



EMBRACING A NEW NORMAL IN PRIMARY CARE

FY2020 ANNUAL REPORT



EMBRACING A NEW NORMAL IN PRIMARY CARE

The National Healthcare Group Polyclinics (NHGP) FY2020 Annual Report, titled 'Embracing a New Normal in Primary Care', showcases NHGP's responsiveness, preparedness and readiness in delivering new ways of care to patients and the community, especially during this challenging period brought about by the COVID-19 pandemic.

Images of NHGP staff portraying great team spirit, adaptability, resilience and perseverance in the face of unprecedented challenges are displayed on the front cover.

The geometric shapes represent NHGP's dynamism and energy in overcoming challenges. The union of such shapes into a collective whole symbolises the coming together of all NHGP staff in the battle against COVID-19.

This Annual Report is dedicated to all NHGP staff who have fought tirelessly and stood shoulder to shoulder to answer the call of duty, each diligently carrying out their various roles to keep the community safe.



OUR VISION

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

OUR MISSION

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

OUR VALUES

People-Centredness

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

Integrity

We commit ourselves to the highest standards of ethical conduct.

Compassion

We care with love, humility and empathy.

Stewardship

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

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Some photos featured in this report were taken before the pandemic, while others were taken at different phases of COVID-19 in Singapore.

GROUP CEO'S MESSAGE



LIVING WITH COVID-19

It has been two years since the pandemic started, with many wondering when this global health crisis might end. With COVID-19 likely becoming endemic, Singapore's focus is now to 'Test, Trace, Vaccinate' in the next phase of the fight. The National Healthcare Group Polyclinics (NHGP) plays a key role in this strategy by testing and vaccinating the population. This is a markedly different role from the one it had when the pandemic first hit. Then, NHGP had worked swiftly to implement comprehensive precautionary measures in its polyclinics, set up and managed medical posts in migrant worker dormitories and Swab Isolation Facilities, and performed mass swabbing missions. The ability of NHGP to pivot to meet emerging healthcare needs bears testament to the hard work and determination of all NHGP staff. For this, I am deeply grateful.

EMERGING STRONGER

This same ethos has also driven innovation across the organisation, with benefits for both patients and staff. Catalysed by the pandemic, NHGP expanded its suite of Tele-Health Services as part of the new norm of care. NHGP now offers a wide range of Tele-Health Services and its take-up rates is also the highest across all NHG institutions. This commitment to ensure patients receive quality care from the comfort and safety of their homes is a shining example of how NHGP continues to achieve our vision of 'Adding Years of Healthy Life'.

Another new milestone worth celebrating is the implementation of the Next Generation Electronic Medical Record (NGEMR) System at all NHG Polyclinics. This digital transformation provides a seamless, patient-centric medical records system, and allows for more detailed, systematic care. I would like to acknowledge NHGP for being the first NHG institution to implement NGEMR, which has provided valuable lessons for all other NHG institutions.

CONCLUSION

As we look to the future, I am confident that NHGP will continue to transform primary healthcare, just as it has done so over the past year. I would like to take this opportunity to thank our ex-Chairman, Mdm Kay Kuok, our present Chairman Mr Tan Tee How, the Board of Directors and the Ministry of Health for their invaluable guidance and support. I would also like to thank Associate Professor Chong Phui-Nah, CEO of NHGP & Primary Care, the management team and all staff for their hard work and dedication in delivering the best patient care to our patients.

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

CEO'S MESSAGE



COMBATTING COVID-19

The COVID-19 pandemic brought an unprecedented challenge to Singapore's healthcare sector, but I am deeply encouraged by the remarkable fortitude, courage and resilience that every National Healthcare Group Polyclinics (NHGP) staff has displayed this past year. This, together with an incredible sense of teamwork, has helped NHGP mark a year of milestones.

In early 2020, at the peak of the pandemic, NHGP was responding and working alongside all healthcare providers to minimise the impact on Singapore's healthcare system. NHGP answered the government's call for support at migrant worker dormitories and Swab Isolation Facilities, conducted mass swab tests for migrant workers at various locations around Singapore, and also supported the Ministry of Health's Swab and Send Home initiative.

One year later, in January 2021 when Singapore rolled out the COVID-19 Vaccination Programme, NHGP's involvement shifted to planning and preparing the logistical and manpower needs for COVID-19 vaccines to be offered at our polyclinics. Staff also did their part in this endeavour by stepping up to get vaccinated early, so that they could protect themselves, their patients and their loved ones.

ENHANCING TECHNOLOGY

Despite the many challenges that came with the pandemic, NHGP found opportunity in adversity. COVID-19 helped accelerate our digital transformation efforts to enhance patient experience and increase the efficiency of care.

This year, we completed the transition to the Next Generation Electronic Medical Record System, an advanced centralised platform that records the entire patient journey, from the point of admission to discharge, across healthcare institutions. We also introduced a suite of new Tele-Health Services and deployed an improved version of Self-Registration Kiosks that can help staff offer more timely financial assistance to patients. Through such innovations, patients gain a better experience with us and I am thankful to my team who have worked tirelessly to implement these enhancements solutions.

CELEBRATING 20 YEARS

As we charted new milestones, I am also glad that we got to commemorate our shared history and achievements. Last November, we marked NHGP's 20th anniversary via a virtual event graced by President Halimah Yacob and then Health Minister, Mr Gan Kim Yong. The event served as a timely reminder of how NHGP had overcome challenges faced in the past, to be where we are today. Themed '20 Years of Better Healthcare Together', the event recognised six frontline staff who were conferred the title of 'COVID-19 Warriors' for their tireless dedication in battling the pandemic. We also unveiled Singapore's largest fabric photo mosaic comprising 2,020 photos contributed by staff as part of their birthday gift to NHGP, which has earned a place in the *Singapore Book of Records*.

CONCLUSION

Reaching these milestones was no easy feat, but I am confident that these will not be the final ones we mark. Our collective strength will allow us to soar to even greater heights in primary healthcare and Family Medicine. On behalf of the management team, I would like to thank the Ministry of Health, NHG's Board of Directors, our General Practitioner partners and NHGP's Senior Management and staff for their continued support and encouragement.

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

NHGP SENIOR MANAGEMENT FY2020



- 1 Associate Professor Chong Phui-Nah**
Chief Executive Officer,
NHGP & Primary Care
- 2 Dr Simon Lee**
Chief Operating Officer and
Chief Clinical Informatics Officer
- 3 Dr Karen Ng**
Director, Clinical Services

- 4 Ms Chen Yee Chui**
Chief Nurse, Nursing Services
- 5 Ms Lim Voon Hooi**
Chief Nurse (Designate),
Nursing Services
- 6 Mr David Kok**
Director, Finance

- 7 Mr Shawn Phua**
Director, Human Resources
- 8 Dr Christopher Chong**
Head, Ang Mo Kio Polyclinic
- 9 Dr Jonathan Ting**
Head, Geylang Polyclinic
- 10 Dr Kong Jing Wen**
Head, Hougang Polyclinic
- 11 Dr Tan Khai Wei**
Head, Toa Payoh Polyclinic
- 12 Dr Evan Sim**
Head, Woodlands Polyclinic
- 13 Dr Lim Ziliang**
Head, Yishun Polyclinic

- 14 Dr Tang Wern Ee**
Head, Clinical Research Unit
- 15 Dr Kenneth Low**
Director, Dental Services
- 16 Dr Darren Seah**
Director, Family Medicine Development
- 17 Dr Irwin Chung**
Director, Primary Care Academy
- 18 Dr Mok Ying Jang**
Deputy Chief Operating Officer
- 19 Ms Chan Soo Chung**
Executive Director, NHG Pharmacy

- 20 Ms Lim Soh Har**
Executive Director,
NHG Diagnostics
- 21 Dr Lim Chee Kong**
Deputy Director, Clinical Services
(Manpower)
- 22 Dr Gowri Doraisamy**
Director, Care Integration
- 23 Dr Wee Wei Keong**
Director, Health Promotion
& Preventive Care

- 24 Dr Tung Yew Cheong**
Director, Quality and
Patient Safety
- 25 Mr Donald Wai**
Director, Operations -
Facility Development and
Planning Office
- 26 Dr David Ng**
Head, Special Projects,
Primary Care
- 27 Ms Noraizah Zainal Abidin**
Deputy Director,
Corporate Communications
- 28 Ms Jaclyn Fam**
Deputy Director,
Corporate Planning

MANAGING A GLOBAL PANDEMIC

Even though COVID-19 has made its unwelcomed presence felt for more than a year, the National Healthcare Group Polyclinics (NHGP) continues to be at the forefront of this battle against the virus.



CARING FOR MIGRANT WORKERS

NHGP's efforts in battling the COVID-19 pandemic go beyond the walls of its polyclinics.

When Singapore saw a sharp increase in COVID-19 cases among migrant workers in April 2020, NHGP staff – both clinical and non-clinical – were promptly mobilised to set up and manage 14 Forward Medical Posts (FMPs) at migrant worker dormitories in the northern region of Singapore, as well as four Swab Isolation Facilities (SIFs). NHGP and the National Healthcare Group (NHG) also jointly conducted mobile mass swabbing missions around the island.

To contain the outbreak, NHGP staff were tasked with developing clinical protocols, workflows and standard operating procedures. The team also helped plan the rostering and deployment of personnel to ensure adequate manpower on the ground. A separate referral pathway to hospital Specialist Outpatient Clinics and primary care partners was also developed for migrant workers who needed follow-up care beyond the capability of the medical posts.



The medical team using language aids to better facilitate communication with migrant workers at FMPs.

FORWARD MEDICAL POSTS

NHGP set up and operated 14 FMPs in Purpose-Built Dormitories in the northern part of Singapore, caring for more than 50,000 migrant workers. The FMPs replicated an actual clinic set-up and each of these was manned by a medical team from NHGP comprising one doctor, and three or more nurses and allied health staff. Beyond offering medical assistance to workers who experienced Acute Respiratory Infection symptoms, the medical team also cared for the workers' overall health and conducted minor procedures such as dressing of wounds. These FMPs were handed over to private service providers from September 2020.



Swab samples taken at the FMPs were packed and dispatched to laboratories for testing.



An NHGP doctor reviewing a migrant worker at an SIF.

SWAB ISOLATION FACILITIES

Each of the SIFs was set up from scratch to be run similar to a step-down care facility. This included receiving migrant workers to assigning them isolation rooms and ensuring safe segregation while awaiting swab results.

The SIFs were run by teams of NHGP-led medical experts, allied health professionals and headquarters staff. They were also joined by volunteers from all walks of life. Even though many of them were non-medical personnel, team members achieved a zero infection rate, thanks to the Infection Control and Safety training and procedures that were developed by NHGP and strictly adhered to.

Besides daily health checks, the NHGP SIF team also took special care of the well-being of migrant workers, such as by helping them maintain contact with

their families back home, and reminding Muslim workers of meal timings during the fasting month of Ramadan.

As of 1 July 2020, the SIF team had taken care of close to 5,000 migrant workers. Operations at the four SIFs were officially concluded on 5 July 2020.

MASS SWABBING EFFORTS

NHGP also worked closely with NHG in co-leading the operations for mobile mass swabbing missions at various locations across Singapore. Before each swab mission commenced, a survey of the premises was conducted to ensure that the set-up was efficient and adhered to strict infection control guidelines. Swabbing was carried out almost daily, including on weekends and public holidays. Apart from performing the swabs, the teams also educated migrant workers on the importance of basic hygiene post-swab.



The mobile mass swabbing team collecting swab samples from migrant workers.

ON-SITE MEDICATION DISPENSARIES

NHG Pharmacy set up and supported the on-site medication dispensaries at the 14 FMPs and four SIFs. To facilitate the workflow at these sites, the different medications were pre-packed and labelled, ready for dispensing. Translated labels in Tamil, Bengali and Chinese, as well as pictograms, were provided at each site to help improve patients' understanding on the use of their medications.

During the Circuit Breaker period and up to July 2020, the pharmacy team from Yishun Polyclinic handled the logistics of the central supply for medication to all these sites. They also filled prescriptions from the doctors on-site for chronic disease medication and delivered them to the workers who could not obtain their medication from their usual sources, which were mostly overseas.



The screening station at one of the SIFs managed by NHGP.

IN MAINSTREAM MEDIA

Various media channels featured NHGP's ground efforts at the polyclinics and migrant worker care facilities during the critical COVID-19 period in 2020.



