



National University  
Polyclinics



# Primary Care

FOR A HEALTHIER  
TOMORROW

ANNUAL REVIEW  
2023-2024

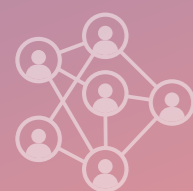


# Our Vision



A Healthy Community  
Shaping Medicine,  
Transforming Care.

# Our Mission

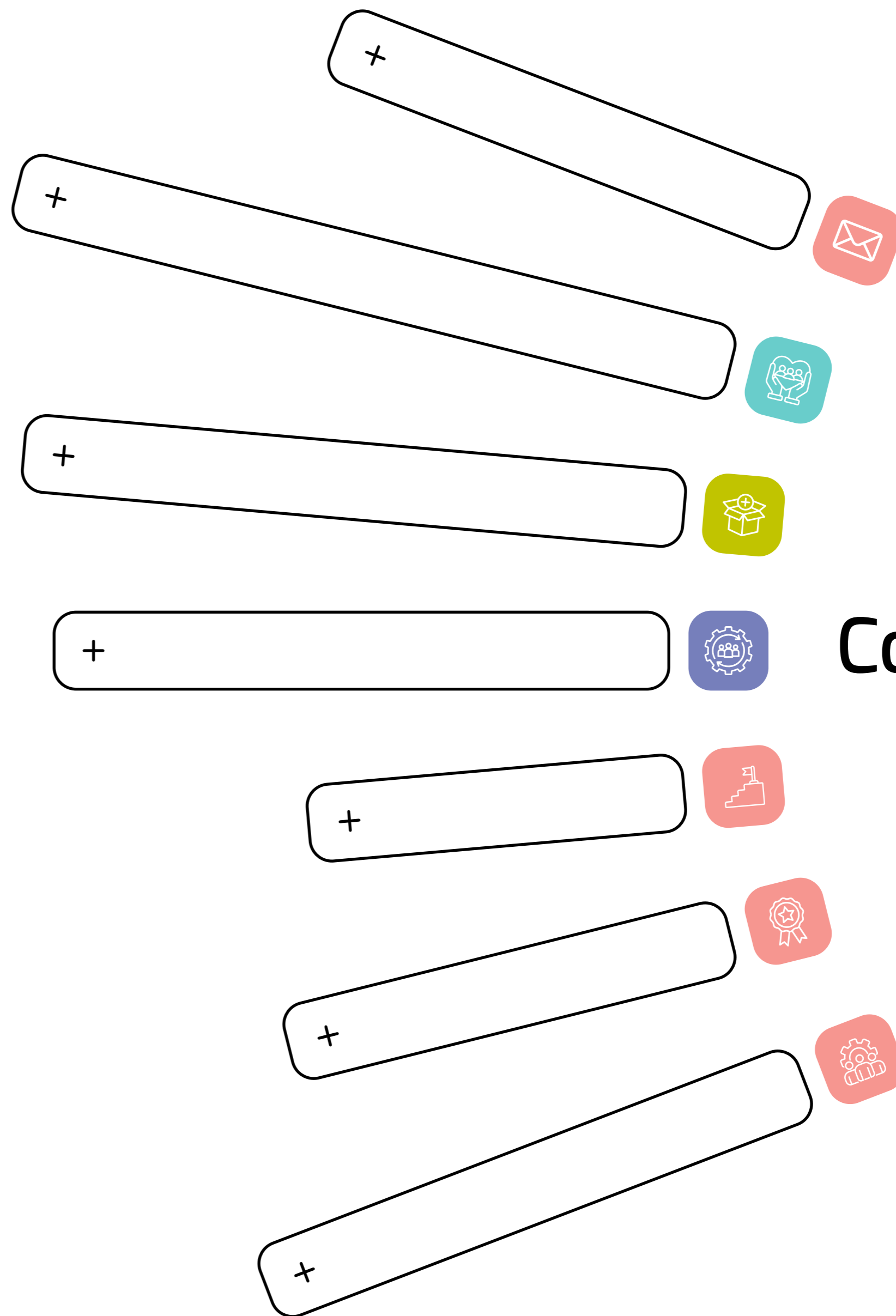


To advance health by  
synergising care, education  
and research, in partnership  
with patients and the  
community.

# Our Values



Teamwork  
Respect  
Integrity  
Compassion  
Excellence  
Patient-centredness



# Contents

On the cover:  
**Dr Kwek Sing Cheer**  
Head, Bukit Batok Polyclinic

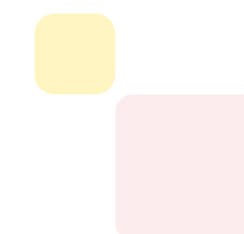


Our mandate to provide quality primary care in the western region of Singapore keeps us extremely busy but it is meaningful work.

## CREATING A HEALTHIER FUTURE WITH YOU

Due to our rapidly aging population and a vast majority of our seniors having one or more chronic conditions, NUP's workload is expected to increase. In our forward planning, we strive to continually improve productivity and innovate new models of care for better health outcomes. We are currently in the process of streamlining all our chronic disease management programmes (diabetes, hyperlipidaemia and hypertension) into a single NUP Care Model that will optimise multidisciplinary team-based care.

One of our key goals in FY2023-2024 was to launch Healthier SG (HSG). The HSG approach is to activate patients, aged 40 and above, to co-create a personalised health plan to live well and prevent the onset of chronic diseases. In preparation, NUP began testing a new model of personalised patient-doctor interaction in 2022 which was successfully incorporated into our HSG workflow. This person-centric approach has been well received by patients who say they feel heard and understood.



## CEO's Message

Besides chronic disease management, we also run targeted programmes for different demographics. For example, in family and child health, we now offer anticipatory guidance for both mother and child including breastfeeding support, child vaccinations, and paediatric dental and podiatry services. For the elderly, we prescribe vaccinations, frailty assessment, dementia screening and other allied health services. We want to be their community-based one-stop service provider for primary and preventive care.

To stay relevant in a changing health landscape, we strive to expand the breadth of services to allow greater access in the community. For example, we have set up bone mineral density testing in Bukit Batok Polyclinic. We started a co-management care model with the National University Hospital (NUH) to provide step-down care for their patients with well-controlled ischaemic heart disease. This means that patients would be spared the inconvenience and costs of travelling to the hospitals for follow-up care.

We have also expanded our telehealth offerings, the latest being the NUHS CHAMP chatbot for patients living with chronic diseases. The AI-enabled chatbot is powered by *WhatsApp* and serves a dual purpose in that it not only provides patients with an easy way to record and access their blood pressure and heart rate readings from home but also offers clinicians a more efficient means of processing patient data.

Beyond enhancing care, we encourage our clinical teams to initiate collaborative research. Last year, they produced significant findings in areas such as antimicrobial stewardship in primary care, optimising statin therapy, pre-diabetes guidelines adherence, screening tool for early autism detection, identification and management of postnatal mental health problems, and nurse-led insulin tele-titration. Their research papers have been published in international journals and presented at conferences.

Our mandate to provide quality primary care in the western region of Singapore keeps us extremely busy but it is meaningful work. I would like to thank all our doctors, nurses, allied health professionals and administration/ancillary support teams as well as our colleagues in NUHS Diagnostics and NUHS Pharmacy, for their hard work through FY2023-2024. Together, we can create a healthier future with our patients and our community.

