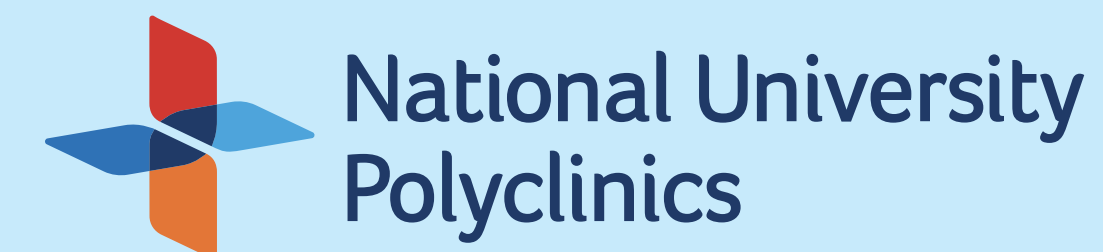


**POWER  
IN EVERY**



# collaboration

ANNUAL REVIEW 2022-2023



On the cover:

(L-R)

**SITI NOR DYANA BINTE AZIZ**

*Patient Service Coordinator, Pioneer Polyclinic*

**FU YU**

*Senior Staff Nurse, Pioneer Polyclinic*

**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

“

Collaboration with strategic partners remains at the core of our work. In doing so, NUP can optimise work plans to co-design, trial and run care models to further improve health outcomes in an ever-evolving landscape.



## Together, as One Community

Primary care in Singapore is undergoing a remarkable transformation with the rollout of the national Healthier SG initiative, moving from reactive care for those already sick to proactive management of chronic illnesses as well as health promotion. Based on the vision of *One Family Clinic* and *One Health Plan for Everyone*, Healthier SG will harness the power of collaboration across the healthcare and social ecosystem to deliver personalised holistic support.

At the National University Polyclinics (NUP), this spirit of collaboration is prominent. Since inception in 2017, NUP has been working hard to establish relationships with various institutions to explore new approaches towards integrated, right-sited care in the western region of Singapore. Today, our network of invested partners includes government agencies, family doctors, intermediate and long-term care providers, grassroots organisations and social care services. I am certain that with these efforts, NUP is poised to play a pivotal role in steering Healthier SG.







## QUALITY CARE FOR THE ENTIRE FAMILY

As the term “family medicine” suggests, NUP caters to the diverse life stages that a family experiences and their changing healthcare needs. This encompasses basic primary care and vaccinations, mother and child care, dementia and frailty management in the elderly, dental services, Allied Health interventions, and chronic illness management.

We recognise that patients are important partners in determining their health journey. By involving them in the decision-making process, listening to their perspectives, and tailoring care plans suited to their needs, we can foster stronger doctor-patient relationships, and achieve better health outcomes. We would also want to involve the caregivers in the patient’s care journey, as they are key influencers to the patient’s well-being and control of their illnesses.

Our Personalised Care and Support Planning programme\* to improve diabetes management is a testament to this. With the pilot recently completed, we are formalising plans to scale up the programme in 2023.

## STRENGTHENED THROUGH COLLABORATION

Collaboration with strategic partners remains at the core of our work. In doing so, NUP can optimise work plans to co-design, trial and run care models to further improve health outcomes in an ever-evolving landscape. Within the National University Health System (NUHS) family, NUP is also well supported by internal collaborations to develop care programmes and research studies in primary care. A good example is the collaboration between NUP and the National University Heart Centre in NUHS’ first-in-Asia pilot and study of a nurse-led integrated clinic for atrial fibrillation at Bukit Batok Polyclinic.

NUP owes its many successes to the contributions of the organisation’s partners as well as staff teams from NUP and NUHS member institutions. Let us move forward together, with the conviction that in every collaboration lies the power to make a greater impact on the quality of care for our patients and community.

**DR LEW YII JEN**  
*Chief Executive Officer*

\*Previously known as the Patient Activation through Community Empowerment/Engagement for Diabetes (PACE-D) programme.

# Planning Ahead

Through our sustained efforts in service transformation, research and resource optimisation, we are contributing to a future-ready healthcare ecosystem that will deliver sustainable primary care solutions to the communities we serve.



(L-R)

**AMBER ANG**  
*Assistant Manager, Clinic Operations (HQ)*

**DESMOND LIM**  
*Senior Manager, Clinic Operations (HQ)*

**SANDY LI**  
*Senior Manager, Clinic Operations (HQ)*

**ELIZABETH BOON**  
*Manager, Clinic Operations (HQ)*



# Integrating Healthcare with Community Living at Yew Tee

Construction is underway for the Heart of Yew Tee Integrated Development which will house the new Yew Tee Polyclinic. The ground-breaking ceremony for the development was held on 8 January 2023, with Deputy Prime Minister, Mr Lawrence Wong officiating the ceremony.

Scheduled to open in 2027, Yew Tee Polyclinic will be NUP's eighth polyclinic and will occupy 5,000 square metres, taking up four levels of the 'vertical kampung' development. The sustainable and convenient living environment will have a NUP Health Promotion Corner next to the hawker centre as well as several social facilities, such as housing for seniors, retail shops and a community garden for residents to enjoy.

Another two polyclinics are in the pipeline alongside plans for several of NUP's older polyclinics to undergo redevelopment within the next few years.



Yew Tee Polyclinic

*Ground-breaking ceremony officiated by Guest of honour DPM Lawrence Wong; hosts Mayor Alex Yam and Minister for National Development Desmond Lee; special guests Senior Minister of State Zaqy Mohamad and Grassroots Adviser Hany Soh, together with NUP CEO, Dr Lew Yii Jen and representatives from partner organisations.*



2026

● **Tengah Polyclinic**

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

2027

● **Jurong Polyclinic**

Redeveloped

● **Clementi Polyclinic**

Redeveloped

2028

● **Taman Jurong Polyclinic**

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

2029

● **Queenstown Polyclinic**

Redeveloped



## SERVICES THAT ARE NOW ACCESSIBLE VIA THE ONENUHS APP



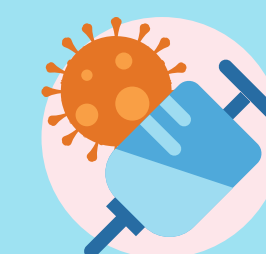
Test Results & MC



Health Summary



Immunisation Records



COVID-19 Records



Medication



Medication Refill

# Strategic Partnerships Within NUHS to Improve Care Coordination

On 1 October 2022, NUHS Diagnostics (NUHSD) and NUHS Pharmacy (NUHSP) took over the management of diagnostics and pharmacy services from NUP's previous service partner, the National Healthcare Group (NHG). NUP's partnership with NUHSD and NUHSP marks a strategic move to achieve greater operational synergy and data integration across NUHS care settings to improve care coordination.

NUP and the new partner teams had been working closely for over a year to build and integrate systems and workflows in preparation for the changeover. Staff were also trained to familiarise themselves with the new operational setup. The transition was executed seamlessly with no disruption to patient care. Notably, over 90% of the previous NHG team chose to remain and continue serving our patients.



