



Bright Vision  
Hospital

# GOING BEYOND



20 years of serving the community

YEARBOOK FY2020

# CHAIRMAN'S MESSAGE



**MR LIM CHENG TECK**  
Chairman, BVH Board

This year is an important milestone in Bright Vision Hospital's (BVH) history as it marks the twentieth year since BVH was set up. In 2001, the Singapore Buddhist Welfare Services founded BVH in the heartlands of Lorong Napiri, serving the nearby district as a community hospital. In the 20 years since then, BVH has gone through many changes, including being placed under the management of SingHealth and later becoming a part of SingHealth Community Hospitals (SCH) in 2017.

We have grown into our role, serving as a bridge for elderly patients in need of rehabilitation after treatment in an acute hospital; caring for palliative patients who require end of life care support; and supporting our long-term chronic sick patients who have called BVH home for many years. Together with Sengkang Community Hospital (SKCH) and Outram Community Hospital (OCH), we form Singapore's only cluster of community hospitals, playing an important function for our patients in the Intermediate and Long-Term Care sector.

However, the situation took an unexpected turn early last year in 2020 when the

COVID-19 pandemic hit Singapore and BVH once again faced an important turning point in its history. To support the nation's healthcare needs, BVH was called upon by the Ministry of Health (MOH) to transform itself into a COVID-19 hospital isolation facility. With great teamwork and communication, this momentous task was completed in a matter of days and BVH was ready to receive COVID-19 patients who required professional care at a community facility.

The pandemic saw BVH fight many battles, first by caring for the migrant workers from the dormitory outbreak to caring for the special needs residents of MINDS-Ville@Napiri, and then to treating vulnerable elderly patients with COVID-19 who required more intensive care.

However, despite the many changes at BVH, we have always remained steadfast in our vision – to become a sanctuary of care for individuals in need of medical help, and our mission – to provide professional and personalised healthcare services to the needy and sick, placing their well-being as top priority at all times. Our staff have also continued to uphold the values of compassion, professionalism,

collaboration and positivity throughout the course of their work despite the many challenges that were thrust upon them. These values have kept the team focused and determined to provide the best for our patients. It was challenging in the beginning to say the least but our adaptable staff have soldiered on with great physical and mental resilience. It is with great confidence that I believe that no matter the type of patients that comes through the doors of BVH, they will always be treated with the highest standard of care and concern. Thank you to all our staff for your steadfast service.

To our faithful donors and sponsors, I would like to thank you for your unwavering support throughout the years. Your generosity, whether in the form of monetary donations to help our needy patients or donations-in-kind such as snacks and festive treats, have enabled us to continue to provide care for our patients and boost staff morale.

To our dedicated volunteers, thank you for contributing your precious time to BVH in various ways. Before the pandemic, you organised activities to engage our patients, provided hair grooming ser-

vices, and offered a listening ear when our patients needed it. However, since the implementation of stricter measures, our in-person volunteer activities have had to halt but you have continued to engage our patients with virtual events and activities.

To my fellow board members, I thank you for contributing your experience and knowledge to guide BVH to where we are now.

Looking beyond COVID-19 and into the next phase of BVH's growth, we will be converted back into a community hospital with upgraded facilities and services. By working with our community partners, caregivers and patients, we will continue to refine our services and innovate new ways of patient care.

I look forward to the future with BVH to deliver person-centred care for our patients and provide them with a holistic and seamless care journey.

# CEO'S MESSAGE

**MS MARGARET LEE**

Chief Executive Officer, BVH



We began FY20 right in the middle of the nation's battle against COVID-19, fighting alongside Singapore and the rest of the world to keep fellow countrymen, residents and our patients safe from the COVID-19 virus. This has caused many of Bright Vision's Hospital's (BVH) plans, initiatives and work processes to be disrupted or put on hold. Despite this, the team did not sit back but instead rose and adapted to each new challenge that came our way and pivoted our care model accordingly.

