

SOARING TO GREATER HEIGHTS

FY2021 ANNUAL REPORT



National Healthcare Group

POLYCLINICS

SOARING TO GREATER HEIGHTS

The National Healthcare Group Polyclinics (NHGP) FY2021 Annual Report, titled 'Soaring to Greater Heights', encapsulates the organisation's achievements and growth over the past year, as NHGP supported Singapore's efforts in combating COVID-19 and preparing the transition towards endemic living.

The cover design features a pair of broad wings that symbolises strength, tenacity and resilience. It also characterises NHGP's capability to "fly further and higher" in meeting the healthcare needs of the population.

The differently-shaped coloured polygons represent the multidisciplinary care team in NHGP who collaborate with one another to fulfil a shared goal – promote healthy living, reduce illness and ensure good health outcomes.

The images of NHGP staff illustrate how NHGP is committed to raising its standards of primary care through excellence in research and training, delivery of seamless patient care, and implementation of effective healthcare services and programmes.



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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The NHGP FY2020 Annual Report clinched the APEX 2022 Award of Excellence in the Annual Reports – Electronic category.

GROUP CEO'S MESSAGE



programme identifies vulnerable children from birth to three years old from low-income families, to address their health and social issues. Under these two programmes, NHGP works with various agencies and community partners to identify the unique needs of patients and connect them to appropriate social services. Additionally, in its effort to strengthen the primary care ecosystem, NHGP has partnered General Practitioners (GPs) over the years to set up three Family Medicine Clinics (FMCs) and the Central-North Primary Care Network (CN-PCN).

Leveraging technology to empower patients to have better management of their blood pressure condition, NHGP co-developed and piloted the Primary Tech-Enhanced Care (PTEC) Home Blood Pressure management programme with the Ministry of Health (MOH) Office for Healthcare Transformation, which was rolled out across Singapore.

On the research front, National Healthcare Group (NHG), NHGP and Tanoto Foundation have jointly launched the Diabetes Reversal Programme to boost diabetes research in primary care and in the community supported by Yishun Health.

CONCLUSION

I am thankful for the support from our Chairman Mr Tan Tee How, the Board of Directors, MOH, Associate Professor Chong Phui-Nah, CEO of NHGP & Primary Care, the management team and all our staff for their commitment to primary care and promotion of *Healthier SG*, which is aligned to our River of Life philosophy and framework.

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

MOVING HEALTHCARE UPSTREAM

On 2 October 2021, the National Healthcare Group Polyclinics (NHGP) officially opened Kallang Polyclinic – the seventh polyclinic under its care to provide affordable, accessible, comprehensive, continuous and coordinated healthcare services to the population in the Central-North region. Moving from preventive to proactive care, NHGP is aligned with the national *Healthier SG* strategy to encourage its population to own their wellness, and to enrol with one family doctor to support their health needs throughout their life journey.

INNOVATING SEAMLESS AND INTEGRATED CARE

NHGP's transformation journey is built on our strong primary healthcare system where the Family Physician is key. In 2015, NHGP introduced its relationship-based Teamlet care model anchored on the patient and Family Physician relationship. Patients with chronic conditions would receive comprehensive, coordinated and continuous care from a dedicated multidisciplinary healthcare team that is able to address not only preventive health needs of the patient, but also social challenges the patient may face. For patients with complex medical and social needs, they may be referred to the RELATE (RELationship-based HeAlth & Social InTEgration) programme. Additionally, NHGP's EMBRACE^{PLUS} (Enhanced Maternal Baby Toddler And Child SurVEillance^{PLUS})

CEO'S MESSAGE



community, right-siting partners and GPs in the Central-North region to equip and enhance their skillsets. We have rolled out virtual webinars on combating the onset of chronic diseases through early detection and managing chronic diseases to prevent deterioration. We also held regular meetings with our Central-North Primary Care Network GPs to support them in medical education and training and ensure that they remain connected to the larger healthcare landscape.

As we transition from pandemic to endemic, NHGP will continue to strengthen our agency and community partner collaborations to improve health-social care integration and health outcomes as part of our EMBRACE^{PLUS} and RELATE programmes, which identify social determinants of health and support patients in adhering to healthcare plans by connecting them to appropriate social services.

Research continues to play an important role in primary care as it enables NHGP to keep pace with the dynamic healthcare landscape and improve patient care. To further develop our research capability, NHGP has organised Primary Care Research Symposia where speakers exchanged information with primary care professionals and shared research findings. Our project teams were recognised at the NHG Research & Innovation Awards 2021 for outstanding contributions towards improving health outcomes and delivery.

CONCLUSION

The most important resource for NHGP is our people – the backbone of any organisation. I am immensely proud of how far we have come together to overcome the challenges we faced over the past one year. This tenacity and adaptable spirit will certainly carry us onward as we develop our plans on the journey to build a *Healthier SG*.

While the threat of the COVID-19 pandemic is abating, we must continue to stay vigilant and carry on with our preparedness plans to keep us operationally ready to manage future challenges. At the same time, we will continue to support our GPs to enhance their capabilities to strengthen the primary healthcare ecosystem. I would like to thank the MOH, NHG Board and NHGP Senior Management and staff for their continued support and encouragement.

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

BUILDING COMMUNITY RESILIENCE

Primary healthcare and primary care physicians continue to be the first line of defence in an effective and efficient healthcare system as Singapore adapts to living with COVID-19 as an endemic disease. We have seen this tenacity within our NHGP family, and I am heartened by the adaptability and collaborative spirit shown by our team, which has stepped forward to strengthen community resilience by supporting the nationwide COVID-19 vaccination programme to protect the community against severe disease and hospitalisation; providing care for clinically stable patients under the Home Recovery Programme; and extending operating hours to manage increasing numbers of acute respiratory infection cases.

Challenges present opportunities, and the waves of COVID-19 have propelled us to innovate and leverage technology, to allow us to continue to deliver care to our patients in spite of the fluid and evolving demands faced by healthcare institutions. It is validating to see how our adaptability and agility have made an impact and are being recognised. NHGP's suite of Tele-Health Services – which was expanded and enhanced to improve accessibility to healthcare services during the peak of COVID-19 to allow patients to receive care safely and comfortably in their homes – won NHGP the Best Practice Medal under the Care Redesign Category for the 2021 National Healthcare Innovation and Productivity (NHIP) Medals. We have also used technology at Kallang Polyclinic, which opened its doors on 2 October 2021, and piloted the use of the SMARTVacc System. This system improves patient safety by reducing vaccine picking errors and raises nurse productivity by facilitating live vaccination inventory tracking amongst other features.

STRENGTHENING PARTNERSHIPS AND RESEARCH

To manage the health of the population and focus on preventive care, NHGP has been working closely with stakeholders in the

NHGP SENIOR MANAGEMENT



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



Dr Karen Ng
Deputy Chief
Executive Officer



Dr Mok Ying Jang
Chief Operating Officer



Dr Lim Chee Kong
Director, Clinical Services



Dr Wee Wei Keong
Director, Health Promotion
& Preventive Care



Dr Tang Wern Ee
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Dr Simon Lee
Chief Clinical Informatics Officer
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Ms Lim Voon Hooi
Chief Nurse



Mr David Kok
Director, Finance



Mr Shawn Phua
Director, Human Resource



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Dr Jonathan Chong
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Head, Kallang Polyclinic



Dr Irwin Chung
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Director, Quality &
Patient Safety



Dr David Ng
Head, Special Projects



Mr Tan Teck Sim
Director, Corporate Planning
& Development



Dr Tan Khai Wei
Head, Toa Payoh Polyclinic



Dr Kong Jing Wen
Head, Woodlands Polyclinic



Dr Lim Ziliang
Head, Yishun Polyclinic



Mr Johnson Seah
Director, Corporate
Communications



Ms Chan Soo Chung
Executive Director,
NHG Pharmacy



Ms Lim Soh Har
Executive Director,
NHG Diagnostics



CHAPTER 01

MOVING INTO AN ENDEMIC STATE

The collective efforts of the National Healthcare Group Polyclinics (NHGP) to fight COVID-19 did not let up amid the shift to a new normal.



THE FIGHT AGAINST COVID-19

NHGP's efforts in caring for the community as the COVID-19 situation transitions from pandemic to endemic.

COVID-19 HOME RECOVERY PROGRAMME

NHGP continued to play a key role in protecting the community against COVID-19 by supporting the nationwide COVID-19 Home Recovery Programme (HRP) from 1 to 29 October 2021. This included managing and providing care for almost 450 patients and their household members who were unwell or mildly symptomatic.

Tele-consultations were offered by NHGP doctors and nurses from 9am to 9pm daily (including weekends and public holidays) to manage those with acute conditions while they were in isolation or quarantine. The team also curated important patient information resources, i.e. links to the Ministry of Health (MOH) HRP advisories and frequently-asked questions, to ensure timely access to appropriate care and help allay any anxiety patients had.



A doctor reviewing COVID-19 positive patients who are on the Home Recovery Programme via tele-consultation.

Other support included medication delivery and inter-agency coordination, such as the notification of eligibility status of COVID-19 positive patients for HRP to the Case Management Task Group, assignment of Home Recovery Buddies, and

conveyance of urgent patients and those ineligible for HRP to public healthcare institutions or community care facilities.

Following the MOH directive, NHGP HRP was handed over to the Singapore Armed Forces on 29 October 2021.

COVID-19 VACCINATION

NHGP supported the nationwide COVID-19 Vaccination Programme to protect the community against the virus. As of 31 March 2022, some 255,000 Pfizer-BioNTech / Comirnaty vaccine doses have been administered by NHGP to members of the public.

To encourage COVID-19 vaccination uptake among the community, Hougang Polyclinic partnered People's Association and Ci Yuan Community Club to conduct a hybrid Mandarin dialogue session on 24 April 2021 to address residents' concerns and queries about COVID-19 vaccination.



A pharmacist preparing medication for delivery to a COVID-19 patient under HRP.



The Hougang Polyclinic healthcare team met Hougang residents virtually on 24 April 2021 to address their concerns about COVID-19 vaccination.

Conducted by Dr Kong Jing Wen, Family Physician, Consultant, Head of Hougang Polyclinic; Dr Marvin Chan, Family Physician, Associate Consultant; and Ms Elane Zhang, Senior Nurse Manager, the session was attended by more than 60 members of the public at Ci Yuan Community Club.

EXTENDED HOURS TO FIGHT COVID-19

In response to a call by MOH for polyclinic clusters to help manage the increasing number of

patients with acute respiratory infection (ARI), Woodlands Polyclinic and Kallang Polyclinic were among the six polyclinics in Singapore that extended their operating hours over two weekends – Saturday afternoons and Sunday mornings on 26 and 27 February and 5 and 6 March 2022.

DELIVERY OF SWABS TO PCR LABORATORIES

When polyclinics started to conduct swab tests in early 2020, National Healthcare Group

Diagnostics (NHGD) medical couriers were activated to deliver swab samples safely and quickly from the polyclinics to COVID-19 testing laboratories located in hospitals for timely processing.

In October 2021, as daily COVID-19 cases surged due to the Delta variant, urgent testing was required to keep positive cases in quarantine as soon as possible.

NHGD responded to MOH's request for the immediate delivery of Polymerase Chain Reaction (PCR) swabs of ART-positive cases from the polyclinics to the laboratories. By expediting the testing turnaround time, NHGD enabled patients to receive their confirmatory PCR results as early as possible, which was critical in helping the nation stem the spread of the highly-infectious virus.



An NHGD medical courier collecting PCR swabs from a medical technologist in the polyclinic for prompt delivery to a COVID-19 testing laboratory in a hospital.



CHAPTER 02

ENHANCING POPULATION HEALTH

Driven by care for its patients, the National Healthcare Group Polyclinics (NHGP) unveils programmes and services that can add years of healthy life.

FIGHT AGAINST COVID-19

NHGP continues to embark on new services and programmes to transform the way it delivers care to patients.



Dr Sabrina Wong (right) receiving the NHIP Award from Associate Professor Chong Phui-Nah, Chief Executive Officer, NHGP & Primary Care, on behalf of the team.

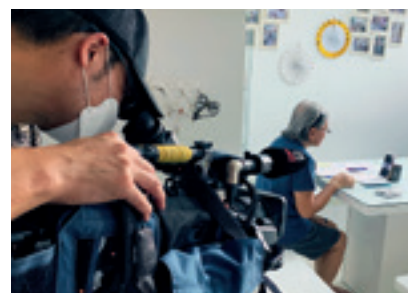
TELE-HEALTH SERVICES

Catalysed by the COVID-19 pandemic, NHGP expanded and enhanced its suite of tele-consultation services to connect safely with patients, and reduce the risk of infection transmission. These services include Tele-Consultations (with Doctors), Tele-Consultations (with Care Managers), Tele-Wound Monitoring, Tele-Direct Observed Therapy (DOT), Tele-Dietetics, Tele-Physiotherapy and Tele-Psychology. The integration of tele-consultation services, as part of NHGP's chronic care delivery model, provides patients with greater accessibility to healthcare services and supports safe distancing measures.

On 1 July 2021, NHGP was awarded the Best Practice Medal in

the Care Redesign Category at the National Healthcare Innovation and Productivity (NHIP) Awards 2021, for the project titled 'Implementing Tele-Consultation Services for the Care of Chronic Conditions'.

An award presentation ceremony was held to recognise the team led by Dr Sabrina Wong, Assistant Director of Clinical Services, NHGP, and Team



Leader of the Tele-Consultation Workgroup. The award ceremony was live-streamed to all team members.

In Mainstream Media

NHGP's NHIP win was covered in mainstream media. Media coverage included a patient's interview with CNA and NHGP's doctors sharing on NHGP's Tele-Health Services on the respective vernacular media platforms.



NHGP hosted a virtual session with MOH and MSF to share details of the NHGP's EMBRACE programme.

EMBRACE PROGRAMME

The early years of a person's life play an important role in the genesis of adult health and disease. The mother's health and a conducive family environment are therefore essential to a healthy child and family development.

EMBRACE^{PLUS}, a component of EMBRACE or the Enhanced Maternal Baby Toddler And Child Surveillance programme,

identifies vulnerable children aged 0 to 3 from low-income families, and helps them and their families address health and social issues. EMBRACE^{PLUS} was piloted at Yishun Polyclinic in September 2020 and expanded to Kallang Polyclinic in March 2022.

At the children's immunisations and regular childhood developmental screening, they are screened for medical care and financial

needs. Parentcraft skills and appropriate health education are shared with their mothers and caregivers. The clinic team also works with social and community agencies to support children and their families.

On 29 April 2021, NHGP hosted an online session on EMBRACE with members of the Ministry of Health (MOH) and the Ministry of Social and Family Development (MSF). In attendance were Ms Rahayu Mahzam, Senior Parliamentary Secretary for Health; Dr Benjamin Koh, Deputy Secretary (Development) at MOH; Professor Dan Yock Young, Deputy Director of Medical Services (Health Services Group) at MOH; and Ms Diana Chin, Director of Family Development Group at MSF, among others.



A nurse assessing a child's fine motor skills at 2 to 3 years old under the National Child Health Surveillance Programme.

During the session, NHGP shared about the programme's goals, components and interim results of the pilot at Yishun Polyclinic. The discussion generated new insights and ideas on potential collaborations with social services partners.



A Care Coach guiding a patient and her caregiver on setting health goals.

RELATE PROGRAMME

Under the RELATE or RELationship-based HeAlth & Social InTEgration programme, patients with complex medical and social needs are identified by NHGP and its community partners. A multi-disciplinary discussion would then be conducted to develop a shared care plan to address the patient's needs. This ensures all members of the team work towards common goals for the patient, with the patient at the centre of care.

First introduced in Ang Mo Kio Polyclinic in September 2020, the programme is now available at all NHG Polyclinics. Patients are supported through their healthcare journey by their Care Coach. The Care Coach also acts as a health buddy, health-social integrator and a single point of contact between the patient and his/her healthcare team, empowering patients and families to navigate between NHGP, community partners and hospitals.

CARE COACHES

NHGP Care Coaches have been supporting NHGP's care transformation projects under the Patient Activation through Conversations (PACT) framework, which include one-on-one health coaching for patients with poorly-controlled diabetes, and Group Education & eMpowerment (GEM) for patients who are newly diagnosed with diabetes.

One-On-One Health Coaching

The recruitment of patients for the PACT programme took place between February 2021 to December 2021, and patients were followed through for the next six months. The interim results showed that patients significantly improved their HbA1c levels, with improvements in self-efficacy, mental well-being and other self-care behaviours, such as diet, medication adherence and glucose monitoring. These results were achieved through the motivation and support of

Care Coaches, who provided patients with the opportunity to set achievable health goals and access to available resources.

Group Education & eMpowerment (GEM)

NHGP's GEM, a group-based education and empowerment programme, targets patients who have been newly diagnosed with diabetes, or may require further diabetes education. Across three virtual group sessions involving the Care Manager, Dietitian and Pharmacist, patients are educated on a range of topics specifically tailored to increase their level of self-management skills on diabetes. This includes diabetes pathophysiology and complications, HbA1c targets, food portioning, types of carbohydrates, dietary myths, common diabetes medications, blood glucose monitoring, hypoglycaemia and health products. Through the Care Coach, patients are also encouraged to set goals that would help them improve their diabetes condition.

PRIMARY TECH-ENHANCED CARE

Managing High Blood Pressure

The Primary Tech-Enhanced Care (PTEC) Hypertension programme is a remote home blood pressure monitoring programme that enables patients with hypertension to better self-manage their condition. Almost 600 patients in NHGP were enrolled in the PTEC Hypertension Programme in FY2021. NHGP contributed clinical inputs to the design and development of a new application, Health Discovery+, which was tested and successfully deployed in February 2022 to patients enrolled

in the PTEC Hypertension programme in Kallang Polyclinic, Ang Mo Kio Polyclinic and Hougang Polyclinic.

Managing Diabetes

NHGP continues to test-bed emerging technologies for patient care. NHGP is embarking on the PTEC Home HbA1c Testing pilot in Ang Mo Kio Polyclinic. Patients with diabetes and prediabetes are enrolled in the pilot and perform HbA1c testing at home using the A1cNow+ test kit, which is a self-administered kit designed to deliver HbA1c results within minutes. Test results are transmitted via the patient's mobile phone to the clinician for follow-up.



Participants of FitterLife posing for a group shot after their home exercise session.

FITTERLIFE

Responding to the evolving COVID-19 situation in FY2021, the Health Promotion & Preventive Care Department, together with NHG Population Health, adapted swiftly to shift FitterLife from a hybrid model to a full virtual session. This allowed participants to continue to engage in guided exercise sessions and manage their weight in the community.