*Spirits were high during the multi-department Readiness Day session, 38 days remaining to go-live.*



## Sharing Best Practices and Knowledge to Strengthen Primary Care

The inaugural Singapore Primary Care Conference took place on 3 and 4 March 2023, and was co-organised by NUP, the College of Family Physicians Singapore, National Healthcare Group Polyclinics and SingHealth Polyclinics. Themed *Strength in Unity: New Frontiers in Primary Care*, the conference emphasised the importance of a robust primary care system and showcased the resilient response of Singapore's primary care providers to challenges posed by the COVID-19 pandemic.

The conference featured renowned local and international experts who presented on topics such as using technology in primary care and care models of the future. NUP's family physician Dr Richard Hui, who is also the Director of Primary Care Partnerships, NUHS Regional Health System Office, was one of the presenters and shared insights on NUP's collaborative efforts with community partners to amplify care in the community.

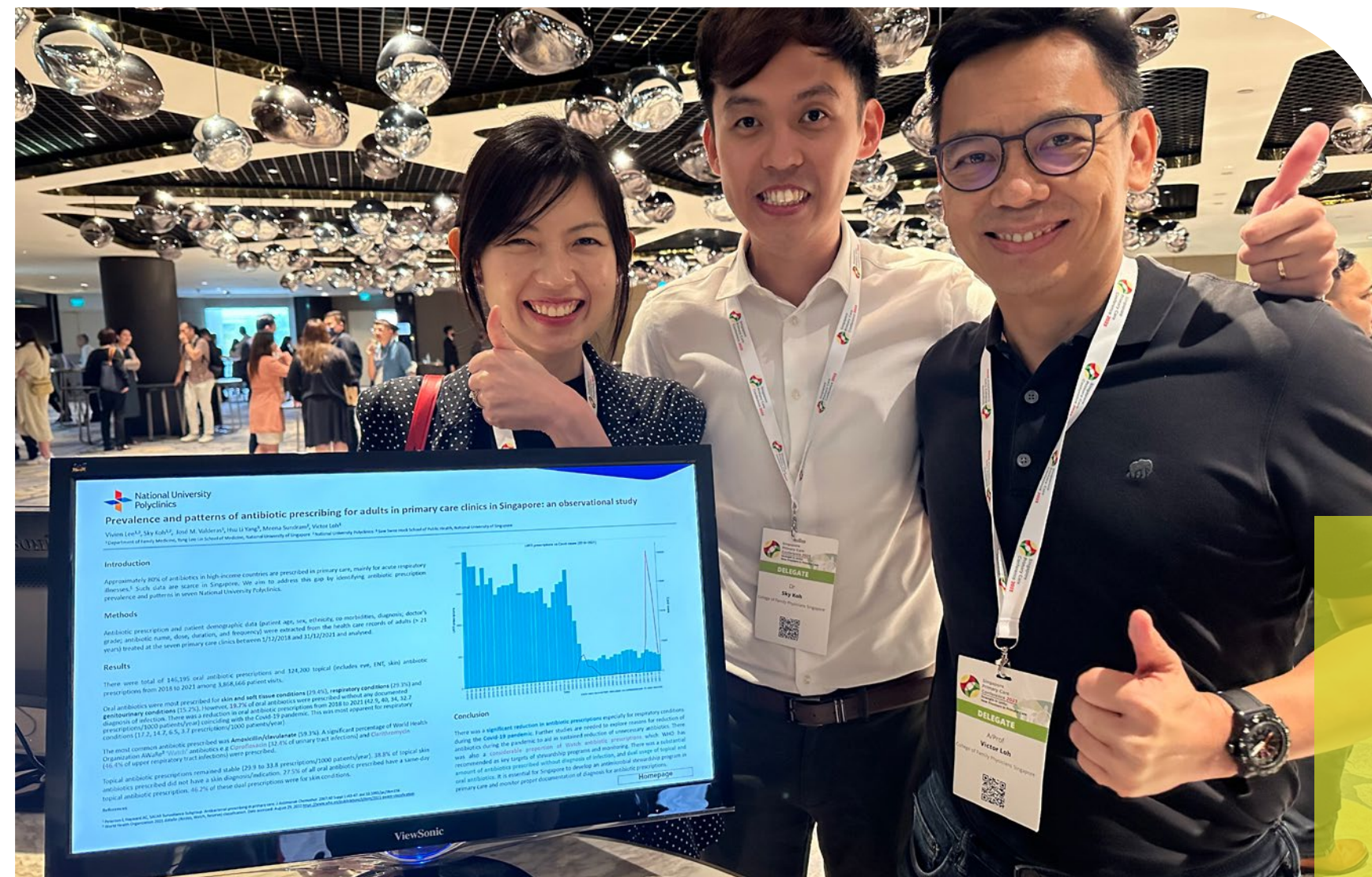


(L-R) CEO of NUP Dr Lew Yii Jen, CEO of National Healthcare Group Polyclinics Associate Professor Chong Phui Nah, President of Singapore Medical Council Professor Chee Yam Cheng, President of College of Family Physicians Singapore Dr Tan Tze Lee, and CEO of SingHealth Polyclinics Dr David Ng at the opening ceremony.



# Research Collaboration: Patterns of Antibiotic Prescribing in Polyclinics

NUP's family physicians have published a research paper titled *Prescribing Antibiotics in Public Primary Care Clinics in Singapore*, in the medical journal *Antibiotics*, April 2023.



Based on a sample of 3.2 million outpatient consultations collected at NUP's seven polyclinics from 2018 to 2021, the study examined the prevalence and patterns of antibiotic prescriptions in order to improve antibiotic governance and stewardship in primary care.

The study found a significant drop in the proportion of antibiotics prescribed for respiratory infections (10.8%) in 2021, but noted a growing trend of oral and topical antibiotics being jointly prescribed for skin (37.7%) and genitourinary (20.2%) conditions. The study also identified key areas where NUP could improve on, such as better documentation of instances when oral and topical antibiotics were jointly prescribed for skin infections.

The team behind the research (L-R):  
Dr Vivien Lee, Family Physician,  
Choa Chu Kang Polyclinic; Dr Sky Koh,  
Family Physician, Associate Consultant,  
Bukit Batok Polyclinic (lead); Adjunct  
Associate Professor Victor Loh,  
Family Physician & Senior Consultant,  
Department of Family Medicine, NUHS.

“

It is essential for Singapore to develop an antimicrobial stewardship programme in primary care and monitor proper documentation of diagnosis for antibiotic prescriptions to prevent misuse and overuse of antimicrobials.

**DR SKY KOH**  
Family Physician, Associate Consultant,  
Bukit Batok Polyclinic



## Safe Transfer of Care for Musculoskeletal Therapy

Bukit Panjang Polyclinic has entered into a partnership with Vanguard's Senja Care Home (Senja) to offer NUP patients the option of undergoing physiotherapy at their gym. Senja and NUP are located in the same building, making it safe and convenient for patients to receive prompt care closer to home. The first NUP patient was referred to Senja in October 2022.