When the situation took a turn for the worse and there was a rise in community cases, BVH worked together with the Ministry of Health to transform into a COVID-19 hospital isolation facility to care for infected patients. Our commendable staff did not shy away from taking the lead and stepping into the frontlines of our COVID-19 fight. While preparing the hospital to take in COVID-19 patients, we bid farewell to our long-term patients at BVH as they had to be transferred out to other community hospitals and care facilities.

We are also thankful for the support from the other community hospitals and care facilities who were able to make quick arrangements to take in our patients. This was only made possible by the good relationships maintained with our fellow healthcare providers throughout the years.

With the outbreak of COVID-19 in the foreign workers' dormitories, some of the

very first COVID-19 patients that the BVH team cared for were the migrant workers who were miles away from their homes and families. Besides caring for their physical needs, the team also provided them with comfort, encouragement and hope. They went down to the finest detail – connecting migrant workers with their families through phone card tops-ups, to providing prayer mats for patients who needed to observe their religious obligations.

The BVH story was also featured in the award-winning documentary Corridor of Hope by Channel NewsAsia. The documentary took the viewers into the hospital and behind the scenes. It also featured our staff sharing their experiences as they adapted to the new challenges and how they handled their new roles.

Despite battling the pandemic, the team has always put their hearts where it most mattered - our patients. Patients' needs were addressed compassionately, with many specialised care programmes developed for them. This included the travelers from all over the world, special needs patients from MINDSVille@Napiri as well as elderly patients. As the special needs patients required a much higher level of care than the migrant workers and travelers, who were all relatively young and healthy, the team developed MINDCARE, a model of care that was focused on the special needs patients. This involved tailoring our swab procedures, diets and nursing support to care for the special needs patients.

Another care model that the team worked on was the COVID-19 Rehabilitation Care for At Risk Elderly (CORECARE) which was designed to help elderly COVID-19 patients stay healthy and engaged mentally and physically. This was to prevent the decompensation of elderly patients while they were being isolated during their recovery. One of the highlights of the programme was the exercise videos prepared by the Rehabilitation team. The short videos, which can be done while seated, included old songs, simple dance movements, and strengthening exercises – all to help the elderly maintain their fitness.

Our Community Relations team packed special care packs for all the patients to encourage and motivate them. The team also planned a wide variety of virtual activities, including karaoke, bingo, arts and crafts and language classes. These were conducted via Zoom to engage the patients and bring a little cheer into the wards.

We also recognise our volunteers and donors who have been with BVH for a long time. This year, although we could not meet in person for our annual Volunteers' Appreciation Day, the Community Relations team organised a virtual event to thank all our volunteers and donors who have supported us. We also presented certificates of appreciation to our long service volunteers who have been with us for 5 years and even 10 years to thank them for their continued support and dedication.

Bright Vision Hospital will turn 20 years old this November and while it may seem like there is little cause for celebration, I want to commend the team for showing tremendous resilience and courage. Even before the pandemic, we have always put our patients' care first and this is true even in the face of COVID-19. No matter the different types of patients the team sees at BVH, they have always provided genuine care tailored accordingly to suit the different patient profiles.

Today, BVH and our staff stand ready to be called into action, whether to open up more wards or to take in patients with unique care requirements. This has always been part of our COVID-19 preparedness and readiness action plan. The road ahead may be tough and but we will continue to work towards a common goal. BVH and SingHealth Community Hospitals will continue to provide professional and person-centred care for all our patients, placing their well-being at the forefront of our mission.