IMPROVED CONVENIENCE OF MAMMOGRAM SCREENING

When work-from-home arrangements disrupted corporate breast screening programmes on the Mammobus at workplaces, NHG Diagnostics (NHGD) collaborated with employers to facilitate mammogram screening for their employees at polyclinics nearest to their homes. This arrangement enabled employers to continue caring for their employees' health by offering their staff the convenience of breast cancer screening near their residences.



Breast cancer screening at Kallang Polyclinic.

EDUCATING THE COMMUNITY

NHGP continues to educate patients and the community through a series of virtual events and talks.

HEALTHY EATING TALK

On 22 May 2021, Ms Wong Yuefen, Principal Dietitian, Ang Mo Kio Polyclinic, conducted a virtual healthy eating talk for single mothers and underprivileged families. Themed 'Healthy Eating as a Family', the interactive session was organised in collaboration with the Care Community Services Society Singapore.

During the session, Ms Wong shared advice on healthy eating and ways to encourage healthy eating as a family. She also provided dollar-stretching grocery shopping tips and shared a few NHGP-produced recipe videos with participants. Various interactive activities and a question-and-answer segment were also conducted during the session.

WAR ON DIABETES

Webinar on Preventing Diabetes

The Health Promotion & Preventive Care Department organised a two-part webinar on the topic



Participants of the two-part webinar on preventing diabetes were taught how to read food labels.

of preventing diabetes on 5 and 12 June 2021, for NHGP patients at risk of developing diabetes. During the webinar sessions, participants were taught to set various lifestyle goals to help prevent diabetes. They were also given tips on how to buy the right food products through understanding food labels. The sessions were received positively by the patients, who felt that they could achieve most of the lifestyle goals discussed.

Diabetes Mellitus Risk Management Webinar

The Primary Care Academy and the Central-North Primary Care Network co-organised a Diabetes Mellitus Risk Management Webinar Series, which was held over three sessions on

25 September, 9 October and 16 October 2021. The series was specially curated by domain experts, with the aim of equipping primary healthcare professionals with essential knowledge and skills to manage individuals at risk of developing, or who have developed diabetes complications. During the sessions, participants learnt about diabetes risk management from various family medicine specialists and experts, through a combination of online reading and case discussions.



Case studies were presented for participants of the Diabetes Mellitus Risk Management webinar to discuss risk management and treatment approaches.

Diabetes Virtual Talk

Yishun Polyclinic was invited by the Chong Pang Community Club (CC) Women's Executive Committee to give a virtual talk on diabetes on 30 October 2021. The talk gave residents of Chong Pang and Nee Soon insights on the

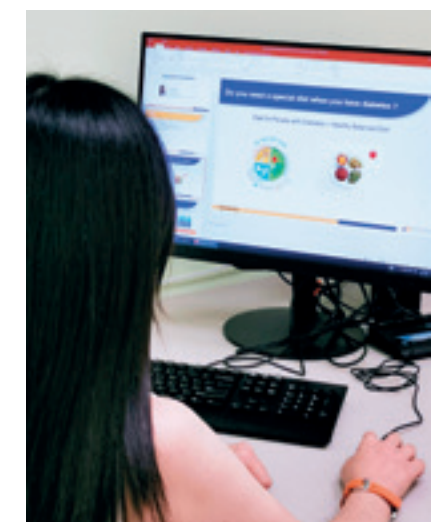
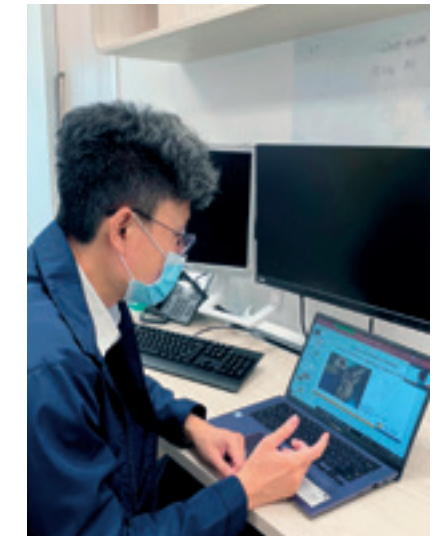
importance of detection and management of diabetes as a chronic disease, and provided tips on exercise and dietary control during the COVID-19 pandemic.

The team comprised Dr Kung Jian Ming, Family Physician,

Associate Consultant and Deputy Clinic Head, Yishun Polyclinic, who shared about diabetes and addressed some commonly-asked questions from patients about the disease. Ms Lim Su Mei, Senior Dietitian, provided useful tips for meal selection when working from home, while Ms Vengadasamy Rajoo Pradha, Senior Physiotherapist; and Ms Nurhazirah Binte Mohamad Noh, Senior Therapy Assistant, shared exercises suitable for patients with diabetes and conducted a virtual exercise demonstration.



The Diabetes Virtual Talk included an NHGP doctor addressing attendees' questions on diabetes, an NHGP dietitian sharing how to eat healthily when working from home, and a physiotherapy team demonstrating exercises suitable for patients with diabetes.





Dr Lim Ziliang (left) and Ms Carol Lin (right) speaking at an online talk titled 'Stress in Modern Living' organised by PA and SGSecure.

MENTAL WELLNESS

Stress in Modern Living

In collaboration with the People's Association (PA) and the SGSecure Programme Office, NHGP Psychology Services and Yishun Polyclinic participated in a virtual session on the topic of stress in working adults on 3 July 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 Ms Carol Lin, Clinical Psychologist, Toa Payoh Polyclinic, shared about the early signs and symptoms of stress in adults. They also provided useful advice on managing insomnia, an increasingly common issue among adults, to help improve one's mental well-being. The talk was streamed live on the 'SGSecure Pledge as One' Facebook page.

Care for Yourself to Care Better for Others

To promote mental wellness in the community, NHGP Psychology Services collaborated with TOUCH Community Services (Ang Mo Kio) to deliver an online webinar for caregivers of persons with dementia, on 12 November 2021. Titled

'Care for Yourself to Care Better for Others', Ms Carol Lin, Clinical Psychologist, Toa Payoh Polyclinic, discussed how self-care is necessary to cope with caregivers' challenges and shared some coping strategies. She also led participants through a guided self-compassion exercise to acknowledge the difficulties one faces as a caregiver and to help comfort oneself.

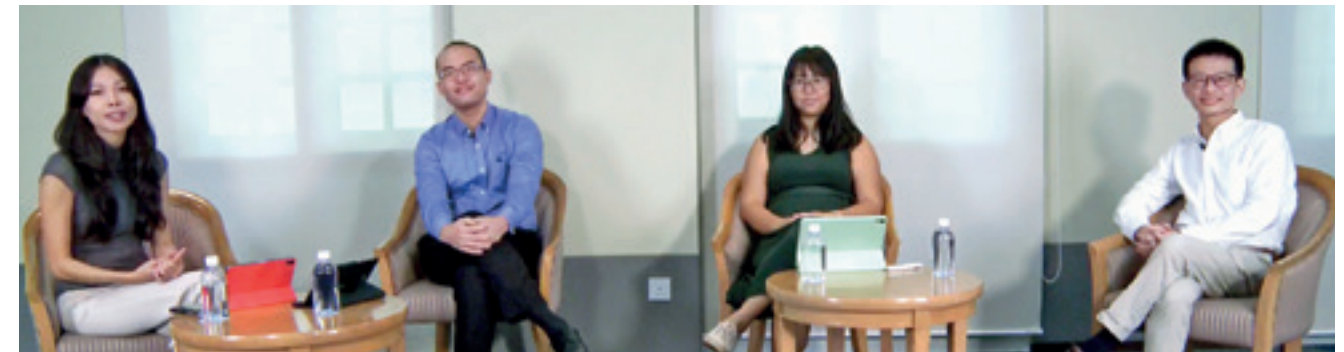
Sleep Health for Stress Management

In collaboration with the Chong Pang Community Club Women's Executive Committee, Dr Tai Zu Huang, Family Physician, Associate Consultant, Yishun Polyclinic; and Mr Mah Siew Chung, Senior Psychologist, Ang Mo Kio Polyclinic, conducted an online session titled 'Sleep Health for Stress Management' on 27 November 2021. During the session, attendees learnt tips to better manage stress and fight insomnia, as well as relaxation techniques they could practise daily.

Stress in Modern Living - The Parent

In collaboration with PA and the SGSecure Programme Office, Dr Eugene Chua, Family Physician; and Mr Bay Qin Yao, Psychologist, both from Hougang Polyclinic, participated in an online talk titled 'Stress in Modern Living - The Parent' on 23 October 2021. The session was organised as part of PA's regular online talk series.

Together with Ms Peggy Lim, Social Worker at TOUCH Community Services, Dr Chua and Mr Bay discussed the topic of parents' mental well-being, as well as addressed issues such as parental guilt and burnout. During the session, they also demonstrated relaxation techniques and shared



Dr Eugene Chua (second from left) and Mr Bay Qin Yao (far right) speaking at an online talk organised by PA and SGSecure.

useful community resources to help parents manage their stressors. The talk was broadcast live on the 'SGSecure Pledge as One' Facebook page.

FALL PREVENTION

Falls and Fear of Falling

The NHGP Frailty Workgroup organised a webinar titled 'Falls and Fear of Falling' on 2 October 2021. During the webinar session, Ms Jacqueline De Roza, Advanced Practice Nurse, Geylang Polyclinic; Ms Chia Hui Shan,

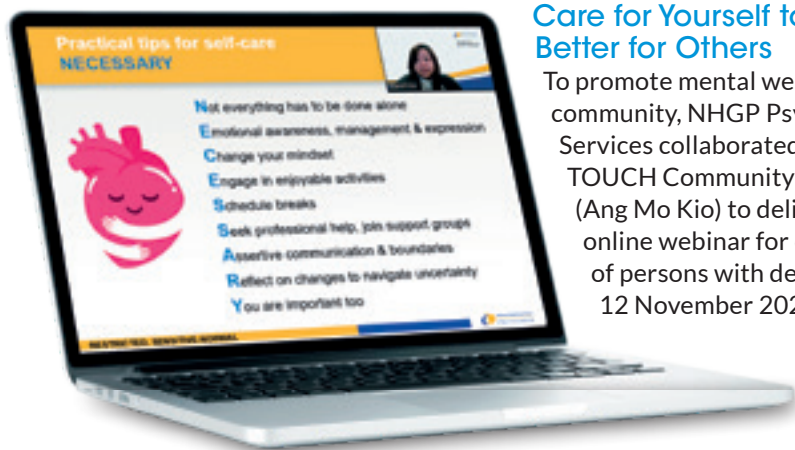
Senior Pharmacist (Clinical), Yishun Polyclinic; and Ms Amanda Wong, Senior Podiatrist, Hougang Polyclinic, shared advice on the fear of falling, as well as on medications and proper footwear that can help prevent falls.

What's Wrong With My Shoes - Footwear and Fall Prevention

Ms Amanda Wong, Senior Podiatrist, Hougang Polyclinic, was invited to speak at the SATA Osteoporosis and Fall Prevention Festival, held virtually on

19 November 2021. During her presentation titled 'What's Wrong With My Shoes - Footwear and Fall Prevention', Ms Wong shared how footwear plays a role in fall prevention and highlighted the importance of wearing proper-fitting footwear with the right features.

The session was attended by senior citizens and their family members, who were keen to find out more about proper footwear choices. The event was broadcast live on the SATA Facebook page.



Ms Carol Lin sharing practical tips for self-care, which attendees of the 'Care for Yourself to Care Better for Others' webinar could put into practice in their caregiving journey.



Ms Amanda Wong (top) and Ms Chia Hui Shan (bottom) conducting a webinar on fall prevention.



Ms Amanda Wong sharing advice on choosing proper footwear to prevent falls.



Dr Donna Tan (right) and Ms Carol Lin, Clinical Psychologist (above), were featured on media platforms discussing the topic of obesity and ways to help manage it.

NHG WORLD OBESITY DAY 2022

In conjunction with World Obesity Day 2022, the NHG Diabetes Mellitus Steering Committee held

a public webinar on 5 March 2022. The session was led by Dr Donna Tan, Assistant Director of Clinical Services, NHGP, who played a key role in galvanising clinicians from across NHG to come together to organise this event.

Themed 'Everybody Needs to Act', the session covered practical steps on exercising right at fitness corners and tips on how take-out meals can be made healthier. Heartfelt patient stories were also featured to increase the

awareness of weight stigma and provide greater insight into the struggles of weight loss.

The webinar concluded with an interactive question-and-answer segment, where a group of panellists addressed various queries from participants. More than 350 participants joined the live session, and a total of more than 1,300 views were garnered for the webinar video.



The Youth Corps Singapore Eldercare Cluster taught patients and caregivers from Geylang Polyclinic and Woodlands Polyclinic the key features of HealthHub mobile app.

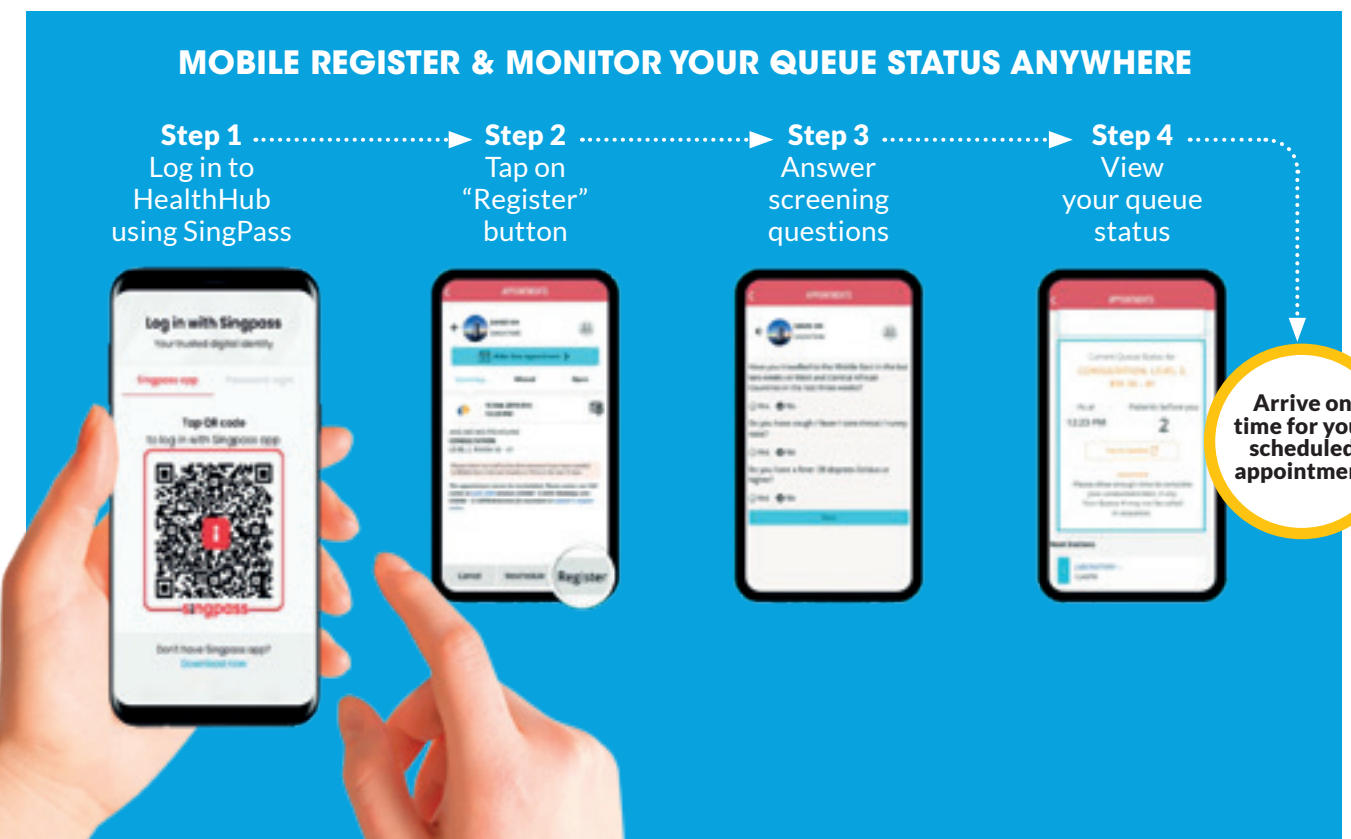


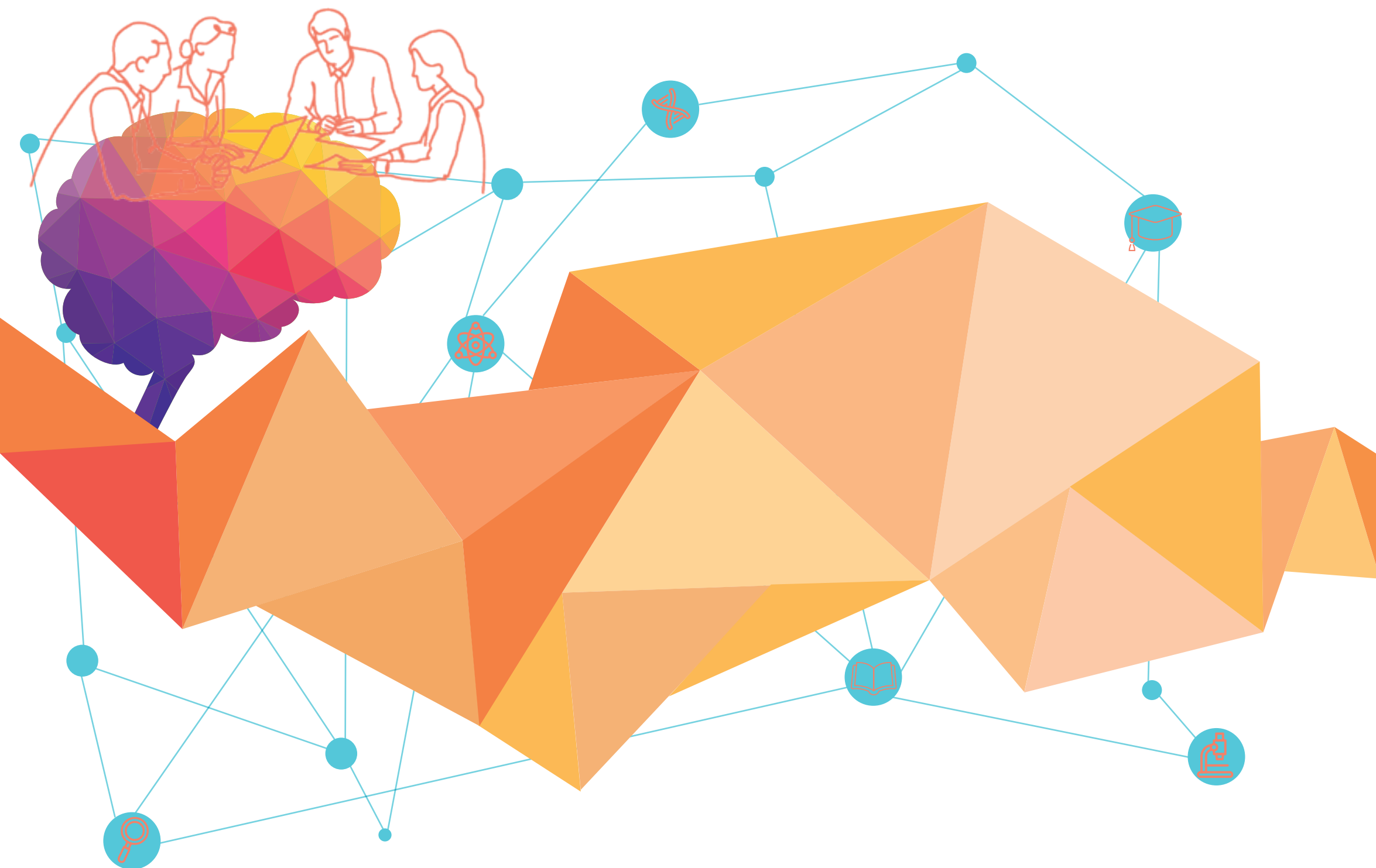
MY HEALTHHUB BUDDY ENGAGEMENT SESSIONS

As part of the NHGP Guiding Hands Volunteer Programme, NHGP's Volunteer Corporate Office established a collaboration involving the Operations team and the Youth Corps Singapore

Eldercare Cluster. A group of young volunteers was engaged to help raise awareness of HealthHub and the benefits of its use among senior patients at Geylang Polyclinic and Woodlands Polyclinic. Over two runs of eight weeks each,

from March to June 2022, patients were introduced to the HealthHub mobile app and taught how to use various key features. Caregivers were also encouraged to use the app to better monitor and manage the health of their loved ones.





