



A HEALTHIER **Future** FOR GENERATIONS



IMPACT
REPORT
FY 2020

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Selected photos featured were taken prior to the COVID-19 pandemic. Safe management measures were strictly adhered to for all recent photo shoots.



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 resilience of healthcare workers especially in times of health emergencies.

Your gifts to SHF 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
- Innovate to Advance

Core Values

- Compassion
- Integrity
- Collaboration

ADVANCING TOMORROW'S HEALTH, TODAY.

2020 has been a time like no other as an unknown coronavirus caused unprecedented global impact in all aspects of society.

Amidst adversity, however, lies opportunity. Our ongoing battle against COVID-19 has created greater awareness of the importance of cutting-edge medical research and the urgency to accelerate discoveries especially in times of health emergencies. The advancement in mRNA technology, for example, had been progressing for decades before it was propelled from scientific promise to medical reality in record time in the race to develop the first COVID-19 vaccine. The pandemic has also highlighted the importance of continuous training and education of healthcare professionals, to ensure they are well-equipped to rise to the occasion to front the battle against disease outbreak.

The pandemic has also shone the spotlight on the importance of building mental resilience in crisis. In line with this, SHF has broadened its mandate in FY2020 to support initiatives which boost the resilience and wellbeing of healthcare professionals. In December 2020, the Changi Health Fund successfully transited into SHF. This will enable us to better synergise and share best practices on financial accountability, grant-making and fundraising for enhanced corporate governance and transparency.

As we commemorate 200 years of Medicine in Singapore (MedSG200), in conjunction with Singapore General Hospital's Bicentennial, it is also timely to reflect on the tremendous progress of Medicine over two centuries here. Diseases that were once rampant several decades ago such as cardiac beriberi and poliomyelitis have been eradicated, thanks to the pioneering spirit and dedication of the medical giants on whose shoulders we stand. Even against the backdrop of the economic and societal difficulties of a developing nation, philanthropy played a critical role in laying the foundation of the world-class healthcare system that we enjoy today.

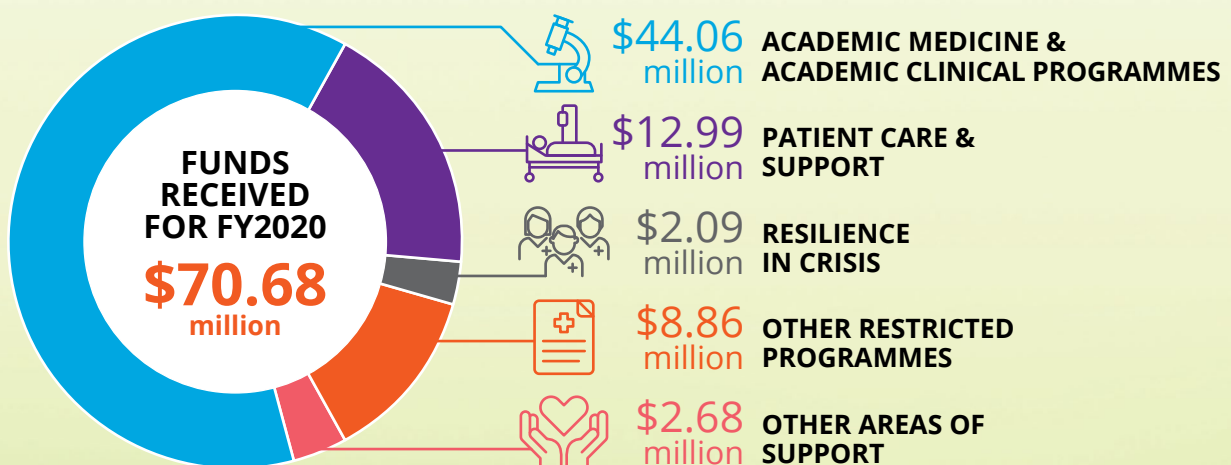
Now that the challenges in the healthcare landscape have evolved, it has given us a renewed sense of mission to make a difference in the lives of our patients today and in the future, fuelling the potential of Medicine with philanthropic support. As the largest public healthcare cluster in Singapore, SingHealth is in a unique and important position to positively influence the health outcomes and wellness of our community.

We thank you for sharing in our mission. Your gift embodies not just the tangible and direct impact for those affected by ill health today; it also encompasses the hope of better health we all have for our loved ones tomorrow. We look forward to your continued support as we advance our journey to define tomorrow's medicine for the next 200 years.

Professor Tan Ser Kiat
Chairman, SingHealth Fund

HIGHLIGHTS

Philanthropic gifts go a long way in supporting the three key pillars of research, education and improvements in clinical care as we pursue Academic Medicine. From FY2020, funds raised will also support initiatives to boost the resilience of healthcare workers, which is especially crucial in times of health emergencies.



INNOVATING AMIDST THE PANDEMIC

Despite the COVID-19 pandemic, we found new ways to overcome the challenges and harness technology to transform the delivery of care. Here are some innovations made possible with the support of our donors.



Source: The Straits Times © Singapore Press Holdings Limited. Permission required for reproduction

SG-Inspire ventilator prototype

A team of clinician innovators from KK Women's and Children's Hospital (KKH), Singapore General Hospital (SGH), Changi General Hospital (CGH) and Sengkang General Hospital (SKH), in collaboration with clinical innovators from the SingHealth Medical Technology Office and industry collaborators, developed SG-Inspire, an innovative ventilator prototype for patients requiring breathing support due to COVID-19. SG-Inspire is five times cheaper to produce than conventional ventilators and can be mass-produced swiftly as the need arises. The ventilator can facilitate respiratory support through invasive and non-invasive ventilation methods and be operated remotely, thus reducing the risk of virus transmission.



Portable ante-room

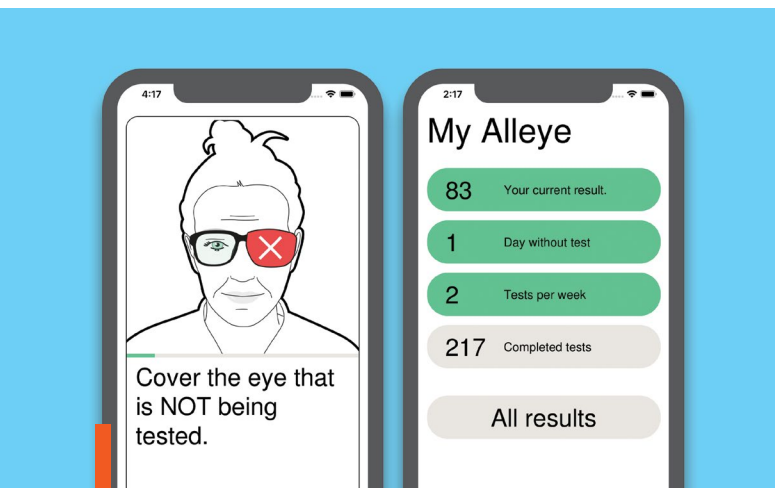
Intensive care units and operating theatres are designed as protective environments, and are not suited for the care of patients with infectious diseases. During the peak of the pandemic, there was a shortage of suitable Airborne Infection Isolation Rooms (AIIRs). To address this shortage, a group of doctors at SGH developed SG-SPARC (System of Portable AnteRoom for Containment), a portable and modular negative pressure ante-room system, which can be fitted to the entrance of most operating theatres (OTs). The SG-SPARC allows the use of normal positive pressure OTs for airborne infectious cases while maintaining a clean adjacent area, sufficiently spacious for personal protective equipment (PPE) don and doff procedures. This allows safe movement of staff and equipment during surgery and could be easily set up by staff in a busy OT environment.

