.7%

Note: Numbers are rounded for greater clarity; small rounding differences may arise.

MORE THAN 50% OF VISITS ARE MADE BY PATIENTS 40 YEARS OLD AND ABOVE
Visits for Chronic Care, Well and Other Services by Different Age Groups



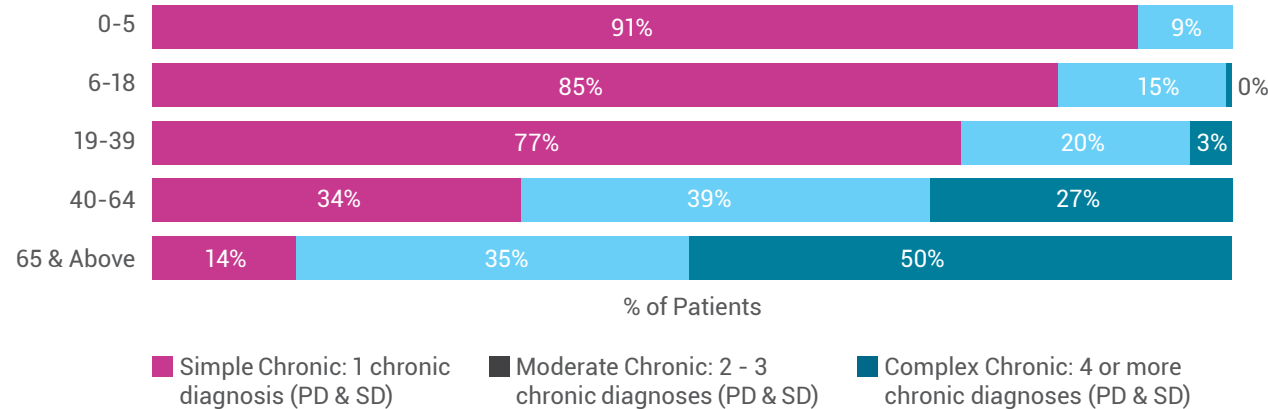
MORE VISITS FOR CHRONIC CARE AMONG PATIENTS 40 YEARS OLD AND ABOVE

Average No. of Visits Per Patient				
Age Group (Years)	Acute	Chronic	Well & Other Services	Total
0-5	2.57	1.18	2.90	3.82
6-18	2.05	1.31	1.51	2.23
19-39	2.08	1.67	2.17	2.59
40-64	1.86	2.66	2.46	4.23
65 & Above	1.88	3.10	2.49	5.31

DEFINITIONS
Acute: Cases with short onset of symptoms such as upper respiratory tract infections, diarrheal diseases and sprains.
Chronic: Conditions that require long-term follow-up and in general, regular medications and management of risk factors. For example, hypertension, asthma, lipid disorders, chronic obstructive lung disease and diabetes.
Well & Other Services: Includes non-doctor consultations, development assessment, lab-only visits and other administrative procedures.

CORRESPONDING INCREASE IN COMPLEXITY OF CONDITIONS WITH AGE

Chronic Patients By Age Group and Complexity



WORKLOAD
MANAGEMENT
IN FY2015

IMPROVEMENT IN CONSULT WAIT TIME IN FY2015

Consult Wait Time (minutes)	Visit Type	Percentile	FY14	FY15	% Change
	Walk-in	50 th	14	13	-7.2
		95 th	63	59	-6.3
	Appointment	50 th	10	8	-20.0
		95 th	54	51	-5.6

