

# Delivering Care that Matters

ANNUAL REVIEW 2021-2022



*On the cover:*

**DR CHEN JIAWEI**  
*Deputy Head,  
Bukit Batok Polyclinic*

**PRISCILLA WANG**  
*Senior Staff Nurse,  
Bukit Batok Polyclinic*

*On the right:*

**CHIU WAI LEONG**  
*Senior Physiotherapist,  
Bukit Panjang Polyclinic*



**ANNUAL REVIEW 2021-2022**

# **Delivering Care that Matters**



# Moving Forward as One

In 2022, we celebrated NUP's 5<sup>th</sup> Anniversary and renewed our commitment to work together with our patients and partners to deliver care that makes a difference to the health and wellbeing of the community.

While we reflect on a very busy and eventful first five years and see our patients get well and empowered to live better, the work continues to energise us to do better and prepare well for the future needs of the community.

## LEVERAGING TECHNOLOGY TO TRANSFORM CARE

The pandemic has accelerated the impetus to evolve our approaches to care delivery by shifting towards the digitisation of our services for more efficient and safer delivery. Since the successful rollout of the Next Generation Electronic Medical Record (NGEMR) system in 2020, we are able to do more for our patients. We now offer Telehealth services, such as consultations by phone, and will soon add virtual sessions for allied health services via the OneNUHS App, which we launched in August 2021 for our polyclinic patients. Our on-site teams have been engaging and encouraging many to adopt the App to improve their patient experience. Through this one-stop mobile platform, patients can easily perform transactions such as registration, viewing of lab results, manage appointments plus a whole host of other activities. Through NGEMR, we can also mine a huge archive of data to facilitate interdisciplinary care research at the primary care level, which is in its infancy phase.

## PROVIDING INTEGRATED AND HOLISTIC CARE AS A COMMUNITY

NUP continues to plan for the needs of the various communities in the western region of Singapore. We have plans to expand our reach through partnership with General Practitioners and community partners to better meet the needs of an ageing population, across the care continuum. Over the next seven years, NUP will also open three new polyclinics and revamp three of our existing polyclinics to better serve residents. Last year, the opening of Bukit Panjang Polyclinic (BPJ) increased our footprint in the community. It is our third polyclinic to offer dental services, and features technologically advanced equipment like a wheelchair tilter, ergonomically-designed dental chairs, and a full-sized washer disinfectant. The clinic was also envisioned and developed as the first clinic to offer a holistic maternal and child health programme for new mothers.

## Looking Towards the Future

I thank each and every colleague at NUP for your hard work and dedication over the last five years since inception. I am especially grateful for your courage and tenacity in overcoming all odds to ensure safe and quality care during the long-drawn COVID-19 pandemic. Throughout the pandemic, our people, from doctors, dentists and nurses to allied health and administrative and ancillary staff, have all shown through word and deed how much they care for one another and those they serve. I look forward to seeing the realisation of our future plans – to strengthen our offering by enabling holistic care, evolving our approaches, and empowering our people to deliver care that makes a difference.

### **DR LEW YII JEN**

Chief Executive Officer, NUP

# Enhancing Care Delivery

## Leveraging the latest technology and promoting integrated care

On 2 October 2021, NUP's seventh polyclinic, Bukit Panjang Polyclinic (BPJ), was officially opened by the Minister for Health, Mr Ong Ye Kung. The design of the new polyclinic considers the emerging needs of the residents in the community and aims to facilitate more integrated approaches to care in the future.

The polyclinic harnesses some of the latest equipment and technology to enhance productivity and patient safety, and will introduce new services to provide comprehensive support to the community.

*From left to right: MP for Zhenghua (Holland-Bukit Timah GRC) Mr Edward Chia; Minister of Health Mr Ong Ye Kung; and MP for Bukit Panjang SMC Mr Liang Eng Hwa at the opening of the new Bukit Panjang Polyclinic.*



### BPJ IN NUMBERS:

**5,847**  
square metres

**800**  
patients served  
per day

### Key Services & Offerings

- Holistic maternal and child health programme
- Specialised wheelchair tilter for dental patients
- Automated medicine sorting machine
- Specialised areas to handle patients with infectious diseases
- Leverages the new electronic medical record integration for blood pressure and Body Mass Index readings



BPJ is the first NUP polyclinic to have a 'blister machine', a type of automated drug dispensing machine that picks up specific medication and drops them in a basket.



## Ensuring a patient-centric and community-based approach to care in all that we do

NUP continues to plan for the needs of the various communities in the western region of Singapore that the National University Health System (NUHS) oversees. Over the next seven years, there are plans to develop three new polyclinics, and redevelop three of our existing polyclinics to ensure they are up to date and able to provide quality care.

The new and redeveloped polyclinics will be co-located in integrated developments or in the community for convenient access to healthcare services. This will also facilitate synergies and shared care between the polyclinics and other community players.

The existing Jurong Polyclinic, Clementi Polyclinic and Queenstown Polyclinic will be redeveloped by 2029. The redevelopment work will ensure that the existing polyclinics can continue to serve the residents in the community with the required facilities and equipment to provide comprehensive and cutting-edge primary care services and offerings.

### Tengah Polyclinic



The polyclinic will be co-located with HDB flats, neighbourhood centres and childcare centres.

