

from strength

ANNUAL
REVIEW
2024-2025

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

On the Cover (L-R)

Mr Chua Wei De

Senior Medical Social Worker, Jurong Polyclinic

Dr Benjamin Wong

Deputy Head, Clementi Polyclinic

Ms Nur Raidah Alyshah Binte Hairul

Staff Nurse, Clementi Polyclinic

Gaining New Ground

With Singaporeans living longer and managing chronic illnesses, the need for strong and efficient primary care support has never been greater. As the primary care arm of the National University Health System (NUHS), NUP plays a key role in strengthening the foundations of a sustainable healthcare ecosystem for Singapore's western population.

NUP strives to provide holistic care in the community, ultimately reducing hospital admissions and overall costs to patients. To do so, we continue to expand our range of services with the objective of meeting the needs of patients across different life stages.

We provide primary care treatment for acute illnesses, chronic diseases, mother and child health, dementia and frailty as well as dental care. We also have services in allied health: psychology, podiatry, dietetics, physiotherapy and medical social work.

Since the launch of Healthier SG in July 2023, NUP has been supporting the national programme through a value-added team-based approach for those with chronic illness. Team-based care in the primary care setting is conducive to building stronger doctor-patient relationships and trust and has shown to improve health indicators, and consequently reduce the pressure on emergency departments and hospital wards.

Moving beyond mass enrolment in Healthier SG, we are focusing on encouraging enrolees to attend their first consultation and develop their individual health plan to begin their health journey. To ensure that NUP can effectively support Healthier SG operations, we have redesigned services and job roles such as upskilling frontline staff to help patients navigate the Healthy 365 App to participate in community activities or to enhance services such as installing a vaccination pod on-site during periods of high demand.

New Care Models and Tools

In recent years, we widened our scope by working with the National University Hospital (NUH) to operate shared care services in specialist areas such as ischaemic heart disease, psychiatry and autism in young children. One example is our Health and Mind Clinic (HMC) service in which our teams work closely with NUH specialists to treat mild-to-moderate psychosocial issues. At the same time, outpatients from the hospital whose conditions have stabilised can receive ongoing care at our HMCs.

We also leverage tech-enabled tools to help patients adopt self-monitoring with ease. For example, the NUHS CHAMP chatbot allows patients to submit their blood pressure readings via WhatsApp. We test such new solutions at selected polyclinics and introduce them at our other polyclinics when the pilot is successful.



People remain at the heart of what we do, and we respect every individual's voice, value teamwork and encourage an open mindset that welcomes diverse perspectives and agility. We want our people to thrive and reach their highest potential.

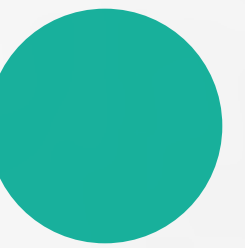
People-centred Approach

Our commitment to fostering a safe and nurturing work environment was affirmed when NUP was named Singapore's top polyclinic cluster employer and ranked third in the 'Healthcare and Social' category in The Straits Times Singapore's Best Employers 2025. We are enrolled in the Ministry of Health's (MOH) Ensure Safer Systems Programme, a five-year journey of continuous improvements and assessments, to further ensure a zero-harm and high reliability culture.

In the short span of eight years, we worked very hard to increase our capacity and capabilities as well as build a network of community partners to better serve the western population. We now have seven polyclinics, with plans for three of them to be redeveloped at new sites, and three more new clinics in the pipeline. None of this would have been possible without the passion and dedication of an excellent team. I want to thank our cluster, staff, partners and patients for walking this journey with us. Together, we have a powerful formula for gaining new ground in family medicine to build a healthier Singapore. I am excited to see what's next as we grow from strength to strength.

Dr Lew Yii Jen
Chief Executive Officer

Our approach to chronic care aims to empower patients to make more informed decisions to better manage their health.



greater ownership

Ms Kim Yeo
Executive Secretary, Finance

Better Health for Our Population

As Singapore’s population ages, more people are living with multiple chronic conditions such as hypertension, high cholesterol and diabetes, alongside age-related issues like frailty.

In response, NUP has placed greater emphasis on empowering individuals to make informed choices and take greater ownership of their health, not just through clinical care, but also through stronger community connections and support.

During the past year, NUP enhanced its team-based care model by stratifying patients by risk, enabling more efficient resource allocation and timely intervention for high-risk cases.

