On 9th January 2016, CFPS organised an inaugural meeting to develop a vision for the future of Family Medicine in Singapore. The meeting was attended by College Council, Censors Board, past Presidents and Council members who will also form the taskforce for the Family Medicine for Our Singapore (FAMOUS) Project.

Singapore’s population is one of the most rapidly ageing in Asia. An estimated one million or one in five of our population will be in the elderly group by 2030. The healthcare challenges associated with an aging population are enormous including a rising prevalence of chronic disease burden and accelerating demand for expensive healthcare services. The demand for elderly care will nearly triple compared to current needs. Declining old-age support ratios will create societal burdens and further strain our finite finances to cope with the increasing healthcare demand. While we have done very well so far in keeping healthcare costs affordable for Singaporeans, it is increasingly evident that a hospital-centric healthcare model is unsustainable in the long term. Care is also increasingly fragmented when medically complex patients are seen by multiple disease/organ specific specialists without a family physician to coordinate this care.

The World Health Organization (WHO) in 2004 defined Family Medicine as a “discipline concerned with the provision of personal, primary, preventive, comprehensive, continuing and coordinated healthcare of the individual in relation to his family, community and environment”. Person-centered care is emphasised instead of disease specific care. In 2008, Dr Margaret Chan, Director General of WHO affirmed that a primary healthcare approach is the most efficient, fair, and cost-effective way to organise a health system. Moreover, primary healthcare produces better outcomes, at lower costs and higher patient satisfaction. Professor Robert Taylor, author and editor of Family Medicine: Principles and Practice stated in his article “The promise of family medicine: history, (continued on Page 3)
leadership and the Age of Aquarius” that the initial promise of family medicine was that it would rescue a fragmented healthcare system and put it together again, and return it to the people.

A new model of primary care that can deliver on this promise in Singapore is urgently needed. While 80% of primary care is provided in the private sector by family physicians and general practitioners, 80% of chronic disease care is provided by publicly-funded polyclinics. Misalignment in healthcare financing contribute to congested polyclinics and hospital specialist outpatient clinics; and an inability to sustain continuing care for complex chronic diseases management in private primary care. Hence, a new model of primary care that is patient-centered, multi-disciplinary, with 24/7 access to care will be needed to provide and coordinate the increasing complex healthcare needs of an aging population. To address the chasm between a patient-centered primary care and primary care capacity, more financial and manpower resources should be dedicated to primary care. Healthcare financing framework may need fine-tuning to ensure quality and affordable chronic disease care in primary care. Rigorous evaluations of these new models of primary care are also required to ensure cost-effectiveness. Most importantly, a healthcare financing framework that emphasises value-based primary care should be proposed.

To ensure family physicians’ competence to play an enhanced role in various Family Medicine settings, the goals and objectives of training must deliver to these desired end states. A review of our training programmes at the undergraduate, postgraduate and continuous professional development levels should highlight current challenges. Lengths of Family Medicine training, curricula and evaluation requirements are different in our local medical schools. At the postgraduate level, CFPS trains family physicians via a nationwide Graduate Diploma in Family Medicine (GDFM) program. The Master of Medicine in Family Medicine (MMed(FM)) College Route allows doctors who have attained the GDFM to enrol into a one-year programme leading to the MMed(FM). Residency training programmes are provided by National University Health System, National Healthcare Group and SingHealth as the three Sponsoring Institutions (SIs). Inevitably, the diversity of training programs may lead to duplication of effort while compromising on exposure to Family Medicine settings available only in some SIs. The lack of prestige and commonly misunderstood public perception of family physicians as “cough and cold” doctors affected Family Medicine as a choice of specialty for medical students and junior doctors. Without an enhanced role in the healthcare system, family physicians may not find it worthwhile to enrol in higher Family Medicine training programs.
Practicing at the top of their license, family physicians must also embrace evidence-based medicine and engage in research on Family Medicine practices. Enhancing the standing of Family Medicine in academia and communication of an enhanced role of family physicians to the public and within medicine are important to improve perception and raise the prestige of Family Medicine.

At the inaugural meeting of the Family Medicine for our Singapore project committee identified three core themes:

i. New models of primary care to meet the healthcare needs of an aging population
ii. Education and training to prepare family physicians for an enhanced role
iii. Research in Family Medicine that supports our mission

For each core theme, the taskforce identified key questions that must be answered if we were to create a better future for family medicine in Singapore. Pre-existing and future challenges in each core theme were also identified and possible solutions were explored during the meeting. The project committee is expected to complete the preliminary fact findings and submit an interim report to the College by October 2016. Extensive studies and surveys will be carried out to support this inquiry into the future of family medicine. Based on the findings and recommendations of the committee, the College will publish a white paper on the future of family medicine in Singapore in May 2017.