### Jurong Polyclinic

Redeveloped



### Yew Tee Polyclinic



The polyclinic will be located in a HDB integrated development. It is co-located with HDB flats, a hawker centre, community club, kidney dialysis centre and retail shops.

### Clementi Polyclinic

Redeveloped

### Taman Jurong Polyclinic

The polyclinic will be co-located with a kidney dialysis centre.

### Queenstown Polyclinic

Redeveloped

2026

2027

2028

2029

\*estimated dates

# Enabling Holistic Care

We promote collaborations across the different disciplines to provide integrated and timely care for patients.



**JUNAIDAH BINTE ZAINA**  
Senior Care Coordinator,  
Clementi Polyclinic

Physiotherapist and therapy assistant providing support to a patient during a visit.



## Working with Community Partners to Right Site Care

As part of the National One-Rehab framework to right site rehabilitative care, NUP piloted an integrated service with our Physiotherapy services and Saint Luke's Hospital's (SLH) Rehabilitative services for our patients in Choa Chu Kang Polyclinic (CCK). The test-bed aims to ensure that patients receive the appropriate treatment promptly and to prevent acute pain from becoming chronic.

Leveraging a 'Hub and Spoke' model, NUP's PhysioFirst clinic in CCK assessed patients within the first 10 days of their polyclinic visit. The clinic then referred patients who require subsequent treatment to SLH. This enabled faster intervention, higher discharge rates, better patient outcomes and improved convenience as rehab was provided nearer to the patient's home.

The collaboration was a success, and NUP will collaborate with several community partners, such as Vanguard, NTUC Health and St Luke's Elder Care, as more NUP polyclinics adopt this model.

**>1,000**  
**patients**

assessed at the  
PhysioFirst clinic from  
January to October  
2021

**80%**

discharged  
from the polyclinic

**50**  
**patients**

referred to SLH,  
and all were  
discharged within  
six months

## Enhancing Podiatry Care and Empowering Patients

Stable chronic diabetic patients with chronic nail deformities needing help to manage their condition can now receive more support and education from the Podiatry Assistant Clinic, an initiative by NUP's Allied Health (Podiatry) team.

As part of the initiative, therapy coordinators are trained and supervised by podiatrists to provide nail care and educate patients on proper foot health and care practices. This in turn empowers patients by equipping them with the skills to better care for their conditions and reduce the number of visits patients require for routine nail-cutting at podiatry appointments.

**360+**  
patients

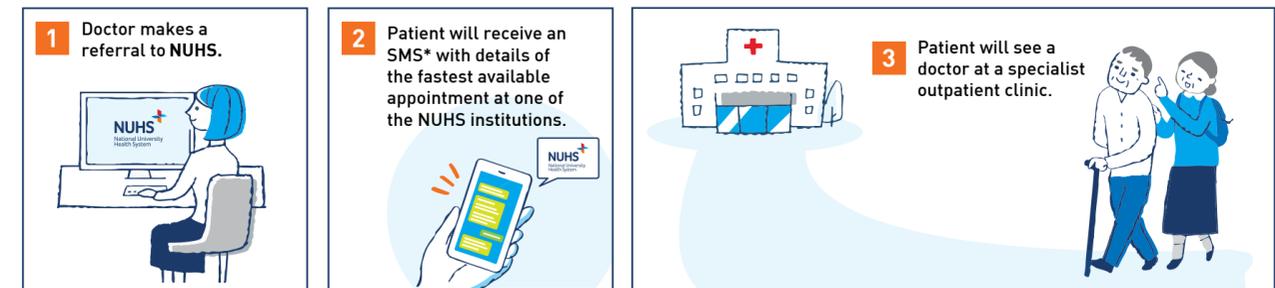
**5**  
polyclinics

have benefitted  
from this service as  
of September 2022



*Therapy coordinator providing treatment to a patient.*

## Facilitating a Seamless Care Experience across NUHS



To shorten wait times for patients and improve resource allocation, the OneNUHS Referral Harmonisation project was launched on 12 February 2022.

Leveraging the Next Generation Electronic Medical Record (NGEMR) system, patients requiring specialist treatment will be referred to the appropriate Specialist Outpatient Clinic with the shortest wait time, at any one of NUHS' hospitals. The NUHS project team built many algorithms to ensure that the system is able to accurately match patients to the appropriate specialist based on their clinical condition.

Previously, NUP clinicians would need to refer patients to specific hospitals and were not aware of the waiting times. The project ensures timely and appropriate treatment for patients, optimises resources across the various institutions and delivers a seamless care experience across NUHS' institutions.



*Physiotherapist educating participants during a workshop session.*

## Enhancing the Holistic Management of Patients

Patients with chronic conditions often require access to multiple allied health services during their illness. To develop a more integrative and holistic model of care to manage chronically ill patients, NUP's Allied Health Services team piloted a new course for allied health professionals.

Through the course, 'Inter-Professional Allied Health Skills for General Assessment of Teamlet Patients Programme', allied health professionals in NUP can screen and address simple patient needs, refer the patient to respective allied health disciplines if required, and ensure misinformation about treatments is addressed promptly during patient consultations. With the opportunity to identify, educate and treat patients at risk at any point in their patient journey, each consultation with allied health professionals becomes more holistic.

Following the successful pilot, the workgroup held a second run in January 2022.