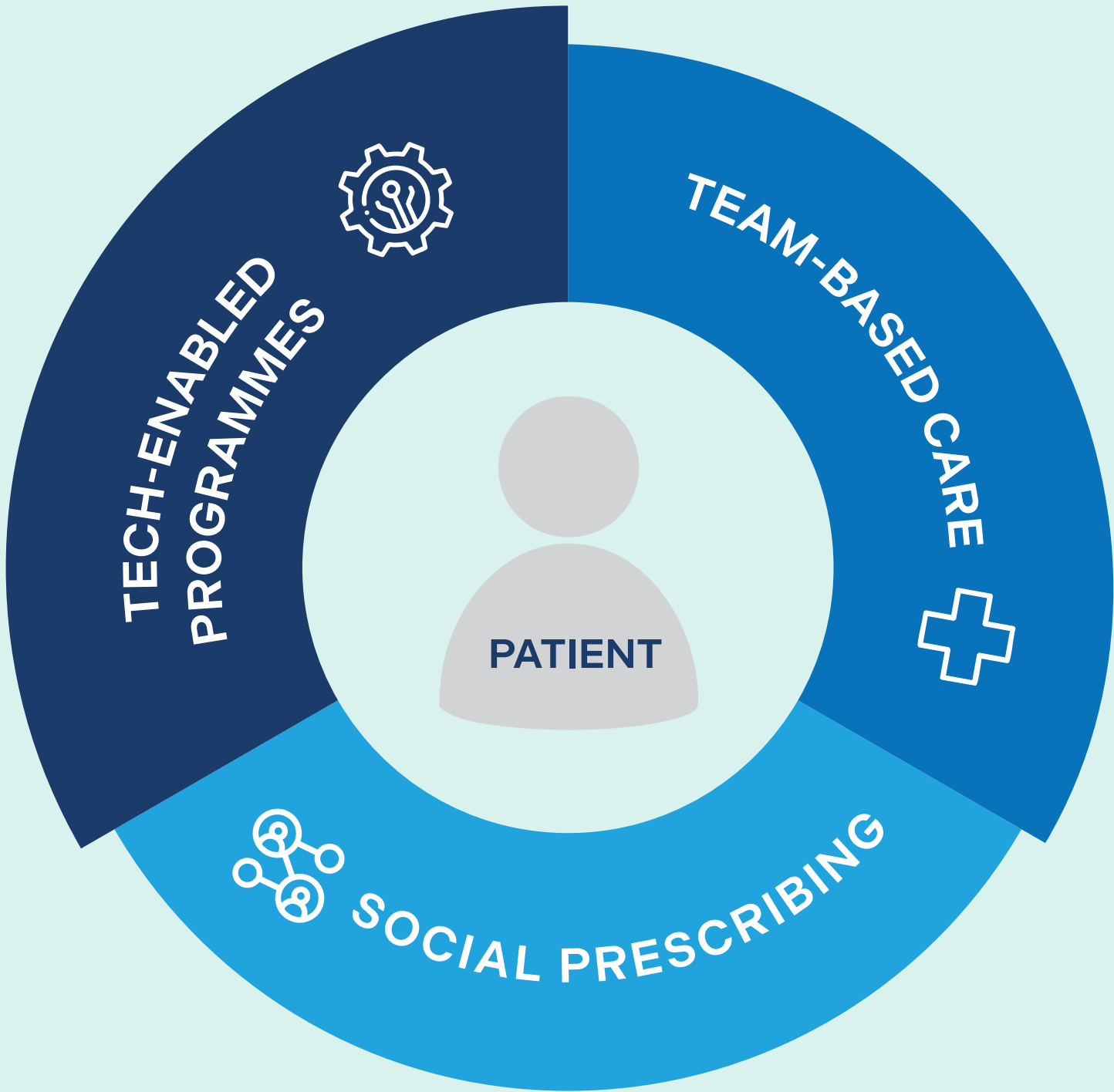
1.89M

patient visits at NUP in 2024

>50%

related to chronic disease management

NUP takes a multi-pronged approach to manage chronic conditions, aiming to prevent further disease progression.



Team-based Care Model
Each patient is supported by a dedicated care team, comprising a family physician, care manager nurse and care coordinator, working with specialists like dietitians, physiotherapists and medical social workers.

Tech-enabled Programmes
NUP offers a number of self-monitoring programmes. The NUHS CHAMP chatbot, for example, is a service that allows patients to submit blood pressure readings via WhatsApp

Social Prescribing
Beyond medical care and support, we refer patients to neighbourhood community resources and encourage participation in social and fitness activities that are important contributors to overall wellbeing.

Expanding Our Social Prescribing Network

A key component in encouraging patients to take greater ownership of their health is social prescribing. This approach connects patients with community partners who run activities that support their physical, emotional and social wellbeing.

By 2030, Singapore will have one million seniors aged 65 years and above, with many likely to live alone. In tandem, NUP has focused on expanding its network of Active Ageing Centres (AACs) to better support senior patients. NUP's approach to social prescribing aims to identify individual needs and refer seniors to nearby AACs to participate in various programmes that promote social interaction and active living.

I am grateful for the warm hospitality shown at the AAC. I look forward to the weekly sessions. There is a common spirit of love and mutual respect shown towards everyone.

Patient
Bukit Batok Polyclinic

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

Wong Xin Hui
Lead Care Coordinator, Bukit Batok Polyclinic

IMPACT as of April 2025

49,000+

seniors engaged

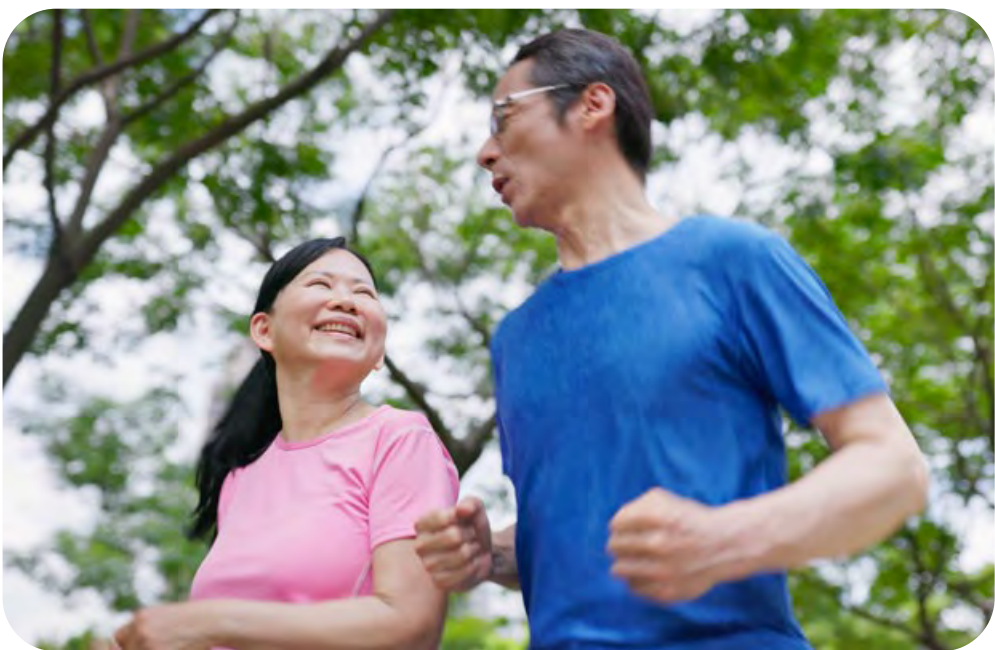
39

AAC partners

8.5

days referral
turnaround

Healthier SG on Track



NUP's approach to chronic care is aligned with the national Healthier SG programme, which promotes preventive care and stronger primary care relationships. Under this initiative, residents enrol with a primary care doctor or a polyclinic to develop a health plan, receive relevant vaccinations, and with the help of social prescribing, adopt an active lifestyle in the community.

161,000+

patients have enrolled in the programme
as of March 2025

Blood Glucose Monitoring Made Easier

NUP participated in a national disease education programme study for diabetic patients on insulin in September 2024. The 12-week study, which involved the use of a Continuous Glucose Monitoring (CGM) device was conducted at Choa Chu Kang Polyclinic and Jurong Polyclinic. The aim of the study was for 80% of participants to achieve and maintain an average HbA1c reduction of at least 0.5% which is considered clinically significant.

As part of the study, 21 participants attached a CGM device to their arm or stomach. The device is programmed to obtain a patient’s blood glucose level every few minutes and readings are sent wirelessly to a mobile phone app, which stores the data for easy reference. The data can also be accessed by NUP’s care team via a dashboard.

The app allows patients to continuously track how their meals and exercise affect their blood glucose levels, encouraging them to make more informed and healthier lifestyle choices.

STUDY RESULTS

taken from the 12-week trial at Choa Chu Kang Polyclinic and Jurong Polyclinic

90% achieved a reduction of > 0.5% in HbA1c



9 patients in this group achieved a clinically significant reduction of $\geq 2\%$ in HbA1c



CGM helps me explain to patients the reason behind medication decisions. When patients see and understand their blood glucose graphs, they are more likely to accept changes in the treatment plan.

Dr Joanne Khor
Deputy Head, Jurong Polyclinic

I am able to make informed decisions about my diet such as which types of food I should consume more of, avoid and the portion size.

