

# A Healthier *Future* for Generations





SingHealth Fund (SHF) champions research, education and patient care causes to support SingHealth's vision of defining tomorrow's medicine and to unleash the potential of medicine to enable better health for future generations. In addition, funds raised will support initiatives to boost the well-being and resilience of healthcare workers especially in times of health emergencies.

Your gifts make a real and tangible difference to the lives of patients and their loved ones, empower healthcare professionals to accelerate the search for cures and sharpen their capabilities to provide even better care.

### **Vision**

Defining Tomorrow's Medicine

### **Mission**

Care to Heal, Educate to Empower and Innovate to Advance

### **Core Values**

Compassion, Integrity and Collaboration



# Contents

Chairman’s Message	2
Highlights	4
Research	9
Education	15
Patient Care	22
Resilience in Crisis	26
Community Support	29
Governance	34



# Chairman's Message

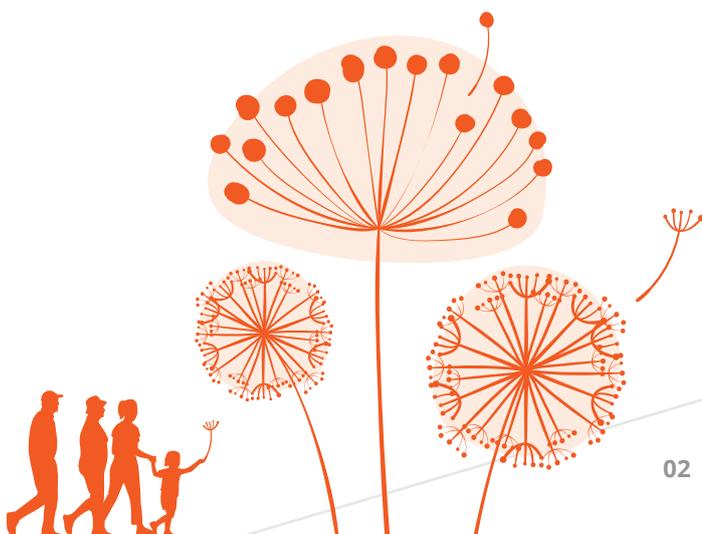
Dear Friends of SingHealth,

Every year, forward-thinking individuals and organisations like you make a decision to contribute to SingHealth in support of groundbreaking medical research, nurturing and building resilience of healthcare professionals and new programmes and initiatives that improve the quality of care and service to patients. Your meaningful gesture of support has enabled SingHealth and its institutions to heal generations of Singaporeans throughout our 200-year history. On this journey, we have always put patients at the heart of all we do and we continue to strive towards our vision to define tomorrow's medicine in the decades to come.

In 2019, we embarked on an ambitious undertaking to raise \$200 million, to commemorate 200 years of medicine in Singapore, in conjunction with the bicentennial celebrations of SingHealth's flagship hospital Singapore General Hospital (SGH). Despite challenges posed by the COVID-19 pandemic, I'm heartened that with the support of friends, donors and partners like you, the campaign, dubbed 'MedSG200', surpassed its goal a year ahead of its planned close. By January 2022, over \$226 million was raised for MedSG200 – funds that are critical in allowing us to scale greater heights to deliver the best care possible to our patients.

Your support has always been of tremendous importance as it allows us to materialise many exciting plans we have set out to achieve, so as to bring hope to patients. We thank you for standing with us even when the going got tough and we are delighted to share our successes with you.

To recognise your unwavering support, a new donor wall was unveiled in April this year at SingHealth Tower. I would like to also express my deep gratitude to the MedSG200 Fundraising Committee for their steadfast commitment in championing our cause to build a healthier future for tomorrow.





As we look to the future, we see many exciting opportunities ahead of us, especially with the national campaign that is underway to foster a healthier Singapore. As the nation's largest public healthcare cluster, SingHealth is in a unique position to make an impactful and tangible change in the health outcomes of our community through existing and new programmes that are customised to benefit Singaporeans at every life stage.

Last year, we set up the Lien Foundation Community Paediatrics Programme Fund to support the growth and development of every woman and child, and laid the foundation for the future health of our population. Funding from the Lien Foundation also helped us establish a new model of care through the Healthy Early Life Moments in Singapore (HELMS) study, with the ultimate aim of improving maternal and child health and well-being outcomes.

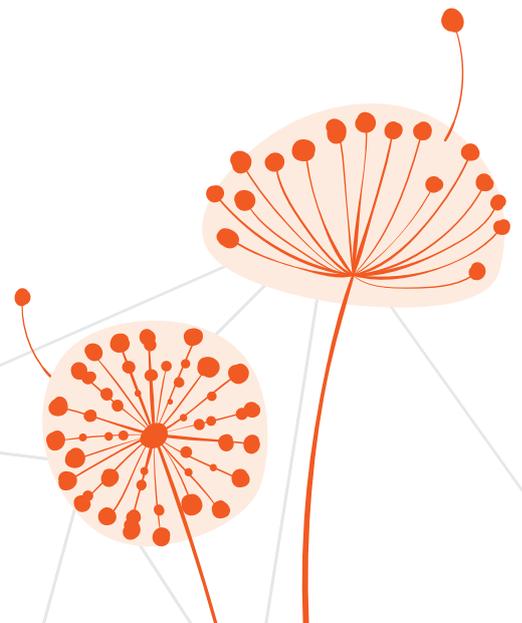
The Healthy, Empowered, and Active Living (HEAL) Fund is another new initiative that was set up under our Medicine Academic Clinical Programme, which aims to deliver population health solutions by developing strong community networks of care.

With your support, we are able to develop more programmes and initiatives that will enable Singaporeans to keep well, get well and live well in the community, and I look forward to share more about these initiatives in the coming years.

Once again, on behalf of everyone in SingHealth, I would like to express my gratitude to you for being part of our trailblazing academic medicine journey. We look forward to your continued support as we forge ahead in pursuit of a healthier tomorrow.

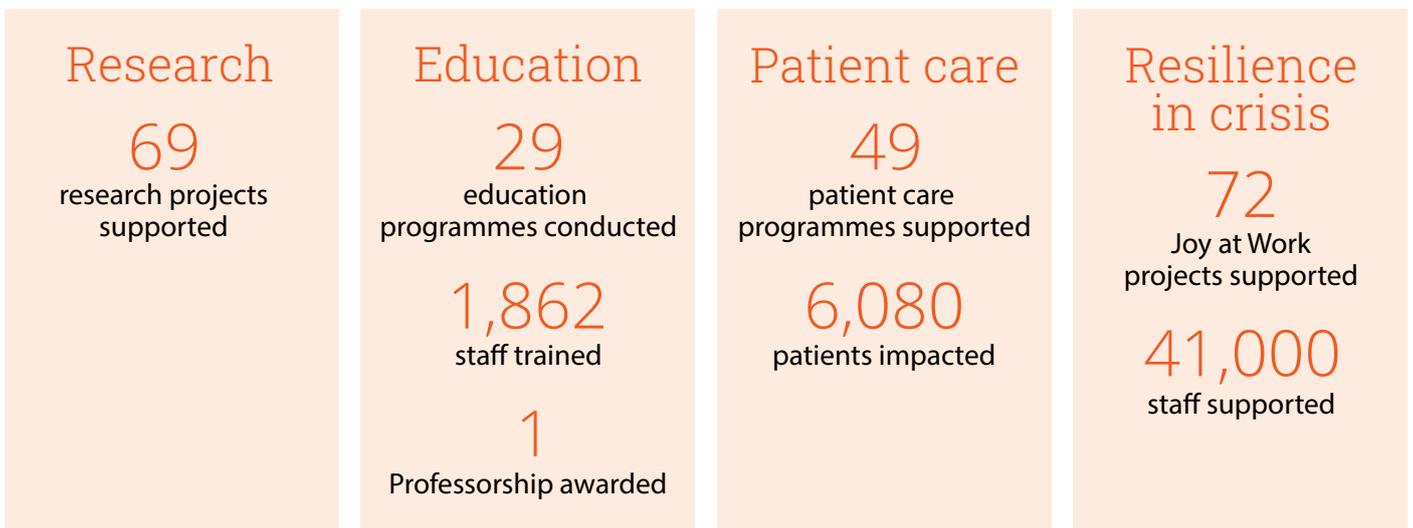
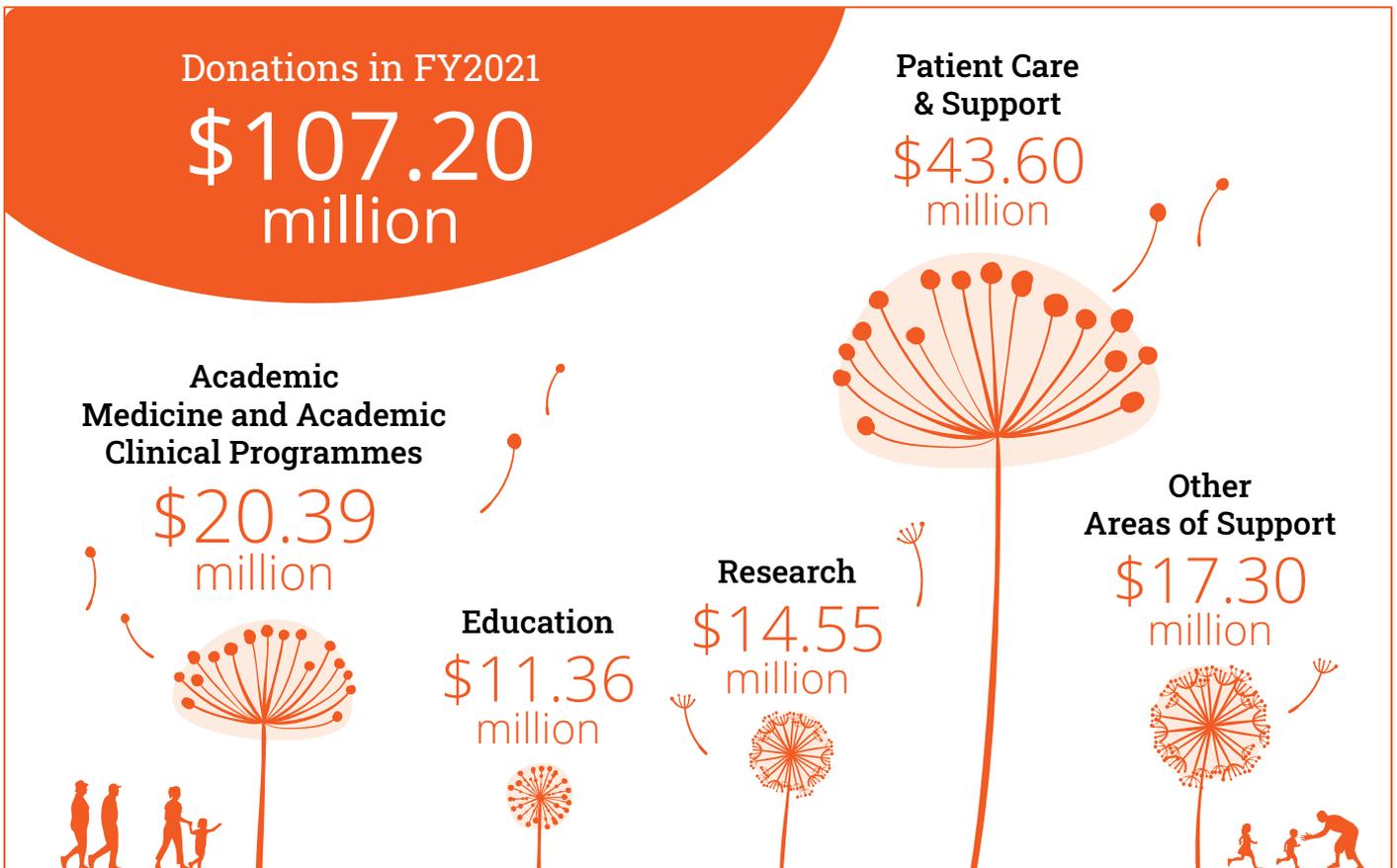
With appreciation,

**Prof Tan Ser Kiat**  
Chairman  
SingHealth Fund



# Highlights

Philanthropic gifts go a long way in supporting the key pillars of research, education and improvements in clinical care as we pursue Academic Medicine. Funds raised also support initiatives to boost the well-being and resilience of healthcare workers, which enable them to better care for the sick and the afflicted.



# Celebrating 200 years of Medicine in Singapore (MedSG200)

Last year, SingHealth celebrated 200 years of medicine in Singapore, in conjunction with the bicentennial of its flagship hospital Singapore General Hospital (SGH). To commemorate this occasion, SingHealth embarked on its inaugural fundraising campaign, dubbed MedSG200, in 2019. The campaign raised more than \$226 million in support of medical research and innovation, medical education and training, patient care programmes, and building resilience and well-being for healthcare professionals. A symbolic cheque presentation, witnessed by Prime Minister Mr Lee Hsien Loong, took place in April 2022.