## Ensuring Safer Systems & Approaches in Healthcare

The Ensure Safer Systems (ESS) programme aims to educate and guide Public Healthcare Institutions to adopt sustainable, system-wide changes that improve the delivery of care and ensure zero harm of any kind. In doing so, the organisation's focus is shifted from high performance to high reliability. NUP is among 17 Public Healthcare Institutions in Singapore participating in the five-year programme.

There are two workstreams involved in this programme:

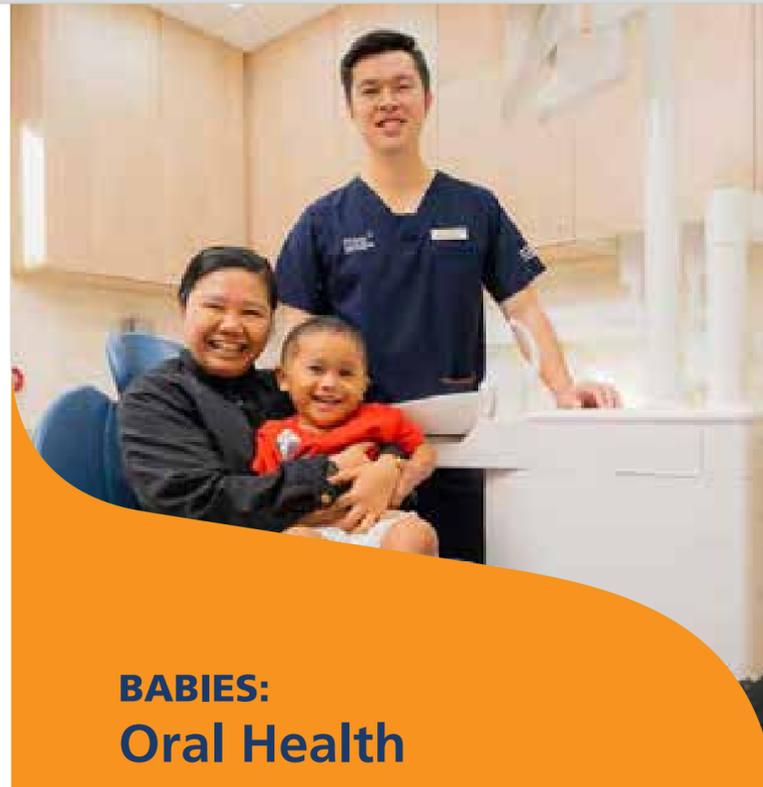
*i) High Reliability, which assesses the organisation's maturity in the areas of Leadership, Safety Culture and Performance Improvement. NUP's senior leaders have completed the baseline assessment in August 2022, and will follow up with regular assessments every 18 to 24 months.*

*ii) Standards and Assessment, that assesses compliance to Joint Commission International (JCI) Primary Care Standards. NUP is projected to go through a baseline assessment with JCI between August 2024 to August 2025, and will follow up with annual thematic assessments.*

These two workstreams provide a framework of continuous assessment and sustainable improvement; this regular exercise allows for thematic prioritisation and action planning to close our gaps in a structured and sustainable manner.

## Supporting Patients at Different Stages

As the primary care arm of NUHS, NUP is equipped to provide support to our patients in the community. We are building capabilities to enhance care for diverse groups of patients, from infants to the elderly, and address their needs at different life stages.



### **BABIES:** Oral Health

Tooth decay is the most common chronic childhood disease, and cavities can progress rapidly in baby teeth. While the Health Promotion Board's dental service for schools has ensured good oral health among 6 to 18-year-olds, oral care remains a challenge among young children.

Bukit Panjang Polyclinic piloted a new service to integrate dental services with other key early childhood development milestones to encourage parents to bring babies for their first dental check-up. The service aims to promote early prevention and raise awareness of oral care and intervention in babies.

### **MOTHERS:** Lactation Support

To make lactation support more accessible for mothers, NUP launched its first lactation support clinic at Bukit Panjang Polyclinic. The clinic is led by trained nurses who can address common breastfeeding challenges and refer patients to specialists for complicated breastfeeding or medical issues.

NUP aims to integrate its lactation support services with other infant care services to allow mothers easy access while they are at the polyclinic. This service has since been rolled out to all our polyclinics.



### **ELDERLY:** Preventing Frailty

NUP is constantly reviewing its approaches and tools for frailty screening and assessment.

Since January 2022, Bukit Batok Polyclinic and Choa Chu Kang Polyclinic have expanded frailty screening for teamlet patients aged 65 years and above to two more teamlets in each clinic.

Comprehensive Geriatric Assessments for frail and pre-frail patients are carried out by family physicians, nurses and physiotherapists. The latter have also developed a new workflow to better track patients' physical condition and ensure early intervention in line with the National One-Rehab project.





# Evolving Our Approaches

We continually review our delivery models and implement new community initiatives to ensure that we provide effective and sustainable care.

*From left:*

**DONG WENJING**  
*Senior Staff Nurse,  
Pioneer Polyclinic*

**ONG LI PING**  
*Nurse Manager,  
Pioneer Polyclinic*

Care Manager having teleconsultation with patient to address high blood pressure readings.



