



# Shaping & Transforming Community Health

ANNUAL  
REVIEW  
2017–2018

**National University  
Polyclinics**  
A member of the NUHS

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

As part of the Ministry of Health (MOH)'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 clinics include**

- Bukit Batok Polyclinic
- Bukit Panjang Polyclinic  
*(upcoming)*
- Choa Chu Kang Polyclinic
- Clementi Polyclinic
- Jurong Polyclinic
- Pioneer Polyclinic
- Queenstown Polyclinic



# The Future Towards Better Health

At NUP, we aim to shape family health through the delivery of value care that is patient-centric, safe and has good clinical outcomes in a cost-effective manner.

We integrate with institutions within and outside NUHS to create a technology-enabled ecosystem that empowers our patients, caregivers, and community for self-care and to stay healthy.

We will also invest in evidence-based research and nurture future-ready healthcare professionals.



**OUR PURPOSE  
STATEMENT**

Shaping  
Family Health,  
Delivering  
Value Care.

At NUP, we are on the ground; embedded in our neighbourhoods and actively shaping the health of our community in real ways, every day.



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Our community partners  
are our valued allies as  
we walk with our patients  
on their healthcare and  
health journeys.

# CEO's Message

## Forming of NUP

With the re-clustering of the public healthcare system, NUP was formed in March 2017 to support NUHS in providing accessible healthcare for the community. At NUP, we also focus on health promotion, disease prevention and chronic disease management. To advance Family Medicine, we leverage on our cluster strengths and resources.

MOH's Healthcare 2020 masterplan sets out a roadmap to move the public healthcare system beyond healthcare to health, beyond hospital to community and beyond quality to value.

To NUP, this translates to greater collaboration with our partners to provide community care and healthcare services closer to our patients.

## Caring for Patients

To date, we have implemented the teamlet model of care across our six polyclinics. Our team-based care model focuses on patients with chronic conditions. We are also working with our partners in the Primary Care Network (PCN) and the Family Medicine Clinics (FMCs) and helping more patients accept referrals to these partners by correcting common misconceptions about the higher costs at such clinics.

With chronic diseases on the rise, we have been intensifying collaboration with our cluster partners. An example is a tie-up with our cluster hospitals which helps diabetic and hypertensive patients manage their chronic kidney disease under the Holistic Approach in Lowering and Tracking Chronic Kidney Disease (HALT-CKD) programme.

To ensure value care for patients, NUP has adopted NUHS' Value Driven Outcomes (VDO) initiative. A holistic approach to quality, cost and patient care, we use the VDO methodology to compute value. Our pilot so far, using an initial design of the VDO dashboard, focused on dyslipidemia (generally known as high cholesterol) to help us improve quality of care while reducing cost variability. We will be using the VDO approach to study hypertension and other chronic diseases seen at NUP.

## Advancing Research and Education

Clinical practice, research and education are closely intertwined in healthcare. We believe in the value of research and continuing education.

Since October 2017, we have introduced an attachment session for Year 1 medical students from the NUS Yong Loo Lin School of Medicine. The attachment to primary care is in addition to the current two-week polyclinic posting for Year 3 students. We hope that exposure to healthcare services provided in the community will offer the students the chance to discover if they have an interest in Family Medicine and community health earlier on in their medical studies.

As a training centre for family physicians, NUP is at the forefront of identifying important primary care issues. Through close collaboration with the three medical schools, we have been focusing on training undergraduates to become family physicians who can assess and screen medical conditions for the community. We are also developing more family physicians with post-graduate qualifications and working closely with partners on chronic diseases research such as diabetes and health promotion for the elderly.

## Partnering the Community

Our community partners are our valued allies as we walk with our patients on their healthcare and health journeys. Community care, such as health screening and health literacy, is important in the long run in engaging patients to take charge of their health.

Community well-being is another priority. With mental health and dementia a growing concern in our ageing population, we have adopted a specialist-led multi-disciplinary team approach. The Health and Mind Clinic at Jurong Polyclinic is an example of collaboration between NUP and Ng Teng Fong General Hospital to bring specialist-care to the community.