From L-R: Assoc Prof Ruban Poopalalingam, Chairman, Medical Board, SGH; Mr Tony Chew, Member of the MedSG200 Fundraising Committee and Chair of the SGH Fund Committee; Prof Tan Ser Kiat, Chairman, SingHealth Fund; Prime Minister Mr Lee Hsien Loong; Mr Cheng Wai Keung, SingHealth Chairman; Prof Ivy Ng, SingHealth Group CEO and Prof Kenneth Kwek, CEO, SGH, at the symbolic cheque presentation.

Among the many efforts contributing to this inaugural campaign was the MedSG200 edition of our signature charity golf event held in January 2022. This event raised a resounding \$783,500. Charity golf tournaments have always been a well-loved way for donors to support the efforts of our Academic Clinical Programmes to maximise the potential of shared knowledge, expertise and resources to advance research and education that translate into better clinical outcomes for patients.



One of the supporters of the charity golf event at tee-off.

A new donor wall was also unveiled in April 2022 to recognise those who have supported us in our pursuit of our vision to define tomorrow's medicine.



The MedSG200 donor wall is located at SingHealth Tower.

# New programmes

## Healthy, Empowered, and Active Living (HEAL) Fund

The HEAL Fund, under Medicine Academic Clinical Programme (ACP), aims to deliver population health solutions by developing strong community networks of care. By establishing a caregiving network, delivering technology-enabled care for ageing and embarking on transformative new models of community care, we want to ensure that our patients and those most vulnerable remain well cared for beyond the hospital wards.

## TCM Oncology Programme Fund

The Traditional Chinese Medicine (TCM) Oncology Programme Fund is the first-of-its-kind geared towards supporting research and education specific to TCM Oncology. Made possible with a \$3 million gift from Mr Zhang Tao, the programme will groom the next generation of experts on the application of TCM in Oncology. Through research into TCM therapies that complement Western medical treatments, the programme aims to provide a more holistic approach to cancer care and treatment.

## Chen Yu Fu and Liu Hsiang Eng Cardiovascular Disease Research Fund

Mr Chen Yu Fu and Mdm Liu Hsiang Eng received treatment in a public hospital many years ago and were impressed by the excellent healthcare which was accessible to all Singapore residents. Their positive experience was the motivation behind the \$1 million gift, made in their memory, to the National Heart Centre Singapore (NHCS) to promote further research efforts on hypertension and other cardiovascular diseases.

*“ We are deeply gratified to receive such tremendous support for our ongoing research studies at NHCS. The Chen Yu Fu and Liu Hsiang Eng Cardiovascular Disease Research Fund will make a long-term impact on how we understand, predict, prevent and treat cardiovascular diseases, and help more patients in the years to come. ”*



**Prof Derek Hausenloy**  
Director, National Heart  
Research Institute Singapore  
and Senior Consultant, NHCS

## Soo Jia Sien and Loke Foong Meng Cardiology Programme Fund

Having witnessed the NHCS staff's dedication and care given to her late husband, Dr Soo Jia Sien, the late Mdm Loke Foong Meng made a legacy gift of more than \$400,000 to support the advancement of cardiac care through research and education. The Soo Jia Sien and Loke Foong Meng Cardiology Programme Fund was started in late 2021 to fulfil her final wishes.

Prior to Mdm Loke's passing, a decision was made to pledge a first instalment of \$100,000 from the Soo Jia Sien Memorial Fund towards establishing the Soo Jia Sien Heart Research Fund. This fund supports cardiac research and staff pursuing their PhD studies in this area of research undertaken by NHCS, with the hope that more treatment options can be discovered in cardiac care.

*“ We were privileged to be part of the team caring for the late Dr Soo, and feel extremely grateful for the legacy gifts from him and his late wife Mdm Loke. It will definitely go a long way in helping us shape the future of cardiology and provide better care for our heart patients. ”*

*The late Mdm Loke Foong Meng and Dr Soo Jia Sien at a Chinese New Year gathering for the NHCS Left Ventricular Assist Device (LVAD) Patient Support Group in 2014*



**Clinical Assistant  
Professor Tan Teing Ee**  
Head of Cardiothoracic Surgery  
& Senior Consultant, NHCS

**Clinical Associate  
Professor David Sim**  
Deputy Head of Cardiology &  
Senior Consultant, NHCS

## Research Accelerator Programme in Cancer Immunotherapy

The Research Accelerator Programme in Cancer Immunotherapy has been established with US\$1 million from the Moh Family Foundation. The programme, led by Associate Professor Toh Han Chong, Senior Consultant, Division of Medical Oncology, National Cancer Centre Singapore (NCCS) and his team, focuses on advancing cancer immunotherapy research. It aims to continue research into identifying the best cancer immunotherapy treatments (such as improving cellular therapy production processes) as well as uncover new potential therapies to treat COVID-19.

## Lien Foundation Community Paediatrics Programme Fund

The Lien Foundation Community Paediatrics Programme Fund supports a pilot programme known as Mission I'mPossible 2 (MIP2), led by Lien Foundation, KK Women's and Children's Hospital (KKH), and PAP Community Foundation to integrate and deliver education, healthcare and social services in the community. The programme will also provide early identification and intervention for preschool children with developmental needs from as young as two months old. This four-year, \$12.1 million initiative was in part supported by a gift of \$9.27 million from Lien Foundation. When fully implemented, MIP2 is expected to benefit up to 1,800 children annually.

*The programme is aligned with what KKH hopes to achieve with the recently launched SingHealth Duke-NUS Maternal and Child Health Research Institute to support the growth and development of every woman and child to their fullest, and laying the foundation for the future health of our population.*



**Associate Professor Chan Yoke Hwee**  
Chairman of the Division of Medicine at KKH and Programme Director of MIP2

## Lien Foundation Optimising Maternal & Child Health Programme Fund

Lien Foundation's expendable grant of \$4 million will establish a new model of care through the Healthy Early Life Moments in Singapore (HELMS) study, with the ultimate aim of improving maternal and child health and well-being outcomes. HELMS will adopt an interactive and personalised approach to engage, support, and guide women through the most crucial period of developmental opportunity from preconception, pregnancy and early post-natal life until the child reaches 18 months.

*With early intervention to establish the right habits and conditions prior to conception, we can improve the chances of women getting pregnant and minimise the risk of pregnancy complications. HELMS presents an opportunity to break the vicious cycle of disease and chronic conditions in future generations.*



**Professor Fabian Yap**  
Head of Endocrinology Service, Department of Paediatrics, KKH

# Research

Giving to research enables our clinician scientists and researchers to translate groundbreaking ideas into meaningful healthcare solutions that directly benefit our patients.

In FY2021, SHF supported  
**69** research programmes  
and projects



## A sustained drug delivery system for ocular allergies

The Singapore National Eye Centre (SNEC) has developed a sustained drug delivery system to treat ocular allergy, one of the most common external eye diseases that require frequent and long-term use of eye drops. Administered by a single dose of injection, the system can achieve a sustained release of anti-allergic drug (tacrolimus) for two to three months.

With funding from SNEC's Heroes Fund, the clinical trial for this drug delivery system has begun. The system is expected to benefit patients with intense and persistent symptoms of ocular allergic diseases, among whom 80 per cent are children and teenagers.

*“Our sustained ocular drug delivery system can improve medication compliance and quality of life for patients suffering from ocular allergic diseases. From a clinical outcomes perspective, sustained-release systems enable a much lower dose of pharmaceutical ingredients for the same treatment and effectiveness.”*

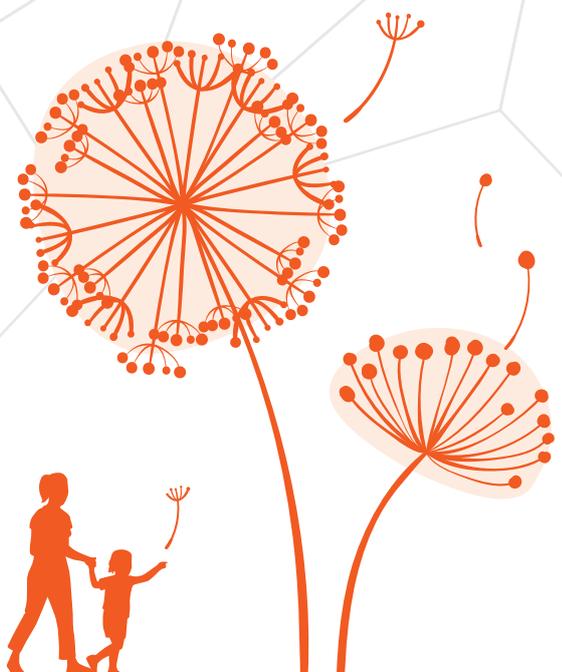


**Dr Liu Yu-Chi**  
Clinician Scientist,  
Corneal and External Eye Disease Department,  
SNEC

## Cardiac Ageing

Hong Leong Foundation made a gift of \$20,000 towards one of NHCS's key research projects - Characterising and Elucidating Pathways of Cardiac Ageing, led by Assistant Professor Angela Koh Su-Mei, Senior Consultant, NHCS. Using advanced cardiac imaging techniques, the study team monitored deteriorations in heart function to understand how diabetes could affect heart function in elderly patients.

The team has discovered molecular pathways that may explain the impact of diabetes on heart disease development in elderly patient. This can potentially be formulated into precise treatments to address the challenges of ageing and diabetes in our elderly population. The team, along with their collaborators and researchers from multiple institutions, received the Healthy Longevity Global Grand Challenge Award from the U.S. National Academy of Medicine to investigate the effects of exercise on cardiovascular longevity in ageing.



## Reducing pain and anxiety during childhood immunisation

Paediatric immunisation is often associated with significant fear and anxiety among the children and their parents. This distress may potentially affect the adherence to the childhood immunisation schedules and the acceptance of other recommended vaccines by physicians.

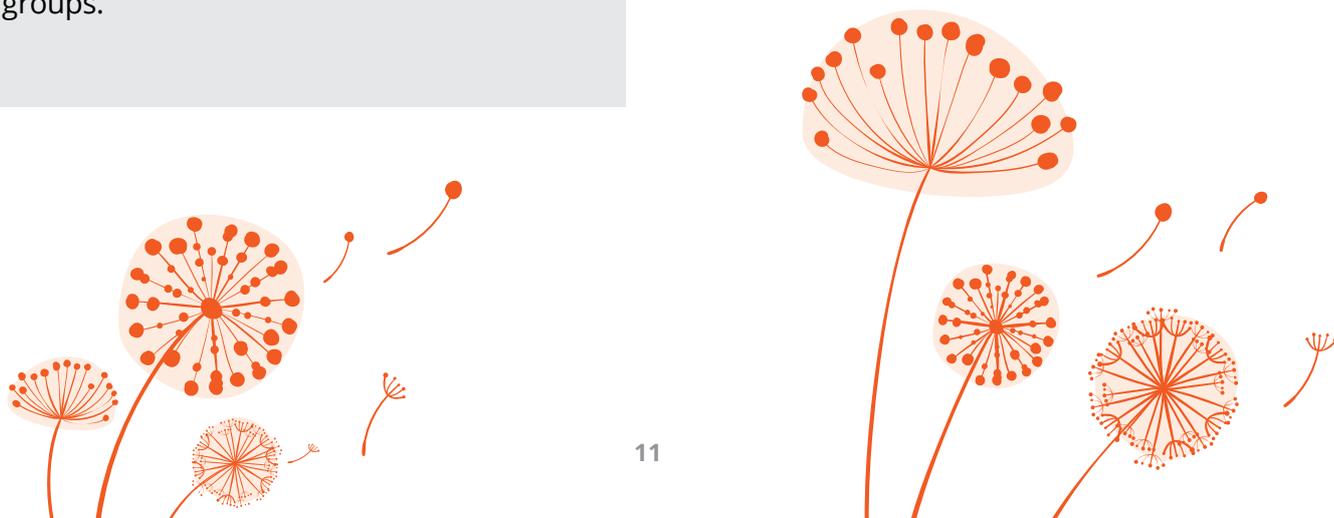
With funding from a gift from Mdm Ooi Ai Tua, Dr Chang Ziying, Associate Consultant and Clinic Director of SingHealth Polyclinics – Sengkang, embarked on a research study to assess the feasibility of using immersive virtual reality during immunisation in children in primary care. The study also hopes to determine its effectiveness in alleviating pain and anxiety among children and reducing the anxiety of their parents and attending nurses during immunisation.

The study found that there was an 88 per cent acceptance rate among parents and a significant decrease in fear among the children, anxiety in the parents and attending nurses during immunisation. The study team is exploring the potential of scaling up the study to all SingHealth Polyclinics and for special needs children and adults as well as those in vulnerable groups.

## Repurposing antiviral drugs in the clinical treatment of viral-associated lymphomas

Nearly 15 per cent of 14 million new cancer cases diagnosed today are due to infectious agents, most of which are cancer-causing viruses. In a recent study, a team of researchers at NCCS has shown that repurposing antiviral drugs to treat these cancers can potentially slow the growth of tumours or kill cancer cells and restore immune surveillance. As these antiviral drugs are already approved for clinical application in the treatment of viral infections and possess the relevant safety data, there will be a higher likelihood of success of translating their application in cancer therapy.

This study has attracted significant industry funding from SymBio pharmaceuticals to translate the initial work in cell lines to animal models and then to the bedside. The research has also secured national funding.