The partnership is part of the National One-Rehab project which aims to encourage seamless transition of care while maintaining clinical safety. After consulting the doctor, patients who present with musculoskeletal conditions that do not require surgery are referred to the clinic's physiotherapist to be assessed. Initial exercises are prescribed, and if further rehabilitation is needed, patients can be referred to Senja instead of being redirected to Bukit Batok Polyclinic or Pioneer Polyclinic which offer comprehensive rehabilitation services.

Moving forward, there are plans for more NUP polyclinics to adopt this model of care.



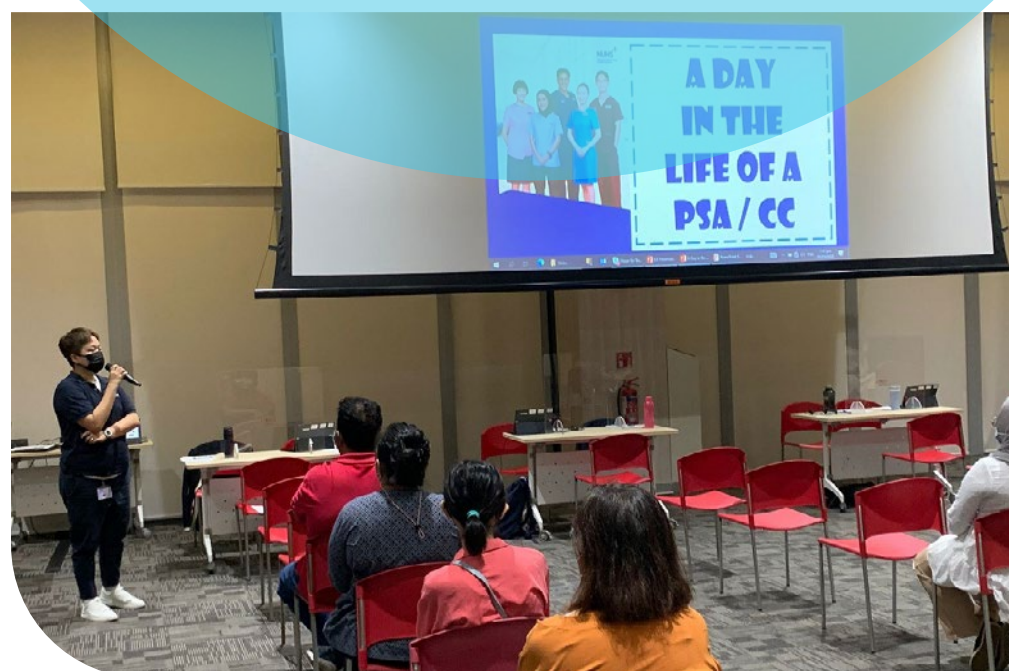
# Working with Partners to Build a Ready Talent Pool

To boost manpower resources for the healthcare sector and provide a steady pipeline of talent over the next few years, NUP cultivated several partnerships with external agencies.



## EMPLOYMENT AND EMPLOYABILITY INSTITUTE

In November 2022, NUP held a one-day joint Career Fair with the institute to fill the positions of Care Coordinator and Patient Service Associate (PSA).



## GENERATION SINGAPORE

NUP provided inputs to help non-profit Generation Singapore develop a training curriculum for PSAs. The organisation launched the new programme to upskill unemployed individuals to be employed as PSAs, with the first cohort starting their training in late November 2022.

## HEALTHCARE MANAGEMENT INSTITUTE

In December 2022, NUP held a career talk for the institute's students, to share details about career paths in the primary care sector. The first round of interviews was also conducted by our Human Resource team on-site to assess the suitability of interested applicants.



# Strengthening Care

At NUP, we explore new approaches to meet the needs of families and the rising burden of chronic diseases that come with an ageing population. We collaborate with healthcare partners and enable better care coordination and provide the best care we can for each patient.



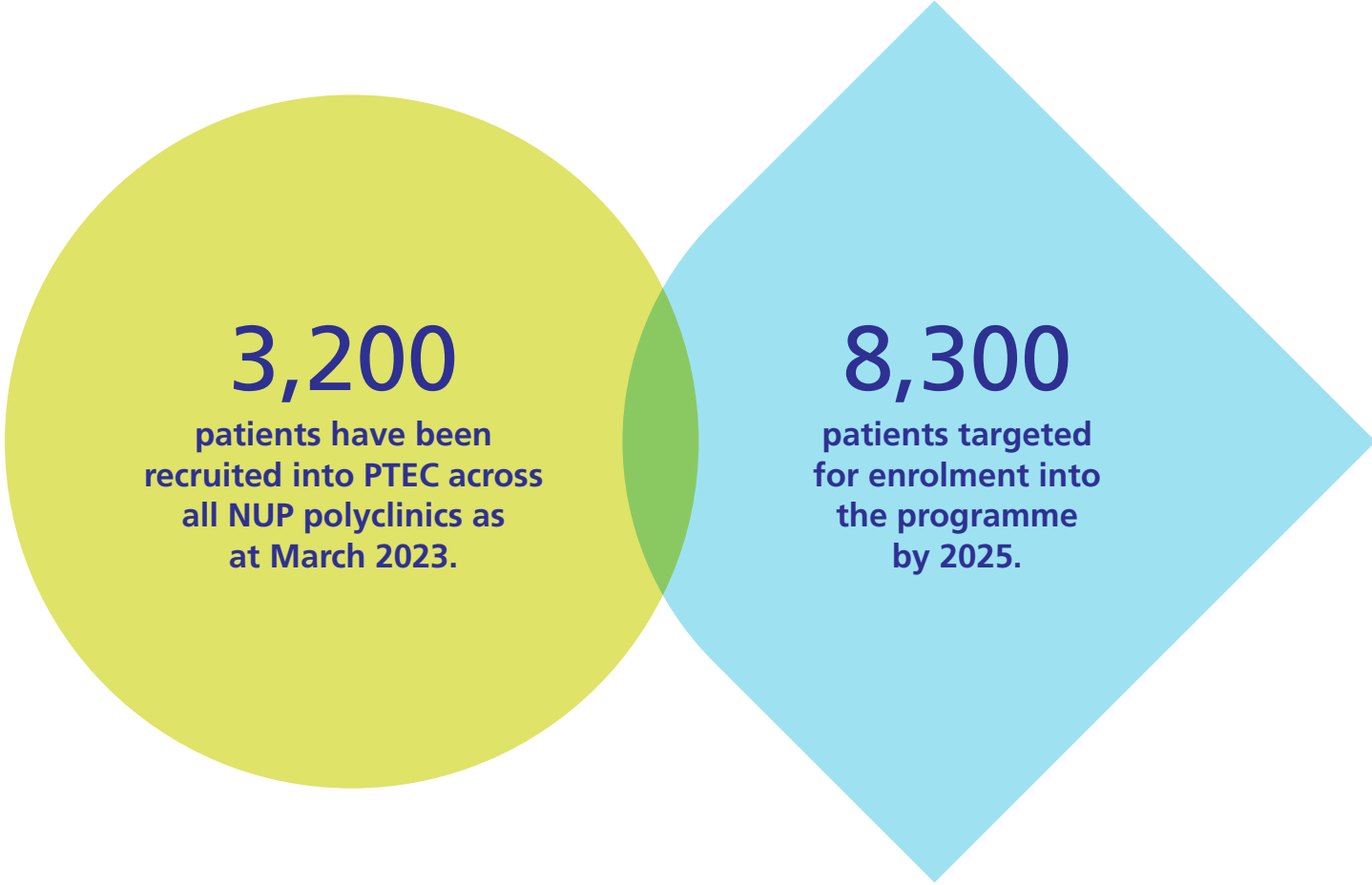
**DR HAREESH SINGARAJU**  
*Family Physician,  
Choa Chu Kang Polyclinic*