## Thank You

This is an exciting time for us with much to work towards. I have great faith in our staff and their capabilities to achieve our objectives. I wish to thank our staff for their dedication in ensuring a smooth transition for our patients.

I am also grateful for the steadfast support of MOH and our community partners and I wish to express my appreciation to the NUHS Board and management for their visionary leadership. I look forward to working with our staff and collaborating further with our partners to shape family health and deliver value care to patients.

**DR LEW YII JEN**  
Chief Executive Officer



# Clinical Care

The key to a healthier population starts with a strong primary care team. At NUP, we take pride in providing patients with quality clinical care.

NUP's one-stop primary care services range from treatment of acute medical conditions and chronic diseases, to women and child health services, and dental care. NUP's clinical care focuses on health promotion and disease prevention, early and accurate diagnosis, and disease management through physician led team-based care.

At NUP, we are changing the primary care landscape by working as a team to deliver value care within the community. This will allow patients to receive the care that they need, closer to their homes and at a more affordable price.

**DR KEITH TSOU**  
Director, Clinical Services



**MS JEANNETTE WONG**  
Senior Staff Nurse,  
Jurong Polyclinic



#### BENEFITS OF NEW SCREENING TEST

- Saves babies from discomfort of invasive blood tests
- Reduces parents' stress and anxiety
- Shorter time taken for TcB test with results known within two minutes of testing

TcB assessment is an additional tool that we can use in the management of neonatal jaundice in the community. This new initiative is part of our continuous efforts to improve patient care.

**DR RUTH ZHENG**  
Family Physician, Consultant,  
Bukit Batok Polyclinic

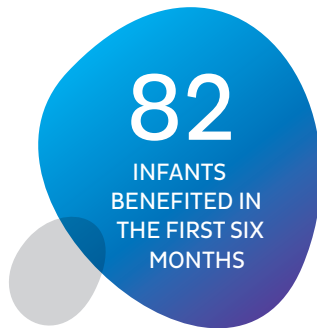
## Painless Jaundice Screening for Babies

In 2018, NUP became the first primary care centre to pilot a new test, the Transcutaneous Bilirubin assessment (TcB) for neonatal jaundice.



Newborn babies with jaundice used to have to undergo a heel prick blood test to ascertain the level of bilirubin in the blood for the purpose of determining if they needed to be referred to hospital for further management.

In March 2018, a new method of screening babies aged two weeks and younger for significant jaundice was piloted at Jurong Polyclinic. It is a non-invasive and painless method which involves a nurse placing a measuring probe over the baby's skin to check the bilirubin levels. With this, only babies with readings above a predetermined level will need to take blood tests. In collaboration with the NUH Department of Neonatology which has been using TcB measurements since 2010, this new initiative was rolled out across all NUP clinics from 21 May 2018.



## Faster Hospital Admission for Babies with Jaundice

Another major milestone in the management of babies with jaundice was the direct admission initiative with NUH. Since 10 January 2018, NUP clinics have been able to directly refer newborns who fit the referral criteria to NUH wards for treatment or observation.

In the first six months of this pilot, a total of 82 infants from the six NUP clinics benefited from direct admission to NUH, thus, allowing timely management as well as reducing the stress and expense of a visit to the Children's Emergency Department.

## Improving our Dental Services



The NUP Dental Services Department was formed in April 2018. Headed by Dr Wendy Wang, the new department aims to provide strategic oversight and direction for NUP's dental services.

Earlier in March 2018, as part of improvements to our dental facilities, renovation works were carried out at the Jurong Polyclinic Dental Clinic.

NUP added two new treatment rooms and installed a new queue station. With the two new dental chairs in operation since July 2018, clinical capacity is expected to increase by 25%, resulting in shorter wait time for patients. The new queue station not only improved workflow of the inquiry, registration and payment processes, but also provided patients with greater convenience.

During the clinic renovation, the dental service was temporarily relocated to Jurong Medical Centre to ensure that care for patients was not disrupted.