CHAPTER 03

INVESTING IN RESEARCH AND EDUCATION

Through research and training, the National Healthcare Group Polyclinics (NHGP) is developing future-ready healthcare professionals, ready to take on new challenges.

BUILDING RESEARCH CAPACITY

NHGP places a strong emphasis on developing and growing our research capabilities.

NHG RESEARCH & INNOVATION AWARDS 2021

NHGP won two accolades at the National Healthcare Group (NHG) Research & Innovation Awards (NRIA) 2021. The NRIA recognises individuals and teams that have made outstanding contributions to improve health outcomes or delivery, as well as promote the spirit of continuous research and innovation in NHG.

Ms Julia Zhu, Nurse Clinician, Nursing Services, and her team clinched the NHG Research Impact Award for their project titled 'Experiences of Patients With Diabetic Lower Extremity Amputation in Primary Care: A Phenomenological Study'. Ms Sharon Chen, Director, Operations, and her team received the NHG Healthcare Innovation Award for their research on 'Transforming Experiences and Redesigning Patient Journey'.

NHG-HOMER GRANT

Dr Jason Chan, Family Physician, Associate Consultant, Geylang Polyclinic, received the NHG-HOMER (Health Outcomes and Medical Education Research) Grant in FY2021 to further his research on 'TEaching Residents about Multimorbidity (TERM)'.

The study looks into the experiences, challenges and areas



The NHGP team behind the NHG Research Impact Award.



The NHGP team behind the NHG Healthcare Innovation Award.

of improvement for the teaching of multimorbidity management to Family Medicine residents.

The NHG-HOMER Grant is a short-term grant designed to encourage clinicians, nurses, allied health professionals and

education researchers to embark on health professions education (HPE) research. It aims to develop practical knowledge and theory that contribute towards better education and training for the healthcare practitioners of future generations to better serve, care and heal.

SINGAPORE HEALTH & BIOMEDICAL CONGRESS 2021

The 19th edition of the Singapore Health & Biomedical Congress (SHBC) was held virtually on 7 and 8 October 2021. Organised by NHG, SHBC 2021 provided the platform for healthcare

delegates to learn and share knowledge on various health and biomedical topics.

To showcase their research efforts, researchers and medical professionals were invited to submit their abstracts to the SHBC Scientific Competition.

Ten staff from NHGP were recognised under the Singapore Primary Care Research Award category.

For the full list of NHGP abstracts accepted for the Singapore Primary Care Research Competition (SPCRC) 2021, please refer to Appendix A.

SINGAPORE PRIMARY CARE RESEARCH AWARD (ORAL CATEGORY)

GOLD	SILVER	BRONZE	MERIT
Mr Lew Kaiwei, Jeremy Clinical Research Unit <i>Clinical Impact of Video Consultation in Primary Care</i>	Dr Wong Kay Wye Sabrina Clinical Services <i>Assessing the Association of Support, Psychological Health, Self-Efficacy, Illness perceptions and Knowledge (SPARK) on Self-Care Behaviours and Glycaemic Control in Type 2 Diabetes: the SPARK study</i>	Ms Elya Clinical Research Unit <i>Adherence to Asthma Preventer Inhalers in Primary Care Patients</i>	Ms Ong Sin Kee Clinical Research Unit <i>Do Video Consultations Pale in Comparison to In-Person Consultations in the Eyes of Physicians?: A Qualitative Study</i> Dr Sim Sai Zhen Hougang Polyclinic <i>Healthcare Providers' Views on Using Clinical Practice Guidelines in the Management of Patients With Multimorbidity: A Qualitative Evidence Synthesis</i>

SINGAPORE PRIMARY CARE RESEARCH AWARD (POSTER CATEGORY)

GOLD	SILVER	BRONZE	MERIT
Dr Gabriel Wong Hougang Polyclinic <i>Understanding Prescription Incidences in Primary Care to Target Contributory Factors: A Descriptive Study</i>	Dr Ee Yang Zhi, Patrick Yishun Polyclinic <i>Lifestyle Intervention Counselling in Newly-Diagnosed Prediabetes Patients in the Primary Care Setting Leads to Increased Appropriate Follow-up Glycaemic Monitoring</i>	Dr Ng Wei Liang David Special Projects (Primary Care) <i>Patient Satisfaction With Doctor Video Consultations for Chronic Disease Management in National Healthcare Group Polyclinics</i>	Ms Chan Cheuk Ying Woodlands Polyclinic <i>Psychosocial Factors Associated With Caregiver Burden Among Family Caregivers of Frail Older Adults With Multimorbidity: A Cross-Sectional Study in Primary Care</i> Ms Christie Anna Money Samuel Nursing Services <i>Factors Influencing Nurses' Perception of Web-Based Continuing Professional Education for Meeting Learning Needs: A Cross-Sectional Study in Primary Care</i>

NHGP PRIMARY CARE RESEARCH SYMPOSIA

NHGP Clinical Research Unit (CRU) organised two Primary Care Research Symposia in 2021. The inaugural NHGP Primary Care Research Symposium 2021 on 'Understanding Diabetes in Younger Adults' was held virtually on 11 December 2021.

The event featured distinguished speakers from NHGP, the Institute of Mental Health (IMH) and Khoo Teck Puat Hospital (KTPH), as well as the Baker Heart and Diabetes Institute based in Melbourne, Australia. With participants from NHGP, National University Polyclinics and SingHealth Polyclinics, the symposium provided a platform for information exchange among primary care professionals in Singapore.

The second virtual NHGP Primary Care Research Symposium was held on 26 March 2022. Titled 'Improving Primary Care Management of Asthma', the webinar featured Associate Professor Tang Wern Ee, NHGP's Director of CRU and Chairperson of the Singapore National Asthma Programme-3 Committee, Clinical Associate Professor Mariko Koh from Singapore General Hospital (SGH), Assistant Professor Lim Hui Fang from National University Hospital (NUH) and Professor Helen Smith from Nanyang Technological University (NTU) Lee Kong Chian School of Medicine (LKCmedicine). The speakers shared research findings and updates on asthma management.



Top row, from left: Associate Professor Lim Su Chi, Clinical Director, Clinical Research Unit, and Senior Consultant, Diabetes Centre, Admiralty Medical Centre at KTPH; Dr Lee Eng Sing, Deputy Director, CRU, NHGP; Associate Professor Mythily Subramaniam, Assistant Chairman, Medical Board (Research), IMH. Bottom row, from left: Dr Sabrina Wong, Assistant Director, Clinical Services, NHGP; Professor Dianna Magliano OAM, Head, Diabetes and Population Health, Baker Heart and Diabetes Institute.



Top row, from left: Professor Helen Smith, Family Medicine and Primary Care, NTU LKCmedicine; Dr Lee Eng Sing, Deputy Director, CRU, NHGP; Associate Professor Tang Wern Ee, Director, CRU, NHGP. Bottom row, from left: Clinical Associate Professor Mariko Koh, Senior Consultant, Department of Respiratory and Critical Care Medicine, SGH; Assistant Professor Lim Hui Fang, Senior Consultant, Division of Respiratory and Critical Care Medicine, NUH.

ASIA PACIFIC MEDICAL EDUCATION CONFERENCE 2022

Two NHGP staff received awards for their research presentations at the virtual Asia Pacific Medical Education Conference (APMEC) 2022 held from 12 to 16 January 2022. The annual APMEC

provides a platform for medical and healthcare professional educators to share their experiences and expertise.

Dr David Ng, Head, Special Projects (Primary Care), clinched the Short Communications Merit Award for his poster presentation



Dr David Ng presenting his poster titled 'Asynchronous Game-Based Learning for Social Determinants of Health in Undergraduate Teaching'.

on 'Asynchronous Game-Based Learning for Social Determinants of Health in Undergraduate Teaching', while Ms Dana Koh Hui Min, Staff Nurse at Geylang Polyclinic, won the

Free Communications Young Scholar Award (runner-up) for her project on 'Perceptions and Experiences of Nurses Transitioning to Primary Care: A Qualitative Study'.



Ms Dana Koh receiving her Free Communications Young Scholar Award (runner-up) virtually.

NHG-LKCMEDICINE CLINICIAN-SCIENTIST FELLOWSHIP

Jointly developed by NHG and LKCmedicine, the NHG-LKCmedicine Clinician-Scientist Fellowship (CSF) aims to nurture and develop clinician-scientists through formal research training programmes leading to PhDs.

Ms Julia Zhu, Senior Nurse Clinician, Nursing Services, was awarded the CSF in FY2021 to pursue a PhD in Research Programme. Her PhD work focuses on mitigating the impact of diabetic foot ulcers on primary care patients through a personalised educational behavioural programme.

NHG-LKCMEDICINE CLINICIAN-SCIENTIST PREPARATORY PROGRAMME

The NHG-LKCmedicine Clinician-Scientist Preparatory Programme (CSPP) is a joint programme between NHG and LKCmedicine comprising project funding, structured research training and mentorship. The programme aims to expose clinicians to research opportunities early in their career through research training and project experience.

In FY2021, Ms Jacqueline Giovanna De Roza, Advanced Practice Nurse and Senior Nurse Clinician, was selected for the programme. Her research project focused on multi-component intervention for reducing the fear of falling in community-dwelling older adults.

ACHIEVING PROFESSIONAL STANDARDS

Many NHGP staff have been equipped with essential competencies and leadership capabilities to meet future healthcare needs.

FAMILY MEDICINE CONVOCATION

Twenty-seven NHGP doctors were recognised for their academic achievements – 12 were conferred the Master of Medicine (MMed) in Family Medicine, while 15 received their Graduate Diploma in Family Medicine (GDFM).

MASTER OF MEDICINE (MMed) IN FAMILY MEDICINE

Twelve NHGP doctors passed the MMed in Family Medicine examinations in November 2021, after completing a three-year NHG Family Medicine Residency Programme. The programme has helped to equip them with essential knowledge and broad clinical exposure, and ensured that they acquire the competencies required to practice as Family Physicians.

Dr Liew Pui Mun
Resident Physician
Ang Mo Kio Polyclinic

Dr Leonard Leng Qi An
Family Physician
Woodlands Polyclinic

Dr Louisa Tan Ser Li
Resident Physician
Woodlands Polyclinic

Dr Shawna Ong Mei Chien
Resident Physician
Ang Mo Kio Polyclinic

Dr Teo Jia Hui
Family Physician
Yishun Polyclinic

Dr Chen Tongyuan
Resident Physician
Yishun Polyclinic

Dr Joe Ting Li Yah
Resident Physician
Geylang Polyclinic

Dr Tan Chee Khing
Resident Physician
Toa Payoh Polyclinic

Dr Lim Hong Hwee
Resident Physician
Yishun Polyclinic

Dr Kimberly Oen Qian Hui
Resident Physician
Woodlands Polyclinic

Dr Hua Meiting
Resident Physician
Woodlands Polyclinic

Dr Thio Si Min
Resident Physician
Yishun Polyclinic

GRADUATE DIPLOMA IN FAMILY MEDICINE (GDFM)

Fifteen NHGP doctors passed the GDFM examinations in January 2022. The GDFM is a postgraduate training programme to equip doctors in Singapore with skills to enhance their knowledge and practice as competent Family Physicians.

Dr Caroline Chia Yun Ling
Family Medicine Resident
Ang Mo Kio Polyclinic

Dr Esther Pang
MOPEX
Geylang Polyclinic

Dr Teo Ee Lyn
MOPEX
Woodlands Polyclinic

Dr Kong Huijia
Family Medicine Resident
Ang Mo Kio Polyclinic

Dr Ku Jung Kai
Family Medicine Resident
Geylang Polyclinic

Dr Ang Chai Pin
MOPEX
Yishun Polyclinic

Dr Zhou Hongyi
MOPEX
Ang Mo Kio Polyclinic

Dr Law Shipei
Resident Physician
Geylang Polyclinic

Dr Lim Si Ying Sheryl
Family Medicine Resident
Yishun Polyclinic

Dr Chew Jia Hui Nicole
MOPEX
Geylang Polyclinic

Dr Koh Li Wen
Family Medicine Resident
Toa Payoh Polyclinic

Dr Swee Kwok Hong
MOPEX
Yishun Polyclinic

Dr Eileen Low Xue Qin
MOPEX
Geylang Polyclinic

Dr Gan Chen Ling
Resident Physician
Woodlands Polyclinic

Dr Tan Siew Ming
Family Medicine Resident
Yishun Polyclinic

FELLOWSHIP OF THE COLLEGE OF FAMILY PHYSICIANS (SINGAPORE)

Five doctors from NHGP have attained their Fellowship of the College of Family Physicians (FCFP) (Singapore) after passing their summative FCFP(S) examinations in September 2021. In particular, Dr Jeremy Koh from Hougang Polyclinic received the Gold Medal for his Fellowship.

Upon attaining the Fellowship, the candidate is able to act as an expert Consultant to provide advice and opinions in the role of a Family Physician.

DOCTORS CONFERRED FELLOWSHIP

Dr Jeremy Koh Zhong Wei (Gold Medal)
Family Physician,
Associate Consultant
Hougang Polyclinic

Dr Gabriel Ding Teck Yong
Family Physician,
Associate Consultant
Deputy Head, Geylang Polyclinic

Dr Vivek Bansal
Family Physician,
Associate Consultant
Woodlands Polyclinic

Dr Tricia Chang Qi Chang
Family Physician,
Associate Consultant
Deputy Head, Ang Mo Kio Polyclinic

Dr Tai Zu Huang
Family Physician,
Associate Consultant
Deputy Head, Yishun Polyclinic

MOH IN-SERVICE SCHOLARSHIP AND NHGP SCHOLARSHIP

Fifteen NHGP staff received the MOH In-Service Scholarship and NHGP Scholarship in FY2021. These scholarships equip staff with essential competencies and leadership capabilities to meet future healthcare needs.

MOH IN-SERVICE SCHOLARSHIP AND NHGP SCHOLARSHIP

Ms Liu Xianling
Senior Assistant Nurse
Ang Mo Kio Polyclinic

Ms Irene Kong Chiu Yee
Senior Staff Nurse
Hougang Polyclinic

Ms Ong Hui Chin
Senior Staff Nurse
Toa Payoh Polyclinic

Ms Tan Lizin
Senior Staff Nurse
Ang Mo Kio Polyclinic

Ms Rajeswari D/O Raju
Senior Assistant Nurse
Hougang Polyclinic

Ms Daphne Kuok Hui Na
Senior Staff Nurse
Woodlands Polyclinic

Ms Wei Lan
Senior Staff Nurse
Ang Mo Kio Polyclinic

Ms Tjhin Silvana
Senior Staff Nurse
Hougang Polyclinic

Ms Jessica Goh Shi Qi
Senior Staff Nurse
Woodlands Polyclinic

Ms Ko Ying Si
Senior Staff Nurse
Geylang Polyclinic

Ms Angie Yong Aun Khei
Senior Staff Nurse
Kallang Polyclinic

Ms Meng Chunyan
Senior Staff Nurse
Woodlands Polyclinic

Ms Gu Lili
Senior Staff Nurse
Hougang Polyclinic

Ms Bay Sock Cheng
Senior Staff Nurse
Nursing Services Polyclinic

Ms Chong Jia Ru
Staff Nurse
Yishun Polyclinic

LEARNING AND SHARING

In FY2021, NHGP continued to uphold its culture of participating in constructive sessions that enriched learning and encouraged the sharing of best practices.

VISIT TO ANG MO KIO POLYCLINIC

NHGP hosted a visit by Mr Augustin Lee, NHG Board Member, at Ang Mo Kio Polyclinic on 14 January 2022. Mr Lee was welcomed by Associate Professor (A/Prof) Chong Phui-Nah, Chief Executive Officer, NHGP & Primary Care, together with members of NHGP's Senior Management and Dr Christopher Chong, Head of Ang Mo Kio Polyclinic.



NHGP Senior Management and Ang Mo Kio Polyclinic Clinic Head played host to Mr Augustin Lee (third from right).

The visit included a tour of the clinic led by Dr Chong and a presentation by A/Prof Chong, as well as a discussion session with various NHGP Senior Management members. Mr Lee was introduced to NHGP's Teamlet Care Model, as well as other initiatives, such as the Primary Tech-Enhanced Care (PTEC) Home Blood Pressure Monitoring Programme and the NHGP Chronic Care Plan.

