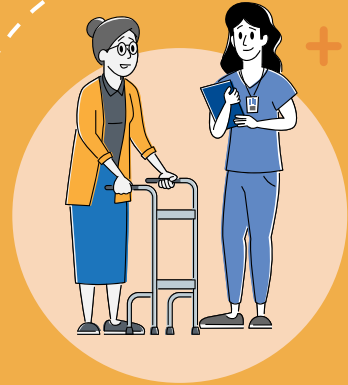




Bright Vision
Hospital



GOING THE EXTRA MILE



YEARBOOK FY19

Chairman's Message

Since its inception, Bright Vision Hospital (BVH) has been caring for mostly elderly patients in need of rehabilitation after treatment in an acute hospital, for palliative patients who require end-of-life care support, and has also been home to chronic sick patients for many years.

BVH has had an interesting history, being founded by the Singapore Buddhist Welfare Services in 2001, and later on placed under the management of SingHealth in 2011, becoming Singapore's first public community hospital. In 2017, it became part of SingHealth Community Hospitals (SCH), joining Sengkang Community Hospital and Outram Community Hospital to form Singapore's only cluster of community hospitals to play an even more vital role in the Intermediate and Long Term Care sector. Most recently, BVH transformed into a facility tending to COVID-19 patients to support the nation's healthcare needs.

In the time I have been on the board, I have always known BVH as an organisation that prides itself on its person-centred approach to healthcare, and the compassion, professionalism, collaborative and positive spirit that have been instilled in its staff. These values have kept the team focused and undeterred, training up their adaptability and resilience whenever they are required to step up and support greater needs.

FY19 was an eventful year as the organisation took the initiative to go the extra mile in enhancing the quality of care for BVH patients. This included bold steps to expand on existing programmes, innovate care activities to increase patient engagement and improve patients' well-being, as well as harnessing the use of technology in work processes and patient services.

To that end, we are ever so grateful to our donors for their generosity and empowerment, as well as



Mr Lim Cheng Teck
Chairman, BVH Board

to our dedicated volunteers who have contributed their precious time to BVH in various ways. We are also thankful for the support and direction provided by SingHealth and the Ministry of Health in many of our projects and initiatives.

FY19 came to an unexpected close with the onset of COVID-19. This tested the very resolve and tenacity that BVH is recognised for as the team worked against the odds to successfully convert BVH into a COVID-19 hospital isolation facility to look after medically stable COVID-19 patients in April.

Moving forward, BVH will continue to play our part and support the healthcare fraternity to provide our patients with a holistic and seamless care journey. We will work hand-in-hand with our patients, caregivers and community partners, and continue to explore and experiment new ways that will help advance and elevate the quality of care to bring about better outcomes for our patients.

CEO's Message

In FY19, we challenged ourselves to take a step further in our work at BVH, by asking ourselves – ‘What more can be done?’ In fact, this question is applicable to every spectrum of what we are doing, be it improving the patients’ experience, enhancing our quality of care, or refining work processes. We recognised the need to be continuously innovative in our approach in order to reach our ultimate goal, which is to strive for better outcomes for our patients.

Following successful initiatives such as the iPCARE programme, the team came up with iPCARE 2.0, which comprises an enhanced workflow that also looks at patients’ medication needs, on top of pairing suitable GPs to provide care for them after their discharge.

Building on an earlier project in FY18 which saw our Medical Social Workers (MSW) collaborating with LASALLE College of the Arts to empower elderly patients through art, the Allied Health team launched a new therapeutic programme which uses the creative process of art to improve patients’ physical, mental and emotional well-being.

At BVH, we have also moved towards a digital approach for patient care. To better consolidate patient information on a common platform and enable a hassle-free process of accessing patient records, BVH is the first hospital to onboard the new National Electronic MSW system. All clinical teams have also shifted to electronic documentation. An Electronic Meal Ordering System has also been introduced in BVH to digitise the process of meal ordering for our patients.