# BVH LEADERSHIP

## BOARD OF DIRECTORS

Name	Position	Meeting Attendance
Mr Lim Cheng Teck	Chairman	3/3
Ms Mable Chan Kam Man	Member	2/3
Prof Christopher Cheng Wai Sam	Member	2/3
Prof Kenneth Kwek Yung Chiang	Member	1/3
Prof Lee Chien Earn	Member	3/3
Mr Alex Lee Ka But <i>(Member, Audit and Risk Committee<sup>2</sup>)</i>	Member	3/3
Mr Ong Sim Ho	Member	3/3
Prof Tan Ser Kiat	Member	3/3
Mr Teo Chiang Long	Member	2/3
Dr Wong Tien Hua <i>(Member, Audit and Risk Committee<sup>2</sup>)</i>	Member	3/3
Ms Woon Lai Har <sup>1</sup> <i>(Member, Audit and Risk Committee<sup>2</sup>)</i>	Member	1/3
Mr Robert Yam Mow Lam <i>(Chairperson, Audit and Risk Committee<sup>2</sup>)</i>	Member	3/3
Mr Yatiman Bin Yusof	Member	3/3

<sup>1</sup> Ms Woon Lai Har joined the Board of Directors on 1 January 2021, and was only able to attend the last FY2020 Board Meeting held in February 2021.

<sup>2</sup> The Audit Committee was expanded to take on the risk elements, and renamed to Audit and Risk Committee with effect from 26 Jul 2020.

## SINGHEALTH COMMUNITY HOSPITALS FACILITY MEDIFUND COMMITTEE

**Chairman:** Mr Vincent Koh  
**Members:** Mr Au Yeong Hoh Wai, Ms Jenny Bong, Ms Linda Auyong, Mr Tu Myint

## MANAGEMENT

Ms Margaret Lee	Chief Executive Officer
Assoc Prof Lee Kheng Hock	Director, Medical
Ms Stephanie Yeap	Director, Nursing
Ms Junaidah Hameed	Deputy Director, Communications
Mr Darren Thng	Senior Manager, Service Support
Mr Freddy Fan	Senior Manager, Operational Support
Ms Hang Li Lui	Senior Manager, Human Resource
Ms Josephine Tan	Senior Manager, Finance
Ms Ng Bee Leng	Manager, Office of Patient Experience
Ms Nina Wong	Manager, Community Relations
Ms Eunice Chin	Manager, Medical Social Services

# FUNDRAISING

## Total amount raised for needy patients:

(includes walk-in, mail in, giro, mailer and from Giving.sg)

# \$917,191.83

## Amount raised for iWALK fundraising event:

# \$229,176.14

## Donors:

### Individuals: 2,574

### Organisations: 62

BVH thanks our donors for their support in helping our needy patients.



# OUR PATIENTS

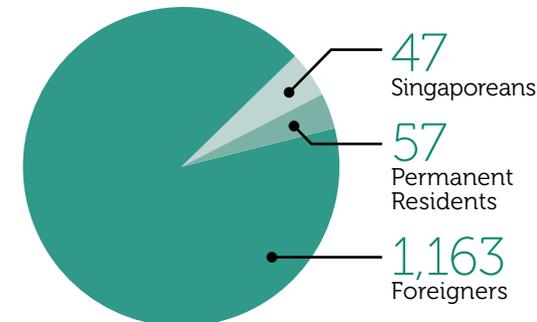
With the conversion of BVH into a hospital isolation facility, the hospital saw the admission of COVID-19 patients from all walks of life.



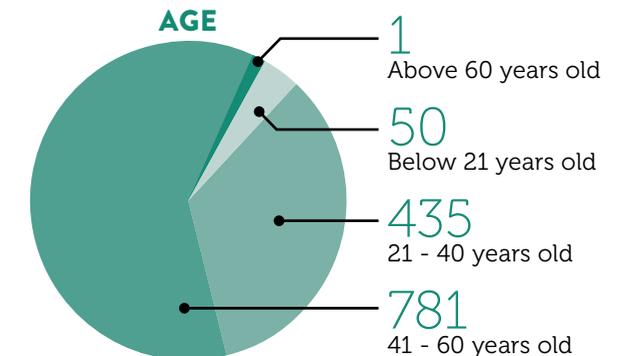
**TOTAL ADMISSIONS**  
(1 Apr 2020 - 31 Mar 2021)

# 1,267

## NATIONALITY



## AGE



# OUR STAFF

**NUMBER OF STAFF**

# 389



**Disclosure of Remuneration of three highest paid staff:** S\$171K to S\$183K

None of the above staff serve in the board of the charity.