## Assessing lung function in recovered COVID-19 patients

A gift from an anonymous donor has enabled Dr Ruby Poh, Head, Clinical Measurement Centre (CMC), Sengkang General Hospital (SKH) and Rachel Teo, Pulmonary Function Technologist, CMC - Pulmonary Diagnostics, SKH, to embark on a project to study the pulmonary characteristics in recovered COVID-19 patients and assess whether lung impairments, if any, are persistent.

Preliminary findings of a pilot study involving 21 patients showed that majority of these patients with severe COVID-19 continue to experience a lower quality of life a year after their infection. The research team continues to recruit patients to the study to ensure the findings concluded from the research will be more robust. The knowledge acquired through this study will help healthcare systems take a proactive approach such as implementing early intervention to prevent further deterioration of patients. These findings have been submitted to a local medical journal for publication.



Dr Ruby Poh is on the left and Rachel Teo is on the right

“ Our preliminary data has helped us to narrow down specific lung function deficits associated with COVID-19. Such local data is critical for us to understand the disease better and can potentially help with planning of rehabilitation programme. ”

**Rachel Teo**  
Pulmonary Function Technologist, CMC  
- Pulmonary Diagnostics, SKH

## Predicting Heart Disease in Asian Population

NHCS received a \$1 million gift in memory of Mr Henry H L Kwee in support of Predicting Heart Disease in Asian Population – a project under the SingHeart study which focuses on building a biobank to conduct a longitudinal study on the risk of heart disease. This will allow researchers to gain a deeper understanding of the complex interactions between cardiovascular disease and individuals' risk factors.

“ We are greatly appreciative of this significant gift which will enable us to better identify at-risk Asians early and develop more targeted and effective treatment for them through in-depth data analysis. ”



**Professor Yeo Khung Keong**  
Senior Consultant, NHCS

## Redesigning the pre-surgery health assessment

Before patients go for surgery, it is important to get accurate information on their medical history. Previously, KKH nurses would administer a paper-based health screening questionnaire. This is a labour-intensive and time-consuming process.

A study was conducted at KKH to re-design and convert the current paper-based, nurse-administered health screening questionnaires into a reliable patient self-administered, digital tool called the Pre-Anaesthesia Computerized Health assessment (PATCH) system. The results of this study suggested that PATCH can be feasibly introduced at SingHealth institutions, with no difference in nurse-patient consultation times. Patients were also receptive to using this new assessment tool.

Following this study, SingHealth has successfully deployed the online questionnaire on SingHealth's Health Buddy app, as part of the preoperative workflow for elective same-day-admission surgical patients. This has resulted in improved triaging of patients at the Preadmission Service and right siting of patients to the expertise required.

## Novel Design for Hip Replacement Prosthesis

In recent years, the number of patients between the ages of 40 and 60 years who underwent total hip replacement has increased rapidly. These younger patients are physically more active, and this accelerates the wear or loosening of the prostheses, thus shortening its lifespan to only 10 to 15 years.



With support from the SGH Smart Hospital Innovation and Solutions Fund, a project to develop a damping impact or shock absorption mechanism for incorporation into a novel total hip replacement prosthesis is underway. The envisaged outcome is to mitigate the impact encountered by patients, and alleviate the wear between the ball and socket components of the hip prosthesis.



## Effective and targeted treatment for patients with cicatrizing conjunctivitis

Cicatrizing conjunctivitis (CC) refers to a group of sight-threatening conditions associated with inflammation and scarring within the eye. Patients with CC face life-long debilitating symptoms, complications resulting in the need for multiple surgeries, and the risk of blindness. At present the only treatments available for CC target inflammation but do not directly target the mechanisms that lead to scarring and blindness. As such, current therapies produce unsatisfactory patient outcomes despite significant side effects.

Researchers at SNEC are studying the possibility of directly targeting the mechanisms involved in scarring in CC to achieve better treatment outcomes. The team hopes to uncover and develop novel treatment targets and options for patients with CC, thereby alleviating chronic morbidity and mitigating the risk of blindness. The project's Principal Investigator Dr Ong Hon Shing has also received national funding to pursue this clinically important research.

## Novel methods to fight infection caused by drug resistant bacteria

The increased prevalence of infections due to multidrug-resistant Gram-negative bacilli has weakened the antibiotic armamentarium and is a major concern for hospitalised patients globally. The ineffectiveness of available antibiotics combined with continuous decline in the number of new antibacterial drugs form a need to develop alternative therapeutic strategies.

A team at SERI under SNEC has shown that modified natural antimicrobial peptides (AMPs) were able to target microbial cells with higher selectivity than mammalian cells. The first part of their work was published in the prestigious *Journal of Medicinal Chemistry*. The project has also advanced basic knowledge in the design of bioactive peptides for topical infections, and provided opportunities to develop a general programme on the management of life-threatening infections.

The grant from SHF, enabled the research team to expand its collaboration base with local and overseas universities and research institutes. It also helped the team to file for a patent and secure follow-on funding at the national level.



# Education

In healthcare, learning never stops, as new scientific findings and technologies yield new and improved ways to diagnose, treat and cure. Support from donors enable our healthcare staff to be equipped with the skills and knowledge necessary to tackle healthcare challenges of the future.

In FY2021, SHF supported

29 education programmes and trained over

1,862 staff



## Wee Foundation Nursing Academic Fund

The Wee Foundation Nursing Academic Fund was established to provide scholarships and education opportunities to SingHealth nurses to expand their competencies and be equipped with the latest skills and knowledge. This will enable them to provide the best care today and prepare for the health challenges of tomorrow.



This Fund, made possible with a \$5 million gift from the Wee Foundation, also enabled the creation of the Wee Foundation Nurses' Day Awards, expanding existing avenues in SingHealth to affirm and recognise our nurses for their dedication and commitment to patient care and to advance the nursing profession. The Awards are presented to nurses who have demonstrated excellence in nursing and to emerging nurse leaders, who have made significant contributions towards improving the quality and standard of nursing care at SingHealth institutions.

## Nurturing future leaders in lung cancer care

Yinson Production Pte Ltd pledged \$2.5 million over 10 years to support the Lung Cancer Training Fund. Asians with lung cancer have tumours that are genetically more complex and may bear more varied genetic mutations than those of Caucasian patients. The Lung Cancer Training Fund plays the crucial role of helping further the development of local and regional lung cancer care by nurturing future leaders in lung cancer, and preparing them for the healthcare challenges ahead.

*I aim to delve deeper into understanding the resistance mechanisms that cancer cells utilise to evade and persist despite targeted anti-cancer therapeutics. I hope that patients will ultimately benefit as we all work towards prolonging their quality years of life.*

### **Dr Daniel Ang Jia Ming**

Recipient of the NCCS' Experimental Therapeutics Clinical Fellowship, funded by the Lung Cancer Training Fund

## Developing expertise in advanced therapeutic endoscopy and endoscopic bariatric therapy

Dr Lester Ong, Consultant, Department of Surgery, SKH, embarked on a one-year fellowship on upper gastrointestinal (GI) and surgical endoscopy at the Prince of Wales Hospital, Hong Kong SAR. He returned to Singapore with a mastery of endoscopic retrograde cholangiopancreatogram (ERCP). He has also obtained proficiency in endoscopic ultrasound (EUS) and per-oral endoscopic myotomy, endoscopic submucosal dissection, as well as other therapeutic endoscopy methods.



Following his fellowship, Dr Ong has obtained accreditation in SKH for ERCP and EUS. He has also put his skills to good use, successfully performing 16 ERCPs and 3 EUS independently. Dr Lester Ong plans to share his skills and knowledge with clinicians, showcasing the new services that can be offered to patients.

*“ Prince of Wales Hospital is a major referral centre for diseases of the upper gastrointestinal tract as well as a world-renowned training centre of advanced endoscopy and upper gastrointestinal surgery. It has been a truly remarkable experience honing my skills alongside world-renowned experts. I'm thankful for receiving this fellowship from SKH, made possible through the Department of Surgery's Education and Training Fund. ”*

**Dr Lester Ong**  
Consultant, Department of Surgery,  
SKH

## Tan Yew Oo Professorship in Pathology

As a pioneer oncologist in Singapore, Dr Tan Yew Oo is renowned for his illustrious contributions to public service and the development of healthcare nationally. The establishment of the Tan Yew Oo Professorship in Pathology underscores the importance of pathology in unravelling new and innovative approaches in cancer care. This Professorship will provide sustained support for research and advancements in critical areas of diagnostic, prognostic and therapeutic accuracy in cancers.

## SGH Advance Nursing Fund

The SGH Advance Nursing Fund has been established with a \$200,000 gift made from the family of the late veteran SGH nurse, Sister Claire (Annie) See Keow Ann, in her memory.

The fund will be used to nurture and empower current and aspiring nurses, as well as the staff at the SGH Nursing Division to develop their potential and enable them to deliver the best care to patients, the area Sister See was passionate in championing throughout her 45-year nursing career at SGH.

## Patient and Caregiver Education on Clean Intermittent catheterisation

Nurses at the SGH Urology Centre have tapped on the Nursing Innovation Fund to develop an interactive video to educate patients and caregivers on Clean Intermittent Self-Catheterisation (CISC) and published one manuscript in a peer reviewed journal.

The nursing team in the Urology Centre believes that this interactive video for patients and caregivers will allay anxiety and reinforce the skills for patients and caregivers as well as reduce the time needed for nurses to educate patients on CISC.



## Talent Development Fund (TDF)

Formal and non-formal training programmes to build SingHealth's human capital.

**1,153**  
persons have  
been trained

“ *Cardiovascular genetics is a highly specialised area that lays the groundwork for precision medicine and the knowledge is important in studying inherited cardiac conditions that run in the family. Genetic tests can be used to uncover the faulty gene and identify those who are at risk for early intervention. The TDF award allowed me to secure a PhD programme at the National University of Singapore to study the genetics of cardiomyopathy exclusively in the under-studied Singapore population. Through this study, two most common gene mutations associated with more than 200,000 cases of hypertrophic cardiomyopathy worldwide were identified. The programme has endowed me with skills in sequencing and bioinformatics that have enabled me to more confidently diagnose my patients.* ”

**Pua Chee Jian Edmund**

Senior Research Associate, NHCS  
Recipient of the TDF award to pursue a Doctor of Philosophy at the National University of Singapore

## Supplementary Health Manpower Development Programme (HMDP)

Co-funded by the Ministry of Health to develop SingHealth staff to meet evolving healthcare needs.

**4** graduates

**41** ongoing awardees

**86** deferred to FY2022/2023

“ *Interventional Neuroradiology is a more recent and niche medical subspecialty within radiology where minimally invasive procedures are performed through an endovascular approach. They are used for the diagnosis and treatment of several vascular disorders involving brain, head & neck and spine such as stroke, aneurysms, vascular malformations and certain tumours. With the help of the HMDP award, I was fortunate to secure a highly coveted fellowship training position at the University of Toronto - Toronto Western Hospital. The programme endowed me with the skills necessary to treat my patients with life-threatening neurovascular conditions confidently.* ”

**Dr Saravana Kumar Swaminathan**

Consultant, National Neuroscience Institute (NNI)  
Recipient of the HMDP award to pursue overseas training in Interventional Neuroradiology

## Training/upgrading of Nursing Personnel programmes

Scholarships to Advanced Practice Nurses to pursue a Doctor in Nursing Practice.

**3** ongoing recipients

**2** new recipients

## Alice Lee IAN Graduate Certificate/Diploma

Enables National University of Singapore nursing degree graduates to specialise in wound, ostomy and continence nursing.

**1** graduate

**8** ongoing recipients

**6** new recipients

“ *Wound Ostomy and Continence Nursing is a specialised area in nursing and medical care, and it has always been my area of passion in nursing. I am very grateful for the funding which gave me an opportunity to learn and affirm my knowledge in the area of Wound, Ostomy and Continence Nursing together with other healthcare workers from the SingHealth Duke-NUS Academic Medical Centre. The programme has equipped me with the latest practices, innovative skills and therapy that will enable me to provide quality care to our patients confidently.* ”

**Jacqlyn Lam (Lan Yue Xiu)**

Assistant Nurse Clinician, Changi General Hospital (CGH)  
Recipient of the Alice Lee IAN Graduate Certificate/Diploma award to pursue a Graduate Diploma in wound, ostomy and continence practice

## Target Zero Harm Award

Recognises staff who have made an impact on patient safety and supports training in patient safety, infection control and quality improvement.

**16** individual recipients

**6** team recipients

## Improving the patient referral process

When a patient she referred to a specialist clinic under the 'fast track' route was seen at a later date from what she had intended, Dr Emily Lee Pui Yan, a family physician at SingHealth's Bedok Polyclinic, highlighted her concerns by submitting an incident report. This led to an analysis of the processes surrounding the incident and an extensive review of the patient referral process. Several improvements to mitigate potential risk areas such as system enhancements, training staff and clinicians on the established 'fast track' processes and establishing effective team communication were put in place.

Dr Lee's action has effectively helped SingHealth to identify the gaps in the referral process and improve system deficiencies in a concerted effort to ensure quality and safe care for our patients.