These new enhancements show our commitment to move away from the status quo and improve on existing efforts to ensure that patients at BVH receive the best care possible. We will continue to do so, together with our group of dedicated staff who are committed to the cause, and with the help



Ms Margaret Lee
Chief Executive Officer
Bright Vision Hospital

of our community partners, donors and volunteers who have been instrumental in all the projects that we have undertaken.

Towards the end of FY19, we saw COVID-19 hitting our shores, causing some of our plans, initiatives and work processes to be disrupted or put on hold due to the stricter measures in place. Our team also faced the challenge of having to convert BVH into a COVID-19 hospital isolation facility within a short period of time, while simultaneously making care arrangements for existing patients. Thankfully, we have a resilient and adaptable team who will not be fazed by the circumstance presented to them, but instead uses this opportunity to innovate our care to suit the situation.

As we look ahead towards an uncertain healthcare climate, our focus remains on delivering person-centred care for our patients, to continue to provide them with a meaningful stay and to serve them wholeheartedly.

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	0/3
Mr Alex Lee Ka But <i>(Audit Committee Member, effective 6 Nov 2019)</i>	Member	2/3
Prof Tan Ser Kiat	Member	2/3
Mr Teo Chiang Long	Member	2/3
Dr Wong Tien Hua <i>(Audit Committee Member)</i>	Member	1/3
Mr Robert Yam Mow Lam <i>(Audit Committee Chairman)</i>	Member	3/3
Prof Lee Chien Earn	Member	3/3
Prof Kenneth Kwek Yung Chiang	Member	0/3
Mr Yatiman Bin Yusof	Member	3/3
Mr Ong Sim Ho ¹	Member	1/3

¹ Mr Ong Sim Ho joined the Board of Directors on 1 Jan 2020, and was only able to attend the last FY19 Board Meeting in Feb 2020.

Facility MediFund Committee

Chairman: Mr Vincent Koh

Members: Mr Au Yeong Hoh Wai, Ms Jenny Bong, Ms Linda Auyong, Mr Tu Myint

Management

Chief Executive Officer	Ms Margaret Lee
Director, Medical	Assoc Prof Lee Kheng Hock
Assistant Director, Nursing	Mdm Magheshwari Sabapathy
Assistant Director, Communications	Ms Junaidah Hameed
Senior Manager, CEO's Office	Mr Darren Thng
Senior Finance Manager	Ms Josephine Tan
Human Resource and Admin Manager	Ms Treffany Liew
Office of Patient Experience Manager	Ms Ng Bee Leng
Community Relations Manager	Ms Nina Wong
Operations Manager	Mr Freddy Fan
Food Services Manager	Mr Darren Thng
Medical Social Services Manager	Ms Eunice Chin

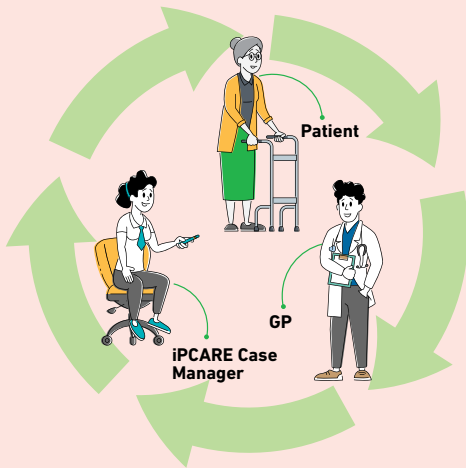
Reflections – Financial Year 2019



Improving Patient Experience

iPCARE 2.0 – Medication Delivery to iPCARE Patients

Following the success of the iPCARE programme, the team came up with iPCARE 2.0, which comprises an enhanced workflow that takes care of patients' medication needs. In iPCARE 2.0, the case manager works closely with the GP to reconcile a patient's medication needs which will be fulfilled by the BVH Pharmacy and delivered to the patient's home. This simplifies the process for patients as they only need to continue following up with their respective GPs to get their medication. The GP is also able to seek the BVH team's assistance when necessary.