MORE STAFF IN ALL CATEGORIES TO MANAGE INCREASED WORKLOAD

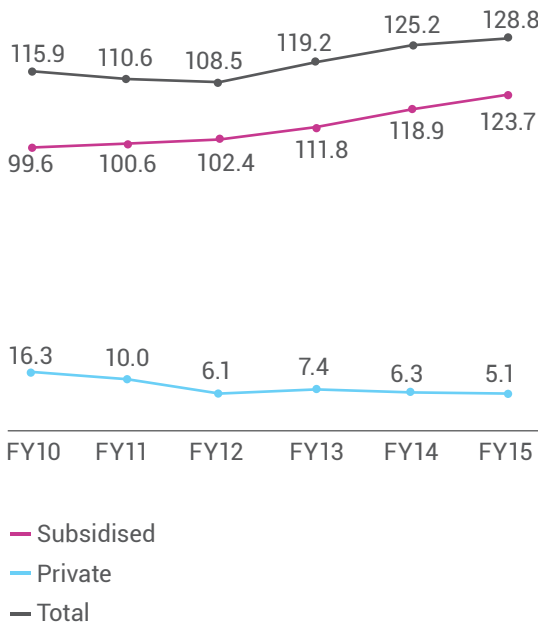
Headcount	Job Category	FY14	FY15	% Change
	Ancillary	557	595	6.8
	Nursing	312	347	11.2
	NHG Pharmacy	271	289	6.6
	Medical ¹	220	255	15.9
	Administrative	185	189	2.2
	NHG Diagnostics	215	219	1.9
	Allied Health ²	54	56	3.7
	Dental	47	48	2.1
	Total	1,861	1,998	7.4

1. Medical category includes Medical Officers and Dental Officers from Ministry of Health Holdings.
2. Allied Health category excludes all Pharmacy staff. Pharmacists, pharmacy technicians, pharmacy assistants, pharmacy store keepers, retail pharmacy staff are subsumed under NHG Pharmacy.

OUR DENTAL PATIENTS

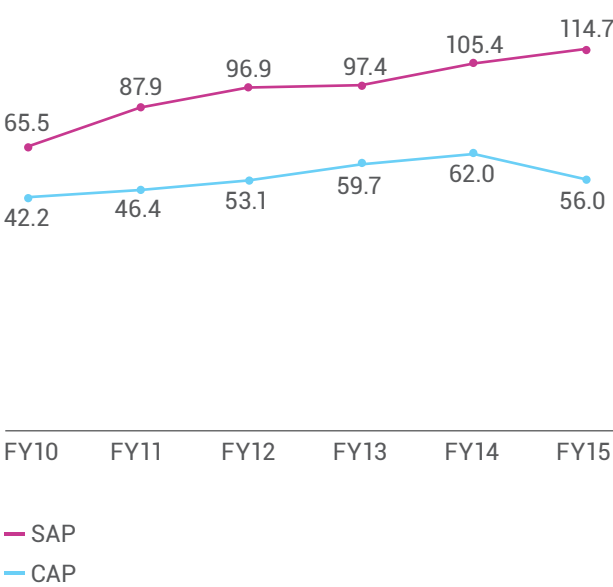
WE MOSTLY SEE SUBSIDISED PATIENTS

No. of Dental Visits ('000)



WE DO MORE PREVENTIVE PROCEDURES

No. of Dental Procedures ('000)



DAILY AVERAGE NUMBER OF BASIC DENTAL PROCEDURES

No. of Dental Visits

	FY10	FY11	FY12	FY13	FY14	FY15
Filling & Extraction	152.0	168.0	194.0	214.0	226.0	206.4
Polishing & Scaling	236.0	318.0	353.0	350.0	384.0	422.8

NOTES
The number of subsidised dental visits has increased over the years. We have also seen growth in the daily averages of dental procedures done at our polyclinics.

Of the dental procedures performed, a larger proportion was made up of preventive procedures (i.e. polishing and scaling). The proportion of preventive procedures has also grown over the years, signifying greater emphasis on preventive care at NHGP.