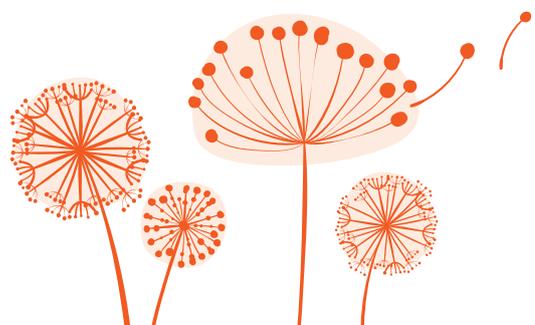
## Eliminating medication errors and near misses

A multidisciplinary team at NCCS embarked on a project to eliminate 100 per cent medication errors and 80 per cent near misses at the Ambulatory Treatment Unit (ATU), resulting from a deviation in ordering chemotherapy within the official platform.

During the nine-month long project, the team reviewed medication errors and near misses from January 2018 to January 2019 and implemented two key interventions – to only administer chemotherapy according to orders which are accurately reflected in the system and conduct a refresher training for chemotherapy prescribers.



Improvements were observed in the number of deviations from the official chemotherapy ordering platform and number of near misses resulting from such deviations. The number of actual medication errors resulting from deviations was sustained at zero. Learnings from the project will be implemented in the ATUs at NCCS's satellite clinics in CGH, SKH, and the upcoming decentralised ATUs in NCCS' new building.



# Patient Care

Gifts from our donors go a long way in complementing the care that SingHealth institutions provide by offering assistance when it matters most to our patients and their families.

In FY2021, SHF supported

**6,080** patients through

**46** programmes





## Support in her time of need

Being only 35 years old and living with renal failure may be unthinkable for many, but this is Geraldine Ang's reality. Her life was upended after being diagnosed with renal failure in 2018.

She has had to give up activities that she enjoys, like swimming, and her diet has to be monitored closely due to a long list of restricted food, making mealtimes a hassle. She is not able to spend as much time as she wants to with her twin sister because she has to do peritoneal dialysis every evening. As a stage manager, she is not always able to work the required hours due to dialysis.

Geraldine confronts her mortality daily, but tries not to get too overwhelmed by reminding herself to be happy in the moment. Although she attempts to take things in stride, her medical costs remain a source of concern. Due to the theatre industry being impacted by COVID-19 pandemic and her work being project-based, her income is insufficient to cover her treatment. The support from CGH HomeCare Assist came in as a relief, for her to receive three months of interim haemodialysis before peritoneal dialysis.



## VisionSave helps restore Mdm Tan's vision

Mdm Tan, 73, is unemployed and lives in a two-room HDB flat with her husband, a self-employed repairman. The couple has no children and leads a very frugal lifestyle. The COVID-19 pandemic took a toll on Mr Tan's business and the couple's livelihood.

Amidst their hardship, Mdm Tan was diagnosed with cataracts in both eyes and was referred for surgery late last year. Although cataract will lead to total blindness if left untreated, the couple had no means to pay for the surgery. With the help of the medical social worker, Mdm Tan was able to tap on the SNEC's VisionSave Fund to cover the cost of both surgeries and outpatient costs for six months post-surgery. She is grateful to donors who support the VisionSave Fund which allow patients like her to have their vision restored.

## A burden lifted for parents

Supporting the needs of young children born with complicated medical conditions can be a strain on parents, both psychologically and financially. The KKH Health Fund (KKHMF) helps reduce the financial burden of medical expenses, so that patients and caregivers can better focus on the recovery process. Annually, the KKHMF assists over 400 patients and their families in need of financial assistance for their medical expenses.

Adam (*not his real name*) suffers from a complex cyanotic heart disease, causing him to be dependent on homecare equipment and support on a long-term basis. He requires frequent follow-ups with multiple medical disciplines. His father works as a freelance driver and is the family's sole breadwinner, while his mother is his main caregiver. Adam attends a school which provides special education to children with multiple disabilities. Despite their best efforts, the family is unable to cope with the full cost of Adam's medical expenses. Through the KKHMF, Adam's parents received support to cover the cost of his special milk, homecare consumables, homecare equipment and rehab items.

Sarah's (*not her real name*) parents are in a similar predicament. Sarah was born with complications and had to be intubated soon after birth. She is currently dependent on a ventilator and continuous tube feeding. She also requires frequent suctioning due to her poor secretion controls which resulted in higher care needs.

Sarah's mother, her main caregiver, had to leave her job as a hotel executive as her company no longer allowed her to work from home. As they have limited caregiving support, Sarah's mother has decided to be a full-time housewife so her father, a train captain, is now the family's sole breadwinner. With the reduced income and a second child on the way, the parents are struggling to make ends meet and are unable to afford Sarah's medical expenses.

They, too, received assistance through the KKHMF to cover the cost of Sarah's homecare equipment, homecare consumables and cost of home visits. "The financial assistance has helped us a lot and now we can focus on caring for Sarah," said her mother.



## Mobile Dental Clinic

Lion Corporation (S) Pte Ltd pledged \$2.05 million to the NDCS Tooth Fairy Fund in support of the National Dental Centre Singapore (NDCS) Mobile Dental Bus (MDB). The gift will be used for the setup and operations of NDCS MDB over the next five years to bring oral health care closer to vulnerable seniors in the Intermediate and Long-term care (ILTC) facilities. The NDCS MDB aims to educate seniors on preventive measures to maintain good oral hygiene for good oral function, and increase awareness on the importance of oral health and well-being among seniors.



## SGH Healthy Communities Fund

The SGH Healthy Communities Fund aims to deliver person-centric care to enable our population to keep well, get well and age well in the community by shifting the centre of care from a hospital setting to the community and home settings. A person-centric approach includes empowering and engaging elderly and vulnerable residents in the community, integrating their health and social needs and focusing on proactive preventive care. The project includes:

### **SGH Community Nursing**

Provides prevention health for the well and pre-frail as well as preventive and self-management service for the frail elderly in the community. The team focuses on medication adherence, improving physical health, improving activities of daily-living in the home environment, and delivering care in the community in a safe and accessible way.

### **SGH@ Home Project**

Provides hospital level acute services at home including ward rounds, nursing services and intravenous therapy. These result in a shorter length of stay at the hospital, reduced readmission rates and better patient experiences.

### **Video Consultation for needy residents under Hospital to Home (H2H) programme**

The H2H care team nurses will conduct video consultations with the residents supporting them to stay well and age well in the community.

## Community Heart Programme

Heart failure (HF) is one of the leading causes of hospitalisation, accounting for 17 per cent of all the cardiac admissions in Singapore. Despite the improvement in medical therapy, the re-admission rate among the patients with heart failure remains high. With the aim of reducing re-admissions for HF patients, the nursing team at NHCS started the Community Heart Programme with a pledged donation of \$100,000 from Mr Tony Chew and his wife, Dr Melanie Chew.

The programme will empower HF patients in self-care management to enable them to

live well in the community as well as support community nurses and care providers in the care for HF patients in the community.

Despite the global COVID-19 pandemic, the team was able to kick start the first phase of the programme in June 2021. They conducted a series of virtual training classes for more than 200 community partners such as nurses and medical social workers, and has referred 12 HF patients to community partners since October 2021.

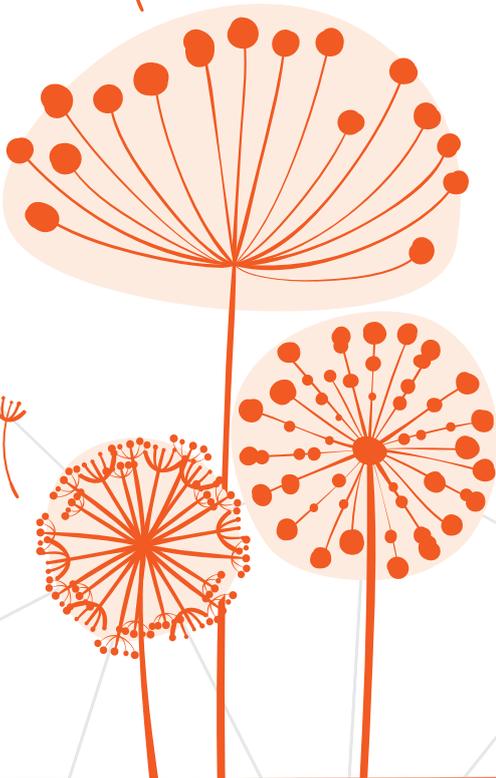
# Resilience in Crisis

Since 2020, gifts from donors support initiatives to boost the well-being and resilience of healthcare workers, so that they can give the best care to those who entrust their health to us.

In FY2021, SHF supported

41,000 staff through

72 Joy at Work programmes



# Creating a Joyful Workplace

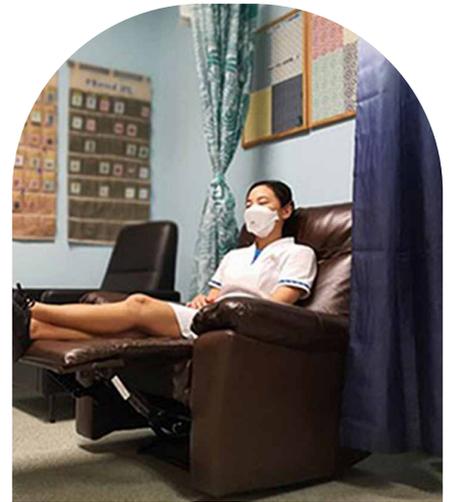
The Joyful Community Award was launched on 7 April 2021. It aims to catalyse innovative and scalable ideas to improve the staff mental well-being across SingHealth. To date, awards have been given to eight proposals that generated creative ideas to bring about greater awareness to combat stress and promote mindfulness.



What used to be a staff locker corner at Ward 56 has now been converted to a conducive staff respite room.



The previously empty balcony space outside the SSU's staff pantry is now a space for staff to take breaks and catch a breath of fresh air.



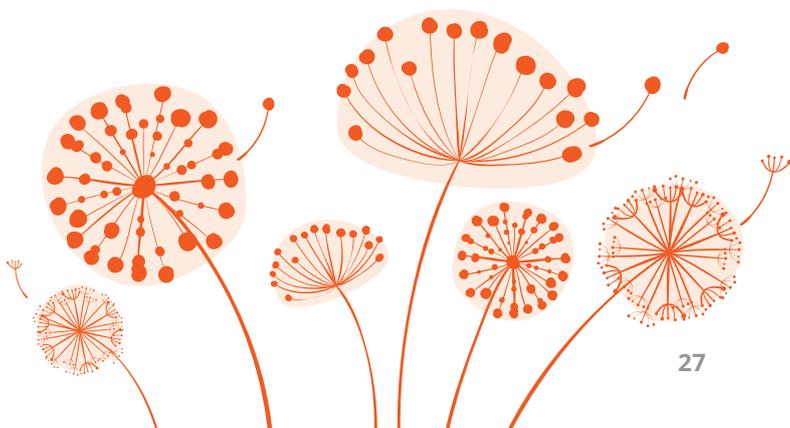
The tables and chairs in the staff pantry at CTICU were rearranged, with part of the pantry now cordoned off as a private area for staff rest.

“ *The respite room is a conducive place to rest during breaks, especially when we have a 12-hour shift. With a quick rest, we feel recharged, giving us the needed boost to better care for our patients.* ”

**Sarashvathi D/O Munisamy**  
Enrolled Nurse, NHCS

The Joyful Workplace Award was rolled out in November 2020, which encourages habit-changing efforts across SingHealth, directed at self-care and team-care. It provides the opportunity for staff to submit proposals and receive funding to implement these ideas. At the close of the financial year, 64 projects were supported.

NHCS' nursing team received seven Joyful Workplace Awards to fund various enhancements of the nursing staff facilities. Three out of seven facilities - SGH Ward 56, Short Stay Unit (SSU) and Cardiothoracic Intensive Care Unit (CTICU) were transformed in December 2021. The remaining four facilities were completed in June 2022. These enhancements help to boost the mental and physical health of staff and encourage self-care.





The Joyful Workplace Award also allowed Bright Vision Hospital to set-up a staff wellness room to encourage staff to take breaks and practice self-care. The facilities in the room were enhanced with in-kind donations such as two massage chairs generously donated by Novita Singapore, snacks and drinks donated by GIC Singapore Private Limited and coffee machines by individual donors.

## A reminder for self-care

Specially curated care packs were distributed to all SingHealth staff to remind them to take a break and practice self-care. The packs also included inspirational messages to encourage mental strength and resilience.

Separate care packs were also provided to all staff at ICUs who have gone beyond their call of duty amid surging COVID-19 cases. The aim was to boost staff morale, keep them engaged and recognise their efforts in braving the pandemic to provide care for patients.

## Supplementary Staff Assistance Plan (SSAP)

As the COVID-19 pandemic took a toll on the global economy, families of some of our staff were also affected by retrenchments and loss of income. To ease their financial burden and support them during this challenging time, the SSAP was rolled out in November 2020, to help affect staff tide over the initial period of an unforeseen reduction in household income. A total of 164 staff have been supported to-date.

# Community Support

Each year SingHealth staff, patients, partners and friends in the community step forward in support of our various healthcare causes. Their generosity inspires us to achieve transformational change in the practice and delivery of medicine for generations to come.