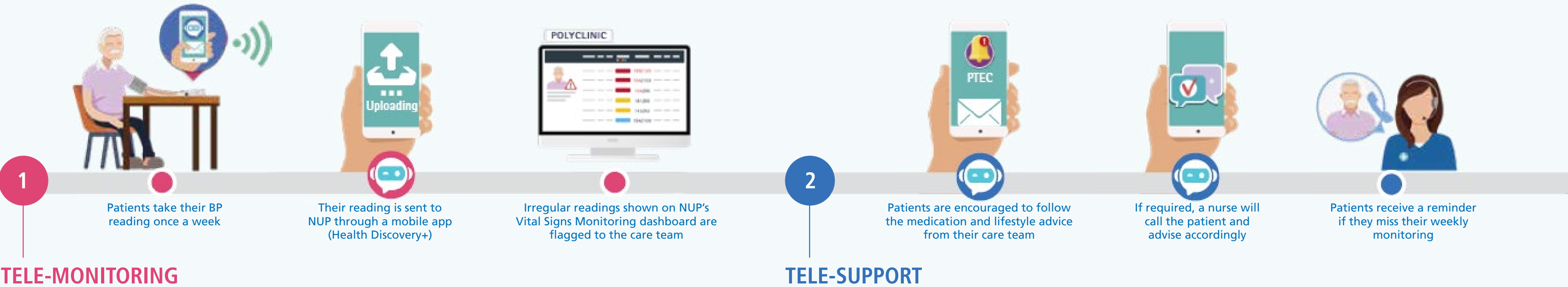
# Empowering Patients to Manage Hypertension with Tele-monitoring

In July 2022, NUP successfully rolled out the national telehealth platform by the MOH Office for Healthcare Transformation's Primary Tech-Enhanced Care (PTEC) programme, across all seven polyclinics. Patients with hypertension, aged 21 to 80 years are eligible for PTEC.

Under the programme, patients use a Bluetooth-enabled blood pressure (BP) monitoring device to perform weekly BP readings at home. The device is paired with a mobile app (Health Discovery+) and readings are sent to NUP's Vital Signs Monitoring dashboard for the care team to review. Irregular readings are flagged to initiate timely intervention. NUP aims to recruit up to 8,300 patients into the programme by 2025.



## PTEC CARE JOURNEY







The consultation is personal; as how I feel and what I think, matters. The doctor is my partner and I appreciate that someone is there to care for my health. Therefore, I should also put in the effort, for myself.

PACE-D PARTICIPANT



## Person-centric Care Model Improves Diabetes Control

The Patient Activation through Community Empowerment/Engagement for Diabetes (PACE-D) programme is a three-year pilot funded by MOH that was initially implemented in Jurong Polyclinic (JUR) and Pioneer Polyclinic (PIO) by one teamlet (comprising a doctor, care manager, clinical pharmacist and care coordinator) in each polyclinic.

The pilot was launched in 2019 with JUR and PIO as the intervention sites and NUP polyclinics in Bukit Batok and Choa Chu Kang as the control sites. By March 2022, 2,186 participants were recruited into the pilot, with 1,016 in the intervention group and 1,170 in the control group. The findings showed that over a year, PACE-D participants were more motivated to achieve their health goals.

The PACE-D model replaces the traditional medical consultation with a more engaging 'Care and Support Planning' (CSP) conversation that is designed to empower patients to play an active role in designing a personalised plan to improve diabetes management.

Two weeks before the CSP session, patients are mailed a care planning letter consisting of their latest health results and outcomes. The letter serves as a guide to help patients reflect on any concerns or areas for discussion leading up to the CSP.



# Exploring Collaborations with Community Care to Support High-risk Patients

NUP is exploring a collaborative intervention model to cater to patients with poorly controlled diabetes, multiple co-morbidities and complex psychosocial needs.

Under the National Diabetes Collaborative programme, NUP’s Quality department has been working closely with Jurong Polyclinic (JUR) to develop an intervention care programme and formalise the roles and responsibilities of their weekly multidisciplinary team meeting (MDM). The pilot was tested by one MDM teamlet for 300 patients from May 2022 to February 2023, and the programme has since been scaled up to four teamlets in the polyclinic.

It is envisioned that in the final version of the care model, community care volunteers will be engaged to help prepare the patient using a pre-consultation questionnaire. This includes identifying expected goals and possible solutions to overcome perceived psychosocial obstacles. “Such planning support sessions empower patients to communicate what matters to them the most. The care team is then better able to assist in lifestyle changes by adopting a person-centred approach that is sensitive to the patient’s needs,” says Dr Cheah Ming Hann, Deputy Head, JUR and project lead.



## 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.



# Early Oral Health Intervention for Preschoolers



Dental care for pre-schoolers remains a significant unmet healthcare need. For many of them, their first few dental visits tend to be emergency appointments to treat toothaches.

To address this gap, NUP's Dental Services came up with a creative solution to design a dental care schedule for pre-schoolers that corresponds to key developmental health milestones for child vaccinations. As this had never been done before, the team collaborated with the Nursing department to develop a pilot at Bukit Panjang Polyclinic to study the level of adoption by families and to identify gaps for improvement.

As part of the pilot, nurses would share information pamphlets on baby oral care with parents and caregivers during their baby's 11-month vaccination appointment. They also advised parents to time their baby's first dental check-up with the

upcoming 18-month vaccination appointment, highlighting that this would save them from making an extra trip.

By the end of 2023, Dental Services and Nursing will regroup to assess the effectiveness of the initiative.



# Investigating the Impact of Diet on Gum Disease and Diabetes Control

Diabetes and periodontitis, a severe gum disease, are two prevalent chronic conditions that are interlinked. While it is widely known that diabetes increases the risk of periodontitis, the exact mechanism by which untreated periodontitis can adversely affect blood sugar levels leading to complications in diabetes remains unclear.

To better understand this, NUP Dental and the National University of Singapore (NUS) Faculty of Dentistry have embarked on a joint study involving polyclinic patients living with diabetes. To recruit suitable patients for the study, the Dental team worked with medical colleagues to identify diabetic patients who have gum disease but are unaware. These patients are then fast-tracked for dental assessments and advised on steps they could take to improve their gum health.

Periodontitis can impair chewing ability and limit food options, making it difficult for diabetic patients to follow the dietary guidelines crucial for glycaemic control.



The results from the study will provide baseline data for targeted improvement initiatives.