**Dr Lew Yii Jen**

Chief Executive Officer



Keep Our  
Population Healthy

# Keep Our Population Healthy

(R)  
Ms Lim Yen Peng  
Senior Patient Service Associate,  
Pioneer Polyclinic

In 2023, the Ministry of Health launched Healthier SG (HSG) as a major transformation of our healthcare system to strengthen population health management, anchored in primary care. The journey leading up to the launch was not without its challenges but through a calibrated effort NUP successfully implemented HSG in all seven polyclinics.



# PRIMARY CARE TAKES A BIG LEAP FORWARD

At the heart of Healthier SG (HSG) is the family physician whose role is to help enrolled patients co-develop a personal health plan based on their health conditions.

The programme promotes a lifelong patient-doctor relationship for every Singaporean, instead of episodic care at a polyclinic or an HSG-enrolled general practitioner clinic. Patients are also advised to sign up for nationally recommended health screenings and vaccinations.

Besides receiving clinical advice, HSG patients are assessed holistically and prescribed appropriate healthy lifestyle adjustments.

Known as Social Prescribing, the practice has been tried and tested in many first-world economies to connect patients to a range of non-clinical services based in the community.

During the year leading up to the nation-wide launch of HSG in July 2023, multi-department workgroups across NUP involving Medical, Nursing, Service & Operations, Informatics, Communications and Finance experts set about planning and executing crucial tasks.

The considerable list included ironing out clinic workflows, capacity readiness assessments, management of consultation slots, training and competency testing, rehearsals as well as systems alignments and installation of performance dashboards.





## Service Transformation

As the Social Prescribing element in HSG was an entirely new workflow, NUP paid particular attention to equipping the right personnel for this role.

As early as 2021, the Service & Operations Department created a new career progression framework to upskill Patient Service Assistants to take on a larger job scope as Care Coordinators (CCs).

CCs support the chronic illness medical teamlets in referring patients to relevant non-clinical resources in the community for their psychosocial needs. Having thus created a team of CCs meant that NUP had a ready pool of experienced service staff who could take on the Social Prescribing function under HSG.

From November 2023 to February 2024, the CCs were attached to an Active Ageing Centre partner to gain in-depth knowledge of the centre's activities and services.



(M) Ms Wong Xin Hui, Lead Care Coordinator, Bukit Batok Polyclinic



Ms Chua Swee Lian, Care Coordinator, Clementi Polyclinic

*I have met more patients who are increasingly receptive towards attending activities at the AAC. I believe it is never too late to learn and contribute to society. The elderly can lead their lives with purpose and dignity.*

*I find my work more meaningful now as we are able to take a holistic approach encompassing the physical, psychological and social needs of the patients and connect them to relevant services offered in the community.*

## Promoting Health All Year Round

It takes an entire community to bring health to every home. To successfully roll out HSG and sustain enrolment and healthy living, NUP needs to work closely with community care partners to help patients stay on track.

In September 2023, NUP's allied health educator team collaborated with the Health Promotion Board (HPB) to develop a programme aimed at training a new team of volunteer Health Ambassadors.

These ambassadors would help patients to navigate the HPB's Healthy365 App to sign up for activities in the community as part of their HSG journey.

An initial batch of 12 Health Ambassadors completed their training and began operating the new Health Corner counter installed at Bukit Batok Polyclinic in October 2023.



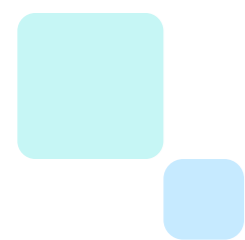


## Public Education on Healthy Eating

October through November 2023, NUP's dietitians participated in NUHS' HSG community roadshows at Bishan-AMK Park, Yew Tee Square, Keat Hong Square, and Hillion Mall MRT Plaza.

The aim of the cluster-led roadshows was to help residents navigate the HSG framework and garner enrolment, especially those aged 60 and above, empowering them to take proactive steps towards improving their health and wellbeing.

Through interactive games and activities, the public learnt how to interpret food labels for sugar and fat content, and how to prepare delicious meals with heart-healthy ingredients.







# Optimising Care Delivery

At NUP, we continually seek to address evolving healthcare needs. Increasingly, we integrate care with hospitals for optimal results. We innovate new care models for better health outcomes; we employ tech-enabled tools to empower our patients; and we embark on research to advance primary care.

(L-R)

**Ms Lim Ting Xuan**  
Staff Nurse, Bukit Panjang Polyclinic

**Ms Putri Nur Elyna**  
Senior Patient Service Associate,  
Bukit Panjang Polyclinic



## Optimising Heart Health

A new shared care programme to help patients maintain optimal control of their cardiovascular health was piloted in Jurong Polyclinic in June 2023. It entails the co-management of patients with ischaemic heart disease (IHD) between NUP and NUH.

This collaboration between primary care and tertiary care is designed to facilitate safe and seamless cross-institutional transfers for guideline-directed medical therapy for IHD and at the same time enhance the patient experience.

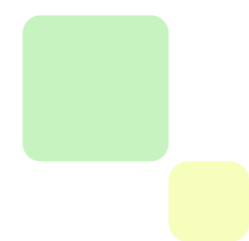
The care model pilots the involvement of a clinical pharmacist in the polyclinic setting co-managing a chronic disease with hospital specialists. This enables IHD patients whose condition is stable to receive follow-up care (laboratory tests, review and medication titration) at a primary care site closer to home.

If necessary, cases may be promptly referred back to the specialist outpatient clinic for appropriate management. Upon discharge, the patient returns to the polyclinic for step-down care.

Patients have expressed satisfaction, particularly with regards to the familiarity of the polyclinic setting and proximity from home.

The programme is currently being rolled out to the rest of the polyclinics in NUP involving a teamlet of doctors, care managers and advanced practice nurses.

IHD is a condition in which the blood flow to the heart muscles is reduced or restricted due to narrow or blocked arteries around the heart. This may lead to chest pain or a heart attack.



## Diabetes Care Model Fully Implemented

NUP continually explores avenues to integrate more person-centric elements into our care delivery framework. This commitment spurred NUP to pilot the Patient Activation through Community Empowerment/Engagement for Diabetes Management (PACE-D) programme in 2021 to prioritise the individual needs and preferences of patients living with diabetes.

Under this programme, in contrast to traditional care models, the patient is found to be more receptive during the annual consultation which is specifically conducted as a personalised care and support planning (PCSP) conversation.

Over a 1-year period, patients demonstrated improved activation levels, and those who previously had poor control at baseline level did not see any worsening of their condition.

Given the promising results, the pilot was scaled up in 2023 and implemented in all NUP polyclinics with additional teamlets trained to run the programme. Over 2,000 patients participated in the pilot.

By 31 March 2024, the programme was implemented in all polyclinics having recruited another 2,500 new patients. The programme has since been renamed PCSP signifying the evolution from its initial focus on diabetes to include other chronic conditions in the long term.

The programme showed instant improvements in shared decision-making following the patient's first PCSP consultation.



### Goal Setting

- What do you want to work on?
- What do you want to achieve?
- How important is it to you?