Patient
Jurong Polyclinic

Effective Self-monitoring with CHAMP Chatbot

Enrolled patients who previously struggled with inconsistent hypertension monitoring can now submit daily blood pressure and heart rate readings, in English or Mandarin, via a chatbot. Integrated seamlessly with WhatsApp, the NUHS Chronic Disease Management Programme (CHAMP) chatbot enables care teams to detect abnormal readings early and intervene in a timely manner.

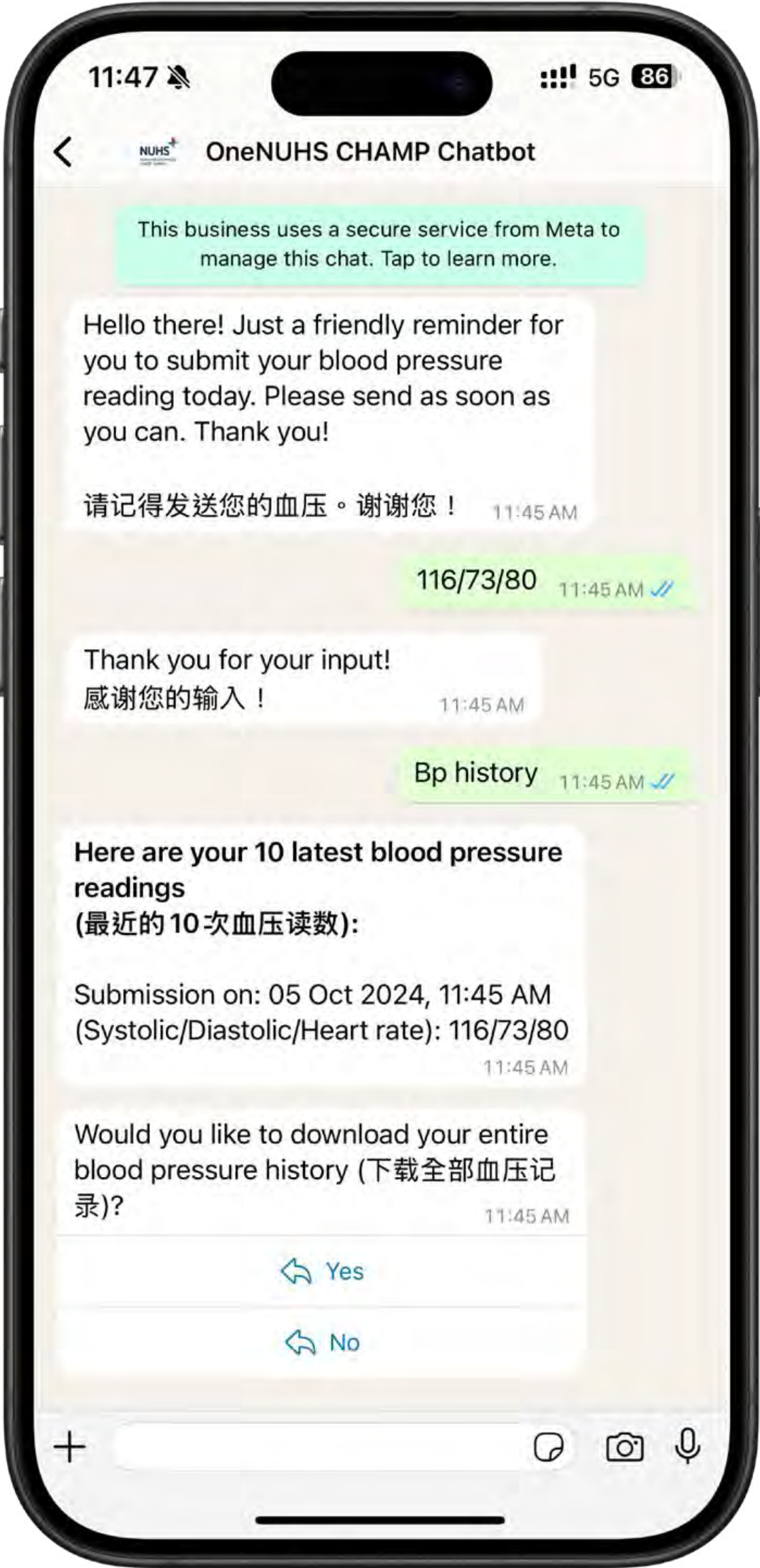
FINDINGS*

10%
reduction
in risk of
heart attacks
and strokes

Average
drop of
5-10 mmHg

SYSTOLIC
BLOOD
PRESSURE

*N=3,000



Since its launch in 2023, more than 15,000 patients have signed up. Analysis of the first 3,000 participants showed an average reduction of 5-10 mmHg in systolic blood pressure, translating to a 10% reduction in the risk of heart attacks and strokes.

More importantly, the programme has helped shift patients' mindsets. By delivering personalised reminders, health nudges and communication through a familiar platform, the chatbot fosters effective self-monitoring and builds confidence in making informed decisions.

Looking ahead, the programme will expand to include features such as blood sugar tracking, meal logging and personalised dietary advice.

We are widening our scope to offer many more specialised services in the primary care setting.

advancing our care

(L)

*Ms Norashikin Binte Shadan
Assistant Nurse Clinician, Pioneer Polyclinic*

Mental Health Support Closer to Home

To provide mental health support for patients with mild-to-moderate conditions such as depression, anxiety and insomnia within the primary care setting, NUP launched its first Health and Mind Clinic (HMC) service at Bukit Batok Polyclinic.

Since July 2024, the service has been implemented in all seven NUP polyclinics, having benefitted nearly 3,000 patients who were successfully managed towards recovery.

In addition to caring for polyclinic patients, the HMC service also looks after patients from NUHS' psychiatry services for ongoing stepdown care. These include stable patients with schizophrenia or obsessive-compulsive disorder put on common oral medications.

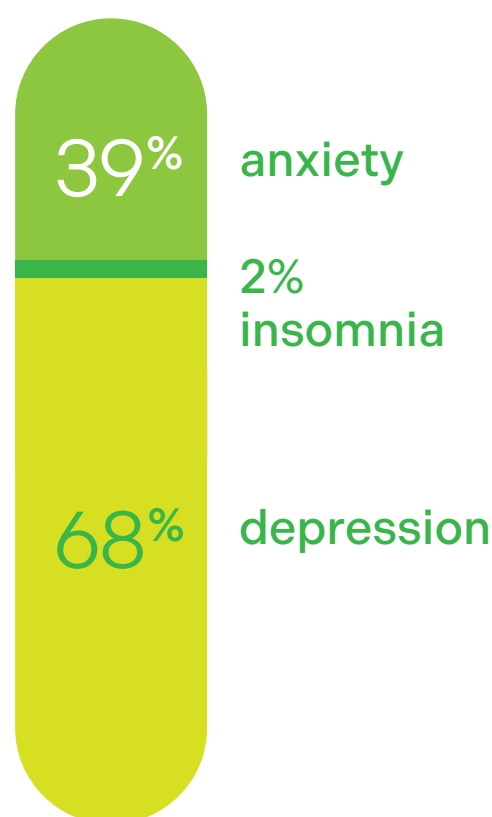
7,000+

HMC patients
as of June 2025

30%

year-on-year increase
in number of HMC
patients over FY2023

CONDITIONS TREATED AT HMCs



By providing easy access to mental health support in the community as a first line of care, NUP aims to ease the pressure on hospitals' workload while ensuring residents receive the support they need, earlier and closer to home.