Hastening the development of Singapore's COVID-19 vaccine candidate

A gift from The Hour Glass at the start of the COVID-19 pandemic helped the Viral Research and Experimental Medicine Centre @ SingHealth Duke-NUS (ViREMiCS) to develop rapid sequencing of the whole genome of SARS-CoV-2 and Luminex immunoassays to measure multiple parameters of the antibody response to SARS-CoV-2. These assays hastened the clinical development of Singapore's COVID-19 vaccine effort, through a partnership between Arcturus Therapeutics and Duke-NUS Medical School, and the assessment of potential treatments for COVID-19 patients. The gift also enabled several investigator-led clinical studies that uncovered vital knowledge on COVID-19, crucial to the development of better vaccines and drugs against the disease.



Source: The Straits Times © Singapore Press Holdings Limited. Permission required for reproduction



Vision self-check app

With restricted access to eye care services during the "Circuit Breaker" period, Singapore National Eye Centre (SNEC) implemented a home monitoring solution for patients with retina-related conditions. This ensured patients received timely medical interventions to avoid irreversible damage to the eyes. Over 730 patients participated in the pilot phase and the study will continue for another year to further validate the results.



AI Augmented Smart Mirror

A team at SGH are developing an interactive smart mirror that uses artificial intelligence to provide visual feedback to the user on the proper donning and doffing of PPE. Funds from donors helped to kick-start the first phase of the project, which is to build a collection of images on the donning and doffing PPE.

BUILDING RESILIENCE IN CRISIS

In the fight against COVID-19, we are heartened by the generosity of staff, corporations and the public who contributed towards building the physical and mental resilience of our healthcare workers. You are the wind beneath our wings in sustaining the extraordinary efforts in this fight!

Funds supported



155 staff whose household income were adversely affected by the pandemic



50 staff-led projects to foster mental and physical wellness at the workplace



Stepping up to support healthcare workers

The Real Estate Developers' Association of Singapore raised over \$450,000 to benefit healthcare workers fighting at the frontlines. The Singapore Exchange gave over \$300,000, while SingTel donated \$200,000. Other donors included Prestige Ocean, Primus Shipping, Tanglin Trust, F5 Foundation, Satin and CMA CGM.

Heroes in Ophthalmology

SNEC and Singapore Eye Research Institute (SERI) launched the Heroes Fund to strengthen defences against epidemics. The fund will support efforts to uncover new ways to detect, diagnose and prevent the spread of infectious eye diseases. It will also support SNEC's workforce with quality training and tools to leverage innovations and develop new models of care in the field of Ophthalmology. As of April 2021, over \$878,000 has been raised.



ADVANCING PATIENT CARE

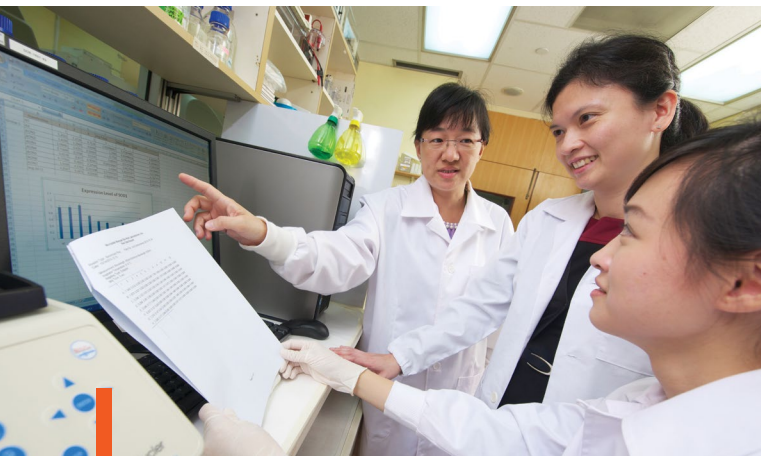
Cheng Kin Ku Herbal Biodiversity and Medicine Programme

The Cheng Kin Ku Herbal Biodiversity & Medicine Programme will pioneer science-based herbal studies by discovering and understanding local and regional herbal plants beneficial to human health and well-being. Led by Professor Teh Bin Tean, Director, SingHealth Duke-NUS Institute of Biodiversity Medicine, a team of researchers will leverage the advancements in molecular biology and phytochemistry, to identify molecular pathways and novel phytochemicals to accelerate drug discovery and provide alternative therapeutic and nutritional options. The team also seeks to establish strategic partnerships with healthcare practitioners, institutions and regulatory bodies to initiate appropriate clinical studies to ensure safe and effective clinical use. This programme was made possible with a gift from Verdant Foundation.



Establishing a Centre of Advanced Metabolic Imaging (CAMI)

To gain a deeper understanding of unique Asian cardiovascular risks as well as discover new prevention and treatment strategies for cardio-metabolic diseases, the National Heart Centre Singapore (NHCS) will be setting up the CAMI with support from generous donors and partners. Led by Assistant Professor Calvin Chin, Senior Consultant and Director of Cardiac Magnetic Resonance Imaging, a team of researchers will leverage on the Carbon-13 magnetic resonance spectroscopy (MRS) using the hyperpolariser technology - a groundbreaking technology in cardiac imaging, to learn more about the effects of metabolic diseases on Asians with unique phenotypes. This will allow new targeted treatment strategies to be developed for these patients, reducing heart complications in the future; and help to identify those at risk or in the early stages of developing metabolic or cardiovascular diseases, leading to early medical intervention and better health outcomes.



Goh Cheng Liang Rheumatology ARISE Programme

The Goh Cheng Liang Rheumatology ARISE (Advancing Research and Innovation with Synergistic Expertise) Programme aims to advance research and kick start initiatives that will improve the lives of patients with Rheumatological diseases. It hopes to build a collaborative research community through training and capacity building. The programme will also enable the SGH team in the Rheumatology & Immunology Department to embark on initiatives to raise the awareness of these conditions and empower patients to better manage them.

One-stop integrated care for patients with Parkinson's disease

Patients with Parkinson's disease (PD) experience a myriad of symptoms and require care from a multidisciplinary team. The one-stop integrated care model, by the National Neuroscience Institute (NNI), will allow patients to seek treatment from a team of dedicated healthcare professionals with minimal hassle. A Clinical Care Coordinator helps to ensure that appointments are scheduled on the same day where possible to minimise repeated trips to the hospital. The multidisciplinary team members meet fortnightly to share on the progress of patients or highlight potential issues requiring additional attention or intervention. Enhancements will also be made to the Health Buddy app by SingHealth, to allow patients to self-monitor their conditions.

DEFINING TOMORROW'S MEDICINE

In 2021, SingHealth celebrates 200 years of Medicine in Singapore (MedSG200), in conjunction with the 200th birthday of its flagship hospital, SGH. To commemorate this milestone, six strategic fundraising priorities were identified to garner support for the most pressing needs to build a healthier future for Singaporeans.

To find out more about the MedSG200 campaign priorities, scan or click on the QR code.



Multinational game-changing research into diabetes

With trial sites in Singapore, Malaysia, China, Taiwan and India, the Asian Diabetes Outcome Prevention Trial (ADOPT) led by Professor Carolyn Lam, Clinician-Scientist and Senior Consultant, NHCS, aims to develop a strategy for detection and preventive therapy to help prevent heart diseases in high-risk patients with diabetes. A local foundation has pledged \$2.28 million to support this game-changing research which can potentially influence clinical practice guidelines for patients with diabetes in Asia.