APPENDIX A

QUALITY IMPROVEMENT PROJECTS COMPLETED IN FY2015

MISSION STATEMENT / PROJECT TITLE			TEAM LEADER CO-LEADER
1	To improve training inventory and setup for caregiver course in Primary Care Academy	HQ	Yeoh Hui Ling
2	To achieve 100% tracking of critical results in NHG Diagnostics laboratories	HQ	Serene Kho
3	To achieve 100% tracking of stock movement in NHG Diagnostics laboratories	HQ	Serene Kho Jason How
4	To improve the accessibility of podiatrist services by high risk patients requiring acute podiatric management in all Podiatry Centres	HQ	Dr Donna Tan Kathlyn Xu
5	To ensure that prescriptions for all chronic patients referred from public healthcare institutions do not contain unintentional medication discrepancies on patient's first follow up at Choa Chu Kang Polyclinic in 6 months	HQ	Lim Li Ching Jacinta Ong
6	To reduce physiotherapy appointment default rate in all Physiotherapy Centres from 33% to 20% in 6 months	HQ	Kwok Boon Chong John Abraham
7	To reduce the frequency of Automated Tablet Dispensing and Packing System (ATDPS) canister stock-out situations by 75% during Convidose™ sachet packing at Pharmacy Service Centre	HQ	Selvia Zhang
8	Implementation of roof-top safety control measures	HQ	James Tay Chee Por
9	To reduce Mammography Medisave related data entry billing error in POS system by 50% in 3 months' time in NHGP	HQ	Eileen Lim
10	To achieve optimal storage temperature for medications in nursing services rooms	HQ	Jancy Mathews
11	To increase the number of Coronary Risk Screening (CRS)-eligible patients in Clementi and Yishun Polyclinics who book CRS appointments from 217 and 123 per month (as of end November 2015) respectively to at least 300 per month by March 2016	HQ	Hester Tan
12	To decrease the percentage of diabetes patients with HbA1c > 9% from 15.65% to 10% in Ang Mo Kio Polyclinic in 6 months	AMK	Dr Manojkumar Amarlal Kharbanda
13	To increase the percentage of Written Asthma Action Plan (WAAP) prescription from 20% to 100% for asthmatic patients with a change of preventive inhaler therapy in Ang Mo Kio Polyclinic in 6 months	AMK	Dr Valerie Teo Evonne Oh

14	To improve the uptake rate of smoking cessation counselling by trained health professionals among eligible patients at Ang Mo Kio Polyclinic from 0.4% to 60% within 6 months	AMK	Dr Teh Kailin
15	To increase the percentage of diagnostic OGD done via open-access route at NHG1-health for symptomatic patients from Ang Mo Kio Polyclinic from 12% to 100% in 6 months	AMK	Dr Dominique Phang Ervina Lee
16	To improve the medical reports workflow in Ang Mo Kio Polyclinic	AMK	Dr Ong Ai Li
17	To improve the communication means for balance medications from patients in Ang Mo Kio Pharmacy	AMK	Yap Hui Rei
18	To reduce patient waiting time by improving the efficiency of OPAS packing workflow in Bukit Batok Pharmacy	BBK	Hai Wei Ying
19	To reduce the occurrence of UKOVA samples missed out in multiple urine tests in Bukit Batok Laboratory	BBK	Zalifah Bte Mohd Jasmin
20	To increase the uptake of mammography screening in women age 40 to 69 in Bukit Batok Polyclinic from 20% to 40% over 5 months	BBK	Dr Chew Ming Xian Grace (RCC Doctor)
21	To increase the attendance of nurse-run and pharmacist-run smoking cessation service of adult smokers with chronic obstructive pulmonary disease or asthma in Bukit Batok Polyclinic	BBK	Dr Pandey Rahul Ramchandra
22	To reduce frontline transcription errors that lead to urine test being missed out in Choa Chu Kang Laboratory in 6 months	CCK	Carol Sim
23	To improve staff efficiency by reducing unnecessary inquiries at laboratory counter in Choa Chu Kang Polyclinic	CCK	Karen Cheng
24	To increase the uptake of pneumococcal vaccines in patients more than 65 years old in Choa Chu Kang Polyclinic	CCK	Dr Ibkaar Darke
25	To revamp the consultation rooms' notice boards and trays via 6S approach in Clementi Polyclinic	CLE	Dr David Yang Hongseok
26	To reduce the counselling time for patients with no changes to their chronic medications by 50% in 9 months in Clementi Polyclinic	CLE	Woo Jia Xiang
27	6S @ Care Manager's Room in Clementi Polyclinic	CLE	Chan Kwai Peng
28	To reduce the frequency of patients missing from arranged blood test at level 1 laboratory in Hougang Polyclinic	HOU	Sherry Ann
29	To increase percentage of eligible type 2 diabetes patients who require insulin and started on insulin from 34.5% to 50% in Hougang Polyclinic during the next 6 months	HOU	Dr Ismail Afzana Ms Mohanambal d/o Sundravelu

