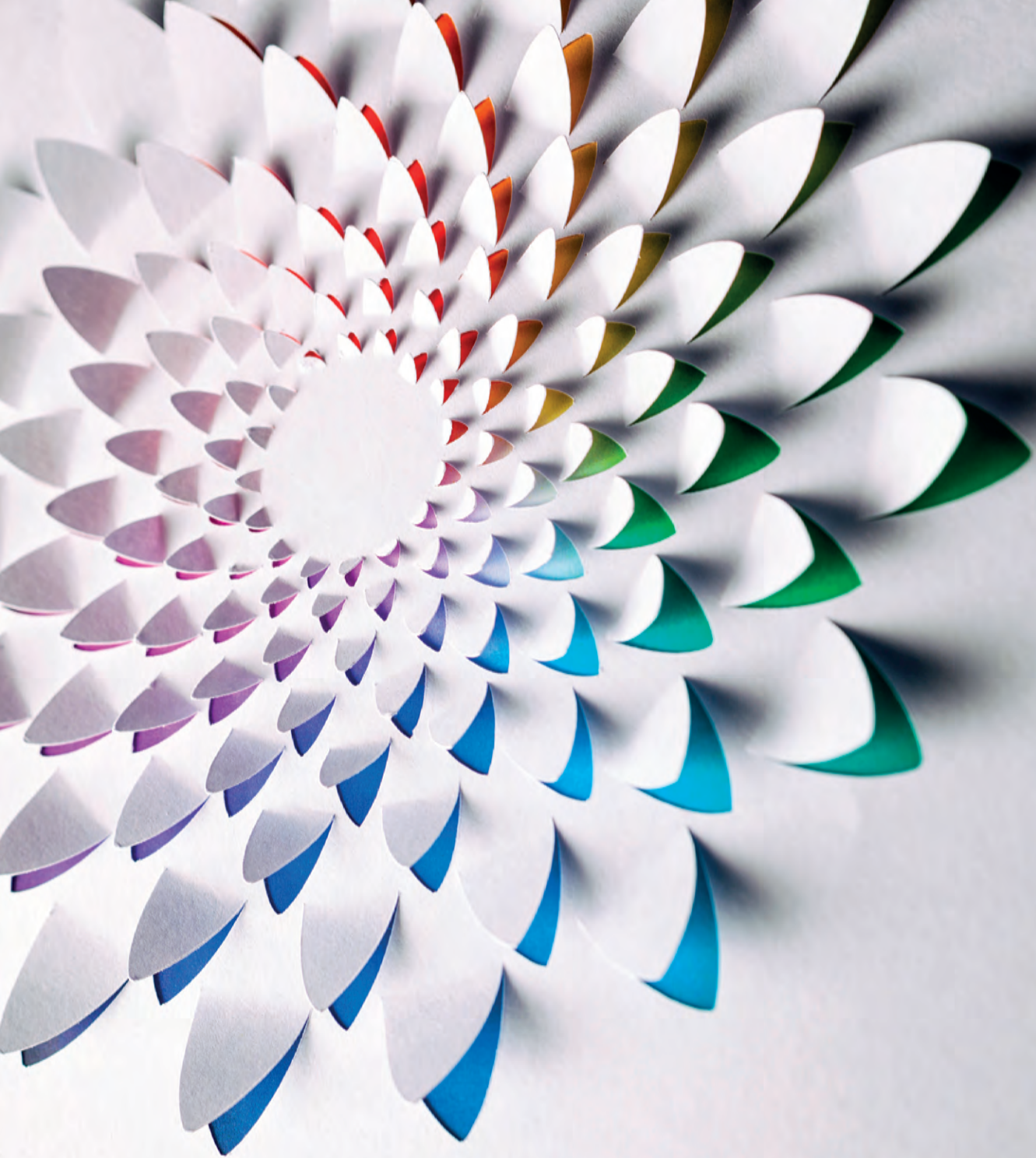




FY2019 Annual Report



National Healthcare Group
POLYCLINICS

FORGING AHEAD

DELIVERING WORLD-CLASS PRIMARY CARE



FORGING AHEAD

The National Healthcare Group Polyclinics' (NHGP) Annual Report FY2019, titled 'Forging Ahead', showcases our journey in delivering quality primary care. To provide care that is world-class, we must be prepared to challenge old ideas and break new ground.

The paper-cutting imagery on the cover and throughout the Annual Report depicts how NHGP has navigated through the intricacies and complexities of primary healthcare, forged ahead in the face of challenges, and found breakthroughs as part of this journey. On the cover, the burst of colours and the blooming petals portray the collaborative synergy of our staff and partners as well as our constant drive to meet the growing needs of Singapore's population. This journey of constant growth and discovery has made NHGP a leader in advancing Family Medicine and transforming primary healthcare for the benefit of all Singaporeans.



OUR VISION

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

OUR MISSION

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

OUR VALUES

People-Centredness

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

Compassion

We care with love, humility and empathy.

Integrity

We commit ourselves to the highest standards of ethical conduct.

Stewardship

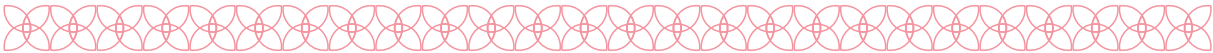
We are responsible for the care of our people, patients and population.

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GROUP CEO'S MESSAGE



“I sincerely thank all NHGP staff for soldiering on during this period, despite the long hours you put in and personal sacrifices you had to make. Such demonstrated commitment underscores the fact that — working as one NHG — we can and will overcome any challenges we encounter.”

TOGETHER, WE SHALL OVERCOME

Since the first case of COVID-19 was diagnosed in Singapore in late January 2020, the entire NHG Family — from acute to community care — has been hard at work helping to manage the pandemic. Among those at the frontlines of this battle is the National Healthcare Group Polyclinics (NHGP). Standing shoulder to shoulder with General Practitioners in our Central-North Primary Care Network, NHGP has spared no effort in swiftly preventing and containing the outbreak within the polyclinics.

Beyond the polyclinic walls, NHGP has also played a key role in NHG's endeavours to support various efforts at community facilities around Singapore. These included the setting up and managing of 14 Medical Posts at migrant worker dormitories, running four Swab Isolation Facilities, and participating in close to 70 mass swabbing missions across Singapore. All of this, done under challenging conditions and in full Personal Protective Equipment.

I sincerely thank all NHGP staff for soldiering on during this period, despite the long hours you put in and personal sacrifices you had to make. Such demonstrated commitment underscores the fact that — working as one NHG — we can and will overcome any challenges we encounter.

BEYOND 20 YEARS

Against this backdrop of an unprecedented healthcare crisis, NHGP commemorated its 20th Anniversary in 2020. While circumstances derailed many planned activities, this milestone was no less momentous and memorable. I wish to highlight some of the commendable milestones that NHGP has achieved over its 20-year journey:

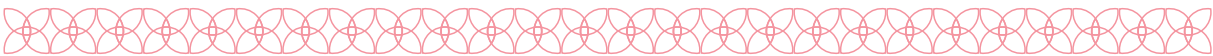
- Launching the first Family Physician Clinic at Ang Mo Kio Polyclinic in 2005
- Establishing the Primary Care Academy in 2007
- Establishing the Family Medicine Academy in 2013
- Introducing the Teamlet Care Model in 2015

All of these have established a strong foundation for primary care and enhanced our patients' overall experience. Through continued innovations in care delivery, NHGP has not only made primary care more accessible and holistic, they have also shifted the paradigm of care towards a patient-centric model that empowers patients to become active participants in their health. This is truly worth celebrating!

I hope that marking this milestone spurs all staff to continue their efforts to reach even greater heights in the next 20 years and beyond. I am confident of the journey ahead, guided by the foresight and experience of Chairman, Madam Kay Kuok, the Board of Directors, the Ministry of Health, and Associate Professor Chong Phui-Nah, CEO of NHGP & Primary Care. I look forward to working closely with all of you as we continue to transform care and achieve our vision of 'Adding Years of Healthy Life'.

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

CEO'S MESSAGE



“The quiet resilience shown by our NHGP family in this recent COVID-19 pandemic has been inspiring and heartening. As healthcare providers, all of us at NHGP are cognisant of the risks associated with infectious disease. However, to support Singapore’s battle against COVID-19, many of our staff have risen to the challenge.”

COURAGE IN THE FACE OF ADVERSITY

Since the establishment of the National Healthcare Group Polyclinics (NHGP) in 2000, our staff have served Singapore with dedication. This commitment is not only lived out in our daily efforts to deliver sound, patient-centred primary care, but also in the face of greater challenges, such as the SARS, H1N1 and Zika outbreaks in the past.

The quiet resilience shown by our NHGP family in this recent COVID-19 pandemic has been inspiring and heartening. As healthcare providers, all of us at NHGP are cognisant of the risks associated with infectious disease. However, to support Singapore’s battle against COVID-19, NHGP has risen to the challenge. Many of our staff overcame their own personal fears to care for patients, toiling for long hours across our six polyclinics and various community facilities. This courage and resilience has done us proud!

EMBRACING A NEW NORM OF CARE

I am also pleased by how NHGP has risen to the occasion and turned the many obstacles faced during the COVID-19 crisis into opportunities for real-world innovation. We are embracing new norms of care and leveraging technology to accelerate the implementation of initiatives that enable us to connect safely with patients, continue essential services and yet reduce the risk of infection transmission. These initiatives include the launch of Video-Consultations (by doctors), Tele-Dietetics, Tele-Psychology and more.

CELEBRATING EXCELLENCE

And while FY2019 will be remembered largely for our infection control and management efforts to counter COVID-19, this year will also be commemorated for several important achievements.

One of these is winning the overall Excellence Champion Medal at the annual National Healthcare Innovation and Productivity Award, held in May 2019. NHGP’s project, titled ‘NHGP Teamlet Care Model: A Redesign of Chronic Care Delivery’, was selected for this top spot from more than 50 project submissions.

In September 2019, NHGP also received two Excellence Awards under the ‘Community Involvement’ and ‘Facility Management and Financial Improvement’ categories at the Asian Hospital Management Awards. This is a prestigious award that recognises and honours healthcare institutions that take innovative and progressive approaches to improve healthcare in the region.

FORGING AHEAD

These achievements spur us on in our on-going quest to raise the level of primary care – even as we continue the battle against COVID-19 for the rest of FY2020. I would like to take this opportunity to once again thank all NHGP staff for their dedication and perseverance in what looks to be a long journey ahead of us. I am grateful for our valued partners in healthcare – NHG Central-North Primary Care Network General Practitioner (GP) partners, community partners and other healthcare institutions – for working closely with us through this eventful year.

The year 2020 also marks NHGP’s 20th Anniversary – a two-decade journey that has been enriched by the tremendous support of various parties. On behalf of the management team, I would like to thank the Ministry of Health, NHG’s Board of Directors, our GP partners and NHGP’s senior management members and staff for sharing our vision and supporting us. I am confident that whatever comes our way, we will draw from this collective strength and continue to make strides towards transforming primary healthcare and advancing family medicine.

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

NHGP SENIOR MANAGEMENT



Dr Simon Lee
Chief Operating Officer and
Chief Clinical Informatics Officer



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



Dr Karen Ng
Director, Clinical Services



Ms Chen Yee Chui
Chief Nurse, Nursing Services



Mr David Kok
Director, Finance



Mr Shawn Phua
Director, Human Resources



Dr Christopher Chong
Head, Ang Mo Kio Polyclinic



Dr Jonathan Ting
Head, Geylang Polyclinic



Dr Kong Jing Wen
Head, Hougang Polyclinic



Dr David Ng
Head, Toa Payoh Polyclinic
(until 31 Jan 2020)
Head, Special Projects, Primary Care
(from 1 Feb 2020)



Dr Tan Khai Wei
Head, Toa Payoh Polyclinic
(from 1 Feb 2020)



Dr Evan Sim
Head, Woodlands Polyclinic



Dr Kwan Pek Yee
Head, Yishun Polyclinic
(until 31 Jan 2020)



Dr Lim Ziliang
Head, Yishun Polyclinic
(from 1 Feb 2020)

NHGP SENIOR MANAGEMENT



Dr Tang Wern Ee
Head, Clinical Research Unit



Dr Kenneth Low
Director, Dental Division



Dr Darren Seah
Director, Family Medicine Development



Dr Irwin Chung
Director, Primary Care Academy



Mr Mok Ying Jang
Deputy Chief Operating Officer



Ms Chan Soo Chung
Executive Director, NHG Pharmacy



Ms Lim Soh Har
Executive Director, NHG Diagnostics



Dr Lim Chee Kong
Deputy Director, Clinical Services
(Manpower)



Dr Gowri Doraisamy
Director, Care Integration



Dr Wee Wei Keong
Director, Health Promotion & Preventive Care



Dr Tung Yew Cheong
Director, Quality and Patient Safety



Mr Donald Wai
Director, Operations -
Facility Development and Planning Office



Ms Noraizah Zainal Abidin
Deputy Director, Corporate Communications



Ms Jaclyn Fam
Deputy Director, Corporate Planning



CHAPTER

01

Combating a Global Pandemic

At the start of the new decade, the world was confronted with news of a coronavirus outbreak, later established as COVID-19. Despite facing a steep rise in global infections, the National Healthcare Group Polyclinics (NHGP) stepped up to support Singapore's efforts to battle COVID-19.



BATTLE AGAINST COVID-19

Being the first line of defence in the primary healthcare setting, NHGP played a critical role to minimise and reduce the risk of COVID-19 transmission nationwide.

In minimising the risk of COVID-19 transmission, NHGP swiftly developed the following framework to tackle the challenges brought about by the pandemic:

- Containing risk of cross-contamination
- Observing safe distancing
- Verifying infections quickly
- Isolating at-risk staff
- Developing new ways to care for patients, and train staff and students

CONTAINING RISK OF CROSS-CONTAMINATION

Triage Area Measures

Since Singapore confirmed its first case of COVID-19 in January 2020, all patients and visitors had to undergo mandatory temperature screening and travel history declaration prior to entering any of NHGP's six polyclinics. Patients were further triaged depending on their temperatures, symptoms displayed and travel history to mitigate the risk of cross-infection spread between patients of different risk levels.



Screening and triaging area at Ang Mo Kio Polyclinic.

Segregation Measures

After being triaged, patients were assigned to Green, Orange or Red Zones. Patients suspected of having COVID-19 were managed in tentages at the Red Zone outside the main building. The Orange Zone catered to patients with symptoms of upper respiratory tract infection such as sore throat, cough, breathlessness, runny nose or fever. The Green Zone saw patients with chronic conditions, who passed the screening criteria and did not have acute respiratory symptoms. Satellite pharmacies were also set up at the Orange and Red Zones in the clinics to help minimise and contain cross-contact between patients and visitors from different triaged zones. This allowed pharmacists to prioritise and manage the prescription needs of these patients.