**NORAIANI BTE SAIDI**  
*Assistant Nurse Clinician,  
Bukit Batok Polyclinic*



## Expanding Nurse-led Services in Primary Care

The Nursing department has taken a bold step towards improving operational efficiency and broadening nurses' skillset. Since August 2022, the changing of catheters for male patients at all NUP polyclinics has become a nursing responsibility. Under the guidance of a team from NUH's Urology Centre, an initial batch of 11 nurses from the polyclinics were trained to perform this service. In the coming months, another nine nurses will be trained.

Previously, male patients requiring regular catheter changes for their long-term indwelling urinary catheters had to either visit a hospital or rely solely on doctors at NUP to perform this procedure. The new service has made it more convenient for these patients as the wait time is reduced and they can receive their regular follow-ups closer to home. At the same time, redistribution of this responsibility has freed up doctors' time enabling them to attend to more patients.



# Driving Earlier Detection and Management of Dementia

NUP's Memory Clinic service was established in 2017 to offer individuals who are suspected of developing dementia or living with dementia an accessible and less stigmatising environment in which to seek help. The service is now available at Bukit Batok Polyclinic, Choa Chu Kang Polyclinic, Jurong Polyclinic and Pioneer Polyclinic; and in April 2022, Queenstown Polyclinic started offering the service.

## ASSESSMENT AND SUPPORT SERVICES

- Screening panel tests such as blood tests and electrocardiogram to exclude any acute conditions that can cause dementia-like symptoms or affect choice of treatment.
- Cognitive assessment using the Chinese version of the Mini-Mental State Examination.
- Functional assessment for daily living activities, and caregiver burden assessment.
- Diagnosis and management of dementia supported by a NUHS psycho-geriatric specialist.
- Case management support by a NUH geriatric psychiatry team for home safety assessment, mild cognitive impairment monitoring, and management of worsening behavioural and psychological symptoms of dementia.
- Access to CT brain scan at NUH without the need to see a specialist.
- Referrals to community services like Dementia Day Care, social and financial assistance.
- Medication counselling.



(Left) NUH Case Manager Eng Jia Yen conducting a home visit with a patient.

Besides conducting baseline assessments, the Memory Clinic has introduced additional value-added services such as a medication reconciliation and counselling service by a pharmacist for patients who have been prescribed new medications, especially when they are already on other medications for chronic conditions. The pharmacist would also provide follow-up phone calls to the caregiver or patient to monitor for adherence, side effects and tolerability.





**4,000**  
patients seen at NUP's  
Health and Mind Clinics  
from 2017 to 2022.

(L-R)

**DR SOO SHUENN CHIANG**  
Senior Consultant,  
Department of Psychological Medicine, NUH

**DR CHONG YONG HE**  
Family Physician, Bukit Panjang Polyclinic

## Access to Psychological Support Closer to Home

A fifth Health and Mind Clinic started operations in Bukit Panjang Polyclinic in September 2022. The service is also available at Bukit Batok Polyclinic, Jurong Polyclinic, Pioneer Polyclinic and Queenstown Polyclinic.

The Health and Mind Service treats mild to moderate common mental disorders such as depression, anxiety and insomnia, enabling patients to receive care at a polyclinic closer to home. Complex cases are escalated to hospital psychiatry services while stable patients under specialist care can step down to the polyclinic for regular follow-ups.

In 2022, NUP focused on building its capabilities in mental healthcare. To ensure the smooth running of these clinics and a high standard of care, our teams received training from various psychological medicine specialists from the hospitals within the cluster. There is also ongoing training to develop non-medical staff. For example, our psychologists are training case managers and care coordinators to identify mental health symptoms using screening questionnaires.



# Enriching Our Teams

We prioritise wellbeing promotion, continuous learning and teamwork to foster a supportive and safe work environment for our people.



(L-R)

**EVON OH**

*Nurse Clinician, Clementi Polyclinic*

**DR CHERYL CHRISTINE CHANDRA**

*Deputy Head, Clementi Polyclinic*

**ISWARYA LINDA D/O LYNDON JOHNSON**

*Patient Service Coordinator, Bukit Panjang Polyclinic*



## Providing Opportunities for Career Advancement

In line with NUP's *Care for Our People* strategic thrust, the organisation strives to provide a nurturing environment where staff can grow and thrive. To support plans to expand teamlet services and especially with the impending launch of the Healthier SG (HSG) initiative, there was a need to strengthen the existing pool of care coordinators (CCs). Before looking externally to hire, experienced patient service associates (PSAs) at NUP were offered the opportunity to pursue expanded careers and be upskilled as CCs.

Specific to the HSG role, the CCs will be involved in educating and counselling patients as well as encouraging them to attend their first consultation and complete the recommended screenings and vaccinations. They will also support the doctors in social prescribing by linking patients to social care services within the community to improve their overall health outcomes.



*An initial batch of 25 PSAs underwent training to take on their new role as CCs.*



# New Curriculum to Foster Inclusive Communications

To allow our doctors to communicate more effectively with persons with disabilities (PWDs), a new workshop titled *Communications with Persons with Disabilities* was added to the third-year undergraduate curriculum of the NUS Yong Loo-Lin School of Medicine (NUS Medicine).

Launched in July 2022, the workshop was co-designed by Dr Vivien Lee, Family Physician, Choa Chu Kang Polyclinic who is also a lecturer in the Division of Family Medicine, NUS Medicine, and Adjunct Associate Professor Victor Loh, Education Director, Family Medicine, NUS Medicine.

The educators roped in PWDs in the development of a lesson plan that uses role-play to demonstrate the dilemmas faced by PWDs and incorporated exercises that promote sensitivity, inclusivity and empathy. The workshop resulted in a significant improvement in attitudes among students who expressed a greater understanding of the challenges that PWDs face.

*The initiative was presented at the Asia Pacific Medical Education Conference, 22 to 28 May 2023, in Singapore.*

With the injection of gamification in education, learning has never been so much fun!

**WONG LI HUI**  
Senior Staff Nurse, Bukit Panjang Polyclinic



## Exploring Novel Ways to Enrich Learning

In an effort to enhance knowledge retention and create a more enjoyable learning experience, the Nursing department has successfully revamped two of its in-house courses after researching the emerging trend of gamification in medical and nursing education. Taking into account game mechanics, desired learning outcomes and adult learning principles, they developed a new course structure that uses gamification as the primary method of delivery.

As part of the process, 10 nurses were invited to participate in the pilots for *Presentation Skills for Trainers of In-house Courses* and *Preceptorship*. They were pleasantly surprised to be presented with a board game with moving pieces. Their enthusiasm and positive feedback have encouraged the education team to explore the possibilities of incorporating gamification into other in-house training programmes.



# Prioritising Staff Wellbeing

Cultivating a caring culture plays a pivotal role in safeguarding the wellbeing of our staff. System-wide initiatives were launched this past year to promote a safe and collaborative working environment.



## TRANSFORMING WORKPLACE CULTURE

To shape a cohesive and effective organisational culture across the diverse NUHS entities, the WE CARE framework was launched in late 2021 to establish a shared set of values that would influence workplace behaviour.