Expanding the Scope of Nurses to Advance Care

NUP nurses are taking on more complex, higher-value responsibilities that raise the quality of patient care. Through specialised clinical tracks, they deepen their expertise to meet diverse needs, delivering more targeted and efficient care.



Ms Liew Ming Lee, a care manager at Bukit Panjang Polyclinic (right), discusses patient care strategies with Nurse Clinician, Ms Cecelia Song.

Wound Care

With an ageing population, cases of pressure injuries and chronic wounds are increasing, particularly among older adults with limited mobility. NUP has established Wound Clinics across all seven polyclinics, staffed by nurses trained in handling diabetic foot ulcers and complex wound management.

Mental Healthcare

Nurses are part of the care teams running the Health and Mind Clinic service that operates at all seven NUP polyclinics. One of their roles is to perform initial mental health assessments to determine the mental health status of patients. Their structured training also equips them to provide patients with self-help strategies as well as crisis intervention for those with suicidal tendencies.

Being trained in specialised wound management has deepened not just my skills, but my sense of purpose. It's empowering to transform knowledge into healing and makes a real difference in someone's journey to recovery.

Ms Eileen Chua

Senior Staff Nurse, Bukit Panjang Polyclinic



Postnatal Care

Increasing maternal depression rates observed during the COVID-19 pandemic led to the release of Singapore's first set of guidelines on perinatal mental health in February 2023.

The following year, NUP took steps to strengthen support for mothers in the primary care setting. Nurses have been trained to proactively screen mothers for postpartum depression during their infant's childhood developmental visits. They also support other postnatal needs like breastfeeding, gestational diabetes follow-up and cervical cancer screening.

Clinical Teaching and Learning

At NUP, senior nurses also go beyond their clinic duties to take on the role of clinical instructors and mentors. Stationed across all seven polyclinics, clinical instructors help bridge the gap between theory and real-world practice through on-the-job training for nursing students.

My advice to nurses is to always keep learning with an open mind and stay updated through lifelong learning.

Ms Sow Hooi Ching

Senior Staff Nurse and Clinical Instructor, Jurong Polyclinic

They also collaborate with the Nursing Education department to enhance clinical learning, such as developing digital pocket guides and incorporating gamification to make teaching and learning more engaging and effective.

Redesigning Roles for Better Patient Outcomes

NUP’s Allied Health department has redesigned various roles across dietetics, physiotherapy, podiatry, psychology and medical social services to deliver more seamless, coordinated care, while supporting staff in their professional growth.



Ms Dalilah Hani Bte Ahmad, Therapy Coordinator, treating a patient at Bukit Panjang Polyclinic.

Physiotherapy

The PhysioFirst Clinic service was introduced across all polyclinics to enable quick assessment by a Senior Physiotherapist within two weeks after the doctor’s referral. This quicker turnaround allows for faster triaging, timely self-management advice and more efficient follow-up action.

For better allocation of manpower, Rehabilitation Therapy Assistants were trained to lead supervised group classes for protocolised musculoskeletal therapy exercises for frozen shoulder, freeing up individual therapy appointments for patients with more complex needs.

Podiatry

Podiatry Therapy Assistants have taken over diabetic foot screenings, relieving nurses of the task, allowing nurses to focus on delivering nursing services. The redesign incorporates a structured growth pathway for Therapy Assistants to eventually run their own Podiatry Support Clinics.

Medical Social Services

Advance Care Planning (ACP) consultations, including tele-ACP services, are now available daily at all polyclinics. Our Financial Counseling staff were upskilled and redesignated as Social Work Assistants to provide a wider range of consultations including ACP.

Psychology

To streamline access to Psychology services, a new triage system has been implemented. All new referrals are now initially directed to a Psychology Associate Clinic for a mental health assessment. This enables the identification and prioritisation of high-risk patients, who can then be fast-tracked to the clinic's Psychologist or, if necessary, referred to a hospital for immediate care. Simultaneously, the clinic identifies individuals who may not need intervention and guide them towards more appropriate alternative resources.

Setting Best Practices in Treatment of Toe Fractures

As part of NUP’s strategic goal to drive research in primary care, NUP doctors and family medicine residents collaborated on a quality improvement study to improve the management of toe fractures in primary care. The impact of the solution was so significant that it was recognised in the *World Health Organization’s Regional Compendium of Best Practice (2025)*.

The project had set out to tackle the issue that nearly 73% of toe fracture referrals to hospital specialists were unnecessary, leading to higher costs and delays in care. The team piloted a comprehensive solution at Clementi Polyclinic (2020-2021), introducing updated clinical practice guidelines, continuing medical education for doctors, patient information leaflets and digital documentation tools.

The team was led by NUHS’ Dr Amaris Lim and Dr Valerie Tan, with guidance from Dr Sky Koh from NUP and Dr Andrew Hong from NUH.

The result was a 3.5-fold reduction in unnecessary referrals and a 2.3-fold reduction in total hospital referrals. Annually, it is estimated this approach has helped save over \$29,000 in direct costs (including first orthopaedic visit, X-ray, medication and transport expenses), 588 patient hours and 294 first-visit orthopaedic appointments which could then be diverted to more urgent cases. These findings were also published in the *Singapore Medical Journal*.