Patients suspected of having COVID-19 were isolated and managed at designated Red Zones.

Cleaning and Disinfection Processes

For areas visited by a suspected or confirmed COVID-19 patient, thorough cleaning and disinfection were done. All instruments and environmental surfaces, from stethoscopes and thermometers to telephones and keyboards, were also disinfected for safety. Routine environmental cleaning procedures included disinfecting floors twice a day and cleaning clinic common areas, including lifts and toilets, as well as consult rooms within Red Zone areas. The frequency of wipe-downs and cleaning for high-touch areas was also increased.

Support for Primary Care Partners

NHGP also provided support to its General Practitioner (GP) partners in the Central region during the COVID-19 period. NHGP's nursing team helped conduct mask-fitting sessions for GPs in the Central-North Primary Care Network (CN-PCN), as well as non-CN-PCN GPs and their clinic staff. The CN-PCN administrative team also assisted with the procurement of key items, such as masks, protective goggles and hand sanitisers. To ensure these GPs kept up with the evolving situation, the team helped set up virtual meetings to provide regular and timely updates.

Preventive Measures for Staff

To minimise exposure to the virus and to reduce the risk of transmission for all staff, NHGP promptly implemented strict processes in February 2020. Staff were required to follow Personal Protective Equipment (PPE) guidelines closely when in the clinic premises, adhere to strict safe distancing measures, and restrict their movements across Public Healthcare Institutions (PHIs) and clinics.



NHGP nurse conducting mask-fitting for a General Practitioner.

Special COVID-19 Issue of Plexus

The Primary Care Academy (PCA) produced a special COVID-19 issue of *Plexus* on containment and infection control measures, which was distributed to GP partners. In line with the ever-evolving health advisories and updates from the government, a team of NHGP Family Physicians addressed common queries from the frontlines in that issue.

OBSERVING SAFE DISTANCING

To create more safe distancing spaces for patients and visitors, screening areas at all NHGP polyclinics were expanded. Tentages and standing fans installed outside all six polyclinics in February 2020 increased screening capacity and reduced cross-contact contamination.

Additionally, patients were limited to only one accompanying visitor to further contain the spread of infection within the clinic premises. Safe distancing measures markers were also placed at queues, seats and lifts to ensure that safe distancing guidelines were strictly adhered to.



Tentage set up to expand screening areas at Toa Payoh Polyclinic to aid infection control and safe distancing measures.

VERIFYING INFECTIONS QUICKLY



NHGP nurse conducting a swab test on a patient.

Swab and Send Home Programme

Since February 2020, NHGP actively facilitated systematic and national swab testing efforts in the community under the Ministry of Health (MOH)'s Swab and Send Home (SASH) Programme. The aim of the SASH Programme was to detect the virus early and reduce the risk of further transmission in the community. A courier team from National Healthcare Group Diagnostics (NHGD) supported the delivery of swab samples from polyclinics to the National Public Health Lab and other referral laboratories in hospitals. As of 31 March 2020, NHGP's six polyclinics had conducted 1,000 swabs.

Contact Tracing

For patients or visitors who were in close contact with a COVID-19 patient while they were at a clinic, contact tracing was managed by NHGP's Operations and Contact Centre. Affected individuals were alerted on the same day MOH released its daily confirmed case announcements. The Contact Centre also conducted follow-ups after two weeks to check on the health of affected individuals. If they were unwell, they were asked to seek medical attention immediately.

DEVELOPING NEW METHODS OF PATIENT CARE



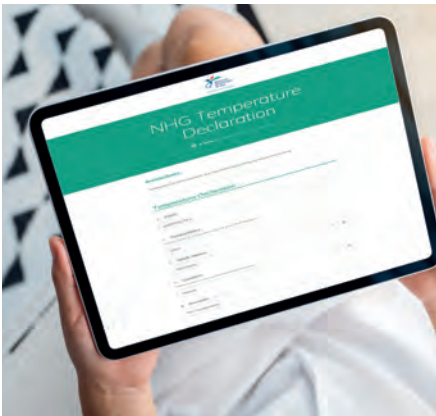
Video-Consultation session being conducted with an eligible patient.

Video-Consultations with Doctors

Eligible patients with well-controlled chronic conditions were encouraged to opt for video-consultations as part of NHGP's shift towards the new norm of care.

To reduce the risk of infection transmission during COVID-19 period, NHGP introduced Video-consultations in February 2020 for eligible patients to consult their doctor from the comfort of their homes via a video call. In the first three weeks of implementing this service, the number of patient visits to the polyclinics were reduced by 30%. Apart from its own patients with well-controlled chronic conditions, Hougang Polyclinic also offered and extended Tele-consultation services to the elderly patients of Sunlove Home who had regular follow-ups with the care team.

IMPLEMENTING STAFF MEASURES



NHG's Staff Health Surveillance System for temperature recording.

Staff Travel History and Health Surveillance

All staff were required to declare their travel history and record their temperature twice daily using the Staff Health Surveillance System (S3). Staff in close contact with those on Stay-Home Notice (SHN) and Leave of Absence (LOA) were also advised to closely monitor their health. Staff who were unwell were asked to seek medical attention. These measures ensured that infection risk was minimised for the safety of other staff and patients.

Split Team Arrangements

To ensure the business continuity of essential functions, NHGP implemented workplace segregation and split team arrangements from February 2020. Face-to-face interactions between staff were kept strictly within the designated split teams, even outside of working hours. Full work from home arrangements commenced from April 2020, as the government implemented nationwide containment measures in three phases.

Tele-Psychology

To allow patients to better manage depression, anxiety, insomnia and other stress-related problems in the convenience of their homes, NHGP launched the Tele-psychology service in March 2020. This service offers patients with existing psychologist appointments the option of a telephone consultation with a psychologist, which reduces the need for a physical visit to the polyclinic.



Tele-Psychology services offer patients with existing psychologist appointments the option of telephone consults.

CONDUCTING TRAININGS REMOTELY

SimConsults

In February 2020, Year 5 medical students from the Lee Kong Chian School of Medicine (LKCMedicine), who were in the midst of their Family Medicine Student Assistantship Programme clinical placements at NHGP had their clinical postings at the polyclinics shortened due to COVID-19. Nevertheless, NHGP's Family Physicians continued to provide clinical training to the medical students through simulated training sessions. Named 'SimConsults', these simulated sessions allowed students to carry out mock-up consultations on simulated patients with conditions commonly seen in primary care. Family Physicians observed these sessions in real-time via a video-conferencing platform. After each consultation, in-depth feedback was provided to students on their communication and clinical management skills.

Residency Tutorials

In strict compliance with infection control guidelines, face-to-face teaching sessions were no longer possible during the COVID-19 period. NHGP's Family Medicine Residency Team re-organised all teaching sessions to be delivered via a video-conferencing platform, while still providing adequate supervision, teaching and assessments for residents through didactic teaching, tutorials, and project audit presentations.

Continuing Medical Education Sessions

While Continuing Medical Education (CME) sessions have been live-streamed since 2018, NHGP ramped up its CME offerings delivered via a video-conferencing platform since the start of COVID-19. This gave NHGP the opportunity to engage more speakers across different specialties and hospitals, and also improved the accessibility of the talks to NHGP's clinicians and community partners.



NHGP Dietitian on a video call with a patient.

Tele-Dietetics

To allow patients to receive timely dietetic consults from the safety of their homes, NHGP started the Tele-dietetics service in March 2020. This service offers patients with chronic conditions, as well as paediatric patients with feeding and nutritional needs, the option of a telephone or video consultation with NHGP's dietitians instead of having to make a physical visit to the polyclinic.

TRIBUTES

Tokens of Appreciation for NHGP Staff

During the COVID-19 period, NHGP received an outpouring of support and appreciation from our partners and the community. Thoughtful gestures and encouragement for our staff included hand-written 'Thank-You' notes, lunch boxes and care packages, among others.



Hand-written appreciation notes from Hougang Secondary School students.



Staff from Al-Muttaqin Mosque Kindergarten presented care packages to NHGP staff.



Hand-written 'Thank you' cards made by Woodlands Ring Primary School students were presented to NHGP staff.

Photos included here were taken before Circuit Breaker measures started on 7 April 2020.



Appreciation gifts from Bishan-Toa Payoh MP Mr Saktiandi Supaat and the Toa Payoh East-Novena Grassroots Leaders & Youth Network (above); as well as the Nee Soon East Youth Network (right and below).



Marine Parade MP Mr Tan Chuan-jin gave out beverages and snacks, sponsored by Koufu, to NHGP staff for their continued dedication during this period.



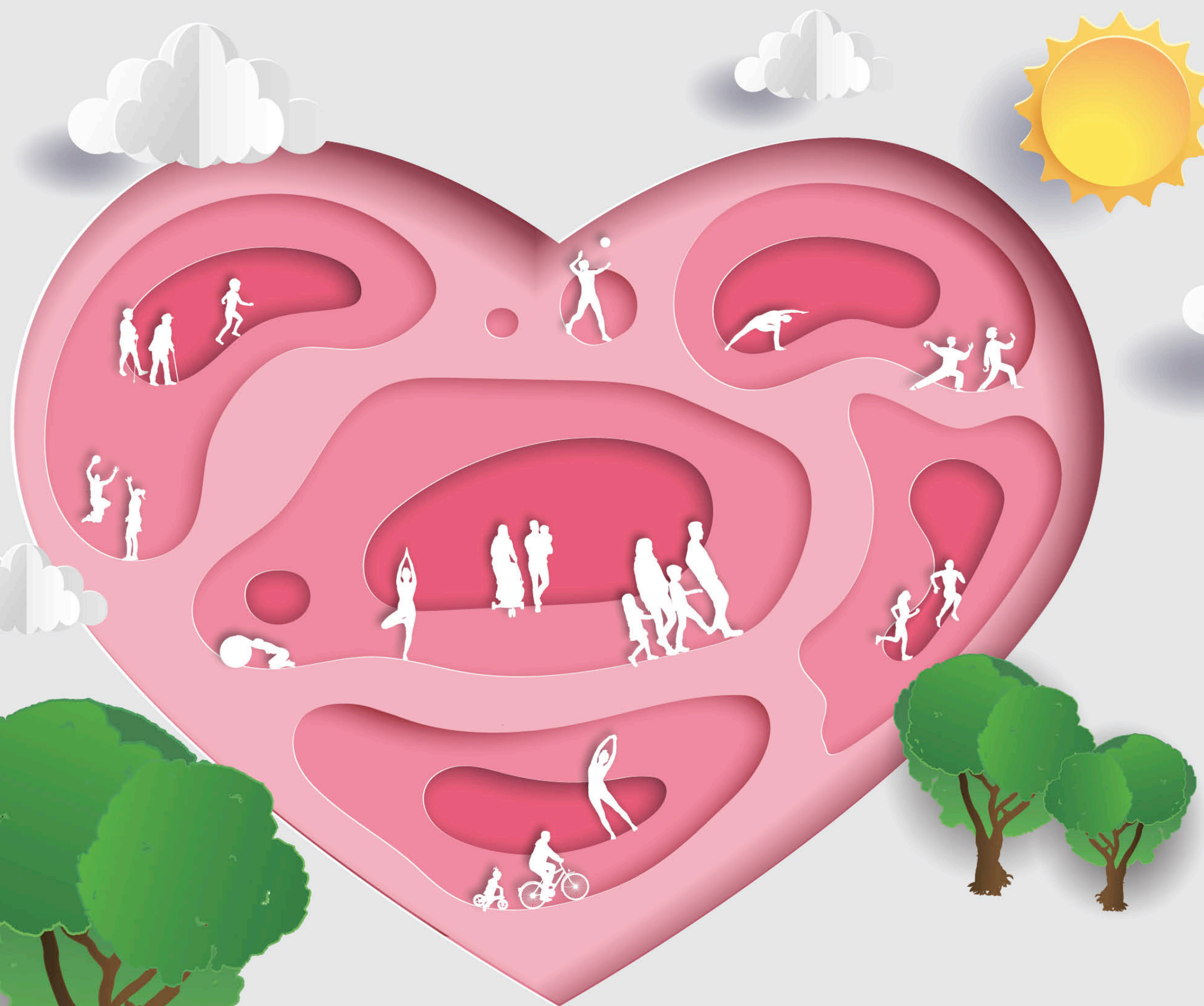
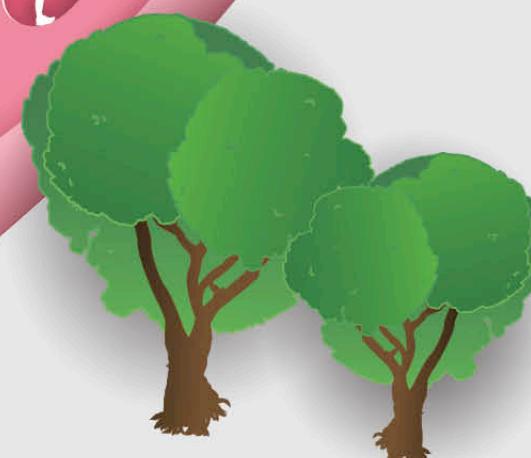
NHGP Staff from HQ put together COVID-19 Love Packages to show support for their colleagues serving in the frontline at the polyclinics. This initiative aimed to boost staff's morale and spirits during the battle against COVID-19.

CHAPTER

02

Developing Population Health

The strategy of moving healthcare upstream has enabled the National Healthcare Group Polyclinics (NHGP) to foster a culture of health among its patients. Patients are empowered to make healthy lifestyle decisions, which in turn enable them to better manage their chronic diseases. This is done via holistic educational programmes and community engagement.



MOVING HEALTHCARE UPSTREAM

In FY2019, NHGP delivered a series of community initiatives to help patients adopt healthy lifestyle habits and better manage their health outcomes.



Patients enrolled in NHGP's Lighter Life programme are coached by a multi-disciplinary care team to achieve weight loss in a healthy and safe manner.

Tiered-Risk Interventions for Managing Weight

In order to identify the needs for specific groups of patients and provide the right level of care, NHGP launched the Tiered-Risk Interventions for Managing Weight (TRIM) programme at Ang Mo Kio Polyclinic in 2018 and at Woodlands Polyclinic in 2019. As part of this process, NHGP reviewed and activated patients by systematically ascertaining health risks and starting relevant conversations as part of their care. These patients were then referred to suitable health coaching and intervention programmes within and outside of the polyclinics such as the NHG FitterLife weight-loss programme.

As of 31 January 2020, 15,000 patients have been engaged in weight management conversations. More than 70% either took up the recommended intervention programme or opted for health coaching.

Preventing Diabetes Workshop

First held at Toa Payoh Polyclinic in 2019, the Preventing Diabetes Workshop is a two-session workshop held on a quarterly basis. It aims to educate participants on impaired fasting glucose, impaired glucose tolerance and its risks. Participants are also taught how to prevent diabetes and learn more about proper nutrition and exercise. They are also introduced to community involvement programme that would support their lifestyle modifications.