To translate these values into actionable leadership strategies, close to 200 NUP leaders embarked on NUHS' *Unlocking the Power of WE CARE* programme to learn new approaches and methods in people management. A NUHS WE CARE mobile app was also introduced in April 2022 to provide staff with easy access to corporate announcements and benefits as well as a feedback channel and real-time peer-to-peer appreciation function.



## PROVIDING EFFICIENT AND EFFECTIVE HR ASSISTANCE

Two initiatives were launched in 2022 to provide avenues for staff to share their feedback and queries with HR.

Held twice a year, the new HR Connect platform provides staff with the opportunity to share their views and clarify their concerns via a virtual or face-to-face appointment.

This initiative was complemented by the introduction of the HR Support Centre (HRSC) – a one-stop platform for staff to submit any HR-related query via the hotline or email.



# Prioritising Staff Wellbeing

Over the past year, NUP has also conducted various initiatives aimed at enhancing staff wellness and promoting a sense of belonging among our teams.

## PSYCHOLOGICAL SAFETY: A SAFER WORKPLACE FOR ALL

NUP's inaugural Quality Day was a month-long roving event that visited all the polyclinics and NUP headquarters. Themed *Psychological Safety: A Safer Workplace for You and Me*, the activity booths aimed to help staff understand safety practices.

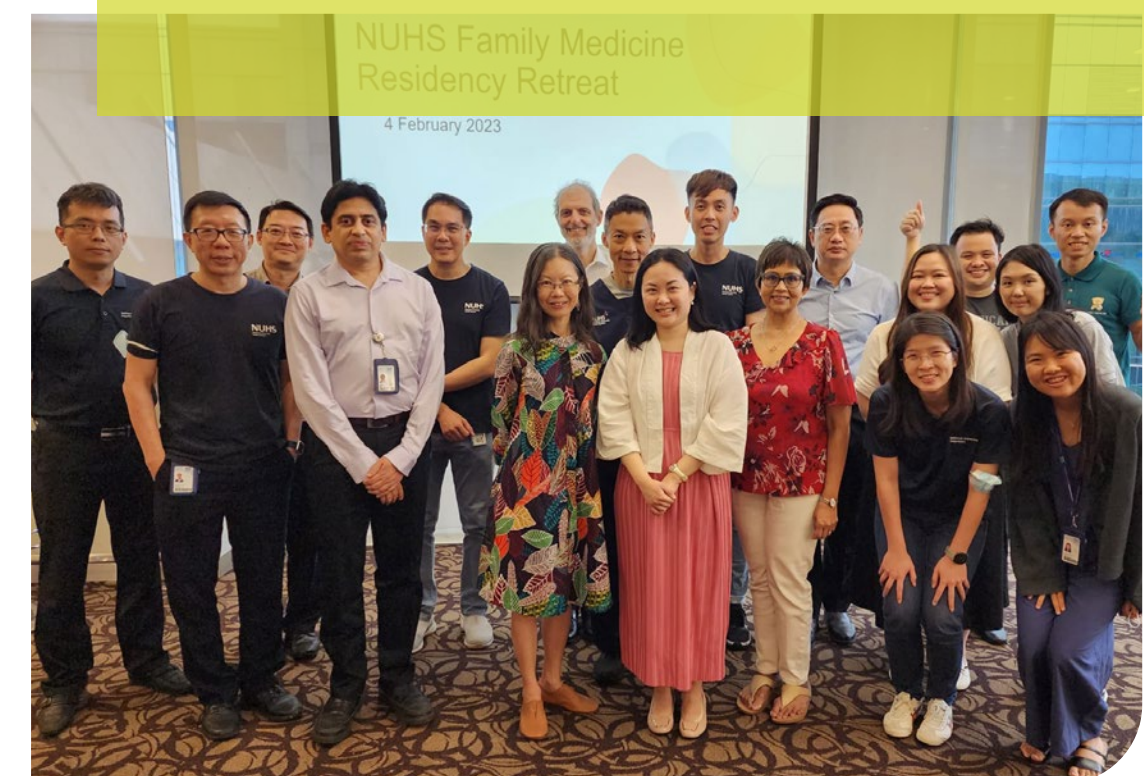


## WELLBEING FROM WITHIN

In January 2023, NUP's Workplace Health Promotion Committee successfully held the first NUP Wellness Day. Themed *Wellbeing from Within*, the half-day event provided participants with an enriching array of movement activities, team interactions and time for reflection. This year, NUP also introduced Work-Life Balance Days, providing polyclinics with a modest budget to organise their own team-bonding activities.

## RESIDENCY FACULTY RETREAT

On 4 February 2023, the faculty members of the NUP Residency Programme convened for their first retreat since the COVID-19 pandemic. The retreat provided a valuable opportunity for faculty members to connect with newer staff, share updates and brainstorm faculty development ideas. The retreat also featured a session by Toh Hui Moon, Senior Psychologist of NUP who shared tips on self-care and stress management.





# Milestones

2022

## APRIL

- Clementi Polyclinic underwent minor renovations to improve the patient journey.
- The Memory Clinic service offering screening for dementia was introduced in Queenstown Polyclinic.

## MAY

- Queenstown Polyclinic's renovations were completed to create more rooms, including a negative pressure (isolation) room for patients with fever.
- A Risk Awareness Roadshow organised by the Quality department was conducted at all seven polyclinics and HQ, to enhance staff's understanding of organisational risks.

## JUNE

- A new Incident Reporting Information System (IRIS) went live on 1 June.
- NUP's People Leaders began their training in the NUHS WE CARE programme which facilitates a mindset change in people management.

## JULY

- The MOHT Primary Tech-Enhanced Care (PTEC) programme was rolled out at all seven polyclinics.

## AUGUST

- NUP introduced a new nurse-led service to change catheters for male patients.

## SEPTEMBER

- The Health and Mind Service clinic started operations in Bukit Panjang Polyclinic.

## OCTOBER

- NUHS Diagnostics and NUHS Pharmacy began operations on 1 October, taking over from the previous service provider, NHG.
- Bukit Panjang Polyclinic commenced its partnership with Vanguard's Senja Care Home to offer NUP patients physiotherapy services.

## DECEMBER

- For better infection control as well as comfort, non-clinician uniformed staff working in the polyclinics' red zones switched to wearing scrubs.

2023

## JANUARY

- The first NUP Wellness Day held on 7 January allowed staff to experience an afternoon of *Wellness from Within*.
- DPM Lawrence Wong presided over the ground-breaking ceremony at the new Yew Tee Polyclinic site on 8 January.

## FEBRUARY

- The inaugural Quality Day event was brought to each polyclinic and HQ. The Great Catch Awards was launched to recognise staff who had multiple good catches.

## MARCH

- NUP co-hosted the Singapore Primary Care Conference (3-4 March) with the NHGP, SHP and College of Family Physicians Singapore.
- NUP celebrated its 6<sup>th</sup> anniversary at Suntec City on 18 March.