## Optimising Telehealth Support for Hypertension

As part of a national effort to incorporate digital technology in the management of chronic conditions, NUP piloted the Primary Tech-Enhanced Care (PTEC) programme at Clementi Polyclinic in 2021. The PTEC programme is a nationwide effort helmed by the MOH Office for Healthcare Transformation (MOHT) and the Integrated Health Information Systems (IHIS).

PTEC aims to provide remote monitoring, support and treatment for patients with hypertension to better manage their condition, and reduce the number of visits to polyclinics. Patients subscribed to the two-year programme receive a new Bluetooth-enabled blood pressure monitoring device that can be paired with the Health Discovery+ mobile application. The application records blood pressure readings, reminds patients to measure their blood pressure weekly and provides educational content. If abnormal results are detected, NUP nurses are alerted, and a telephone consultation may be scheduled with the patient.

The pilot was a success and PTEC was officially rolled out across all seven NUP polyclinics in 2022.

**800**

**patients**

from all three polyclinic clusters enrolled in the programme as of March 2022\*

**100**

**patients**

recruited by three polyclinics as of March 2022\*



**80**

**patients**

recruited by Clementi Polyclinic in the first two months it rolled out PTEC

\*End of FY22

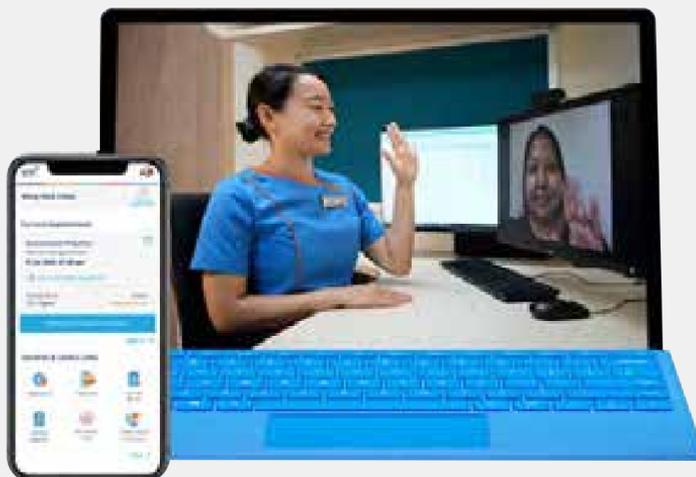
## Improving the Patient Experience via the OneNUHS App

Since the start of 2021, NUP has continued to ramp up its TeleConsult services, and has started to provide video consultations to patients through the OneNUHS mobile application.

The NUP virtual consultation workgroup worked closely with the NUHS development team to develop a video consultation platform that delivers a seamless TeleConsult experience.

Patients can register for their TeleConsult appointment and join the video session on the OneNUHS app, while healthcare providers are able to identify registered patients and start the video session automatically and without the need to set up individual Zoom sessions.

Pioneer Polyclinic piloted this new service and has received positive feedback on patient and provider experiences.



*Pioneer Polyclinic piloted the TeleConsult service.*

## Delivering Safe, Efficient & Convenient Tuberculosis Treatment



The use of innovation and technology to ensure that our patients continue to receive quality care, even remotely, will continue to remain in demand as we enter the 'new normal'.

Using digital technology, polyclinic nurses can now remotely observe patients taking their medication to ensure compliance. This is particularly so for supervised treatments, also known as Directly Observed Therapy (DOT).

In 2021, NUP extended its Tele-DOT service to selected patients with tuberculosis (TB) to replace their in-person supervised treatment at polyclinics. Patients were surveyed on their experience and expressed satisfaction with the new service; citing convenience and the time and money saved on transportation as benefits.

**The service has brought much convenience, and time and cost savings for patients on TB treatment.**

## Shaping New Standards to Tackle Antimicrobial Resistance

As a part of the Collaborative Solutions Targeting Antimicrobial Resistance Threats in Health System (CoSTAR-HS) programme, NUP was awarded a collaborative grant to carry out research with NUS Medicine's Department of Family Medicine (DFM) on antimicrobial resistance within the primary care setting.

The programme will take place over several years and findings from the study will help shape future guidelines to reduce the incidence of antimicrobial resistance. There are also plans to implement a pharmacy-led antimicrobial stewardship programme leveraging the NGEMR-Epic system to ensure adherence.



**Focusing on urinary tract infections, the study aims to understand antibiotic prescribing patterns of primary care physicians, and potentially identify common misconceptions related to antibiotic prescribing.**



*Nurse administering the COVID-19 vaccine to staff.*

## Uncovering Factors that Impact Healthcare Workers' COVID-19 Vaccine Decision

A study was conducted by NUP family physicians to understand factors affecting COVID-19 vaccine acceptance and hesitancy among healthcare workers in Singapore. According to the World Health Organization (WHO), vaccine hesitancy is defined as the delay in acceptance or refusal of vaccination despite its availability.

Results from the study showed that COVID-19 vaccine hesitancy is very low among healthcare workers in Singapore, with close to 95% acceptance rate and a 5% hesitancy rate (from May to June 2021). The top reasons for vaccine acceptance by healthcare workers were identified as high self-perceived risk, and possible contact with COVID-19 patients. The study's results were reassuring for Singapore's COVID-19 vaccination drive as healthcare workers have an influence on patients' vaccine decisions, and are more likely to recommend the vaccine if they are vaccinated.