### Action Plan

- What exactly are you going to do?
- What might stop you and what can you do about it?
- How confident do you feel?

**Patients are walked through a pre-consultation questionnaire to help them identify health goals and lifestyle changes.**



## Non-Fasting Tests for Diabetics

NUP has implemented non-fasting lipid profile and diabetes monitoring panel tests for patients living with diabetes.

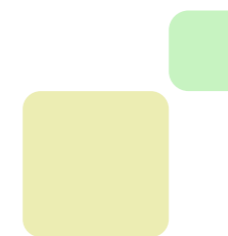
Non-fasting tests not only reduce the risk of hypoglycaemia (low blood sugar) but also offer patients more convenient appointment slots minimising morning crowds and frustration.

In 2023, the frequency of hypoglycaemia presenting in patients who over-fasted was about 5 in 1,000 cases. The standard fasting lipid profile test requires an overnight fast of 8 to 10 hours but sometimes patients end up over-fasting and develop hypoglycaemia.

NUP's Clinical Services and Endocrine Specialty Advisory Group doctors who worked on the clinical guidelines for non-fasting orders estimated that more than 85% of patients who had been fasting in the past could potentially benefit from non-fasting tests moving forward.



(R) Ms Nooradlin Marina, Nurse Clinician, Jurong Polyclinic



Eligible patients would include the frail and elderly as well as those with chronic kidney disease, and no history of hypertriglyceridaemia.

## Improving Hypoglycaemia Awareness

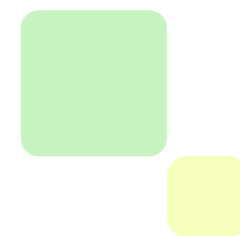
The risk of hypoglycaemia is a significant issue as many patients are unaware of the causes and symptoms. Thus, NUP has introduced same-day counselling sessions for patients who experience a hypoglycaemic episode during their laboratory visit.

In a 6-month trial run at Jurong Polyclinic, the Nursing team established that such patients with a history of hypoglycaemia can benefit from an extra step in their care process.

Typically, patients with symptoms are given immediate attention by nurses in the treatment room. They are then referred to see the doctor for treatment. Now, patients are further offered a same-day session with a care manager, a trained nurse, assigned to counsel and educate patients on the causes of the condition and ways to avoid it in future.

To evaluate the effectiveness of the counselling service, a 'Hypoglycaemia Awareness' questionnaire was administered before and after the session. It was found that 97% of counselees could identify what low blood sugar is, as compared to 52% before counselling.

70% of patients had a better understanding of the management of low blood sugar as compared to 15% of patients before counselling, using a rating scale.



### BEFORE & AFTER COUNSELLING



**97%**  
VS  
**52%**

able to identify condition

**70%**  
VS  
**15%**

have a better understanding of how to manage condition



## Screening Tool to Detect Autism

NUP nurses contributed to a large-scale study to evaluate the validity and feasibility of a standardised questionnaire during routine screening to facilitate accurate diagnosis of autism spectrum disorder and early intervention.

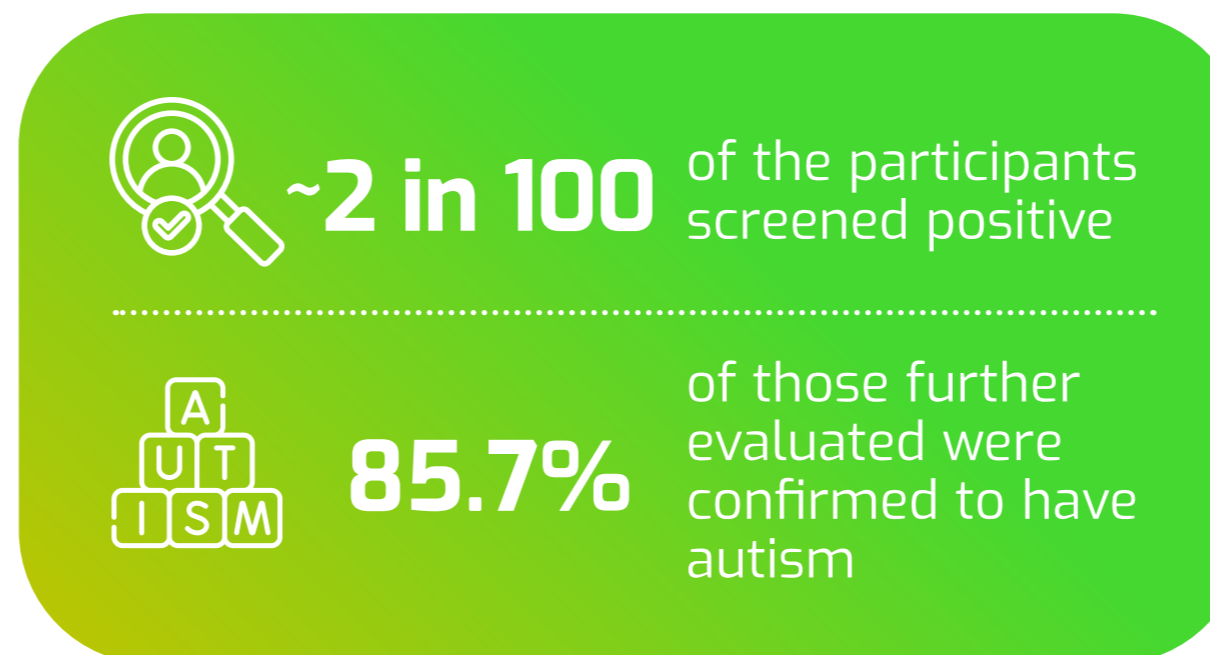
In Singapore, autism screening using a structured screening tool is not currently employed as a part of routine well-child visits for children in primary care clinics.

The study was led by the Child Development Unit under the Khoo Teck Puat–National University Children’s Medical Institute (KTP–NUCMI), NUH, in collaboration with NUP.

From August 2020 to November 2022, nurses in two polyclinics screened a total of 5,336 children at their 18-month childhood developmental screening visit using the *Modified Checklist for Autism in Toddlers, Revised with Follow-Up* (M-CHAT-R/F).

The findings showed that the M-CHAT-R/F questionnaire, which takes 5 to 10 minutes to complete, is an effective and feasible tool for autism screening in Singapore.

NUP’s Family Physician & Senior Consultant, Dr Ruth Zheng co-authored the research paper with Dr Aishworiya Ramkumar, Consultant, Child Development Unit, KTP-NUCMI. It was published in the international journal, *Autism*, in October 2023. The M-CHAT-R/F has since been approved and implemented in all NUP polyclinics.





## Introducing CHAMP Chatbot

A trial run for CHAMP, which stands for Chronic Disease Management Programme, was launched in Clementi Polyclinic in June 2023.

Patients at the polyclinic were the first to experience the convenience of submitting their blood pressure (BP) and heart rate readings to NUP via the CHAMP chatbot powered by *WhatsApp*.

CHAMP users also receive automatic weekly reminders and have easy access to their readings via the chatbot. Concurrently, care managers at the polyclinic can monitor submissions on a live dashboard and provide prompt tele-support.