# Awards

## National Awards (COVID-19) 2022

### THE PRESIDENT'S CERTIFICATE OF COMMENDATION

NATIONAL UNIVERSITY POLYCLINICS

### THE PUBLIC ADMINISTRATION MEDAL (SILVER) (COVID-19)

**DR LEW YII JEN**  
*Chief Executive Officer*

**JANCY MATHEWS**  
*Chief Nurse*

**SAMUEL NG CHUN LIEN**  
*Chief Operating Officer*

### THE PUBLIC ADMINISTRATION MEDAL (BRONZE) (COVID-19)

**DR ANBUMALAR D/O RAMIAH**  
*Deputy Director, Clinical Services*

**DR TSOU YU KEI KEITH**  
*Director, Clinical Services*

**ONG SOR BOH MABEL**  
*Deputy Director, Nursing Administration*

**NG KAH YUEN MATTHEW**  
*Chief Financial Officer*

**SEAN TAN YEW SIONG**  
*Deputy Director, Clinic Operations (HQ)*

**KOO LI GJIN SHARON**  
*Deputy Director, Human Resource*

### THE COMMENDATION MEDAL (COVID-19)

**ALISON LIM YIN TENG**  
*Senior Assistant Manager, Nursing Administration*

**AMBER ANG SHUWEI**  
*Assistant Manager, Clinic Operations (HQ)*

**ANG LI BEE**  
*Senior Staff Nurse, Queenstown Polyclinic*

**ANN TOH CHIN SIEN**  
*Senior Manager, Clinical Services*

**DR BAGASOL JONNA CHARISMA AGBAYANI**  
*Resident Physician, Senior Staff,  
Clementi Polyclinic*

**DR BENJAMIN WONG JIANN SHUENN**  
*Family Physician, Clementi Polyclinic*

**BETTINA LIM WAN SIENG**  
*Assistant Nurse Clinician, Bukit Batok Polyclinic*

**DR CHERYL CHRISTINE CHANDRA@  
CHERYL CHRISTINE**  
*Deputy Head, Family Physician, Clementi Polyclinic*

**CHERYL YAU XINYI**  
*Staff Nurse, Pioneer Polyclinic*

**CHEW KAH LENG**  
*Staff Nurse, Pioneer Polyclinic*

**CHO YEW HUNG**  
*Manager, Pioneer Polyclinic*

**DR CHOONG SHOON THAI**  
*Family Physician, Principal Staff, Jurong Polyclinic*

**DR CHUA YING XIAN**  
*Deputy Head, Family Physician,  
Associate Consultant, Pioneer Polyclinic*

**DESMOND LIM CHOON HENG**  
*Manager, Clinic Operations (HQ)*

**DIANA ONG SIOW HOON**  
*Senior Nurse Manager, Bukit Panjang Polyclinic*

**DR DJONI HUANG SIAN WEI**  
*Family Physician, Principal Staff, Jurong Polyclinic*

**LI YUN RUI GISELLE**  
*Nurse Clinician, Nursing Administration*

**GOH EE HOON**  
*Assistant Nurse Clinician, Jurong Polyclinic*

**DR GOH SHU HERNG**  
*Family Physician, Queenstown Polyclinic*

**HUA YULING**  
*Senior Assistant Manager,  
Operational Support Services*

**TEO WEE SIANG IVY**  
*Senior Staff Nurse, Jurong Polyclinic*

**WONG JIN YEE JEANNETTE**  
*Nurse Manager, Jurong Polyclinic*

**JODY TEO LI HUA**  
*Manager, Bukit Batok Polyclinic*

**JUNE LAU WANG CHING**  
*Manager, Corporate Strategy Planning*

**LIEW KAILI KELLY**  
*Nurse Manager, Clementi Polyclinic*

**DR LOW JIE YING KRISTEL**  
*Family Physician, Associate Consultant,  
Queenstown Polyclinic*

**LAM KAR FONG**  
*Senior Staff Nurse, Pioneer Polyclinic*

**LEE SU YI**  
*Patient Care Assistant, Pioneer Polyclinic*

**LENG MUHAMMAD ISKANDAR  
BIN MUHAMMAD YUSUF LENG**  
*Senior Assistant Manager, Clementi Polyclinic*

**DR LEOW BOON TECK**  
*Family Physician, Senior Staff, Bukit Batok Polyclinic*

**LIM JAE YOUNG**  
*Senior Staff Nurse, Queenstown Polyclinic*

**LIM MIN WEI**  
*Assistant Manager, Corporate Strategy Planning*

**LIM QIAN LING**  
*Senior Staff Nurse, Jurong Polyclinic*

**DR LIOW YIYANG**  
*Family Physician, Queenstown Polyclinic*

**DR LOH JUN HAO**  
*Family Physician, Jurong Polyclinic*

*continued on the next page*



## National Awards (COVID-19) 2022

### THE COMMENDATION MEDAL (COVID-19) *continuation*

**MADELINE FAN JAI HUI**  
Manager, Queenstown Polyclinic

**MAGGIE HUANG CHUNMENG**  
Nurse Manager, Choa Chu Kang Polyclinic

**LEE SECK KWAN MARK**  
Senior Assistant Manager, Human Resource

**NUR DINI BINTE SALIM**  
Staff Nurse, Pioneer Polyclinic

**DR NURUL AZLIN BINTI AZALI**  
Family Physician, Senior Staff,  
Choa Chu Kang Polyclinic

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

**PERRY FONG PUI YOKE**  
Manager, Clementi Polyclinic

**PRISCILLA MANOR GRAEE**  
Staff Nurse, Bukit Batok Polyclinic

**RASHIDA BT NARAWI**  
Senior Staff Nurse, Choa Chu Kang Polyclinic

**REIS KOH SIEW LING**  
Senior Manager, Human Resource

**SAM SNG CHIN CHYE**  
Senior Assistant Manager,  
Operational Support Services

**LI SHUJUN SANDY**  
Manager, Bukit Panjang Polyclinic

**DR SANKARAPRASAD ANAND SANKAR**  
Family Physician, Bukit Panjang Polyclinic

**DR SELVAMANI D/O BALASUBRAMANIAM**  
Family Physician, Bukit Panjang Polyclinic

**SERENE FOO AI BUAY**  
Senior Assistant Director, Clinic Operations (HQ)

**SHARON TAN YEU SIN**  
Senior Staff Nurse, Pioneer Polyclinic

**DR SKY KOH WEI CHEE**  
Family Physician, Bukit Batok Polyclinic

**DR SOH CHENG SIM**  
Family Physician, Senior Staff,  
Queenstown Polyclinic

**HIU SOK MUN SUSAN**  
Senior Manager, Jurong Polyclinic

**DR TAN CHUN JEK**  
Family Physician, Bukit Batok Polyclinic

**TAN JIEXIN**  
Senior Staff Nurse, Jurong Polyclinic

**TAN KAR LENG**  
Assistant Director, Clinic Operations (HQ)

**TAN LEE LEE**  
Assistant Nurse Clinician,  
Choa Chu Kang Polyclinic

**DR TAN WEI BENG**  
Family Physician, Associate Consultant,  
Jurong Polyclinic

**TEO LAY SZE**  
Senior Nurse Manager, Nursing Administration

**VICKRAMAN JAYANTHI**  
Nurse Manager, Bukit Batok Polyclinic

**DR LEE DEHAO VICTOR**  
Family Physician, Bukit Batok Polyclinic

**DR WAI HON TONG JOEY**  
Family Physician, Pioneer Polyclinic

**WANG YAN**  
Senior Staff Nurse, Queenstown Polyclinic

**DR WIN THU**  
Resident Physician, Senior Staff,  
Bukit Batok Polyclinic

**WONG LI HUI**  
Senior Staff Nurse, Bukit Panjang Polyclinic