Ms Surinah Abdullah, Patient Service Associate, Ang Mo Kio Polyclinic, being interviewed by a Channel NewsAsia reporter on challenges faced by healthcare workers during the early days of COVID-19.



Ms Melissa Goh Eng Hwa, Assistant Nurse Clinician, Ang Mo Kio Polyclinic, being interviewed by a Channel NewsAsia reporter on her role at the frontlines.



Dr Jonathan Chong, Family Physician, Associate Consultant and Deputy Head of Hougang Polyclinic, being interviewed by a Lianhe Zaobao reporter for its 'COVID-19 and Me' column.

IN SOCIAL MEDIA

In response to the emergence of COVID-19 in 2020, a Facebook series was put together to highlight the efforts of NHGP staff, both within the polyclinics as well as at external sites. Such posts also helped inform members of the public of changes at the clinics due to the pandemic.

NHGP What You Should Know:

To help address commonly asked questions on changes in NHGP's services.



NHGP Behind-the-Scenes:

To highlight the hard work and efforts of NHGP staff in battling the pandemic, as well as provide insights into the safety measures put in place across all polyclinics.



Support from the Community:

To share gestures of appreciation showered on NHGP by the community.



SHARING PRIMARY CARE RESPONSE STRATEGIES TO MANAGE COVID-19

Apart from being front and centre in the battle against the pandemic, NHGP has also shared with others the experiences and lessons picked up at the frontlines.

EXPERIENCES FROM THE FRONT LINES: THE GLOBAL PRIMARY HEALTHCARE RESPONSE

On 14 May 2020, Associate Professor (A/Prof) Chong Phui-Nah, CEO, NHGP & Primary Care, was invited to speak at the second of a four-part webinar series titled 'Experiences from the Front Lines: The Global Primary Healthcare Response'.

The webinar series was jointly organised by The Harvard Medical School Department of Global Health and Social Medicine's Program in Global Primary Care and Social Change, the Center for Primary Care, and members of the World Health Organization's Primary Healthcare Young Leaders Network.

During the session, A/Prof Chong gave an overview of Singapore's response to COVID-19, and outlined the strategies adopted by NHGP, including the harnessing of technology to expand its suite of Tele-Health Services to patients.

TELEMEDICINE — CONTINUED CARE IN A COVID-19 WORLD

As an invited guest speaker for the 'Telemedicine — Continued Care in a COVID-19 World' webinar organised by the Singapore Medical Association on 13 June 2020, Dr David Ng, Family Physician, Consultant and Head of Special Projects (Primary Care), NHGP, shared the organisation's experience in scaling up tele-consultations from the start of the Circuit Breaker period. The webinar was graced by the Ministry of Health (MOH)'s Director of Medical Services, Associate Professor Kenneth Mak, and attended by over 1,400 participants.



A/Prof Chong Phui-Nah, CEO, NHGP & Primary Care, was a panelist who shared the institution's strategies in tackling COVID-19 at the 'Experiences from the Front Lines: The Global Primary Healthcare Response' webinar.



Dr David Ng (2nd row from top, 2nd from left), Family Physician, Consultant and Head of Special Projects (Primary Care), with participants of the 'Telemedicine — Continued Care in a COVID-19 World' webinar.

DOING OUR PART FOR THE COMMUNITY

NHGP has been doing its part to keep the community safe during the COVID-19 pandemic.

SWAB AND SEND HOME

In line with MOH's workflows, all patients who fulfil MOH's suspect case definition, or have an acute respiratory infection, have to undergo a swab test. This enabled earlier access to swabs and diagnosis for patients, and also alleviated the swab workload burden at the National Centre for Infectious Diseases and hospital emergency departments.

As of 31 March 2021, NHGP had completed more than

96,000

POLYMERASE CHAIN REACTION TESTS under the Swab And Send Home (SASH) programme at its six polyclinics.



COVID-19 VACCINATIONS OPERATIONS

COVID-19 VACCINATIONS FOR THE COMMUNITY

While NHGP staff vaccinations were on-going, Ang Mo Kio Polyclinic, Hougang Polyclinic and Woodlands Polyclinic piloted COVID-19 vaccinations for external healthcare workers and frontline workers.

Separately on 27 January 2021, Ang Mo Kio Polyclinic piloted COVID-19 vaccinations for the elderly residents of Ang Mo Kio Group Representation Constituency (GRC), aged 70 and above, as part of Singapore's COVID-19 Vaccination Programme. On the same day, Prime Minister Lee Hsien Loong visited Ang Mo Kio Polyclinic to observe the vaccination exercise for 200 seniors in the constituency.

From 1 February 2021, the remaining five NHG Polyclinics began to provide vaccination for members of the public, starting with seniors aged 70 and above. As of 31 March 2021, NHGP had administered 56,000 doses of the COVID-19 vaccine for members of the public and its staff.



Prime Minister Lee Hsien Loong taking a we-fie with residents from Ang Mo Kio GRC, while they rested at the observation area after their injection.

COMMUNITY VACCINATION DIALOGUE

On 13 and 14 March 2021, five doctors from Woodlands Polyclinic took part in the Community Vaccination Dialogue at various locations in Buona Vista. These sessions helped address queries and concerns of elderly residents regarding the safety of and their suitability for the COVID-19 vaccination. The sessions were also attended by Mr Chan Chun Sing, Member of Parliament for Tanjong Pagar GRC (Buona Vista), along with other grassroots volunteers and medical practitioners.



Doctors from Woodlands Polyclinic and Mr Chan Chun Sing (standing, 1st from left) at the Community Vaccination Dialogue with residents.



NHGP staff taking their COVID-19 vaccination.

COVID-19 VACCINATIONS FOR NHGP STAFF

When Singapore's COVID-19 vaccination exercise began with the inoculation of healthcare workers under Phase 1 of Singapore's COVID-19 Vaccination Programme, NHGP Senior Management Members, including A/Prof Chong Phui-Nah, Chief Executive Officer, NHGP & Primary Care, led by example and were among the first to receive their initial doses of the vaccine on 8 January 2021.

The NHGP Senior Management Members also held several open dialogue and town hall sessions to address any concerns or queries staff had about the vaccination. Staff members received their vaccinations progressively thereafter.



Ms Nisha Menon, Assistant Nurse Clinician, Nursing Services, who received her COVID-19 vaccination, being interviewed by Channel NewsAsia.

“After attending the sharing sessions conducted by our senior management, we felt more confident as concerns and possible side effects were addressed.”

Ms Nisha Menon,
Assistant Nurse Clinician,
Nursing Services



CHAPTER 02

ENHANCING POPULATION HEALTH

Amid the challenges brought about by the pandemic, the National Healthcare Group Polyclinics (NHGP) remains adaptable by leveraging technology to provide a new norm of care and introducing new programmes.



DELIVERING CARE

In FY2020, NHGP introduced new Tele-Health Services and enhanced others to ensure patients continued to receive appropriate care in the clinics and at home.

NHGP'S TELE-HEALTH SERVICES

TELE-CONSULTATIONS (WITH DOCTORS)

NHGP's Teamlet Care Model was extended beyond face-to-face consultations to encompass video consultations to support safe distancing measures in the clinics. Patients with well-controlled chronic conditions, such as diabetes, hypertension and high cholesterol, were offered the option of a video consultation with a Family Physician as an alternative to a physical visit at the polyclinic. During such sessions, a Family Physician assesses the patient's medical condition and reviews the results of the latest laboratory tests. Medications are prescribed, and can be delivered to patients' homes. As of 31 March 2021, nearly 70,000 doctor-led Tele-Consultations sessions have been conducted.

A patient experience survey conducted with more than 800 participants in May 2020 showed that 98 per cent of them had good overall experience with doctor-led Tele-Consultations, and 94.5 per cent of such patients would use the service again.

TELE-PHYSIOTHERAPY

Introduced in June 2020, Tele-Physiotherapy allows eligible NHGP patients with existing review appointments the option to complement in-person consults with review sessions via video calls. Patients benefitted from prompt pain relief and improved daily physical functions through early effective treatment.

Tele-Physiotherapy is also used for patients with chronic conditions, such as diabetes and obesity, where exercise is prescribed to help them increase physical activity to improve disease control and lose weight safely. Such sessions are properly guided during the video consultation.



Dr Jonathan Chong, Family Physician, Associate Consultant and Deputy Head of Hougang Polyclinic, conducting a consultation session through a video call.



Ms Cindy Soh, Principal Physiotherapist, Woodlands Polyclinic, guiding a patient on stretching exercises through a video call.

TELE-DIRECTLY OBSERVED THERAPY

NHGP has been providing Directly Observed Therapy (DOT) to patients with tuberculosis as part of the Singapore Tuberculosis Elimination Programme (STEP).

In June 2020, NHGP introduced Tele-DOT at Yishun Polyclinic and Woodlands Polyclinic. Patients with tuberculosis who fulfil the criteria set by the Tuberculosis Control Unit (TBCU) for Tele-DOT can now substitute face-to-face appointments at polyclinics with a live video call from the safety and convenience of their homes.

During the Tele-DOT sessions, patients are observed swallowing their medications by the nurse. After two weeks of Tele-DOT sessions, patients are required to return to the

polyclinic for a review. Those who follow the care plan can continue their treatment via Tele-DOT until they are due to return to TBCU for a follow-up. In October 2020, Tele-DOT

was successfully introduced to the remaining four polyclinics under NHGP. As of 31 March 2021, almost 500 Tele-DOT sessions have been conducted.



Ms Lam Hui Chi, Staff Nurse, Toa Payoh Polyclinic, guiding a Tele-DOT patient through a video call.



Dr Lim Ziliang, Family Physician, Consultant and Head of Yishun Polyclinic, being interviewed by Channel 8 News on NHGP's suite of Tele-Health Services.



Ms Chan Sau Ling, Senior Dietitian, Yishun Polyclinic, conducting a Tele-Dietetic session with a patient during an interview for Channel 8 News.

IN MAINSTREAM AND SOCIAL MEDIA

To showcase and increase awareness of NHGP's Tele-Health Services, media coverage was garnered across various media channels/platforms.

As NHGP scaled up its Tele-Health Service offerings in light of the COVID-19 pandemic, social media was also leveraged to encourage take-up of these remote consultation services.



Facebook post to raise awareness of remote consultation services at NHGP.



Dr Christopher Chong, Family Physician, Consultant and Head of Ang Mo Kio Polyclinic, doing a photoshoot for Lianhe Zaobao's interview on NHGP's Tele-Consultation Service.



The care team from Ang Mo Kio Polyclinic who piloted the PTEC Hypertension service.

PRIMARY TECH-ENHANCED CARE HYPERTENSION

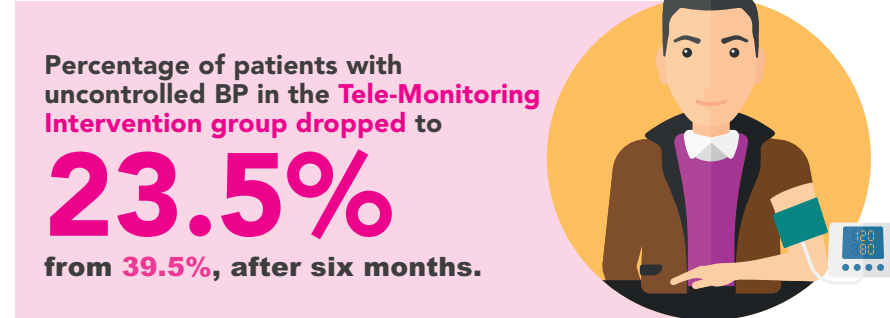
In line with NHGP's goal of empowering patients to achieve better health outcomes, the Primary Tech-Enhanced Care (PTEC) Home Blood Pressure (BP) management programme pilot began at Ang Mo Kio Polyclinic in August 2018. Given the encouraging pilot results, this programme was made available to patients with hypertension at Ang Mo Kio Polyclinic in August 2020. The PTEC Hypertension service at Ang Mo Kio Polyclinic has shown positive clinical outcomes, improved patient adherence to home monitoring and enhanced patient experience.

A study was conducted on two groups of 120 patients with high blood pressure from September 2018 to March 2019. One group received additional Tele-BP monitoring intervention while another group received usual care.