# Education

Education, together with research, is fundamental to robust clinical practice and the delivery of quality patient care. As part of the NUHS Academic Health System, NUP is able to leverage the research and education strengths of its National University of Singapore (NUS) hinterland to advance Family Medicine.

Besides helping staff to develop their full potential, one of NUP's key education priorities is the building of a talent pool of professionals to meet the healthcare and health needs of a growing and ageing Singapore population.

**DR MEENA SUNDRAM**  
Director, Family Medicine Development







**DR DAVID TAN**  
Head, Pioneer Polyclinic  
Associate Programme Director,  
NUHS Family Medicine Residency Programme

The four-day programme was designed to provide a more efficient and standardised training for the new doctors.

**DR ANBUMALAR RAMIAH**  
Senior Assistant Director, Clinical Services

#### KEY FEATURES OF NEW PROGRAMME

- Teaching done by NUP's doctors (subject matter experts) replaced the old self-study online learning modules to ensure that new MOs are provided with updated information
- Quiz administered after every topic and the responses are tabulated and reviewed on the spot. The scores will be sent to the supervisors at the end of the programme
- Supervisors will plan suitable training sessions for their MOs accordingly from the start of their posting

## Improved Orientation for New Doctors



NUP introduced a new centralised Medical Officer Posting Exercise (MOPEX) in January 2018, aimed to provide a more efficient and standardised training for the new Medical Officers (MO).

Under the old programme, MOs were required to complete several online learning modules on important common diseases and medical conditions. After which, they had to complete an online quiz comprising multiple-choice questions based on those topics. The results were then collated and sent to the supervisors to review and plan for the MOs' training sessions.

As the MOPEX orientation used to be decentralised and organised by the respective clinics, the review of the quiz results might not be done in time to prepare for the necessary training session. Therefore, the MOs' knowledge gaps might not be fully addressed.

The new four-day programme will solve this issue and also allow NUP to effectively utilise the available manpower resources across the six clinics with minimal disruption to the clinical services. The standardised orientation will ensure that new MOs will be equipped with the necessary skills and knowledge to cope with their clinical work in NUP.

## Developing our Family Physicians

In a collaboration with Jurong Community Hospital, NUP launched a post-residency course, known as the Family Physician Consultant Development Programme. Introduced in February 2018, NUP has received encouraging response to the programme with interest indicated by post-residency doctors.

As part of NUP's staff development and talent management efforts, post-residency doctors are further supported for the Fellowship programme offered by the College of Family Physicians, Singapore (CFPS). Developed with the CFPS Fellowship in mind, the Family Physician Consultant Development Programme aims to enhance the family physician's clinical experience and provide participants with mentorship to successfully complete the Fellowship programme.

The participants are able to practise Family Medicine in different practices and settings in the community. They benefit from exposure to the various aspects of community practice and gain experience with the teamlet care model at NUP clinics. The programme also takes into account the participants' interests in teaching and research and will develop them in their areas of interest.

## Getting the PCN Team Ready

Under MOH's Primary Care Network (PCN) initiative, private GPs can join a network to support polyclinics in caring for patients with chronic diseases. NUP's nurse clinicians helped in the training of 16 members of the PCN Community Nursing Team in 2017 and 2018.

The PCN team was given attachment sessions with polyclinic care managers to learn about nurse-led care management of patients with chronic diseases. NUP will continue to conduct more specialised training for PCN members, such as in diabetic foot screening.

## Expanding Family Medicine Training



The NUHS Family Medicine (FM) Residency Programme was introduced in 2011 to provide training of family physicians across multiple specialties, patient groups and practice settings. Now into its eighth intake of Family Medicine residents, the programme has seen higher enrolment from six in 2011 to 21 in 2018.

With NUP supporting the programme, NUHS FM residents have been able to utilise our clinics as their FM training sites at NUP in addition to their existing training venues. Besides the six-month NUP posting, FM residents will also run their continuity clinics held weekly at Pioneer Polyclinic or Queenstown Polyclinic.

By contributing to the collective education efforts of the cluster partners, NUP is providing important support to the NUHS FM Residency Programme, thus helping to strengthen the quality of Family Medicine education.