ANNUAL DIRECT COST SAVINGS

\$29,000+

**REDUCTION OF UNNECESSARY
HOSPITAL REFERRALS**

588

patient hours saved

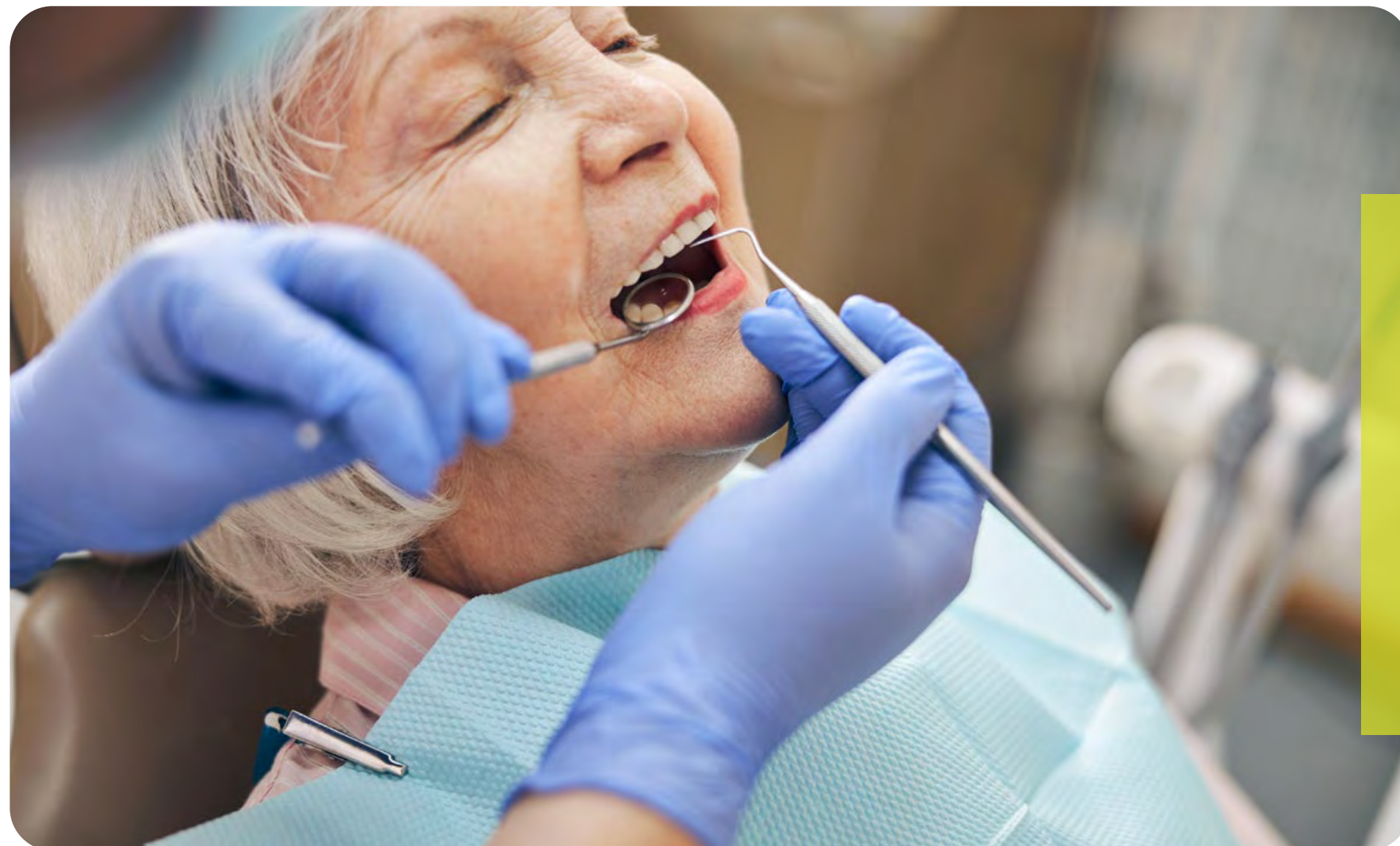
294

first-visit orthopaedic
appointments diverted



Dental Care for Geriatric and Special Needs Adults

In April 2024, Queenstown Polyclinic's Dental Services initiated a pilot programme in collaboration with clinicians from the Memory Clinic (for dementia management) to improve access to primary and preventive dental care for vulnerable groups, elderly patients and adults with cognitive or physical impairment, who tend to avoid dental visits altogether.



Through referrals from the Memory Clinic for patients living with dementia, at-risk patients receive timely dental care to prevent advanced and recurring symptoms which require more invasive and complicated treatment resulting in higher risks and costs.

The pilot reflects a proactive and compassionate approach to dental care in an ageing society.

Many of these patients cannot effectively perform oral hygiene independently, leading to a high likelihood of recurring dental issues.

Dr Benjamin Wee
Dental Head, Queenstown Polyclinic

We nurture and develop staff so that they can continue to grow and unlock their potential.

energising our people

(L-R)

Ms Yan Ying Hui
Senior Assistant Manager, Human Resource

Mr Mark Lee
Senior Assistant Manager, Human Resource

Singapore's Top Polyclinic Cluster Employer

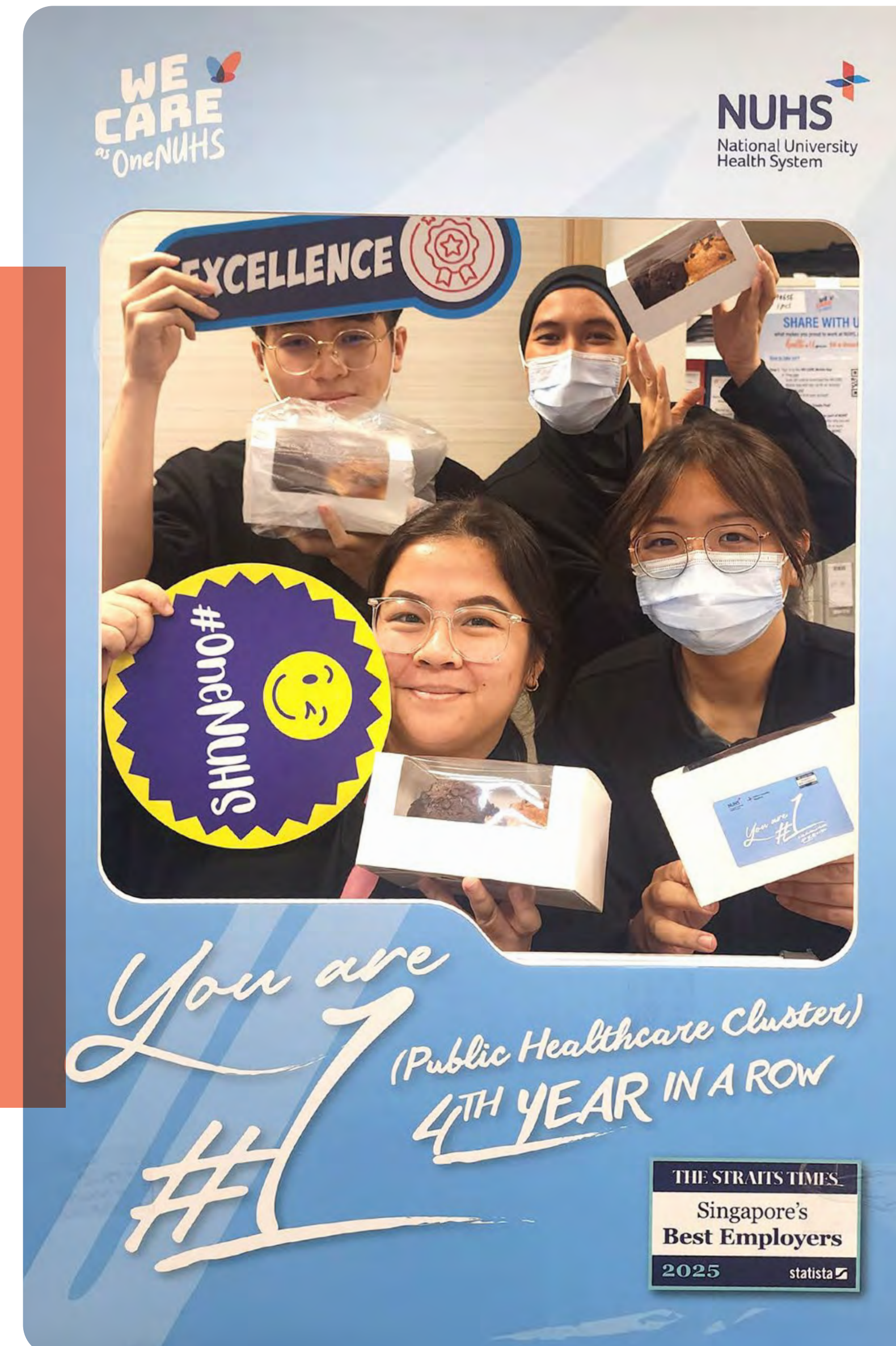
In recognition of our people-first culture, NUP has been ranked the number one polyclinic cluster employer and third in the 'Healthcare and Social' category in The Straits Times Singapore's Best Employers 2025.