The results showed that patients who received intervention expressed greater satisfaction with the improved convenience, confidence in their care team and motivation to monitor their BP regularly. The study also showed that tele-monitoring empowers patients

to monitor their BP at home, as well as enhance their BP control.

The PTEC Hypertension service has also allowed NHGP's care team to monitor patients' blood pressure remotely and intervene when necessary.



Ms Hazel Yang, Senior Care Coordinator, Ang Mo Kio Polyclinic, explaining to a patient how blood pressure readings are automatically transmitted via a mobile app from her phone to the polyclinic care team.

NHGP'S RAPID PROGRAMME

NHGP introduced the Rapid Assessment and Physiotherapy for patients In need (RAPID) Programme in October 2020 at Ang Mo Kio Polyclinic and Yishun Polyclinic. The programme allows patients with musculoskeletal pain to receive early access to a physiotherapist in the community and continue rehabilitation care. Under this programme, patients are able to be assessed by a doctor-physiotherapist team on the same day and receive therapy early to prevent their condition from worsening. RAPID is part of the Ministry of Health's National One-Rehab Framework, which ensures the population receives timely access to rehabilitation care in polyclinics and community-based facilities.



Ms Pradha Rajoo, Senior Physiotherapist, Yishun Polyclinic, guiding a patient through therapeutic exercises under NHGP's RAPID Programme.

NHGP'S EMBRACE PROGRAMME

NHGP piloted the Enhanced Maternal Baby Toddler And Child Surveillance (EMBRACE) Programme at Yishun Polyclinic in September 2020. EMBRACE enhances maternal and child health care services in NHGP and focuses on events in the 'First 1,000 Days' from the child's birth. Children from low-income households are managed by a multi-disciplinary team of doctors, nurses and allied health professionals. The programme ensures that babies complete their vaccinations and child developmental screening. If they have other medical, care or financial needs, they are also referred for appropriate assistance.

Nurses providing post-natal services also screen mothers for post-natal depression. NHGP also collaborates with hospitals to improve the care of post-natal patients with gestational diabetes mellitus.

PREVENTIVE SCREENING IN THE COMMUNITY

NHG Diagnostics (NHGD) collaborated with the People's Association and SportSG to provide Bone Mineral Density (BMD) screening services, which aid in the diagnosis of osteoporosis and risk of bone fracture, in the community. NHGP patients and residents in Yishun, Woodlands and Geylang, who are referred by their doctors, can now have their scans done conveniently on board NHGD's mobile BMD trailer located at Nee Soon East Community Club (CC), Fuchun CC and Geylang East Swimming Complex carpark.

NHGP'S CARE COACHES

In February 2021, NHGP introduced Care Coaches as part of its care team. Such staff serve as 'health buddies' who journey with patients to ensure care plans are followed through, as well as to coordinate care with hospitals and the community sector. NHGP's Care Coaches provide patients the opportunity, resources and support to



Ms Keely Lim, Senior Staff Nurse, Yishun Polyclinic, conducting Child Developmental Screening as part of NHGP's EMBRACE Programme.

succeed in improving the management of their long-term conditions, by helping them to prioritise health issues and improve their confidence in self-care.

They also support NHGP's care transformation projects including Patient Activation through Patient Centered Conversations (PACT) and Relationship-based Health and social Integration (RELATE).

PACT is a programme that empowers patients with diabetes and helps them set achievable health goals for better health outcomes. RELATE is a collaboration with NHG institutions and community partners, including the Asian Women's Welfare Association (AWWA), the Agency for Integrated Care (AIC) and Ang Mo Kio Family Service Centre (AMK FSC). With a multi-disciplinary and multi-agency approach, patients with complex medical and social needs are managed holistically and supported through their healthcare journey by their Care Coach.

GERI-MTM CLINIC

The Geriatric Medication Therapy Management (Geri-MTM) clinic was set up to resolve medication problems commonly faced by the elderly population who are at greater risk due to age-related physiological changes, the presence of multiple chronic diseases and polypharmacy. This clinic was piloted at Yishun Polyclinic in August 2019 and progressively made available at Ang Mo Kio Polyclinic and Toa Payoh Polyclinic by October 2020.

The Clinical Pharmacist focuses on elderly patients taking multiple medications or have conditions which present more risks. He/she reviews the list of medications prescribed for the patient and identifies any medication-related issues faced by the patient – for examples side-effects, non-adherence, drug interactions and potential harm from falls due to the effects of the medication. Complex medication regimens are simplified for patients by recommending changes or removal of medication, as appropriate. Providing them with a simpler medication regimen helps patients adhere to their medication, reduces potential side effects and improves well-being. As at 31 March 2021, nearly 1,400 NHGP patients have been served under the Geri-MTM service.

EDUCATING THE PUBLIC

In FY2020, despite the pandemic, NHGP continued to conduct various virtual events to encourage the public to lead healthier lives.

LIGHTER LIFE

COVID-19 safety measures did not stop NHGP's Lighter Life programme from continuing to inspire and motivate patients with chronic disease to shed excess weight safely. During the Circuit Breaker, face-to-face group sessions were replaced with video-facilitation, where participants met and interacted virtually with NHGP's dietitians, physiotherapists and psychologists.

Patients were taught how to develop healthy dietary and exercise habits, and to self-initiate goal setting and practical action plans customised to their lifestyle needs. Adaptive home-based physical exercises were shared with the participants, such as using filled water bottles as hand weights and other creative alternative equipment movement routines. Behavioural change techniques were also introduced such that healthy habits are developed and sustained for the long term.

As the COVID-19 pandemic situation evolved, allied health group facilitators pivoted rapidly and tapped on existing peer support group chat networks to continue inspiring and guiding patients.



NHGP's Lighter Life programme was conducted via video conferencing.

FITTERLIFE

NHGP worked closely with NHG and ActiveSG to promptly resume an adapted model of the popular FitterLife programme. The 12-week community-based weight management programme was launched in January 2021 with participants comprising residents living in Serangoon and Bishan, as well as members of Woodlands ActiveSG centres.

The hybrid model was developed with strict compliance to the prevailing Safe Management Measures to allow participants to safely begin their weight-loss journey. The programme comprised face-to-face and online

sessions, which were designed to replicate the experience of a full physical class. NHGP's Health Promotion Consultants led the participants in home-based High-Intensity Interval Training (HIIT) exercises and empowered them with the skills to adopt a healthier lifestyle. Outside of the weekly sessions, the participants were kept motivated via continuous engagement on group chats.

Despite the challenges of adapting to the new format, the participants responded positively to the programme and hoped to see more of such initiatives in the future.



The FitterLife community weight management programme offered a combination of physical face-to-face and online classes.

HEALTH TALKS FOR SENIORS Living Well in Your Golden Years

On 26 September 2020, NHGP organised its first live webinar, 'Living Well in Your Golden Years'. The 90-minute session saw Ms Tay Mary Ann, Senior Physiotherapist, Ang Mo Kio Polyclinic, and Mr Won Tin Chiang, Principal Dietitian, Toa Payoh Polyclinic, sharing valuable insights on optimal nutrition to improve immunity, as well as appropriate exercises for active ageing. The webinar was well-received with many of the participants requesting for more related information to be shared at future sessions.



Mr Won Tin Chiang, Principal Dietitian, conducting a webinar on eating and optimal nutrition to improve immunity.

Stress in Modern Living

In collaboration with People's Association (PA) and the SGSecure Programme Office, staff from NHGP Psychology Services and Yishun Polyclinic participated in a virtual discussion of the topic of dementia on 30 January 2021. The session was organised as part of PA's regular online talk series titled 'Stress in Modern Living'.

During the session, Dr Lim Ziliang, Family Physician, Consultant and Head of Yishun Polyclinic, and Mr Mah Siew Chung, Senior Psychologist, Woodlands Polyclinic, shared on the early signs and symptoms of dementia, and provided useful advice on stress-relieving remedies for caregivers of dementia patients to better manage their mental well-being.



Ms Tay Mary Ann, Senior Physiotherapist, conducting a webinar on appropriate exercises for active ageing.



Dr Lim Ziliang (far left), Family Physician, Consultant and Head of Yishun Polyclinic, and Mr Mah Siew Chung (far right), Senior Psychologist, speaking at an online talk organised by PA.

WORLD MENTAL HEALTH DAY 2020

To mark World Mental Health Day on 10 October 2020, NHGP organised various activities to raise awareness of the importance of mental health.

Online Talk Series for Ang Mo Kio Residents

NHGP Psychology Services and TOUCH Community Services (Ang Mo Kio) held a series of webinars for Ang Mo Kio residents from October to December 2020. Titled 'The 2 Challenges in Senior Years – Dementia and Depression', the team raised awareness of these two common mental health conditions. Conducted in English, Mandarin and Malay, the sessions covered simple steps to detect dementia and depression, as well as the basic ways to manage these conditions.



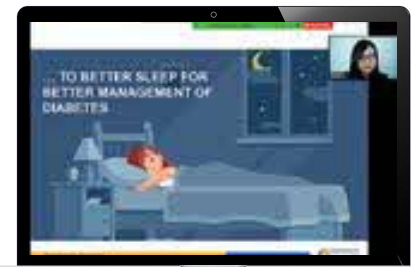
Ms Tan Sing Wuing, Psychologist, delivering her webinars on dementia and depression to residents of Ang Mo Kio.

Mental Health Wellness Talk for Yishun Community

In collaboration with the Women's Executive Committee of Nee Soon East Community Club and the People's Association Women's Integration Network (WIN) Council, Yishun Polyclinic conducted a virtual mental health wellness webinar titled 'Manage Your Mind and Fight the Fear' on 10 October 2020. During the session, Dr Lim Ziliang, Family Physician, Consultant and Head of Yishun Polyclinic, and Mr Mah Siew Chung, Senior Psychologist, Woodlands Polyclinic, spoke on the topic of anxiety – what it is and how it comes about. They also provided useful advice on managing one's mental state. The talk was streamed live on the WIN Council's Facebook Page.

WORLD DIABETES DAY

On 4 December 2020, NHGP Psychology Services, in collaboration with TOUCH Community Services (Ang Mo Kio), conducted an online talk for Ang Mo Kio residents to share how good diabetes management can bring about an improved quality of life. Titled 'Better Sleep for Better Diabetes Management', the team helped raise awareness of the inter-relationship between stress, sleep and diabetes. During the session, residents learnt simple tips to improve their sleep quality.



Ms Carol Lin, Psychologist, addressing the relationship between sleep and diabetes.

WORLD OBESITY DAY

In conjunction with World Obesity Day 2021, NHGP, in collaboration with Khoo Teck Puat Hospital (KTPH) and Tan Tock Seng Hospital, organised a virtual webinar on 6 March 2021. Titled 'Health 4 Life', the session aimed to educate the public on ways to achieve and sustain weight loss.



Mr Mah Siew Chung (left), Senior Psychologist, and Dr Lim Ziliang (right), Family Physician, Consultant and Head of Yishun Polyclinic, guiding attendees on relaxation techniques.

During the webinar, Ms Alvernia Chua, Senior Dietitian, NHGP, shared about the weight management programmes provided by NHGP, such as Lighter Life and FitterLife. As one of the panel members, Ms Chua also addressed questions on the role of nutrition in achieving healthy weight and sustainable eating habits. She also included practical advice on intermittent fasting and the ketogenic diet.

COLORECTAL CANCER AWARENESS MONTH

To mark Colorectal Cancer Awareness Month in March, NHGP, with the support of the Singapore Cancer Society (SCS), held a webinar on 13 March 2021. The session was organised to help raise awareness of colorectal cancer, as well as to educate the public on healthy lifestyle habits and the importance of going for pre-emptive screenings.

Ms Jayalakshmy, Health Promotion Consultant, NHGP, facilitated the webinar, while Ms Chan Sau Ling, Senior Dietitian, NHGP, and Dr Sim Hsien Lin, Senior Consultant, KTPH, discussed the symptoms and risk factors for colorectal cancer. They also shared the importance of diet and exercise in helping reduce the risk.

IN MAINSTREAM MEDIA

NHGP leveraged mainstream media to cover topics such as chronic disease management and how to lead a healthier lifestyle.

Some of these media coverage included Family Physician and Senior Consultant, Dr Lee Eng Sing's interview with Channel 8 on the topic of lactose intolerance; and Family Physician, Yishun Polyclinic, Dr Tai Zu Huang's interview with Lianhe Zaobao on the topic of gastric pains.