# Research

NUP believes in the importance of research and inquiry. By nurturing a talent pool of primary care professionals with research skills, NUP aims to ensure that Singapore is ready to take on the healthcare challenges of a greying and growing population.

Being part of the NUHS Academic Health System means that NUP is able to leverage our research talent and resources with our partners to find more innovative solutions that will improve patient care.

**DR LEW YII JEN**  
Chief Executive Officer



A photograph of two healthcare professionals, Prof Doris Young and Dr Richard Hui, in a clinical or office setting. Prof Doris Young, an older woman with short dark hair, is leaning over a desk and pointing at a laptop screen. She is wearing a dark blue sleeveless top and a silver watch. Dr Richard Hui, a man with short dark hair, is sitting at the desk, looking at the laptop screen with a smile. He is wearing a light pink shirt and a dark patterned tie. The background is a bright, modern office with large windows.

**PROF DORIS YOUNG**  
Head, Department of Family Medicine,  
National University Health System

**DR RICHARD HUI**  
Head,  
Choa Chu Kang Polyclinic

## Formation of the NUHS Department of Family Medicine

The NUHS Department of Family Medicine was formed on 1 February 2018. Led by Prof Doris Young, the new department at the group level aims to develop a unified Family Medicine network to drive the transformation of primary care and improve the health of our community, through better and cost-effective care, nurturing of the next generation of healthcare professionals, world-class research and at the same time, empowering people to take ownership of their health.

With the formation of the new department and a more strategic approach towards the development of Family Medicine, NUP can look forward to a vibrant research culture with more opportunities in research collaboration within the NUHS, and with local and international partners.

## Determinants of Antibiotic Use and Guidance on Appropriate Antibiotic Use

### **Principal Investigator:**

Adjunct Professor Angela Chow,  
NUS Saw Swee Hock School of Public Health

### **Site Principal Investigator:**

Dr Meena Sundram, Family Physician, Senior Consultant, NUP

A research collaboration across healthcare clusters including NUHS, SingHealth and the National Healthcare Group, this study aims to assess antibiotic use among the general public including patients of primary care clinics and public hospitals.

The study also aims to ascertain public awareness and attitudes towards antibiotic use among patients, primary care and public hospital healthcare providers. By better understanding the use of antibiotics, the research team aims to develop a framework to guide future intervention to improve the appropriate use of antibiotics.

## Under-nutrition among the Elderly

### **Principal Investigator:**

Ms Janie Chua, Senior Dietitian, NUP

NUP embarked on a survey from October 2016 to June 2017 to ascertain the proportion of community-dwelling elderly who were malnourished or at risk.

Using an improved version of the validated malnutrition screening tool known as the MNA®-SF, the survey team surveyed patients aged 65 years and older who visited NUP Dietetic Services. The survey found that while malnutrition is low among community-dwelling elderly, a significant proportion of elderly are at risk of it. The team proposed a malnutrition screening service in the primary care setting for early identification of at-risk elderly patients to facilitate early intervention.

The NUP survey was accepted for poster presentation at the Dietitians Association of Australia (DAA) 35<sup>th</sup> National Conference in May 2018.

# PACE-D for Patients with Diabetes

## Programme Director:

Dr Tan Wee Hian, Family Physician,  
Associate Consultant, NUP

With diabetes becoming a growing major health problem in Singapore, NUP developed the Patient Activation through Community Empowerment/Engagement for Diabetes Management (PACE-D) Programme in collaboration with the NUH Division of Endocrinology. PACE-D is modelled after the United Kingdom's Year of Care (YOC) Programme, which has shown success in activating and empowering patients for self-management to achieve improved clinical outcomes.

Patients undergoing the new model of care will receive a personalised care planning results letter prior to their annual review. The letter contains the most recent results of their key laboratory tests for them to look through. It also prompts them to think of the concerns that they would like to raise to their care team. This will better prepare patients for their consultation and enable greater involvement in the care planning process. The care team will also review the patients' adherence to their care plans. They will be encouraged to adopt healthy lifestyles, and be supported for self-management through resources and community programmes organised by the primary care teams from the Regional Health Systems, Health Promotion Board and Voluntary Welfare Organisations.