Extending patient care post discharge

A specialised facility will be set up to conduct livestream activities to engage patients virtually, as part of the SingHealth Community Hospitals' (SCH) e-Social Prescribing programme. It will also enable elderly patients to acquire basic smartphone knowledge during their inpatient stay so that they can participate in virtual social activities and remain engaged with their community after discharge. The aim is to improve their health and well-being beyond medications. The initiative is funded by a gift from STMicroelectronics Asia Pacific Pte Ltd.

Measuring the impact of the pandemic on surgical patients

A global health initiative is currently underway to measure the impact of deferring elective surgeries during the COVID-19 pandemic. The study led by the Division of Surgery and Surgical Oncology, SGH, seeks to aid decision making on elective surgeries during future pandemics. The study is funded by the Pandemic Impact and Resilience Fund, established with a gift from Musim Mas Holdings.

RESEARCH

Gifts to medical research enables our clinicians to translate ideas into groundbreaking and meaningful healthcare solutions that directly benefit our patients.

In FY2020, SHF supported
117 research programmes
and projects





Studying skin microbiome in paediatric atopic dermatitis

Atopic dermatitis (AD) is an inflammatory skin disorder with lesions that are often infected or colonised by microorganisms. Long term use of systemic or topical antibiotics, which are standard treatments, is linked to increased bacterial resistance to antibiotics. A new study at KKH aims to understand more about the colonising strains during infections, the resistome of colonising microbes and the overall composition of the skin microbiome subjects, to identify and develop therapeutic strategies to treat patients with AD.

Predicting renal failure risk in patients with chronic kidney disease

Chronic kidney disease (CKD) can potentially progress into end-stage renal disease (ESRD), where patients will require expensive renal replacement therapy such as dialysis or a kidney transplant. Patients who are on dialysis have markedly reduced lifespan, and outcomes are worse when the referral to specialist care is delayed due to insufficient time to plan for long term treatment for ESRD. Currently, in polyclinics, doctors typically use estimated glomerular filtration rate (eGFR) thresholds to make decisions for nephrologist referrals. A study led by the SingHealth Polyclinics (SHP) has identified a more precise renal failure risk calculator (KFRE) to predict the risk of renal failure in patients.

Assessing the lung function in recovered COVID-19 patients

A team at SKH embarked on a study to report the pulmonary characteristics in recovered COVID-19 patients and whether any symptoms of lung impairments persist. Currently, other than documented literature on COVID-19 related lung injuries, little is known about other parameters of abnormal lung functions. Using pulmonary tests to study the effects of COVID-19 will add another dimension in understanding the disease. The project will study the short and long term effects of COVID-19, and whether closer monitoring and follow-up is necessary for recovered COVID-19 patients.



Addressing the global shortage of donor corneas

The cornea is one of the most transplanted tissues. However, globally, there is only one available cornea for every 70 patients. Tissue engineering provides a realistic approach to generating and exponentially increasing the number of corneal endothelial cells. A team at SERI has successfully developed a storage method to store the cultured cells. This provides a much needed bank of cultured tissue engineered cells that are readily available for clinics around the world. This will greatly alleviate the global shortage of donor corneas and provide an alternative to the current one-donor one-transplant policy in Singapore.



Ensuring accurate medication with Syringe Brake

Syringe Brake, a medical device affixed to a syringe, was developed by a CGH Pharmacist and a Singapore University of Technology and Design student to enhance medication safety by controlling the amount of medication delivered. Syringe Brake was trialled in CGH, SKH and SGH and brought to market in 2019. Today, it is used in the three hospitals' Emergency Departments and has also been adopted for use at Alexandra Hospital.

Arresting heart diseases in patients with diabetes

The SingHealth Duke-NUS Cardiovascular Sciences Academic Clinical Programme is investigating whether intensive treatment for the high-risk diabetic population will prevent future occurrences of complications in the heart. They also hope to establish the cost effectiveness of this intensive treatment approach compared to standard care among high-risk diabetes patients. The study is expected to uncover a more effective preventive therapy for patients with diabetes, and potentially influence clinical practice guidelines. If proven effective, this could significantly reduce the number of hospitalisations and deaths due to heart failure, in this group of patients.

Detecting pre-dementia using in-home sensors

The pre-dementia stage known as mild cognitive impairment is a window for more aggressive lifestyle, behavioural and novel interventions. However, many seniors often attribute their cognitive slips to normal ageing. Sensors In-home for Elder Wellbeing (SINEW) is a project that is investigating a way to detect mild cognitive impairment early, using a network of sensors and smart technology to be the "eyes and ears" in the community.



Vulnerable seniors with cognitive problems tend to seek help only at a later stage. With the use of technology, this project helps to unobtrusively detect certain behaviours that indicate cognitive or emotional difficulties of seniors living alone."

Dr Iris Rawtaer

Consultant, Department of Psychiatry, SKH and SingHealth Duke-NUS Centre for Memory and Cognitive Disorders



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 gain the skills and knowledge necessary to tackle healthcare challenges of the future.

In FY2020, SHF supported
67 education programmes and
trained over **658** staff



Talent Development Fund (TDF)

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

381 persons have been trained

“ With the TDF award, I was able to learn more about effective, inter-professional healthcare education at the MGH Institute of Health Professions in Boston, USA. I have since made changes to how our department conducts continuing professional development lectures, leading to consistent improvements in our knowledge and learner satisfaction post-lectures. I wish to contribute more, by sharing what I have learnt with my colleagues from other professions, in the hope of encouraging inter-professional training and education.”

Zhang Kailin, Karen

Principal Orthoptist, SNEC

Recipient of the TDF award to pursue a Master of Science in Health Professions Education (HPed)



Supplementary Health Manpower Development Programme (HMDP)

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

99 awardees



“ Paediatric radiation oncology is a highly subspecialised area of medical care and development of expertise in this area is important for the wellbeing of children with cancer. Proton therapy is a form of radiation therapy that is of particular relevance to children as it can greatly reduce long-term side effects. The HMDP award allowed me to secure a coveted fellowship training position at the University of Florida Proton Therapy Institute. The programme endowed me with skills in radiation therapy, including proton therapy, that have enabled me to confidently treat my patients.”

Dr Looi Wen Shen

Consultant, Division of Radiation Oncology,
National Cancer Centre Singapore (NCCS)

Recipient of the HMDP award to pursue overseas training in paediatric radiation oncology

Training/Upgrading of Nursing Personnel programmes

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

16 graduates | 2 ongoing recipients



“ The Doctor of Nursing Practice (DNP) programme prepares nurses to assess and appraise published evidence to inform clinical practice. It also enhances leadership skills in project implementation and in managing changes to influence patient care quality and outcomes. I strongly believe that I have become better in managing people, projects, and challenges encountered in my clinical practice with the skills acquired during the programme.”

Jessica Yu Xia

Advanced Practice Nurse, CGH
Recipient of the Alice Lee-Lee Foundation scholarship to pursue a Doctorate in Nursing Practice

Alice Lee IAN Graduate Certificate/Diploma

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

9 graduates | 9 ongoing recipients | 7 new recipients

“ The Graduate Diploma in wound, ostomy and continence practice has given me in-depth knowledge in wound and continence care from overseas lecturers and local wound specialists. With the new knowledge and skills, I am helping to guide junior nurses in wound management and actively conducting talks for nurses who are involved in wound management. I hope more nurses will consider specialising in wound care just like any other advanced diploma courses.”