Lighter Life

First launched in October 2018 at Ang Mo Kio Polyclinic, NHGP's Lighter Life is a risk-stratified weight management programme designed for patients with chronic conditions. The programme aims to help patients achieve weight loss in a healthy and safe manner with the help of peer and community support. Patients are monitored and coached over six months on behavioural changes by a multi-disciplinary Care Team comprising a Family Physician, nurse, dietitian, physiotherapist, clinical psychologist, and health experts.

In addition to Ang Mo Kio Polyclinic, the programme was also made available to patients of Woodlands Polyclinic and Toa Payoh Polyclinic by the end of 2019.

AT A GLANCE

NHGP'S FRAILTY SCREENING PROGRAMME

By 31 March 2020,
1,200 patients screened

Seven out of 10 identified as frail or pre-frail

Frailty Screening in Primary Care

Piloted at Toa Payoh Polyclinic in 2019, NHGP's Frailty Screening Programme aims to prevent the progression of frailty. Patients identified as frail¹ or at-risk elderly patients display symptoms such as evident slowing of mobility, and requiring assistance for basic physical and cognitive activities.

For frail adults with more complex dietary restrictions or physical limitations, NHGP's multi-disciplinary care team provides customised advice to help them better manage their condition. At-risk elderly patients aged 65 years and above are provided individualised advice on nutrition, fall prevention measures and home exercises to help them better manage their condition.

Patients with milder degrees of frailty are referred to community exercise programmes organised by the People's Association (PA) and Health Promotion Board (HPB) through the Community Network for Seniors.

The Frailty Screening Programme will be progressively introduced to all six NHGP polyclinics by the end of 2021.



Elderly patients who are identified to be frail and at-risk are educated on how to prevent adverse health effects.

BRINGING CARE CLOSER TO HOME

In FY2019, NHGP continued its efforts to help patients receive appropriate care in the community and closer to home.



Primary Tech-Enhanced Care (PTEC) pilot conducted at Ang Mo Kio Polyclinic in 2019.

“While tele-health is not new, this pandemic has accelerated the adoption of technology much faster among both healthcare providers and patients. It has spurred healthcare providers to innovate and create solutions to continue providing care for patients & provided a nudge towards greater acceptance of simple-to-use technology for patients to monitor their own condition and engage with providers.”

Associate Professor Chong Phui-Nah,
Chief Executive Officer of NHGP and Primary Care

Enhanced Community Screening for Breast Cancer and Osteoporosis

To meet the increased screening needs in the community, NHG Diagnostics (NHGD) officially launched its second Mammobus and second Mobile Bone Mineral Densitometry (BMD) in October 2019. With this addition, screenings for breast cancer and osteoporosis are made more accessible and convenient for residents in the Central region of Singapore.

The Mobile BMD is available at Ang Mo Kio Polyclinic, Geylang Polyclinic, Woodlands Polyclinic and Yishun Polyclinic.

Primary Tech-Enhanced Care Hypertension Pilot

In collaboration with the MOH Office for Healthcare Transformation (MOHT), NHGP conducted a hypertension management tele-health pilot at Ang Mo Kio Polyclinic from September 2018 to March 2019. This pilot was the first in a series of Primary Tech-Enhanced Care (PTEC) initiatives, which aims to provide simple-to-use technologies to enable patients with chronic diseases to confidently self-manage their condition.

The pilot involved the use of a Bluetooth-enabled blood pressure monitoring device, which transmitted weekly readings to the patient's care team in Ang Mo Kio Polyclinic. By monitoring and managing their condition from their homes, patients saved at least one visit to the clinic in a year. For patients with poorly-controlled hypertension, they received additional tele-consultation advice from a nurse, and had their medication adjusted if required. As part of the pilot, the first SMS Chatbot for hypertension co-developed with a polyclinic care team was also trialled. The chatbot provided timely and interactive advice for patients, and prompted patients who had missed submitting their weekly readings.

Interim results from the study announced in July 2019 showed improvements in blood pressure control for all participants, especially for patients who had poorly-controlled hypertension at the start of the pilot study. The final pilot study results will be released in FY2020.



NHGD's Mobile Ultrasound service brings convenience to patients.

¹Frailty is a condition where patients become more prone to adverse events from relatively minor health stressors. People with frailty are at an increased risk of falls, disability and hospital admissions

EDUCATING THE PUBLIC

To encourage patients to lead healthier lives, NHGP spared no effort in educating and motivating the community through various programme and events in FY2019.



NHGP organised roadshows to educate patients on diabetes prevention and management in conjunction with World Diabetes Day 2019.

World Diabetes Day 2019

To mark World Diabetes Day in 2019, NHGP organised various events, such as a series of health education roadshows and a supermarket tour to Fairprice Xtra at AMK Hub. These efforts were targeted at creating more awareness about diabetes management, and educating patients on adopting healthier lifestyle changes to reduce their risk of diabetes.



NHGP Psychologists interacting with senior citizens in the community as part of World Mental Health Day in October 2019.

World Physiotherapy Day

In September 2019, NHGP celebrated World Physiotherapy Day by co-organising roadshows with St Luke's Eldercare and All Saints Home at Ang Mo Kio Polyclinic and Yishun Polyclinic respectively. Themed 'Making Every Move Count', 150 participants learnt how to manage and reduce chronic pain through physical therapy. Participants also took part in a group exercise class designed to address common muscle joint pains in the knees and shoulders.



Participants learning simple shoulder and knee exercises.



NHGP Dietitians helped participants understand food labels and buy the right products during a supermarket tour in November 2019.

Health Education Roadshows

Throughout November 2019, health education roadshows were held at all six NHGP polyclinics. At the roadshows, participants were taught about lifestyle changes to reduce the risk of developing diabetes. Through an interactive activity, participants learnt about the hidden sugar content in popular local dishes, and were reminded to limit their sugar intake to less than 11 teaspoons daily.

Supermarket Tour

In November 2019, NHGP also organised a supermarket tour for 25 participants with diabetes or pre-diabetes. During the tour, NHGP dietitians taught participants how to pick the right products through understanding food labels. Participants also learnt how to choose healthier products such as low Glycemic Index (GI) food to avoid blood sugar spikes and weight increase.

World Mental Health Day

In conjunction with World Mental Health Day in October 2019, NHGP conducted a series of talks titled 'The Healing Power of Optimism for Mind and Body Wellness'. The talks were delivered in English, Malay and Mandarin by NHGP psychologists to senior citizens in the community, and staff at all six NHGP polyclinics.



NHGP conducted roadshows to raise awareness on the symptoms and risks of cardiovascular disease at all NHGP polyclinics in September 2019.

World Podiatry Day

In April 2019, NHGP celebrated World Podiatry Day by hosting interactive booths at Geylang Polyclinic and Woodlands Polyclinic. At these booths, podiatrists educated patients and members of the public on the importance of foot health, and provided simple foot care tips.



NHGP Podiatrists taught patients on managing foot health and simple foot care tips.



Dr Irwin Chung, Director, PCA (left) received a token of appreciation from President Halimah Yacob at the NSA roadshow in August 2019.

World Heart Day 2019

In conjunction with World Heart Day in September 2019, NHGP organised roadshows at all of its six polyclinics to raise awareness on the symptoms and risks of cardiovascular disease. During the roadshows, NHGP staff educated patients on what a healthy blood pressure range is, and explained how lifestyle changes can help reduce the risk of cardiovascular diseases. Patients above 40 years old were encouraged to attend regular screenings for early detection and prevention.

NSA Roadshows

Primary Care Academy (PCA) participated in a National Silver Academy (NSA) roadshow held in August 2019 at the National Library. During the roadshow, PCA's public courses, such as 'Care of the Elderly' and 'Basic First Aid' were offered to seniors.

The roadshow coincided with NSA's third anniversary celebrations. Dr Irwin Chung, Director, PCA received a token of appreciation from Guest-of-Honour President Halimah Yacob for PCA's support and efforts in promoting lifelong learning. For the full list of workshops and courses conducted in FY2019, please refer to Appendix B.

Hand Hygiene Day 2019

In celebration of Hand Hygiene Day 2019, NHGP organised roadshows across all its six polyclinics in May 2019. An activity booth at each clinic was also set up to educate patients and visitors on hand hygiene matters.



Activity booth at Toa Payoh Polyclinic to educate patients and visitors on hand hygiene matters in conjunction with Hand Hygiene Day 2019.



CHAPTER
03
**Charting
Our Way
Forward**

To be the leading primary healthcare provider in Singapore, the National Healthcare Group Polyclinics (NHGP) aims to cater to Singapore's healthcare needs by pushing boundaries in our research and education endeavours.



BUILDING RESEARCH CAPACITY

To bring patient care to the next level, NHGP recognises the importance of building and developing talent in research. In FY2019, NHGP organised and participated in various local and international conferences which focused on transforming primary healthcare.

Primary Care Forum 2019

NHGP held its annual Primary Care Forum on 10 and 11 October 2019. Themed ‘Primary Care: Innovative Communities, Co-Design for Quality’, the forum was held in conjunction with the Singapore Health and Biomedical Congress (SHBC) 2019.

The forum focused on moving primary healthcare upstream to detect various social determinants of health at an early stage, and the importance of consumer experience within a patient-centered care delivery system. In addition, a General Practitioner (GP) symposium was also held for GPs to share and discuss a range of clinical issues and workflow challenges encountered.



Guest plenary speaker, Professor Kevin Grumbach (3rd from right), shared his thoughts on how to shape and co-create patient-centred care at the Primary Care Forum 2019.

Singapore Primary Care Research Scientific Competition

The Singapore Primary Care Research Scientific Competition recognises research efforts of healthcare professionals and showcases a culture of research in primary healthcare. In 2019, the competition attracted 56 submissions on a wide range of topics. For the list of abstracts accepted for the Singapore Health and Biomedical Congress (SHBC) Scientific Competition 2019, please refer to Appendix A. The following NHGP winners were announced during the opening ceremony of SHBC on 10 October 2019:

ORAL CATEGORY		
GOLD Ms Koh Hui Li <i>Patients with Multi-morbidity – Does It Always Mean a Lower Quality of Life?</i>	SILVER Dr Lee Eng Sing <i>The Ethnic and Sex Differences in the Patterns of Multi-morbidity</i>	BRONZE Ms Julia Zhu Xiaoli <i>Fragile Wounds, Precarious Selves: An Interpretative Phenomenological Study on the Experience of Diabetic Amputees in Primary Care</i>
POSTER CATEGORY		
GOLD Ms Teo Sok Huang <i>A Pilot Evaluation of the NHGP Chronic Care Plan</i>	SILVER Dr Karen Ng Ming Yann <i>Prescription of Omeprazole in a Primary Care Setting in Singapore</i>	BRONZE Ms Liow Hui Shi <i>Targeting Muscle Loss with Medical Nutrition Therapy in Older Adults – Dietary Protein Intake and Hand Grip Strength</i>



Dr Sabrina Wong, Family Physician and Consultant, Assistant Director, Clinical Services, speaking at the MOH Value-Driven Care Conference 2019.



Dr Kung Jian Ming, Family Physician and Associate Consultant, Yishun Polyclinic, receiving the Outstanding Oral Presentation Award.

MOH Value-Driven Care Conference 2019

On 25 September 2019, the Ministry of Health (MOH) held the Value-Driven Care (VDC) Conference to bring together healthcare administrators and professionals from various public healthcare institutions to learn and share from one another.

Dr Sabrina Wong, Family Physician and Consultant, Assistant Director, Clinical Services, and Dr Kung Jian Ming, Family Physician and Associate Consultant, Yishun Polyclinic, were awarded the Outstanding Oral Presentation for their respective projects titled ‘NHGP Teamlet Care Model: Improving Patient Outcomes Through Redesign of Chronic Care Delivery Model’ and ‘Nurse Initiated Bronchodilator Therapy at Woodlands’.

Oral and Poster Presentations by NHGP Staff at Local and International Conferences

The following table highlights the various research programmes undertaken by NHGP staff that have been presented at local and international conferences in FY2019:

ASIA PACIFIC PRIMARY CARE RESEARCH CONFERENCE 2019		NORTH AMERICAN PRIMARY CARE RESEARCH GROUP ANNUAL MEETING 2019 AND DISTINGUISHED TRAINEE RESEARCH AWARDS
<u>Oral Presentation</u> FIRST PRIZE Dr Lee Eng Sing Family Physician Senior Consultant, and Deputy Head of Clinical Research Unit <i>The Ethnic and Sex Differences in the Patterns of Multi-morbidity in Singapore Primary Care Patients</i>	<u>Short Oral Presentation</u> FIRST PRIZE Dr Sabrina Wong Family Physician Consultant, and Assistant Director of Clinical Services <i>Outcomes of the NHGP Teamlet care model on Chronic Disease Management in Singapore</i>	
THIRD PRIZE Ms Xie Ying Senior Executive Office of Clinical Informatics <i>Prevalence of Multi-morbidity in Singapore: An Epidemiological Study Using Administrative Data</i>		
		<u>Oral Presentation</u> THIRD PRIZE Dr Lee Eng Sing Family Physician Senior Consultant, and Deputy Head of Clinical Research Unit <i>A Systematic Review on the Instruments Used for Measuring the Level of Multi-morbidity</i>

LEARNING AND SHARING

NHGP organised and participated in various learning sessions in collaboration with both local and overseas intuitions as part of its continuous efforts to learn and share experiences.



A/Prof Brauer (back row, centre) with NHGP staff at Yishun Polyclinic.

Visits from Overseas Experts

NHGP hosted three overseas experts, Associate Professor (A/Prof) Paula Brauer, A/Prof Matthew Boyd and Professor Louise Robinson, between July 2019 to January 2020. A/Prof Brauer sits on the faculty in the Applied Human Nutrition Programme of the Department of Family Relations and Applied Nutrition, University of Guelph, Ontario, Canada. During her visit to Yishun Polyclinic from 11 to 26 July 2019, A/Prof Brauer discussed the effectiveness of delivering allied health services in the prevention and management of chronic conditions. On the other hand, A/Prof Boyd in Patient Safety and Pharmacy Practice, University of Nottingham, United Kingdom (UK), shared his experiences on implementing community pharmaceutical services in the UK during his visit to Yishun Polyclinic on 5 October 2019.

NHGP also hosted overseas expert Professor Louise Robinson, a General Practitioner from the UK renowned for her expertise on dementia care. During her visit from 13 to 17 January 2020, Prof Robinson visited all three polyclinic clusters and the Tsao Foundation. She also shared her thoughts on the various aspects of dementia management in primary healthcare at NHGP's medical forum, which saw over 100 doctors attending the event. For the list of medical forums and workshops conducted in FY2019, please refer to Appendix C.



NHGP and MOH co-hosted A/Prof Boyd (1st from left) at Yishun Polyclinic, who shared about pharmaceutical services in the UK.



NHGP hosted Prof Robinson (2nd from right), who shared insights on dementia care.