To prepare for this model of care, the teamlet members will be attending a training programme in January 2019. The programme will be conducted by a group of local trainers comprising four doctors and two nurse clinicians from NUHS who have completed the Train-the-Trainers workshop conducted by the UK YOC Team in August 2018. The group has adapted the training programme and materials to localise the training for the teamlet members who will be involved in the PACE-D programme when it subsequently rolls out.



## ABOUT THE PROGRAMME

- A model of care that engages and empowers diabetic patients through collaborative care and support planning
- Expected rollout in early 2019 for a duration of three years
- Total recruitment capacity of up to 6,000 patients with diabetes who have been assigned to teamlets
- Patients from Jurong Polyclinic and Pioneer Polyclinic will be under the new care model

#### FOUR COMPONENTS USED TO DEVELOP ALGORITHM

- Patient screening
- Education of patients
- Dose-modification by healthcare providers
- Dose-adjustment by patients

## Fasting Algorithm for Patients with Diabetes

#### Principal Investigator:

Dr Shaikh Abdul Shakoor, Senior Consultant,  
Tan Tock Seng Hospital

#### Site Principal Investigator:

Dr Keith Tsou, Family Physician, Senior Consultant, NUP

The Fasting Algorithm for Singaporeans with Type II diabetes (FAST) study was developed to help patients with diabetes better manage their conditions during the Ramadan month of fasting.

Started in August 2016, the study has been making good progress. The study is of significance to Singapore's growing burden of chronic conditions. This randomised controlled intervention study is supported by the MOE Academic Research Funding Tier 1 research grant that provides core institutional funding for research-intensive universities such as NUS.



# Effect of Social and Psychological Factors on Diabetes Care and Disease Control in Singapore

**Principal Investigator:**

Dr Kavita Venkataraman,  
NUS Saw Swee Hock School of Public Health

**Co-Principal Investigator:**

Dr Zhang Zhi Peng, Family Physician, Associate Consultant, NUP



With type II diabetes patients reporting non-adherence to both medication and scheduled polyclinic appointments, the NUS Saw Swee Hock School of Public Health and NUP are collaborating on a study to assess the factors affecting patient behaviour.

Patients with diabetes at two polyclinics (Choa Chu Kang and Bukit Batok) will answer a questionnaire that will help the research team understand the prevalence of medication adherence and other factors associated with non-adherence.

The study will look at how social and psychological factors influence medication non-adherence and if any association exists between medication non-adherence and the missing of scheduled medical appointments.

It will also identify social, demographic and other relevant factors associated with non-adherence to scheduled medical appointments, and assess the relationship between the control of diabetes and non-adherence to scheduled appointments.

In support of MOH's direction to move the healthcare system beyond hospital to the community, NUP has been working with community partners to reinforce patients' healthcare and health efforts.



### IT'S SHOWTIME

Clementi Polyclinic staff put up a skit at the Clementi Community Club in October 2017 to separate the myths from the facts about the management of chronic conditions. The appreciative audience then took part in an interactive question-and-answer segment with the cast comprising NUP doctors, nurses, dietitians and patient service associates.

# community

### AGEING WITH A SMILE

Jurong Polyclinic care managers reached out to elderly patients to equip them with skills on managing their health even in times of ill health. The "Ageing with a Smile" engagement session in December 2017 also included tips on advance care planning, a look at the new HealthHub mobile app and exercises for the elderly.



### HELPING PATIENTS UNDERSTAND DIABETES

In March 2018, Jurong Polyclinic held an interactive roadshow including a fun quiz to challenge patients' understanding of diabetes while patients were waiting for their consultations. More than 80% of patients gave correct answers on diabetes management while those who did not had their misunderstanding addressed on the spot. Polyclinic care managers also provided diabetes management advice to those who needed it.