During the congress, Ms Pradha Rajoo, Senior Physiotherapist, Yishun Polyclinic, represented NHGP to present on the topic of 'Physiotherapists as Diagnosticians – A Primary Care Perspective'. She discussed the importance of physiotherapy services in primary care, and highlighted

evidence of its efficacy based on published international literature. She also emphasised the increasingly crucial role that NHGP physiotherapists play alongside family physicians in providing timely and effective assessments, as well as therapy, for patients in need.

SINGAPORE INTERNATIONAL PHYSIOTHERAPY CONGRESS 2021

NHGP's Physiotherapy team was invited to speak at the Singapore International Physiotherapy Congress (SIPC) 2021 to provide insights into the physiotherapy experience from a primary care perspective. Held from 2 to 4 July 2021, the event was graced by Guest-of-Honour Dr Koh Poh Koon, Senior Minister of State, Ministry of Health. This biennial congress brings together local and international physiotherapists across different healthcare sectors.



Ms Pradha Rajoo sharing the importance of physiotherapy services in primary care at SIPC 2021.

8TH ASIA PACIFIC PRIMARY CARE RESEARCH CONFERENCE 2021

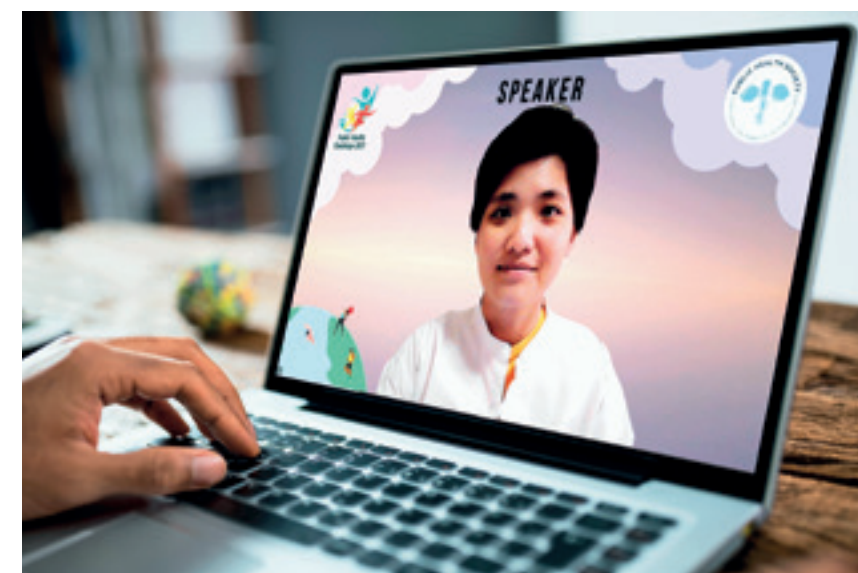
Held from 16 to 17 July 2021 at the Lee Kong Chian School of Medicine, the 8th Asia Pacific Primary Care Research Conference (APPCRC) 2021 brought together clinicians, educators and researchers from the Asia Pacific region.

Dr Quek Jin Sheng, Family Physician, Woodlands Polyclinic, did NHGP proud by clinching the Wong Heck Sing Award for Best Oral Presentation (1st prize) for his research presentation on 'Patients' Journeys to Nebuliser Therapy in a Polyclinic During an Asthma Exacerbation: A Qualitative Study' at the conference.

Other Family Physicians from NHGP who presented their research at the APPCRC 2021 were Dr Gabriel Ding, Family Physician, Associate Consultant, Geylang Polyclinic, who shared his research, 'Factors Associated With Family Caregiver Burden Among Frail Older Persons With Multimorbidity'; and Dr Jeremy Koh, Family Physician, Associate Consultant, Hougang Polyclinic, who shared his research, 'Clinical Effectiveness of Telephone Compared to Face-To-Face Consultations for Suboptimally-Controlled Type 2 Diabetics'.

NUS PUBLIC HEALTH CHALLENGE 2021

Ms Soh Ying Hua, Health Promotion Consultant, Health Promotion & Preventive Care Department, and a certified exercise physiologist and lifestyle medicine coach, was invited to speak at the annual NUS Public Health Challenge 2021, held virtually on 31 July 2021. Organised by the NUS Public



For the NUS Public Health Challenge 2021, Ms Soh Ying Hua spoke on the importance of physical activity in young adults and the impact of COVID-19 on physical activity levels. She also shared evidence-based behavioural frameworks that could be used to help promote exercise.

Health Society, the theme for 2021's challenge was 'Promoting Physical Activity in the New Normal'. Attended by NUS staff and students, the session aimed to guide the participants in developing creative and effective interventions to promote health.

NUS NURSING CONVENTUS

Ms Janelle Ng, Care Manager, Yishun Polyclinic, represented

NHGP at a webinar session on 14 August 2021, as part of the Nursing Coventus organised by NUS. The aim of the event was to show appreciation for all nurses, as well as help inspire nursing students in NUS through opportunities to interact with and hear from nurses in the workforce. The event also provided a platform to engage about 100 students and encourage them to pursue a nursing career with institutions under NHG.



Ms Janelle Ng sharing with nursing graduates on her role as a Care Manager in NHGP.

VIRTUAL LEARNING JOURNEY COLLABORATION

In line with the Ministry of Social and Family Development's efforts to build a more inclusive society and empower Persons with Disabilities, Ang Mo Kio Polyclinic has partnered and organised numerous learning journeys with Pathlight School since 2016 to encourage its students to participate actively in the community and learn to access public healthcare services independently.

On 19 and 26 August 2021, Ang Mo Kio Polyclinic organised a simulated visit workshop for students of Pathlight School. Given the COVID-19 situation and the need to observe Safe Management Measures, the session was held virtually. Through the activities, students learnt how to make an appointment and register their visit at the polyclinic. They also underwent a basic health check-up and met with doctors and nurses from Ang Mo Kio Polyclinic for a video consultation.



A student from Pathlight School learning how to make an appointment and register a visit to the polyclinic through a simulated session arranged by Ang Mo Kio Polyclinic.



Volunteers from KWSH attending the Basic First Aid Workshop conducted by PCA.

TRAINING OPPORTUNITIES

The Primary Care Academy (PCA) conducted almost 200 workshops in FY2021. For the full list of workshops, please refer to Appendix B.

First Aid and Life Support Workshops for KWSH Volunteers

In April 2021, PCA conducted a series of workshops, covering basic first aid, cardiopulmonary resuscitation and the use of automated external defibrillators, for a group of 15 volunteers from Kwong Wai Shiu Hospital (KWSH). During the workshops, the volunteers were given hands-on training and assessments of first aid and life support.



Ms Nam Shwu Mei, Patient Care Assistant, Kallang Polyclinic, has been a trainer of the Peer-to-Peer Learning programme to the Clinical Ancillary Staff since 2017.

PEER-TO-PEER LEARNING IN NHGP

To support NHGP's efforts in the delivery of quality and safe care, the PCA and Clinic Operations teams identified suitable trainers from their clinic staff to train new hires on competencies, such as measurement of patients' blood pressure, height and weight.

ACTIVE AGEING IN THE DIGITAL AGE

The Council for Third Age (C3A), a non-profit organisation that promotes active ageing in Singapore, held its 'Launch of Refreshed C3A Website & Appreciation Event' on 24 March 2022. The event was organised to celebrate the collaborative efforts with senior learners and community partners in promoting digitalisation.



Dr Irwin Chung represented PCA in receiving the 'Positive Ageing Advocator' Award.

Since 2018, PCA has been working closely with C3A to promote lifelong learning among seniors through curated courses, community outreach and collaborations. Popular courses include topics on caregivers, general health and wellness, as well as skills to be a General Practitioner assistant.

At the event, PCA was among the 54 healthcare institutions and eldercare providers that received the 'Positive Ageing Advocator' Award. Dr Irwin Chung, Director of PCA, represented the team to receive the award and shared his commitment to promote learning opportunities for seniors through continued partnership with C3A.

CENTRAL-NORTH PRIMARY CARE NETWORK ENGAGEMENT

The Central-North Primary Care Network (CN-PCN) hosted its second virtual quarterly Continuing Medical Education (CME) and networking meeting on 10 July 2021. Supported by Gilead Sciences, the event featured various informative talks and presentations, and was attended by 53 General Practitioners (GPs) and eight participants from various institutions under NHG.

At the session, NHGP provided insights into the Tele-Dietetics services offered at the polyclinics

and shared how these services can help support CN-PCN GPs and their patients. As part of the event, Dr Kenneth Koo, Senior Consultant Gastroenterologist from The GI and Liver Center, gave a CME talk on the management of Hepatitis B and C. CN-PCN also invited a team from the Early Childhood Development Agency

(ECDA) to share about KidSTART – a programme that aims to help children up to six years old from low-income families enhance their social mobility – in order to garner support from CN-PCN GPs for possible partnerships and collaborations.

On 12 February 2022, CN-PCN kicked off its first quarterly meeting of the year virtually with two CME Talks held on the topic of renal medicine. Dr Gowri Doraisamy, Director, Primary Care Transformation and Admin Lead of

CN-PCN, also provided an update on the positive results of the PCN GP and Patient Satisfaction Survey 2021. Notably, CN-PCN had been ranked the top PCN by GPs, which affirmed the good work of the CN-PCN team.

Along with the CN-PCN team, a total of 50 CN-PCN GPs, six Clinic Heads and Deputy Clinic Heads from NHGP, as well as the Executive Directors from Central Health, Yishun Health and Woodlands Health, attended the session. Associate Professor Chong Phui-Nah, Chief Executive Officer, NHGP & Primary Care, graced the event and participated in a virtual *lo hei* session with the attendees.

The presence of the senior leadership representatives from various NHG institutions symbolises the One NHG approach in GP engagement within the Central-North region. The meeting affirmed the collective commitment to provide better patient care in the PCN through continued support for GPs.



Virtual CN-PCN engagement with a virtual *lo hei* session to kick-start 2022.

NURTURING THE FUTURE OF HEALTHCARE

NHGP celebrates the dedication and commitment of its clinicians in nurturing the next generation of healthcare staff.

NHG TEACHERS' DAY 2021

The NHG Teachers' Day 2021 celebration was held virtually on 2 September 2021 to honour and celebrate the hard work put in by NHG Educators. Graced by Professor Benjamin Seet, Deputy Group Chief Executive Officer (Education & Research), NHG, and Associate Professor Michelle Jong, Group Chief Education Officer, NHG, the event also recognised the efforts of the nominated teachers in the Group through the NHG Teaching Excellence Awards.

NHG TEACHING AWARD FOR NURSING PRECEPTORS

Ms Chia Kai Li

Assistant Nurse Clinician
Ang Mo Kio Polyclinic

Ms Intan Sari Karmal

Senior Staff Nurse
Ang Mo Kio Polyclinic

Ms Blessy Koottappal Matthew

Nurse Clinician
Toa Payoh Polyclinic

Ms Goh Poh Suan

Nurse Clinician
Yishun Polyclinic

NHG TEACHING AWARD FOR PHARMACY PRECEPTORS

Ms Pratibha Nair

Senior Pharmacist
NHG Pharmacy
Woodlands Polyclinic

NHG TEACHING AWARD FOR JUNIOR DOCTORS

Dr Ding Si Yan

Family Physician
Hougang Polyclinic

Dr Khoo Mei Chin, Gloria

Family Physician
Hougang Polyclinic

Dr Amelia Ahmad Hatib

Family Physician
Toa Payoh Polyclinic

NHG TEACHING AWARD FOR ALLIED HEALTH EDUCATORS

Ms Zoey Ang Zuo Yi

Radiographer
NHG Diagnostics

NHG TEACHING AWARD FOR SENIOR DOCTORS

Dr Liu Changwei

Family Physician, Consultant,
Deputy Head, Geylang Polyclinic

Dr Sim Sai Zhen

Family Physician,
Associate Consultant
Hougang Polyclinic

NHG OUTSTANDING NURSE TEACHERS AWARD

Ms Gao Hua

Senior Staff Nurse
Geylang Polyclinic

Ms Cindy Lee

Nursing Educator
Nursing Services

NUS MEDICINE APPRECIATION FOR CLINICAL EDUCATORS 2021

The NUS Yong Loo Lin School of Medicine (NUS Medicine) Appreciation for Clinical Educators event is an annual ceremony to appreciate the hard work that clinical teachers put in for the academic year.

The virtual event for the NHG cluster was held on 9 November 2021. Dr Todd On, Family Physician, Associate Consultant, Toa Payoh Polyclinic, was awarded the Dean's Award for Teaching Excellence, while Dr Vanessa Koon, Family Physician, Geylang Polyclinic, clinched the Junior Doctor Award.



Dr Vanessa Koon receiving her Junior Doctor Award virtually.



A/Prof Tang Wern Ee was conferred the Nanyang Education Award (School Award).

NTU NANYANG AWARDS 2021

Associate Professor (A/Prof) Tang Wern Ee, Director, CRU, was conferred the Nanyang Education Award (School Award) at the Nanyang Awards 2021 ceremony held on 2 December 2021. The annual Nanyang Awards are given out in recognition and celebration of the outstanding achievements and contributions of faculty, researchers, staff and students from NTU.

At NTU LKCMedicine, A/Prof Tang holds multiple roles and responsibilities as Assistant Dean (Family Medicine), Clinical Module Lead for Family Medicine and Community Health, and Lead for Foundations of Clinical Practice, as well as Lead for Year 2 Objective Structured Clinical Examination.



CHAPTER

04

DEVELOPING OUR PEOPLE

The National Healthcare Group Polyclinics (NHGP) is committed to its most important asset: its people.



RECOGNISING OUR PEOPLE

NHGP staff received several awards in recognition of their contributions at work in FY2021.

CEO TOWNHALLS

FY2021 CEO Townhalls were held virtually on 1 July 2021 and 3 December 2021. During the sessions, Associate Professor (A/Prof) Chong Phui-Nah, Chief Executive Officer, NHGP & Primary Care, together with Dr Simon Lee, Chief Clinical Informatics Officer and Chief Data Officer; Dr Mok Ying Jang, Chief Operating Officer; Dr Karen Ng, Chief Clinical Services; and Mr Shawn Phua, Director of Human Resources, provided updates on various ongoing and upcoming key projects in NHGP.



NHGP Senior Management addressing staff during a virtual CEO Townhall session conducted in FY2021.

PRESIDENT'S AWARD FOR NURSES 2021

On 14 July 2021, Ms Lim Voon Hooi, Chief Nurse of NHGP, was conferred the President's Award for Nurses from President Halimah Yacob at a virtual award ceremony. The President's Award is the highest accolade of the nursing profession and recognises the country's most outstanding nurses who have shown sustained outstanding performance in their contributions to areas such as patient care delivery, leadership, education, research and administration.



Ms Evonne Oh receiving her NMA Award from A/Prof Chong Phui-Nah.



Ms Nisha Menon receiving her NMA Award from A/Prof Chong Phui-Nah.

During the in-house award presentation ceremony held at Headquarters on 6 July 2021, A/Prof Chong presented the Award and certificate to Ms Lim.

NURSES' MERIT AWARD 2021

Ms Evonne Oh, Nurse Clinician, Ang Mo Kio Polyclinic, and Ms Nisha Menon, Assistant Nurse Clinician, Nursing Services, were awarded the Nurses' Merit Award (NMA) 2021. Since 1976, this award has been given to nurses by the Ministry of Health (MOH) in recognition of their outstanding performance and dedication to the nursing profession.

On 28 July 2021, A/Prof Chong presented an NMA collar badge, along with a personalised congratulatory card from MOH, to each winner in an in-house award presentation.



A/Prof Chong Phui-Nah presenting the President's Award for Nurses on behalf of MOH to Chief Nurse Lim Voon Hooi.

NATIONAL DAY AWARDS 2021

A total of 20 staff from NHGP, NHG Diagnostics and NHG Pharmacy were conferred the National Day Awards 2021 medals.

PPA (BRONZE)

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

THE COMMENDATION MEDAL

Ms Jaclyn Fam Chai Yuen
Director
Corporate Planning and
Development

Ms Wendy Ong Kim Leng
Senior Nurse Manager
Nursing Services

THE LONG SERVICE MEDAL

Ms Amy Han Ang Ni
Senior Staff Nurse I
Toa Payoh Polyclinic

Dr Angelia Chua Hwee Ling
Family Physician, Consultant
Yishun Polyclinic

Ms Fadzilah Bte Hasanbasri
Senior Dental Assistant
Ang Mo Kio Polyclinic

THE EFFICIENCY MEDAL

Ms Agnes Tan Swee Hiang
Senior Patient Service Associate
Toa Payoh Polyclinic

Ms Amy Ang Bee Hoon
Assistant Supervisor
(Clinic Operations)
Yishun Polyclinic

Ms Ang Wei Wei
Senior Oral Health Therapist
Woodlands Polyclinic

Ms Coco Lai Gaik Lee
Supervisor (Clinic Operations)
Yishun Polyclinic

Ms Esther Lin Huiqi
Executive Secretary
CEO's Office

Ms Grace Lee
Principal Medical Technologist
NHG Diagnostics

Ms Hamha Mohamed Hamzah
Nurse Manager II
Toa Payoh Polyclinic

Ms Irene Tan Bee Huay
Supervisor (Clinic Operations)
Geylang Polyclinic

Ms Koh Poh Ngoh Lilac
Principal Pharmacist
NHG Pharmacy
Yishun Polyclinic

Ms Norhayati Ahmad
Senior Accounts Assistant
Finance

Ms Oh Hui Hui
Senior Accounts Assistant
Finance

Ms Patsy Tan
Senior Executive
Human Resource

Ms Pearly Tan
Principal Medical Technologist
NHG Diagnostics

Ms Siti Rahmah Kamaruddin
Senior Dental Assistant
Woodlands Polyclinic



NHGP staff at the MOH National Day Award Investiture 2021 Award Ceremony held on 5 August 2022.

NHG AWARDS 2021

The NHG Awards Ceremony 2021 was held virtually on 27 August 2021. The event recognised staff and teams across the NHG cluster who have made significant contributions to public healthcare in Singapore.