Health Manpower Development Plan Visits

In October 2019, a team from NHGP visited three cities in Denmark, namely Copenhagen, Aarhus and Odense. There, they gained system-level insights into the Danish health, social and preventive care system. The two-week visit was hosted by Professor Roar Maagaard, a General Practitioner (GP) and researcher. During the visit, the team received first-hand experience of the Danish after-hours care system, and managed to shadow a group of GPs who conducted teaching, research, and community care sessions.

The team also learnt how the Danish Ministry of Health and municipal authorities designed and ran various tele-health systems in Aarhus and Odense. Site visits were also made to the Steno Diabetes Centre in Aarhus, university hospitals in Aarhus and Odense, as well as various GP clinics and community care facilities, exposing the team to how technology was used for the delivery of health and social care services.



NHGP team with Prof Roar Maagaard in Denmark who shared more about the Danish healthcare setting.



In July 2019, a group of foreign nursing delegates, who was in Singapore for the ICNC, toured Ang Mo Kio Polyclinic.

Visits to NHGP

Ang Mo Kio Polyclinic

Between May to July 2019, Ang Mo Kio Polyclinic hosted two visits, one from the Southern California Permanente Medical Group (SCPMG), a subsidiary of American care consortium Kaiser Permanente, and the other, a group of foreign nursing delegates who attended the International Council of Nursing Congress (ICNC).

Woodlands Polyclinic

In August 2019, a delegation from Indonesia's Public Health Services visited Woodlands Polyclinic. During these visits, various clinic teams brought the delegates on a tour of the clinic premises, shared about the history and transformation of primary care in Singapore, and explained the rationale behind NHGP's operational workflows and infrastructures.



An NHGP team brought the Indonesian delegates on a tour around the Woodlands Polyclinic premises.



In July 2019, NHGP hosted Dr Takeshi Kasai (fourth from right), Regional Director of WHO Western Pacific Region Office; and Dr Ying-Ru Jacqueline Lo (fifth from right), WHO Representative for Malaysia, Brunei and Singapore.

Yishun Polyclinic

Between April to July 2019, Yishun Polyclinic hosted several visits including the Ministry of Home Affairs (MHA), the World Health Organization (WHO), and Mr Michael Chihoski, a consultant with the Joint Commission International (JCI).

ACHIEVING PROFESSIONAL STANDARDS

NHGP encourages lifelong learning as a means to constantly improve and deliver the best evidence-based care to patients. To this end, NHGP supports staff in their professional and academic pursuits.

First Family Physician in NHG to be conferred PhD in Family Medicine

In October 2019, Dr Lee Eng Sing, Family Physician, Senior Consultant and Deputy Head of the Clinical Research Unit, NHGP, was the first Family Physician in NHG to be conferred a PhD in Family Medicine. Dr Lee's PhD programme was offered by the Department of Family Medicine, Schulich School of Medicine and Dentistry at the Western University in Ontario, Canada. Dr Lee is also NHGP's first Clinician Researcher.

Family Medicine Convocation

Organised by the College of Family Physicians (Singapore) (CFPS), the Family Medicine Convocation Ceremony was held on 23 November 2019, during which 39 NHGP doctors were recognised. Four of them attained the Fellowships from CFPS, 16 were conferred a Masters of Medicine in Family Medicine, and 19 doctors received their Graduate Diploma in Family Medicine.

FELLOWSHIP COLLEGE OF FAMILY PHYSICIANS (SINGAPORE)

Four NHGP doctors completed the 24-month Advanced Training Programme in Family Medicine, and passed the summative exit examinations in 2019. Dr Christopher Chong, Family Physician, Associate Consultant and Head of Ang Mo Kio Polyclinic also obtained the Koh Eng Kheng Gold Medal for being the best Fellowship Graduate in the 2019 fellowship examinations.

Dr Christopher Chong
(Dr Koh Eng Kheng Gold Medal)
Family Physician - Associate Consultant and Head of Ang Mo Kio Polyclinic

Dr Karen Ng Ming Yann
Family Physician - Senior Consultant and Director Clinical Services

Dr Teh Kailin
Family Physician - Associate Consultant Ang Mo Kio Polyclinic

Dr Gilbert Yeo
Family Physician - Associate Consultant Woodlands Polyclinic

MASTER OF MEDICINE IN FAMILY MEDICINE

16 NHGP doctors passed the Master of Medicine in Family Medicine examinations in November 2019. These doctors either did a three-year NHG Family Medicine Residency Programme or NHGP Programme B. The respective programmes prepare the doctors for the breadth of exposure to acquire the competencies required to practice as Family Physicians.

Dr Chua Yu Jing Andrew
Resident Physician Ang Mo Kio Polyclinic

Dr Ong Ai Li
Family Physician Ang Mo Kio Polyclinic

Dr Chan Ke Shuang Elizabeth
Resident Physician Hougang Polyclinic

Dr Devasena Manoharan
Family Physician Hougang Polyclinic

Dr Ding Si Yan
Resident Physician Hougang Polyclinic

Dr Amelia Ahmad Hatib
Resident Physician Toa Payoh Polyclinic

Dr Gan Wei Chun
Resident Physician Toa Payoh Polyclinic

Dr Kwek Sock Yuen Cassandra
Resident Physician Woodlands Polyclinic

Dr Moses Tan Mong Heng
Resident Physician Woodlands Polyclinic

Dr Tan Eng Liang Melvin
Resident Physician Woodlands Polyclinic

Dr Chee Jia Yi (Lydia)
Resident Physician Yishun Polyclinic

Dr Ee Runhua Michelle
Resident Physician Yishun Polyclinic

Dr Laxmanan Raja Rajeswari
Family Physician Yishun Polyclinic

Dr Lee Yew Weng Andrew
Family Physician Yishun Polyclinic

Dr Seet Qi Sharlene
Resident Physician Yishun Polyclinic

Dr Soh Puey Huang Jobina
Resident Physician Yishun Polyclinic

GRADUATE DIPLOMA IN FAMILY MEDICINE

19 NHGP doctors passed the Graduate Diploma in Family Medicine examinations in July 2019. The diploma is a post-graduate training programme that equips family doctors in Singapore with skills to enhance their level of patient care.

Dr Ang Wei Luong
Resident Physician Ang Mo Kio Polyclinic

Dr Darice Jill Ng Yu Ping
Resident Physician Ang Mo Kio Polyclinic

Dr Liew Pui Mun
Resident Physician Ang Mo Kio Polyclinic

Dr Ten Dick Xiang
Resident Physician Ang Mo Kio Polyclinic

Dr Janan Lee
Family Physician Geylang Polyclinic

Dr Lim Teck Khai
Medical Officer Geylang Polyclinic

Dr Loh Soon Shan
Medical Officer Geylang Polyclinic

Dr Sim Shin Wei
Resident Physician Geylang Polyclinic

Dr Tan Sherie
Resident Physician Geylang Polyclinic

Dr Wong Xiu Yi
Medical Officer Geylang Polyclinic

Dr Leonard Leng Qi An
Family Medicine Resident Hougang Polyclinic

Dr Teo Jia Hui
Family Medicine Resident Hougang Polyclinic

Dr Wong Wai In
Resident Physician Hougang Polyclinic

Dr Ang Ling Min
Resident Physician Toa Payoh Polyclinic

Dr Ng Xin Rong
Resident Physician Toa Payoh Polyclinic

Dr Julius Kang Jun Kai
Medical Officer Woodlands Polyclinic

Dr Tan Jinxuan
Family Physician Woodlands Polyclinic

Dr Ling Yee Von
Medical Officer Yishun Polyclinic

Dr Zeng Zhiyong
Resident Physician Yishun Polyclinic

NHGP Best Family Medicine Trainers' Award

Dr Kee Kok Wai and Dr Steven Chao Chien Chih, both Family Physicians and Associate Consultants at Toa Payoh Polyclinic, were the recipients of the NHGP Best Family Medicine Trainers' Award 2019. The annual award recognises the dedication, passion and commitment of Family Medicine Trainers.

NHGP Nursing Best Clinical Instructor Award

Ms Kang Yi Min, Senior Staff Nurse, Woodlands Polyclinic, received the NHGP Nursing Best Clinical Instructor Award 2019. The annual award recognises excellent contribution in providing effective clinical teaching to newly-recruited nurses and students in Nursing Services.

NHG Teaching Award

NHG's Teacher's Day was held on 6 September 2019. This annual event included an award ceremony, where 13 NHGP doctors and nurses were recognised for their roles as clinical teachers and educators.

NHG TEACHING AWARD FOR JUNIOR DOCTORS 2019

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

Dr Ooi Chung Ping
Family Physician Ang Mo Kio Polyclinic

Dr Vivek Bansal
Family Physician – Associate Consultant Woodlands Polyclinic

NHG TEACHING AWARD FOR SENIOR DOCTORS 2019

Dr Jason Chan
Family Physician Geylang Polyclinic

Dr Valerie Teo
Family Physician – Consultant Ang Mo Kio Polyclinic

NHG TEACHING AWARD FOR NURSING PRECEPTORS 2019

Ms Christine Chern Win Fah
Nursing Clinician Toa Payoh Polyclinic

Ms Wendy Ong Kim Leng
Senior Nurse Manager Woodlands Polyclinic

Ms Xiao Hui
Senior Staff Nurse Yishun Polyclinic

NHG OUTSTANDING NURSE TEACHERS AWARD 2019

Ms Christie Anna
Nurse Educator Nursing Services

Ms Susan Loh
Assistance Nurse Clinician Ang Mo Kio Polyclinic

Ms Vernice Tay Ah Kiok
Senior Staff Nurse Geylang Polyclinic

Ms Rajoo Thilaga Rani
Senior Staff Nurse Hougang Polyclinic

NHG INTER-PROFESSIONAL TEACHING AWARD 2019

Dr Lim Ziliang
Family Physician – Consultant Yishun Polyclinic

MOH In-Service Scholarships and NHGP Scholarships

In FY2019, several NHGP staff attained the MOH In-Service Scholarship and NHGP Scholarship. These scholarships allow staff to be equipped with essential competencies and leadership capabilities to fulfil future healthcare needs.

Ms Evonne Oh Siew Gek
Assistant Nurse Clinician Ang Mo Kio Polyclinic

Ms Valerie Chong Chui Mei
Staff Nurse Ang Mo Kio Polyclinic

Ms Aslina Asbil
Senior Assistant Nurse Geylang Polyclinic

Ms Nor Hidayah Mohd Salleh
Senior Assistant Nurse Geylang Polyclinic

Ms Mohanambal D/O Sundaravelu
Senior Staff Nurse Hougang Polyclinic

Ms Tuty Anida Masuri
Senior Assistant Nurse Yishun Polyclinic

Ms Wang Na
Senior Staff Nurse Yishun Polyclinic

Mr Zeng Jin Liang
Medical Social Worker Yishun Polyclinic

NUSMedicine Dean's Awards 2019

Organised by the National University of Singapore (NUS) Yong Loo Lin School of Medicine, the Appreciation for Clinical Teachers event held on 5 November 2019 honoured excellence in teaching medical students.

DEAN'S AWARD FOR TEACHING EXCELLENCE

Dr Richard Lee Meng Kam
Family Physician – Consultant Yishun Polyclinic

JUNIOR DOCTOR TEACHING AWARD

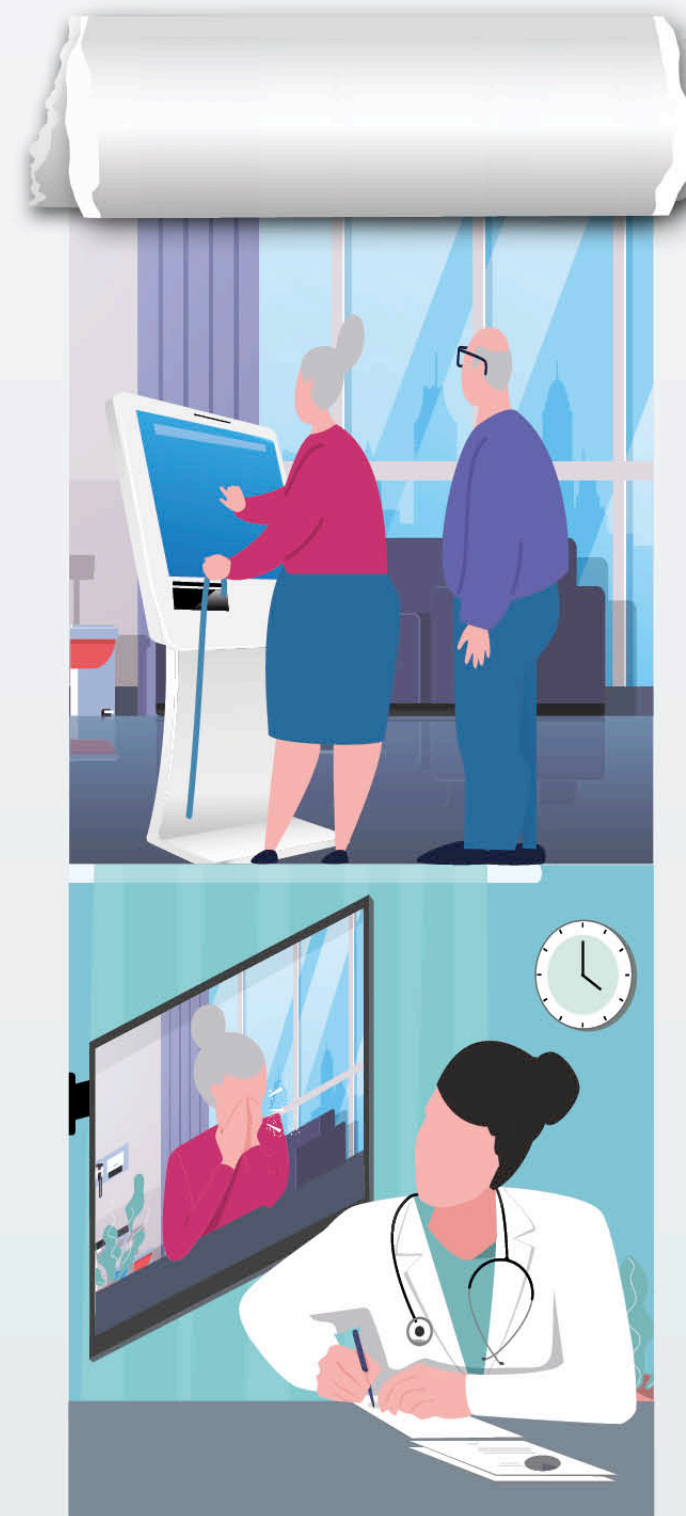
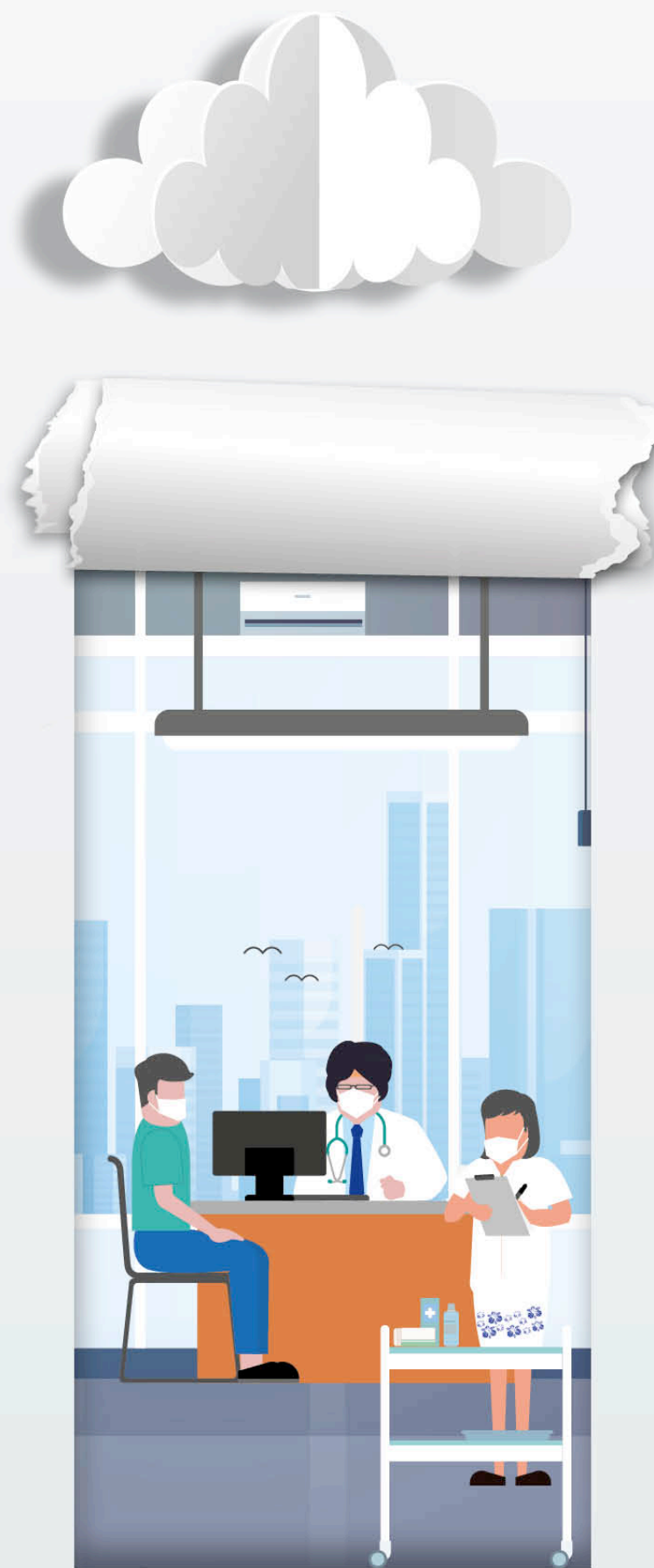
Dr Steven Chao Chien Chih
Family Physician – Associate Consultant Toa Payoh Polyclinic