30	To improve waiting time for patients via queue management in Hougang Pharmacy	HOU	Leong Su Shan Suzanna
31	To reduce the potential errors in DOTS medications in DOTS room in Hougang Polyclinic	HOU	Quek Poh Choo
32	To increase uptake of CRS in well patients without pre-existing chronic diseases in Hougang Polyclinic	HOU	Dr Teo Zhi Han
33	To eliminate ECG report done under wrong patient name in Jurong NHG Diagnostics	JUR	Catherine Gregorio
34	To improve the turn around time for laboratory to consultation at Jurong Polyclinic	JUR	Catherine Gregorio Dhanam Raghupathy
35	To increase the percentage of patients with newly diagnosed Impaired Glucose Tolerance (IGT) / Impaired Fasting Glucose (IFG), who are referred to see the Care Manager / Dietitian to 80% in the next 6 months in Jurong Polyclinic	JUR	Dr Shipra Lather
36	To reduce the congestion at Pharmacy reception counter by 50% of the time in Jurong Polyclinic	JUR	Marvin Sim
37	To reduce the percentage of diabetic patients in Jurong Polyclinic with HbA1c > 9% from 12.95% to 10% (NHGP Target KPI) in 6 months	JUR	Dr Patil Anand Achyut
38	To improve uptake of pneumococcal vaccines among eligible elderly patients in Jurong Polyclinic	JUR	Dr Chin Chi Hui
39	To reduce the use of lumbosacral spine X-rays in patients aged below 50 years with non-specific lower back pain of less than 6 weeks of duration in Jurong Polyclinic	JUR	Dr Cheah Ming Hann
40	To reduce the rate of prescription discrepancy in Toa Payoh Polyclinic for patients on regular medications for chronic disease, following hospital admission from 9% to 0% within 6 months	TPY	Dr Ian Koh Jan Ming Srimathi d/o Litshumanan
41	Storage of sterile items in 'First In - First Out' system in the sterilisation room and treatment rooms/cubicles in Toa Payoh Dental Clinic	TPY	Tan Hue Min
42	To Increase the percentage of patients with Diabetic Foot Ulcer (DFU) receiving Ankle Brachial Index (ABI) assessment within 2 weeks of diagnosis from 0% to 80% by October 2015	TPY	Dr Tan Lye Yoong Julia Zhu Xiaoli
43	To minimise the number of repackaged boxes dispensed per prescribed medicine in Toa Payoh Pharmacy	TPY	Yvonne Tan
44	To reduce time-motion waste in tracking patients on Direct Observed Therapy (DOT) in Toa Payoh Polyclinic	TPY	SN Jessica Zhu SSN Amy Han
45	To eliminate near-misses and errors of misidentification during HbA1c processing in Care Managers' room in Toa Payoh Polyclinic	TPY	SSN Rachel King