IN SOCIAL MEDIA

To encourage healthy living to patients and the public alike, NHGP regularly posts various health and nutrition tips on its Facebook Page, such as the following:



Dr Lee Eng Sing, Family Physician, Senior Consultant, demonstrating for Channel 8's interview on the topic of lactose intolerance.



NHGP Facebook posts share informative tips for good health. Posts are also curated based on festive periods and current happenings.

INVESTING IN RESEARCH AND EDUCATION

To meet the future needs of the population, the National Healthcare Group Polyclinics (NHGP) has been investing in research and training the next generation of healthcare professionals.



NURTURING THE NEXT GENERATION

NHGP places strong emphasis on continuously training future clinicians to support the country's healthcare system and to provide the best patient-centred care.



LEFT TO RIGHT: A/Prof Ludwig Tan, Dean, School of Humanities and Behavioural Sciences, SUSS; Prof Cheong Hee Kiat, President, SUSS; Prof Tsui Kai Chong, Provost, SUSS; A/Prof Chong Phui-Nah, CEO, NHGP & Primary Care; and Dr Irwin Chung, Director, Primary Care Academy, at the signing ceremony.

NHGP AND SUSS MCA SIGNING

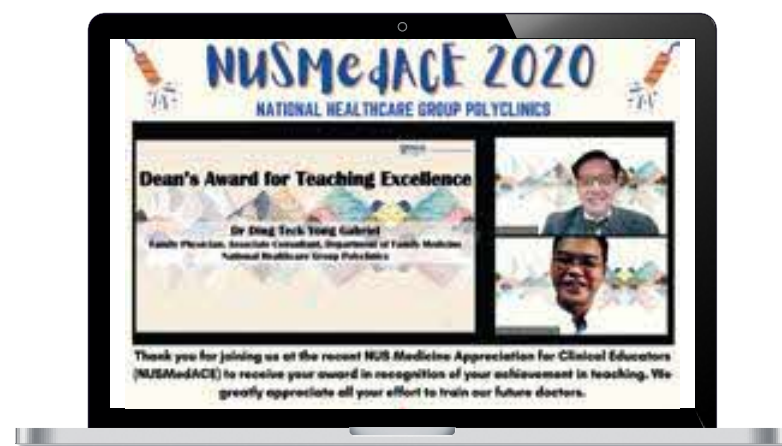
A Master Collaboration Agreement (MCA) between NHGP and the Singapore University of Social Sciences (SUSS) was signed on 22 January 2021 to train undergraduates in health and wellness coaching. This partnership, the first of its kind between a primary care organisation and an academic institution in Singapore, aims to nurture a pipeline of local graduates with the ability to conduct person-centred health coaching. The curriculum for this course was jointly developed by NHG's Primary Care Academy and SUSS.

By 2023, the course will be offered to a wider group of students, including working professionals under SUSS' Centre for Continuing and Professional Education.

NUS YONG LOO LIN SCHOOL OF MEDICINE APPRECIATION FOR CLINICAL EDUCATORS 2020

Dr Gabriel Ding, Family Physician, Associate Consultant, Geylang Polyclinic, received the Dean's Award for Teaching Excellence via a virtual ceremony on 11 November 2020.

Part of the National University of Singapore's Yong Loo Lin School of Medicine Appreciation for Clinical Educators (NUSMedACE), the Dean's Award for Teaching Excellence recognises faculty for their outstanding teaching and mentoring of medical students.



Dr Gabriel Ding, Family Physician, Associate Consultant, Geylang Polyclinic, receiving his Dean's Award for Teaching Excellence at a virtual ceremony.

UNDERGRADUATE MEDICAL EDUCATION AT NHGP DURING COVID-19

At a National Healthcare Group (NHG) Education webinar held on 16 June 2020, Dr David Ng, NHGP Medical Clinical Educator Lead, and Dr Richard Lee, Family Physician, Consultant, Woodlands Polyclinic, shared how NHGP supported the training of undergraduate medical students remotely during COVID-19 period.

In May 2020, clinical attachments at NHG Polyclinics resumed for medical students with the approval of the Ministry of Health (MOH). Twenty-three Year 4 medical students from the Lee Kong Chian School of Medicine (LKCMedicine) were posted to Ang Mo Kio Polyclinic, Geylang Polyclinic, Toa Payoh Polyclinic and Yishun Polyclinic. To minimise the risk of infection spread and ensure the safety of medical students, patients and clinic staff, additional precautionary measures were put in place.

In spite of the constraints faced, the polyclinics' core tutors, together with the programme leads Dr Richard Lee and Dr Liu Changwei, Family Physician, Associate Consultant, Geylang Polyclinic, worked hard to ensure a fruitful learning experience for the medical students.



Tutorials were conducted via Zoom as a precautionary measure to ensure the safety of medical students, as well as patients and clinic staff.

NHG TEACHING AWARD

The NHG Teachers' Day celebration was held virtually on 2 September 2020 to honour and celebrate the hard work put in by NHG Educators. NHGP, NHG Pharmacy and NHG Diagnostics staff were recognised for their roles as clinical teachers and educators.

NHG TEACHING EXCELLENCE AWARDS — SPECIAL COMMENDATION AWARD

Dr Wong Mei Yin
Principal Psychologist
Ang Mo Kio Polyclinic

Dr David Ng Wei Liang
Family Physician, Consultant
Toa Payoh Polyclinic

Mr Chong Chun Meng
Principal Radiographer
NHG Diagnostics

NHG TEACHING AWARD FOR SENIOR DOCTORS

Dr Kee Kok Wai
Family Physician, Consultant
Toa Payoh Polyclinic

NHG TEACHING AWARD FOR JUNIOR DOCTORS

Dr Jeremy Koh Zhong Wei
Family Physician
Hougang Polyclinic

Dr Keith Tan Dihao
Family Physician
Yishun Polyclinic

Dr Lim Wei Khoon
Family Physician
Yishun Polyclinic

NHG OUTSTANDING NURSE TEACHERS AWARD

Ms Wen Xia
Senior Staff Nurse
Hougang Polyclinic

Ms Ng Sze Ern
Senior Staff Nurse
Yishun Polyclinic

NHG TEACHING PHARMACY PRECEPTOR AWARD

Ms Khong Lai Kam
Senior Pharmacist
Ang Mo Kio Polyclinic

NHG TEACHING SENIOR PHARMACY PRECEPTOR AWARD

Ms Tan Poh Ching
Senior Pharmacist
Toa Payoh Polyclinic

NHG TEACHING AWARD FOR ALLIED HEALTH EDUCATORS

Mr Ferdinand Alcantara
Senior Radiographer
NHG Diagnostics

BUILDING RESEARCH CAPACITY

NHGP recognises the importance of primary care research in the development of effective clinical practices. Through such research, NHGP will be able to better meet the healthcare needs of our patients and the community.

NHG RESEARCH & INNOVATION AWARDS 2020

Two NHGP teams were recognised for their research work at the NHG Research & Innovation Awards 2020. Both teams had looked at improving on-the-ground healthcare issues for patients.

One team, led by Dr Lee Eng Sing, Principal Clinician Researcher, Clinical Research Unit, NHGP, was presented with the NHG Research Impact Award for its epidemiology study on the magnitude and common patterns of multi-morbidity in Singapore.

Another team, led by Dr Valerie Teo, Family Physician, Consultant and Deputy Head of Ang Mo Kio Polyclinic, was presented the NHG Healthcare Innovation Award for its work in developing Primary Tech-Enhanced Care (PTEC) for patients with hypertension.

NHG-LKCMEDICINE CSPP

The NHG-LKCMedicine Clinician Scientist Preparatory Programme (CSPP), a joint programme between NHG and LKCMedicine, exposes clinicians to research opportunities early in their career through research training and project experience. In FY2020, two NHGP clinicians were selected for the programme.

The research project by Dr Tricia Chang, Family Physician, Associate Consultant and Deputy Head of Ang Mo Kio Polyclinic, looked at team culture, team development and its associations to staff burnout and outcomes in patients with multi-morbidity.

The research project by Dr Gabriel Ding, Family Physician, Associate Consultant, Geylang Polyclinic, studied the factors associated with family caregiver burden among frail older persons with multi-morbidity.



The NHGP team behind the NHG Research Impact Award.



The NHGP team behind the NHG Healthcare Innovation Award.

ACHIEVING PROFESSIONAL STANDARDS

NHGP believes in promoting lifelong learning as an integral part of achieving performance goals. In FY2020, NHGP has seen numerous clinicians achieving essential competencies and leadership capabilities to meet future healthcare needs.

FAMILY MEDICINE CONVOCATION

43 NHGP doctors were recognised for their academic achievements – 24 of whom were conferred the Master of Medicine (MMed) in Family Medicine, while 19 received their Graduate Diploma in Family Medicine (GDFM).

MASTER OF MEDICINE IN FAMILY MEDICINE

24 doctors passed the MMed in Family Medicine examinations in November 2020, after either completing a three-year Family Medicine Residency Programme or College Programme B. The respective programmes have equipped them with adequate breadth of knowledge and ensured broad clinical exposure to acquire the competencies required to practice as proficient Family Physicians.

Dr Heng Jian-Xiong Roy Resident Physician Ang Mo Kio Polyclinic	Dr Foo Shao Rong Jonathan Family Physician Hougang Polyclinic	Dr Ong Wen Chong Resident Physician Toa Payoh Polyclinic	Dr Teo Wei Shan Resident Physician Woodlands Polyclinic
Dr Michelle Sim Resident Physician Ang Mo Kio Polyclinic	Dr Frederick Yeo Wee Cheng Resident Physician Hougang Polyclinic	Dr Tan Lye Yoong Family Physician Toa Payoh Polyclinic	Dr Koh Ruiyu Evonne Resident Physician Yishun Polyclinic
Dr Tan Wei Jian Jonathan Resident Physician Ang Mo Kio Polyclinic	Dr Wong Nyuk Shiew Family Physician Hougang Polyclinic	Dr Chie Zhi Ying Family Physician Woodlands Polyclinic	Dr Lim Chee Luan Resident Physician Yishun Polyclinic
Dr Chong Ji Zhong Resident Physician Geylang Polyclinic	Dr Leong Jiajie Nicholas MOPEX Toa Payoh Polyclinic	Dr Quek Jing Sheng Resident Physician Woodlands Polyclinic	Dr Seitho Yu Ting Elizabeth Family Physician Yishun Polyclinic
Dr Sze Kai Ping Family Physician Geylang Polyclinic	Dr Ng Xin Rong Family Physician Toa Payoh Polyclinic	Dr Renganathan Tharsan Resident Physician Woodlands Polyclinic	Dr Tian Shuxin Olivia Family Physician Yishun Polyclinic
Dr Carmen Lim Zhiruo Resident Physician Hougang Polyclinic	Dr Ong Sin Hwee Resident Physician Toa Payoh Polyclinic	Dr Tan Sze Huei Elisa Resident Physician Woodlands Polyclinic	Dr Wu Jingkai Lawrence Resident Physician Yishun Polyclinic

GRADUATE DIPLOMA IN FAMILY MEDICINE

19 NHGP doctors passed the GDFM examinations in January 2021. The GDFM is a post-graduate training programme that equips family doctors in Singapore with skills to enhance their level of patient care.

Dr Chong Kwok Chin Family Medicine Resident Ang Mo Kio Polyclinic	Dr Andy Lasmono Resident Physician Hougang Polyclinic	Dr Leow Chee Yong Resident Physician Toa Payoh Polyclinic	Dr Teh Soh Wen Justina Resident Physician Woodlands Polyclinic
Dr Fu Xiaojia Resident Physician Ang Mo Kio Polyclinic	Dr Louis Chong Family Medicine Resident Hougang Polyclinic	Dr Lye Yik Fan Resident Physician Toa Payoh Polyclinic	Dr Ben Lee Yijing MOPEX Yishun Polyclinic
Dr Jade Ting Resident Physician Ang Mo Kio Polyclinic	Dr Zhao Ou MOPEX Hougang Polyclinic	Dr Whitney D'cota Resident Physician Toa Payoh Polyclinic	Dr Goh Jun Heng Resident Physician Yishun Polyclinic
Dr Kuang Silin Resident Physician Geylang Polyclinic	Dr Esther Yap Family Physician, Senior Staff Toa Payoh Polyclinic	Dr Chow Yong Sheng Resident Physician Woodlands Polyclinic	Dr Li Kexin Resident Physician Yishun Polyclinic
Dr Tan Chong Yew MOPEX Geylang Polyclinic		Dr Soo Jing Wei Resident Physician Woodlands Polyclinic	Dr Sum Hung Wen Resident Physician Yishun Polyclinic

MOH IN-SERVICE SCHOLARSHIP AND NHGP SCHOLARSHIP

Several NHGP staff received the MOH In-Service Scholarship and NHGP Scholarship in FY2020. These scholarships are awarded to staff to equip them with essential competencies and leadership capabilities to meet future healthcare needs.