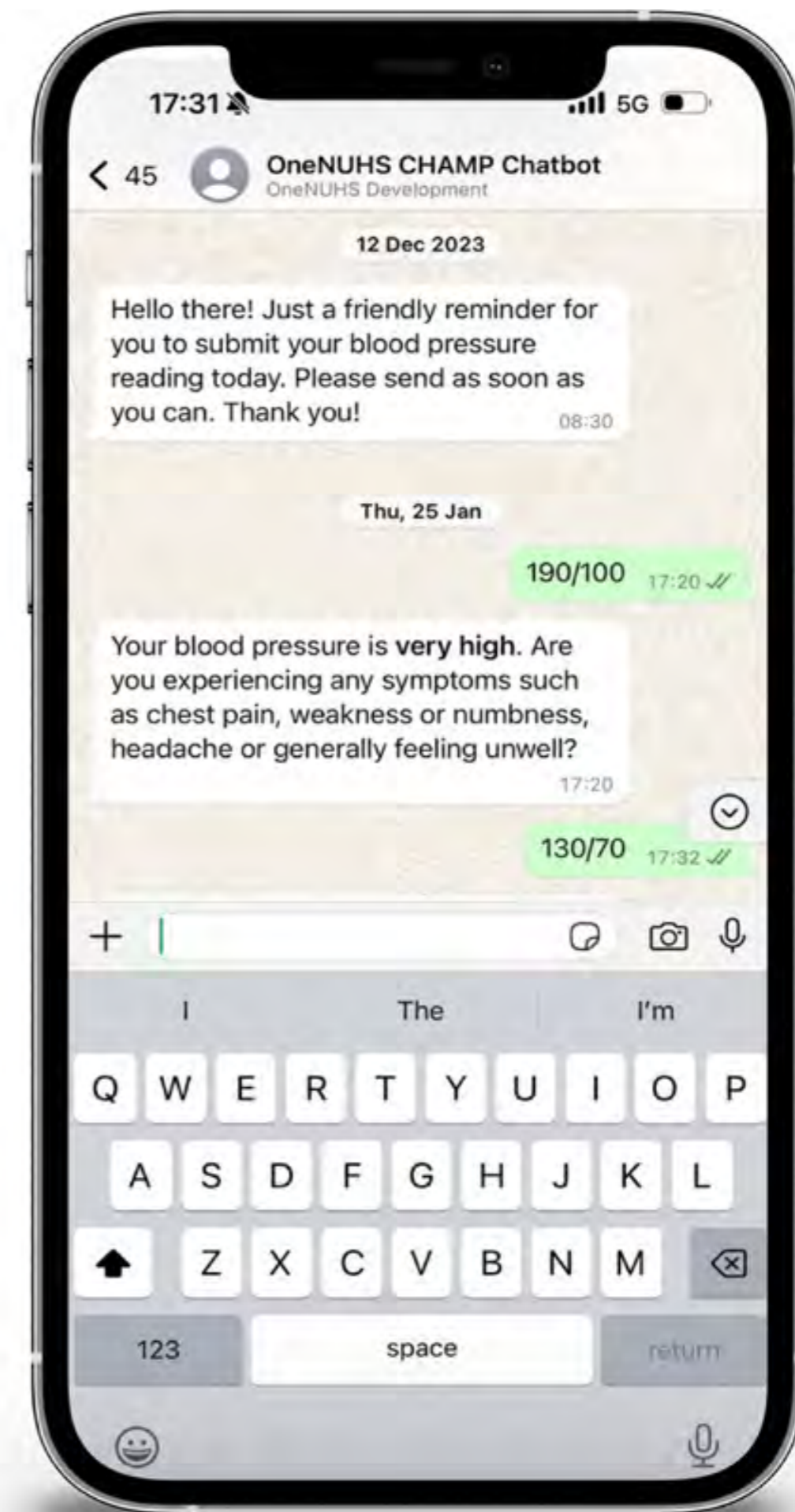
The outcome is a more efficient way of processing data that facilitates informed conversations with patients during consultations.

*I am pleasantly surprised by how approachable and user-friendly this BP recording platform was. It gave me a good overview of my blood pressure control.*

Mr Ang, patient at Clementi Polyclinic

CHAMP targets a broad range of chronic diseases and is suitable for patients who have lower-level monitoring needs while the Primary Tech-Enhanced Care (PTEC)\* programme launched in 2022 caters to patients who have hypertension as the primary chronic condition.

The pilot at Clementi Polyclinic was well-received by more than 500 patients and is scheduled to be offered to all NUP patients by 2024.



\*A collaboration between the MOH Office For Healthcare Transformation, Synapxe and the three polyclinic clusters.



## Telehealth Adoption on the Rise

Since the introduction of NUP telehealth services in 2020, the level of acceptance by patients has increased by more than three times. Telehealth encompasses both telephone and video consultations facilitated through the NUHS App on smart devices.

Telehealth appointments enable patients to receive on-going care where in-person clinic consultations are not necessary. Suitable conditions include chronic illness care management, preventive follow-ups, wound services, direct observed therapy, dietetic services and medical social services.

Teleconsultations offer patients greater flexibility and convenience. Furthermore the service is eligible for MediSave coverage, and, at the same time, reduces the queue for appointments and crowding at the polyclinics.

*It's truly convenient as I usually need to go to the polyclinic twice – once to draw blood for the lipid panel profile and another visit to see the doctor the following week. With telephone consult, my doctor calls me at the arranged time to discuss the test results.*