46	To pilot a challenge checklist on poorly controlled Diabetes Mellitus (DM) patients with HbA1c >8% to elicit the barriers to better DM control from the patient's own perspective	TPY	Dr Chew Eng Lee SSN Christine Chern
47	To design a visual cue for positioning of patients in Diabetic Foot Screening (DFS) room in Toa Payoh Polyclinic	TPY	Shaynaz Parveen
48	To improve serum uric acid monitoring among patients with gout on allopurinol at Toa Payoh Polyclinic	TPY	Dr Chu Chun Hong
49	To reduce motion waste by dental assistants when retrieving sterilised equipment in Woodlands Dental Clinic	WDL	Wu Yangmei
50	To reduce the time spent by doctors searching for information via 6S on consult room notice board	WDL	Rena Lee Yoke Fung Lim Teng Lee
51	To reduce missing instrument in Woodlands Dental Clinic	WDL	Ang Wei Wei
52	Treatment room renovation in Woodlands Polyclinic	WDL	Wendy Ong
53	To optimise the number of repackaged boxes per line item dispensed in Woodlands Pharmacy	WDL	Clara Tan Lay Khim
54	To increase the use of Chronic Obstructive Pulmonary Disease (COPD) Assessment (CAT) in COPD patients in Woodlands Polyclinic	WDL	Dr Lim Ying Yin
55	To increase the percentage of use of WAAP from 21% to 42% in asthma patients who are on preventer inhalers in Woodlands Polyclinic	WDL	Dr Vivek Bansal
56	Reduce missed laboratory orders to 0 in all polyclinics	YIS	Jeff Chia
57	To improve the handling of patient recall for abnormal results (urgent and non-urgent) in Yishun Polyclinic	YIS	Dr George Chua Lim Voon Hooi
58	To reduce nebulisation rate in Yishun Polyclinic	YIS	Dr Jeremy Foo Wang Na
59	To increase pneumococcal vaccine uptake among children in Yishun Polyclinic	YIS	Tan Pek Hoon
60	To increase the storage capacity of the fridge and compliance of Vaccination First Dosage/Last Dose documentation in Immunisation Room in Yishun Polyclinic	YIS	Mesiah Francina
61	Standardisation of storage spaces in Child Immunisation and Vaccination room in Yishun Polyclinic	YIS	Munirah Salauddin
62	To improve the uptake of Anti-Coagulation Clinic among stable patients who are on warfarin in Yishun Polyclinic	YIS	Dr Victor Liang
63	To improve the referral rates of smokers attending Yishun Polyclinic to Smoking Cessation Clinic	YIS	Dr Arvin Mahavijyan

APPENDIX B

I MEDICAL FORUMS CONDUCTED IN 2015

DATE	TITLE & OBJECTIVE OF THE FORUM	SPEAKER / TRAINER
15 Jan 2015	The Doctor & the Law: Doctors' Duties & Legal Liabilities	Dr Lim Chee Kong Deputy Director (Medical Manpower), Clinical Services Family Physician, Consultant Hougang Polyclinic, NHGP Mr Christopher Chong Partner, Rodyk & Davidson LLP
26 Mar 2015	Keeping a SMILE in the Silver Years	Dr Chang Kok Meng Consultant, Department of Dental & Oral Surgery, Khoo Teck Puat Hospital (KTPH) Dr Eugene Poh Hze-Khoon Consultant, Department of Dental & Oral Surgery, KTPH
21 May 2015	Medications Adherence & Patient Discordance. Are We Out of Touch?	Dr Teh Ming Ming Consultant, Department of Endocrinology, Singapore General Hospital
23 Jul 2015	Cases in Developmental Assessments and Screening	Dr Chong Shang Chee Head and Consultant, Child Development Unit, Division of Development and Behavioural Pediatrics Khoo Teck Puat- National University Children's Medical Institute
17 Sep 2015	Thriving Through Menopause	Dr Susan Logan Consultant, National University Hospital Women's Centre Dr Desmond Ong Luan Seng Family Physician, Associate Consultant, Jurong Polyclinic, NHGP
19 Nov 2015	Professionalism in Primary Care The Primacy of Patient Welfare – The First Principle in Healthcare Professionalism	Dr T Thirumothy Associate Professor, Duke-NUS Graduate Medical School

APPENDIX C

ABSTRACTS BY NHGP STAFF AND COLLABORATORS
PUBLISHED IN ANNALS OF THE ACADEMY OF MEDICINE,
SINGAPORE – PROCEEDINGS OF SHBC 2015, OCTOBER
2015, VOL. 44 (SUPPL) NO. 10.