## SGH200 Knee Initiative

To mark the 200<sup>th</sup> anniversary of SGH, its Department of Orthopaedic Surgery embarked on the SGH200 Knee Initiative to help 200 elderly Singaporeans regain mobility with total knee replacement. The campaign raised \$300,000.



## Charity Tooth Stools

NDCS partnered Nanyang Polytechnic (NYP) to design 13 tooth-shaped stools to raise funds and to heighten the awareness of the importance of oral health amongst the youth. Each uniquely designed and painted by NYP's students, the project raised over \$55,000 for patients in need, oral health research and education.



## Meals to Smile About

Meals to Smile About is NDCS' first soft diet cookbook of 30 nutritious recipes by various contributors – staff, patients, caregivers, chefs and friends of NDCS. It is specially created to help patients recovering from dental treatments and who may have difficulty in chewing and eating.

## Pathology goes pop

Commemorating 118 years of pathology in Singapore, the Pathology ACP held a virtual concert in October 2021. The concert garnered over \$100,000 in donations for the Pathology ACP General Fund in support of research and education initiatives that will bring about the best treatment options and cures for patients.





## Changi Run 2022

CGH held the 2<sup>nd</sup> edition of its virtual running event Changi Run 2022 with the theme, "We dare to care". The event garnered 1,251 participants and raised \$107,393 in support of CGH's Home Care Assist fund.

## 'One Heart, One Mind' Hope Hamper Draw 2021

The 2<sup>nd</sup> run of the 'One Heart, One Mind' Hope Hamper Draw took place in October and November 2021 with over 330 participants and 180 hampers up for grabs. In collaboration with 26 retail partners for the in-kind donation of hampers, a minimum donation of \$4 entitled the participants to a chance at the draw. More than \$128,000 was raised to support patient care, medical research, neuroscience education and other unmet needs at NNI Fund.

## Make a difference. Be the change!

On 8 July 2021, SingHealth Community Hospitals (SCH) held its first virtual Staff Giving event to launch its staff giving campaign. With a line-up of interactive activities and sharing by colleagues, staff gained a better understanding of how their support can help make a difference to our patients' lives.

As SCH Health Fund Champions, SCH CEO Margaret Lee, Deputy CEO A/Prof Wong Kok Seng, and Director of Nursing Stephanie Yeap rallied and inspired staff to join the giving movement. A total of 270 pledges were collected, raising over \$10,000 for the SCH Health Fund. To thank staff for their support, each of them received a token of appreciation from their chosen Champion.



## Rallying the community for cancer support

The NCCS Cancer Fund garnered strong support from various individuals and corporates who came together to raise over \$90,000 through 18 community fundraisers to help improve cancer care for patients.

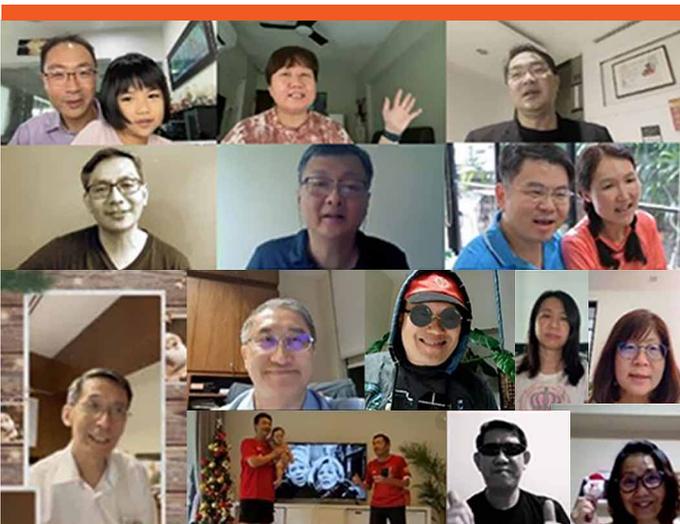
## THE RUNNING MEN A RACE FOR MEN'S HEALTH

Sengkang General Hospital  
SingHealth



## The Running Men

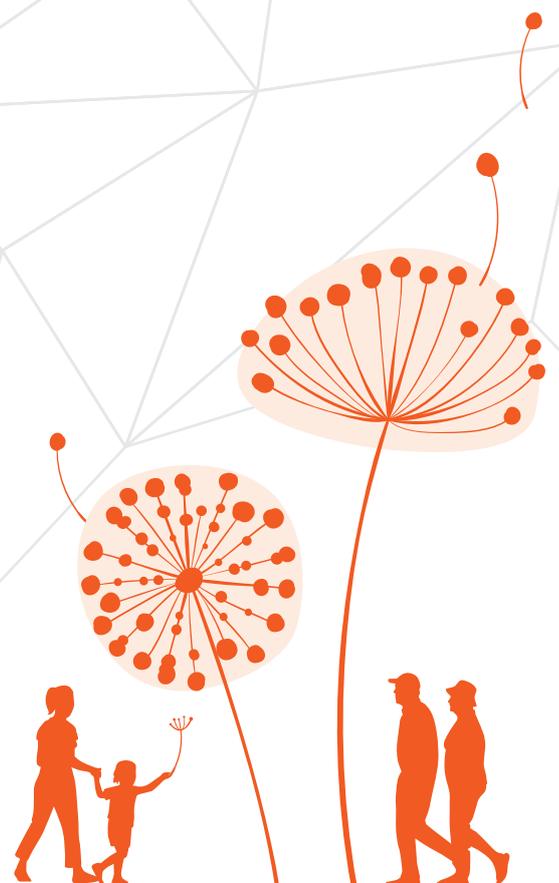
In conjunction with Prostate Cancer Awareness Month in November last year, nine SKH's Urology surgeons set out to run 30 km each over nine sessions (including two sessions in the rain!) to show their support of dads, brothers, sons, loved ones and patients who have been afflicted by this disease. The team reached their fundraising goal and raised more than \$60,000! Funds raised will go towards public education, patient care and research on prostate diseases.



*NHCS leaders singing for a good cause during the staff giving campaign.*

## Giving Starts with Us

More than \$11,000 was raised for needy heart patients in the 'One Heart for Needy Patients' staff giving campaign, with over 200 staff participating. NHCS leaders also joined in by gamely singing upon being nominated by staff donors. The strong support by staff stems from their belief in helping and caring for patients beyond our institution.





## Love in Blooms

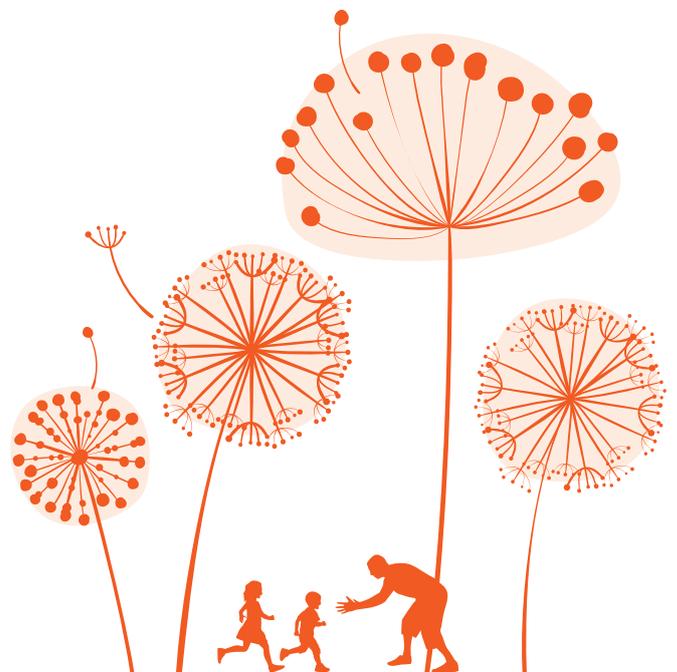
As a token of gratitude for their commitment over the past year, and to inspire staff to contribute to the SKH Better Health Fund, red packets were given to all SKH staff for them to use. Those who wished to pay it forward were encouraged to donate to the SKH Better Health Fund, in support of patients-in-need. SKH also extended the lunar new year appeal to friends of SKH, who were also encouraged to donate in support of patients-in-need, patient care, research and education and training. These initiatives will continue to improve and benefit the lives of our patients, their families and the healthcare professionals who care for them. 130 staff donors collectively gave over \$50,000.

## SHP Gift of Family Fund

SHP Helping Hands volunteers contributed their handmade crafts to raise funds for the SHP Gift of Family Fund at the 'Helping Hands, Warming Hearts Charity Auction' held from 6 September to 2 October 2021.

## KKH Inter-Division 'Gives for Good' Challenge

The KKH 'Gives for Good' Challenge is an Inter-Division challenge to encourage staff to make a monthly or one-time donation to the KKH Health Fund. More than 200 staff participated, raising over \$40,000.





(UEN 201624016E)

# ANNUAL REPORT

*for*

YEAR ENDED  
31 MARCH 2022



# Particulars of the Charity

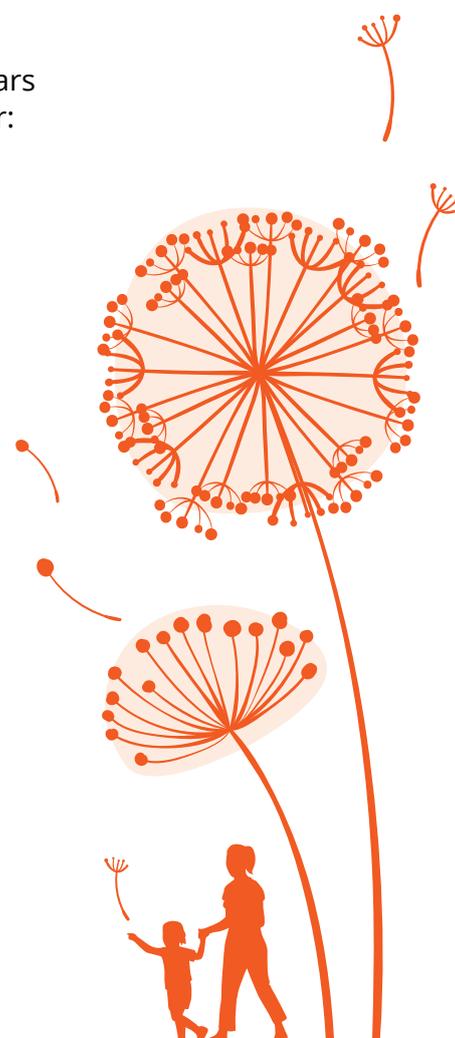
## Description of Governing Instruments of the Charity

The objectives of SHF are:

-  1 promote, develop and provide health-related services to benefit the Singapore community as a whole;
-  2 promote the advancement of healthcare in Singapore by supporting research, education, innovation to improve patient-care services, patient safety and quality care of patients;
-  3 provide financial assistance to patients determined to be in financial need;
-  4 promote the furtherance of education and training for healthcare workers (such as clinical, medical & paramedical, nursing, allied health, administrative officers); and
-  5 provide support, assistance (financial or otherwise) and establish or promote programmes that contribute towards the wellness, and boost the resilience, of healthcare workers (including without limitation clinical, medical & paramedical, nursing, allied health as well as administrative officers) and their families.

The Fund shall be managed in accordance with the relevant Acts, circulars and regulations (including any subsequent amendments thereto) under:

1. Charities Act 1994
2. Charities (Accounts and Annual Report) Regulations 2011
3. Charities (Fund-raising Appeals for Local and Foreign Charitable Purposes) Regulations 2012
4. Charities (Large Charities) Regulations
5. Charities (Institute of A Public Character) Regulations
6. Charities (Electronic Transactions Service) Regulations 2019
7. Code of Governance for Charities and IPCs (2017)
8. House to House and Street Collection (HHSC) Act
9. Code for commercial fund-raisers
10. Code of Practice for online charitable fund-raising appeals
11. Income Tax Act 1947
12. IRAS and MOH Circulars
13. Companies Act 1967



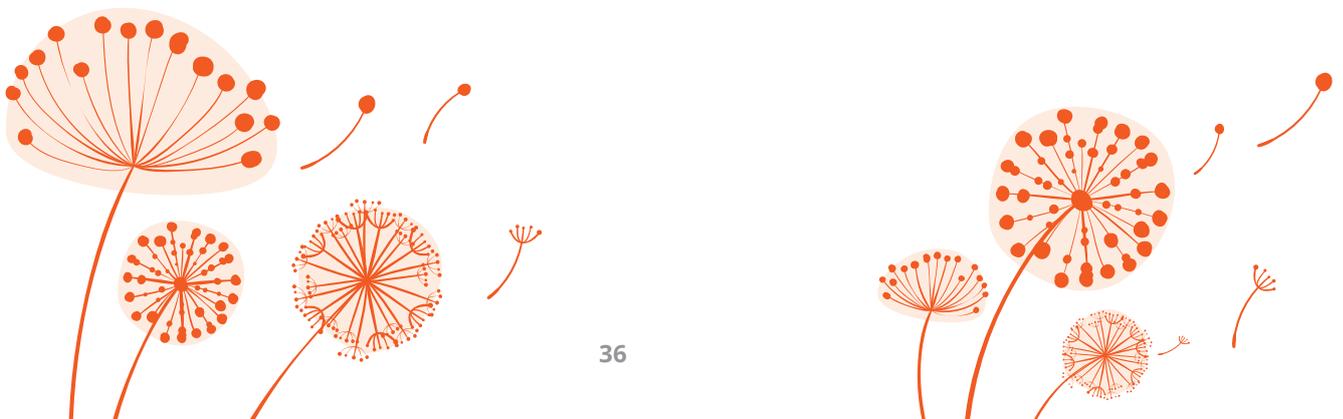
## Organisation Information

<b>Unique Entity Number (UEN)</b>	: 201624016E
<b>Registered Address</b>	: 10 Hospital Boulevard #19-01 Singapore 168582
<b>IPC status</b>	: 27 March 2022 to 26 Mar 2025
<b>Registered members</b>	: 1. Singapore Health Services Pte Ltd 2. Prof Ivy Ng Swee Lian 3. MOH Holdings Pte Ltd (MOHH)
<b>Bankers</b>	: DBS Bank UOB Bank OCBC Bank Standard Chartered Bank ANZ Singapore Bank
<b>Auditor</b>	: ERNST & YOUNG LLP
<b>Fund Managers</b>	: Fullerton Fund Management Company Ltd UOB Asset Management Ltd Nikko Asset Management Asia Limited

## Commitment to Corporate Governance

The Board of Directors is committed to ensuring the strictest adherence to corporate governance guidelines in the stewardship of all funds managed by SHF. It embraces the responsibility of implementing good governance practices for the effective operations of SHF. The Board acts in the best interests of SHF, ensuring that the Fund is aligned to its mission to raise awareness about the need to promote and support medical research and education, professional development and resilience of healthcare workers as well as extend related patient care services and help to benefit Singaporeans and the local community.