Profile of taskforce members for the Future of Family Medicine Singapore Project

A/PROF LEE KHENG HOCK

JOB TITLE
Senior Consultant

PLACE OF WORK
Family Medicine and Continuing Care, Singapore General Hospital

APPOINTMENTS
- President, College of Family Physicians Singapore
- Associate Professor, Duke NUS Graduate Medical School
- Director (Medical), Bright Vision Hospital
- Director, Office of Integrated Care, SGH
- Co-Chair, JCFMS

A/PROF GOH LEE GAN

JOB TITLE
Professorial Fellow and Senior Consultant

PLACE OF WORK
Division of Family Medicine, Department of Medicine, National University Health System

APPOINTMENTS
- Associate Programme Director, NUHS Family Medicine Residency
- Attending physician, Clementi Polyclinic
- Attending physician, FMSOC, Department of Medicine, NUHS
- Liaison Physician, AIC HOME Program – Home care of advanced renal, respiratory, cardiac, and liver disease
- Course instructor, Undergraduate FM Elective posting, Yong Loo Lin SOM
- Advisor, Graduate Diploma of Family Medicine (GDFM) Examination Committee, Graduate School of Medical Studies; Advisor, Master of Medicine in Family Medicine (MMedFM) Examination Committee, Graduate School of Medical Studies

DR LEE SUAN YEW

JOB TITLE
Family Physician

PLACE OF WORK
S. Y. Lee Clinic

APPOINTMENTS
- President, College of Family Physicians Singapore (1985 to 1988)
- Censor-in-Chief, College of Family Physicians Singapore (1985)
- Examiner, Diplomate Examination of the College leading to the award of the MCFP (1978 to 1988)
- Examiner, Master of Medicine (1993 to 1995)

DR TAN TZE LEE

JOB TITLE
Principal Partner

PLACE OF WORK
The Edinburgh Clinic

APPOINTMENTS
- Vice President, College of Family Physicians Singapore
- Council member, Singapore Medical Association
- Member, Asia Pacific Association of Medical Editors (APAME)
- Honorary Secretary, Singapore Association of Medical Journal Editors (SAMJE)
- Peer reviewer, Singapore Medical Journal and the Singapore Family Physician Journal
- President, COPD Association, Singapore
- Member, General Practice Asia Pacific Respiratory Board
- Board member and Director of the International Primary Care Respiratory Group (IPCRG)
- Visiting Consultant in the Family Medicine Division, Department of Medicine (National University Hospital)
- Adjunct Assistant Professor, Yong Loo Lin School of Medicine for Family Medicine, and the Duke-NUS Graduate Medical School for Family Medicine and Continuing Care
DR PAUL GOH SOO CHYE

**JOB TITLE**
Director and Senior Consultant

**PLACE OF WORK**
SingHealth Polyclinics - Tampines

**APPOINTMENTS**
- Censor-in-Chief, College of Family Physicians Singapore
- Past founding CEO of SingHealth Polyclinics
- Deputy Chair, Centralised Institutional Review Board E, Singapore Health Services
- Co-Chair, Primary Care Advisory Council, Eastern Health Alliance
- Adjunct Asst Professor, Yong Loo Lin School of Medicine, NUS
- Adjunct Asst Professor, Duke-NUS Graduate Medical School
- Examiner in GDFM, MMed (Fam Med), FMCP, FCFP(S) Examinations

---

A/PROF TAN BOON YEOW

**JOB TITLE**
Medical Director & Senior Consultant

**PLACE OF WORK**
St Luke’s Hospital

**APPOINTMENTS**
- Honorary Secretary, College of Family Physicians Singapore
- Censor-in-Chief, College of Family Physicians Singapore (2009 - 2015)
- Vice Chairperson, Chapter of Family Medicine, AMS
- Programme Director, NUHS FM Residency
- Adjunct Associate Professor, Dukes-NUS Graduate Medical School
- Adjunct Associate Professor, Yong Loo Lin Medical School, National University of Singapore