Improved Financial Counselling for BVH Patients

As part of our efforts to improve patients' experience, it is important that our patients and their caregivers can access financial assistance when needed, and are empowered to make decisions for their care. More targeted information that will aid patients' understanding on care affordability, such as informing patients early on their options of financial assistance when needed, will be provided so that they can have a more seamless transition from acute hospital to BVH.



Patient Engagement Activities

Art Focused Psychosocial Support (AFPS)

From September 2019



This is a new therapeutic programme which uses the creative process of art to improve a patients' physical, mental and emotional well-being by providing a safe avenue for them to express their emotions. Through the programme, our Medical Social Workers and Occupational Therapists are able to better and more effectively connect with patients and help those who have difficulty expressing their thoughts and feelings.

By focusing their energies on art, patients can explore their personal potential and become more engaged socially, increasing their confidence and improving their ability to self-care.

We hope patients can continue with the therapy even when they are discharged home and into the community.

A Lifestyle Redesign Project for Inpatient Total Knee Replacement (TKR) Patients

From August 2019

This project aims to help TKR patients reintegrate into their community and prevent them from moving towards an inactive lifestyle after discharge, avoiding health implications like becoming homebound or deconditioning. Our Therapists designed and conducted education sessions to help patients better understand their condition, and the rehabilitation team also engaged them in meaningful activities which they could continue doing even when they are discharged back into the community.



Social Activities

Continuation of Variety Hour

From Apr 2019 to Mar 2020



Since its inaugural run in FY18, patients continue to look forward to the weekly Variety Hour, being entertained by volunteers and staff through musical performances, as well as educational health talks.

Ward Befriending for Stroke patients

From Jul 2019 to Nov 2019

BVH worked with corporate volunteers and the Singapore National Stroke Association to support stroke patients by interacting with them and sharing information with patients and caregivers on how to better cope with their illness.

365 Days of Music

From Oct 2019 to Dec 2019



Sing'Theatre, with its army of performers, provided weekly music performances in the wards in a bid to uplift patients' spirits, especially for the bed-bound patients and their caregivers.

Ward Based Group Programmes

From Mar 2019 to Feb 2020

Led by the Therapists, this regular structured programme engages patients from the same ward in groups, to facilitate social interaction between them as well as improve their overall well-being. Group activities include seated dancing and seated Tai Chi, and the group setting enables patients to motivate one another to be active and improve on their coordination and strength of the limbs.

Garden of Faith

Since Jan 2019



Since its renovation, numerous gardening activities have been introduced in BVH's garden patio to engage patients in meaningful rehabilitation activities that they can continue doing after discharge. This also creates a social space to encourage patients to get out of their beds and gather spontaneously to relax and enjoy the beauty of nature.



Reflections



Quality Improvement Projects

Keeping the Tubes Clean! - Reducing CAUTI Rate in BVH

Ongoing since 2018



Patient safety is a priority in BVH, and the team has introduced a nurse-led protocol that facilitates the timely removal of the catheter. This reduces patients' infection rate, which in turn reduces the cost. BVH won the Team Award for this project at the 2019 SingHealth Target Zero Harm Award Ceremony.

Green Lane Initiative

From July 2019

Working closely with Singapore General Hospital (SGH), the Green Lane initiative was implemented for a selected group of patients to streamline the admission process for patient transfers into BVH. Patients benefited from a shorter waiting time and are able to start their rehabilitation earlier. It also helps to free up beds at the acute hospital at a faster rate.

Long-Stayer Taskforce

Ongoing since 2018

To address challenging issues surrounding this group of patients, the taskforce engages long-staying patients and their caregivers to help discharge them safely to the community. This involves close follow-ups and multidisciplinary team care to support patients' integration back into the community with adequate support.