The Board is guided by best practices in the corporate, non-profit and voluntary sectors, especially the Code of Governance for Charities and IPCs (2017) that was developed by the Charity Council ("Code").



## Composition of the Board of Directors

To ensure diversity of viewpoints and expertise in governance, SHF's Board comprises distinguished individuals from the healthcare, financial, legal and business industries. The Board exercises stewardship over the Fund in accordance with its stated purpose as well as oversees corporate governance and reporting structures relating to it. The Board also ensures adequate and proper internal financial management, control and reporting in line with recognised standards and in accordance with applicable laws in effect.

To ensure adequate representation of members, the Board must comprise at least 10 members. The Board also maintains at least 50% of its directors being independent. Independence refers to not having any family, employment, business and other relationship with SingHealth institutions, or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the board members' independent judgement to safeguard the best interests of SHF. In addition, other members of management are invited from time to time to attend and make presentations at Board and Board Committees (BC) meetings.

Our Board ensures a good balance between continuity, renewal and compliance with charity regulations. The Board has a formalised process for the appointment/re- appointment of board members, including the Chairman and members of BCs.

The term of office for a director is three years. A director may be reappointed for a further period of three years. The Board may reappoint the retiring directors who have served a maximum tenure of nine consecutive years after a lapse of at least two years. In addition, no director holding the treasurer position (or equivalent appointment such as a Finance Committee Chairman or a person on the Board responsible for overseeing finance matters) may hold his office for more than four years. The reappointment of such a person in a similar appointment may be considered after a lapse of at least two years.

### Roles and Responsibilities

Chief amongst the Board's roles and responsibilities is to ensure stewardship over the Fund in accordance with its stated purpose and all applicable laws, regulations, guidelines and best practices. The Board also oversees the corporate governance and reporting structures relating to the SHF and ensures that there is adequate internal financial management, controls and reporting that are in line with recognised standards and all applicable laws in effect.

In the area of fundraising, the Board ensures that proper fundraising practices are adopted in areas of fundraising disclosure, financial controls, accounting, adherence to obligations to donors and fundraising efficiency. The Board also looks into the evaluation and review of grants.

Investments are made by institution Fund Committees (FCs). The Board will be updated on the financial and investment performance of SHF. Any investment made is guided by the principles of financial prudence, which includes the principle of capital preservation and liquidity to mitigate investment risks.



## Organisation and Governance Structure

The Board comprises 19 members and is chaired by Prof Tan Ser Kiat. Under the Board, there are the Audit, Finance and Nomination Committees and Fund Committees. The Medicine in Singapore 200 (MedSG200) Fundraising Committee which was established in 2019 to oversee the inaugural MedSG200 fundraising campaign that was carried out in conjunction with the bicentennial celebrations of Singapore General Hospital was dissolved on 20 April 2022.



### Board Meetings

The Board meets at least three times annually as and when required. During the financial year, the Board met on 16 August 2021, 29 November 2021 and 21 March 2022.

The matters that were deliberated by the Board included:

- approve the FY2020 audited financial statements and FY2020 governance evaluation checklist;
- approve SHF Whistleblowing policy;
- approve SHF Code of Conduct;
- approve proposed revision to the SHF Board's Terms of Reference;
- approve the formation of SCH Fund Committee;
- approve opening of fixed deposits accounts for SHF-SCH;
- approve FY2022 budget and fundraising plan;
- approve appointment/reappointment of Board and BC members;
- approve the change in appointment of SHF Company Secretary; and
- approve the appointment of new Fund Manager.

The Board was also updated on the financial and investment performance of SHF as well as reports from the FCs. SHF Board conducts a self evaluation to assess its performance and effectiveness every three years. Board members may seek training to bridge competency gaps, adopt best practices or where appropriate, appoint new board members with the relevant expertise.

## Composition of the Board

Name	Date of First Appointment (till Date Retired)	Attendance at Board Meetings FY2021	Designations *Key Directorships & Appointment (related companies)
<b>Prof Tan Ser Kiat</b> <ul style="list-style-type: none"> <li>• SHF Board Chairman</li> <li>• Foundation FC Chairman</li> <li>• MedSG200 Fundraising Committee Chairman (till 20 Apr 2022)</li> <li>• NCCS FC member</li> </ul>	2-Sep-16	3/3	<ul style="list-style-type: none"> <li>• Emeritus Consultant, Singapore Health Services Pte Ltd</li> <li>* Director of Bright Vision Hospital</li> <li>* Chairman of Positron Tracers Pte Ltd</li> </ul>
<b>Prof Ivy Ng Swee Lian</b> <ul style="list-style-type: none"> <li>• SHF Board member</li> <li>• SHF Nomination Committee Chairman</li> <li>• KKH FC Chairman</li> <li>• MedSG200 Fundraising Committee Co-Chair (till 20 Apr 2022)</li> <li>• Foundation FC member</li> </ul>	2-Sep-16	3/3	<ul style="list-style-type: none"> <li>• Group CEO, Singapore Health Services Pte Ltd</li> <li>* Director of: <ul style="list-style-type: none"> <li>- Sengkang General Hospital Pte Ltd</li> <li>- Changi General Hospital Pte Ltd</li> <li>- Integrated Health Information Systems Pte Ltd</li> <li>- KK Women's and Children's Hospital Pte Ltd</li> <li>- National Cancer Centre of Singapore Pte Ltd</li> <li>- National Dental Centre of Singapore Pte Ltd</li> </ul> </li> </ul>
<b>Prof Kenneth Kwek Yung Chiang</b> <ul style="list-style-type: none"> <li>• SHF Board member</li> <li>• MedSG200 Fundraising Committee Co-Chair (till 20 Apr 2022)</li> <li>• SHF Nomination Committee member</li> <li>• SGH FC member</li> </ul>	2-Sep-16	2/3	<ul style="list-style-type: none"> <li>• Deputy Group CEO (Innovation &amp; Informatics), Singapore Health Services Pte Ltd and CEO, Singapore General Hospital Pte Ltd</li> </ul>
<b>Prof Ng Wai Hoe</b> <ul style="list-style-type: none"> <li>• SHF Board member</li> <li>• CGH FC member</li> </ul>	2-Sep-16	3/3	<ul style="list-style-type: none"> <li>• Deputy Group CEO (Strategy &amp; Planning), Singapore Health Services Pte Ltd and CEO, Changi General Hospital Pte Ltd</li> </ul>
<b>Prof Wong Tien Yin</b> <ul style="list-style-type: none"> <li>• SHF Board member</li> <li>• SNEC FC member</li> </ul>	2-Sep-16 (till 31-Dec-21)	2/3	<p>As of 31-Dec-21:</p> <ul style="list-style-type: none"> <li>• Deputy Group CEO (Research and Education), Singapore Health Services Pte Ltd</li> <li>• Medical Director, Singapore National Eye Centre Pte Ltd</li> <li>* Chairman, Singapore Eye Research Institute</li> </ul> <p>From 1-Jan-22:</p> <ul style="list-style-type: none"> <li>• Senior Advisor, Board of Advisors, Singapore Health Services Pte Ltd;</li> <li>• Founding Head &amp; Chair Professor, Tsinghua Medicine, Tsinghua University</li> </ul>
<b>Mr Douglas Jackie Benjamin</b> <ul style="list-style-type: none"> <li>• SHF Board member</li> <li>• KKH FC member</li> </ul>	2-Dec-16	3/3	<ul style="list-style-type: none"> <li>• Chief Operating Officer, F J Benjamin Holdings</li> </ul>
<b>Mr Tony Chew Leong Chee</b> <ul style="list-style-type: none"> <li>• SHF Board member</li> <li>• SGH FC Chairman</li> <li>• MedSG200 Fundraising Committee member (till 20 Apr 2022)</li> </ul>	2-Dec-16	3/3	<ul style="list-style-type: none"> <li>• Executive Chairman, Asia Resource Corporation Pte Ltd</li> <li>* Director, Singapore Health Services Pte Ltd</li> </ul>
<b>Mrs Fang Ai Lian</b> <ul style="list-style-type: none"> <li>• SHF Board member</li> <li>• SHF Audit Committee member</li> <li>• SHF Nomination Committee member</li> <li>• SGH FC member</li> </ul>	2-Dec-16	3/3	<ul style="list-style-type: none"> <li>• Chartered Accountant &amp; former Managing Partner of Ernst &amp; Young</li> </ul>
<b>Mr Reto Albert Isenring</b> <ul style="list-style-type: none"> <li>• SHF Board member</li> <li>• SHF Finance Committee member</li> <li>• SNEC FC member</li> </ul>	2-Dec-16	3/3	<ul style="list-style-type: none"> <li>• Director, My Private Jeweler Pte Ltd</li> </ul>

<b>Name</b>	<b>Date of First Appointment (till Date Retired)</b>	<b>Attendance at Board Meetings FY2021</b>	<b>Designations *Key Directorships &amp; Appointment (related companies)</b>
<b>Dr Caroline Low Bee Leng</b> • SHF Board member • KKH FC member	2-Dec-16	3/3	• Clinical Director, SLS Group Pte Ltd
<b>Dr Low Lip Ping</b> • SHF Board member • SHF Nomination Committee member • Foundation FC member	2-Dec-16	3/3	• Cardiologist, Low Cardiology Clinic • Emeritus Chairman, Board of Directors, Singapore Heart Foundation
<b>Mr Ng Boon Yew</b> • SHF Board member • NCCS FC member	2-Dec-16	3/3	• Executive Chairman, Raffles Campus Foundation Ltd Group
<b>Mr Seng Han Thong</b> • SHF Board member • NNI FC member	2-Dec-16	3/3	• Chairman, Singapore Taxi Academy
<b>Mr Phillip Tan Eng Seong</b> • SHF Board member • SHF Audit Committee Chairman • Foundation FC member	2-Dec-16	3/3	• Group Finance Director, Citystate Capital Pte Ltd • Chairman, Yellow Ribbon Singapore
<b>A/Prof Lim Lean Huat</b> • SHF Board member • Foundation FC member	12-Jan-17	3/3	• Managing Director, Dr Lim Lean Huat & Associates Pte Ltd
<b>Mdm Ho Geok Choo</b> • SHF Board member • NCCS FC Chairwoman	1-Sep-18	3/3	• CEO, Human Capital (Singapore) Pte Ltd
<b>Prof Fong Kok Yong</b> • SHF Board member • SNEC FC Chairman	1-Apr-19	3/3	• Deputy GCEO (Medical & Clinical Services), Singapore Health Services Pte Ltd * Chairman, Singapore Cord Blood Bank * Governing Board Member, Duke-NUS Medical School * Director of: - Singapore General Hospital Pte Ltd - KK Women's and Children's Hospital Pte Ltd - National Cancer Centre of Singapore Pte Ltd - National Dental Centre of Singapore Pte Ltd - National Heart Centre of Singapore Pte Ltd - National Neuroscience Institute of Singapore Pte Ltd - Singapore National Eye Centre Pte Ltd - Aescapulus Holdings Private Limited
<b>Ms Laura Kho Min Zhi</b> • SHF Board member	2-Dec-19	3/3	• Director, Finance, MOH Holdings Pte Ltd
<b>Mr Ang Hao Yao</b> • SHF Board member • SHF Finance Committee Chairman • Foundation FC member	1-Apr-21	2/2	• Director, Credit Counselling Singapore
<b>Mr Lim Cheng Teck</b> • SHF Board member • SCH FC Chairman	1-Apr-22	-	• Chairman of Bright Vision Hospital • Independent Director of RHB Bank Sdn Bhd and SDAX Financials Pte Ltd • Former Vice Chairman of Standard Chartered Bank ASEAN

There are no board members who have served on the Board for more than ten consecutive years.