Cheong Kelli

Assistant Nurse Clinician, NHCS
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 stabilisation rate for premature infants

KKH Neonatal Unit's 'golden' first hour stabilisation rate was 28% in November 2018. The multidisciplinary PremFirst Hour team took up the challenge to increase the 'golden' first hour stabilisation rate to 30% in six months.

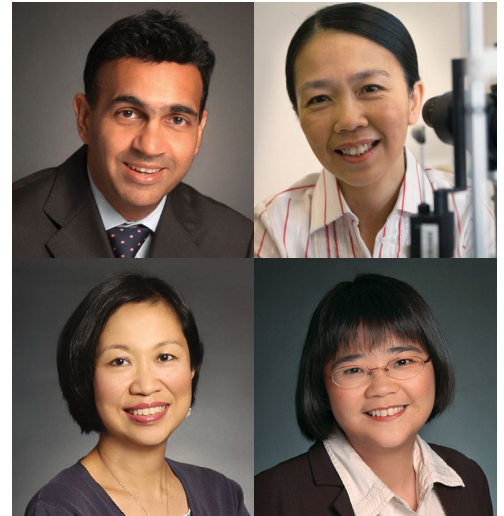
Through several initiatives, the team found that hypothermia was the root cause which hindered clinicians in achieving the 'golden' hour stabilisation. Other areas of concern were securing an intravenous drip and performing blood gas assessments.

The rates of infants stabilised within the 'golden' hour improved from 28% to 97%, far exceeding the initial target. There was also improvement in team dynamics as evident by the feedback received and through continual efforts and processes introduced even after the project completion in February 2020.

Nurturing tomorrow's beacons of eye care

Four new Distinguished and Faculty Professorships were awarded to spearhead the Eye Academic Clinical Programme's (ACP) efforts in leading innovative research and developing world-leading eye-care delivery methods for patients.

Scan or click on the QR code to find out how these Professorships pave the way for cutting-edge research, nurturing tomorrow's teachers and mentors of Ophthalmology.



Kathy Goh Professorship in Pathology

Established in memory of the late Mrs Kathy Goh, the first professorship for the SingHealth Duke-NUS Pathology ACP will help find targeted treatments towards breast diseases, such as triple negative breast cancer.

This Professorship will also support long-term research to improve diagnostic, prognostic and therapeutic accuracy through biomarker discovery, leading to increased survival rates for patients.



Scan or click on the QR code to read more

Brothers' gift to advance education

Two new scholarships have been established with a combined gift of \$1 million from Mr Oei Hong Leong, Chairman and Chief Executive of Oei Hong Leong Foundation, and his brother Mr Frankle Widjaja, Chairman and Chief Executive of Bund Center Investment. The gifts were made in memory of their late father, Mr Oei Ek Tjhong.

The new 'Scholarship for Advancing Education in Medicine' and 'Scholarship for Advancing Education in Nursing and Allied Health' will improve the training pathways and development opportunities available to scientists, educators and other healthcare professionals.



Scan or click on the QR code to read more

PATIENT CARE

Gifts 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 FY2020, SHF supported
5,325 patients
through
96 programmes





Timely help for Mdm Suparni

In 2007, Mdm Suparni had to undergo an amputation and has been on dialysis since 2013. Her eldest daughter, Mdm Zanita, who is a mother of four, gave up her job as a nurse to become Mdm Suparni's primary caregiver. Mdm Zanita suffers from a back injury and finds it increasingly tough to support her mother but she tries to work part-time so that she can afford the adult diapers and wipes that her mother needs. Mdm Suparni's youngest daughter works as a paramedic and has just started her own family, but uses her Medisave for her mother's hospital bills.

In 2020, Mdm Suparni had to be admitted to CGH for about three and a half months due to an infection. With her savings depleted, Mdm Zanita had to approach the medical social worker for help. CGH's HomeCare Assist Fund (HCA) provided Mdm Suparni with interim dialysis assistance from December 2020 to February 2021. HCA also provided assistance to buy an air pressure mattress recommended for relieving possible pressure sores from prolonged bed rest.

"We never thought we would be at this stage, but we are really grateful for the assistance as it has made a big difference to us", said Mdm Zanita, adding that when they have the means, they hope to pay it forward.



Fortnightly treatment for life

Zecia Chew has Gaucher disease, a rare neurodegenerative condition where her body does not produce an enzyme to get rid of a specific type of fat. To manage her condition, Zecia requires fortnightly enzyme replacement therapy for life, which costs her family more than \$24,000 a month. Without the treatment, her liver and spleen will swell progressively and affect her health and life. Further accumulation of the fatty substance in her bone marrow and brain can eventually prove fatal.

As the medicine is expensive, the family is unable to afford the treatment on their own. Furthermore, Zecia has two siblings, and a grandfather who is receiving treatment for cancer. Fortunately, KKH managed to source for financial assistance for the family to reduce the burden.

Today Zecia leads a fully functional life – she has been attending school regularly and took her PSLE in 2020.



Empowering patients to help themselves

It was after a routine company health check-up in 1997 that Mr John Ling first discovered that he had diabetes. At that time, he was leading a hectic life, holding a full-time job while studying part-time and looking after his children. This diagnosis prompted him to initially change his lifestyle by exercising regularly and watching his diet. But the efforts petered off and he needed diabetic medications soon after.

“With my glucose levels fluctuating, I had to find ways to manage my condition. However, I could not afford a glucometer. Without it, I wouldn’t know how high or low my glucose levels were, and which meals were triggering these changes,” said Mr Ling.

To assist patients like Mr Ling monitor their health at home, SHP started the ‘Self Care Support Programme’ to subsidise the cost of self-monitoring devices for patients who qualify for assistance.

Now with his own glucometer, Mr Ling is able to take better control of his condition and make positive lifestyle choices. “Being able to monitor my glucose level ‘real-time’ also spurred me on to include exercising as part of my daily activities,” said Mr Ling.

As at 30 April 2021, SHP has subsidised 290 digital blood pressure sets, and 72 glucometer sets.



Scan or click on the QR code to read more

Assisting paediatric patients and their families prepare for surgery

Hospital admission and surgical procedures commonly trigger great fear and anxiety in young children and their families. Although numerous measures such as a pre-operative play room, parental companion during induction and distraction therapy have been employed in KKH, this remains to be a challenge in the care of young surgical patients.

A study is currently underway at KKH to evaluate the use of a “prepare-for-operation” (PFO) bundle to alleviate the fear of children undergoing surgery. The bundle consists of an informative cartoon video illustrating the sequence of events from admission, anesthesia to surgery, as well as activity sheets to encourage the patient and family members to engage, participate and learn about what to expect.



SMART Technology Active Ageing Resource (“STAAR”) Corner

SNEC established the STAAR Corner in February 2020, to enable patients with visual impairment and their caregivers to discover, try and adopt Assistive Technology (AT) devices to improve their quality of life. Due to COVID-19, device trials were only available by appointment through referral from SNEC doctors. The team behind the STAAR corner aims to make it a model for other healthcare institutions to follow and a resource training centre to train any potential staff interested in developing similar spaces for digital technology initiatives in SingHealth and Singapore.

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.





SGH Solidarity Pledge

Three doctors from SGH initiated the SGH Solidarity Pledge, rallying colleagues to donate the one-off Solidarity Payment they received from the government, towards the SGH Needy Patients Fund and SGH Healthy Communities Fund, to support the disenfranchised in our community.