Mdm Choo, patient who has multiple chronic diseases



(L) Ms Esther Goh, Care Manager, Pioneer Polyclinic

## Bone Density Testing Available

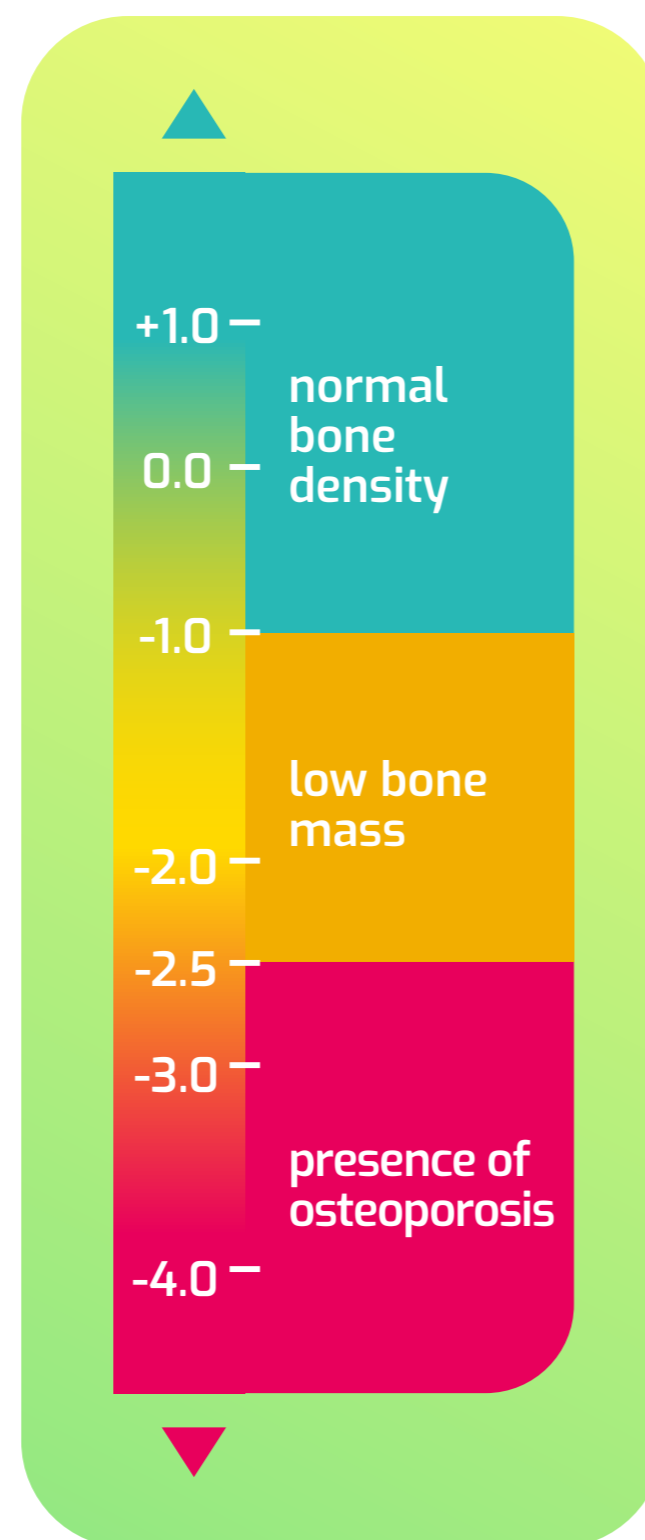
Since February 2024, Bukit Batok Polyclinic has been offering a Bone Mineral Densitometry (BMD) service making it more convenient for patients to take the test within the familiar polyclinic premises.

Previously, patients in need of a test were referred to Alexandra Hospital or other community BMD service providers. Now, all NUP patients can book a test via the polyclinics' self-service kiosks.

Doctors use the BMD results to assess patients' response to their medical therapy for osteoporosis. The test measures bone calcium content to detect early loss of bone mass. The condition is commonly found in post-menopausal women and elderly men.

Services expansion is one of the outcomes of the strategic partnership which saw NUHS Diagnostics taking over the management of diagnostic services from NUP's external service partner in 2020.

### T-SCORE



## New Dentures Service, Shorter Wait Time

Typically, patients with missing teeth are referred to tertiary centres for procedures such as dentures, bridges and implants. At times, patients may be inconvenienced by long wait times for an appointment at tertiary centres and increased travel distances.

In response, NUP's Dental Services introduced a subsidised denture service for straightforward cases in November 2023. It was launched at Jurong Polyclinic and Bukit Panjang Polyclinic aiming to enhance accessibility and at the same time broaden the scope of practice for polyclinic dentists.

The service primarily focuses on uncomplicated cases and translates to shorter treatment times and lower fees. Patients welcomed the initiative and many have expressed their satisfaction and had no need for further review after being fitted with their new dentures.



(L) Dr Ashley Loh, Dental Surgeon, Bukit Panjang Polyclinic



## Advance Planning: Future Health and Personal Care

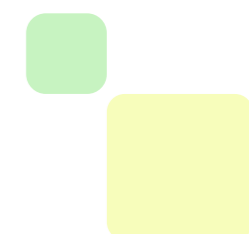
To commemorate World Social Work Day, NUP's Medical Social Services Department organised a public education event on 1 March 2024 to help patients understand the objective of Advance Care Planning (ACP).

Visitors and patients at all seven polyclinics got to learn about ACP through interactive games, talks and a video screening conducted by staff from Medical Social Services.

ACP helps patients concretise future plans which entails making decisions about medical treatment preferences, pain management, comfort care and other aspects of care that would improve their quality of life in the event that they are no longer mentally fit nor able to communicate for themselves.

ACP also allows for the assignment of a trusted family member or friend to follow advance directives when the time calls for their action.

Interested patients were able to sign up for guidance to begin their ACP process.





## Efficacy of Antibiotics in Treating UTIs

Urinary tract infection (UTI) is among the top 10 principle causes of death in Singapore, and the second most common indicator for antibiotic therapy in Singapore in 2021<sup>[1]</sup>.

This led NUP's Department of Family Medicine Development to spearhead the first large-scale local study to improve the management of uncomplicated UTIs.

It involved a multi-disciplinary team comprising Infectious Diseases, Urology and Family Medicine experts from the National University of Singapore, National University Hospital, Alexandra Hospital and Ng Teng Fong General Hospital.

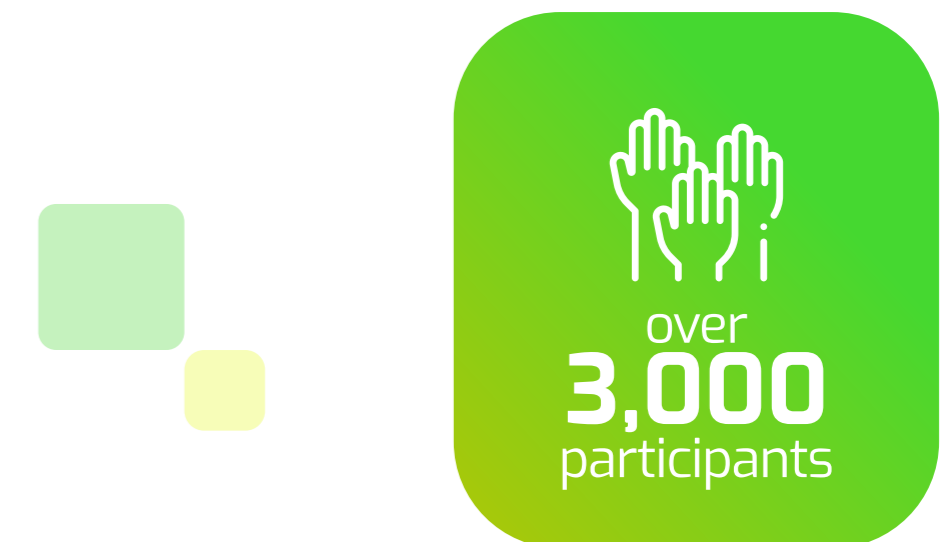
Encompassing 3,194 female patients aged 18 to 50 with uncomplicated UTI at six NUP polyclinics from 2019 to 2021, the research revealed that amoxicillin-clavulanate (commonly known as Augmentin) and nitrofurantoin exhibited superior efficacy compared to ciprofloxacin and co-trimoxazole.

Patients treated with amoxicillin-clavulanate or nitrofurantoin experienced a significant 33% reduced risk of treatment failure (reduced 28-day reattendance rate requiring antibiotics, Emergency Department visits or hospital admissions for complications).

The research paper was published in the *Antimicrobial Resistance & Infection Control* journal on 1 August 2023<sup>[2]</sup>.



Family Physician & Associate Consultant, Dr Sky Koh led the ground-breaking study.