---

DR S SURAJ KUMAR

**JOB TITLE**
Family Physician

**PLACE OF WORK**
Drs Bain & Partners

**APPOINTMENTS**
- Honorary Assistant Secretary, College of Family Physicians Singapore
- Associate Programme Director, MMed(FM) College
- Tutor, Graduate Diploma in Family Medicine
- Adjunct Instructor, Duke-NUS Graduate Medical School Singapore
- Adjunct Lecturer, Department of Medicine, YLLSoM, NUS

---

DR NG LEE BENG

**JOB TITLE**
Consultant

**PLACE OF WORK**
Family Medicine and Continuing Care, Singapore General Hospital

**APPOINTMENTS**
- Honorary Assistant Treasurer, College of Family Physicians Singapore
- Programme Director, FM Fellowship Programme, College of Family Physicians Singapore
- FM faculty for Duke-NUS Graduate Medical School, Yong Loo Lin School of Medicine, National University of Singapore and Singhealth FM Residency programme

---

DR THAM TAT YEAN

**JOB TITLE**
CEO & Family Physician

**PLACE OF WORK**
Frontier Healthcare Group

**APPOINTMENTS**
- Executive Director, College of Family Physicians Singapore
- Adjunct Assistant Professor, Dept of Medicine, NUS Yong Loo Lin School of Medicine
- Associate Programme Director, NUHS Family Medicine Residency Programme
- Visiting Consultant, Dept of Medicine, National University Hospital
- Co-Chairman, National General Practitioner Advisory Panel, AIC

---

DR VINCENT CHAN

**JOB TITLE**
Family Physician

**PLACE OF WORK**
Drs Lim & Chan Clinic

**APPOINTMENTS**
- Council Member, College of Family Physicians Singapore
- Editorial board of College Mirror
- Tutor for Graduate Diploma in Family Medicine
- Adjunct Instructor for Duke-NUS Graduate Medicine School, Singapore

---

DR ENG SOO KIANG

**JOB TITLE**
Family Physician

**APPOINTMENTS**
- Fellow of CFPS
- Associate Programme Director - Graduate Diploma in Family Medicine Programme
- Supervisor, MMed(FM) College Programme
- Associate MD, NTUC Health

(continued on Page 8)
(continued from Page 5: The Future of Family Medicine in Singapore)

<table>
<thead>
<tr>
<th>DR GOH LAY HOON</th>
<th>FAMILY PRACTICE SKILLS COURSE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>JOB TITLE</strong></td>
<td>Family Physician</td>
</tr>
<tr>
<td><strong>PLACE OF WORK</strong></td>
<td>National University Health System</td>
</tr>
<tr>
<td><strong>APPOINTMENTS</strong></td>
<td>Council Member, College of Family Physicians Singapore</td>
</tr>
<tr>
<td></td>
<td>Lecturer, NUS Yong Loo Lin School of Medicine</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DR KWONG KUM HOONG</th>
<th>FAMILY PRACTICE SKILLS COURSE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>JOB TITLE</strong></td>
<td>Family Physician</td>
</tr>
<tr>
<td><strong>PLACE OF WORK</strong></td>
<td>Princeton Family Clinic</td>
</tr>
<tr>
<td><strong>APPOINTMENTS</strong></td>
<td>Programme Director - Graduate Diploma in Family Medicine Programme</td>
</tr>
<tr>
<td></td>
<td>Examiner in GDFM, MMed(FM) and FCFP(S) Examinations</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DR JULIAN LIM</th>
<th>FAMILY PRACTICE SKILLS COURSE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>JOB TITLE</strong></td>
<td>Family Physician</td>
</tr>
<tr>
<td><strong>PLACE OF WORK</strong></td>
<td>Newlife Family Clinic &amp; Surgery</td>
</tr>
<tr>
<td><strong>APPOINTMENTS</strong></td>
<td>Programme Director - MMed(Family Medicine) College Programme</td>
</tr>
<tr>
<td></td>
<td>Adjunct Lecturer - Duke-NUS and NUS Medicine</td>
</tr>
<tr>
<td></td>
<td>Member, FPAB</td>
</tr>
<tr>
<td></td>
<td>Member, FMRAC</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DR LIM HUI LING</th>
<th>FAMILY PRACTICE SKILLS COURSE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>JOB TITLE</strong></td>
<td>Family Physician</td>
</tr>
<tr>
<td><strong>PLACE OF WORK</strong></td>
<td>International Medical Clinic</td>
</tr>
<tr>
<td><strong>APPOINTMENTS</strong></td>
<td>Council Member, College of Family Physicians Singapore</td>
</tr>
<tr>
<td></td>
<td>Tutor, CFPS Graduate Diploma in Family Medicine Programme</td>
</tr>
<tr>
<td></td>
<td>Examiner, CFPS Graduate Diploma in Family Medicine Programme</td>
</tr>
<tr>
<td></td>
<td>FM CME Advisor</td>
</tr>
</tbody>
</table>

---

**Emergency Medicine (Re-run)**

The College of Family Physicians Singapore would like to thank the Expert Panel for their contribution to the Family Practice Skills Course #63 on “Emergency Medicine (Re-run)”, held on 16 – 17 January 2016.