There is no paid staff, being a close member of the family<sup>1</sup> belonging to the Executive Head<sup>2</sup> or a governing board member of BVH, who has received remuneration exceeding \$50,000 during the financial year.

- 1. Close member of the family:** A family member belonging to the Executive Head or a governing board member of a charity –
  - 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
  - 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:

- the child or spouse of the Executive Head or governing board member;
- the stepchild of the Executive Head or governing board member;
- the dependant of the Executive Head or governing board member;
- the dependant of the Executive Head's or governing board member's spouse.

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

# REFLECTIONS

## Conversion into COVID-19 facility

In March 2020, BVH was converted into a hospital isolation facility to care for medically stable COVID-19 patients who were required to be isolated while infectious with the virus. In a matter of days, the care team arranged for the transfer of BVH's existing patients to other care facilities, checked and ensured that updated infection control policies were implemented, and worked out the new workflow processes for the admission of the COVID-19 patients. Although the staff were used to caring for elderly patients, they adapted swiftly to the younger new patients and managed their care accordingly.



## Corridor of Hope

BVH's journey from community hospital to hospital isolation facility for COVID-19 patients was illustrated in the award-winning Channel NewsAsia documentary Corridor of Hope. The documentary featured BVH's care for the migrant workers during the outbreak in the dormitories. As the crew were not allowed into the wards to reduce contamination risks, our nurses helped to capture some of the footage for the scenes using held-held cameras and Go-Pro cameras. The documentary has since won two awards at the Istanbul Film Festival in Turkey and is also a finalist in Canada's Montreal Film Festival and Italy's Oniros Film Festival.



## Virtual Patients' Activities

Keeping our patients engaged is one of the top priorities of the care team. After BVH's conversion into a COVID-19 hospital isolation facility where majority of the patients were migrant workers, the team planned a series of virtual activities to engage them while they were required to be isolated in the hospital. The activities which included karaoke, bingo, arts and craft and language classes were all conducted via Zoom in order to keep to safe management measures. The multilingual karaoke sessions helped to lift spirits in the wards and were a hit with the patients. The patients enjoyed themselves as they sang their hearts out to songs in their native languages such as Bengali while staff volunteers introduced local songs like "Chan Mali Chan" to the patients. The team also screened exercise videos for the patients to follow along to keep them active.



## Care Packs for Patients

To encourage our COVID-19 patients and bring a little cheer into the wards, the BVH Community Relations team prepared care packs for the patients and sourced for items that were appropriate and useful. Some of the items included disposable masks, hand sanitisers, snacks, drinks and other essential items. The care packs came with a get well soon card. The team also noted special events and festivals and provided patients with treats whenever they could.

## Virtual Volunteers Appreciation Event

In light of the COVID-19 situation, the Community Relations team held their annual Volunteers Appreciation Event virtually through Zoom to thank and appreciate our devoted volunteers who have dedicated their precious time to volunteer at BVH. The programme for the event included award presentations to our long service volunteers, most active volunteers as well as the best partnership award – presented to the institution that held the most volunteering sessions in 2019. The audience also got to play an interactive game, enjoyed singing performances and took part in a lucky draw.



## iWALK Fundraising Event

The inaugural BVH virtual iWALK event was held from 30 November to 5 December 2020. Participants who signed up for the charity walk completed distances between 3km to 10km either individually or in teams to get an e-badge and e-certificate within the race period. A total of 794 participants and 46 teams took part in the walk. Gracing the event as the Guest-of-Honour was Mr Lim Cheng Teck, Chairman of BVH's Board of Directors. All funds raised from this event went towards our needy patients fund at BVH.