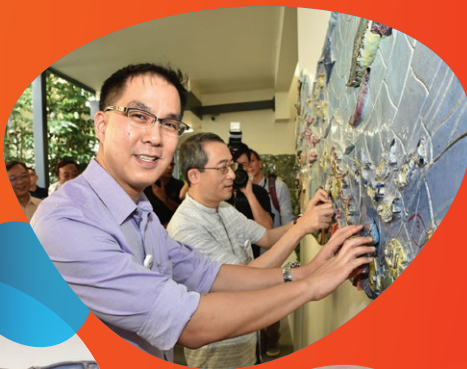




### BUDDIES IN NURSING

In delivering its healthcare and health messages, NUP organises events such as talks and workshops by exploring creative channels for its activities. In October 2017, NUP staff from Bukit Batok Polyclinic took part in two community events where they made use of games, storytelling and show-and-tell to help children learn about nursing services.

# community



### ENGAGING OUR COMMUNITY PARTNERS

Community engagement is a key design feature of the newly-opened Pioneer Polyclinic in Jurong West. Besides a 10-metre art mural by NUP and neighbourhood partners such as grassroots organisations and schools, the polyclinic features other artworks by students of Jurong West Primary School.





# NUP's New Pioneer Polyclinic

The first of six new polyclinics under MOH's Healthcare 2020 masterplan to open is Pioneer Polyclinic. The polyclinic in Jurong West opened its doors on 17 July 2017 to help look after the healthcare needs of residents in the Western region.

## In Celebration

On 27 January 2018, NUP celebrated the official opening of Pioneer Polyclinic with Mr Gan Kim Yong, Minister for Health, as the Guest-of-Honour. At the opening, NUP also organised the Kids' Work Experience activity where children living near Pioneer Polyclinic could take on role-playing of healthcare professionals. Besides finding out more about what polyclinic staff do, the children learned about clinical services like blood pressure measurements, dressing of simple wounds, etc. Another highlight of the opening was the unveiling of the community art mural which was created jointly by residents and students in Pioneer, as well as staff.





### Continuity of Care

Patients at the seven-storey Pioneer Polyclinic are cared for by multi-disciplinary care teams comprising family physicians, nurses and allied health professionals. The same care team follows up on patients' subsequent visits. Such continuity of care is especially helpful for patients with chronic conditions as their health can be better monitored and managed this way.

### Patient-centred Design

Designed with the patient in mind, polyclinic services supporting each care team are grouped together for more coordinated care. Related clinical services, such as blood tests and consultations, are also located on the same floor wherever possible for patients' convenience.

### Special Design Features

The polyclinic design and colour scheme are inspired by nature. To help patients find their way around easily, the clinics are colour-coded with each floor a distinctive colour. Straightforward alphanumeric naming convention is also used together with universal pictograms. Besides boasting eco-friendly features, the polyclinic incorporates universal barrier-free designs to meet the needs of elderly, handicapped and families.

Besides a design that centres on the patient and highlights community ownership, Pioneer Polyclinic has a team-based care model where we aim to empanel our chronic disease patients in teamlets to ensure continuity of care.