NO.	ABSTRACT TITLE	AUTHORS
1	Discovery Learning Gaps for a Nursing Leadership Programme in a Primary Care Setting	Dong Lijuan
2	Improving Care of Empanelled Patients through a Team-Based Approach in the Polyclinic - Outcomes at 6 Months	David Ng Wei Liang, Tung Yew Cheong, Sabrina Wong Kay Wye, Ian Koh Jan Ming, Tan Lai Yong, Christine Chern Win Far, Rajwant Kaur, Jessica Koh, Alice Pek Watt Yim, Ngai Pui San, Elaine Tan Suan Leng
3	Resilience in Drug Addiction	Yap Chee Khong, Bawany Chinapan
4	Perceptions of Adolescents in Asia towards People with Mental Illness: A Qualitative Study Using Grounded Theory	Ooi Say Leong, Jane Powis
5	Knowledge of Primary Care Staff towards MRSA and MSSA	Teo Sok Huang, Yan Chau Chain, Predeebha Kannan, Clarence Tam
6	Predictors of Depression in Primary Care	Wong Mei Yin, Yap Chee Khong, Mah Siew Chung
7	"When Can I Be Free from My Miserable Leg?" A Qualitative Study of Patients' Experience of Chronic Leg Ulceration in Primary Healthcare in Singapore	Zhu Xiaoli, Kath Ryan
8	A Study on the Perceptions of Weight Loss among Overweight to Obese Patients with Chronic Disease	Benjamin Cheah Soon Min, Lim Chee Kong, Sim Yu Fan
9	The Effect of Life Story Review in Reducing Depression among Community-Dwelling Older Adults with Chronic Disease: A Pilot Study	Blessy Mathew Koottappal, Chan Moon Fai, Katherine Leong Shiao Pheng, Heng Boon Leng, Sher Banu Abdul Latif Khan, Sumathi Sagayamary D/O Lourdesamy, Mina Nagapan, Woo Sook Fan, Jane Chee Wai Yan, Roger Ho Chun Man, Sim Yu Fan

10	The Effects of Different Physiotherapy Follow-Up Intervals on the Recovery of Patients with Shoulder Adhesive Capsulitis (Acute and Subacute): Centre-Randomised Trial	Kwok Boon Chong, Varsha Rajesh
11	Anxiety and its Association with Multimorbidity in the Primary Care Setting	Lee Eng Sing, Mythily Subramaniam, Janhavi Ajit Vaingankar, Richard Lee Meng Kam, Zhang Yunjue, Teo Sok Huang, Sim Yu Fan
12	Multimorbidity and its Association with Depression in the Primary Care Setting	Lee Eng Sing, Mythily Subramaniam, Janhavi Ajit Vaingankar, Richard Lee Meng Kam, Zhang Yunjue, Teo Sok Huang, Sim Yu Fan
13	The Quality of Life in Patients Suffering from Multimorbidity	Lee Eng Sing, Mythily Subramaniam, Janhavi Ajit Vaingankar, Richard Lee Meng Kam, Zhang Yunjue, Teo Sok Huang, Sim Yu Fan
14	Incidence of Hyperkalemia and Significant Creatinine Rise Associated with ACEI or ARB Initiation in Primary Care of Singapore	Wang Qingli, Lee Eng Sing, Sim Yu Fan
15	Promoting DASH (Dietary Approaches to Stop Hypertension) Diet for Newly Diagnosed Hypertensive Patients in Primary Care Setting: Challenges and Interventions	Won Tin Chiang
16	Outcomes of a Multidisciplinary Team Approach for Poorly Controlled Diabetic Patients with Psychosocial Issues	Sabrina Wong, Phoebe Hoh, Tan Sing Ying
17	Outcomes of a Pilot Memory Clinic in Choa Chu Kang Polyclinic	Sabrina Wong, Chris Tsoi, Henry Ramaya, Phoebe Hoh
18	Exploring Predictors of Suicide Risk: Primary Care in Singapore	Wong Mei Yin, Yap Chee Khong, Ooi Say Leong
19	Brief Cognitive Behavioural Therapy (CBT) for Insomnia: Primary Care in Singapore	Wong Mei Yin, Yap Chee Khong, Mah Siew Chung
20	CBT for Chronic Insomnia: A Randomised Clinical Trial of Additive Components of Mindfulness or Cognitive Therapy	Wong Mei Yin, Christopher Lee, Melissa Ree
21	The Pilot Use of a Qualitative Patient Feedback Form for Physiotherapy Trainee	Kwok Boon Chong