Ms Chua Tyug Tyug
Assistant Nurse
Ang Mo Kio Polyclinic

Ms Diaz Rhea
Donnalynne Serafin
Senior Staff Nurse
Ang Mo Kio Polyclinic

Ms Jen Pei-Hsuan
Senior Pharmacist
Ang Mo Kio Polyclinic

Ms Liu Xianling
Senior Assistant Nurse
Ang Mo Kio Polyclinic

Ms Gao Hua
Senior Staff Nurse
Geylang Polyclinic

Ms Jo-Ann Nair
Physiotherapist
Geylang Polyclinic

Ms Nor Hidayah Mohd Salleh
Senior Assistant Nurse
Geylang Polyclinic

Ms Rajeswari D/O Raju
Senior Assistant Nurse
Hougang Polyclinic

Ms Siti Noraisyah
Sulaiman
Senior Staff Nurse
Hougang Polyclinic

Ms Bindhu Mol Abraham
Senior Staff Nurse
Woodlands Polyclinic

Ms Vasanthi D/O Murugaya
Senior Staff Nurse
Woodlands Polyclinic

Ms Francina Mesiah
Inbarajan
Senior Staff Nurse
Yishun Polyclinic

Ms Xue Li
Senior Staff Nurse
Yishun Polyclinic

LEARNING AND SHARING

NHGP places strong emphasis on building a culture of learning and sharing to enhance knowledge exchange.

NHG CHIEF NURSE VISITS YISHUN POLYCLINIC

On 17 December 2020, NHG's newly-appointed Group Chief Nurse, Mr Yong Keng Kwang, visited Yishun Polyclinic to gain insights and better understand the role that nurses play as part of NHGP's care teams at the polyclinics. During the visit, Mr Yong was given an overview of NHGP's nursing services by Ms Lim Voon Hooi, Chief Nurse (Designate), NHGP, as well as a tour of the clinic by the polyclinic's nursing team.



Mr Yong Keng Kwang (seated, 2nd from right), Group Chief Nurse, NHG, concluding a visit to Yishun Polyclinic.

DR JANIL PUTHUCHEARY VISITS ANG MO KIO POLYCLINIC

On 19 October 2020, Ang Mo Kio Polyclinic hosted Dr Janil Puthuchery, Senior Minister of State for Health. Together with representatives from MOH's Primary and Community Care Division, Dr Janil was given an overview of NHGP's Care Model by Dr Karen Ng, Director, Clinical Services, NHGP, followed by a tour of the clinic conducted by Dr Christopher Chong, Family Physician, Associate Consultant and Head of Ang Mo Kio Polyclinic. During his visit, Dr Janil announced the location of an upcoming polyclinic at Bidadari which will be operated by NHGP when ready. He also took the opportunity to thank NHGP staff for their efforts in managing the COVID-19 pandemic.



Dr Ong Kah Pieng, Family Physician, Associate Consultant, Ang Mo Kio Polyclinic, showing Dr Janil Puthuchery how the Primary Tech-Enhanced Care (PTEC) Home Blood Pressure Monitoring Programme works.

TRAINING OPPORTUNITIES

The Primary Care Academy (PCA) conducted more than 60 virtual workshops in FY2020, with safe distancing measures in place. For the full list of workshops, please refer to Appendix.

TRAINING ACHIEVEMENTS

PCA has a pool of highly-skilled and experienced trainers and subject experts from different specialties. In FY2020, PCA launched 11 new courses. Among these, the 'Data Analytics Essentials' course was targeted at healthcare professionals to better appreciate data visualisation and analytics applications for forecasting and predictive modelling in clinical work. Another popular course was the 'Frailty Management Workshop for Healthcare Professionals' where participants took part in an interactive session on nutrition and simple exercises to prevent frailty.

NSA VIRTUAL ROADSHOW

PCA participated in the first-ever National Silver Academy (NSA) Virtual Roadshow held from 27 July to 2 August 2020. The online event allowed participants to digitally explore the various exciting learning opportunities available from NSA partners, including PCA's range of community courses such as Basic First Aid and the General Practitioner's Assistant Course. An intuitive self-service chat and call feature allowed PCA to offer real-time support to address participants' enquiries and facilitated their registration for the courses seamlessly.

CHILDHOOD DEVELOPMENTAL SCREENING WORKSHOP

PCA organised its first webinar on Childhood Developmental Screening (CDS) in collaboration with the NHGP Paediatric Advisory Group on 17 October 2020. The half-day session updated Primary Care Clinicians about the local synchronisation of the CDS clinical guidance framework with National University Cancer Institute, Singapore (NCIS).

The workshop covered practical tips on performing CDS, identifying red flags at each CDS touch-point and understanding the new NCIS clinical guidance framework. The informative workshop was attended by almost 300 NHGP staff and Primary Care Network doctors.



PCA's first virtual roadshow provided a digital platform for participants to explore new learning opportunities.

SG AGRI-FOOD CONNECTS VIRTUAL CONFERENCE 2020

Ms Pauline Xie, Principal Dietitian, Clinical Services, NHGP, was invited as a clinician panellist for a panel discussion on the theme of 'Food and Nutrition' at the SG Agri-Food Connects Virtual Conference 2020, held on 20 and 27 August 2020. Organised by the Agency for Science, Technology and Research (A*STAR) Singapore, the event showcased public sector research and innovation capabilities in the areas of food, agri-food and aqua-tech, and promoted external collaborations and partnerships to help advance the innovation journey of industry players.

During the panel discussion, Ms Xie highlighted the current and future trends in functional foods, along with their uses in clinical care. She also encouraged industry participants to meet these needs through sustainable innovations and fair pricing. This event was attended by more than 200 participants from large local enterprises and small and medium-sized enterprises.

IMPROVING EFFICIENCY AND QUALITY

In line with the vision of transforming primary healthcare in Singapore, the National Healthcare Group Polyclinics (NHGP) has embraced a culture of quality improvement and enhanced its digital capabilities. This is done to bring about greater patient satisfaction and experience.



TECHNOLOGICAL ADVANCEMENTS

In FY2020, NHGP used technology to improve the way it delivers care and communicates with stakeholders. This in turn translates to better productivity.

IMPLEMENTATION OF NEMR

Since July 2018, NHGP had started to make preparations for the implementation of the Next Generation Electronic Medical Record (NGEMR) System at its polyclinics.

In February 2021, Geylang Polyclinic was the first NHG Polyclinic to deploy the new system. The remaining five NHG Polyclinics fully transitioned to NGEMR by May 2021.

With the implementation, NHGP became the first National Healthcare Group (NHG) institution to have fully transitioned to NGEMR.

NHGP ELECTRONIC HEALTH SCREENING QUESTIONNAIRE

NHGP created an online health screening questionnaire via the FormSG platform for patients to submit their health declaration ahead of their clinic visit. This online form filling saves time for patients and allows for a quicker and more efficient triaging process at the entrance of the polyclinics.



A screen capture of the FormSG screening questionnaire used at polyclinics.



Geylang Polyclinic Team preparing for the first day of clinic operations with the NGEMR system on 27 February 2021.



Banner at Geylang Polyclinic informing patients and members of the public about the system upgrade.

E-EXTENSION FORM FOR CCP PATIENTS

In May 2020, NHGP launched a new E-Extension Form that allows patients on NHGP's Chronic Care Plan (CCP) at Ang Mo Kio Polyclinic and Yishun Polyclinic to electronically extend their plan upon expiry, without having to make a trip to the polyclinic. With this seamless service, patients are also able to enjoy rebates upon achieving their health goals.

In November 2020, NHGP piloted the Care Monitoring E-Card, which enables patients on CCP at Ang Mo Kio Polyclinic to track their health status, anywhere and at any time. Patients have a better overview of their health outcomes through easy-to-understand graphs and charts. Moving forward, there are plans for this E-Card to be offered to all NHGP patients with chronic conditions.



A sample of the digital Care Monitoring E-Card when viewed on a mobile phone.

ENHANCEMENT TO SELF-SERVICE KIOSKS

Self-Payment Kiosks

In June 2020, the option of Medication Delivery was offered to patients at NHGP's Self-Payment Kiosks. Patients can choose to have their medication delivered to their doorstep instead of having to wait at the pharmacy to collect it. This provides greater convenience for patients and shortens the time spent at the polyclinic.

Self-Registration Kiosks Plus

In FY2020, NHGP upgraded the existing Self-Registration Kiosks (SRK) at Woodlands Polyclinic and Hougang Polyclinic. This new generation of SRK is now named as SRK Plus (SRK+). The SRK+ allows patients to pay their outstanding bills or deposits when they register at the kiosk. Apart from bringing convenience to patients by skipping the queue at payment counters, this new enhancement also sees clinics improving the outstanding bill collection at registration by more than 200 per cent. More importantly, this allows NHGP staff to offer timely financial assistance to patients.

NEW X-RAY SYSTEM

NHG Diagnostics upgraded the analog floor-mounted X-ray system at Geylang Polyclinic to a fully digital radiography ceiling-suspended X-ray system with a height-adjustable examination table in November 2020.

With the new system, patients may remain in their wheelchair or trolley bed for most X-ray examinations. This improves the examination turnaround time and minimises discomfort to the patient. It also removes the need for additional manpower to transfer the patient to the table and reduces the risk of injury to staff.



The new ceiling-suspended X-ray system with a height-adjustable examination table at Geylang Polyclinic.



The new generation SRK+ allows patients to pay outstanding bills and deposits at the point of registration.

NEW DRUG DISPENSING SYSTEM

NHG Pharmacy (NHGPh) introduced the Drug Dispensing System (DDS) and Automated Tote Handler (ATH), in addition to the existing box picking machine, at Ang Mo Kio Polyclinic and Yishun Polyclinic Pharmacies in April and June 2020 respectively. As a result, 80 per cent of the dispensed medications are now picked by automated systems, which improves picking and packing accuracy.

The DDS packs medication blister strips on-demand into re-sealable zipper storage bags that are printed with patient-specific instructions. Boxed medications can also be picked and affixed with patient-specific labels.

The space-saving ATH aids in the seamless consolidation of re-sealable zipper storage bags and boxes, making them ready for dispensing to patients.



NHGPh's new drug dispensing machine that improves picking and packing accuracy.

NHGP QUALITY AWARDS 2020

NHGP celebrates success and recognises the efforts of staff who excelled in the area of Service Excellence and Quality Improvement annually. A total of 32 iCARE Awards and 27 OurCare Awards were presented to the recipients by their respective Clinic Heads or Headquarters (HQ) Heads of Departments. Subsequently, virtual celebratory sessions with award presentation photo montage were held for each polyclinic and HQ in honour of the award recipients between December 2020 and February 2021.

The award presentation was opened by members of NHGP's Senior Management showing their support and appreciation to staff for their hard work in battling the COVID-19 pandemic. They also took the opportunity to motivate all staff to renew their commitment to continue in providing quality care and services.



Dr Tan Khai Wei (far left), Family Physician, Associate Consultant and Head of Toa Payoh Polyclinic, presenting the OurCare Awards to the awardees from Toa Payoh Polyclinic.

EMPOWERING OUR PEOPLE

The National Healthcare Group Polyclinics (NHGP) is devoted to developing an environment that empowers and motivates its staff.



NHGP'S 20TH ANNIVERSARY CELEBRATIONS

Marking its 20th year of better healthcare together in 2020, NHGP remains committed to improving the health of the population.



Representatives from NHGP's Senior Management raising their glasses in celebration of NHGP's 20th Anniversary as part of the finale.

NHGP'S 20TH ANNIVERSARY CELEBRATIONS

In 2020, a year-long line-up of activities and events was organised to commemorate NHGP's 20th Anniversary, celebrate its collective achievements and show appreciation to all staff.