Going Digital in BVH

With patient information captured and updated readily in the system, patients need not have to repeat or provide the same information at different hospital touch points or to different teams in the same hospital. Patients benefit from more seamless care, and this improves the efficiency and productivity in service delivery, which in turn leads to better patient experience and satisfaction.

National Electronic MSW System

From May 2019

A national project funded by the Ministry of Health, in collaboration with the Medical Social Services departments across the 3 healthcare clusters, BVH is the first hospital to use the new electronic system that aims to streamline work processes, consolidate patient information and documentation in a common platform, and enable a hassle-free sharing of patients' social information by Medical Social Workers across healthcare clusters.

Conversion to Full Electronic Documentation in BVH

From Mar 2019 to Jul 2019

The team in BVH has gone fully digital in its clinical documentation, which in turn helps to improve staff productivity as the team now has faster access to clinical documentations, and it also leads to a reduction in paper usage and storage space.

In addition, the Electronic Meal Ordering System (EMOS) has also been introduced in BVH to digitalise meal ordering for patients. This also improves patient safety as patients' dietary restrictions are captured in the system for easy reference and streamlines kitchen operations.

Reflections



Awards & Recognition

Infection Control

BVH has recorded 99.2% compliance of hand-hygiene practice, and 96.6% of environmental hygiene rate, scoring one of the highest amongst SingHealth institutions. By maintaining a high level of personal and environmental hygiene, we can better manage infections and keep our patients and staff safe.

SingHealth Target Zero Harm 2019 Awards

Four BVH staff achieved SingHealth's Target Zero Harm Awards which aim to reward and recognise individuals and teams for making a difference in patient safety.

Individual Award –
Ms Labuanan Rodona Dela Paz

Team Award – Dr Loo Yuxian, Dr Gabriel Yee, Ms Labuanan Rodona Dela Paz, Ms Urate April Occeno

SingHealth Quality Service Awards 2020



BVH achieved 81 Silver, 33 Gold and 4 Star awards at the 2020 SingHealth Quality Service Awards that recognises staff's exemplary care for our patients.

Singapore National Day Awards 2019

Ms Liew Lee Foong, BVH's Nurse Clinician achieved The Efficiency Medal at the Singapore National Day Awards 2019 which recognises professionals for their excellent contributions in their respective fields.

Our Patients



Gender profile

Female 904

Male 1,052

Total 1,956



Monthly income of patients

Income Group of Patients - CH only (Citizen and PR only)

Income Group	Actual	%
\$3,301 and above	220	13%
\$2,801 - \$3,300	46	3%
\$2,001 - \$2,800	137	8%
\$1,201 - \$2,000	220	13%
\$801 - \$1,200	191	11%
\$800 and below	918	53%
Total	1,732	100%

Income Group of Patients - Palliative and CSU (Citizen and PR only)

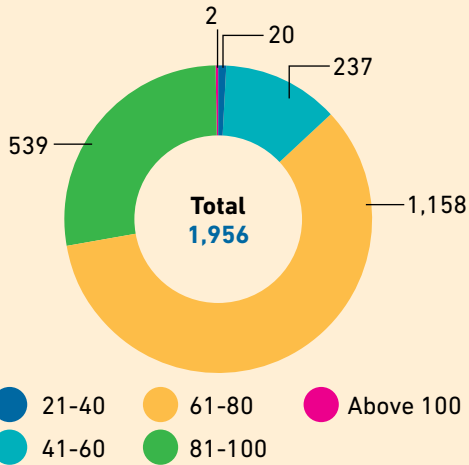
Income Group	Actual	%
\$2,801 and above	13	6%
\$2,001 - \$2,800	18	8%
\$1,901 - \$2,000	7	3%
\$1,201 - \$1,900	35	16%
\$801 - \$1,200	33	15%
\$800 and below	116	52%
Total	222	100%

Level of subsidy received

Subvention Level	Actual	%
25% and below	260	13%
26% - 50%	451	23%
51% - 75%	1,245	64%
Total	1,956	100%

Note: Percentages may not total to 100% due to rounding.