[1] Koh SWC, Lee VME, Low SH, et al. Prescribing Antibiotics in Public Primary Care Clinics in Singapore: A Retrospective Cohort Study. *Antibiotics (Basel)*. 2023;12(4):762

[2] Koh SWC, Ng TSM, Loh VWK, et al. Antibiotic Treatment Failure of Uncomplicated Urinary Tract Infections in Primary Care. *Antimicrobial Resistance & Infection Control*. 2023;12(1):73



## Shaping Antimicrobial Stewardship in Primary Care

Singapore's inaugural Primary Care Antimicrobial Stewardship Symposium was held on 18 November 2023. Recognising antimicrobial resistance as a critical public health threat, the event sought to address the challenge and foster dialogue and knowledge-sharing on the future of antimicrobial stewardship in primary care.

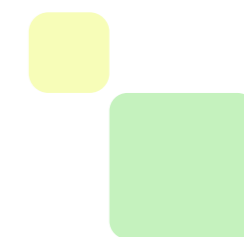
The symposium was chaired by NUP's Dr Meena Sundram, Director, Family Medicine Department, and featured Dr Sky Koh from Bukit Batok Polyclinic as one of three esteemed guest speakers.

One of the event's highlights was the launch of the MOH Agency for Care Effectiveness Clinical Guidance (ACG) on the treatment of urinary tract infections which was markedly informed by NUP's published research in this area [see article on page 20].

Beyond this, NUP actively forges antimicrobial stewardship strategies as a partner institution in the MOH National Medical Research Council (NMRC) Centre Grant for Collaborative Solutions Targeting Antimicrobial Resistance Threats in Health Systems (CoSTAR-HS).



The symposium was jointly organised by NUHS, National Centre for Infectious Diseases and Singapore General Hospital.







# A Thriving Workplace

(L-R)

**Ms Jess Tan**  
Associate Executive,  
Human Resource

**Ms Kavitha Parada Raju**  
Manager, Human Resource

**Mr Derrick Chong**  
Senior Assistant Manager,  
Human Resource

**Ms Sharon Koo**  
Deputy Director,  
Human Resource

We care for our people as much as we care for our patients. We cultivate an environment where employees are valued, supported, and empowered to thrive. Being healthcare workers belonging to an academic health system, they have unique opportunities to grow and advance in their careers and contribute in ways that are meaningful to them.



# BUILDING AN INCREDIBLE TEAM

## Ensuring Growth & Staying Relevant



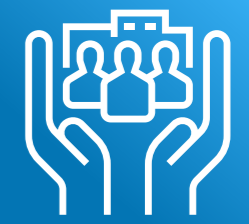
- Individual development plan for each employee
- Opportunities for job rotation across NUHS
- Milestone leadership training
- In-service sponsorships and grants for formal education programmes
- Job re-design for career/enhanced career progression
- E-learning and knowledge portal
- Team building participation
- Awards and recognition

## Communication Platforms



- Suggestions/feedback platform on the Intranet
- *WeCare* mobile app for announcements, interaction and retail promotions
- *HR Connect* sessions by appointment
- *HR Support Centre* for staff enquiries
- *Ask HR* platform on the NUHS Russell chatbot
- Whistleblowing policy
- Zero tolerance policy on harassment or unfair treatment

## Staff Welfare



- Corporate passes to tourist attractions and subsidised staycations
- Early release on Eat With Your Family Days
- Birthday off-in-lieu
- Counselling services by third-party professionals
- Workplace Health Promotion activities and sponsorship for public marathons/runs
- Time off to participate in clinic-organised activities on Work-Life Balance Days
- Medical Benefits Scheme
- Staff health screening and vaccinations



# Quality Month: No Unsafe Practices

When healthcare workers are encouraged to voice their concerns, speak up safely and highlight potential errors or lapses, processes are improved, innovation is inspired, and adverse outcomes can be avoided.

With this principle in mind, Quality Month was launched on 13 January 2023 with an opening event to reveal the corporate goal of “**No Unsafe Practices: Towards Zero Harm for Patients, Staff and Visitors**” to all staff members. The event comprised a seminar, an awards ceremony, a learning fair and a Quality Improvement (QI) poster exhibition.

The esteemed speakers were Ms Dawn Allbee, Executive Director, High Reliability Services, Joint Commission International; Dr Albert Ty, Director, Patient Safety and Quality Improvement Division, Health Services Group, MOH; and Ms Pang Nguk Lan, Director, Special Projects, Chairman Medical Board Office, KK Women’s and Children’s Hospital.

Awards were presented to recognise exceptional QI projects as well as outstanding staff/teams who took prompt action after spotting an error and prevented potential harm to patients.

Following this, a 3-minute Safety Culture Learning Series of five lessons was disseminated to share how we can enhance psychological safety and foster a culture that encourages staff to express their opinions without fear of punishment, ridicule or rejection.





## Focus on Wellness

NUP's annual Wellness Day for staff was held in conjunction with the Quality Month Opening Event in January 2023. For this, the Workplace Health Promotion (WHP) Committee set up booths that hosted games to raise awareness of different aspects of healthy living.

For example, staff learnt how to interpret the new Nutri-Grade guide for drinks (guided by dietitians) and how leisure activities such as puzzling could significantly enhance their wellbeing and overall health (guided by psychologists). In addition, a team of physiotherapists were on-site to run a fitness booth to conduct a strength test for the lower body.

The WHP committee consists of representatives from every polyclinic as well as Headquarters and is responsible for planning and delivering an array of activities throughout the year, including health talks, educational materials, arts & crafts workshops, and sports activities.

Activity points are accumulated for participation in the CEO Health Challenge Shield which is presented once a year to the polyclinic with the most points. Staff also benefit from their annual health screening exercise with follow-up consultations for newly-detected chronic conditions, and are covered for flu vaccinations twice yearly.





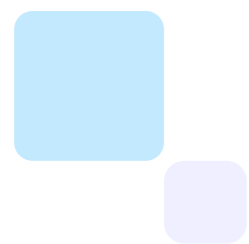
## Rooting for Sustainability

Choa Chu Kang Polyclinic was the venue for a cosy staff gathering to witness NUP's first tree planting ceremony led by NUP's Chief Executive Officer, Dr Lew Yii Jen.

The NUP event on 23 November 2023 was held at one of four sites selected for commemorating NUHS' Tree Planting Day.

This marked the beginning of a clustered initiative to plant 10,000 trees by 2030, aligning with the nation's goal of planting 1 million trees in Singapore by the same year.

Alongside the tree planting, various engaging activities were organised to inspire staff members to embrace gardening as a fulfilling hobby.