The celebrations culminated in a virtual celebration on 7 November 2020. Themed '20 Years of Better Healthcare Together', the event drew more than 1,000 attendees, including staff, invited

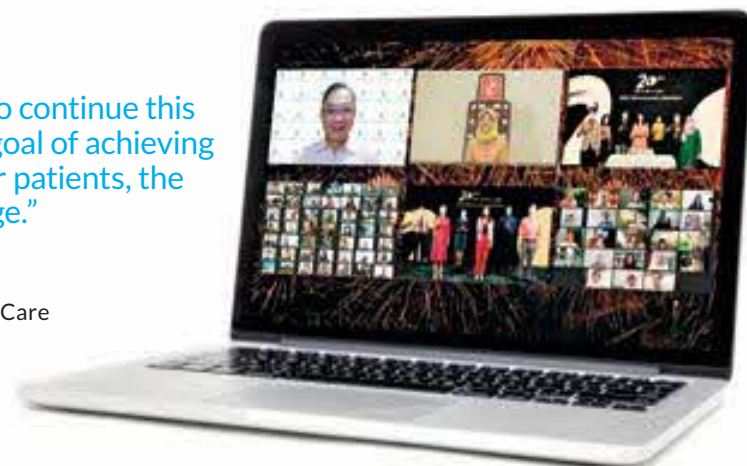
guests and media members, who witnessed the unveiling of Singapore's largest fabric photo mosaic — a birthday present from staff to the organisation. The artwork, comprising 2,020 photos contributed by NHGP staff from across the organisation and standing at 1m in width by 1.8m in height, also earned a place in the *Singapore Book of Records*. Guest-of-Honour President Halimah Yacob signed on a plaque to be put alongside the mosaic art piece.

At the event, President Halimah highlighted NHGP's critical role in Singapore's primary care landscape, and extended her thanks to all staff for their hard work and dedication in the fight against COVID-19.

Associate Professor (A/Prof) Chong Phui-Nah, Chief Executive Officer, NHGP & Primary Care, shared that through relationship-based care, NHGP remains firmly committed to improving the health of the population it serves.

“Looking ahead, NHGP hopes to continue this strong collaborative effort, with the goal of achieving Better Healthcare Together – for our patients, the community and the population at large.”

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



President Halimah Yacob and then Minister for Health Mr Gan Kim Yong, along with NHGP Senior Management and staff representatives, marking the organisation's special milestone virtually from various locations.



Special 20th Anniversary boards documenting NHGP's key milestones and achievements over the past two decades were put up at all six NHG Polyclinics.



A fabric mosaic art piece was unveiled during the virtual event witnessed by President Halimah and then Minister for Health Mr Gan Kim Yong.

IN MAINSTREAM AND SOCIAL MEDIA

The anniversary celebration was featured in various online and broadcast media channels. To celebrate and mark NHGP's 20th Anniversary in 2020, a suite of Facebook posts, showcasing NHGP's key milestones and achievements over the past two decades, were also shared online.

#NHGPDidYouKnow:

Sharing little-known facts about NHGP's role as a primary care provider in Singapore through its various initiatives and services.

#NHGPThenvsNow:

Showcasing how NHGP has evolved and improved over the past 20 years, including its continuous effort and commitment to enhancing patient experience and ensuring quality care at our polyclinics.



#NHGPFamily:

Providing a glimpse into the experiences, motivations and challenges faced by long-serving staff during their journey with NHGP in the past 20 years.



RECOGNISING OUR PEOPLE

NHGP celebrates its staff, the lifeblood of the organisation, and recognises their hard work and accomplishments.

CEO TOWNHALLS

During the two CEO Townhall sessions held in FY2020, A/Prof Chong Phui-Nah, Chief Executive Officer, NHGP & Primary Care, gave an overview of how NHGP had supported national COVID-19 efforts during the year. She also updated staff on the progress of key projects, thanked all staff for their hard work, and reminded them to look after their physical health and mental well-being during this challenging period.



NHGP Senior Management addressing staff during a virtual CEO Townhall session conducted in FY2020.

NHGP FAMILY APPRECIATION DAY

The 7th NHGP Family Appreciation Day event was held virtually on 24 November 2020 and graced by A/Prof Chong Phui-Nah. Eight family members were presented with the Stand By Me Awards for their care and support given to NHGP staff so that they could focus on and perform their work during COVID-19. Two book prizes were also presented to the children of NHGP staff.



NHGP Family Appreciation Day held virtually for the first time.

NATIONAL DAY AWARDS 2020

The list of recipients for National Day Awards (NDA) 2020 was officially released by the Prime Minister's Office on 9 August 2020. Congratulations to our NHGP, NHG Pharmacy and NHG Diagnostics award winners for NDA 2020!

THE PUBLIC ADMINISTRATION MEDAL (BRONZE)

Ms Chan Soo Chung
Executive Director,
NHG Pharmacy

THE EFFICIENCY MEDAL

Ms Cheng Bee Peng
Supervisor, Clinic Operations,
Hougang Polyclinic

Ms Janet Teng
Principal Medical Technologist,
NHG Diagnostics

Ms Ma Rui
Senior Dental Assistant,
Hougang Polyclinic

Ms Siti Mukarramah Talib
Senior Executive,
NHG Pharmacy

Ms Soh Seok Chin Cindy
Principal Physiotherapist,
Woodlands Polyclinic

Ms Zhuo Fenglian
Supervisor, Clinic Operations,
Ang Mo Kio Polyclinic

THE LONG SERVICE MEDAL

Dr Gowri Doraisamy
Family Physician, Senior Consultant,
Director, Care Integration

Ms Hafsa Khalid
Senior Medical Technologist,
NHG Diagnostics

Dr Helen Leong Soh Sum
Family Physician, Senior Consultant,
Clinical Services

Ms Nor Shawiyah Haron
Nurse Clinician,
Toa Payoh Polyclinic

Ms Rohana Tambi
Medical Technologist,
NHG Diagnostics

Ms Tan Hui Nah
Principal Medical Social Worker,
Geylang Polyclinic

Ms Tan Pek Hoon
Senior Nurse Manager,
Yishun Polyclinic

NURSES' MERIT AWARD 2020

Ms Nirmala Nair, Senior Nurse Manager, Ang Mo Kio Polyclinic, and Ms Anita Tan, Senior Nurse Manager, Geylang Polyclinic, received the Nurses' Merit Award 2020. Since 1976, this award has been given by the Ministry of Health (MOH) to nurses in recognition of outstanding performance and dedication to their profession.



Ms Anita Tan receiving her Nurses Merit Award from NHGP CEO A/Prof Chong Phui-Nah.

In-house mini-award presentation ceremonies were held on 30 July 2020 for both winners in place of the usual ceremony by MOH. A/Prof Chong Phui-Nah, Chief Executive Officer, NHGP & Primary Care, presented a Nurse Merit Award collar badge, along with a personalised congratulatory card from MOH, to each winner at their respective polyclinics. The ceremonies were attended by the respective clinic heads Dr Christopher Chong from Ang Mo Kio Polyclinic, and Dr Jonathan Ting from Geylang Polyclinic, as well as Ms Chen Yee Chui, Chief Nurse, NHGP, and other polyclinic staff.



Ms Nirmala Nair receiving her Nurses Merit Award from NHGP CEO A/Prof Chong Phui-Nah.

NURSES' DAY CELEBRATION 2020

2020 marked the 135th year of nursing in Singapore. The World Health Organization also designated 2020 as the International Year of the Nurse and the Midwife in honour of the 200th birthday of Florence Nightingale, the mother of modern nursing.

To mark this special occasion, MOH launched a commemorative book titled *Nursing: Our Profession, Our Pride*.

Ms Yeo Loo See, Deputy Director of Nursing, Nursing Services, NHGP, was featured in the book; while Ms Lim Voon Hooi, Deputy Director, Nursing Services, NHGP, contributed as one of the photographers. The book was given to all NHGP nursing staff together with other tokens of appreciation.

NATIONAL STEPS CHALLENGE 2020

NHGP won top spot with the highest daily average step count in the



Geylang Polyclinic Clinic Head and Nurse Managers showing their appreciation to nurses during Nurses' Day.

“Knowing that I can help make a difference to someone's life motivates me to continue providing the best possible care to each patient.”

Ms Anita Tan Ai Ling
Senior Nurse Manger
Geylang Polyclinic

“Every patient I have crossed paths with has touched my life in a different way and guided me forward in my journey as a nurse.”

Ms Nirmala Nair
Senior Nurse Manager
Ang Mo Kio Polyclinic

'Organisation With More Than 200 Employees' category at the National Steps Challenge Season 5 Corporate Challenge organised by the Health Promotion Board. With the win, NHGP became the first organisation in the 'Health and Social Services' sector to walk away with the award.

WORLD FAMILY DOCTOR DAY 2020

World Family Doctor Day is an annual event celebrated to appreciate the contributions of Family Physicians in primary care. Given the prevailing COVID-19 situation, members of NHGP's Senior Management gathered virtually to celebrate World Family Doctor Day on 19 May 2020.



NHGP Senior Management displaying a 'thumbs up' sign to show appreciation and support for all NHGP doctors.

PAYING TRIBUTE TO HEALTHCARE AND FRONTLINE WORKERS

As part of recognising the dedication and support provided by NHGP in the national fight against COVID-19, NHGP staff were honoured through various occasions.

NHGP COVID-19 WARRIOR AWARDS

Six NHGP staff who served tirelessly on the frontlines during the early days of the COVID-19 battle were honoured at NHGP's 20th Anniversary celebration. All six of them received the NHGP COVID-19 Warrior Award from President Halimah Yacob. These staff are role models who have gone above and beyond their call of duty during the COVID-19 period and act as an inspiration to their colleagues. In addition to the award presentation, all six award recipients had a private interaction session with President Halimah where they shared about their experiences in carrying out their duties, not only as NHGP staff but also as individuals who care for the community.



A virtual group photo of the NHGP COVID-19 Warrior Award winners with President Halimah Yacob, then Minister for Health Mr Gan Kim Yong and NHGP CEO A/Prof Chong Phui-Nah.

SALUTE TO FRONTLINERS

Various staff from NHGP were involved in the National Day Parade (NDP) to celebrate Singapore's 55th birthday. Ms Nirmala Nair, Senior Nurse Manager, Ang Mo Kio Polyclinic, attended the Morning Parade at the Padang, and was among the group of frontline and essential workers who received a salute from the NDP contingents.

A number of NHGP staff also participated in the Mobile Column, waving to residents and onlookers as the military vehicles and assets drove through their neighbourhoods.



NHGP staff participating in the National Day 2020 celebrations at various locations.



Four NHGP staff posing in front of the commemorative painting that featured them.

HEROES OF OUR TIME EXHIBITION

The National Healthcare Group and the Singapore Art Society jointly organised a special art exhibition from 13 to 17 March 2021. Featuring works by artists of all ages, it paid homage to healthcare staff and essential workers who were on the frontlines battling COVID-19.

The key art piece, titled 'Heroes of Our Time', was unveiled by Dr Janil Puthuchery, Senior Minister of State for Health, on 13 March 2021, and featured four NHGP staff – Ms Jayalakshmy Aarthi Ananthanarayanan, Senior Executive, Health Promotion & Preventive Care Department, NHGP; Ms Danielle Low, Care Coordinator, Ang Mo Kio Polyclinic; Ms Jessie Jong, Care Coordinator, Ang Mo Kio Polyclinic; and Ms Priscilla Lim, Care Coordinator, Toa Payoh Polyclinic.

NO.	STAFF NAME / DESIGNATION	
1	Ms Alvernia Chua Yuan Xiang Senior Dietitian, Ang Mo Kio Polyclinic	Taking on much more than her usual duties, Ms Chua volunteered without hesitation to be part of a mobile swab team for mass testing of migrant workers at various facilities at the height of COVID-19.
2	Ms Abigail Fok Xiu Mei Executive, Family Medicine Development Department	Ms Fok was one of the first headquarters administrative staff to be deployed to a Swab Isolation Facility where she worked alongside her clinical colleagues at the frontlines.
3	Mr Ng Wei Guang Operations Manager, Yishun Polyclinic	In addition to his operations duty at Yishun Polyclinic, Mr Ng was involved in setting up a total of 14 Forward Medical Posts under NHGP at migrant worker dormitories that were operational within one week.
4	Dr Rufus Daniel Family Physician, Associate Consultant, Yishun Polyclinic	Besides working in the frontline at Yishun Polyclinic, Dr Rufus helped set-up and run a Forward Medical Post and a Swab Isolation Facility. He also came up with ideas to improve the workflow and standard of care at those centres.
5	Ms Tan Pek Hoon Senior Nurse Manager, Yishun Polyclinic	Ms Tan was the Nursing Lead for NHG's Mass Swabbing Team and helped plan and set-up mass swabbing sites. She constantly ensured that her swab team members were well protected in a high-risk environment.
6	Dr Benjamin Wee Chong Yaw Dental Surgeon, Ang Mo Kio Polyclinic	Dr Wee chose to volunteer to be part of NHGP's mass swabbing team. When he was off-duty, Dr Wee continued to review new infection control guidelines as Dental Officer-in-Charge at Ang Mo Kio Polyclinic.