CERTIFICATES OF APPRECIATION

Dr Richard Lee Meng Kam
Family Physician – Consultant Yishun Polyclinic

Dr Steven Chao Chien Chih
Family Physician – Associate Consultant Toa Payoh Polyclinic

Dr On Todd
Family Physician – Associate Consultant Toa Payoh Polyclinic



CHAPTER 04

Advancing Towards a New Norm of Care

In view of the ever-changing healthcare demands, the National Healthcare Group Polyclinics (NHGP) has leveraged technology and innovation to empower its workforce and ensure optimal care for patients.



INNOVATING FOR BETTER CARE

In FY2019, NHGP was recognised for its various innovative solutions to provide the best care possible for its patients.

BCA UD Mark Awards 2019

On 22 April 2019, Ang Mo Kio Polyclinic, Kallang Polyclinic and Yishun Polyclinic were among 37 projects to be conferred the Building Construction Authority (BCA) Universal Design (UD) Mark Award. Ang Mo Kio Polyclinic and Kallang Polyclinic clinched BCA's UD Mark Gold^{PLUS} award, while Yishun Polyclinic was conferred the UD Mark Gold Award.

SPAA 2019

NHGP's Guiding Hands Volunteers clinched the Singapore Patient Support Group / Volunteer Group Award at the Singapore Patient Action Awards (SPAA) 2019. Organised by Tan Tock Seng Hospital, the award honours volunteers for making a positive difference to the healthcare ecosystem in Singapore.

AHMA 2019

At the Asian Hospital Management Awards (AHMA) in September 2019, NHGP was awarded two Excellence Awards – one under the Community Involvement category and the other under the Facility Management and Financial Improvement category.

In the first category, NHGP's entry titled 'From Clinic to Community – Starting a Weight Management Conversation in the Clinic and Supporting Lifestyle Modification in the Community', showcased NHGP's efforts to enhance patient activation for therapeutic lifestyle modification.

In the second category, NHGP's entry titled 'Re-Development of Ang Mo Kio and Yishun Polyclinics to Increase Patient Capacity and Improve Patient Care Delivery', showed how NHGP's careful design and planning, coupled with improved work processes, enabled it to achieve highly-desirable outcomes for patients, leading to a significant improvement in how patients managed their conditions.



Mr Ryan Ang (left) and Ms Soh Ying Hua (right) received the Excellence Awards on behalf of NHGP at the AHMA 2019.

CSISG 2019

NHGP received a 72.6 point rating for the Customer Satisfaction Index of Singapore (CSISG) 2019, an increase from 71.7 points in 2018. The survey, conducted annually by the Singapore Management University's Institute of Service Excellence, studies the customer satisfaction level of consumers in Singapore.

National HIP Medals 2019

On 9 May 2019, NHGP was awarded the National Healthcare Innovation and Productivity (HIP) Excellence Champion Medal for the redesign of its care model. Dr Sabrina Wong, Assistant Director, Clinical Services, who led the transformative work for NHGP's Teamlet Care Model, received the award from Minister for Health Mr Gan Kim Yong on behalf of the team.

MOH PES FY2019

NHGP achieved a composite of patient satisfaction score of 91.3 per cent in MOH's Patient Experience Survey (PES) 2019. All six NHGP polyclinics attained individual score of above 88%.

The survey assessed patients' experience at public healthcare institutions and helped identify areas of improvement.

NHGP Quality Day 2019

NHGP held its annual Quality Day on 11 October 2019. Themed 'Innovative Communities, Co-design for Quality', the event highlighted how co-designing programmes and processes with key partners and stakeholders could lead to better outcomes and impact.

During the event, keynote speaker Mr Keith Tan, Chief Executive of Singapore Tourism Board (STB), shared STB's experience in designing quality visitor-centric experiences by first having an in-depth understanding of their target audience and, thereafter, assessing and leveraging suitable technology solutions.

A total of 24 OurCare and iCARE awards were given out to staff during the event. The awards recognised NHGP's staff efforts in delivering service excellence and quality improvement, as well as exhibiting innovation and transformation, during the year.

For the list of Quality Improvement Projects completed in FY2019, please refer to Appendix D.

NHG Quality Day 2019

On 11 September 2019, NHG celebrated Quality Day 2019 themed 'System Reliability: Designing It Right, Doing It Right, Detecting the Risk Right'. Nine NHGP staff clinched the Excellence in



Winners at NHGP's Quality Day 2019 were lauded for implementing innovative solutions that improved the quality of care.



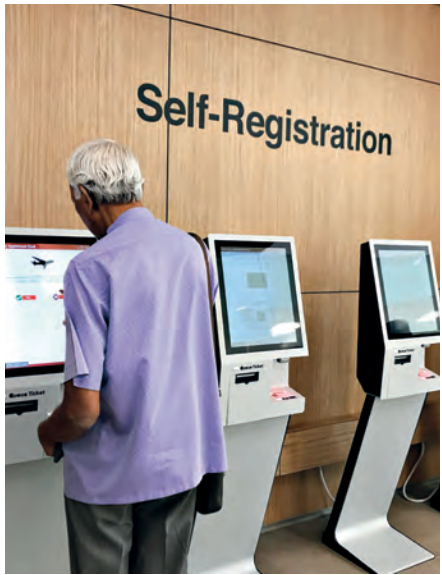
NHGP's winning staff and teams at NHG Quality Day 2019.

Action Awards (EIAA) for contributing significantly to work practices that have improved customer service or patient safety. Two NHGP patients and caregivers received the Exemplary Patient and Caregiver Award (EPCA) towards

enhancing experiences in healthcare service delivery. Quality Improvement Awards (QIA) were also given to eight project teams in recognition of their contributions in improving and transforming care delivery for patients.

BRINGING GREATER CONVENIENCE FOR PATIENTS

As part of NHGP's efforts to create a more streamlined patient journey, enhancements have been made to both front-end patient-facing platforms as well as back-end systems.



Enhancements to HealthHub and Self-Help Kiosks

As of September 2019, enhancements to the HealthHub mobile application allowed for more self-service options for the following services at NHG's Polyclinics:

- Registering for appointments
- Getting a queue number
- Viewing the electronic itinerary
- Checking queue status
- Viewing upcoming appointments
- Updating of particulars e.g. mailing address and contact number
- Requesting for medication refill

Besides offering patients more convenience, these enhancements also reduced the

number of staff required for routine tasks, and allowed staff to offer more value-added assistance at the clinics. For self-payment kiosks, payment via one's Child Development Account (CDA) was also made available.

Enhancements to Laboratory Information System

As of February 2020, the Laboratory Information System (LIS) in laboratories at Ang Mo Kio, Hougang, Toa Payoh, Woodlands and Yishun Polyclinics was upgraded from TD-Synergy to TDNexLabs (TDNL). The upgraded LIS comes with improved security features for the user interface, and provides full automation of processes such as e-orders and e-results, thereby increasing the processing efficiency of NHGD's laboratories.



Dr Sabrina Wong receiving the overall Excellence Champion Medal from the Minister for Health Mr Gan Kim Yong.

CHAPTER 05

Enhancing Our Capabilities

The staff of National Healthcare Group Polyclinics (NHGP) are key to its primary care transformation journey. NHGP thus strives to create a nurturing environment where staff are motivated to develop and grow and are inspired to excel.



ACKNOWLEDGING OUR PEOPLE

To build and inspire a culture of distinction, NHGP takes pride in celebrating staff achievements that contribute to better patient care delivery. In FY2019, several staff were recognised for their commendable efforts.

National Day Awards Investiture 2019

On 26 November 2019, five NHGP staff and one NHG Pharmacy staff received the National Day Awards in recognition of their merit and service.

LONG SERVICE MEDAL

Ms Alice Wong Choy Phin
Executive, Finance

EFFICIENCY MEDAL

Ms Chang Lee Peng
Assistant Director, Finance
Mr Derek Chiew Kuo Hwa
Assistant Director, Human Resource
Ms Tan Seok Peng
Manager, Operations
Ms Kavitha D/O Parada Raju
Assistant Manager, Human Resource

COMMENDATION MEDAL

Ms Ong Soo Im
Senior Pharmacist, NHG Pharmacy



Dr Melissa Guay, Dental Surgeon at Geylang Polyclinic, received an 'Honourable Mention' at the Healthcare Humanity Awards 2019.

Healthcare Humanity Award

Dr Melissa Guay Peiru, Senior Dental Surgeon, Woodlands Polyclinic, was conferred an 'Honourable Mention' for the Healthcare Humanity Awards

(Open Category) on 25 April 2019. The award was given in recognition of her dedication and commitment to the development of clinical guidelines in the area of special needs dentistry in primary care.

PST Awards 2019

At the Public Sector Transformation (PST) Awards 2019 ceremony on 19 July 2019, Ms Sharon Chen, Deputy Director, Operations, received the Exemplary Leader Award; and Ms Dong Lijuan, Deputy Director, Nursing Services, and Ms Angie Lim Hui Li, Senior Executive, NHG Pharmacy (NHGPh), were presented the Exemplary SkillsFuture @ Public Service Award.

Ms Anna Tang, Senior Medical Technologist, NHG Diagnostics (NHGD), was presented the Dare to Do Award.



Ms Sharon Chen, Deputy Director, Operations, received the Exemplary Leader Award and Ms Dong Lijuan, Deputy Director, Nursing Services, received the Exemplary SkillsFuture @ Public Service Award at the PST Awards 2019.



Ms De Roza Jacqueline Giovanna, Advanced Practice Nurse (third from right), and Ms Elane Zhang, Nurse Manager (second from left), received the Nurses' Merit Award 2019.

Nurses' Merit Award 2019

Ms Elane Zhang, Nurse Manager, Hougang Polyclinic, and Ms De Roza Jacqueline Giovanna, Advanced Practice Nurse, Geylang Polyclinic, were presented the Nurses' Merit Award on 17 July 2019. The award recognised their outstanding performance and dedication over the course of their nursing profession.

MOH Appreciation & Awards 2019

Dr Valerie Teo Hui Ying, Family Physician, Associate Consultant, Deputy Head, Ang Mo Kio Polyclinic, and a member of the National Medication Safety Committee, was presented the Minister for Health Award 2019 at the Ministry of Health (MOH) Appreciation and Awards Ceremony on 13 November 2019.

At the same award ceremony, Associate Professor (A/Prof) Chong Phui-Nah, CEO of NHGP and Primary Care, Dr Karen Ng, Director, Clinical Services, and Dr Sabrina Wong, Family Physician-Consultant, Clinical Services, received the Long Service Awards.



Dr Valerie Teo Hui Ying, Family Physician, Associate Consultant, received the highest accolade conferred by MOH with the Minister for Health Award 2019.



NHGP team received the Achievement Award at the Singapore HEALTH Award (SHA) 2019 Symposium.

SHA 2019

On 4 October 2019, NHGP was awarded the Achievement Award during the Singapore HEALTH Award (SHA) 2019 Symposium organised by the Health Promotion Board. This award acknowledged NHGP's efforts to integrate health promotion into primary care by promoting workplace health and enhancing the well-being of employees.

NHGP Family Appreciation Day

A/Prof Chong Phui-Nah, CEO, NHGP and Primary Care, presented six book prizes to the children of NHGP staff during the NHGP Family Appreciation Day 2019 on 25 November 2019.

In addition, 13 family members received the Stand by Me Awards as an appreciation of the dedication and support they gave to NHGP staff, so that they could focus on and perform their work.



NHGP Family Appreciation Day was celebrated on 25 November 2019.

NHG Awards 2019

The National Healthcare Group (NHG) conferred 41 individuals and 13 teams across 7 award categories at its annual NHG Awards, in recognition of their exemplary contributions to public healthcare in Singapore. Among the awardees, 13 NHGP staff and 4 teams received awards in the various categories. The awards were presented by Guest-of-Honour and NHG Chairman, Madam Kay Kuok, on 24 May 2019.