**YAN CHAU CHAIN**  
Assistant Director, Nursing Administration

**YEO SHUHUI**  
Senior Staff Nurse, Choa Chu Kang Polyclinic

**YIN SHUMEI**  
Nurse Manager, Queenstown Polyclinic

**DR ZHANG KAIXIANG**  
Family Physician, Pioneer Polyclinic

## National Day Awards 2023

### PUBLIC ADMINISTRATION MEDAL (BRONZE)

**DAWN SIM I-SHIEN**  
Head, Communications & Service Quality, NUP  
Lead, Internal Communications,  
Group Communications, NUHS

**MATTHEW NG KAH YUEN**  
Chief Financial Officer

**SIMON TAN TAI WUI**  
Chief Human Resource Officer

### COMMENDATION MEDAL

**DR TAN HSIEN YUNG DAVID**  
Director, Clinical Services

### EFFICIENCY MEDAL

**BETTINA LIM WAN SIENG**  
Nurse Manager, Queenstown Polyclinic

**CHIAN SUM LING**  
Senior Financial Counsellor, Clementi Polyclinic

**TAN HUAI HUAI FION**  
Senior Oral Health Therapist, Jurong Polyclinic

**LYNETTE GOH MEI LIM**  
Principal Dietitian, Pioneer Polyclinic

### LONG SERVICE MEDAL

**DR CHEAH SOON MIN, BENJAMIN**  
Family Physician, Consultant, Jurong Polyclinic

**DR CHEW ENG LEE**  
Family Physician, Associate Consultant,  
Clementi Polyclinic

**UMI KALTHOM BINTE RAHMAT**  
Care Coordinator, Clementi Polyclinic

## MOH Nurses' Merit Award 2023

**WANG NA**  
Nurse Clinician, Jurong Polyclinic

**YIN SHUMEI**  
Nurse Manager, Queenstown Polyclinic

## NUHS Nightingale Awards 2023

**FU YU**  
Senior Staff Nurse, Pioneer Polyclinic

**JINNY TAN JIN NI**  
Senior Staff Nurse, Clementi Polyclinic

**NUR ASYIQIN BINTE RAHIM**  
Assistant Nurse Clinician, Choa Chu Kang Polyclinic

**XU CONG**  
Senior Staff Nurse, Queenstown Polyclinic

**WONG LI HUI**  
Senior Staff Nurse, Bukit Panjang Polyclinic

## Singapore Primary Care Conference 2023

**DR TAIJU RANGPA**  
Family Physician, Consultant, Bukit Batok Polyclinic  
Best Poster Presentation (Medical) – 3rd Prize  
Poster: Anticoagulation Control for Atrial  
Fibrillation with Warfarin in Primary Care



# Publications

| <i>Publication Title</i>   | <i>Name of Author(s)</i>   | <i>Publication Date</i> | <i>Publisher</i>                                    |
|--|--|-------------------------|---|
| COVID-19 Vaccine Acceptance and Hesitancy among Primary Healthcare Workers in Singapore  | <b>SKY KOH</b>   | 7 Apr 2022              | BMC Family Practice                                 |
| Meticillin-Susceptible Staphylococcus Aureus Pyomyositis and Cellulitis in Right Thigh of a 15-year-old Boy: A Case Study  | <b>DORIS HUNG, DAVID TAN</b>   | 1 Aug 2022              | Journal of Wound Care Vol 31                        |
| Impact of an Interactive Health Corner using the Culinary Education Approach in Promoting Long-term Dietary Changes among Patients who seek Public Primary Care Services | <b>LYNETTE GOH, LI MING CHOW, SU YI NG, DANA WAI, RAYMOND LIM</b>  | 13 Sep 2022             | MDPI  |
| From Astana to Singapore: Primary Health Care is Key to the Long-term Success of Singapore's Health System   | <b>YIYANG LIOW, DORIS YOUNG, ANNA STAVDAL, JOSÉ M VALDERAS</b>   | 9 Sep 2022              | Ann Acad Med Singap Vol 51 No 9 September 2022      |
| Designing Direct Observation of Procedural Skills (DOPS) for Core Competency Skills at the Primary Care Setting  | <b>YAN CHAU CHAIN, KARIE CHOO</b>  | 16 Feb 2023             | Science Talks                                       |
| COVID-19 Vaccination Strategy in Singapore: Perspectives and Lessons from Primary Care   | <b>SKY KOH, VICTOR LOH, YIYANG LIOW, CHOON KIT LEONG, DORIS YOUNG</b>  | 2 Mar 2023              | Singapore Medical Journal                           |
| Hand Hygiene Knowledge: Its Effect on Hand Hygiene Adherence Rate during the COVID-19 Pandemic in the Primary Care Setting   | <b>CHAU CHAIN YAN, GISELLE LI</b>  | 16 Mar 2023             | Antimicrobial Stewardship & Healthcare Epidemiology |
| The Role of Active Surveillance in the Primary-care Setting during a Pandemic in Singapore   | <b>CHAU CHAIN YAN, GISELLE LI, LIM MIN WEI</b>   | 16 Mar 2023             | Antimicrobial Stewardship & Healthcare Epidemiology |
| Prescribing Antibiotics in Public Primary Care Clinics in Singapore: A Retrospective Cohort Study  | <b>SKY KOH, VIVIEN MIN, SI HUI LOW, WEI ZHI TAN, JOSÉ M VALDERAS, VICTOR LOH, MEENA SUNDAM, LI YANG HSU</b>  | 16 Apr 2023             | MDPI  |
| Antibiotic Treatment Failure of Uncomplicated Urinary Tract Infections in Primary Care   | <b>SKY KOH, TRACY NG , VICTOR LOH, JUN CONG GOH, SI HUI LOW, WEI ZHI TAN, HUNG CHEW WONG, PRADEEP DURAI, LOUISA SUN, DORIS YOUNG, PAUL TAMBYAH</b> | 1 Aug 2023              | Antimicrobial Resistance and Infection Control      |
| Evaluating a Nurse-led Insulin Tele-titration Program on Diabetes Control in Primary Cares   | <b>JANICE KOH, YAN CHAU CHAIN, KARIE CHOO, LIAU WEI FONG</b>   | 21 Aug 2023             | Diabetes Management                                 |



# 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



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



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



**Dr David Tan**  
Director, Clinical Services



**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 Chua Ying Xian**  
Head, Pioneer Polyclinic



**Dr Alicia Boo**  
Head, Queenstown Polyclinic



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



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



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 accessible, comprehensive and coordinated primary care to the western region of Singapore.

**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