## MINDCARE

The emergence of the COVID-19 cluster at MINDSVille@Napiri saw BVH admit COVID-19 patients with special needs. The multidisciplinary care team, consisting of doctors, nurses, physiotherapists, occupational therapists, and social workers, developed a new care model, termed MINDCARE for the special needs patients. The patients accepted under MINDCARE were middle-aged to elderly patients who were intellectually disabled with conditions such as Down's Syndrome and Cerebral Palsy. Besides being frailer than the average person due to their underlying medical conditions, the patients also face difficulties in day-to-day self-care and communication with others. With this in mind, the care team tried their best to accommodate their new patients and tailor their care accordingly, which included installing bedside paddings to protect patients from injury to strategising ways to make the swab test less distressing for the patients.



## CORECARE

In the height of the nation's plan to resume normal activities, a Phase Two (Heightened Alert) was called to curb rising cases throughout Singapore.

With the rise in admissions of elderly patients, the team redefined their model of care to suit the needs of the elderly patients. Termed CORECARE (COVID-19 Rehabilitation Care for At Risk Elderly), this model of care is based on the principles of holistic care that BVH strives to provide for all patients who passes through our doors. Apart from medical care, there are many aspects to a patient's health including mental health, psychological health and social issues. CORECARE aims to help our elderly patients keep up their physical strength and engage them mentally and socially. This will improve their quality of life while they are required to be isolated in the hospital.

As CORECARE patients are frail and require more supervision and assistance than normal COVID-19 patients, they would definitely need rehab therapy to recondition or to maintain their current functional status. One of the ways the rehab team tried to keep the patients engaged and active was through exercise. The rehab team prepared exercise videos that were casted on the television in the wards. The exercise videos incorporated old songs, simple dance movements, and cardio and strengthening gestures that can be performed while seated.



# BVH THROUGH THE YEARS

## 2001

Singapore Buddhist Welfare Services set up Bright Vision Hospital (BVH), a 317-bedded community hospital to serve the elderly community.



## 2011

BVH becomes Singapore's first public community hospital joining the SingHealth Cluster, with SingHealth taking over the management of the hospital.

## 2016

The MOVE Gallery, which was created to increase awareness and educate patients' family members on the uses and benefits of age-friendly installations, was revamped and relocated to level 2 to make it more accessible for caregivers and visitors.



The resting area near the main lobby was renovated to aid in reminiscence therapy and serve as a quiet resting area for patients and family members.



## 2017

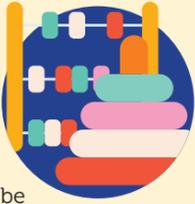
Together with Sengkang Community Hospital (SKCH) and Outram Community Hospital (OCH), BVH became part of SingHealth Community Hospitals (SCH).

## 2017 - continued

The Pharmacy and Nursing departments upgraded the management of medication ordering and the charting of patients' vital signs to electronic systems. This helped to reduce paper wastage and increase staff efficiency.



The rehabilitation team introduced "Rehab on Wheels", a mobile trolley system that was equipped with strengthening equipment, games and hobby materials. They can be set up easily next to the patients' bedside to engage patients who are bedbound.



## 2018

BVH launched the iPCARE (Integrated Primary Care for At-Risk Elders) programme. This initiative aimed to pair patients with partner GPs (General Practitioners) in order to continue the continuum of care even after discharge.

The Infection and Prevention Control Liaison Officer (IPCLO), trained nurses and allied health staff to take ownership of infection control-related matters and ensure that safe infection control practices are in use in the hospital.



BVH scored the highest among cluster-operated community hospitals in the MOH Patient Experience Survey 2018.

## 2019

BVH kicked off Variety Hour, a weekly programme where our patients could enjoy some live entertainment and at the same time gain useful, educational tips on self-care.