## Improving the Accuracy of Vision Tests for Children

At NUP, we pilot new approaches in our polyclinics to achieve better patient experiences, especially in early childhood. Vision screening for four-year-old children has been a challenge for nurses as the traditional Snellen chart could not keep the attention of children, and many recorded poor vision test scores. However, NUH Eye Consultants highlighted that 71% of referred children tested normal, suggesting poor accuracy in the original approach.

Through a pilot study conducted at Bukit Batok Polyclinic and Pioneer Polyclinic, a more accurate tool, the Sheridan Gardiner chart, was identified for vision screening among young children. As part of this approach, letters are presented one at a time to children and letter matching is allowed if the child does not recognise letters. Ultimately, the study found that 45% of children with abnormal vision test scores from the Snellen chart had normal readings when tested with the Sheridan Gardiner chart.

*\*April 2021 to September 2022*



**in unnecessary referrals\***

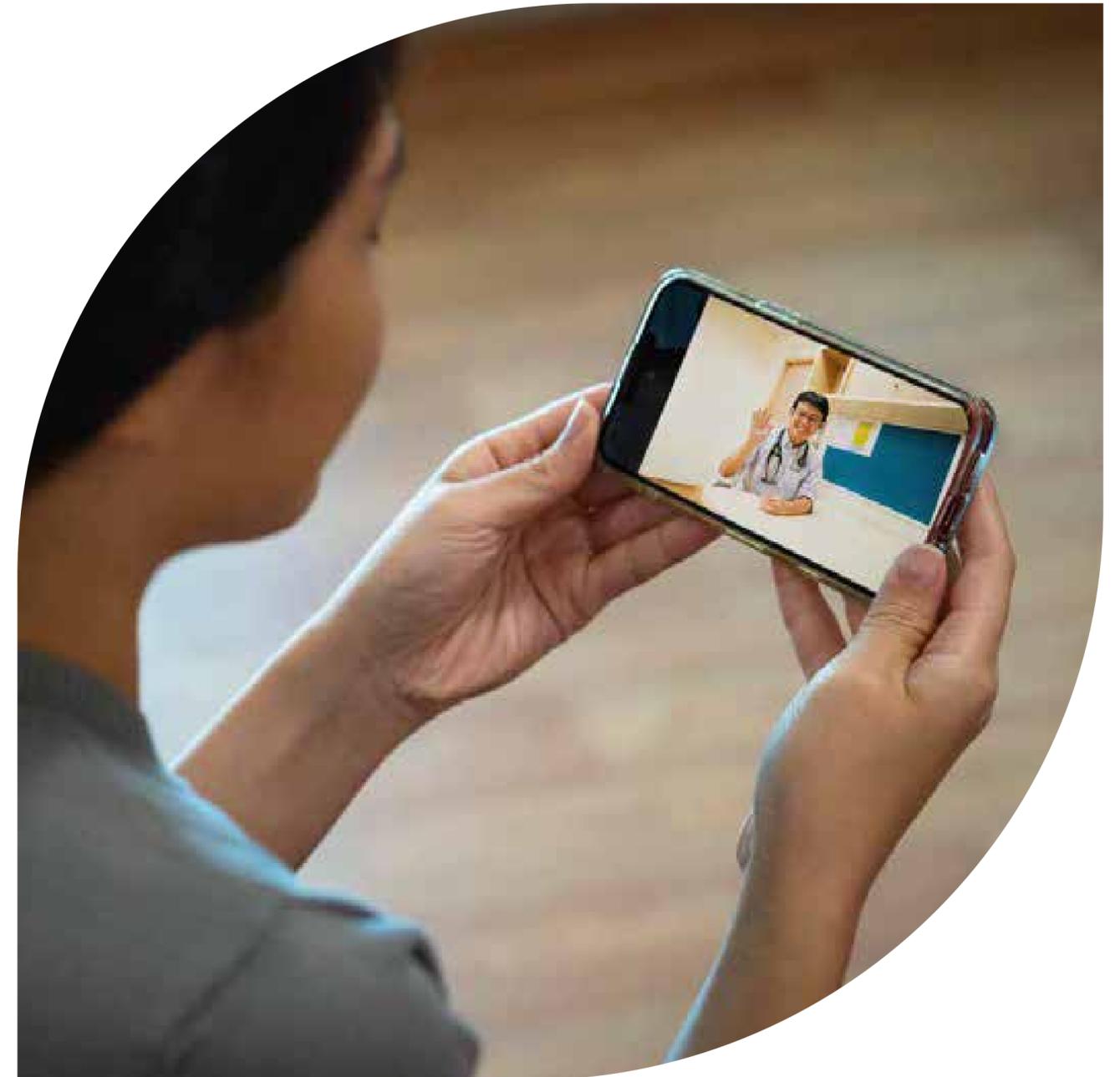


## Going Mobile for the COVID-19 Home Recovery Programme

In October 2021, the COVID-19 Home Recovery Programme (CHRP) was rolled out by the Ministry of Health, making home recovery the default care arrangement for most COVID-19 patients.

To ensure accessible care, NUP doctors used mobile phones for video consultations with COVID-19 patients for the first time; providing essential medical advice to patients and allaying their anxieties. Patients were also given an e-booklet with information on managing COVID-19 at home, important contact information for the CHRP and instructions on scheduling medication delivery.