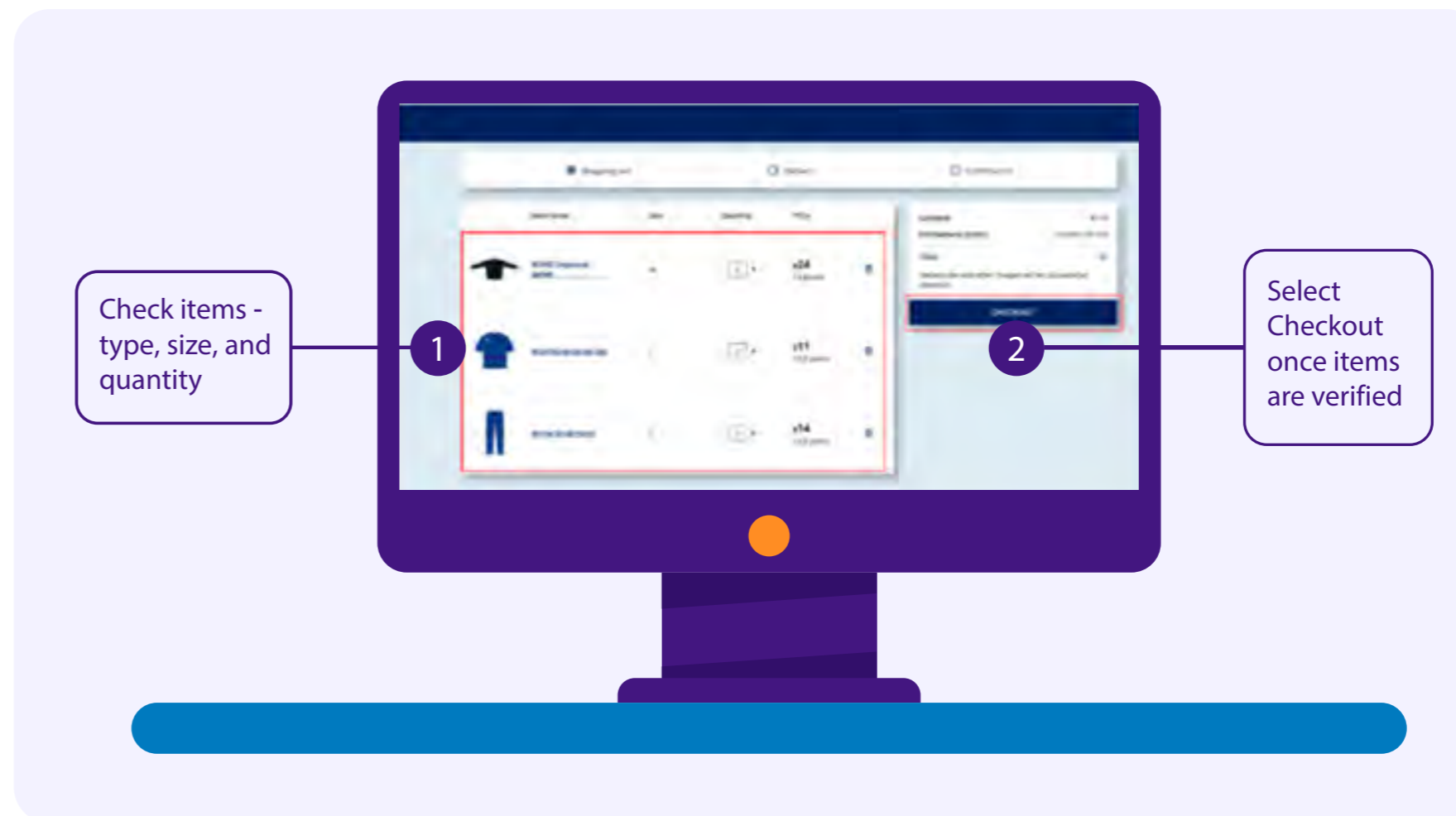
# Enhancing Staff Satisfaction

With the implementation of an online Uniform Management System in November 2023, NUP's uniformed staff can place orders for their entitlement of uniform sets directly via a portal anytime, anywhere.

The self-service portal is hosted on NUHS' Intranet and the system automatically checks each staff's entitlement against the order placed.

Staff may requisite up to three sets of uniforms (or four sets for new hires) per annum, available in several variations: dress, pant suit, scrubs or even maternity dress.

Inventory is managed by the vendor and orders are mailed directly to the staff's home. The upshot is enhanced staff satisfaction and substantial manpower and cost savings for the organisation.



# AWARDS



## Health Manpower Development Plan 2023

### LEADERSHIP AWARD

#### Dr Tan Wee Hian

Deputy Director, Clinical Services  
Family Physician, Consultant

### TEAM AWARD

#### Dr Abiramy D/O Anathan

Head, Clementi Polyclinic  
Family Physician, Associate Consultant

#### Dr Chin Chi Hui

Deputy Head, Jurong Polyclinic  
Family Physician, Associate Consultant

#### Ms Ong Li Ping

Nurse Manager  
Pioneer Polyclinic

#### Ms Saqila Binte Ismail

Nurse Manager  
Bukit Panjang Polyclinic

## NUHS Allied Health Awards 2023

### NUHS ALLIED HEALTH COMMENDATION AWARD

#### Ms Dalilah Hani Bte Ahmad

Therapy Coordinator  
Bukit Panjang Polyclinic

## NUHS ALLIED HEALTH YOUNG ACHIEVER AWARD

#### Mr Chiu Wai Leong

Senior Physiotherapist  
Bukit Panjang Polyclinic

## NUHS Educators' Day Award 2023

### NUHS TEACHING EXCELLENCE AWARD

#### Dr Julio Tan

Family Physician, Associate Consultant  
Clementi Polyclinic

#### Ms Farrah Nathassha Binte Abdul Rahman

Senior Staff Nurse  
Jurong Polyclinic

#### Dr Michael Warren Lim

Family Physician  
Bukit Batok Polyclinic

#### Ms Jose Swapna

Senior Staff Nurse  
Bukit Batok Polyclinic

#### Dr Christine Ng

Family Physician, Associate Consultant  
Choa Chu Kang Polyclinic

#### Ms Mamidala Varsha Rajesh

Senior Physiotherapist  
Allied Health

## NUHS INTER-PROFESSIONAL TEACHING AWARD

#### Ms Toh Hui Moon

Senior Psychologist

## NUS Yong Loo Lin School of Medicine Teaching Awards 2023

### DEAN'S AWARD FOR TEACHING EXCELLENCE

#### Dr Michael Warren Lim

Family Physician  
Bukit Batok Polyclinic

### SPECIAL RECOGNITION AWARD

#### Dr Chua Ying Xian

Head, Pioneer Polyclinic  
Family Physician, Consultant

#### Dr Siau Kai Rong

Deputy Head, Pioneer Polyclinic  
Family Physician, Associate Consultant

## NTU Lee Kong Chian School of Medicine Teaching Awards 2023

### SPECIAL RECOGNITION AWARD

#### Dr Tan Juanmin

Family Physician  
Pioneer Polyclinic



## Healthcare Humanity Awards 2023

### **Ms Angela Lua Xin Hui**

Care Coordinator  
Jurong Polyclinic

### **Ms Lam Kar Fong**

Patient Care Assistant  
Pioneer Polyclinic

## National Day Awards 2024

### **PUBLIC ADMINISTRATION MEDAL (BRONZE)**

#### **Dr Richard Hui Jor Yeong**

Group Director, Primary Care Partnerships, GCMB Office, NUHS  
Director, Primary Care Partnerships, RHSO, NUHS  
Family Physician, Senior Consultant