NHG OUTSTANDING CITIZENSHIP AWARD

Dr Wee Wei Keong

Director
Health Promotion and
Preventive Care

Mr David Kok Hwa Chieh

Director
Finance

NHG YOUNG ACHIEVER AWARD

Dr Lim Ziliang

Family Physician, Consultant
Head of Yishun Polyclinic

Dr Serene Zhang Ruiping

Senior Dental Surgeon
Woodlands Polyclinic

NHG DEVELOPMENTAL AWARD

HMDP MEDICAL

Dr Gabriel Ding

Family Physician,
Associate Consultant
Geylang Polyclinic

HEALTH MANPOWER DEVELOPMENT PLAN (HMDP) TEAM-BASED

Dr Irwin Chung

Family Physician,
Associate Consultant
Director of Primary Care Academy

Ms Wendy Ong

Senior Nurse Manager
Woodlands Polyclinic

Ms Santhi D/O Govindan

Nurse Manager II
Hougang Polyclinic

STRATEGIC NURSING DEVELOPMENT PROGRAMME TEAM-BASED

Ms Nor Diana Togeman

Nurse Manager II
Geylang Polyclinic

NHG RECOGNITION AWARD

SILVER

Chronic Care Plan

Team Lead – Mr David Kok

NHGP's Chronic Care Plan (CCP) offers an annual treatment plan and payment option for patients with chronic diseases listed under the Chronic Disease Management Programme. Designed to empower and incentivise patients with chronic diseases to better manage their conditions, CCP was first piloted in Yishun Polyclinic in 2017 before being extended to Ang Mo Kio Polyclinic in January 2019.

Medication Clinic

Team Lead – Dr David Ng

Medication Clinic, a joint-initiative between NHGP and NHG Pharmacy, is a pre-consult medication reconciliation service. The aim of this Medication Clinic is to educate patients on their medications and reduce medication discrepancies during transitions of care. Medication Clinic was implemented at all NHGP polyclinics in August 2018.

NHG RECOGNITION AWARD

BRONZE

Lighter Life – Tiered Weight Management for Patients with Chronic Diseases

Team Lead – Dr Donna Tan

The 6-month risk-stratified weight management programme is aimed at helping eligible patients with chronic conditions achieve weight loss in a healthy manner. Launched at Ang Mo Kio Polyclinic in October 2018, suitable patients are monitored and guided throughout the programme by a multi-disciplinary primary care team comprising a family physician, nurse, dietitian, physiotherapist, clinical psychologist and health experts.

NHGP Advance Care Planning Pilot

Team Lead – Dr Susan Lim

In moving patients' care upstream, Advance Care Planning (ACP) provides patients and their family members greater accessibility and convenience to discuss and complete their ACP in the community. NHGP commenced its first ACP sessions at Toa Payoh Polyclinic in October 2017, and extended it to Ang Mo Kio Polyclinic in June 2018.

UNITING OUR PEOPLE

To forge camaraderie and team spirit, NHGP regularly organises bonding activities, sharing sessions and staff engagements.

Townhall Sessions

During FY2019 CEO Townhall sessions, A/Prof Chong Phui-Nah, CEO, NHGP and Primary Care, gave an update on NHGP's primary care transformation efforts. She shared NHGP's achievements for the past year and provided an overview of the results for the Employee Climate Survey 2018. A/Prof Chong also encouraged all clinics to continue providing the best service to our patients.



A/Prof Chong Phui-Nah, CEO, NHGP and Primary Care, sharing updates on NHGP's primary care transformation efforts during Townhall sessions.

National Steps Challenge 2019

The fourth season of the National Steps Challenge, organised by the Health Promotion Board, saw more than 300 NHGP staff participating in 81 teams. The Challenge saw NHGP being ranked second in the Health and Social Services sector.



NHGP team as part of the NHG Marching Contingent for the National Day Parade 2019.

NDP 2019 Marching Contingent

On 9 August 2019, Dr Evan Sim, Family Physician, Principal Staff, and Head of Woodlands Polyclinic, led a team of NHGP staff to participate in the National Healthcare Group (NHG) Marching Contingent for the National Day Parade 2019.

NHGP Dinner & Dance 2019

Close to 900 staff from NHGP, National Healthcare Group Diagnostics and National Healthcare Group Pharmacy came together for NHGP's annual

Dinner and Dance on 2 November 2019. Themed 'A Dazzling Musical Night', staff dressed up in glittering and vibrant outfits. Musical performances were staged by NHGP Senior Management

members and polyclinic teams. Staff and guests also enjoyed fringe activities, including photo taking at the photo booths and a lucky draw.



Dazzling musical performances staged by polyclinic staff.



NHGP staff in colourful and vibrant outfits for the group performances.

APPENDIX A

ABSTRACTS BY NHGP STAFF AND COLLABORATORS FOR SHBC



NO.	ABSTRACT TITLE	AUTHORS
1	Patients with Multi-Morbidity – Does It Always Mean a Lower Quality of Life?	Ms Koh Hui Li, Ms Zhang Yue Jue, Dr Edimansyah Abdin, Dr Sabrina Lee Poay Sian, Ms Vaingankar Janhavi Ajit, A/Prof Mythily Subramaniam, Dr Lee Eng Sing
2	Perceptions of Patients with Hypertension in Primary Care on the Use of a Technology-Enabled Home Blood Pressure Monitor	Dr Ong Kah Pieng, Dr Tan Hue Min, Ms Evonne Oh Siew Gek, Ms Teo Sok Huang, Dr Evelyn Chew Ai Ling, Ms Nur Atiqah Surya Akmaja, Ms Chia Kai Li, Ms Er Lian Hwa, Dr Valerie Teo Hui Ying
3	Effectiveness of Fenofibrate in Delaying Albuminuria in Patients with Type 2 Diabetes	Dr Seah Ee-Jin Darren, Dr Matthias Paul Toh Han Sim, Ms Wong Lai Yin
4	The Use of Medication Packaging Aids in Improving Adherence and Clinical Outcomes	Mr Mah Choon Siong, Dr Lee Eng Sing, Dr Kee Kok Wai, Ms Pratibha Nair
5	Prevalence of Depression and Anxiety Among Patients with Multi-Morbidity in Primary Care	Dr Sabrina Lee Poay Sian, Ms Koh Hui Li, Ms Zhang Yun Jue, Ms Vaingankar Janhavi Ajit, A/Prof Mythily Subramaniam, Dr Lee Eng Sing
6	Community Case Managers’ Perspective on the Challenges of Collaborating with Primary Care Services When Managing Complex Patients in the Community: A Qualitative Study	Dr Gilbert Yeo Tian Seng, Dr Predeebha D/O Kannan
7	Severe Distress and Denial Among Asian Patients with Type 2 Diabetes in the Primary Care: A Prospective, Cross-Sectional, Multi-Centre Study	Ms Cheryl Tan, Ms Xu Yingqi, Ms Joyce Lee Yu-Chia
8	A Study to Determine the Proportion and Characteristics of Post-Stroke Patients with Optimal Secondary Prevention in Primary Care Setting in Singapore	Dr Bansal Vivek, Prof Helen Smith, Dr Lee Eng Sing
9	A Cross-Sectional Study to Compare the Lifestyle Practices of National Healthcare Group Polyclinics Staff Between 2018 and 2019	Mr For Wei Chek, Ms Soh Ying Hua, Ms Jayalakshmy Aarthi Ananthanarayanan, Dr Wee Wei Keong
10	National Healthcare Group Polyclinics Staff’s Adoption of Healthy Lifestyle Habits in Relation to the Ability to Cope with Life’s Demands	Mr For Wei Chek, Ms Soh Ying Hua, Ms Jayalakshmy Aarthi Ananthanarayanan, Dr Wee Wei Keong

NO.	ABSTRACT TITLE	AUTHORS
11	Exploring Adherence Trends and Patterns of Patients with Diabetes Mellitus in a Primary Care Setting in Singapore Using Proportion of Days Covered	Ms Yap Hui Rei, Ms Bek Siew Joo Esther, Ms Christine Teng Bee Choon, Dr Tang Wern Ee
12	Fragile Wounds, Precarious Selves: An Interpretative Phenomenological Study on the Experience of Diabetic Amputees in Primary Care	Ms Zhu Xiaoli, Dr Evelyn Chew Ai Ling, Ms Goh Ling Jia, Dr Lee Ching Ling Mary, A/Prof Bernadette Bartlam, Dr Dong Lijuan
13	The Association Between Multi-Morbidity and Healthcare Utilisation in the Middle-Aged Population at a Primary Care Setting in Singapore	Dr Sim Sai Zhen, Dr Lee Eng Sing, Ms Koh Hui Li, Dr Sabrina Lee Poay Sian, Ms Teo Sok Huang, Ms Kyreen Lee Chen Ting, Dr Judith Goh Xiu Hui, Dr Muhamad Zulhakim, Prof Doris Young
14	A Pilot Evaluation of the National Healthcare Group Polyclinics Chronic Care Plan	Ms Teo Sok Huang, Dr Tang Wern Ee, Dr Lim Ziliang, Mr David Kok Hwa Chieh
15	Targeting Muscle Loss with Medical Nutrition Therapy in Older Adults — Dietary Protein Intake and Hand Grip Strength	Ms Liow Hui Shi
16	Prescription of Omeprazole in a Primary Care Setting in Singapore	Dr Karen Ng Ming Yann, Ms Eunice Lim, Dr Lee Eng Sing
17	How do Clinical Instructors Use Questions to Engage Nursing Students During Short Clinical Placements in Primary Care Settings?	Ms Christie Anna, Ms Goh Ling Jia, Mr Ong Yu Han, Ms Cindy Lee, Mr Lim Yong Hao
18	Knowledge, Attitude and Perceptions of Tuberculosis Disease Among Patients with Tuberculosis: A Survey in the Primary Healthcare	Ms Tjhin Silvana, Ms Wen Xia, Ms Hamha Mohamed Hamzah, Ms Goh Ling Jia, Ms Lau Pei Ern
19	Evaluation of the Safety and Effectiveness of TcB as an Initial Screen for Jaundice in NHGP	Ms Goh Ling Jia, Ms Tan Pek Hoon, Ms Chow Choon Har, Mr Richard Low Sai Yin
20	Attitudes of Patients with Diabetes Mellitus Towards Seeking Professional Psychological Treatment Within Primary Healthcare Setting: A Cross-Sectional Study	Dr Wan Jinhui
21	Usage of Omeprazole in the Local Primary Care Setting	Ms Eunice Lim Pei Chin, Dr Karen Ng Ming Yann

APPENDIX A

ABSTRACTS BY NHGP STAFF AND COLLABORATORS FOR SHBC



NO.	ABSTRACT TITLE	AUTHORS
22	Analysis of Insulin Acceptance Among Type 2 Diabetics with HbA1c > 9% in a Team-Based Care in Comparison with the Non-Team-Based Care Patients — Followed-Up at Woodlands Polyclinic, NHGP, Singapore, from July 2016 to June 2017	Dr Maganlal Neesha, Dr Jaganmohan Raja Ramasamy, Dr Evan Sim Chin Sing
23	The Association Between Multi-Morbidity and Health-Related Quality of Life (HrQoL), and Sociodemographic Factors in the Middle-Aged Population at a Primary Care Setting in Singapore	Dr Sim Sai Zhen, Dr Lee Eng Sing, Ms Koh Hui Li, Dr Sabrina Lee Poay Sian, Ms Teo Sok Huang, Ms Kyreen Lee Chen Ting, Dr Judith Goh Xiu Hui, Dr Muhamad Zulhakim, Prof Doris Young
24	HALT-CKD - Median Time to Optimisation of ACE-I/ARB Therapy in Primary Care	Dr Yap Chun Wei, Ms Tan Sher Leen
25	HALT-CKD - Progress in Optimisation of ACE-I/ARB Therapy in Primary Care	Dr Jeremy Koh Zhong Wei, Ms Tan Sher Leen
26	Shared Decision-making in Patients with Chronic Diseases in Primary Care: A Systematic Review	Dr Chan Zhi Yi, Ms Teo Sok Huang, Dr Tang Wern Ee
27	A Powerful Tool in Patient Diabetes Self-Management: Carbohydrate Counting Group Education in Primary Care	Ms Wong Yuefen
28	Exploring Factors Influencing Non-Attendance at Diabetes Foot Screening Service at Toa Payoh Polyclinic	Ms Vellasamy Palaniammal, Ms Lim Ing Taur, Ms Linna Chin Lee Ching, Ms Zhou Xueqin, Ms Chua Shi Yuan
29	Analysis and Interventions to Reduce Percutaneous Injuries in Dental Clinics from 2013 to 2018	Ms Lily Lang, Ms Ang Wei Wei
30	Sedating Antihistamine Use in the Treatment of Upper Respiratory Tract Infection Among Elderly at a Polyclinic in Singapore	Dr Ong Wen Chong, Dr Cordez Sherry Hugo, Dr Kunwar Bir Singh, Dr Vittal Sunil Pawar, Dr David Ng Wei Liang
31	Medication Adherence Among Hypertensive Patients Enrolled in a Blood Pressure Self-Monitoring Pilot in Primary Care	Ms Teo Sok Huang, Dr Valerie Teo Hui Ying, Dr David Ng Wei Liang, Dr Tang Wern Ee