THANK YOU

MDM KAY KUOK!



Having served as Chairman of the Board of Directors at the National Healthcare Group (NHG) since November 2008, Mdm Kay Kuok stepped down from her post in April 2021.

During Mdm Kuok's tenure, she also served as Chairman of NHG's Primary Care Board Committee (PCB) from 2015 to 2021. As Founder and Chairman of PCB, Mdm Kuok provided NHGP's leadership team with invaluable advice on its primary care transformation efforts, leading to the development and implementation of numerous key projects at NHGP. This included the development of NHGP's Teamlet Care Model, the strategic partnership with the Ministry of Health Office for Healthcare Transformation on the development of technology-enhanced primary care, the development of NHGP's three Family Medicine Clinics (FMCs) through private-public sector partnerships, and the subsequent successful handover of all three FMCs to the private sector, among many others.

In addition, Mdm Kuok and PCB provided the NHGP leadership team with guidance on staff management and communication during 2017's public sector healthcare re-clustering. This enabled the successful handover of five polyclinics from NHGP to the National University Polyclinics, and the addition of Geylang Polyclinic from SingHealth Polyclinics into the NHGP family.

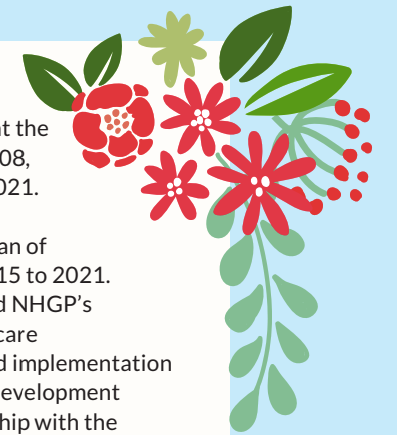
Mdm Kuok's insights on socio-economic trends and public-private sector partnerships, and her emphasis on upholding public sector healthcare's role to provide quality, affordable and accessible medical services for all, contributed significantly to enabling the success of NHGP's transformational efforts, while ensuring that NHGP does not lose track of our most important stakeholders – our patients, their family members and the community at large.

To express our gratitude to Mdm Kuok for her great stewardship, guidance and unwavering support over the years, a special photobook was presented to Mdm Kuok by Associate Professor Chong Phui-Nah, Chief Executive Officer, NHGP & Primary Care. The photobook features various photos of past NHGP events attended by Mdm Kuok, along with messages of appreciation from NHGP's Senior Management.

As we bade farewell to Mdm Kuok, NHGP also warmly welcomed Mr Tan Tee How as Chairman, NHG and PCB.

“It's a privilege to have you as our Primary Care Board's Chairman. Thank you for your invaluable advice and strong support for NHGP's many endeavours over the years. Your kindness and willingness to avail yourself despite your busy schedule have touched us greatly. We will certainly miss you and your leadership.”

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



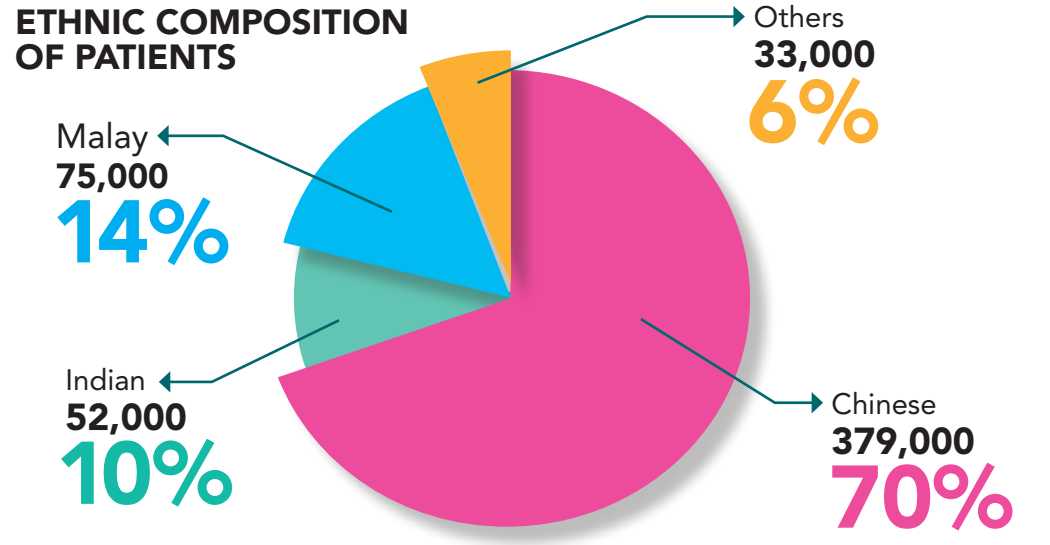
SNAPSHOTS OF WORKLOAD AND PATIENTS IN FY2020

GENDER RATIO OF PATIENTS

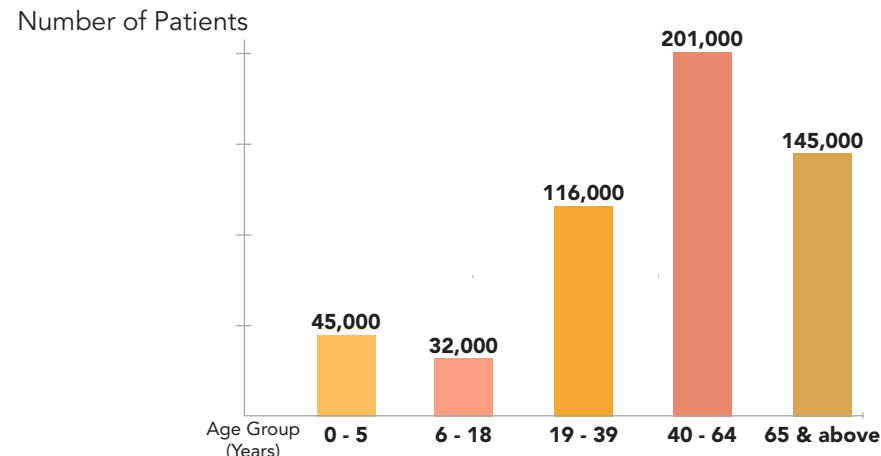


TOTAL NUMBER OF PATIENTS SEEN
539,000

ETHNIC COMPOSITION OF PATIENTS



PATIENTS BY AGE GROUP



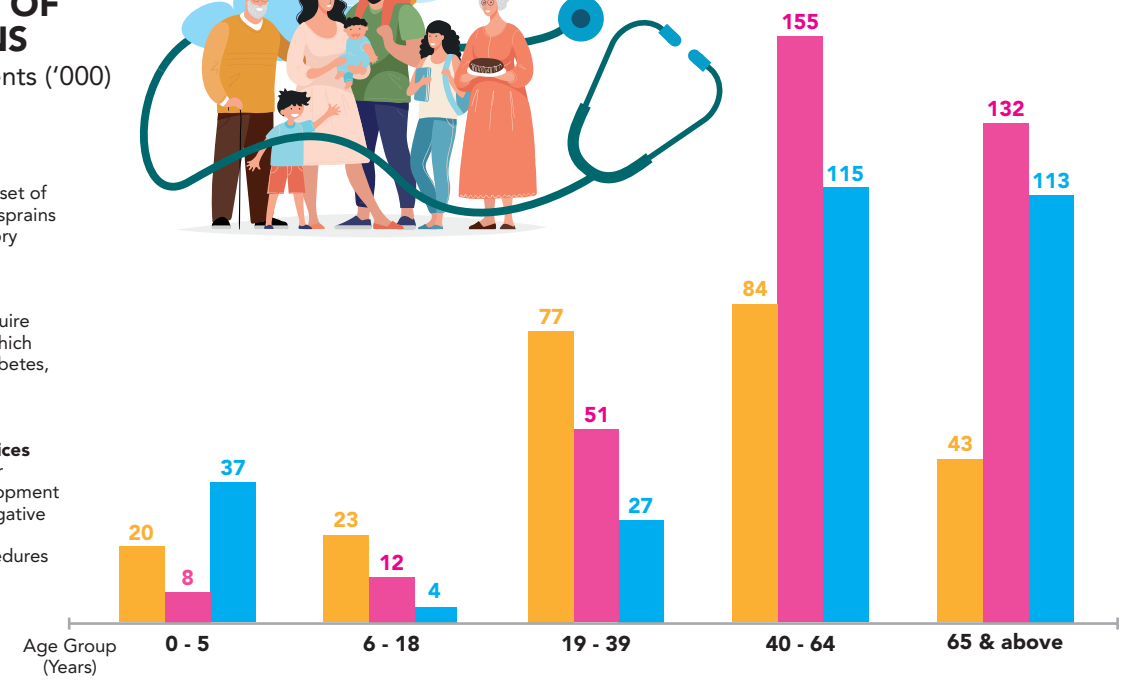
Note: As numbers are rounded up for ease of reference, small rounding differences may arise.

PATIENTS BY AGE GROUP AND TYPES OF CONDITIONS

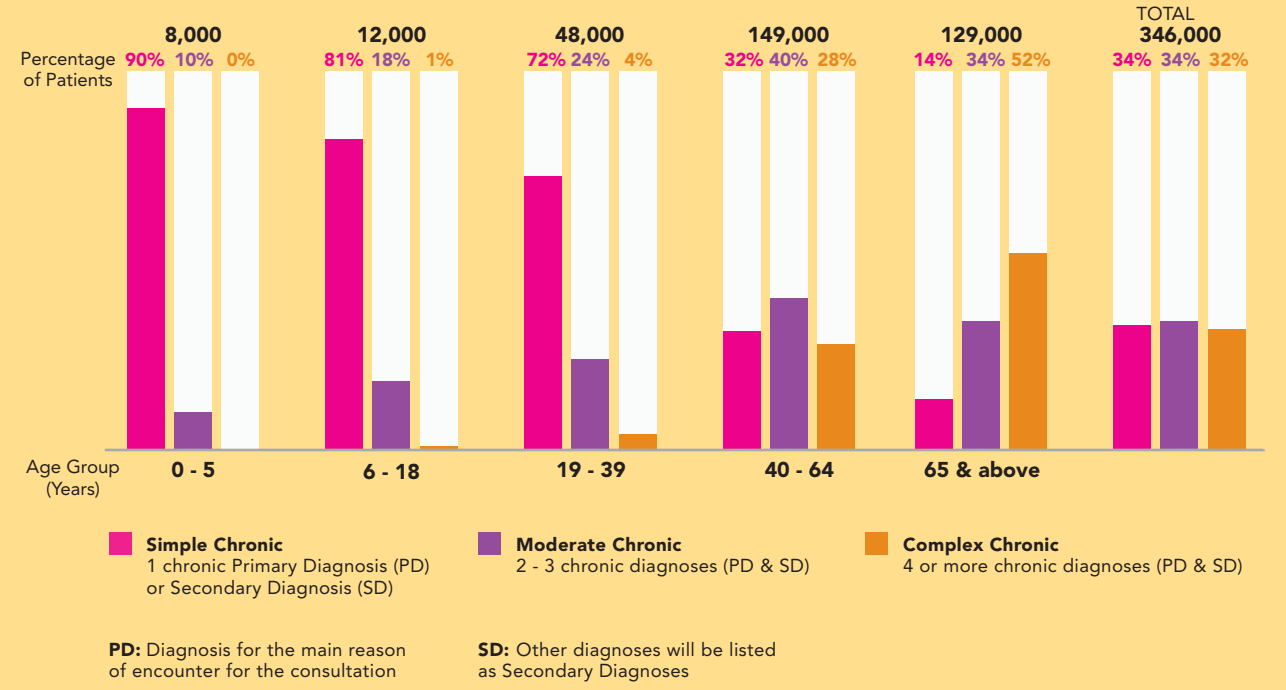
Number of Patients ('000)