Scan or click on the QR code to read more



A singing good time

National Dental Centre Singapore's (NDCS) year-end event saw senior management and staff joining in song to garner donations from fellow colleagues. The virtual gathering had everyone revel in songs, reflections and sharing of holiday memories. Funds raised went towards the NDCS Tooth Fairy Fund for needy patients, oral healthcare research and education.



Run For Hope

Run For Hope is an annual event organised by the Four Seasons Hotel Singapore and NCCS to raise awareness and support for cancer research. For 27 consecutive years, Run For Hope has been a meaningful event which has brought families together in support of a worthy cause. The virtual Run in 2020 raised \$70,000 for the NCCS Cancer Fund.



'One Heart, One Mind' Hope Hamper Draw

To bring festive cheer after a challenging year, NNI organised the inaugural 'One Heart, One Mind' Hope Hamper Draw in December 2020. Donors who made a nominal gift stood a chance to win one of 160 hampers worth \$80 or more. The Draw raised \$60,000 for the NNI Fund.



Changi Run 2021

CGH's inaugural virtual running event raised close to \$44,000 for patients in need, supported by the CGH Health Fund's HomeCare Assist, a patient welfare programme. Themed "We Dare to Care", it celebrated the solidarity of Singaporeans in supporting the less fortunate.



Scan or click on the QR code to read more



SGH Bicentennial Ride 'n Walk

In commemoration of SGH's bicentennial year in 2021, 19 staff members cycled 200km around Singapore to garner support towards the SGH Needy Patients Fund. Many other SGH staff also supported the campaign by participating in the walking segment of the event. Collectively, they raised over \$200,000 which will cover about 20% of the funding needed this year to help needy patients who require financial assistance.



Scan or click on the QR code to read more

Leaving a legacy



It was November 2014 when Ms Chan Sik Mun (left) learnt that she had Stage 4 non-small cell lung cancer. It was an unexpected diagnosis given the healthy and active lifestyle she led.

By making a legacy gift to fund research at the NCCS, she hopes to play a role in the quest to uncover more about her disease.



Scan or click on the QR code to read more



(UEN 201624016E)

ANNUAL REPORT

for

**YEAR ENDED
31 MARCH 2021**



1

Particulars of the Charity

Description of Governing Instruments of the Charity

The objectives of SHF are as follows:

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
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 (April 2017)
8. Income Tax Act
9. IRAS Circulars
10. MOH Circulars
11. The Companies Act

Organisation Information

Unique Entity Number (UEN) : 201624016E

Registered Address : 10 Hospital Boulevard #19-01
Singapore 168582

IPC status : 27 March 2020 to 26 Mar 2022

Registered members : 1. Singapore Health Services Pte Ltd
2. Prof Ivy Ng Swee Lian
3. MOH Holdings Pte Ltd (MOHH)

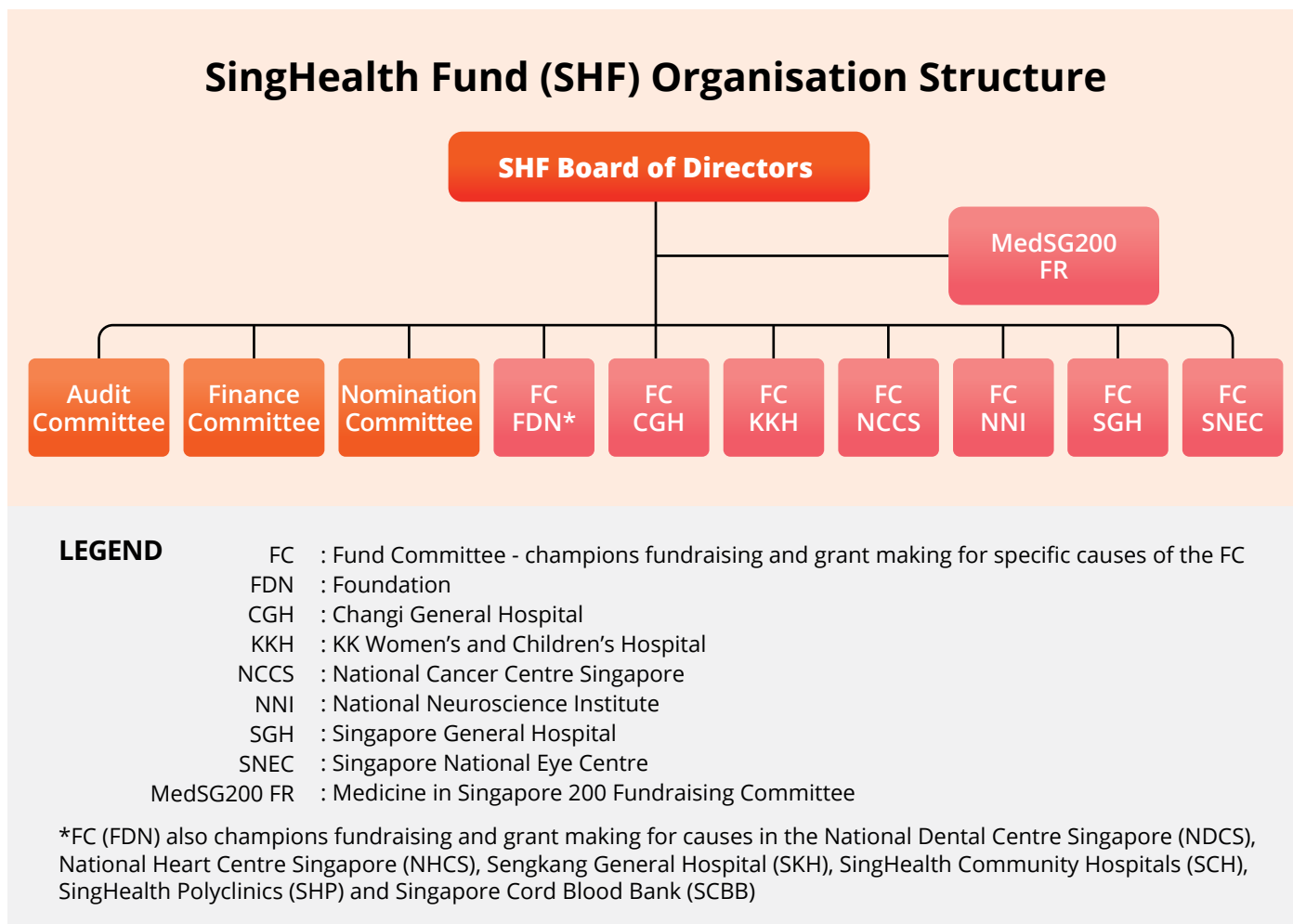
Bankers : DBS Bank
UOB Bank
OCBC Bank
Standard Chartered Bank
ANZ Singapore Bank

Auditor : ERNST & YOUNG LLP

Fund Managers : Fullerton Fund Management
UOB Asset Management

Organisation and Governance Structure

The Board of Directors (BOD) comprises 19 members and is chaired by Prof Tan Ser Kiat. Under the BOD, there are the Audit, Finance and Nomination Committees, Fund Committees as well as Medicine in Singapore 200 (MedSG200) Fundraising Committee.



Board of Directors

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

The BOD maintained 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 SingHealth Fund. In addition, other members of management are invited from time to time to attend and make presentations at BOD and Board Committees meetings.

Our BOD ensures a good balance between continuity, renewal, and compliance with charity regulations. The BOD has a formalised process for the appointment/re- appointment of board members; including the Chairman and members of Board Committees. The term of office for a director shall be three years. A director shall 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.