**DR DAVID TAN**  
Head, Pioneer Polyclinic



# Highlights & Milestones

JANUARY 2017 – JUNE 2018

Here's a look back at NUP's journey from the very beginning

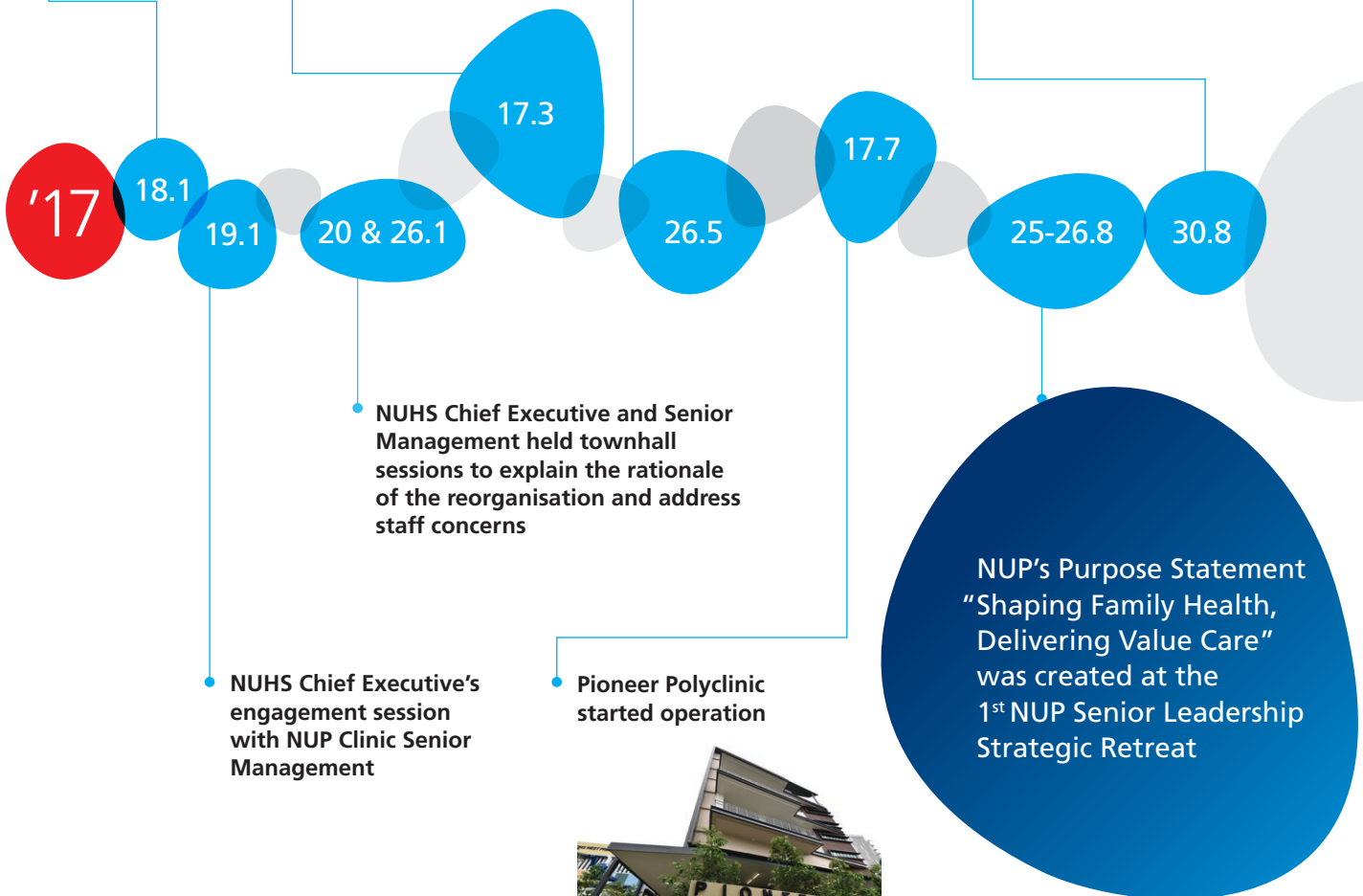


MOH announced the reorganisation of Singapore's healthcare sector

NUP was incorporated

NUHS Board meeting held at Choa Chu Kang Polyclinic, followed by tour of the clinic

Pioneer Polyclinic hosted a group of nurses from Chong Qing





CEO's Townhall at all six polyclinics



Pioneer Polyclinic officially opened



NUHS Board meeting held at Pioneer Polyclinic, followed by tour of the clinic

NUP completed the asset takeover from NHGP and SHP

NUP completed manpower takeover

NUP hosted a visiting overseas expert, Dr Charles Alessi at Choa Chu Kang Polyclinic

NUP celebrated its 1<sup>st</sup> birthday!