NO.	ABSTRACT TITLE	AUTHORS
32	Epidemiological Trends Amongst Elderly Patients Coming for Pneumococcal Vaccine	Ms Irene Chew Ker Sing, Ms Durga Devi D/O Kurusamy, Ms Jeena Varghese, Dr Lye Yik Fan, Ms Fadzlina Sujak, Ms Tang Qing Ying, Ms Valli Rajaram, Ms Srimathi Litshumanan, Ms Vellasamy Palaniammal
33	Prevalence of Ottawa Ankle Rules in Patients Presenting with Ankle Trauma	Dr Andrew Chin Wai Meng, Dr Lye Yik Fan, Dr Ong Sin Hwee, Dr David Ng Wei Liang
34	It's All About TIME for Patient Involvement: A Case Series of Managing Extensive Diabetic Foot Wound in Primary Care	Ms Wan Lili, Ms Angie Yong Aun Khei, Ms Wei Lili, Ms Julia Zhu Xiaoli
35	"What is Diabetes" — Perspectives from Patients with Diabetic Lower-limb Amputation in Singapore	Ms Goh Ling Jia, Ms Julia Zhu Xiaoli, Dr Evelyn Chew Ai Ling, Dr Dong Lijuan
36	Effectiveness of Treatment Modalities for Patients Presenting with Plantar Fasciitis in Toa Payoh Polyclinic	Dr Nicholas Leong Jiajie, Dr Leow Chee Yong, Dr Leong Ying Hua, Dr Esther Geraldyn Yap Hui Hwa, Dr Kee Kok Wai, Dr David Ng Wei Liang
37	Game-Based Learning for Medical Student Teaching in National Healthcare Group Polyclinics	Dr David Ng Wei Liang
38	Awareness of Diabetes Mellitus Among Women Who Had Gestational Diabetes: A Survey in Hougang Polyclinic	Ms Goh Ling Jia, Ms Siti Rasyidah Gozali, Ms Quek Geok Hong Lina, Ms Chua Siew Ching Maryann, Ms Chua Yan Hoon
39	Analysis of Chronic Kidney Disease and Obesity in Diabetics Aged Between 40-65 years with HbA1c 9 - 10%, Followed-Up in a Team-Based Care at Woodlands Polyclinic, National Healthcare Group Polyclinics, Singapore	Dr Maganlal Neesha, Dr Ramasamy Jaganmohan Raja, Dr Evan Sim Chin Sing
40	Do the Personal Beliefs of Primary Care Physicians Affect Their Clinical Practice Behaviours in Weight Management?	Dr Chong Wern Siew Christopher, Ms Xe Ying
41	The Accuracy of Various Automated Blood Pressure Devices for Self-Service Measurement in a Primary Healthcare Setting in Singapore	Dr Lim Ziliang, Ms Keely Lim Xue Qi, Ms Emily Lim Xin Yi, Ms Norherawati Mohd Yasin
42	Knowledge, Attitudes, Behaviour Towards Needlestick Injuries Amongst Doctors in Singapore	Dr Ong Ming Wu Warren, Mr Jeff Hwang, Dr Lim See Ming, Dr Judy Sng

APPENDIX B

LIST OF PRIMARY CARE ACADEMY WORKSHOPS CONDUCTED IN FY2019



LIFE SUPPORT
BCLS + AED Re-Certification
BCLS + AED Instructor Course
BCLS & AED Full Certification
CPR + AED
Basic First Aid Workshop
MEDICAL KNOWLEDGE
Foundation Chronic Disease Management
GDFM Mock OSCE
MMed Mock OSCE
MMed Mock Slides
Introduction to Research
Introduction to Qualitative Research in Primary Care
Publication Workshop *
Family Planning in Primary Care
An Introduction to Common Skin Complaints
PATIENT CARE, CLINICAL & PROCEDURAL SKILLS
Surgical Diathermy Workshop *
Common Eye Conditions Update for the Family Physician
Interpretation of Spirometry Results
Diabetic Foot Screening
Early Childhood Nutrition Workshop for Registered Nurses and Doctors
Advanced Course on Wound Management for Registered Nurses
Developmental Assessment for Registered Nurses
Foundation Course in Women's Health
Advanced Course in Women's Health
Diabetic Retinophotography (DRP) for New Nurses
Nurse-Initiated Bronchodilator Therapy *
Childhood Immunisation For Registered Nurses *
Foundation Course On Vaccination and Traveller's Health In Primary Care *
Managing Diabetic Foot Ulcer from Primary Healthcare Nursing Perspective *
Essentials of Preceptorship Programme *
Fundamentals of Breastfeeding Counselling in Primary Care *
COURSES FOR THE PUBLIC AND THE COMMUNITY
Care for the Elderly
GP Assistant - Basic
GP Assistant - Advance
Community First Aid Awareness Workshop
Public Health Talks

* New

APPENDIX C

MEDICAL FORUMS AND WORKSHOPS CONDUCTED BY NHGP IN FY2019



DATES	TOPICS	SPEAKERS / TRAINERS
30 May 2019	Post-Stroke and Rehabilitation Care: Nuts and Bolts for Family Physicians	Dr Tan Ping Ping Consultant, TTSH Rehabilitation Centre, Tan Tock Seng Hospital
18 July 2019	Doctor, Can I Have A Memo Please?	Mr Michael Lim Legal Advisor, National Healthcare Group
19 September 2019	Beating Eating Disorders: How Do We Help Adolescent Patients?	Dr Ranjeev Ramachandran Senior Consultant, Division of General Ambulatory Paediatrics and Adolescent Medicine, Department of Paediatrics, Khoo Teck Puat - National University Children's Medical Institute, National University Hospital
28 November 2019	Old Age vs. Frailty: Is There Really a Difference?	Dr Justin Chew Associate Consultant, Centre for Geriatric Medicine, Tan Tock Seng Hospital Ms Alvernia Chua Senior Dietitian, Ang Mo Kio Polyclinic, National Healthcare Group Polyclinics Ms Cindy Soh Principal Physiotherapist, Woodlands Polyclinic, National Healthcare Group Polyclinics
16 January 2020	Managing Dementia in Primary Care: What Lies Ahead For Us?	Professor Louise Robinson Director, Newcastle University Institute for Ageing; Professor of Primary Care and Ageing; and Regius Professor of Ageing, Newcastle University

APPENDIX D

QUALITY IMPROVEMENT PROJECTS COMPLETED IN FY2019



NO.	PROJECT TITLE	CLINIC / HQ	PROJECT LEADER/S
1	A Nurse-Initiated Written Asthma Action Plan (WAAP)	HQ	Ms Lee Ching Lian & Dr Valerie Teo Hui Ying
2	To increase the monthly uptake of PCV 13 administered to all eligible elderly patients in Toa Payoh Polyclinic from 2.6% to 40% over 6 months	TPY	Ms Irene Chew Ker Sing & Ms Durga Devi D/O Kurusamy
3	To reduce 20% of eFaxes that Care Managers received over the period of 6 months in Ang Mo Kio Polyclinic	AMK	Ms Valerie Chong & Ms Er Lian Hwa
4	To review the intensity of light used in Diabetic Retinal Photography Room	HQ	Mr Teoh Qi Xian & Ms Lim Ing Taur
5	To increase the number of fluoride applications to 100% at NHGP Toa Payoh Dental Clinic in 8 months	TPY	Dr Tan Sze Lin
6	To increase the percentage of Chronic Obstructive Pulmonary Disease patients in Geylang Polyclinic who have valid annual influenza vaccinations from 22.2% (average of preceding 5 months) to 50% over a period of 8 months	GL	Dr Ruby Cheng Geok Min & Ms Yogeswari D/O Rama Krishnan
7	To improve the rate of screening malnutrition risk for elderly patients aged 85 years old and above from 0% to 100% in Teamlet D at Yishun Polyclinic within 6 months	YIS	Ms Chan Sau Ling
8	A Faster and Painless Way of Screening for Neonatal Jaundice	HQ	Mr Richard Low Sai Yin
9	To reduce prescriptions of sedating antihistamines among elderly patients at Toa Payoh Polyclinic seen for acute Upper Respiratory Tract Infection from 51.43% to 0% within 6 months	TPY	Dr Ong Wen Chong
10	To increase the percentage of patients diagnosed with new Diabetic Foot Ulcers who receive ABI/TBI/Toe pressure measurements within 5 working days from 23% to 100% in 3 months, in Hougang Polyclinic	HOU	Ms Su Jie & Dr Jonathan Chong
11	To increase percentage of patients with diabetes who are newly initiated on basal insulin2 in Yishun Polyclinic to achieve target fasting blood glucose3 < 7 mmol/L within 3 months from 30% to 60% over 6 months	YIS	Dr Tai Zu Huang
12	To improve the percentage of osteoporosis patients receiving lifestyle counselling by Care Managers from 2% to 50% in 6 months at Woodlands Polyclinic	WDL	Dr Nirmala Kandasamy

NO.	PROJECT TITLE	CLINIC / HQ	PROJECT LEADER/S
13	A 6S project for Minor Procedure Room layout	AMK	Ms Cleo Li Shen
14	To improve sterility check to 100% at NHGP Toa Payoh Dental Clinic	TPY	Ms Siti Rafeah Selamat
15	To increase the uptake rate of Fecal Immunochemical Test in eligible teamlet patients in Woodlands Polyclinic from 20% to 25% over 6 months from August 2019 to January 2020	WDL	Dr Teo Wei Shan
16	To increase the number of post-menopausal women with high risk of osteoporosis screened with a bone mineral density test	AMK	Dr Heng Jian- Xiong Roy
17	To increase cervical cancer screening rates for Woodlands Polyclinic teamlet patients from 28% to 50% from September 2019 to February 2020	WDL	Dr Tan Sze Huei Elisa
18	To improve the uptake of Screening Mammography for women aged 50 to 69 years In Yishun Polyclinic Teamlet E	YIS	Dr Evonne Koh Ruiyu
19	To increase the provision rate of Written Asthma Action Plan in asthma patients on preventer inhalers in Yishun Polyclinic	YIS	Dr Lawrence Wu
20	To increase the uptake rate of influenza vaccination among teamlet patients with diabetes in Woodlands Polyclinic over 6 months	WDL	Dr Emma Samijono
21	To increase the percentage of identified teamlet patients in Woodlands Polyclinic from 50% to 70% over 6 months	WDL	Dr Quek Jing Sheng
22	To improve the uptake of cervical cancer screening for women aged 25 to 69 years old in Yishun Polyclinic Teamlet E	YIS	Dr Lim Chee Luan

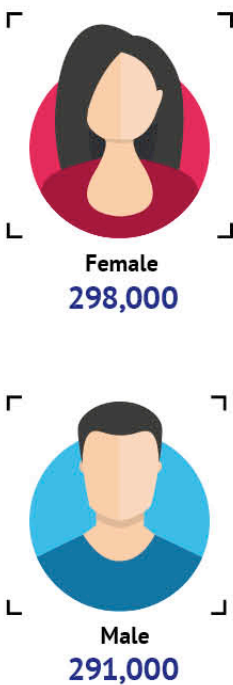
AMK - Ang Mo Kio Polyclinic
GEY - Geylang Polyclinic
HOU - Hougang Polyclinic
HQ - NHGP Headquarters
TPY - Toa Payoh Polyclinic
WDL - Woodlands Polyclinic
YIS - Yishun Polyclinic

SNAPSHOTS OF WORKLOAD AND PATIENTS IN FY2019

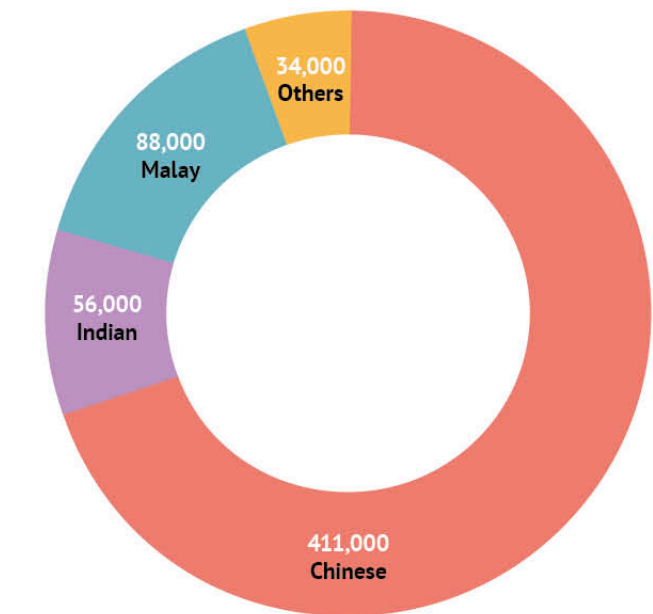


GENDER RATIO OF PATIENTS

Number of Patients



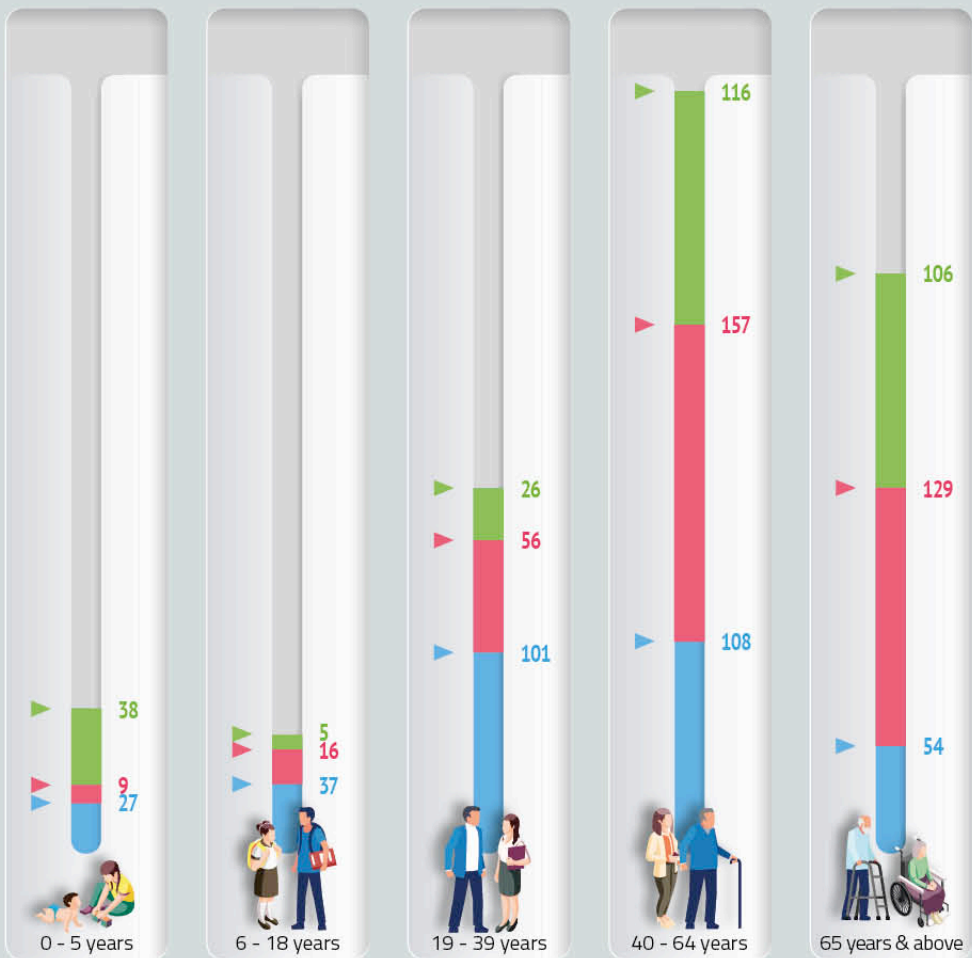
ETHNIC COMPOSITION OF PATIENTS



Total number of patients 589,000

PROPORTION OF PATIENTS BY DIFFERENT AGE GROUPS

Number of patients ('000)