Escalation protocols were put in place for patients who deteriorated during home-monitoring, including the establishment of referral pathways to the NUHS@Home COVID-19 virtual ward for closer monitoring.



**3-week**  
initiative

**36**  
NUP  
doctors

**~1,000**  
TeleConsults  
conducted

**870**  
patients  
benefitted

*Patient in video  
consultation with  
a doctor.*

# Empowering Our People

We equip and train our people to provide high-quality care, and ensure they are supported in all that they do.



**DR RUTH ZHENG**  
*Family Physician, Senior Consultant,  
Bukit Batok Polyclinic, with residents.*



## Delivering Quality Teaching for Nurses

To ensure that our nurses remain up to date with the latest knowledge and practices, NUP virtualised its in-house training programmes due to the restrictions during the COVID-19 pandemic. This not only greatly reduced infection risks as participants joined the training sessions online, but also brought about several other significant benefits.

This included time saved in travelling and booking of training venues, an increase in confidence to apply learnings to practice, improvements in participants' subject knowledge and helped to facilitate good engagement and participation in learning activities. As a result, many participants recommended the virtual mode for future in-house nursing training programmes and felt that such online or hybrid sessions were as good as face-to-face sessions.

## Designing a New Learning Programme for Better Outcomes

When the Singapore Nursing Board announced that the one-week posting for nursing students would be extended to two weeks, the NUP Nursing Education team took the opportunity to leverage design thinking to develop a new programme that would ensure effective learning outcomes for students.

The resulting revamped programme included a wound workshop, hands-on role-play activities in clinical settings, self-assessment on patient care knowledge and techniques, and teaching sessions on essential nursing services. In addition to ensuring learning opportunities, participants shared that they felt more motivated and engaged after undergoing the programme and had a better understanding of today's nursing experience in the primary care setting.

## Empowering our Staff to Prevent Falls

Injuries related to falls are common among older adults and are associated with greater morbidity and mortality. They can also significantly reduce the overall functional abilities of an individual. As such, preventing falls among older adults is a key focus for public health in Singapore.

NUP's Falls Prevention Committee continues to raise awareness of the seriousness of falls among older adults, look at new approaches to reduce the risk of falls, and equip our staff with the skills and knowledge to safely reduce the risk of falls among patients. The committee curates its sharing sessions and educational content based on feedback from staff on knowledge gaps and questions.

In 2022, the committee invited physiotherapists to NUP's annual Falls Prevention Talk to share more on safe lifting and transfer techniques that ensure patient and staff safety.



*2022 NUP Falls Prevention Talk (held via Zoom), organised by the Falls Prevention Committee, Quality Department and Physiotherapists.*

**Staff were able to learn about safe transfer techniques, which they could implement and share with caregivers and patients.**



## Shaping the Next Generation of Family Doctors

Beyond providing patient care, NUP continues to help shape and support the education of the next generation of family physicians. As part of the NUHS Family Medicine (FM) Residency programme, residents are posted to NUP polyclinics to gain experience and learn from our family physicians as they develop their thinking skills and competency. NUP also conducted the Master of Medicine in Family Medicine (MMed) Bridging Programme to support residents for their clinical exams.

After much hard work and training, 15 NUHS FM residents passed their exams and graduated from the residency programme. Of these, 14 will join NUP as family physicians and continue to serve the healthcare needs of the community.

## Equipping Residents with Skills to Improve the Quality of Care

Quality Improvement (QI) training is a key component of Family Medicine (FM) residency training to ensure that family physicians continue to improve approaches and processes to deliver high-quality care to the community.

Together with the NUHS FM team, NUP's Quality Department organised two half-day online workshops on QI methodology for NUHS FM residents. In the past, residents mainly attended QI courses in the National University Hospital but due to the expanding size of the FM resident cohort, Associate Professor Lim Fong Seng and Dr Justin Chong from NUP organised the inaugural QI workshop in 2021.

The workshop was well received by participants and provided a platform for faculty and staff to come together and support training for the residents.

### SIX DOMAINS OF HEALTHCARE QUALITY (IOM)



## Caring for Our People

At NUHS and NUP, care for our people is as important as care for our patients. To ensure our staff are supported physically and mentally, the NUHS Cares programme was launched at the group level and rolled out across all the different entities. In addition, NUP continues to identify concerns and issues faced by our staff and to look at new initiatives that could address this.

**WE CARE**  
as OneNUHS

### NUHS CARES DAY

Scheduled once every quarter, we celebrate the efforts and hard work of our staff. Foods and items that promote health and wellness are distributed to staff, and special discounts across F&B outlets are made available for staff to enjoy.

### IN-HOUSE COUNSELLOR

To address mental health and burnout among employees, our in-house counsellor provides NUHS staff with a safe space to confidentially discuss issues that trouble them.

### ACCESSIBLE COUNSELLING SERVICES

We extended the counselling services by the Association of Psychotherapists and Counsellors Singapore (APACS) to be available almost round the clock. To improve accessibility to such services, staff can now book phone or virtual sessions via a central booking system.

### NUP'S WORKPLACE HEALTH PROMOTION

To ensure the physical wellbeing of our staff, back cushions were issued to encourage good sitting posture and reduce the risks of back ache and neck pain.