NUP Corporate Office started working in NUH Service Block



27.9

1.10

'18

27.1

6.2

24.3

26.3

1.6



# National University Polyclinics

A member of the NUHS



## Senior Management Team

- |   |   |  |
|---|---|--|
| <b>1 DR STEVEN CHONG</b><br>Head, Clementi Polyclinic                   | <b>5 MR RICHARD KHEW</b><br>Head, Operations          | <b>9 DR FRANCO WONG</b><br>Head, Jurong Polyclinic                   |
| <b>2 MS TOH YOK MUI</b><br>Head, Information Technology                 | <b>6 MR MATTHEW NG</b><br>Director, Finance           | <b>10 DR MEENA SUNDARAM</b><br>Director, Family Medicine Development |
| <b>3 DR VOO YAU ONN</b><br>Director, Quality                            | <b>7 DR WENDY WANG</b><br>Director, Dental Services   | <b>11 MS ONG JING FANG</b><br>Assistant Chief Operating Officer      |
| <b>4 MR ALVIN TIMOTHY TAY</b><br>Head, Corporate Planning & Development | <b>8 DR KEITH TSOU</b><br>Director, Clinical Services |  |





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

**13 MR SIMON TAN**  
Director, Human Resource

**14 MR SAMUEL NG**  
Chief Operating Officer

**15 MS JANCY MATHEWS**  
Chief Nurse

**16 DR JONATHAN PHANG**  
Deputy Chief Medical Informatics Officer

**17 MS DAWN SIM**  
Head, Communications & Service Quality

**18 DR RICHARD HUI**  
Head, Choa Chu Kang Polyclinic

**19 DR TAN KIM KIAT**  
Incoming Head, Bukit Panjang Polyclinic

**20 DR ANANDAN GERARD THIAGARAJAH**  
Head, Queenstown Polyclinic

**21 DR DAVID TAN**  
Head, Pioneer Polyclinic

*Not in photograph:*

**DR KWEK SING CHEER**  
Head, Bukit Batok Polyclinic

*Our sincere appreciation to the following  
for their contribution to the setting up  
of NUP:*

**MR THOMAS WEE**  
Chief Operating Officer  
(Jan – Sep 17)

**MR JONSON SOFIAN TEO**  
Head, Operational Support Services  
(Jan 17 – Oct 18)

# Awards

## HEALTHCARE HUMANITARIAN AWARDS

**2017**

**MS MARIAMAN D/O SUKUMARAN**  
Nurse Manager,  
Choa Chu Kang Polyclinic

**2018**

**MS CHUA CHEW TEE**  
Digital Archival Assistant,  
Choa Chu Kang Polyclinic

## NURSES' MERIT AWARDS

**2017**

**MS TEO LAY SZE**  
Nurse Manager,  
Pioneer Polyclinic

**2018**

**MS LIAU WEI FONG**  
Nurse Clinician,  
Bukit Batok Polyclinic

**MS HASHIMAH BTE HASHIM**  
Assistant Nurse Clinician,  
Choa Chu Kang Polyclinic

## NUP TEACHING EXCELLENCE AWARDS

**2018**

**MS SATRAN KAUR**  
Assistant Nursing Clinician,  
Choa Chu Kang Polyclinic

**DR ZHANG ZHI PENG**  
Deputy Head,  
Choa Chu Kang Polyclinic

## LONG SERVICE AWARDS

**2018**

**40 Years**  
**MS OW KWAI LIN**  
Senior Staff Nurse,  
Clementi Polyclinic

**45 Years**  
**MS SELAMAH BINTE MATARA**  
Health Attendant,  
Jurong Polyclinic

## NATIONAL DAY AWARDS

**2017**

*Efficiency Medal*

**MS ONG SUI TIN**  
Senior Patient Service Associate,  
Choa Chu Kang Polyclinic

**MS SUMMER HA**  
Senior Patient Service Associate,  
Pioneer Polyclinic

**2018**

*Efficiency Medal*

**MS CHUA CHEW TEE**  
Digital Archival Assistant,  
Choa Chu Kang Polyclinic

**MR PHIL CHENG**  
Operations Manager,  
Pioneer Polyclinic

**MS GOH KHOON CHIN**  
Senior Nurse Clinician,  
Bukit Batok Polyclinic

*Long Service Medal*

**MS HASHIMAH BTE HASIM**  
Assistant Nurse Clinician,  
Choa Chu Kang Polyclinic

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







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