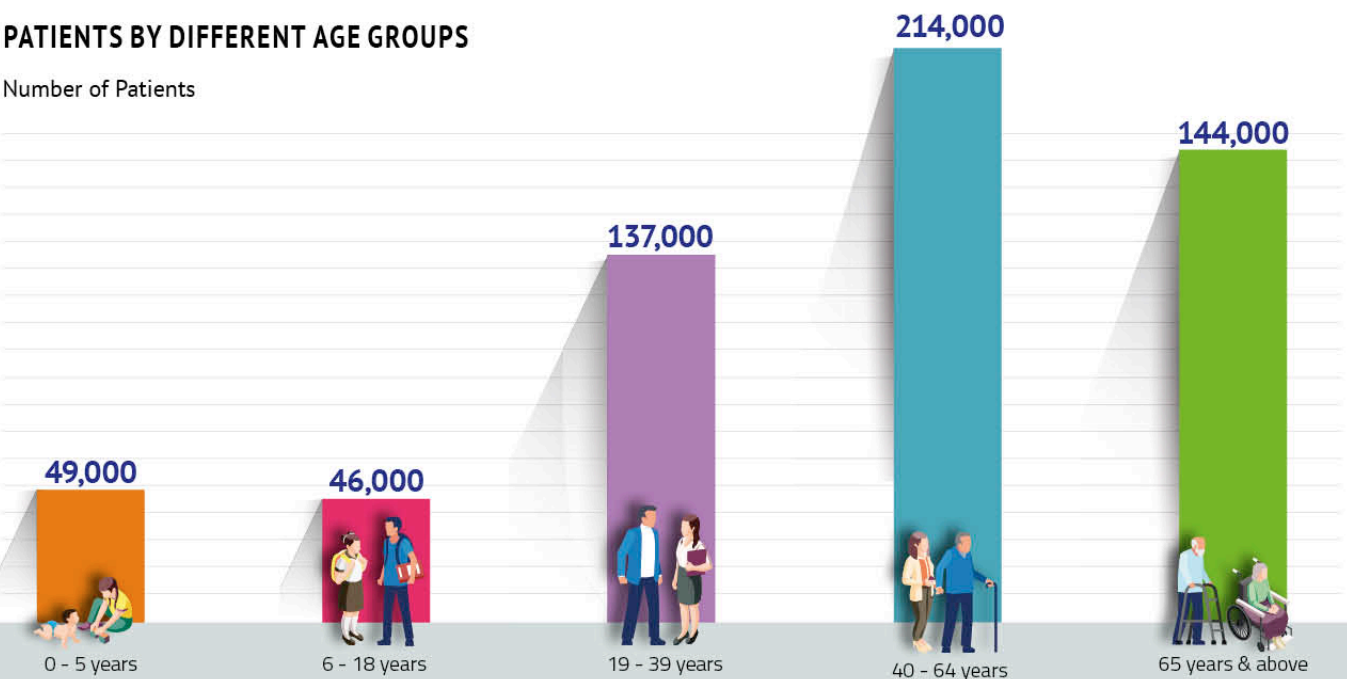


- Acute**
Cases with short onset of symptoms, such as sprains and upper respiratory tract infections.
- Chronic**
Conditions that require long-term follow-up and medications. Includes asthma, chronic bronchitis, diabetes, hypertension and lipid disorders.
- Well & Other Services**
Includes non-doctor consultation, development assessment, investigative visit and other administrative procedures.

Note: As numbers are rounded up for greater clarity, small rounding differences may arise.

PATIENTS BY DIFFERENT AGE GROUPS

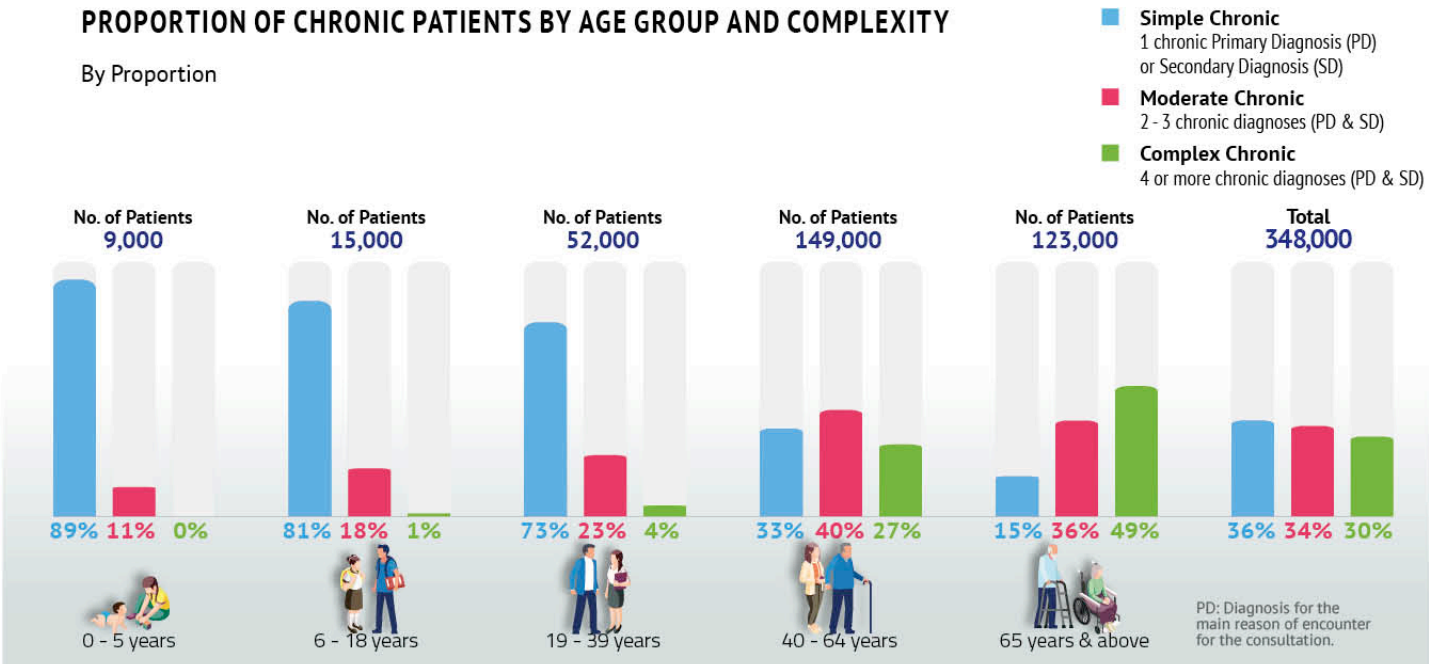
Number of Patients



Note: As numbers are rounded up for greater clarity, small rounding differences may arise.

PROPORTION OF CHRONIC PATIENTS BY AGE GROUP AND COMPLEXITY

By Proportion



- Simple Chronic**
1 chronic Primary Diagnosis (PD) or Secondary Diagnosis (SD)
- Moderate Chronic**
2 - 3 chronic diagnoses (PD & SD)
- Complex Chronic**
4 or more chronic diagnoses (PD & SD)

PD: Diagnosis for the main reason of encounter for the consultation.
SD: Other diagnoses will be listed as Secondary Diagnoses.

Note: As numbers are rounded up for greater clarity, small rounding differences may arise.

SNAPSHOTS OF PATIENTS ATTENDANCE AND WORKLOAD IN FY2019

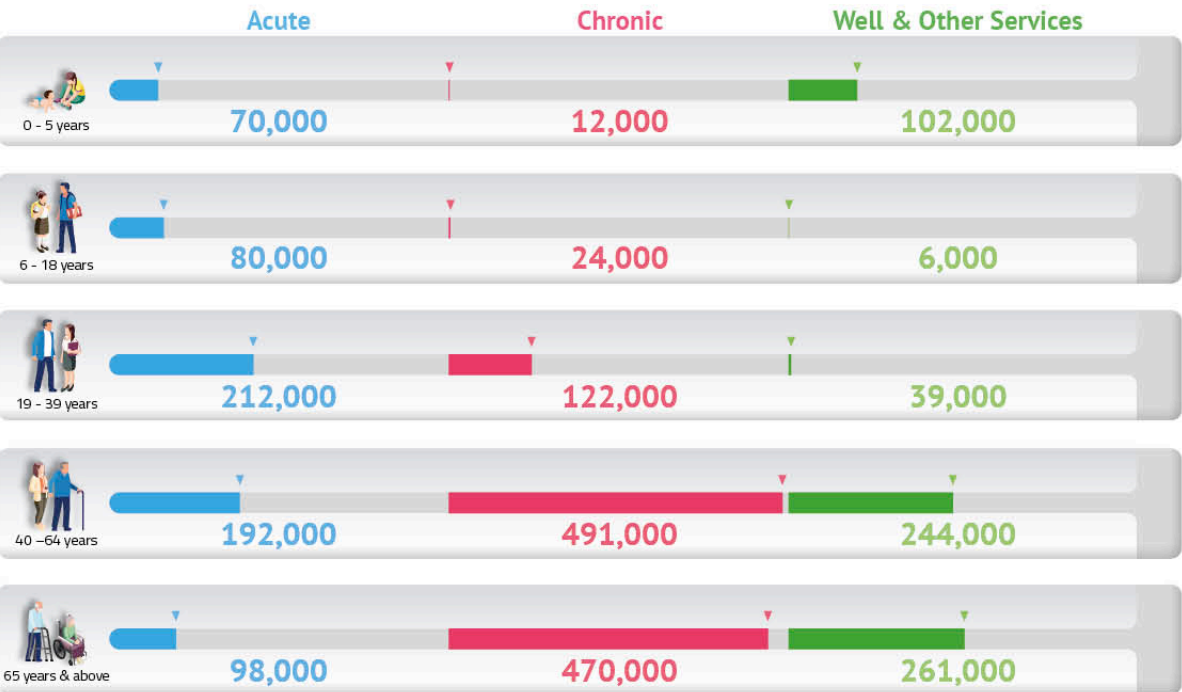


ATTENDANCE FIGURES

Total Attendance
2,421,000

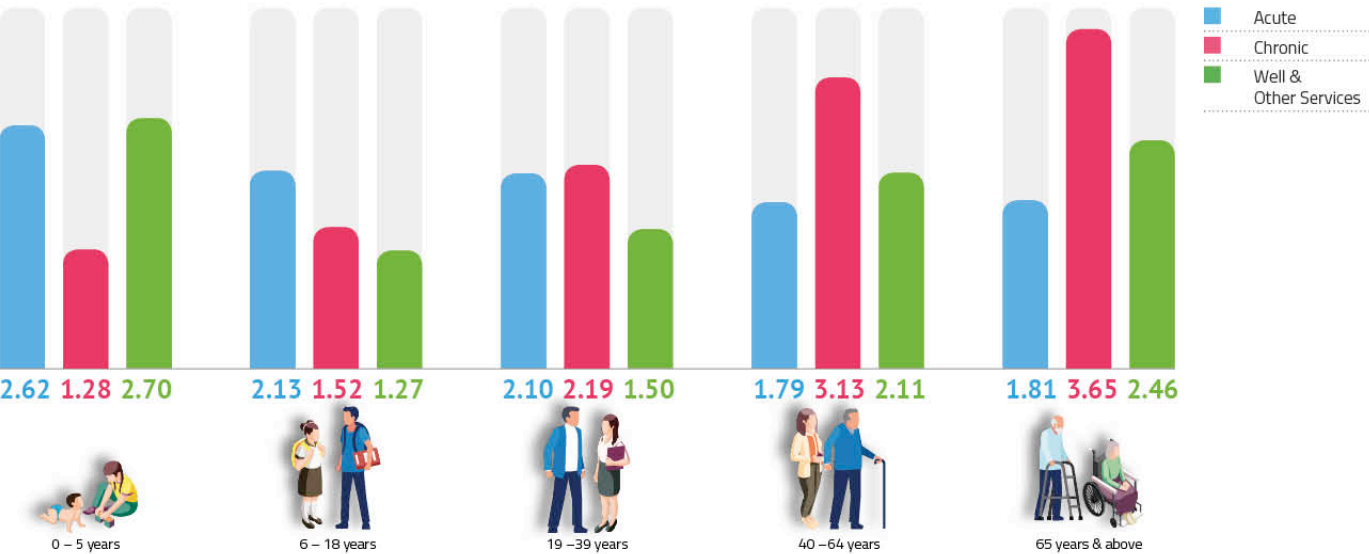
Daily Average
9,000

ATTENDANCE BY DIFFERENT AGE GROUPS AND TYPE



Note: As numbers are rounded up for greater clarity, small rounding differences may arise.

AVERAGE NUMBER OF VISITS PER PATIENT

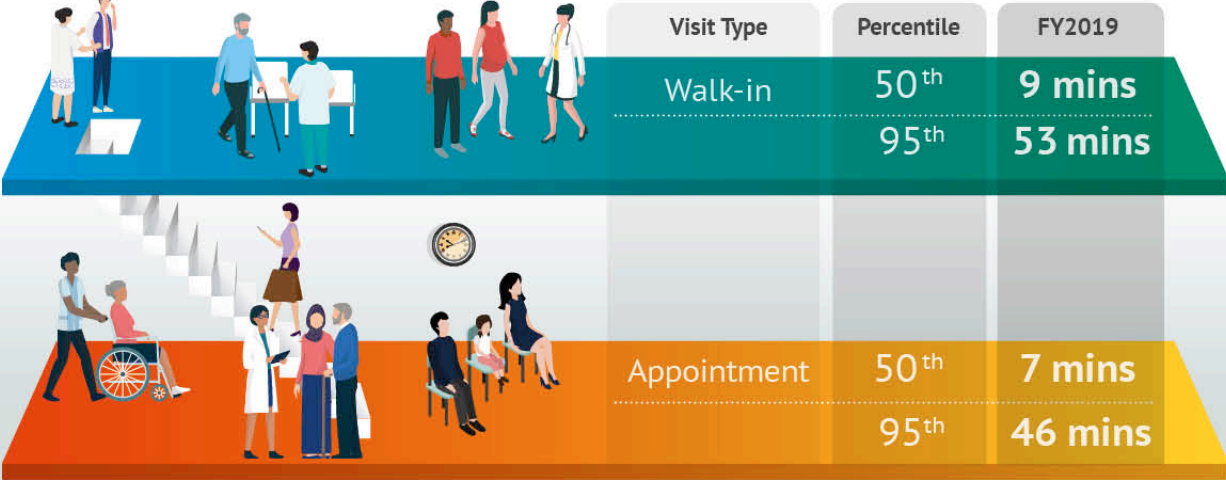


Note: As numbers are rounded up for greater clarity, small rounding differences may arise.

TOP 10 DIAGNOSES IN FY2019



NHGP CONSULT WAITING TIME (MINUTES)



SNAPSHOTS OF DENTAL PATIENTS IN FY2019



ANNUAL ATTENDANCE
Number of Dental Visits

122,000



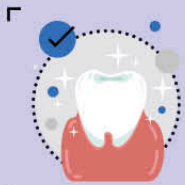
Note: As numbers are rounded up for greater clarity, small rounding differences may arise.

NUMBER OF DENTAL PROCEDURES



Fillings and Extractions

57,000



Dental Check-ups, Scaling and Polishing

124,000

Note: As numbers are rounded up for greater clarity, small rounding differences may arise.