### ENHANCING THE myHR PLATFORM

Phase 2 modules were launched in myHR to further improve our work processes in Performance and Onboarding. With the new launch, staff can now perform goal setting, update their progress, review their Year End Assessment, and acknowledge their Reporting Officer's feedback — providing an easy and faster channel for staff and HR to track performance.

Similarly, Recruitment and Onboarding functions were both moved online, which improved efficiency and enhanced employees' experience, due to its accessibility and ability to perform most functions at almost anytime, anywhere.

### ENSURING FUTURE-READY STAFF

As technology continues to drive changes in healthcare, we ensure that staff are equipped with the necessary skill sets to support future organisational needs and deliver care to the community. Of the 167 staff who attended the training programmes in FY21, 133 were new staff who were equipped with the necessary skillsets to use the Next Generation Electronic Medical Record (NGEMR) system, while 34 staff underwent training in emerging skills such as data analytics, artificial intelligence and digital awareness.

### SPECIAL PROMOTIONS & CORPORATE CARD SCHEME FOR STAFF

In appreciation of the work done by our staff and to encourage them to take breaks, the NUHS Cares Corporate Staycation was launched in 2021 for staff booking. In addition, gifts from the Temasek Foundation and Oscar@sg Fund helped launch additional corporate attraction passes for our staff to enjoy local attractions.

### STAFF HEALTH SCREENING

Employees were able to undergo health screening to check on their physical wellbeing, especially in the wake of the pandemic which heavily disrupted the lives and routine of our staff.

## Milestones

### 2021

#### MARCH

More than 50,000 vaccinations administered for patients at all six NUP polyclinics since January 2021

#### JULY

Minister for Health, Mr Ong Ye Kung, visits Pioneer Polyclinic

Successful pilot of the 'Inter-Professional Allied Health Skills for General Assessment of Teamlet Patients Programme' course

#### AUGUST

NUP's cross-sectional study of nephrologist referrals of patients with chronic kidney disease is accepted for poster presentation at the Royal College of General Practitioners (RCGP) 2021 conference in Liverpool, United Kingdom

#### OCTOBER

Clementi Polyclinic kicks off the pilot Primary Tech-Enhanced Care (PTEC) programme

First Quality Improvement (QI) workshop conducted for NUHS FM residents

NUP extends Tele-DOT service to tuberculosis (TB) patients across all NUP polyclinics

NUP's first lactation support clinic launched at Bukit Panjang Polyclinic

Official opening of NUP's 7<sup>th</sup> polyclinic at Bukit Panjang

Over 1,000 patients accessed the 'PhysioFirst' Clinic at Choa Chu Kang Polyclinic since January 2021

Rollout of COVID-19 Home Recovery Programme

### 2022

#### JANUARY

Dental-Nursing collaboration on Baby Dental Care Service at Bukit Panjang Polyclinic begins

#### FEBRUARY

Launch of the OneNUHS Referral Harmonisation System

Unveiling of community artwork by Cashew Youth Network at Bukit Panjang Polyclinic

#### MARCH

NUP Celebrates its 5<sup>th</sup> Anniversary

Renovation of Queenstown Polyclinic is completed

HAPPY  
5<sup>TH</sup>  
BIRTHDAY  
NUP!

## Senior Management Team



**Dr Lew Yii Jen**  
Chief Executive Officer



**Mr Samuel Ng**  
Chief Operating Officer



**Dr Keith Tsou**  
Director, Clinical Services



**Ms Jancy Mathews**  
Chief Nurse



**Mr Matthew Ng**  
Chief Financial Officer



**Mr Simon Tan**  
Chief Human Resource Officer



**Ms Sharon Koo**  
Acting Chief Human Resource Officer



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



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



**Dr Wendy Wang**  
Director, Dental Services



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



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



**Dr Tan Kim Kiat**  
Head, Bukit Panjang Polyclinic



**Dr Zhang Zhi Peng**  
Head, Choa Chu Kang Polyclinic



**Dr Anandan Gerard  
Thiagarajah**  
Head, Clementi Polyclinic



**Dr Franco Wong**  
Head, Jurong Polyclinic



**Dr Tan Wee Hian**  
Head, Pioneer Polyclinic



**Dr Alicia Boo**  
Head, Queenstown Polyclinic



**Dr David Tan**  
Deputy Director (Special Projects),  
CEO's Office  
Assistant Dean (Education),  
NUS Medicine



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



**Dr Richard Hui**  
Director, Primary Care Partnerships,  
RHSO, NUHS

# Awards

## National Day Awards 2022

Public Administration Medal  
(Bronze)