## Board Committees

To assist the Board in making better decisions, and improve its management oversight and its accountability to stakeholders, the Board has established several BCs.

All BCs have written terms of reference which were approved by the Board. All BC Chairs and members must be appointed by the Board. Members of all BCs are recommended by the respective Chairs, reviewed by the Nomination Committee and approved by the Board. Minutes of all BCs' meetings are circulated and noted by the Board.

## Audit Committee

The Audit Committee (AC) assists the Board in fulfilling its corporate governance and oversight duties in relation to its financial reporting, internal control systems, risk management systems, and its internal and external audit functions.

During the year, the AC meetings were convened on 5 July 2021 and 8 November 2021 to review and recommend the FY2020 audited financial statements to the Board for approval. The AC approved both the external and internal auditors' FY2021 audit plans, as well as reviewed the FY2020 internal audit report.

<b>Name</b>	<b>Date of First Appointment (till Date Retired)</b>	<b>Attendance at Audit Committee Meetings FY2021</b>	<b>Designations</b>
Mr Phillip Tan Eng Seong (Chair)	1-Apr-17	2/2	Group Finance Director, Citystate Capital Pte Ltd
Ms Cheah Sheau Lan	1-Apr-17	2/2	Retired Corporate Executive
Mrs Fang Ai Lian	1-Apr-17	1/2	Chartered Accountant & former Managing Partner of Ernst & Young
Mr Kaka Singh	1-Apr-17	2/2	Chairman, RSM Chio Lim LLP
Mr Tan Chin Hwee	1-Apr-17	2/2	CEO, Trafigura Pte Ltd
Mr John Ting	1-Apr-17 (till 10-Mar-22)	2/2	Architect, AIM & Associates
Ms Goh Poh Kee	1-Jul-20	1/2	Director, Abovetrust Partners Pte Ltd
Mr Ngan Wan Sing Winston	1-Apr-22	-	Retired partner of Ernst & Young

## Finance Committee

The Finance Committee is responsible for reviewing budgets in relation with SHF objects and fundraising plans, ensuring regular, accurate and timely monitoring and accountability of funds, reviewing financial guidelines and governance policies, monitoring performance of the portfolios managed by investment advisers, reviewing investment strategy and making recommendations to the Board.

During the financial year, the Finance Committee met on 14 June 2021, 25 October 2021 and 28 February 2022 to review the financial and investment performance. The Finance Committee also reviewed and recommended the FY2022 budget for the Board's approval.

<b>Name</b>	<b>Date of First Appointment</b>	<b>Attendance at Finance Committee Meetings FY2021</b>	<b>Designations</b>
Mr Ang Hao Yao (Chair)	1-Apr-21	3/3	Director, Credit Counselling Singapore
Mr Chay Yee Meng	1-Apr-17	3/3	Chairman, Autoscan Technology Pte Ltd
Prof Mak Yuen Teen	1-Apr-17	3/3	Professor, National University of Singapore
Mr Reto Albert Isenring	1-Apr-21	3/3	Director, My Private Jeweler Pte Ltd

## Nomination Committee

The Nomination Committee (NC) makes recommendations to the Board for suitable candidates for appointment to positions on the Board and BCs, ensuring a good balance of expertise, skills, diversity, sectorial knowledge and international membership. During the financial year, the NC had nominated BC Chairs and members for Board's approval.

<b>Name</b>	<b>Date of First Appointment</b>	<b>Attendance at Nomination Committee Meetings FY2021</b>	<b>Designations</b>
Prof Ivy Ng Swee Lian (Chair)	2-Sep-16	5/5	Group CEO, Singapore Health Services Pte Ltd
Prof Kenneth Kwek Yung Chiang	2-Sep-16	5/5	Deputy Group CEO (Innovation & Informatics), Singapore Health Services Pte Ltd and CEO, Singapore General Hospital Pte Ltd
Mrs Fang Ai Lian	2-Sep-16	5/5	Chartered Accountant & former Managing Partner of Ernst & Young
Dr Low Lip Ping	2-Sep-16	5/5	Cardiologist, Low Cardiology Clinic

## Fund Committees

Each Fund Committee (FC) champions fundraising and grant making for the specific causes under its ambit as well as reviews policies for accountability and monitoring of the financial aspects of its fund(s) and reports any non-compliance, irregularities or concerns to the Board. The FCs also oversee and review the placement and redemption of investment funds.

SN	Fund Committee	Members	Chair	Date of First Appointment	No. of times Committee met
1	Foundation FC	6 Independent 5 Non-Independent	Prof Tan Ser Kiat	1-Apr-17	3
2	CGH FC	4 Independent 1 Non-Independent	Mr Gerard Ee	1-Dec-17	2
3	KKH FC	6 Independent 3 Non-Independent	Prof Ivy Ng Swee Lian	1-Apr-17	3
4	NCCS FC	5 Independent 3 Non-Independent	Mdm Ho Geok Choo	1-Sep-18	3
5	NNI FC	5 Independent 3 Non-Independent	A/Prof Au Wing Lok	1-Jul-17	3
6	SGH FC	3 Independent 2 Non-Independent	Mr Tony Chew	1-Apr-17	2
7	SNEC FC	4 Independent 3 Non-Independent	Prof Fong Kok Yong	15-Nov-18	3
8	MedSG200 Fundraising Committee (till 20-Apr-22)	7 Independent 4 Non-Independent	Prof Tan Ser Kiat	1-May-19	3
9	SCH FC (Joined on 1-Apr-22)	3 Independent 1 Non-Independent	Mr Lim Cheng Teck	1-Apr-22	-



# Report by the Board of Directors

## Policies and Procedures

SHF has incorporated policies and procedures to ensure that the requirements for IPC are met. The following sets of policies and procedures have been established:

1. Authorised Bank Signatories
2. Authorised Signatures for Expenditures
3. Code of Conduct
4. Conflict of Interest
5. Donation Income and Recognition
6. Finance
7. Fundraising
8. Gift Policy
9. Grant-making
10. Investment
11. Media and Communication
12. Nomination
13. Purchasing
14. Reserves
15. Whistleblowing

The overriding rules and regulations, including board governance, fundraising and other operating requirements presented in the Constitution reflect the current regulatory requirements. The Board reviews policies and procedures regularly to ensure that these policies remain relevant, effective and contributory to preserving the trust and confidence of our stakeholders.

## Conflict of Interest

SHF maintains a Conflict of Interest policy to assist the Board, employees, consultants, vendors, volunteers and major donors to identify and manage situations that may present potential conflict of interest. Each member of the Board, BCs, FCs and other committees, management, staff and volunteers of SHF shall file with the Board a disclosure of all potential conflicting relationships upon appointment, prior to the beginning of every financial year, as and when any conflict occurs or may potentially occur.

## Review and Changes in Policy

SHF Whistleblowing policy and Code of Conduct were approved by the Board in August 2021.

## Management

The Executive Director, Ms Audrey Lau Li Phing and Company Secretary, Ms Ng Siew Geok have been given the responsibilities of implementing policies and directions laid down by the Board. The Executive Director and the Company Secretary volunteer their services, and have been attending the Board as well as the Audit and Finance Committee meetings. Mr Johnny Quah Seng Huat succeeded Ms Ng Siew Geok as Company Secretary effective from 1 April 2022.

## Annual Remuneration Disclosure

Under the revised Code of Governance for Charities and IPCs (2017), it is recommended that charities disclose the remuneration\* of the three highest paid staff who each received remuneration exceeding \$100,000, in bands of \$100,000. The remuneration in bands of the three highest paid staff are:

Remuneration in bands	:	Number of staff
Below \$100,000	:	2
\$100,000 - \$200,000	:	1

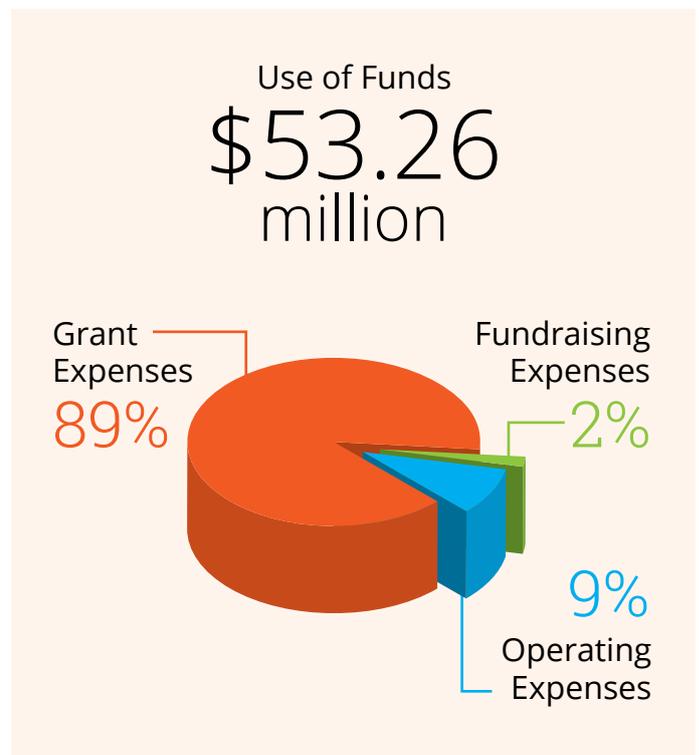
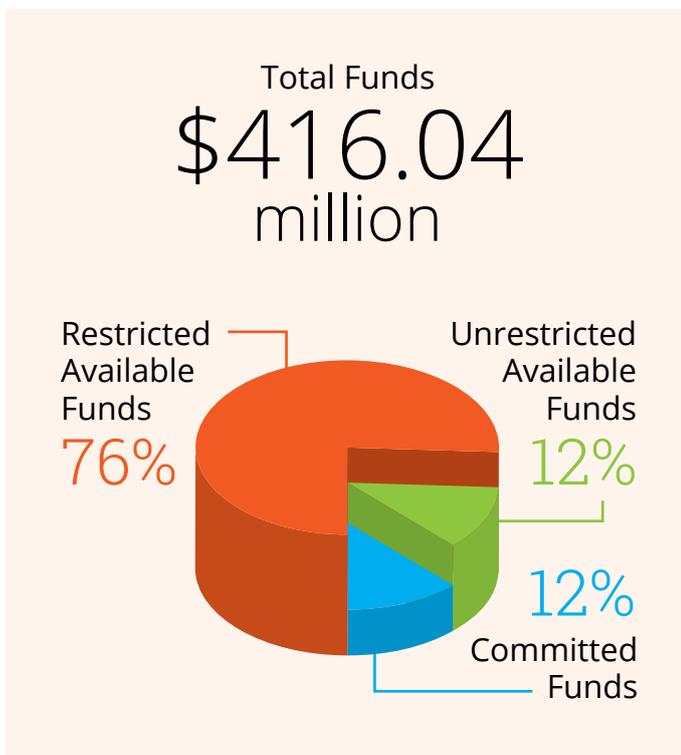
\* Comprised salary and bonus including employer's CPF contribution.

There are no paid staff who are close members of the family of the Executive Director or board members, and whose remuneration each exceeds \$50,000 during the year. Staff are not involved in setting their own remuneration.

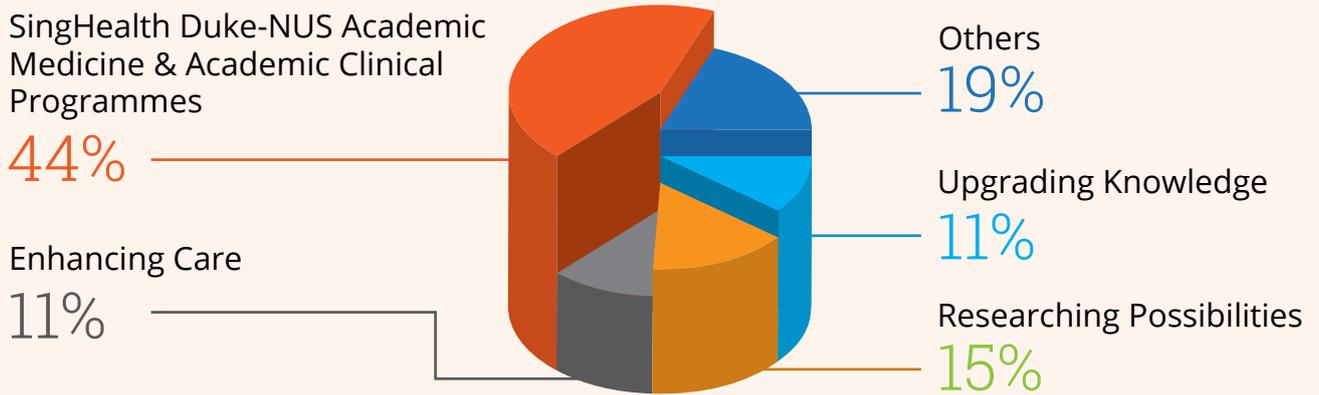
The Board does not receive any fees for board services nor any other services rendered during the year.