NHG OUTSTANDING CITIZENSHIP AWARD

Dr Simon Lee Biing Ming
Family Physician, Consultant,
Chief Clinical Informatics
Officer & Chief Data Officer

Ms Chen Yee Chui
Director
Primary Care Nursing
Development

Dr Kenneth Low Meng Tze
Director
Dental Services

Dr Colin Tan Yong Hui
Family Physician, Senior
Consultant, Regional Director
Yishun Health &
Woodlands Health
Deputy Director
Clinical Services

Dr Lim Chee Kong
Family Physician, Senior
Consultant, Deputy Director
Clinical Services

NHG YOUNG ACHIEVER AWARD

Ms Sharon Chen Mei Yan
Director
Operations

Dr Tan Khai Wei
Family Physician,
Associate Consultant,
Head, Toa Payoh Polyclinic

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

Dr Liu Changwei
Family Physician, Consultant,
Deputy Head, Geylang Polyclinic

Ms Janet Teng
Principal Medical Technologist
NHG Diagnostics

NHG TEAM RECOGNITION AWARD (TRA)

TRA Gold Award Category

**Comprehensive Tele-consultation
Services for Chronic Disease Care**

**Dr Sabrina Wong Kay Wye
(Team Lead)**
Family Physician, Senior
Consultant, Assistant Director
Clinical Services

**Primary Tech-Enhanced Care (PTEC)
Hypertension Home BP
Telemonitoring Programme**

**Dr Valerie Teo Hui Ying
(Team Lead)**
Family Physician, Consultant,
Head, Kallang Polyclinic

**Dr David Ng Wei Liang
(Co-Lead)**
Family Physician, Consultant,
Head, Special Projects (Primary Care)

**Holistic Approach in Lowering
and Tracking Chronic Kidney
Disease (HALT-CKD)**

Dr Lim Chee Kong (Team Lead)
Family Physician, Senior
Consultant, Deputy Director
Clinical Services

TRA Silver Award Category

**Empowering Patients
Through Digital Innovation**

**Ms Sharon Chen Mei Yan
(Team Lead)**
Director
Operations

TRA Bronze Award Category

**Care Closer to Home – Hougang
Polyclinic's Collaboration
with Nursing Homes for
Video consultation**

**Dr Gloria Khoo Mei Chin
(Team Lead)**
Family Physician
Hougang Polyclinic

**Dr Devasena Manoharan
(Co-Lead)**
Family Physician
Hougang Polyclinic

**Mr Rueben Koh Weiyang
(Co-Lead)**
Operations Executive
Hougang Polyclinic

HEALTH MANPOWER DEVELOPMENT PLAN (HMDP) - MEDICAL

Dr Lee Eng Sing
Family Physician,
Senior Consultant,
Deputy Director
Clinical Research Unit,
Principal Clinician Researcher

Dr Richard Lee Meng Kam
Family Physician, Consultant,
Assistant Director
Family Medicine Development

Dr Teh Kailin
Family Physician, Consultant,
Assistant Director
Family Medicine Development

Dr Liu Changwei
Family Physician, Consultant,
Deputy Head, Geylang Polyclinic

Dr Wan Jinhui
Family Physician,
Associate Consultant
Woodlands Polyclinic

HMDP - TEAM-BASED

Ms Josephine Goh Min Lee
Principal Medical Social Worker
Hougang Polyclinic

Ms Wong Yuefen
Principal Dietitian
Ang Mo Kio Polyclinic

MOH STRATEGIC NURSING DEVELOPMENT PROGRAMME

Ms Tan Pek Hoon
Senior Nurse Manager,
Head Nurse, Kallang Polyclinic

Ms Goh Ling Jia
Assistant Nurse Clinician
Hougang Polyclinic

Ms Xiao Hui
Senior Staff Nurse
Yishun Polyclinic

CELEBRATING WITH OUR PEOPLE

In FY2021, NHGP held numerous celebrations with staff on special occasions.



WORLD FAMILY DOCTOR DAY 2021

On 19 May 2021, NHGP commemorated World Family Doctor Day. It was an occasion to thank all the doctors for their dedication and hard work in delivering patient care. With the gradual return to normalcy, NHGP doctors had the opportunity to meet face to face for their decentralised clinic celebrations. Despite having to adhere to Safe Management Measures, the doctors were able to pose for some heart-warming photos.



Small treats were given to the doctors to celebrate World Family Doctor Day 2021.

Looking back, FY2021 was an eventful year amid the COVID-19 pandemic. NHGP doctors contributed to the national COVID-19 vaccination drive and managed the surge in acute respiratory infection attendances during the Delta and Omicron

waves, as well as reached out to the community in providing public education on COVID-19 vaccination. NHGP had also embarked on the rollout of the Next Generation Electronic Medical Records (NGEMR) in May 2021,

which was essential in providing a more seamless and integrated patient experience. Another highlight was the opening of Kallang Polyclinic in October 2021 to meet the needs of residents in the Kallang-Whampoa vicinity.



NURSES' DAY 2021

To commemorate Nurses' Day 2021 and thank all NHGP nursing staff for their resilience and dedication – especially in the battle against COVID-19 – Nursing Services arranged various celebrations across all six polyclinics.

During the celebrations, the nurses were presented with a variety of gifts, including an assortment of sweet treats. The nurses also received tokens of appreciation from Singapore Pools and the Rotary Club, in the form of food vouchers, cookies and gerberas.



NHGP nurses from across the NHG Polyclinics celebrating Nurses' Day 2021.

ADMINISTRATORS' APPRECIATION DAY 2021

To celebrate NHGP Administrators' Appreciation Day 2021, the Human Resource Department organised a virtual get-together for Headquarters (HQ) staff on 17 November 2021. The event commenced with a special 'Thank you' video montage of HQ Division Heads and Heads of Department. Staff were then treated to various fun and interactive games, and given the chance to showcase their creativity and talent through a singing and dancing segment. As part of the celebrations, HQ staff each received a customised care pack.

NHGP FAMILY APPRECIATION DAY 2021

The 8th Family Appreciation Day event was held virtually on 29 November 2021. NHGP CEO A/Prof Chong Phui-Nah graced the occasion and recipients' reporting officers were also invited to attend the virtual celebration. Eleven family members were presented with the Stand By Me Awards for their care and support given to staff so that they can continue to grow and shine at NHGP. Four children of NHGP staff were also presented with the NHGP Book Prize.



Ms Lay Lee Ling, Dental Health Attendant, is one of the staff whose family member was presented with the Stand By Me Award.



A special 'Thank you' video montage was put together by HQ Division Heads and Heads of Department to thank HQ Administrators for their hard work.



CHAPTER

05

TRANSFORMING CARE DELIVERY

A seamless care delivery experience awaits patients and caregivers at the National Healthcare Group Polyclinics (NHGP).

TECHNOLOGICAL ADVANCEMENTS

NHGP continually upgrades its equipment to provide patients with a seamless experience at its polyclinics.

ENHANCEMENT TO SELF-PAYMENT KIOSK

MediSave Selection

Prior to the Self-Payment Kiosks (SPKs) being enhanced in June 2021, patients who had applied for the use of MediSave to pay for their medical bills would have their bills automatically deducted from their MediSave account when making payments, and any changes to the use of different MediSave accounts would have to be done at the counter. Now, patients can choose to use either their own, next-of-kin's MediSave account or not to use MediSave for a particular visit at all SPKs.

Dental and Medical Bills Payment

The SPKs have also been upgraded during FY2021 to accept payment for both medical and dental bills, offering greater convenience and

reducing queue times for patients. Before the enhancement, patients with medical and dental bills had to pay at two separate kiosks.

ENHANCEMENT TO SELF-REGISTRATION KIOSK

Endemic Routing Logic

As Singapore entered the endemic phase of COVID-19, NHGP quickly stepped up to make adjustments to the screening and segregation processes on the Self-Registration Kiosks (SRKs).

An endemic mode was built into SRKs to route patients efficiently to the respective zones based on their answers to a set of screening questions. The kiosks have also been enhanced with the capability to cancel, re-book and check into appointments.

Registration of New Patients Without Valid IDs

Before the SRKs were enhanced, first-time patients, including newborns without a birth certificate yet, had to proceed to the registration counter for a queue number. With the enhancement, this group of patients can now skip the physical queue and register for a queue number at a SRK. This has improved patient experiences and streamlined registration processes.

Registration of Dental Patients

SRKs have also been upgraded to allow dental patients to register and perform self-check-ins. Prior to this, dental patients were manually registered and checked-in by staff. With this enhancement, about 95,000 dental patients a year can perform self-registration at a SRK, allowing staff more time to perform other duties.



A Radiographer using a hands-free exposure switch for mammogram screening at Kallang Polyclinic.

IMPROVING PRODUCTIVITY AT NHGD

Automation of Laboratory Registration

NHGD Diagnostics (NHGD) enhanced the Electronic Collection Module (ECM) system for the automated registration of polyclinic laboratory patients. Since December 2021, the first stage of the self-service ECM has been implemented for staff use in NHG Polyclinics. The enhanced system reduced laboratory registration time per patient by 23 per cent.

Automated Tracking and Hands-Free Control in X-ray System

NHGD equipped Kallang Polyclinic with an X-ray system designed with an automated tracking system that automatically aligns the X-ray tube against the patient's position at the chest stand. This

improves accuracy in positioning and shortens the examination turnaround time for patients.

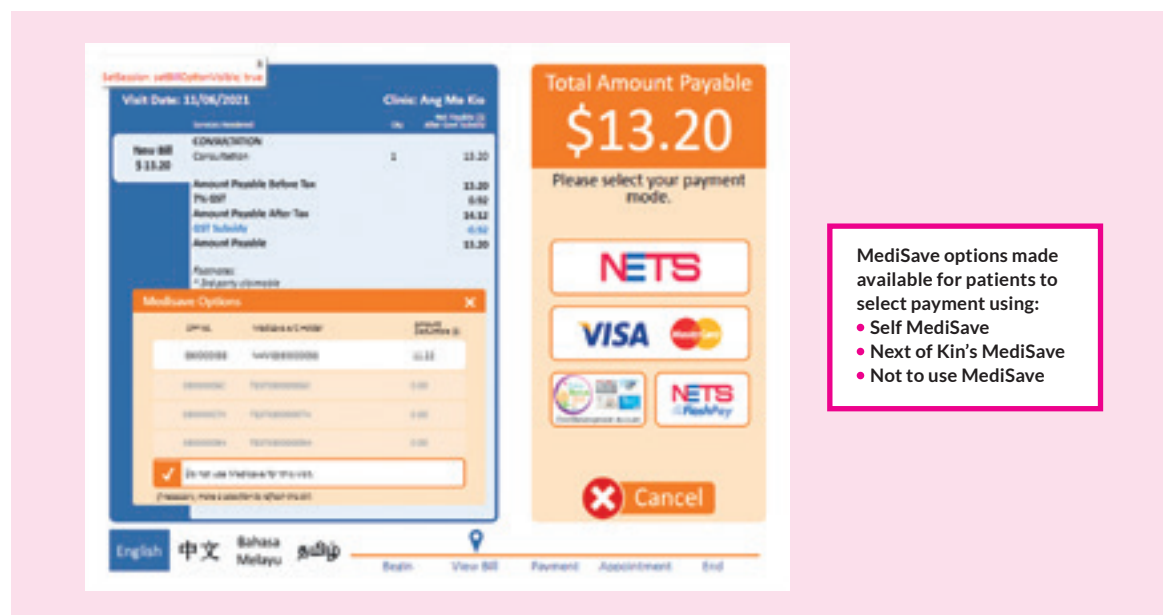
The system's hands-free technology for equipment control also enables the radiographer to use a foot switch to control the movement of the chest stand and examination table. By reducing the touch areas on the equipment, infection risk is minimised, creating a safer work environment for staff and patients.

Hands-Free Imaging Technology in Mammogram Screening

NHGD introduced primary care's first hands-free exposure switch for mammogram screening at Kallang Polyclinic. Radiographers no longer need to use their hands to activate radiation exposure during the procedure. This minimises the radiographer's touch areas at the equipment after positioning the patient, reducing the potential risk of cross-infection.



The X-ray system with automated tracking system at Kallang Polyclinic.



Screenshot of the new interface showing outstanding medical and dental bills on the SPK.

QUALITY IMPROVEMENTS

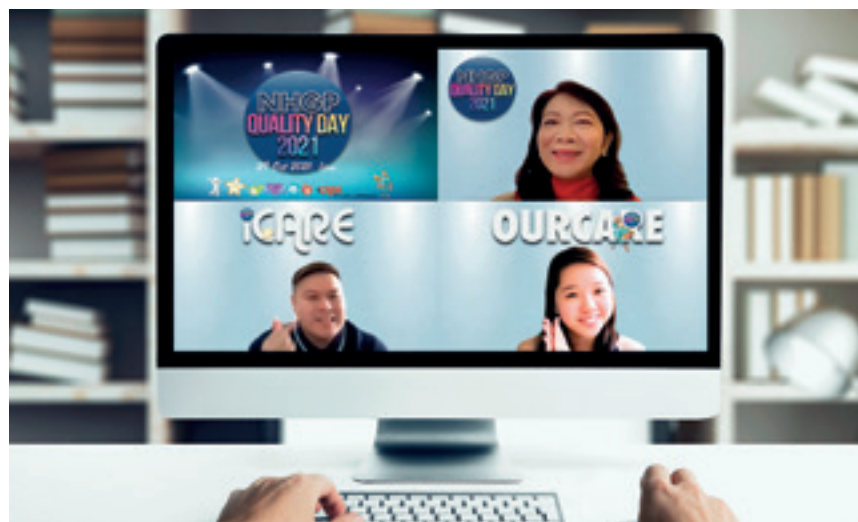
NHGP continues to improve and transform care delivery for its patients through quality-improvement projects.

NHG QUALITY DAY WEBINAR 2021

The NHG Quality Day Webinar 2021 was held on 10 September 2021, with the theme of 'Co-Creating with Kindness'. Eight staff and one project team from NHGP clinched the Excellence in Action Award for their service excellence and consistent demonstration of the NHG 4P7R values and NHG's Core Values. One NHGP volunteer and one caregiver each received the Exemplary Patient and Caregiver Awards for their support in creating positive experiences in healthcare service delivery. Quality Improvement Awards were also given to five project teams in recognition of their contributions to improving and transforming care delivery for patients.

NHG QUALITY DAY 2021

The first virtual NHGP Quality Day was held via Workplace on 29 October 2021. The online event, a celebration of NHGP's efforts and achievements in



A/Prof Chong Phui-Nah welcoming NHGP staff at the virtual NHGP Quality Day.

championing quality improvement and service excellence, was attended by staff from clinics as well as Headquarters.

The event kick-started with an in-house video production titled 'Do It Right the First Time and Every Time' to remind attendees about the importance of providing safe and quality care for patients. This was followed by an opening address by

Associate Professor (A/Prof) Chong Phui-Nah, Chief Executive Officer, NHGP & Primary Care. Eight staff and 37 project teams were conferred the OurCare Quality Improvement Award, while another 37 staff received the iCARE awards.

For the list of quality improvement projects completed in FY2021, please refer to Appendix C.

PATIENT ADVISORY COUNCIL

In August 2021, NHGP introduced the inaugural Patient Advisory Council (PAC) at Kallang Polyclinic. The PAC is made up of a committed group of patients, caregivers and volunteers, who work together with the clinic management team to enhance the care experience of polyclinic users. PAC members serve as a voice for the patient and the community, sharing their experiences and suggestions with NHGP and helping to advance NHGP's patient- and family-centred care culture.



PAC members provided valuable insights to improve the quality of care and services in areas such as clinic way-finding enhancement.

NEW DEVELOPMENT

NHGP opened a new clinic in FY2021 – its first polyclinic since the public healthcare re-clustering in 2017.

KALLANG POLYCLINIC STARTS OPERATIONS

Kallang Polyclinic opened its doors to patients and members of the public on 2 October 2021. Kallang Polyclinic is the first new polyclinic opened under NHG Polyclinics since Singapore's public healthcare re-clustering in 2017, and is NHGP's seventh polyclinic. On 19 November 2021, NHG's Primary Care Board Committee was brought on a clinic tour by Dr Valerie Teo, Family Physician, Consultant and Head of Kallang Polyclinic.

Besides being a new primary healthcare provider for the community, Kallang Polyclinic has introduced novel programmes that provide comprehensive care to improve patients' overall health outcomes. RELATE (**REL**ationship-based **HeALTH** & **Social InTE**gration) and EMBRACEPLUS (**Enhanced Maternal Baby Toddler And Child SurVEillancePLUS**) are programmes that have been implemented to integrate the health and social needs of patients into patient care.



Front row, left to right: Dr Valerie Teo; Mr Tan Tee How, Chairman, NHG; and Associate Professor Chong Phui-Nah, Chief Executive Officer, NHGP & Primary Care. Back row, left to right: NHG Board Members Mr Girijia Pande and Dr Tan Khai Tong; and Professor Philip Choo, Group Chief Executive Officer, NHG.

Kallang Polyclinic was also the first NHG Polyclinic to pilot the use of a fully-automated SMARTVacc (**S**afety **M**anpower **P**roductivity **A**ccountability **R**eal Time **A**nalytics **V**accine System), which replaces the conventional manual vaccine fridges currently being used. The SMARTVacc allows for live inventory tracking, and vaccines can be cross-checked against an in-built image recognition system to ensure patient safety.