The ranking is based on a large-scale independent survey that gathered tens of thousands of employee evaluations to assess the attractiveness of employers across Singapore. Respondents were asked to rate their willingness to recommend their own employers to friends and family, and to rank areas such as working conditions, salary, career growth potential and corporate image.

The survey also found that the strongest correlation with an employee's willingness to recommend their employer was how they perceived their company's image, followed by other factors that include 'work environment' and the 'potential for career development'.

One thing I truly value about working in NUP is the strong culture of teamwork. Regardless of the challenge I face at work, I never feel alone. Thanks to the support of my colleagues and the guidance of understanding leaders.

Dr Santos Florencio III Pineda
Resident Physician, Bukit Panjang Polyclinic



Caring for Our Staff

Supporting our people is key to building a strong and caring workforce. We believe staff wellness support extends beyond physical health; it is also about creating platforms for connection, sparking joy and promoting emotional wellbeing.

To champion holistic wellness, NUP's Workplace Health Promotion Committee organised a year-long calendar of wellness events, ranging from health screenings to lunchtime talks and sponsored participation in public runs. Each polyclinic is also given an annual budget to organise its own sports and recreational activities for staff.



NUP Wellness Day

Our annual Wellness Day brought staff and their families together for a refreshing afternoon of hands-on creativity. Centred around upcycling crafts such as converting old t-shirts into tote bags, the event aimed to raise awareness of ways to reduce, reuse and upcycle waste to help save the environment.



Appreciating Our Extended Family

While the work that we do at NUP is only made possible by a dedicated workforce, we recognise that the unwavering support of their family and friends in turn plays a vital role in helping them show up every day to do their best.



(Top left) Ms Yatassha Binte Abdul Fattah, Nurse Educator, Nursing Administration, and spouse.

(Left) Ms Kavitha D/O Parada Raju, Manager, Human Resource and family members.

(Above) Ms Ye Jiayin, Staff Nurse, Choa Chu Kang Polyclinic and family.

In October 2024, an appreciation event was held to honour this support network by introducing the *I Can Count on You as My Pillar of Strength* award. This is the first time that NUP introduced an award to formally recognise the spouses, parents, siblings, children and friends of staff who have stood by them through the ups and downs of their job.

A total of 28 individuals were recognised with awardees selected by a panel that comprised NUP senior leaders. The appreciation event was hosted by Dr Lew Yii Jen, NUP CEO, underscoring the value NUP places on family, community and the relationships that sustain us.

This award was part of our broader year-long *Let's Appreciate Each Other* campaign which aims to encourage staff to practise and express gratitude in both their personal and professional life.



Award recipients also received an \$80 dining voucher and a NUHS Teddy Bear.

Empowering Staff to Uplift Peers

NUP is building a culture that ensures that no one has to go through tough times alone.

A Peer Supporter Programme was introduced in 2024 to provide short-term emotional support to staff in need and refer them to relevant resources and professional assistance. Peer Supporters are nominated staff volunteers trained to keep a lookout for colleagues in distress and to offer a listening ear. Staff may approach any Peer Supporter listed on the Human Resource Intranet site or call for an appointment with the NUHS in-house counsellor or NUHS appointed third party counsellor.

Taking a Stand Against Abuse and Harassment

To strengthen staff wellbeing and safety, NUP launched a comprehensive awareness campaign in 2024 to prevent staff abuse and harassment in healthcare. This followed NUHS’ adoption of the national Tripartite Framework for the Prevention of Abuse and Harassment in Healthcare, standardising protocols across NUHS such as for safe reporting of incidents at work and whistleblowing.

NUP emphasises a zero-tolerance stance against abuse.

Since the launch, the impact of these initiatives has been evident, with a notable increase in reported cases of abuse or harassment. While this increase may initially seem concerning, it likely reflects improved awareness and a greater willingness among staff to report incidents.



Disruptive behaviour is chronic and repetitive behaviour that adversely affects the effective functioning of other employees and the team.



Looking Back 2024-2025

April 2024

Nurses from Pioneer Polyclinic, Queenstown Polyclinic and Choa Chu Kang Polyclinic participate in a trial with NUHS' Virtual Care Centre, a nurse-led tele-counselling service for patients with asthma-related complications.

June 2024

World Health Organization delegation visits Bukit Batok Polyclinic.

July 2024

Nursing Students from Chang Gung University of Science and Technology visit Pioneer Polyclinic.

Clementi Polyclinic opens its Health and Mind Clinic; all 7 polyclinics now offer this service.

NUP kicks off year-long *Let's Appreciate One Another*, staff campaign with distribution of fruit to all staff.

New Zealand Pacific Health Hutt Valley delegation visits Pioneer Polyclinic.

August 2024

Beijing Chaoyang District Health Delegation visits Bukit Panjang Polyclinic.

NUP staff have the opportunity to speak up via the OneNUHS Employee Engagement Survey and Wellbeing Survey.

September 2024

Jurong Polyclinic sets up additional Vaccination Pod to address increased demand from Healthier SG enrollees.

Trial on the use of the Continuous Glucose Monitoring device begins at Clementi Polyclinic and Jurong Polyclinic.

NUP forms a Patient & Family Advocacy Council to champion exceptional patient and family-centred care.

October 2024

Ensure Safer Systems e-handbook is launched during NUP Quality Month's virtual celebrations.

NUP launches Peer Supporter Programme roping in trained staff volunteers to assist colleagues in need of emotional support.

Allied Health launches a Green Book of Resources that includes general information on prevention and self-management of common issues and directory of community resources.