All SHF, employees and volunteers supporting SHF are governed by the SingHealth Code of Ethics and Standards of Conduct and the SHF Code of Conduct in the workplace as well as in their personal capacity.

## Financial Highlights

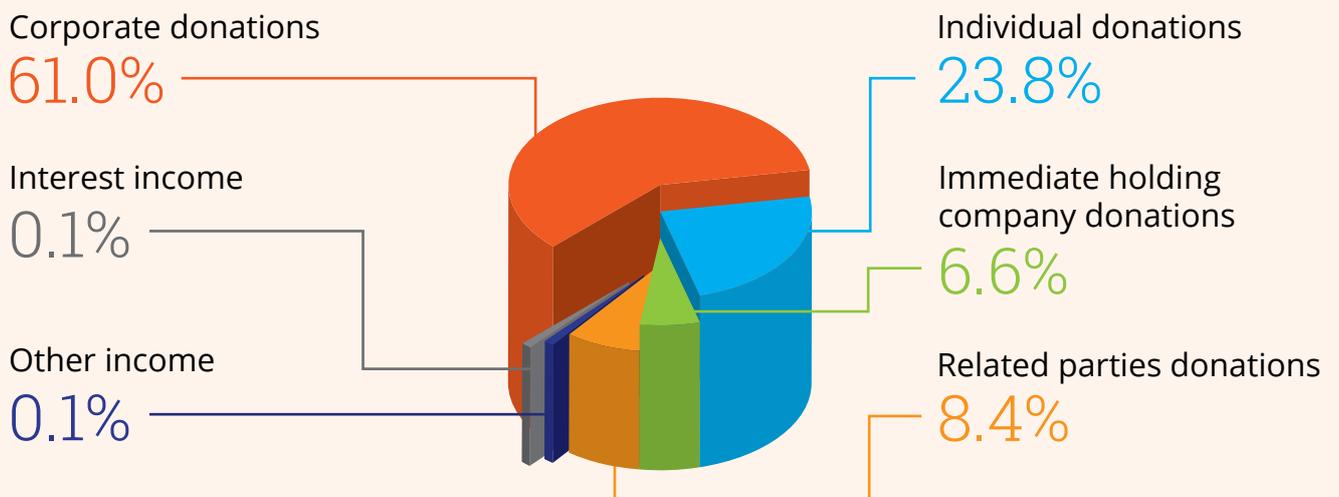


Grant Allocation  
**\$47.30**  
million



### Principal Funding Sources

Donated funds come from individuals, corporates and foundations through fundraising events and donation appeals.



## Reserves Policy

SHF has a reserves policy to ensure the stability of its operations and that there are sufficient resources to balance and fulfil its current and future commitments. SHF targets to maintain a reserve level of at least three years of financial stability and the means to carry out the charitable activity. The reserve level is reviewed annually by the Finance Committee.

### SHF reserves position:

SHF has a reserve level of about 18 years to meet its operational needs.

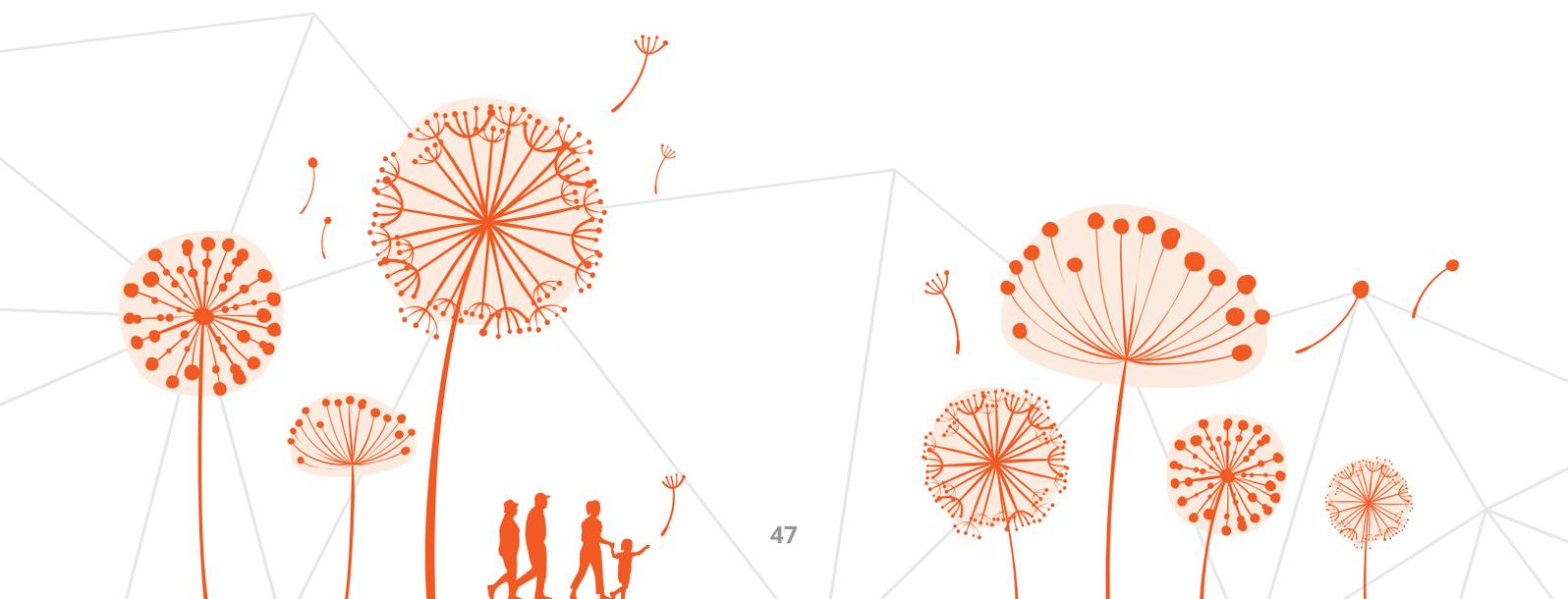
	FY2021 (\$ million)	FY2020 (\$ million)
<b>General/Unrestricted Funds (Reserves) - (A)</b>	\$43.51	\$ 44.46
<b>Restricted / Designated Funds</b>	\$365.69	\$309.26
<b>Annual Operating and Fundraising Expenditure (B)</b>	\$2.33	\$1.86
<b>Ratio of Reserves (A)/(B)</b>	18.67	23.86

Notes:

1. Reserves comprise unrestricted uncommitted fund balance excluding unrealised gains in the fair value of investments in unit trusts.
2. Unrestricted funds are funds that are expendable at the full discretion of the Board in furtherance of SHF's objectives.
3. Restricted/Designated funds comprise earmarked funds that are required to be used for particular purposes within SHF's objectives, such as Academic Medicine and Academic Clinical, Research, Education and Patient Care programmes. The earmarked funds will be expended and utilised as and when SHF is satisfied that the requests for use of funds in keeping with donors' intents and the terms and conditions imposed upon the organisation making the claims for these particular purposes are met.
4. Restricted funds include endowed funds of \$118.85 million (FY2020: \$84.38 million).

## Fundraising Activities

In light of the prolonged COVID-19 pandemic, SHF had initiated many online campaigns/appeals in FY2021, in place of the originally planned fundraising activities which had been either halted or deferred. A total of \$4.48 million was raised, with direct fundraising expenses of \$0.18 million, at a fundraising efficiency ratio of 4%.



## Future Plans and Commitments

In light of the COVID-19 pandemic, SHF's mission has become even more pressing than before - to support SingHealth's partnership with Duke-NUS Medical School, in pursuit of excellence in academic medicine, innovation as well as the betterment of the well-being of our community and staff.

SHF remains committed to our *raison d'être* to improve patient care, advance medical research and support the professional development and resilience of our healthcare professionals through philanthropy. To this end, we will continue to work closely with the Board and Fund Committees of the respective SingHealth institutions to align our organisational and philanthropic goals. Our aim is to build a sustainable pipeline of philanthropic funding to support the strategic thrusts in academic medicine.

We will endeavour to do our best for fundraising to support our strategic thrust in strictest adherence to sound corporate governance. At SHF, we hold ourselves to high standards of professionalism and accountability to both our donors and beneficiaries. By adopting such best practices, we can then demonstrate to donors the impact of their gifts and seek their continued support.

### IPC's fundraising plans for the next financial year

The Board has approved the FY2022 fundraising plan including the following major events:

- CGH Changi Run
- KKH Kidz Horizon Appeal Gala Dinner
- NCCS New Building Fundraising Campaign
- NCCS Women & Cancer Campaign
- NHCS Private Dining Sessions
- NNI One Heart One Mind Charity Race
- SCH iWalk 2022
- SNEC Eye Ball

Apart from event-based fundraising, SHF has planned to fundraise through appeals, community engagement and festive celebrations.

In light of the current economic climate, it could be a challenging year ahead to deliver the planned events. However, there may be unexpected donations to support research in infectious diseases or impactful research across different clinical specialties, support nursing and allied health professionals and the well-being of healthcare staff working in the frontline fighting health emergencies. Other fundraising methods such as online donation portals, electronic direct mail and mass mailing may be used as alternatives.

### IPC's expenditure plans for the next financial year

The Board has approved the FY2022 expenditure plan comprising the following amounts:

- Fundraising expenses \$2.08 million
- Governance expenses \$1.63 million
- Grant expenses \$48.43 million

# Code of Governance and Financial Report

## Governance Evaluation Checklist

SN	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Board Governance</b>				
1	<p><b>Induction</b> and <b>orientation</b> are provided to incoming governing board members upon joining the Board.</p> <p><b>Are there governing board members holding staff<sup>1</sup> appointments? (skip items 2 and 3 if “No”)</b></p>	1.1.2	Complied	
2	Staff does <b>not chair</b> the Board and does <b>not comprise more than one third</b> of the Board.	1.1.3		
3	There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5		
4	<p>The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a <b>maximum of 4 consecutive years</b>.</p> <p>If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.</p>	1.1.7	Complied	
5	All governing board members must submit themselves for <b>re-nomination</b> and <b>re-appointment</b> , at least once every 3 years.	1.1.8	Complied	
6	<p>The Board conducts <b>self evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.</p> <p><b>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)</b></p>	1.1.12	Complied	
7	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years</b> .	1.1.13		
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied	

SN	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Conflict of Interest</b>				
9	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied	
<b>Strategic Planning</b>				
11	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
12	There is a documented plan to <b>develop the capacity and capability</b> of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	
<b>Human Resource and Volunteer<sup>2</sup> Management</b>				
13	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied	
14	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
	<b>Are there volunteers serving in the charity? (skip item 16 if "No")</b>		Yes	
16	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied	
<b>Financial Management and Internal Controls</b>				
17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
18	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	Complied	
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
20	The Board ensures that there is a process to <b>identify, and regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied	

SN	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
21	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure.  <b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")</b>	6.2.1	Complied  Yes	
22	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied	
<b>Fundraising Practices</b>				
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")</b>		Yes	
23	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.  <b>Did the charity receive donations in kind during the financial year? (skip item 24 if "No")</b>	7.2.2	Complied  Yes	
24	All donations in kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	Complied	
<b>Disclosure and Transparency</b>				
25	The charity discloses in its annual report — (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.  <b>Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")</b>	8.2	Complied  No	
26	<b>No</b> governing board member is involved in setting his own remuneration.	2.2		
27	The charity discloses the <b>exact</b> remuneration and benefits received by each governing board member in its annual report.  OR  The charity discloses that no governing board member is remunerated.  <b>Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")</b>	8.3	      Yes	
28	No staff is involved in setting his own remuneration.	2.2	Complied	

SN	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
29	<p>The charity discloses in its annual report —</p> <p>(a) the total annual remuneration for <b>each of its 3 highest paid</b> staff who each has received remuneration (including remuneration received from the charity's subsidiaries) <b>exceeding \$100,000</b> during the financial year; and</p> <p>(b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p style="text-align: center;"><u>OR</u></p> <p>The charity discloses that <b>none</b> of its paid staff receives more than \$100,000 each in annual remuneration.</p>	8.4	Complied	
30	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p style="text-align: center;"><u>OR</u></p> <p>The charity discloses that there is <b>no</b> paid staff, being a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied	
<b>Public Image</b>				
31	<p>The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.</p>	9.2	Complied	

Notes:

1. Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, e.g. an Executive Director or administrative personnel.
2. Volunteer: A person who willingly serves the charity without expectation of any remuneration.
3. Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity —
  - (a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or
  - (b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

- (a) the child or spouse of the Executive Head or governing board member;
- (b) the stepchild of the Executive Head or governing board member;
- (c) the dependant of the Executive Head or governing board member.

4. Executive Head: The most senior staff member in charge of the charity's staff.

Gifts from like-minded individuals and organisations who share in our vision allow SingHealth to pursue medical breakthroughs, nurture talent and raise the bar in patient care.

If you would like to renew your support to SingHealth this year, please do so using one of the following methods:



Make a gift online at  
[www.giving.sg/singhealth-fund](http://www.giving.sg/singhealth-fund)



Write to the  
SingHealth Development Office  
at [giving@singhealth.com.sg](mailto:giving@singhealth.com.sg)





To all our donors,  
a heartfelt  
*Thank you*



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