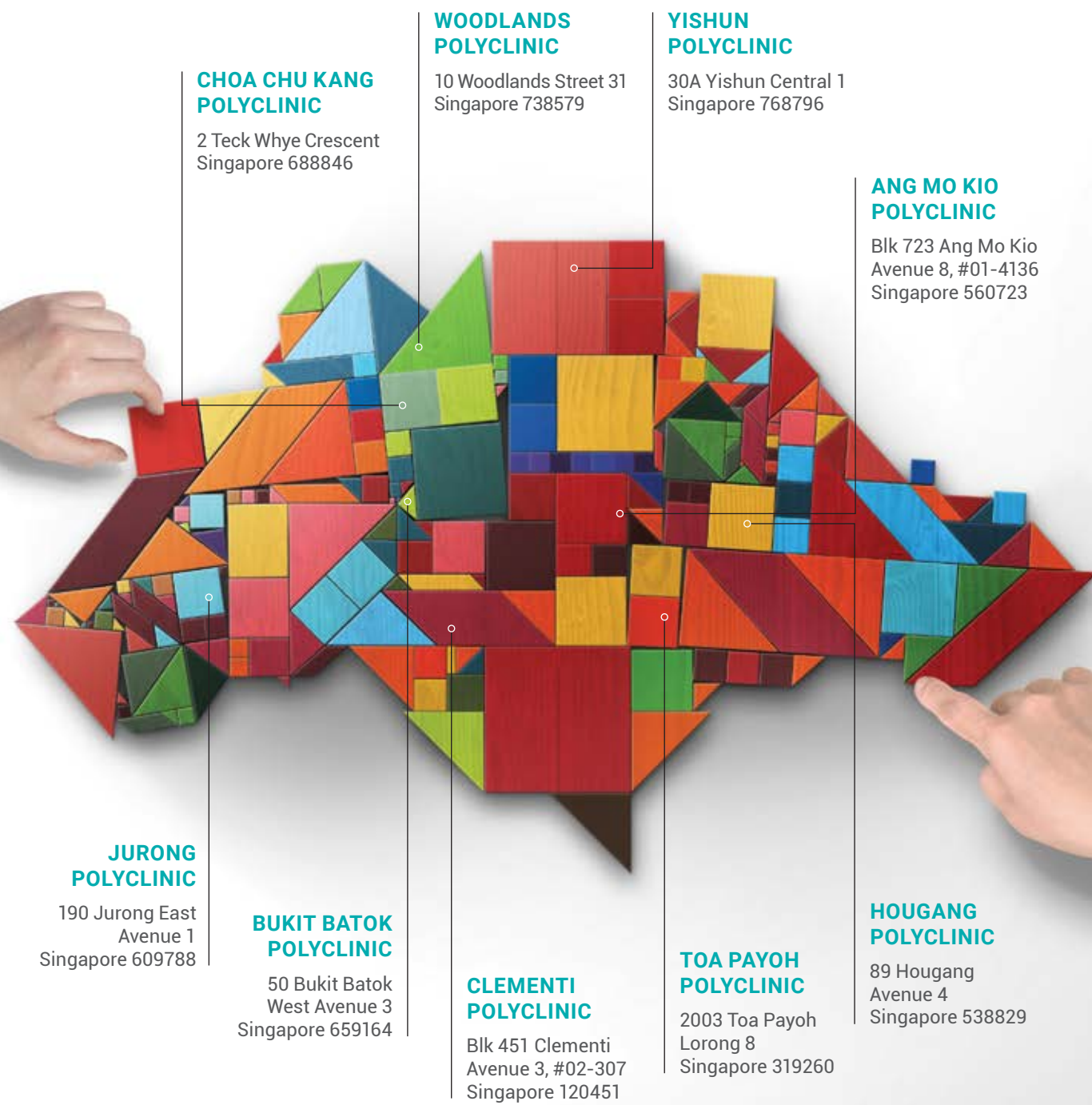
22	Attitudes, Skills and Knowledge of Primary Healthcare Nurses on the Use of Evidence-based Nursing (EBN) and Barriers Influencing the Use of EBN in the Primary Healthcare Setting	Chew Mei Ling, Sim Kok Huay, Sim Yu Fan, Yan Chau Chain
23	Evaluation of an Interactive Health Corner	Lynette Goh, Agnes Wong, Richard Lee
24	The Efficacy of Commonly Used Topical Agents in Patients with Aphthous Stomatitis – A Literature Review	David Ng Wei Liang
25	To Improve the Blood Pressure Control of Hypertensive Patient without Diabetes Mellitus in Ang Mo Kio Polyclinic	Ng Chia Hau, Tan Peck Hoong, Christopher Chong Valerie Teo, Er Lian Hwa, Mah Choon Siong
26	Prescription Errors in Primary Care Setting – How Much Do the Doctors Know?	Rangpa Taiju, Tan Lay Khim, Zheng Mingli, Keith Tsou Yu Kei
27	Perspectives of Primary Care Staff towards Current MRSA and MSSA Management	Teo Sok Huang, Yan Chau Chain, Predeebha Kannan, Clarence Tam
28	Medication Adherence in Patients with Type 2 Diabetes	Wang Na, Winnie Poh Siew Huay, Koh Poh Geok, Zhang Qinyi, Carolyn Chan Mei Fong, Lau Ying
29	Peer, Family and Media Influences on Disordered Eating Behaviours: Mediating Roles of Negative Emotions and Susceptibility to External Influence	Zeng Weiting, Catherine Tang So-Kum
30	Improving Take-up Rate for Convidose™ to Improve Medication Adherence in the Outpatient Setting	Tan Li Ling, Siti Mukarramah Bte Talib
31	Applying Lean Six Sigma in Reducing Waiting Time in the Radiology Department	Harris Abdul Razak
32	Healthcare Workers' Wants vs Patient's Preference on the Instruction on Urine Sample Collection	Janet Teng