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

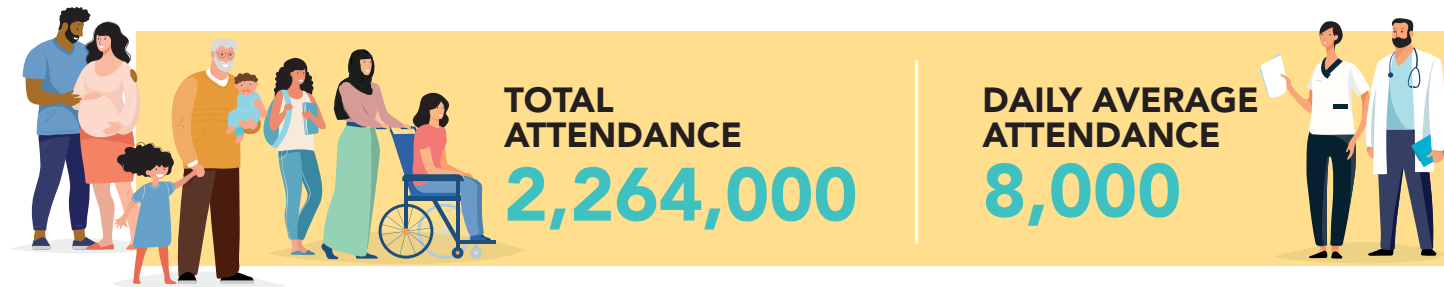


PROPORTION OF PATIENTS WITH CHRONIC CONDITIONS BY AGE GROUP AND COMPLEXITY

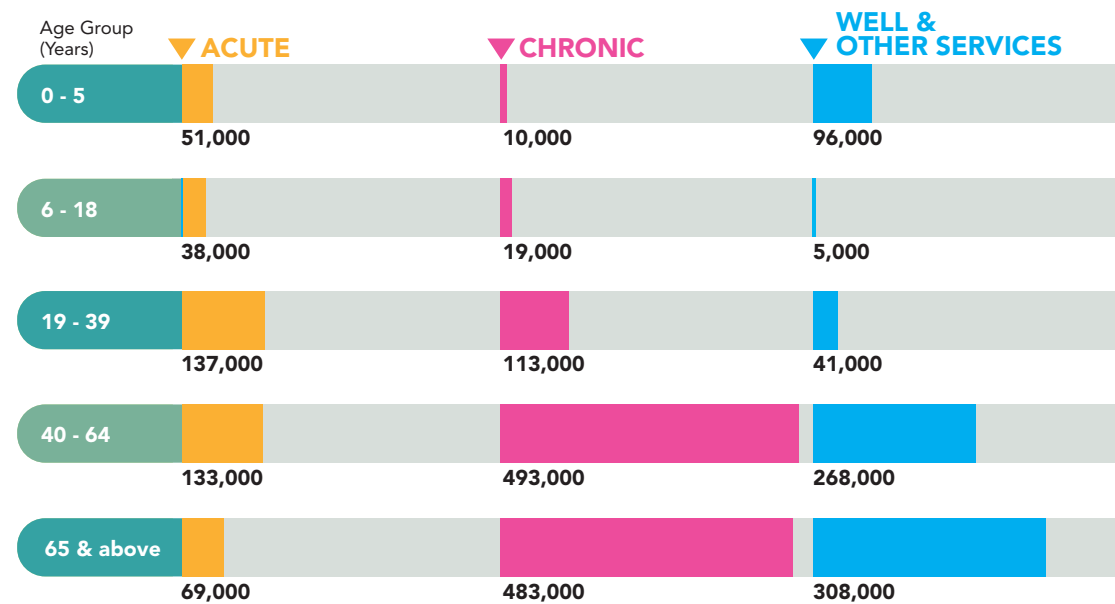


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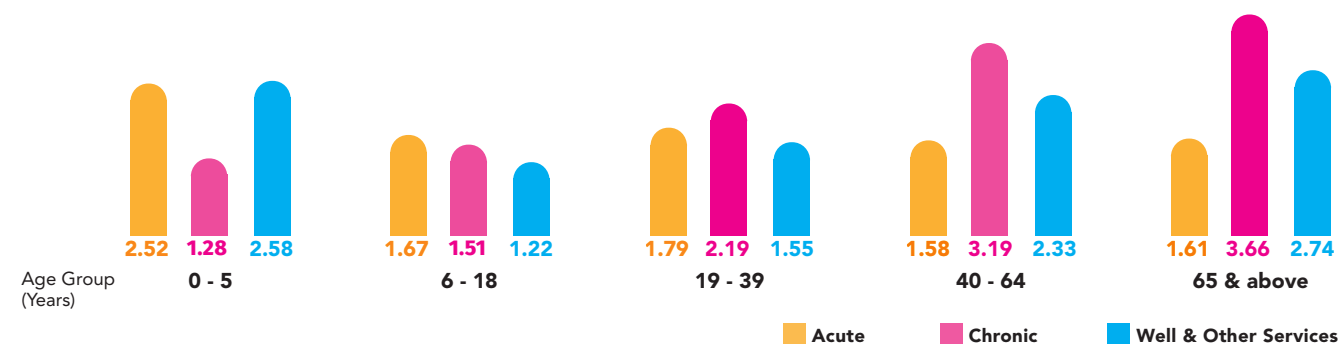
SNAPSHOTS OF PATIENTS ATTENDANCE AND WORKLOAD IN FY2020



ATTENDANCE BY AGE GROUP AND TYPES OF VISIT

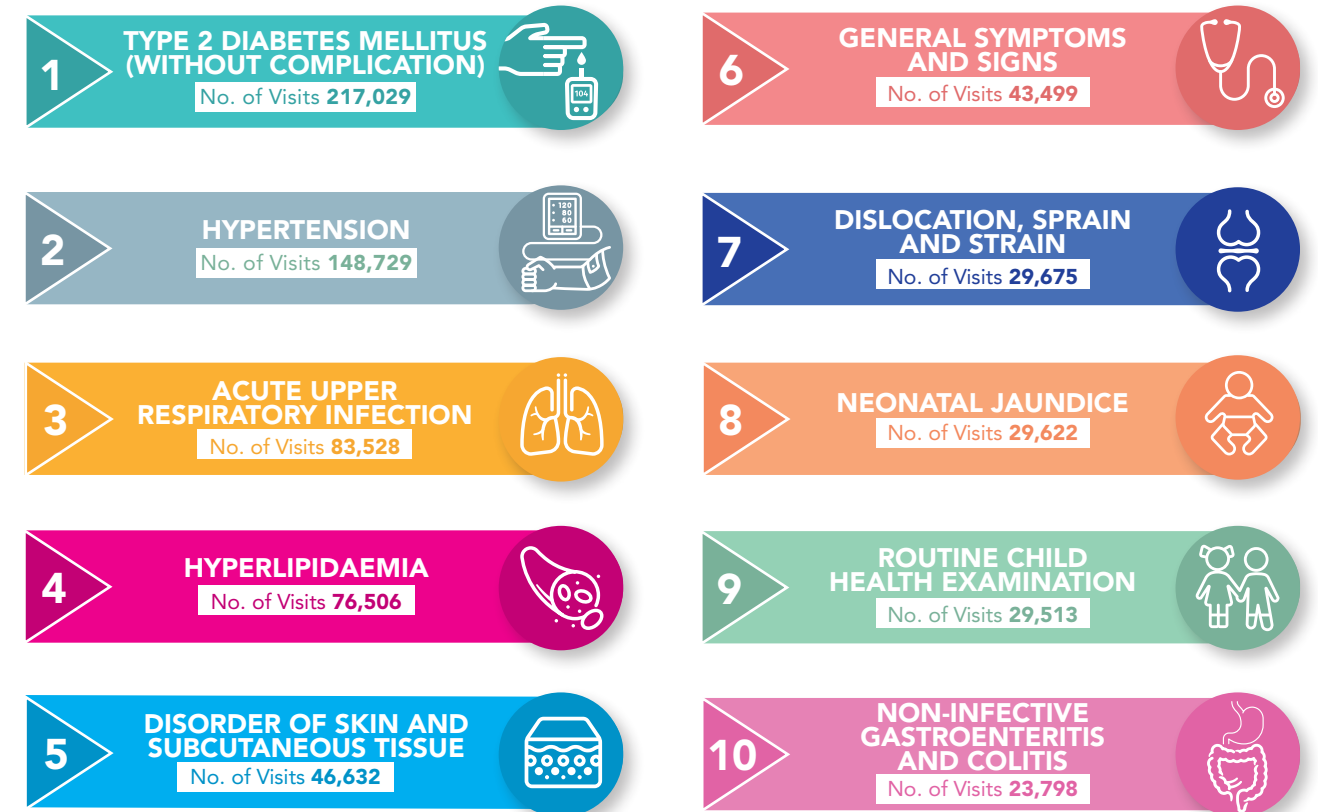


AVERAGE NUMBER OF VISITS PER PATIENT



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

TOP DIAGNOSES



CONSULT WAITING TIME

PERCENTILE	APPOINTMENT
50 th	6 mins
95 th	47 mins



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

SNAPSHOTS OF DENTAL PATIENTS IN FY2020

ANNUAL ATTENDANCE

Number of Dental Visits

70,000



NUMBER OF DENTAL PROCEDURES

Fillings & Extractions

34,000



Dental Check-Ups, Scaling & Polishing

68,000



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

APPENDIX

Primary Care Academy FY2020 Training Catalogue

NO.	LIFE SUPPORT
1	BCLS & AED Full Certification
2	BCLS + AED Re-Certification
MEDICAL KNOWLEDGE	
3	GDFM Mock OSCE
4	MMed Mock OSCE
PATIENT CARE, CLINICAL AND PROCEDURAL SKILLS	
5	Childhood Developmental Screening <i>*NEW</i>
6	Common Eye Conditions Update for the Family Physician
7	Developmental Assessment Workshop
8	Diabetic Foot Screening
9	Foot Surveillance <i>*NEW</i>
10	Frailty Management Workshop for Health Care Professionals <i>*NEW</i>
11	Interpretation of Spirometry Results
12	Nursing Management of Dementia in Primary Care <i>*NEW</i>
PRACTICE-BASED LEARNING	
13	Data Analytics and Essentials <i>*NEW</i>
14	Designing Questionnaires Workshop <i>*NEW</i>
15	Introduction to Qualitative Research in Primary Care
16	Introduction to Research
INTERPERSONAL COMMUNICATION	
17	Consultation Skills for Primary Care Physicians
18	Engaging Patients – Rolling Out the CARPET <i>*NEW</i>
19	Enhancing Critical Communication Skills that Matter!
20	Health Literacy – Rolling Out the CARPET to Engage Patients <i>*NEW</i>
21	Mentoring – A Guide by the Side
22	Open Disclosure Training
23	Peer Communication Coaching <i>*NEW</i>
24	Scriptwriting Training <i>*NEW</i>
25	Teaching 101 for Busy Healthcare Professionals
26	Team-Based Care Training
SUPPORT FOR CLINICAL DELIVERY SERVICES	
27	Basic Health Parameters for Clinical Ancillary Staff (CAS)
28	Care Coordinator Training
29	Safety Awareness on Powered Mobility Aids (PMAs) <i>*NEW</i>
30	Service Communications Foundation Course for Frontline Clinic Staff
31	Temperature Taking Course for HQ Staff <i>*NEW</i>
32	Train the Trainer (Annual Skill Competency)
33	Understanding Diabetes, Hypertension and Lipid Disorders: Workshop for Care Coordinators <i>*NEW</i>
34	Understanding Diabetes, Hypertension and Lipid Disorders: Workshop for Frontliners
COMMUNITY COURSES	
35	CPR + AED
36	Basic First Aid Workshop
37	GP Assistant Course - Basic and Advanced
38	Health-related Webinars



A Member of the
National Healthcare Group

National Healthcare Group Polyclinics
3 Fusionopolis Link Nexus @ one-north
#05-10 Singapore 138543

Email enquiries@nhgp.com.sg

Website www.nhgp.com.sg

Contact Centre **(65) 6355 3000**