APPENDIX A

Abstracts by NHGP staff and collaborators for Singapore Primary Care Research Competition 2021

NO.	ABSTRACT TITLE	AUTHORS
1	Clinical Impact of Video Consultation in Primary Care	Mr Jeremy Lew Kaiwei, Dr David Ng Wei Liang, Dr Jonathan Ting Sing Shing, Dr Kong Jing Wen, Dr Tan Khai Wei, Dr Lim Ziliang, Dr Christopher Chong Wern Siew, Dr Evan Sim Chin Sing, Dr Lee Eng Sing, Dr Sabrina Wong Kay Wye
2	Assessing the Association of Support, Psychological health, self-efficacy, illness perceptions and Knowledge (SPARK) on Self-Care Behaviors and Glycemic Control in Type 2 Diabetes: The SPARK Study	Dr Sabrina Wong Kay Wye, Ms Elya
3	Healthcare Providers' Views on Using Clinical Practice Guidelines in the Management of Patients With Multi-Morbidity: A Qualitative Evidence Synthesis	Dr Sim Sai Zhen, Dr Gilbert Yeo Tian Seng, Dr Foo Jyh Hean, Ms Ong Sin Kee, Dr Evelyn Chew Ai Ling, Dr Sabrina Lee Poay Sian, Ms Koh Hui Li, Dr Tan Shu Yun, Dr Lee Eng Sing
4	Do Video Consultations Pale in Comparison to In-Person Consultations in the Eyes of Physicians?: A Qualitative Study	Ms Ong Sin Kee, Ms Hui Li Koh, Dr Lee Eng Sing, Dr Sabrina Lee Poay Sian, Dr Evelyn Chew Ai Ling, Dr Tan Shu Yun, A/Prof Ding Yew Yoong
5	Adherence to Asthma Preventer Inhalers in Primary Care Patients	Ms Elya, Ms Teo Sok Huang, Dr Tan Shu Yun, A/Prof Tang Wern Ee
6	Lifestyle Intervention Counselling in Newly Diagnosed Prediabetes Patients in the Primary Care Setting Leads to Increased Appropriate Follow-Up Glycaemic Monitoring	Dr Patrick Ee Yang Zhi, Ms Ng Sze Ern, Ms Jerlin Lee Choon Yen, Ms Judy Goh Nai Moey, Dr Mogilan S/O Mohan, Noelina Delson Cadwising, Dr Teo Zhi Han
7	Psychosocial Factors Associated With Caregiver Burden Among Family Caregivers of Frail Older Adults With Multi-Morbidity: A Cross Sectional Study in Primary Care	Ms Chan Cheuk Ying, Dr Lee Eng Sing, Ms Jacqueline Giovanna De Roza, Dr Gabriel Ding Teck Yong, Ms Koh Hui Li
8	Patient Satisfaction With Doctor Video Consultations for Chronic Disease Management in National Healthcare Group Polyclinics	Dr David Ng Wei Liang, Mr Jeremy Lew Kaiwei, Dr Lee Eng Sing, Ms Tracy Gan Seok Bee, Mr Ng Shaowei, Ms Gui Hui Ying, Ms Wong Yan Ping, Dr Chie Zhi Ying, Dr Sabrina Lee Poay Sian, Dr Tan Khai Wei, Ms Sharon Chen Mei Yan
9	Factors Influencing Nurses' Perception of Web-Based Continuing Professional Education for Meeting Learning Needs: A Cross-sectional Study in Primary Care	Ms Jacqueline Giovanna De Roza, Ms Goh Ling Jia, Ms Julia Zhu Xiaoli, Ms Chan Cheuk Ying, Ms Christie Anna D/O Money Samuel
10	Understanding Prescription Incidences in Primary Care to Target Contributory Factors: A Descriptive Study	Dr Gabriel Wong, Dr Devasena Manoharan, Dr Sim Sai Zhen
11	How Does the Introduction of a Remote Telehealth Program Affect Trust Between Patients and Healthcare Providers?	Dr Evelyn Chew Ai Ling, Ms Teo Sok Huang, Ms Nur Atiqah Bte Surya Akmaja, A/Prof Tang Wern Ee, Dr David Ng Wei Liang, Dr Tan Hue Min, Dr Tam Chen Hee, Prof Gerald Koh Choon Huat, Dr Valerie Teo Hui Ying
12	Clinical Effectiveness of Telephone Consultation Compared to Face-to-Face Consultation in Terms of Glycaemic Control Among Patients With Sub-Optimally Controlled Type 2 Diabetes	Dr Jeremy Koh Zhong Wei, Dr Sim Sai Zhen, Dr Lee Eng Sing, Mr Jeremy Lew Kaiwei
13	Understanding the Challenges Faced by Young Adult Patients With Type 2 Diabetes Mellitus in Adopting Self-Care Behaviours	Ms Elya, Ms Winnie Soon Shok Wen, A/Prof Konstadina Griva, Prof Helen Elizabeth Smith, Dr Sabrina Wong Kay Wye

NO.	ABSTRACT TITLE	AUTHORS
14	The Concordance Between Self-Reported and Medical Records of Diabetes Among Patients With Chronic Conditions	Dr Tan Khai Wei, Mr Jeremy Lew Kaiwei, Dr Sabrina Lee Poay Sian, Ms Ong Sin Kee, Ms Koh Hui Li, Dr Lee Eng Sing
15	The Interplay Between Frailty, Falls and Fear of Falling in Older Adults – A Cross-Sectional Study in Primary Care	Ms Jacqueline Giovanna De Roza, Dr David Ng Wei Liang, Ms Blessy Koottappal Mathew, Ms Teena Jose, Ms Goh Ling Jia, Ms Tan Chwee Yan
16	Challenges of Insulin Therapy – A Qualitative Study of Patients' Perceptions of Impact on Social Activities, Social Acceptability and Social Support	Ms Jacqueline Giovanna De Roza, Ms Ooi Chai Wah, A/Prof Tang Wern Ee, Ms Elya, Ms Goh Ling Jia, Ms Durga Devi D/O Kurusamy
17	Experiences of Older Patients With Multi-Morbidity Navigating the Singapore Healthcare System: A Qualitative Study	Dr Sabrina Lee Poay Sian, Dr Evelyn Chew Ai Ling, Ms Koh Hui Li, A/Prof Ding Yew Yoong, A/Prof Mythily Subramaniam, Dr Lee Eng Sing, Ms Janhavi Vaingankar Ajit
18	Addressing Weight Management in Primary Healthcare Clinics: Effectiveness of Health Promoter Intervention	Ms Soh Ying Hua, Ms Xie Ying
19	Development of Health Education Materials for Women With History of Gestational Diabetes Mellitus	Ms Teo Sok Huang, Ms Quek Imm Pin, Dr Teh Kailin, Ms Wong Yuefen, Dr Tricia Chang Qi Chang, Ms Nur Diyana Binte Mohamad Shafie Maskon, A/Prof Tang Wern Ee
20	Exploring the Relationship Between Burnout and Team Development in a Primary Care Setting: A Cross-Sectional Study	Dr Tricia Chang Qi Chang, Dr Lee Eng Sing, Dr Sabrina Lee Poay Sian, Ms Koh Hui Li, Dr Sabrina Wong Kay Wye
21	Impact of Gout Patient Management in Primary Care: An APN-led Gout Clinic Study	Ms Chan Cheuk Ying, Ms Wang Chunyan, Dr Richard Lee Meng Kam
22	Adverse Reactions Reported During the 30-Minute Observation Period After COVID-19 Vaccination at Toa Payoh Polyclinic	Dr Tan Lye Yoong, Ms Huang Min, Dr Tan Khai Wei, Dr David Ng Wei Liang, Ms Elly Poon Shixuan, Ms Rekha Mitrina Balasubramaniam, Ms Lam Hui Chi, Ms Srimathi D/O Litshumanan
23	A Retrospective Review of the Role of NHGP Derm Champs in Reducing Dermatology Referrals – a Four-Year Experience	Dr Kong Jing Wen
24	Health-Related Quality of Life and Chronic Wound Characteristics Among Patients With Chronic Wounds Treated in Primary Care: A Cross-Sectional Study in Singapore	Ms Julia Zhu Xiaoli, Ms Maja Magdalena Olsson, Mr Ram Bajpai, Ms Krister Jarbrink, A/Prof Tang Wern Ee, A/Prof Josip Car
25	What Are the Views and Experiences of Older Patients With Multi-Morbidity Regarding Their First Video Consultation?	Dr Evelyn Chew Ai Ling, Dr Tan Shu Yun, Dr Sabrina Lee Poay Sian, Ms Koh Hui Li, Ms Ong Sin Kee, A/Prof Ding Yew Yoong, Dr Lee Eng Sing
26	Game-Based Learning for Social Determinants of Health in Undergraduate Teaching	Dr David Ng Wei Liang
27	Medication Adherence Rate and the Reasons of Non-Adherence Among Poorly Controlled Diabetes Patients at Polyclinic	Ms Tan Poh Ching, Dr Tan Khai Wei, Dr David Ng Wei Liang, Dr Kee Kok Wai

APPENDIX A (cont.)

Abstracts by NHGP staff and collaborators for Singapore Primary Care Research Competition 2021

NO.	ABSTRACT TITLE	AUTHORS
28	Combat Obesity in Patients With Chronic Disease: Effective Trans-Disciplinary Group Weight Management in Primary Care and Community	Dr Donna Tan Mui Ling, Ms Sheena Ng, Ms Wong Yan Ping
29	Factors Associated With Family Caregiver Burden Among Frail Older Persons With Multi-Morbidity	Dr Gabriel Ding Teck Yong, Ms Chan Cheuk Ying, Ms Jacqueline Giovanna De Roza, Ms Koh Hui Li, Dr Sabrina Lee Poay Sian, Mr Jeremy Lew Kai Wei, Ms Ong Sin Kee, Dr Lee Eng Sing
30	Knowledge, Attitudes, and Beliefs About Chronic Pain in Primary Care: A Cross-Sectional Study	Dr Tai Zu Huang, Dr Lee Eng Sing
31	The Development of an Ideal Medication Reconciliation Service (MRS): A Qualitative Study on the Perceptions of the MRS in Primary Care	Ms Esther Bek, Mr Chua Zi Yang, Dr Lee Eng Sing, A/Prof Konstadina Griva, Ms Sandra Xu
32	The Facilitators and Barriers of Implementing a Video Consultation Programme – Views From the Implementers	Ms Koh Hui Li, Dr Sabrina Lee Poay Sian, Dr Evelyn Chew Ai Ling, Dr Tan Shu Yun, Ms Ong Sin Kee, A/Prof Ding Yew Yoong, Dr Lee Eng Sing
33	Prevalence of Vitamin D Deficiency and Insufficiency Among Community Dwelling Adults Receiving Care in the Primary Care Setting in Singapore	Dr Kee Kok Wai, Dr Darren Seah Ee-Jin
34	Understanding Lifestyle Practices of Healthcare Workers Through The COVID-19 Pandemic	Ms Jaslyn Tan Cheng Li, Ms Soh Ying Hua
35	Physical Activity and Fear of Falling Among Community-Dwelling Older Adults: A Cross-Sectional Study	Ms Wang Chunyan, Ms Jacqueline Giovanna De Roza, Dr Goh Kar Cheng, Ms Goh Ling Jia, Dr David Ng Wei Liang, Ms Cindy Soh Seok Chin
36	Healthcare Cost of Patients With Multiple Chronic Diseases in Singapore Public Primary Care Setting	Dr Tan Shu Yun, Mr Jeremy Lew Kaiwei, Ms Xie Ying, Dr Sabrina Lee Poay Sian, Ms Koh Hui Li, Dr Lee Eng Sing
37	Anticoagulation Management of Atrial Fibrillation in Primary Care Over Five Years	Dr Lim Ziliang, Mr Jeremy Lew Kaiwei, Dr Lee Eng Sing
38	Which Aspects of Patient-Provider Relationship Affect Acceptance and Adherence of Insulin Therapy in Primary Care? A Qualitative Study	Ms Blessy Koottappal Mathew, Ms Jacqueline Giovanna De Roza, Ms Elya, A/Prof Tang Wern Ee, Dr Liu Changwei, Ms Goh Ling Jia, Ms Elly Poon Shixuan
39	Retrospective Study of Percutaneous Injuries in National Healthcare Group Dental Clinics From 2018 to 2020	Dr Vivian Wong Yung Yee, Ms Lily Lang Ren Lee, Dr Kenneth Low Meng Tze
40	Impact of Patients' Beliefs About Insulin on Acceptance and Adherence to Insulin Therapy: A Qualitative Research in Primary Care	Dr Liu Changwei, Ms Jacqueline De Roza, Ms Ooi Chai Wah, Ms Blessy Koottappal Mathew, Ms Elya, A/Prof Tang Wern Ee
41	A Comparative Analysis of Asthma Care Between Team-Based Care and Non-Team-Based Care Patients in Woodlands Polyclinic From July 2019 to June 2021	Dr Tan En-Yu, Dr Neesha Maganlal, Dr Jaganmohan Raja Ramasamy, Ms Lee Ching Lian
42	B12 Deficiency in Diabetics on Metformin	Dr Ruby Cheng Geok Min
43	Should the Optimal International Normalised Ratio Range of 2.0 to 3.0 for Non-Valvular Atrial Fibrillation be Lowered for the Elderly?	Dr Lim Ziliang

NO.	ABSTRACT TITLE	AUTHORS
44	A Demographical Study of COVID-19 Cases Diagnosed at Woodlands Polyclinic from March 2020 to July 2020	Dr Jaganmohan Raja Ramasamy, Dr Neesha Maganlal, Dr Evan Sim Chin Sing
45	Longitudinal Study of Outcome Indicators (OI) in Asthma Patients at Woodlands Polyclinic - Comparing New Teamlet Patients to Non-Team-Based Care Patients	Dr Tan En-Yu, Dr Neesha Maganlal, Dr Jaganmohan Raja Ramasamy, Ms Lee Ching Lian
46	Depression Screening in Primary Care Patients – A Local Experience	Dr Louis Chong, Dr Sim Sai Zhen, Dr Eugene Chua Yu Cong
47	A Retrospective Study of Clinical Symptoms in COVID-19 Cases Diagnosed at Woodlands Polyclinic from March 2020 to July 2020	Dr Neesha Maganlal, Dr Jaganmohan Raja Ramasamy
48	Understanding Prescription Incidents in a Primary Care Setting to Improve Medication Safety: A Retrospective Study	Dr Devasena Manoharan, Dr Gabriel Wong Liang Jie, Dr Sim Sai Zhen, Ms Valerie Tan Shu Ying
49	Perceived Safety and Barriers to Physical Activity in Older Adults During Pandemic: A Cross-Sectional Study	Ms Jacqueline Giovanna De Roza, Dr David Ng Wei Liang, Ms Goh Ling Jia, Ms Blessy Koottappal Mathew, Ms Teena Jose, Ms Wang Chunyan, Ms Cindy Soh Seok Chin, Dr Goh Kar Cheng, Ms Tan Chwee Yan
50	A Descriptive Study for Reasons for Unsuccessful Doctors' Video Consultations at Toa Payoh Polyclinic	Dr Tan Khai Wei, Dr David Ng Wei Liang, Dr Kee Kok Wai
51	Barriers in Performing Wound Care at Home: Perspectives from Patients in the Primary Healthcare Sector	Ms Goh Ling Jia, Ms Julia Zhu Xiaoli
52	Development and Validation of a Local Survey to Assess the Barriers in Performing Self-Wound Care at Home	Ms Goh Ling Jia, Ms Julia Zhu Xiaoli
53	Self-Efficacy and Self-Foot Care Behaviours in Patients with Diabetes – An Observational Study in Singapore	Ms Silvana Tjhin, Ms Goh Ling Jia, Ms Julia Zhu Xiaoli, Ms Jacqueline Giovanna De Roza
54	Understanding the Journeys of Patients With an Exacerbation of Asthma Who Are in Need of Nebulisation by the Time They Seek Treatment at the Polyclinic: A Qualitative Study	Dr Quek Jing Sheng, A/Prof Tang Wern Ee, Ms Teo Sok Huang, Ms Elya, Prof Helen Elizabeth Smith
55	Who Are Patients With Onset Diabetic Foot Ulcer? A Primary Care-Based Descriptive Study	Ms Su Jie, Ms Samantha Lee Jiayu, Ms Goh Ling Jia, Ms Julia Zhu Xiaoli
56	Listening to Voices, Addressing Concerns and Healing the Wounds: A Case Series of Three Patients' Experiences of Undergoing "Auto-Amputation" in Primary Care	Ms Wan Lili, Ms Angie Yong Aun Khei, Ms Wei Lili, Ms Julia Zhu Xiaoli
57	Implementing Tele-Directly Observed Therapy in a Primary Care Setting	Ms Lim Voon Hooi, Ms Wan Lili, Ms Carmen Ong
58	Faster and Painless Way of Screening for Neonatal Jaundice	Mr Richard Low Sai Yin

APPENDIX B

Primary Care Academy FY2021 Training Catalogue

NO.	LIFE SUPPORT
1	BCLS + AED Re-Certification
2	BCLS & AED Full Certification
3	CPR + AED
4	Basic First Aid Workshop
5	BCLS + AED Instructor Course

NO.	MEDICAL KNOWLEDGE
6	Foundation on Chronic Disease Management
7	GDFM Mock OSCE
8	MMed Mock OSCE
9	MMed Mock Slides
10	Introduction to Research
11	Introduction to Qualitative Research in Primary Care
12	Designing Questionnaires Workshop
13	Family Planning in Primary Care
14	Derm Workshop (Yearly Updates)
15	Publication Workshop
16	Frailty Management Workshop for Health Care Professionals
17	Abstract Writing Workshop *NEW

NO.	PATIENT CARE, CLINICAL & PROCEDURAL SKILLS
18	Surgical Procedures for the Primary Healthcare Physician
19	Management of Joint and Soft Tissues Conditions in Primary Care
20	Surgical Diathermy Workshop
21	Common Eye Conditions Update for the Family Physician
22	Interpretation of Spirometry Results
23	Diabetic Foot Screening
24	Advanced Wound Management Workshop (Primary Healthcare Perspective)
25	Breastfeeding and Early Childhood Nutrition Workshop for Healthcare Professionals
26	Advanced Course on Wound Management for Registered Nurses
27	Developmental Assessment for Registered Nurses
28	Foundation Course in Women's Health
29	Advanced Course in Women's Health
30	Diabetic Retinography for New Nurses
31	Nurse Initiated Bronchodilator Therapy
32	Childhood Immunisation For Registered Nurses
33	Foundation Course on Vaccination and Traveller's Health in Primary Care (formerly known as Traveller's Health For Registered Nurse)
34	Managing Diabetic Foot Ulcer From Primary Healthcare Nursing Perspective
35	Essentials of Preceptorship Programme
36	Nursing Management of Dementia in Primary Care
37	ACP for Chronic Diseases by Primary Healthcare Professionals
38	Health Literacy - Rolling out the CARPET to Engage Patient
39	Foot Surveillance *NEW
40	Childhood Developmental Screening
41	GP Series: Diabetes Mellitus Risk Management (collaboration with PCN GP) *NEW
42	Renal Dietetics Talk and Workshop

NO.	PRACTICE-BASED LEARNING
43	Teaching 101 for Busy Healthcare Professionals
44	The Infection Control Seminar: All About COVID-19 *NEW
45	Developmental Assessment Workshop
46	Team-Based Care Training
47	Care Coordinators Training
48	Resilience and Mindfulness for Primary Healthcare Professionals
49	Data Analytics Essentials
50	Adaptive Expertise for Clinical Decision Making
51	Data Driven Decision Making Workshop

NO.	INTERPERSONAL COMMUNICATION
52	Consultation Skills for Primary Care Physicians (formerly known as Basic Comms Course)
53	Challenging Communication in Primary Care (formerly known as Enhancing Critical Communication Skills That Matter!)
54	Mentoring - A Guide by the Side
55	Mentoring - A Guide by the Side for Care Coordinators
56	Peer Communication Coaching (formerly known as Facilitation for Effective Clinic Communication)
57	Group Facilitation (Train the Trainer) Workshop
58	Risk Management and Patient Safety Programme for NHGP Nurses
59	Open Disclosure Training
60	Communication Strategies for Virtual Consult - Preparing our Healthcare Professionals for a New Way of Working *NEW