November 2024

Staff raise funds for the National Kidney Foundation and donate pre-loved items to The Salvation Army.

Prof Nadeem Qureshi, University of Nottingham, visits Bukit Batok Polyclinic.

December 2024

19,000 appreciation e-cards are exchanged between staff throughout the calendar year 2024.

February 2025

Prof GJ Melendez-Torres, University of Exeter, visits Bukit Panjang Polyclinic.

March 2025

NUP turns 8 on 17 March.

Bukit Batok Polyclinic and Clementi Polyclinic Pharmacy teams, Bukit Panjang Polyclinic Dental team and Jurong Polyclinic Nursing team are recognised at the NUHS Quality Month event for their quality improvement projects.

Prof James Kingsland, University of Central Lancashire, visits Pioneer Polyclinic.

Reaching for Excellence

Health Manpower Development Plan 2024

LEADERSHIP AWARD

Dr Kwek Sing Cheer
Head, Bukit Batok Polyclinic
Family Physician, Senior Consultant

TEAM AWARD

Dr Lawrence Lam
Deputy Head, Queenstown Polyclinic
Family Physician, Associate Consultant

Mr Chandorkar Pranav Vijay
Principal Physiotherapist,
Choa Chu Kang Polyclinic

Mr Chua Wei De
Senior Medical Social Worker,
Jurong Polyclinic

Ms Evon Oh
Senior Nurse Clinician,
Clementi Polyclinic

Ms Yuen Wing Ting
Senior Dietitian,
Clementi Polyclinic

Ms Hii Mee Ying
Senior Medical Social Worker,
Queenstown Polyclinic

Ms Wang Na
Advanced Practice Nurse,
Queenstown Polyclinic

NUHS Educators’ Day Award 2024

NUHS TEACHING EXCELLENCE AWARD

Dr Charmaine Low
Family Physician,
Jurong Polyclinic

Dr Kwee Yi Ning
Family Physician,
Pioneer Polyclinic

Ms Alarvarasi D/O Samynathan
Assistant Nurse Clinician,
Clementi Polyclinic

Ms Nuruljannah Binte Mustafa
Senior Staff Nurse,
Pioneer Polyclinic

Ms Teo Lam Bee
Assistant Nurse Clinician,
Queenstown Polyclinic

Mr Chiu Wai Leong
Senior Physiotherapist,
Bukit Panjang Polyclinic

NUHS INTERPROFESSIONAL TEACHING AWARD

Ms Stella Chai
Senior Podiatrist,
Bukit Panjang Polyclinic

Ms Yatassha Binte Abdul Fattah
Nurse Educator,
Nursing Administration

NUHS EDUCATION COLLABORATION AWARD

*Screening by Health Promotion Board's Health Ambassadors for NUP
Allied Health Services in Bukit Batok Polyclinic – A Community Partnership
to Raise Health Literacy in the Elderly.*

Ms Chian Sum Ling
Senior Financial Counsellor,
Clementi Polyclinic

Mr Chiu Wai Leong
Senior Physiotherapist,
Bukit Panjang Polyclinic

Ms Jamilah Binte Mohamed Jailani
Senior Assistant Director,
Clinical Services

Ms Lynette Goh
Senior Principal Dietitian,
Pioneer Polyclinic

**Mr Marc Amiruddin Nabill
Bin Abdul Malek**
Senior Executive, Clinical Services

Ms Runy Bindu
Senior Medical Social Worker,
Choa Chu Kang Polyclinic

Ms Stella Chai
Senior Podiatrist,
Bukit Panjang Polyclinic

Ms Toh Hui Moon
Senior Psychologist (Clinical),
Jurong Polyclinic

Healthcare Humanity Awards 2024

Ms Lim Chui Pheng
Patient Care Assistant,
Jurong Polyclinic

Ms Serene Phua
Patient Care Assistant,
Pioneer Polyclinic

International Allied Health Conference 2024

ORAL POSTER AWARD

Ms Lynette Goh
Senior Principal Dietitian,
Pioneer Polyclinic

Best Oral Presentation-Merit Award
*Poster: Interprofessional Education
for Allied Health Professionals:
Does One Size Fit All?*

MOH Nurses' Merit Award 2025

Ms Ong Li Ping
Nurse Manager,
Pioneer Polyclinic

Ms Cecelia Song
Nurse Clinician,
Bukit Panjang Polyclinic

NUHS Nightingale Award 2025

Ms Lin Zhenli
Assistant Nurse Clinician,
Clementi Polyclinic

Ms Hong Pei Qing
Senior Staff Nurse,
Jurong Polyclinic

Ms Jane Fung
Senior Staff Nurse,
Pioneer Polyclinic

Ms Eileen Chua
Senior Staff Nurse,
Bukit Panjang Polyclinic

Ms Chan Su Sie
Assistant Nurse Clinician,
Bukit Batok Polyclinic

Ms Frena Lee
Advanced Practice Nurse,
Jurong Polyclinic

National Day Awards 2025

PUBLIC ADMINISTRATION MEDAL (BRONZE)

Dr Justin Chong
Director, Quality
Family Physician, Consultant

COMMENDATION MEDAL

Ms Jamilah Binte Mohamed Jailani
Head, Allied Health
Senior Assistant Director, Clinical Services
Assistant Group Director, Allied Health, NUHS

Dr Tan Wee Hian
Deputy Director, Clinical Services,
Family Physician, Senior Consultant

EFFICIENCY MEDAL

Mr Chiu Wai Leong
Principal Physiotherapist,
Bukit Panjang Polyclinic

Ms Choo Wei Yee
Senior Manager,
Dental Services

Ms Julie Lim
Senior Service Team Leader,
Jurong Polyclinic

Ms Yap Hwee Luan
Nurse Clinician,
Bukit Batok Polyclinic

LONG SERVICE MEDAL

Dr Leow Boon Teck
Family Physician, Senior Staff,
Bukit Batok Polyclinic

Ms Zhang Min
Nurse Clinician,
Clementi Polyclinic

Research in Primary Care

Addressing Cancer Care Gaps through Improved Early Cancer Diagnosis in Singapore: Research Priorities to Inform Clinical Practice <i>Authors</i> Alicia Ong [NUP], Doris Young [NUSMed], Jose María Valderas [NUSMed], Yin Zhou [NUHS]	<i>Publication Date</i> 26 April 2024 <i>Publication</i> The Lancet Regional Health – Western Pacific
Approach to Weight Loss in Adults <i>Authors</i> Michelle Soo [NUH], Joanne Khor [NUP], Cheah Ming Hann [NUP], Norshima Binte Nashi [NUH]	<i>Publication Date</i> 10 May 2024 <i>Publication</i> Singapore Medical Journal
SABA Prescriptions and Asthma Management Practices in Singapore: Results from a Cross-sectional, Observational Sabina III Study <i>Authors</i> David Tan [NUP], Tze Lee Tan [Edinburgh Clinic], Tan Wee Hian [NUP], Cheryl Choong [AstraZeneca], Maarten JHI Beekman [AstraZeneca], Joanne Khor [NUP], S Suraj Kumar [Drs Bain & Partners], Geraldine Wong [NUH], Hui Fang Lim [NUH]	<i>Publication Date</i> 10 June 2024 <i>Publication</i> BMJ Journals
Reducing Economic Burden through Split-shared Care Model for People Living with Uncontrolled Type 2 Diabetes and Polypharmacy: A Multi-Center Randomised Controlled Trial <i>Authors</i> Joyce Yu-Chia Lee [University of California/NUS], Zheng Kang Lum [NUS], Jeffrey Tan [Keat Hong Family Medicine Clinic], Cynthia Wong [NUP], Zi Yin Kok [Keat Hong Family Medicine Clinic], Kwek Sing Cheer [NUP], Keith Tsou [NUP], Paul John Gallagher [NUS]	<i>Publication Date</i> 22 June 2024 <i>Publication</i> BMC