### **COMMENDATION MEDAL**

#### **Dr Jonathan Phang Siung King**

Deputy Director, Clinical Services  
Family Physician, Consultant

#### **Dr Steven Chong Shih Tsze**

Deputy Director, Clinical Informatics  
Family Physician, Principal Staff

### **EFFICIENCY MEDAL**

#### **Ms Chew Bee Hwa**

Senior Medical Social Worker  
Bukit Panjang Polyclinic

#### **Ms Evon Oh**

Senior Nurse Clinician  
Clementi Polyclinic

#### **Ms Junaidah Binte Zainal**

Care Coordinator  
Clementi Polyclinic

### **LONG SERVICE MEDAL**

#### **Dr Choong Shoon Thai**

Family Physician, Principal Staff  
Jurong Polyclinic

#### **Dr Franco Wong Pey Gein**

Family Physician, Consultant  
Jurong Polyclinic

#### **Ms Najma Binte Syed Nahood**

Senior Staff Nurse  
Bukit Batok Polyclinic

#### **Dr Seet Lin Tze**

Family Physician, Associate Consultant  
Jurong Polyclinic

#### **Ms Yvonne Ong Yian Siang**

Assistant Nurse Clinician  
Bukit Panjang Polyclinic

#### **Ms Zalina Binte Ayoh**

Senior Dental Surgery Assistant  
Queenstown Polyclinic

## MOH Nurses' Merit Award 2024

### **Ms Maggie Huang**

Nurse Manager  
Choa Chu Kang Polyclinic

### **Ms Vickraman Jayanthi**

Nurse Manager  
Bukit Batok Polyclinic

## NUHS Nightingale Award 2024

### **Ms Noraiani Bte Saidi**

Assistant Nurse Clinician  
Bukit Batok Polyclinic

### **Ms Yeo Shuhui**

Senior Staff Nurse  
Choa Chu Kang Polyclinic

### **Ms Heng Ee Leng**

Senior Staff Nurse  
Jurong Polyclinic

### **Ms Norashikin Binte Shadan**

Senior Staff Nurse  
Pioneer Polyclinic

### **Ms Wu Wenjuan**

Assistant Nurse Clinician  
Clementi Polyclinic

### **Ms Huang Jianqiong**

Senior Staff Nurse  
Queenstown Polyclinic

# PUBLICATIONS

<i>Publication Title</i>	<i>Name of Author(s)</i>	<i>Publication Date</i>	<i>Publication</i>
Prescribing Antibiotics in Public Primary Care Clinics in Singapore: A Retrospective Cohort Study	Sky Koh, Vivien Lee, Si Hui Low, Wei Zhi Tan, Meena Sundram	16 Apr 2023	Antibiotics (Basel)
Antibiotic Treatment Failure of Uncomplicated Urinary Tract Infections in Primary Care	Sky Koh, Jun Cong Goh, Si Hui Low, Wei Zhi Tan	1 Aug 2023	Antimicrobial Resistance and Infection Control
Evaluating a Nurse-led Insulin Tele-titration Program on Diabetes Control in Primary Care	Janice Koh, Yan Chau Chain, Karie Choo, Liau Wei Fong	21 Aug 2023	Diabetes Management
Exploring Barriers and Facilitators of Primary Care Physicians Towards Optimising Statin Therapy in Patients with Hyperlipidaemia in the Very High-risk Group: A Qualitative Study in Singapore	Chun Yen Beh	6 Sep 2023	BMJ Open
Validity and Feasibility of Using the Modified Checklist for Autism in Toddlers, Revised with Follow-up (M-CHAT-R/F) in Primary Care Clinics in Singapore	Ruth Zheng	26 Oct 2023	Autism
Empowering Primary Care in the Management of Toe Fractures: A Quality Improvement Project	Sky Koh	29 Nov 2023	Singapore Medical Journal
Prediabetes Guidelines Adherence and Health Outcomes at a Singapore Primary Health Care Institution	Cheah Ming Hann Ruth Zheng	8 Jan 2024	Singapore Medical Journal
Primary Care Physicians' Perspectives on the Identification and Management of Postnatal Mental Health Problems	Liow Yiyang	27 Jan 2024	Oxford Academic Family Practice



# MANAGEMENT TEAM



**Dr Lew Yii Jen**  
*Chief Executive Officer*



**Mr Samuel Ng**  
*Chief Operating Officer*



**Dr Keith Tsou**  
*Chief Family Physician*



**Ms Jancy Mathews**  
*Chief Nurse*



**Mr Matthew Ng**  
*Chief Financial Officer*



**Mr Simon Tan**  
*Chief Human Resource Officer*



**Dr Voo Yau Onn**  
*Chief Medical Informatics Officer  
and Director, Clinical Informatics*



**Dr David Tan**  
*Director, Clinical Services*



**Dr Wendy Wang**  
*Advisor, Dental Services  
As of 1 April 2024*



**Dr Patricia Wong**  
*Director, Dental Services  
As of 1 April 2024*



**Dr Meena Sundram**  
*Director, Family Medicine  
Development*



**Dr Justin Chong**  
*Director, Quality*



**Ms Jamilah Binte Mohamed Jailani**  
*Head, Allied Health, NUP  
and Assistant Group Director,  
Allied Health, NUHS*



**Ms Dawn Sim**  
*Head, Communications and  
Service Quality*



**Mr Kaw Fang How**  
*Head, Information Technology*



# MANAGEMENT TEAM



**Ms Chua Li Lian**  
Head, Operational  
Support Services



**Mr Lenny Chan**  
Head, Service & Operations



**Dr Kwek Sing Cheer**  
Head, Bukit Batok Polyclinic



**Dr Hou Min Sheng**  
Head, Bukit Panjang Polyclinic



**Dr Chen Jiawei**  
Head, Choa Chu Kang Polyclinic



**Dr Abiramy D/O Anathan**  
Head, Clementi Polyclinic



**Dr Cheah Ming Hann**  
Head, Jurong Polyclinic



**Dr Chua Ying Xian**  
Head, Pioneer Polyclinic



**Dr Alicia Boo**  
Head, Queenstown Polyclinic



**Dr Neo Tian Cheng**  
Head, Bukit Panjang  
Polyclinic Dental



**Dr Lim Suq Ping**  
Head, Jurong Polyclinic Dental



**Dr Benjamin Wee**  
Head, Queenstown  
Polyclinic Dental



**Dr Wayne Han Lee**  
Assistant Group Chief Technology Officer,  
AIO Innovation Office, NUHS



**Dr Ruth Zheng**  
Programme Director,  
NUHS Family Medicine  
Residency



**Dr Richard Hui**  
Group Director, Primary Care  
Partnerships, GCMB Office  
& Director, Primary Care Partnerships,  
RHSO, NUHS



# About the National University Polyclinics

The National University Polyclinics (NUP) is a member of the National University Health System (NUHS), a leading academic health system and one of three public healthcare clusters in Singapore. NUP provides primary care treatment for acute illnesses, management of chronic diseases, family and child health services, and dental care at its network of polyclinics.

As part of an integrated academic health system, NUP collaborates with the hospitals and national specialty centres within NUHS as well as partners in the community, such as general practitioners, grassroots, and social care agencies to provide patient-centred care for the population.

## NUP Polyclinics

- Bukit Batok Polyclinic
- Bukit Panjang Polyclinic
- Choa Chu Kang Polyclinic
- Clementi Polyclinic
- Jurong Polyclinic
- Pioneer Polyclinic
- Queenstown Polyclinic

### Upcoming

- Taman Jurong Polyclinic
- Tengah Polyclinic
- Yew Tee Polyclinic

## National University Polyclinics

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[nup.com.sg](http://nup.com.sg)