**DR VOO YAU ONN**

Chief Medical Informatics Officer  
Director, Quality and Senior Consultant

Commendation Medal

**MS DIANA ONG SIOW HOON**

Senior Nurse Manager, Bukit Panjang Polyclinic

Efficiency Medal

**MS DORIS CHUA CHOR LENG**

Digital Archival Assistant, Clementi Polyclinic

**MS TAN HUI LENG**

Patient Care Assistant, Bukit Batok Polyclinic

**MS LO SOK YING**

Senior Manager, Communications

**MS JEANNETTE WONG JIN YEE**

Nurse Manager, Jurong Polyclinic

Long Service Medal

**MS FATIMAH BTE ENDUT**

Nurse Clinician, Choa Chu Kang Polyclinic

## MOH Nurses' Merit Award 2022

**MS NATASHA TEO HUI LING**

Nurse Clinician, Choa Chu Kang Polyclinic

**MS YAP HWEE LUAN**

Nurse Clinician, Bukit Batok Polyclinic

## NUHS Tribute Awards 2022

Excellence Award

**MR SAMUEL NG CHUN LIEN**

Chief Operating Officer

Young Achiever Award

**MS CHOO WEI YEE**

Senior Manager, Dental Services

**DR TAN WEE HIAN**

Head, Pioneer Polyclinic  
Family Physician, Consultant

Team Award

PACE-D

**DR TAN WEE HIAN (Lead)**

Head, Pioneer Polyclinic  
Family Physician, Consultant

**DR CHOONG SHOON THAI**

Family Physician, Principal Staff,  
Jurong Polyclinic

## NUHS Educators' Day Awards 2022

NUHS Teaching Excellence  
Award 2022 (Medical)

**DR LIOW YIYANG**

Family Physician, Queenstown Polyclinic

**DR JOANNA OOI LI XIN**

Family Physician, Bukit Batok Polyclinic

NUHS Teaching Excellence  
Award 2022 (Nursing)

**MS DONG WENJING**

Senior Staff Nurse, Pioneer Polyclinic

NUHS Teaching Excellence  
Award 2022 (Allied Health)

**MS MAMIDALA VARSHA RAJESH**

Senior Physiotherapist, Bukit Batok Polyclinic

NUHS Young Clinician Mentor  
Award 2022

**DR CHRISTINE NG HUIWEN**

Family Physician, Associate Consultant  
Choa Chu Kang Polyclinic

NUHS Inter-Professional  
Teaching Award 2022

**DR RANGPA TAIJU**

Family Physician, Consultant, Bukit Batok Polyclinic

NUHS Education Collaboration Award  
Inter-Professional Allied Health Skills  
for General Assessment of Teamlet Patients

**MS LYNETTE GOH MEI LIM (Lead)**

Principal Dietitian, Pioneer Polyclinic

**MS STELLA CHAI**

Senior Podiatrist, Bukit Batok Polyclinic

**MS CHIAN SUM LING**

Senior Financial Counsellor, Clementi Polyclinic

**MS BINDU RUNY**

Senior Medical Social Worker, Pioneer Polyclinic

**MS YEO XIU LIN**

Senior Physiotherapist, Pioneer Polyclinic

**MS ESTONIE YUEN**

Senior Dietitian, Clementi Polyclinic

## NUHS Nightingale Awards 2022

**MS JACQUELINE KONG XIU LAI**

Senior Staff Nurse, Jurong Polyclinic

**MS JANICE KOH HUIMIN**

Senior Staff Nurse, Queenstown Polyclinic

**MS LEE HAN SZE**

Assistant Nurse Clinician, Bukit Batok Polyclinic

**MS LEE HUI MIN**

Senior Staff Nurse, Bukit Panjang Polyclinic

**MS SHERRY LYNNE  
BALOYO DE GUZMAN**

Senior Staff Nurse, Clementi Polyclinic

## FY2022 Health Manpower Development Plan (HMDP)

**DR CHEAH MING HANN**

Deputy Head, Jurong Polyclinic  
Family Physician, Associate Consultant

**DR CHUA YING XIAN**

Deputy Head, Pioneer Polyclinic  
Family Physician, Associate Consultant

**DR CHRISTINE NG HUIWEN**

Family Physician, Associate Consultant  
Choa Chu Kang Polyclinic

**MS NOORADLIN MARINA BINTI  
MOHAMMAD JUNAIDI SEE TOH**

Assistant Nurse Clinician, Jurong Polyclinic

**MS LYNETTE GOH MEI LIM**

Principal Dietitian, Pioneer Polyclinic

## NUHS Allied Health Awards

NUHS Allied Health  
Excellence Award

**MS LYNETTE GOH MEI LIM**

Principal Dietitian, Pioneer Polyclinic

NUHS Allied Health  
Commendation Award

**MS TOH HUI MOON**

Senior Psychologist (Clinical), Jurong Polyclinic

## Singapore Allied Health Conference 2022

Impact of an Interactive Health Corner Using  
the Culinary Education Approach in Promoting  
Long Term Dietary Changes

Best Oral Presentation (Clinical Research) Award

**MS LYNETTE GOH MEI LIM**

Principal Dietitian, Pioneer Polyclinic

The National University Polyclinics (NUP) was established on 17 March 2017 as the primary care arm of the National University Health System.

As part of the Ministry of Health’s restructuring of the public healthcare system in 2017, NUP was formed to provide affordable, accessible, comprehensive and coordinated primary care to the western region of Singapore’s population.

**NUP POLYCLINICS INCLUDE:**

- 1** Bukit Batok Polyclinic
- 2** Bukit Panjang Polyclinic
- 3** Choa Chu Kang Polyclinic
- 4** Clementi Polyclinic
- 5** Jurong Polyclinic
- 6** Pioneer Polyclinic
- 7** Queenstown Polyclinic
- 8** Tengah Polyclinic *upcoming*
- 9** Yew Tee Polyclinic *upcoming*
- 10** Taman Jurong Polyclinic *upcoming*



**NATIONAL UNIVERSITY POLYCLINICS**

1 Jurong East Street 21  
Singapore 609606