**Expert Panel:**
- Dr Kanwar Sudhir Lather
- Dr Chua Mui Teng
- Dr Dawn Lim
- Dr Tay Sok Yan
- Dr Sohil Pothiawala
- Dr Nausheen Edwin
- Dr Lim Jia Hao

**Chairperson:**
- Dr Sorinder Singh
- Dr Marie Stella P Cruz

**Self-Care Techniques**

The College of Family Physicians Singapore would like to thank the Expert Panel for their contribution to the Family Practice Skills Course #64 on “Self-Care Techniques”, held on 30 – 31 January 2016.

**Expert Panel:**
- Dr Lawrence Ng
- Dr Tan Wee Chong
- Janet Chang Wei Ee
- Dr Jean Cheng
- Dr Tan Wee Hong
- Lim Hui Khim

**Chairperson:**
- Dr Lawrence Ng
- Dr Peh Lai Huat

(continued on the next page)
**DR LOW LIAN LENG**

**JOB TITLE**
Associate Consultant

**PLACE OF WORK**
Family Medicine and Continuing Care, Singapore General Hospital

**APPOINTMENTS**
- Council Member, College of Family Physicians Singapore
- Associate Honorary Editor, Singapore Family Physician
- Supervisor, MMed (FM) College Programme
- Chief Resident, SingHealth Family Medicine residency
- Clinical Teacher, Family Medicine, Duke-NUS Graduate Medical School

---

**DR ALVIN ONG**

**JOB TITLE**
Senior Staff Registrar

**PLACE OF WORK**
Sengkang Health @ Alexandra Hospital (SKH@AH)

**APPOINTMENTS**
- Council Member, College of Family Physicians Singapore
- Appointed Tutor for the Graduate Diploma in Family Medicine (GDFM) Programme 2014-2016

---

**DR TAN NGIAP CHUAN**

**JOB TITLE**
Director

**PLACE OF WORK**
Department of Research, SingHealth Polyclinics, Singapore

**APPOINTMENTS**
- Honorary Editor, Singapore Family Physician
- Member, SingHealth Research Council
- Adjunct Assistant Professor, Duke-NUS Medical School Singapore
- Examiner, Graduate Diploma Family Medicine Programme, NUS Post Graduate Medical School
- Examiner, MMed (Family Medicine) Programme, NUS Post Graduate Medical School
- Faculty, Fellowship of College of Family Physicians Singapore training program
- Faculty, SingHealth Family Medicine Residency Program
- Associate Editor, Proceedings of Singapore Healthcare - a publication of SingHealth Academy
- Member, Chapter of Family Physicians, Academy of Medicine, Singapore
- Grant reviewer, Health and Medical Research Fund, Govt of the Hong Kong SAR

---

**DR SWAH TECK SIN**

**JOB TITLE**
Senior Consultant

**PLACE OF WORK**
SingHealth Polyclinics

**APPOINTMENTS**
- Member, Censors Board, College of Family Physicians Singapore
- Examiner, GDFM, MMed(Fam Med), FMCP, FCFP(S) Examinations
- Core Faculty, Accreditation Council for Graduate Medical Education (ACGME)
- Adjunct Assistant Professor, YLLSoM, NUS

---

**DR LOW SHER GUAN LUKE**

**JOB TITLE**
Consultant

**PLACE OF WORK**
Department of Family Medicine, Sengkang Health @ Alexandra Hospital (SKH@AH)

**APPOINTMENTS**
- Council Member, College of Family Physicians Singapore
- Editor, College Mirror
- Supervisor, MMed(FM) College Programme
- Supervisor, Fellowship of Family Medicine Programme
- Tutor, CFPS Graduate Diploma in Family Medicine
- FM CME advisor for Singapore Medical Council (SMC) - CFPS
- NUS YLLSoM clinical tutor (part time)
- Duke-NUS graduate medical school clinical teacher (part time)