APPENDIX D

LIST OF PCA WORKSHOPS

MEDICAL KNOWLEDGE	PATIENT CARE / CLINICAL & PROCEDURAL SKILLS
M.Med OSCE Exam Preparation M.Med Slide Exam Preparation GDFM OSCE Exam Preparation Introduction to Research	Surgical Prodecures for the Primary Healthcare Physician Orthopaedic Prodecures for the Primary Healthcare Physician Interpretation of Eye Screening Results (DRP) Interpretation of Spirometry Results Diabetic Foot Screening Wound Management Course for Enrolled Nurses Advance Wound Management Workshop Use of Medical Terminology in Work Activities (WSQ) Basic Health Parameters for Clinical Ancillary Staff Assist in Collection of Pap Smear Specimens for Health Attendants Essential Skills for Clinical Ancillary Staff Simplified Use of Medical Terminology English-Chinese Medical Translation Course Know the Elderly: Workshop for Frontliners Understanding Diabetes, Hypertension and Lipid Disorders: Workshop for Frontliners Practical Approach to Eczema Management for Primary Care Doctors AED Certification BCLS Full Certification BCLS Re-Certification
PRACTICE-BASED LEARNING	INTERPERSONAL COMMUNICATION
Evidence Based Medicine - Guide to Critical Appraisal Teaching 101 for Busy Healthcare Professionals Basic Chronic Disease Management Advance Chronic Disease Management Healthy Literacy Workshop Practice Coaching Workshop Adult Vaccination Workshop Infection Control Seminar Dermatology Workshop Advancing Ethics and Professionalism in Primary Care Developmental Assessment in Children	Enhancing Critical Communication Skills that Matter Basic Communication Skills Mentoring - A Guide by the Side
COMMUNITY SKILLS / PUBLIC COURSES	
General Practitioner's Assistant Courses - Foundation, Intermediate, Advance Infection Control Workshop in ILTC Short Course for Therapist Assistants / Aids and Nursing Aids from ILTC Sector Basic First Aid Workshop Care for the Elderly CPR + AED Public Health Talks	

OUR POLYCLINICS



PROJECT TEAM
Ms Goh Geok Ngoh
Director, Corporate Planning & Communications

Ms Cindy Chew Sze Ling
Manager, Corporate Communications

Mr Alvin Chua Soon Yong
Assistant Manager, Corporate Planning

Ms Sabrina Lim Wei Yin
Senior Executive, Corporate Communications

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