During the financial year, the BOD met three times on 27 August 2020, 30 November 2020 and 22 March 2021 to:

1. approve the FY2019 audited financial statements and FY2019 governance evaluation checklist;
2. approve the amendment of the SHF constitution on the re-appointment and extension of maximum tenure of directors and director holding the treasurer position;
3. approve the SHF Media and Communication policy;
4. approve the convening of extraordinary general meetings on the amendment of the objectives of SHF;
5. approve the sale of investment property;
6. approve the change of registered office address;
7. approve the opening of fixed deposit accounts for SHF-CGH fund;
8. approve the FY2021 budget and fundraising plan;
9. approve the revised Conflicts of Interest policy;
10. approve the formation of CGH Board Committee;
11. approve the appointment of new BOD and members of board committees.

The BOD was also updated on the financial and investment performance of SHF as well as reports from the Board Committees.

The current composition of the BOD, the designation of the directors and the number of BOD meetings attended by each of them are shown in the table.

Name	Date First Appointed (until date retired)	Attendance at Board Meetings FY2020	Designations *Key Directorships & Appointment (related companies)
Prof Tan Ser Kiat (Chair)	2-Sep-16	3/3	Emeritus Consultant, Singapore Health Services Pte Ltd *Director of: <ul style="list-style-type: none"> • Advanced MedTech Holdings Pte Ltd[^] • Aescapulus Holdings Private Limited[^] • Bright Vision Hospital • Changi 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[^] • Sengkang General Hospital Pte Ltd[^] • Singapore General Hospital Pte Ltd[^] • Singapore Health Services Pte Ltd[^] • Singapore National Eye Centre Pte Ltd[^] [^] until 22 Jan 2021 *Chairman, Positron Tracers Pte Ltd
Prof Ivy Ng Swee Lian	2-Sep-16	3/3	Group CEO, Singapore Health Services Pte Ltd *Director: <ul style="list-style-type: none"> • Changi 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 • Sengkang Health Pte Ltd
Prof Kenneth Kwek Yung Chiang	2-Sep-16	3/3	Deputy Group CEO (Innovation & Informatics), Singapore Health Services Pte Ltd and CEO, Singapore General Hospital Pte Ltd *Director, Bright Vision Hospital

Name	Date First Appointed (until date retired)	Attendance at Board Meetings FY2020	Designations *Key Directorships & Appointment (related companies)
Prof Ng Wai Hoe	2-Sep-16	2/3	Medical Director, National Neuroscience Institute (until 30 Jun 2020) CEO, Changi General Hospital Pte Ltd (with effect from 1 Jul 2020) Deputy Group CEO (Strategy & Planning), Singapore Health Services Pte Ltd (with effect from 1 Jul 2021)
Prof Wong Tien Yin	2-Sep-16	3/3	Deputy Group CEO (Research and Education), Singapore Health Services Pte Ltd and Medical Director, Singapore National Eye Centre Pte Ltd *Chairman, Singapore Eye Research Institute
Mr Douglas Jackie Benjamin	2-Dec-16	3/3	Chief Operating Officer, F J Benjamin
Mr Tony Chew Leong Chee	2-Dec-16	3/3	Executive Chairman, Asia Resource Corporation Pte Ltd *Director, Singapore Health Services Pte Ltd
Mrs Fang Ai Lian	2-Dec-16	3/3	Advisor, Far East Organisation (until 30 Jun 2021)
Mr Reto Albert Isenring	2-Dec-16	3/3	Director, My Private Jeweler Pte Ltd
Dr Caroline Low Bee Leng	2-Dec-16	2/3	Clinical Director, SLS Group Pte Ltd
Dr Low Lip Ping	2-Dec-16	3/3	Cardiologist, Low Cardiology Clinic
Mr Ng Boon Yew	2-Dec-16	3/3	Executive Chairman, Raffles Campus Pte Ltd
Mr Seng Han Thong	2-Dec-16	3/3	Managing Director, Temasek International Pte Ltd
Mr Phillip Tan Eng Seong	2-Dec-16	3/3	Director, EQ Insurance Company Ltd
A/Prof Lim Lean Huat	12-Jan-17	2/3	Managing Director, Dr Lim Lean Huat & Associates Pte Ltd
Mdm Ho Geok Choo	1-Sep-18	3/3	CEO, Human Capital (Singapore) Pte Ltd
Prof Fong Kok Yong	1-Apr-19	3/3	Deputy Group CEO (Medical & Clinical Services), Singapore Health Services Pte Ltd *Chairman, Singapore Cord Blood Bank
Ms Laura Kho Min Zhi	2-Dec-19	3/3	Director, Finance, MOH Holdings Pte Ltd *Director, Changi Health Fund Ltd (until 30 Nov 20)
Mr Ang Hao Yao	1-Apr-21	-	Director, Credit Counselling Singapore

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

All committees have written terms of reference which were approved by the BOD. All Board Committees must be chaired by a director and appointed by the BOD. Members of all committees are recommended by the chairs of committees, reviewed by the Nomination Committee and approved by the BOD. Minutes of committee meetings are provided to the BOD.

Audit Committee

The Audit Committee assists the BOD 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 financial year, the Committee met twice on 27 July 2020 and 2 November 2020 to review the FY2019 audited financial statements and recommended to the BOD for approval. The Committee approved both the external and internal auditors' FY2020 audit plans, as well as reviewed the FY2019 internal audit report.

The Committee was also updated on the results of SHF Corporate Governance Review 2019 conducted by an external auditor appointed by the Ministry of Health Sector Administrator.

Name	Date First Appointed (until date retired)	Attendance at Board Meetings FY2020	Designations
Mr Phillip Tan Eng Seong (Chair)	1-Apr-17	2/2	Director, EQ Insurance Company Ltd
Ms Cheah Sheau Lan	1-Apr-17	2/2	Retired Corporate Executive
Mrs Fang Ai Lian	1-Apr-17	2/2	Advisor, Far East Organisation (until 30 Jun 2021)
Ms Goh Poh Kee	1-Jul-20	2/2	Partner, General Assurance Leader, Pricewaterhouse Coopers
Mr Kaka Singh	1-Apr-17	2/2	Chairman, RSM Chio Lim LLP
Mr Tan Chin Hwee	1-Apr-17	1/2	CEO, Trafigura Pte Ltd
Mr John Ting	1-Apr-17	2/2	Architect, AIM & Associates

Finance Committee

The Finance Committee's role is to review budgets for consistency with SHF plans, ensure regular, accurate and timely monitoring and accountability of funds, review financial guidelines and governance policies to support SHF plans, monitor performance of the portfolios managed by investment advisers, consider changes to investment strategy and make recommendations to the BOD.

During the financial year, the Committee met thrice on 15 June 2020, 19 October 2020 and 8 March 2021 to review the financial and investment performance of SHF. The Committee also reviewed the SHF Grant Making Policy harmonisation, as well as reviewed and recommended the FY2021 budget for the BOD's approval.

Name	Date First Appointed (until date retired)	Attendance at Board Meetings FY2020	Designations
Mr Ng Boon Yew (Chair)*	1-Apr-17 (until 31-Mar-21)	3/3	Executive Chairman, Raffles Campus Pte Ltd
Mr Chay Yee Meng	1-Apr-17	3/3	Director, Autoscan Technology Pte Ltd
Prof Mak Yuen Teen	1-Apr-17	3/3	Lecturer, National University of Singapore
Mr Ang Hao Yao	1-Apr-18	3/3	Director, Credit Counselling Singapore
Mr Reto Albert Isenring	1-Apr-21	-	Director, My Private Jeweler Pte Ltd

* Mr Ang Hao Yao has succeeded as Chair of the Finance Committee with effect from 1 April 2021.