A Holistic Lifestyle Mobile Health Intervention for the Prevention of Type 2 Diabetes and Common Mental Disorders in Asian Women with a History of Gestational Diabetes: A Randomised Control Trial with 3-Year Follow-up Protocol <i>Authors</i> Alicia Salamanca-Sanabria [A*STAR], Seaw Jia Liew [NUSMed], Jacqueline Mair [NUS SSHSPH], Maria De Iorio [A*STAR], Doris Young [NUSMed], Mya Thway Tint [A*STAR], Yew Tong Wei [NUH], Karen Lim [NUH], Desmond Ong [NUP], Yu Chung Chooi [A*STAR], Vicky Tay [A*STAR], Johan Gunnar Eriksson [A*STAR]	<i>Publication Date</i> 3 July 2024 <i>Publication</i> BMC
Integrated Image-based Deep Learning and Language Models for Primary Diabetes Care <i>International collaboration between Singapore, China, India, Malaysia, Thailand, USA, Algeria, Uzbekistan, UK, Australia, Spain.</i> <i>Authors</i> Sky Koh [NUP], Amanda Lim [NUHS], Shao Feng Mok [NUH]	<i>Publication Date</i> 19 July 2024 <i>Publication</i> Springer Nature
Gaps in Primary Care Management of Urinary Tract Infections in Singapore <i>Authors</i> Sky Koh [NUP], Terence Liew [NUP], Franco Wong [NUP], Justin Chong [NUP], Chung Hwee Ching [NUP], Cynthia Cheong [NUP]	<i>Publication Date</i> 24 July 2024 <i>Publication</i> Annals, Academy of Medicine
Prescribing Antibiotics for Children with Acute Conditions in Public Primary Care Clinics in Singapore: A Retrospective Cohort Database Study <i>Authors</i> Vivien Lee [NUSMed], Si Hui Low [NUP], Sky Koh [NUP], Anna Szuecs [NUSMed], Victor Loh [NUSMed], Meena Sundram [NUP], José M Valderas [NUSMed], Li Yang Hsu [NUS SSHSPH]	<i>Publication Date</i> 25 July 2024 <i>Publication</i> MDPI
Prevalence of Dermatoses in Geriatric Singaporeans in the Community – A Cross-sectional Study <i>Authors</i> Lester Juay [NUH], Monil Nagad Bhupendrabhai [NUH], Siti Hafizah Binte Ahmad [NUH], Hung Chew Wong [NUSMed], Justin Chong [NUP], Tan Wee Hian [NUP], Nisha Suyien Chandran [NUH]	<i>Publication Date</i> 9 August 2024 <i>Publication</i> BMC

A Qualitative Study on General Practitioners’ Perspectives on Late-life Depression in Singapore – Part I: Patient Presentations and Behaviours <i>Authors</i> Anna Szücsa [NUSMed], V Vien Lee [NUSMed], Victor Loh [NUSMed], Monica Lazarus [NUSMed], Choon Kit Leong [Duke-NUS], Vivien Lee [NUSMed], Alicia Ong [NUP], Foon Leng Leong [NUSMed], Laurie J. Goldsmith [NUSMed], Doris Young [NUSMed], Jose M. Valderas [NUSMed], Andrea B. Maier [NUSMed]	<i>Publication Date</i> 12 August 2024 <i>Publication</i> The Lancet Regional Health – Western Pacific
Knowledge of Self-management and Asthma Control Among Asthma Patients Attending a Polyclinic in Western Part of Singapore <i>Authors</i> Joanne Khor [NUP], Anna Szuecs [NUSMed], Goh Lay Hoon [NUSMed]	<i>Publication Date</i> 10 October 2024 <i>Publication</i> Wolters Kluwer
Teledermatology: An Evidence Map of Systemic Reviews <i>Authors</i> Aloysius Chow [NTU LKCMedicine], Helen Elizabeth Smith [NTU LKCMedicine], Lorainne Tudor Car [NTU LKCMedicine], Jing Wen Kong [NHGP], Kay Wee Choo [A Life Clinic], Angeline Aw [NTU LKCMedicine], Marie Ann Wong [NUP/LKCMedicine], Christian Apfelbacher [NTU LKCMedicine]	<i>Publication Date</i> 12 October 2024 <i>Publication</i> BMC
Five-year Outcomes of a Holistic Programme for Managing Early Chronic Kidney Disease in Primary Care <i>Authors</i> Sky Koh [NUP], Ping Young Ang [NUP], Hung Chew Wong [NUSMed], Hui Qi Koh [NUP], Nurfaziela Zainal [NUP], Cynthia Wong [NUP]	<i>Publication Date</i> 15 October 2024 <i>Publication</i> Annals Academy of Medicine, Singapore
Viral Reactivation and Clinical Outcomes in Drug Reaction with Eosinophilia and Systemic Symptoms (DRESS) <i>Authors</i> Linus Chan [NUP], Rehena Sultana [Duke-NUS], Karen Choo [SGH], Yi Wei Yeo [SGH], Shiu Ming Pang [SGH], Haur Yueh Lee [SGH]	<i>Publication Date</i> 18 November 2024 <i>Publication</i> Springer Nature

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Leading
the Way



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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
Mar 2017–Dec 2024



Ms Sharon Koo
Chief Human Resource Officer
From 1 Jan 2025



Dr Voo Yau Onn
Chief Medical Informatics Officer
and Director, Clinical Informatics
Feb 2020–Mar 2025



Dr Anandan Gerard Thiagarajah
Chief Medical Informatics Officer
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Dr Patricia Wong
Director, Dental Services



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

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

NUP Polyclinics

Bukit Batok Polyclinic
Bukit Panjang Polyclinic
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Jurong Polyclinic
Pioneer Polyclinic
Queenstown Polyclinic

Upcoming

Taman Jurong Polyclinic
Tengah Polyclinic
Yew Tee Polyclinic