NO.	PROFESSIONALISM
61	Ethics and Professionalism for Primary Care

NO.	SUPPORT FOR CLINICAL DELIVERY SERVICES
62	Basic Health Parameters for Clinical Ancillary Staff (CAS)
63	Geriatric Primer in Community Care (formerly known as Caring of Older Adults in Primary Care)
64	Know the Elderly: Workshop for Frontliners
65	Train the Trainer for Essential Skills for CAS
66	Train the Trainer (Annual Skill Competency)
67	Understanding Diabetes, Hypertension and Lipid Disorders: Workshop for Frontliners
68	Service Communications Foundation Course for Frontline Clinic Staff
69	Urgent Care Awareness and Fall Prevention Workshop (formerly known as Essential Skills for CAS)
70	Transfer Skills Workshop (Minimum to Moderate Assistance)
71	Healthcare Language - Navigating Healthcare
72	Healthcare Language - Understanding Health
73	Writing in Plain Language for Patient Education Materials
74	Discovering Self and Engaging Others for Facilitative Learning
75	Beginners' Guide to Powered Mobility Aids in the Clinics
76	Safe Use of Powered Mobility Aids in the Clinics: Understanding the Do's & Don'ts *NEW

NO.	PUBLIC & THE COMMUNITY
77	Frailty Management Workshop for the Community *NEW
78	GP Assistant - Basic
79	GP Assistant - Advance
80	Community Life Support Awareness Workshop
81	Community First Aid Awareness Workshop
82	Health Talk Series
83	H.O.P.E (Holistic Care for the Older Person) *NEW

APPENDIX C

Quality Improvement Projects Completed in FY2021

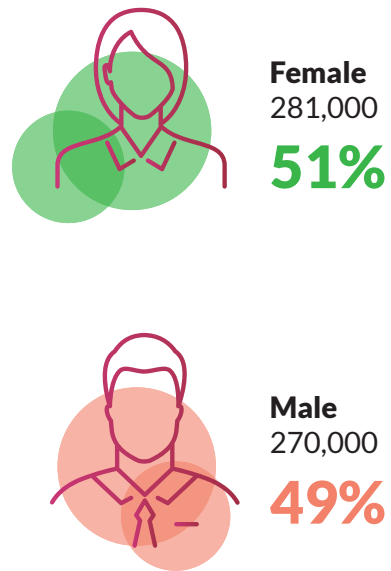
NO.	PROJECT TITLE	CLINIC/HQ	PROJECT LEADER/CO-LEAD
1	To Improve Patient Education Given by Nurses on How to Waterproof Dressings	AMK	Ms Faridah Yusoff Ms Li Shen
2	To Increase the Uptake of Influenza Vaccination Among Elderly Patients; Aged 65 and Above, Tagged to Teamlet B, in Ang Mo Kio Polyclinic from 12% to 75%, Over a Period of 6 Months from June 2021 to December 2021	AMK	Ms Lin Xin Hui Alyssa
3	To Increase the Uptake Rate of Pneumococcal Vaccination Among Asthma or COPD Patients in Ang Mo Kio Polyclinic	AMK	Dr Joyce Huang Huixin
4	To Increase the Referral Rate to a Hospital-Based Weight Management Clinic Among Identified Teamlet D Obese Patients in Ang Mo Kio Polyclinic	AMK	Dr Lee Jun Hwee Benjamin
5	To Improve the Uptake of Diabetic Retinal Photography in Ang Mo Kio Polyclinic Teamlet D	AMK	Dr Lim Wan Ting
6	To Increase Diabetic Foot Screening Rate In Ang Mo Kio Polyclinic Teamlet B	AMK	Dr Chong Kwok Chin
7	To Increase the Percentage Utilisation of In-House Consolidated Drug References Among Ang Mo Kio Polyclinic Pharmacy Staff by 30% Within 6 Months	AMK	Ms Thet Htar Sint
8	To Increase the Proportion of Prescriptions Fulfilled Via Home Delivery Through Self-Payment Kiosk Sign-Ups to 15% in 9 Months	AMK	Ms Amanda Chia Jia Ying Ms Yee Pey Pey Daphne
9	To Increase Referral Rate at Smoking Cessation Clinic Among Asthma and COPD Patients	GEY	Dr Lim Wan Xuan Jessica
10	To improve the Referral Rate of Screening Mammography in Women Aged 50 to 69 in Geylang Polyclinic Teamlet A	GEY	Dr Lui Wen Yan
11	To improve the Assessment of Asthma Control Using the Global Initiative for Asthma Symptom Control Score in Geylang Polyclinic	GEY	Dr Chen Zhonghao Marcus
12	To improve Rate of Completed Faecal Immunochemical Test for Colorectal Cancer Screening in Eligible Teamlet Patients at Geylang Polyclinic	GEY	Dr Ruoyu Lee
13	To improve the Uptake of Cervical Cancer Screening Among Eligible Female Patients Aged 25 to 69 in Geylang Polyclinic	GEY	Dr Koh Nan Jun
14	To Reduce Waiting Time to Achieve KPI Target for Each Queue Series in Geylang Polyclinic	GEY	Ms Tan Sui Ping Mr Tan Yao Guo
15	To Increase the Percentage of Eligible Patients in Hougang Polyclinic With Completed Faecal Immunochemical Test Over 6 Months from August 2021 to January 2022	HOU	Dr Fong Hongkai Jasper
16	To Increase the Uptake of Cervical Cancer Screening in Hougang Polyclinic	HOU	Dr Jaylyn Leong
17	To Improve the Rates of Diabetes Mellitus Patients Getting Diabetic Foot Screening in Hougang Polyclinic	HOU	Dr Muhamad Zulhakim Bin Aman
18	Stop Smoking, Start Living: Increasing Referral Rate of Smoking Cessation Services	HOU	Dr Louis Chong
19	To Reduce the Time Taken to Generate and Analyse iVent Report by 30% Within 6 Months in Hougang Polyclinic Pharmacy	HOU	Ms Siti Fatimah Binte Ibrahim
20	To Achieve 100% Nurses Confidence in Assisting Minor Procedures in Kallang Polyclinic	KAL	Ms Li Shen
21	To Standardise Labelling and Storage of the Food in the Staff Lounge Fridge Using 6 S Methodology	TPY	Dr Vittal Sunil Pawar
22	To Increase the Evaluation of Patients With Extremely Elevated Cholesterol for Familial Hypercholesterolemia in Toa Payoh Polyclinic	TPY	Dr Samuel Tay Rong Yao

NO.	PROJECT TITLE	CLINIC/HQ	PROJECT LEADER/CO-LEAD
23	To Increase the Cervical Cancer Screening Rates for Women Aged 25 to 69 in Toa Payoh Polyclinic Teamlet D	TPY	Dr Koh Li Wen
24	To Improve the Uptake Rate of Diabetic Foot Screening at Toa Payoh Polyclinic	TPY	Dr Lee Jing Kun
25	To Build Up Woodlands Nurses' Knowledge and Confidence Level in Assisting Intrauterine Contraceptive Device Insertion Within One Month	WDL	Ms Jia Shuli
26	To Improve the Rate of Mammogram Screening Among Eligible Patients in Woodlands Polyclinic	WDL	Dr Shermaine Ng
27	To Improve Uptake of Diabetic Foot Screening from 63.8% to 100% Over 6 Months in Woodlands Polyclinic	WDL	Dr Stephanie Toh
28	To Increase Cervical Cancer Screening Uptake for Woodlands Polyclinic Teamlet E Patients from 20% to 50% from August 2021 to January 2022	WDL	Dr Amelea Fang
29	To Improve Diabetic Retinal Photography Uptake in Woodlands Polyclinic	WDL	Dr Jocelyn Yeo Ling Sui
30	To Standardise the Medication Returns Process in Woodlands Pharmacy Using the 'Doing Drug Rejects Clearly' Approach	WDL	Ms Pratibha Nair Ms Maria Katrina Rodica Renion
31	To Increase the Number of Patients Seen by Satellite Pharmacy by 50% Within 8 Months	YIS	Ms Seah Yi Rui Cecilia Ms Cho Jie Yi
32	To Increase the Actualisation Rates for Yishun Polyclinic Patients on Follow Up for Moderate- and High-Risk Diabetes Mellitus Feet to 100% from January 2021 to January 2022	YIS	Dr Arvin Mahavijayan Dr Michelle Ee
33	To Improve the Percentage of Patients With HbA1c > 9% from 11% to <6% in Yishun Teamlet A in a 12-Month Duration from January To December 2021	YIS	Dr Lim Wei Khoon
34	To Improve Foot Assessment Rates Among Patients Diagnosed With Diabetes Mellitus in Yishun Polyclinic	YIS	Dr Nicole Cheryl Tay
35	To Increase Diabetic Retinal Photography Screening Rates in Yishun Polyclinic Teamlet F	YIS	Dr Kwok Wei Ying
36	To Improve the Percentage of Screening Orders for Comorbid Cardiovascular and Metabolic Diseases Among Patients With Gout in Yishun Polyclinic to 100%	YIS	Dr Teo Ling Li
37	To Increase the Uptake of Human Papilloma Virus Vaccine Among Female Patients Aged 15 to 26 in Yishun Polyclinic	YIS	Dr Lee Wei Sheng
38	To Reduce the Percentage of Patients With HbA1c > 9% from 11% to 6% or Less in Yishun Teamlet F in the Period of 12 months	YIS	Dr Andrew Lee
39	To Ensure 100% of Patients 65 Years Old And Older in Yishun Polyclinic Teamlet B Have Received Pneumococcal Conjugate Vaccine 13 Vaccination Within A Period of 6 Months from May to October 2021	YIS	Dr Zeng Zhiyong
40	To Increase the Percentage of Items Fulfilled by Drug Dispensing System Automation from 50% to 60% Within 6 Months	YIS	Ms Seah Yi Rui Cecilia
41	To Increase Quality Improvement Project Submission at NHG Diagnostics	HQ	Ms Janet Teng
42	To Reduce Ad Hoc De-Blistering of Tablets While Packing Convidose Sachets at Pharmacy Services Centre by 50% Within 8 Months	HQ	Ms Minna Cu
43	Endemic Routing Logic for Self-Help Kiosks	HQ	Ms Sharon Chen Mei Yan
44	To Increase the Uptake of Cervical Cancer Screening Among Patients Aged 25 to 49 in Yishun Polyclinic, 10% Take-Up Among Patients Engaged in the Project	HQ	Ms Soh Ying Hua

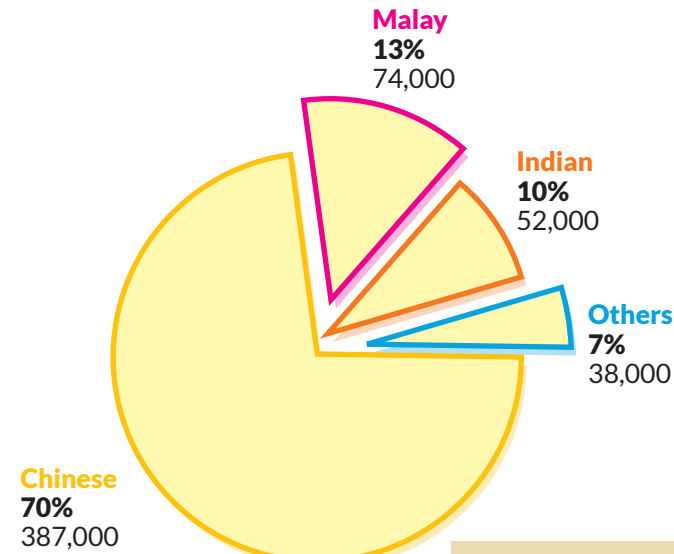
AMK – Ang Mo Kio Polyclinic; GEY – Geylang Polyclinic; HOU – Hougang Polyclinic; HQ – NHGP Headquarters; TPY – Toa Payoh Polyclinic; WDL – Woodlands Polyclinic; YIS – Yishun Polyclinic

SNAPSHOTS OF WORKLOAD AND PATIENTS IN FY2021

GENDER RATIO OF PATIENTS



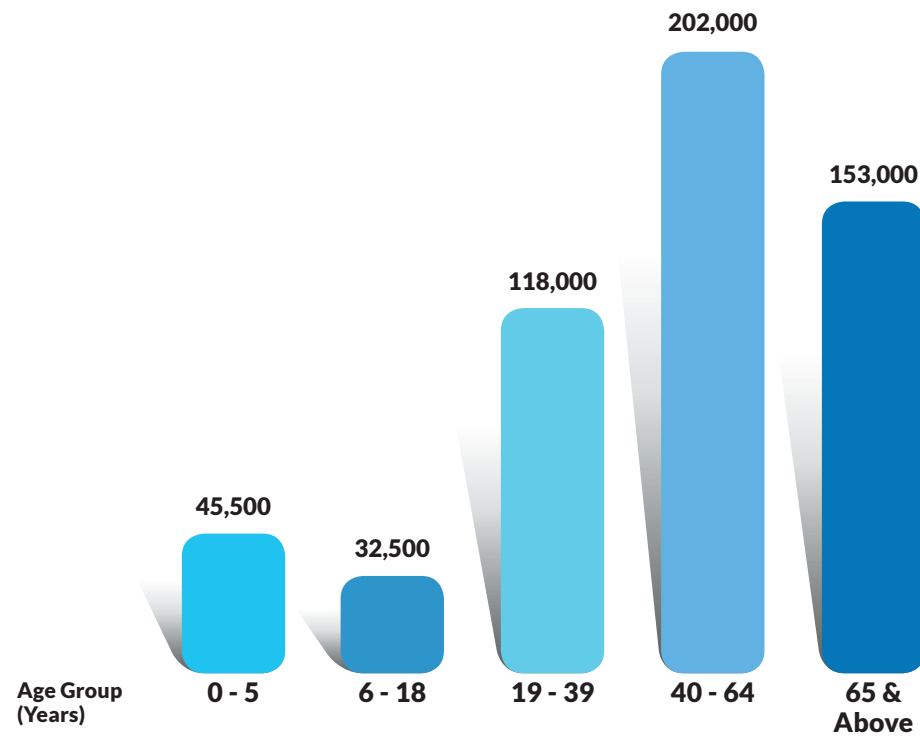
ETHNIC COMPOSITION OF PATIENTS



TOTAL NUMBER OF PATIENTS SEEN

551,000

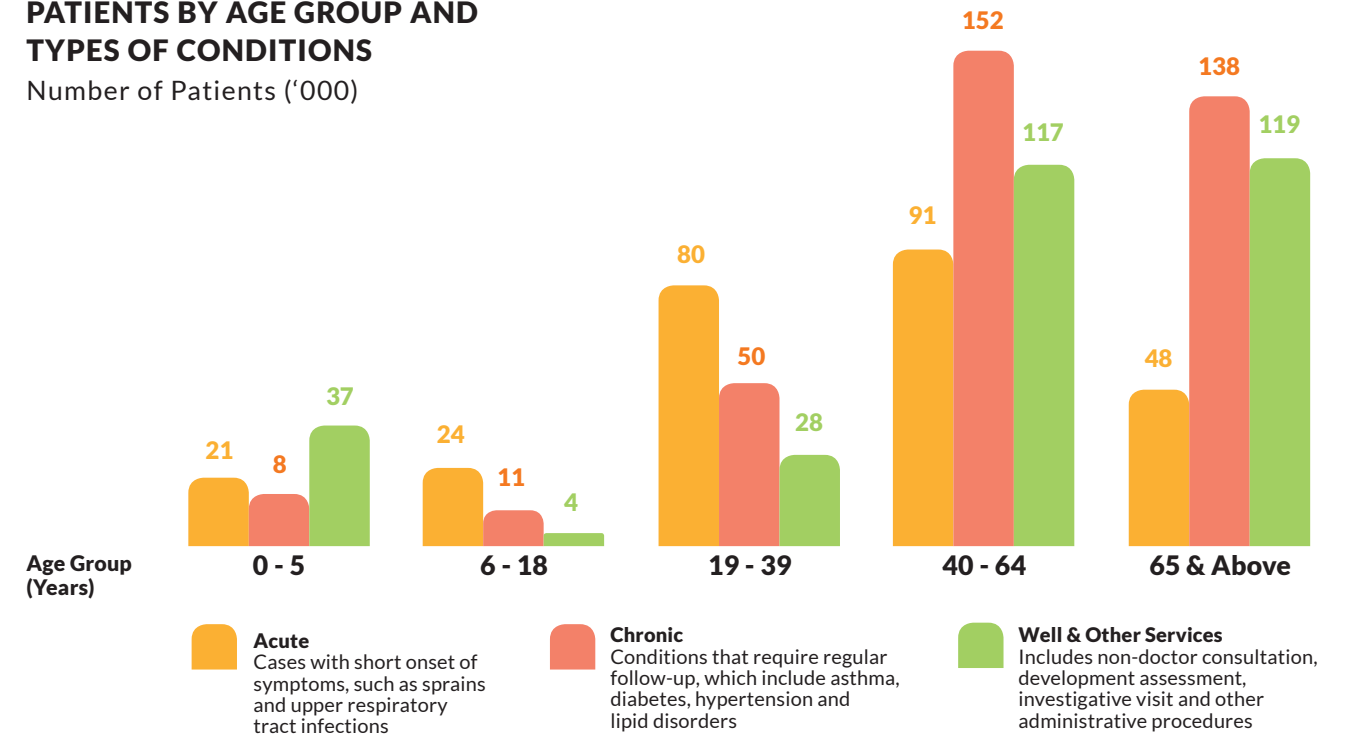
PATIENTS BY AGE GROUP



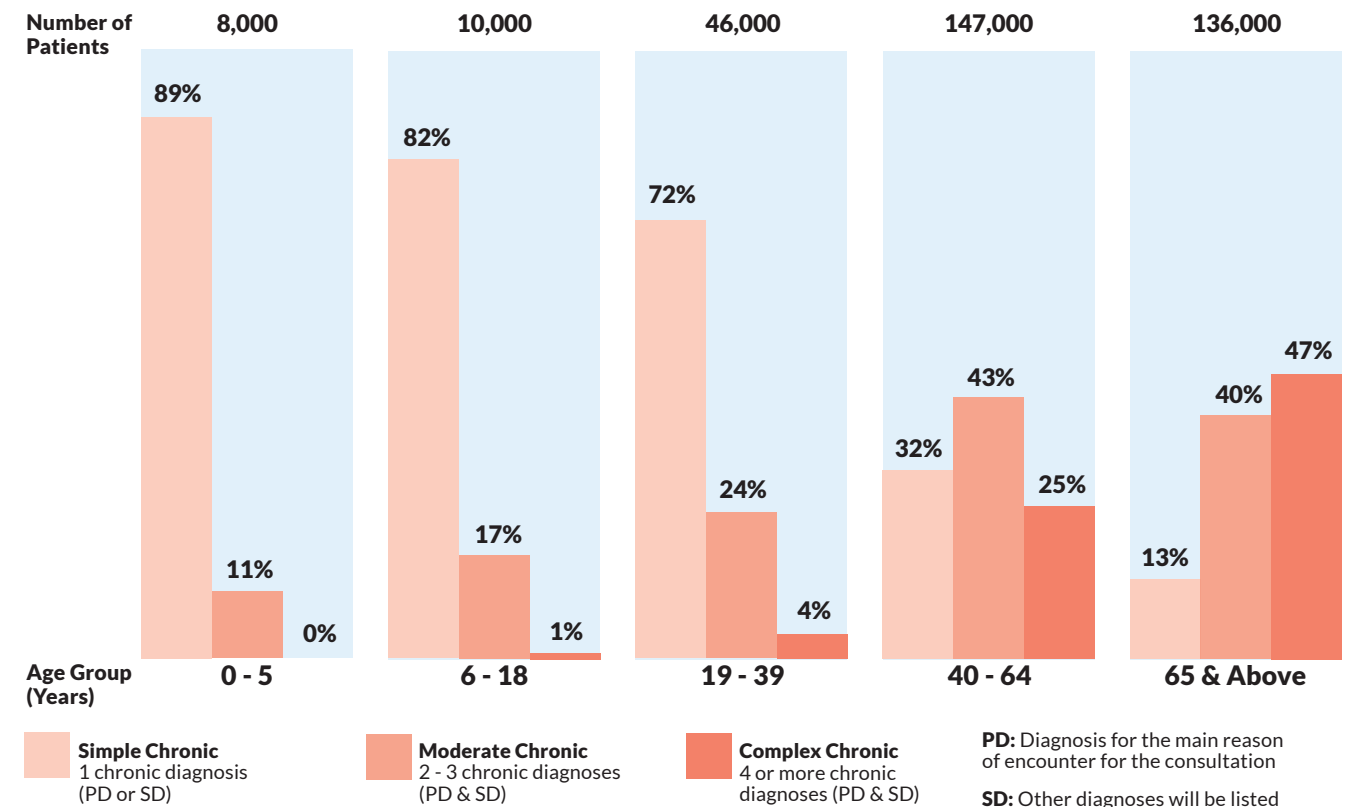
Note: As numbers are rounded up for ease of reference, small rounding differences may arise.