With the help of donations, the Faith Patio at BVH level 3 was renovated into the Garden of Faith, an open-air space where patients could engage in meaningful rehabilitation activities such as gardening and also serve as a space where they could spend time relaxing with family members.



A Green Lane initiative was established with Singapore General Hospital (SGH) that helped streamline the admission process for transfers into BVH. Shorter waiting time allowed patients to start their rehabilitation earlier.

BVH was the first hospital to use the National Electronic MSW System, a new system which streamlined medical social work processes, consolidate patient information and documentation on a common platform.

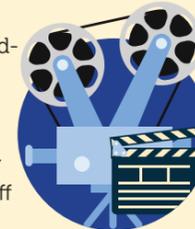
BVH also adopted EMOS – Electronic Meal Ordering System – to digitalise meal ordering system for patients. This also helped to improve patients' safety as patients' dietary restrictions are captured in the system for easy reference.



## 2020

BVH was converted into a hospital isolation facility to care for COVID-19 patients who were clinically stable but still required medical care.

Corridor of Hope, an award-winning documentary, gave a glimpse behind BVH's transformation into a hospital care facility and featured stories of staff and patients.



BVH turned our annual fundraising event iWalk virtual in light of the pandemic. A total of 794 participants and 46 teams took part in the walk.

With the admission of the special needs patients from MINDSVille@Napiri, the multidisciplinary team developed a new care model, termed MINDCARE for the special needs patients taking their needs into consideration.

With the rise in admissions of elderly patients, the team redefined their model of care to suit the needs of the elderly patients. Termed CORECARE (COVID-19 Rehabilitation Care for At Risk Elderly), this model aims to help our elderly patients keep up their physical strength and engage them mentally and socially while they were required to be isolated in the hospital.



# PRESENT AND UPCOMING DEVELOPMENTS

## REFURBISHING AND REPURPOSING OF BVH

Looking ahead beyond COVID-19, BVH will be converted back into a community hospital care facility with new upgrading works and new patients service areas.

### A dementia-friendly community hospital

The new BVH will admit patients with memory and cognitive care needs. This will include developing cognitive rehabilitation programmes for patients, providing caregiver training, and linking up with community resources, so as to support their care journey from acute hospitals and back to the community.



### Pandemic-ready hospital

Learning from the COVID-19 experience, BVH is working with MOH to design features so that the hospital can be activated as an intermediate inpatient isolation facility during future pandemics. This will support the national needs and enable the acute hospitals to focus on caring for patients with higher care needs, while BVH cares for those who are more clinically stable.



# FINANCIAL INFORMATION

FINANCIAL INFORMATION	YEAR ENDED 31 MAR	
	2021 S\$ '000	2020 S\$ '000
<b>Assets by Major Categories</b>		
Property, Plant and Equipment	4,112	6,808
Trade and Other Receivables	10,080	5,738
Other Assets	37,070	23,769
<b>Total</b>	<b>51,262</b>	<b>36,315</b>
<b>Liabilities by Major Categories</b>		
Trade and Other Payables	8,807	8,137
Other Current Liabilities	5,073	2,493
Non-Current Liabilities	852	3,075
<b>Total</b>	<b>14,732</b>	<b>13,705</b>
<b>Total Funds</b>	<b>36,530</b>	<b>22,610</b>
<b>Revenue Breakdown by Major Categories</b>		
Incoming Resources from Generated Funds		
- Donations	922	1,083
- Others	3,461	1,819
Incoming Resources from Charitable Activities	43,192	36,088
Other Resources Expended	7,146	2,274
<b>Total</b>	<b>54,721</b>	<b>41,264</b>
<b>Expenditure by Major Categories</b>		
Cost of Generating Donations	177	170
Cost of Conducting Charitable Activities	40,301	40,835
Other Resources Expended	251	229
<b>Total</b>	<b>40,729</b>	<b>41,234</b>



**Bright Vision  
Hospital**

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