Nomination Committee

The Nomination Committee makes recommendations to the BOD for suitable candidates for appointment to positions on BOD and Committees, seeking a balance of expertise, skills, demographic, diversity, sectorial knowledge and international membership. During the financial year, the Committee had nominated Board Committee Chairs and members for the BOD's approval.

Name	Date First Appointed	Attendance at Board Meetings FY2020	Designations
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	CEO, Singapore General Hospital Pte Ltd
Mrs Fang Ai Lian	2-Sep-16	5/5	Advisor, Far East Organisation (until 30 Jun 2021)
Dr Low Lip Ping	2-Sep-16	5/5	Cardiologist, Low Cardiology Clinic

Fund Committees (FC)

Each FC champions fundraising and grant making for the specific causes under its ambit as well as reviews policies for the accountability and the monitoring of the financial affairs of its funds and report any non-compliance, irregularities or concerns to the BOD. The FCs also review the amount of funds to be placed for long-term investment.

SN	Fund Committee	Chair	Members	Date of Appointment (until date retired)	No. of Times Committee Met
1	Foundation FC	Prof Tan Ser Kiat	6 Independent (until 31 Mar 21) 7 Independent (from 1 Apr 21) 5 Dependent	1 Apr 17	3
2	CGH FC	Mr Gerard Ee	4 Independent 1 Dependent	1 Dec 20	1
3	KKH FC	Prof Ivy Ng Swee Lian	5 Independent 3 Dependent	1 Apr 17	3
4	NCCS FC	Mdm Ho Geok Choo	5 Independent 3 Dependent	1 Sep 18	3
5	NNI FC	Prof Ng Wai Hoe	5 Independent 3 Dependent	1 Apr 17 (until 30 Jun 20)	1
		A/Prof Au Wing Lok		1 Jul 20	2
6	SGH FC	Mr Tony Chew	3 Independent (until 31 Aug 20) 4 Independent (from 1 Sep 20) 2 Dependent	1 Apr 17	2
7	SNEC FC	Prof Fong Kok Yong	4 Independent 3 Dependent	15 Nov 18	3
8	MedSG200 Fundraising Committee	Prof Tan Ser Kiat	7 Independent 4 Dependent	1 May 19	3

2 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 | 5. Finance | 10. Media and Communication |
| 2. Authorised Signatures for Expenditures | 6. Fundraising | 11. Nomination |
| 3. Conflict of Interests | 7. Gift Policy | 12. Purchasing |
| 4. Donation Income and Recognition | 8. Grant-making | 13. Reserves |
| | 9. Investment | |

The overriding rules and regulations, including board governance, fundraising and other operating requirements presented in the Constitution reflect the current regulatory requirements. The BOD 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 Interests

SHF maintains a Conflict of Interests policy to assist the BOD, employees, consultants, vendors, volunteers and major donors to identify and manage situations that may present potential conflict of interest. Each member of the BOD, member of board and other committees, management member, staff and volunteer 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

The Constitution of the Charity has been amended with approval from the Commissioner of Charities in September and October 2020.

Media and Communication policy was approved by the BOD in August 2020. The Conflict of Interest policy was revised and approved by the BOD in March 2021.

SHF has been included, as part of SingHealth, in the MOHH Group Whistleblowing hotline services and has adopted the MOHH whistleblower policy to allow staff, suppliers, contractors, partners and other stakeholders to raise concerns or to report malpractices and misconducts in the company. The policy aims to encourage the reporting of such matters in good faith, with the confidence that persons making such report will be treated fairly and with due follow-up action. All whistleblowing reports, including the identity of the whistleblower will be treated with confidentiality.

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 BOD. The Executive Director and the Company Secretary volunteer their services, and have been attending the BOD; as well as the Audit and Finance Committee meetings.

Annual Remuneration Disclosure

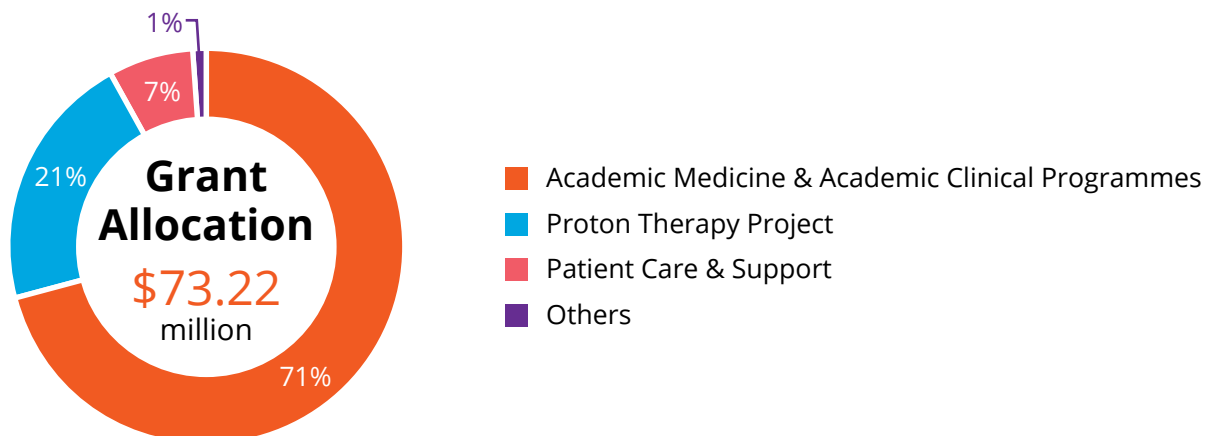
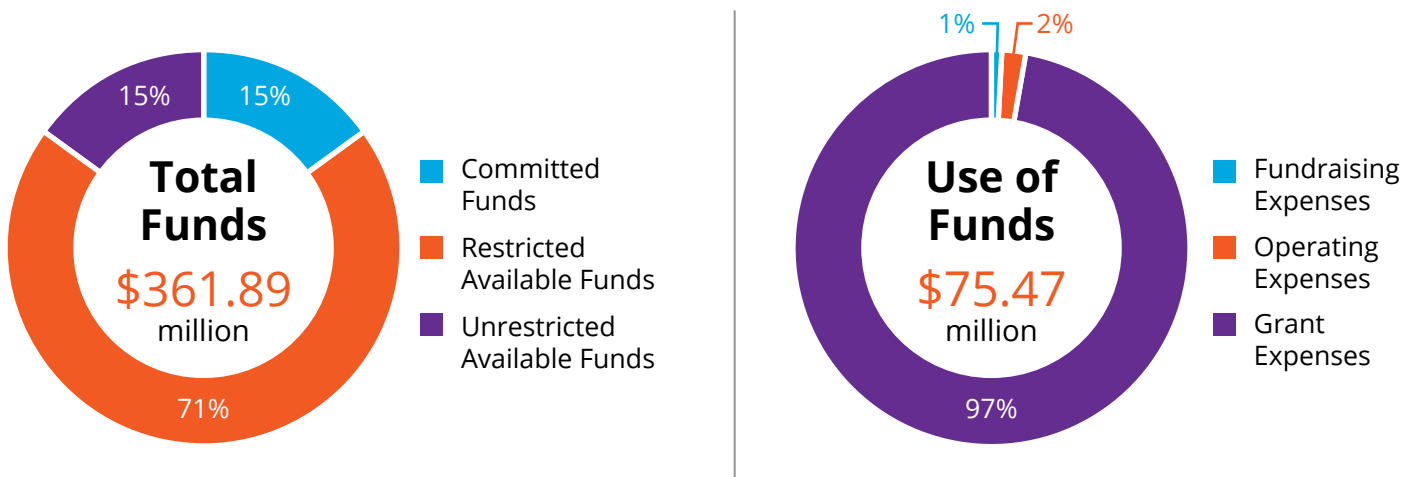
Under the revised Code of Charities and IPCs 2011, it is recommended that charities disclose the remuneration* of the three highest paid staff who each received remuneration exceeding \$100,000, in bands of \$100,000. The remuneration in bands of the three highest paid staff are:

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

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

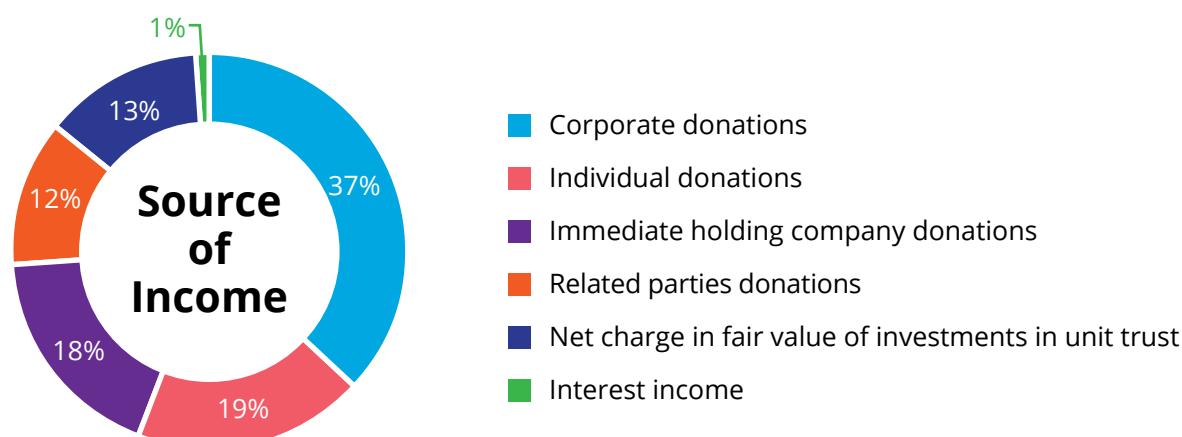
The BOD does not receive any fees for board services nor any other services rendered during the year.

Financial Highlights



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 activities. The reserve level is reviewed annually by the Finance Committee.

SHF reserves position:

As a rule of thumb, SHF has a reserve level of about 23 years to meet its operational needs.

	FY2020 (\$ million)	FY2019 (\$ million)
General/Unrestricted Funds (Reserves ¹) - (A)	\$ 44.46	\$18.43
Restricted / Designated Funds:	\$309.26	\$303.82
Annual Operating and Fundraising Expenditure (B)	\$1.86	\$2.39
Ratio of Reserves (A) / (B)	23.86	7.71

Notes:

1. Comprised unrestricted uncommitted fund balance excluding unrealised gains in the fair value of investments in unit trusts and revaluation of investment property.

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, and for the betterment of our community's health.

SHF remains committed to our *raison d'être* to improve patient care, advance medical research and support the professional development as well as build resilience of our healthcare professionals through philanthropy. To this end, we will continue to work closely with the SHF 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 focus not only on fundraising but also ensure strict corporate governance. At SHF, we hold ourselves to high standards of professionalism and accountability to our donors and beneficiaries. We endeavour to demonstrate to donors the impact of their gifts and seek their continued support.

IPC's fundraising plans for the following year

The BOD has approved the FY2021 fundraising plan including the following major events:

- SingHealth Duke-NUS Charity Golf
- CGH Home Care Assist Campaign
- KKH Kidz Horizon Appeal Gala Dinner
- NCCS Grateful Patient Fundraising
- NCCS Women & Cancer Campaign
- NNI Games for Good
- SNEC Eye Ball

Apart from event-based fundraising, SHF has plans to fundraise through donors' appreciation, community engagement and festive celebrations.

In light of the COVID-19 pandemic, it could be a challenging year ahead to run the planned events. Despite the difficult year due to the pandemic, we are very grateful for the support of donors in areas such as research into infectious diseases and ensuring the well-being of healthcare staff who are at the frontlines of this unprecedented health emergency. Other fundraising methods include online donation portals, electronic direct mail and mass mails.

IPC's expenditure plans for the following year

The BOD has approved the FY2021 expenditure plan comprising the following:

Fundraising expenses : \$2.27 million
Governance expenses : \$1.29 million
Grant expenses : \$53.05 million

3

Code of Governance and Financial Report

Governance Evaluation Checklist

S/N	Code Guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
BOARD GOVERNANCE				
1	Induction and orientation are provided to incoming governing board members upon joining the Board. Are there governing board members holding staff* appointments? Remarks: (skip items 2 and 3 if "No")	1.1.2	Complied No	
2	Staff does not chair the Board and does not comprise more than one third 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	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 maximum of 4 consecutive years. 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.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter. Is there any governing board member who has served for more than 10 consecutive years? Remarks: (skip items 7 if "No")	1.1.12	Complied No	
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years.	1.1.13		
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
CONFLICT OF INTEREST				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	

S/N	Code Guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
STRATEGIC PLANNING				
11	The Board periodically reviews and approves the strategic plan 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 develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	
HUMAN RESOURCE AND VOLUNTEER* MANAGEMENT				
13	The Board approves documented human resource policies for staff.	5.1	Complied	The Board adopts the SingHealth human resource policies which were approved.
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	SHF follows the SingHealth code of conduct for staff as well as governing members.
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	SHF follows the SingHealth human resources processes for staff supervision, appraisal and professional development.
	Are there volunteers serving in the charity? Remarks: (skip item 16 if "No")		Yes	
16	There are volunteer management policies in place for volunteers.	5.7	Complied	
FINANCIAL MANAGEMENT AND INTERNAL CONTROLS				
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 internal controls for financial matters in key areas are in place with documented procedures.	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 identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	

S/N	Code Guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
21	The Board approves an annual budget for the charity's plans and regularly monitors the charity's expenditure. Does the charity invest its reserves (e.g. in fixed deposits)? Remarks: (skip item 22 if "No")	6.2.1	Complied Yes	
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
FUNDRAISING PRACTICES				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? Remarks: (skip item 23 if "No")		Yes	
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity. Did the charity receive donations in kind during the financial year? Remarks: (skip item 24 if "No")	7.2.2	Complied Yes	
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
DISCLOSURE AND TRANSPARENCY				
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. Are governing board members remunerated for their services to the Board? Remarks: (skip item 26 and 27 if "No")	8.2	Complied No	
26	No governing board member is involved in setting his own remuneration.	2.2		
27	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated. Does the charity employ paid staff? Remarks: (skip item 28, 29 and 30 if "No")	8.3	 Yes	
28	No staff is involved in setting his own remuneration.	2.2	Complied	
29	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	

S/N Code Guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
30 The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family* belonging to the Executive Head* or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family* belonging to the Executive Head* or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
PUBLIC IMAGE			
31 The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	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.
 - (d) the dependant of the Executive Head's or governing board member's spouse.
- 4 Executive Head: The most senior staff member in charge of the charity's staff.

To all our donors, a heartfelt

thank you!



SINGHEALTH FUND

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