PATIENTS BY AGE GROUP AND TYPES OF CONDITIONS

Number of Patients ('000)

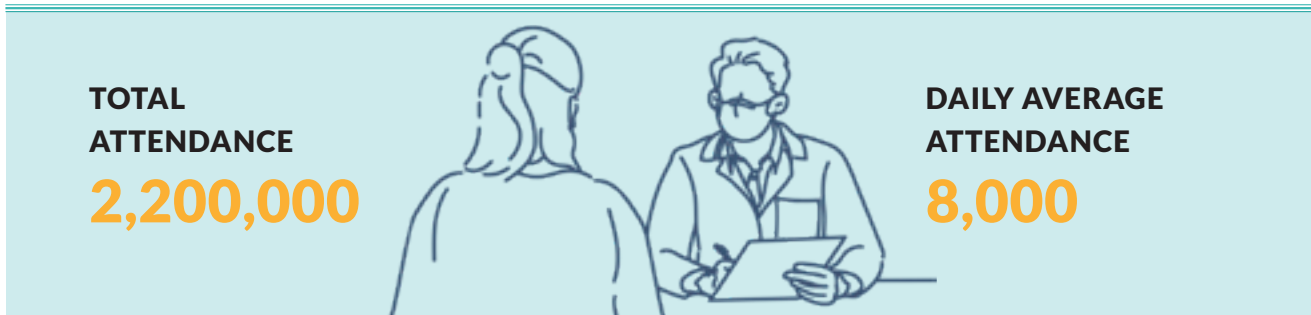


PROPORTION OF PATIENTS WITH CHRONIC CONDITIONS BY AGE GROUP AND COMPLEXITY

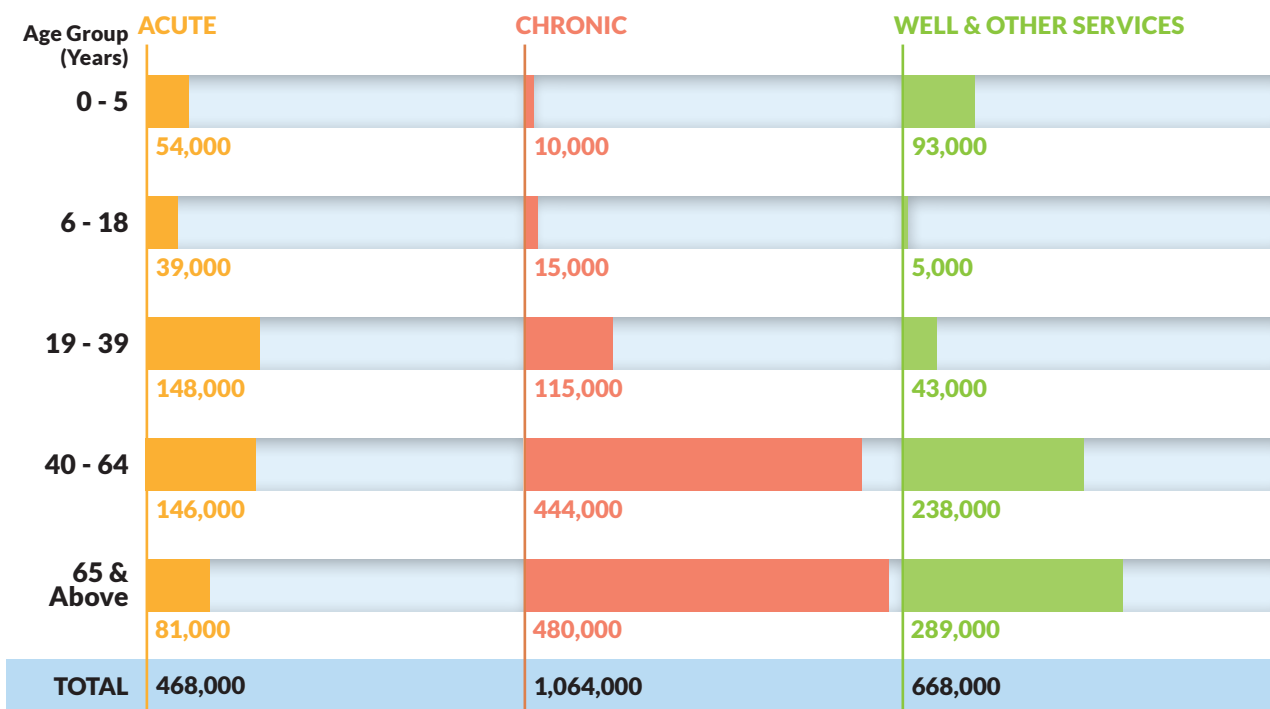


Note: As numbers are rounded up for ease of reference, small rounding differences may arise.

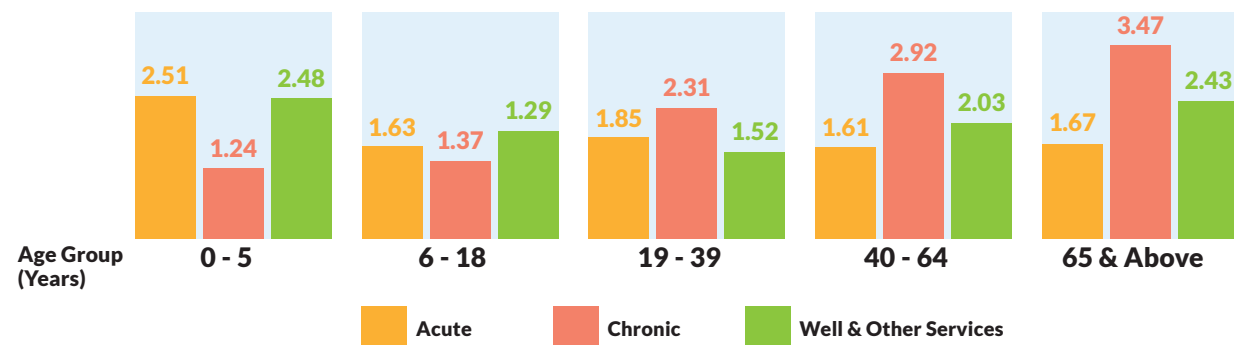
SNAPSHOTS OF PATIENTS' ATTENDANCE AND WORKLOAD IN FY2021



ATTENDANCE BY AGE GROUP AND TYPES OF VISIT



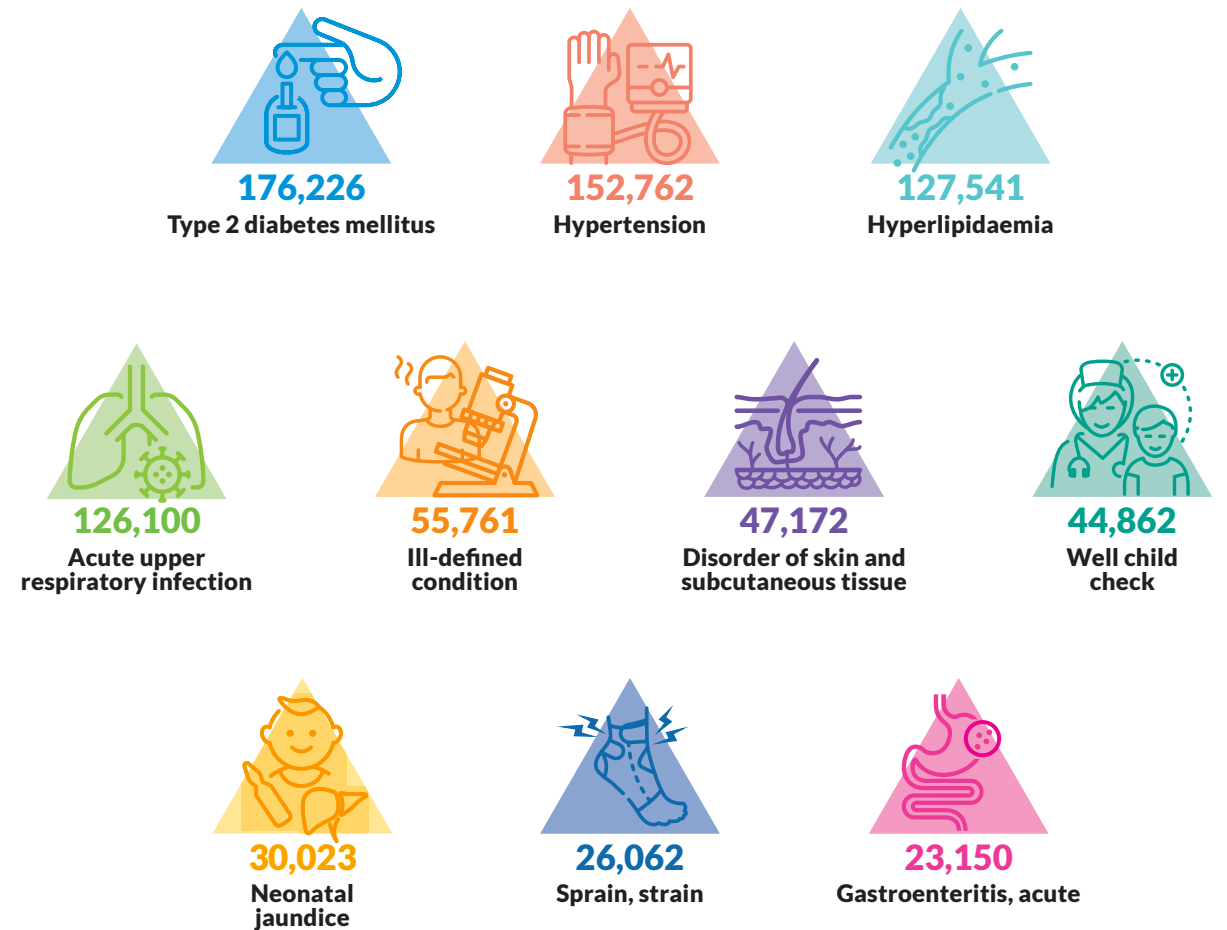
AVERAGE NUMBER OF VISITS PER PATIENT



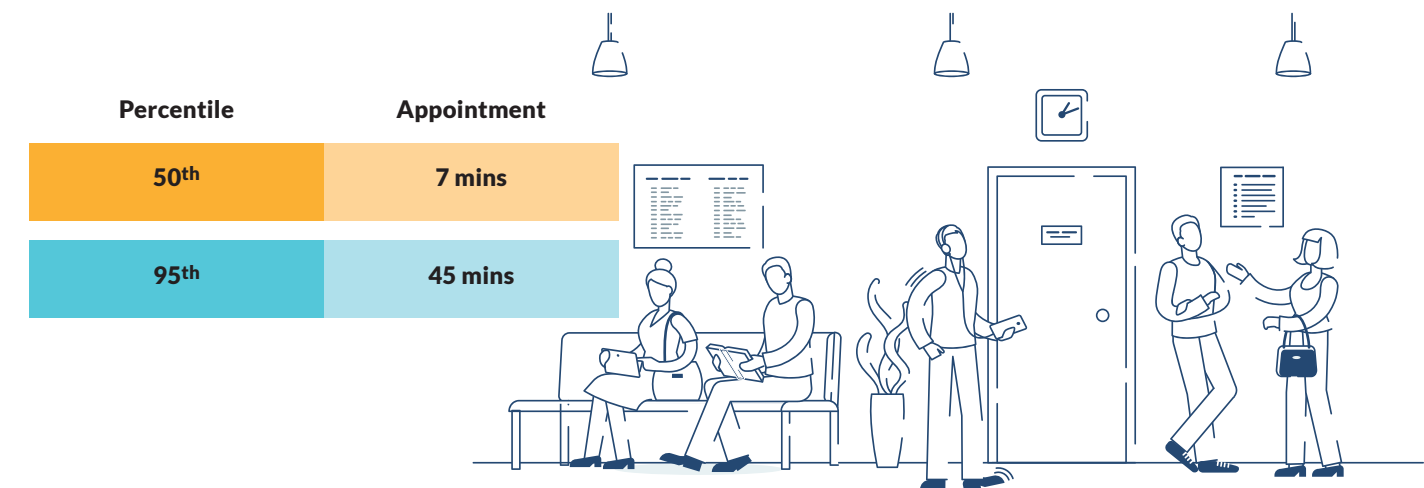
Note: As numbers are rounded up for ease of reference, small rounding differences may arise.

TOP DIAGNOSES

Number of Visits



CONSULT WAITING TIME



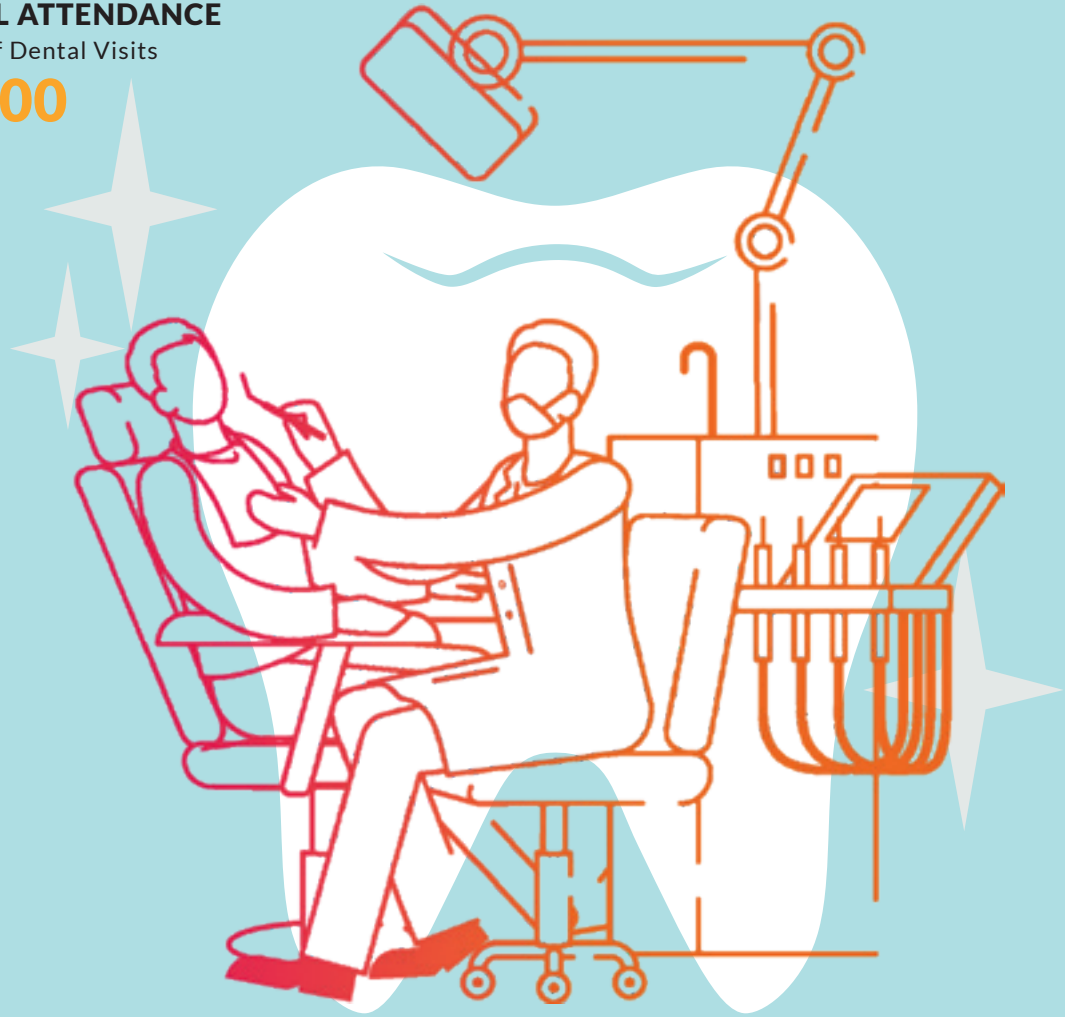
Note: As numbers are rounded up for ease of reference, small rounding differences may arise.

SNAPSHOTS OF DENTAL PATIENTS IN FY2021

ANNUAL ATTENDANCE

Number of Dental Visits

94,000



NUMBER OF DENTAL PROCEDURES



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



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