Age profile



Bed Occupancy

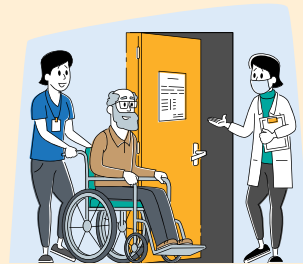
81%

Modified Barthel Index (MBI)

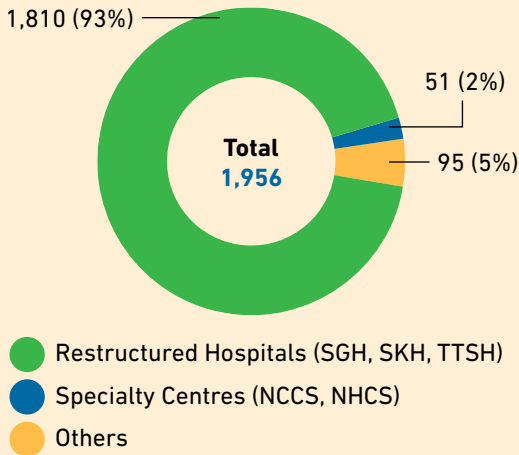
Average Improvement:

36%

MBI measures the functional status of patients receiving rehabilitation on admission and upon discharge



Patients referred to BVH in FY19



Total number of inpatient discharges

Rehabilitation / Sub Acute	1,829
Palliative	210
Long Term Care (Chronic Sick)	18
Total	2,057

Total number of patient days for inpatient

Rehabilitation / Sub Acute	55,933
Palliative	5,754
Long Term Care (Chronic Sick)	19,726
Total	81,413

Caregiver Training

Physiotherapy Sessions	1,128
Occupational Therapy Sessions	2,113
Speech Therapy Sessions	288
Total no. of training sessions	3,529

The duration of each session ranges from 15 minutes to 90 minutes.

Outpatient attendance for FY19

Day Rehabilitation Centre	16,094
iPCARE Clinic	643

Community Engagement



BVH volunteers rolling the spheres for the Charity Draw



Unveiling of donation plaque by ST Telemedia on the donors' wall at BVH



BVH receiving a donation from the members of Puat Jit Temple

Total amount raised for needy patients
(includes walk-in, mail-in, Giro, mailer and from Giving.sg)

\$1,074,143.59

**Amount raised for charity event
Charity Draw:**

\$283,220.16

Number of people donated

Individuals:

Organisations:

2,380

91

BVH thanks her donors for their support to help needy patients.

Our Staff

Number of Staff
446



Disclosure of Remuneration of three highest paid staff: The three highest paid staff each receives remuneration between \$200,000 to \$300,000. None of these staff serve in the board of the charity.

There is no paid staff, being a close member of the family¹ belonging to the Executive Head² 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 –
 - (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.

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

Financial Information

FINANCIAL INFORMATION	Year Ended 31 Mar	
	2020	2019
	S\$ '000	S\$'000
Assets by Major Categories		
Property, Plant and Equipment	6,808	5,637
Trade and Other Receivables	5,738	6,964
Other Assets	23,769	20,507
Total	36,315	33,108
Liabilities by Major Categories		
Trade and Other Payables	9,401	6,815
Other Current Liabilities	2,493	1,193
Non Current Liabilities	1,811	2,448
Total	13,705	10,456
Total Funds	22,610	22,652
Revenue Breakdown by Major Categories		
Incoming Resources from Generated Funds		
- Donations	1,083	980
- Others	1,819	2,050
Incoming Resources from Charitable Activities	36,088	36,590
Other Incoming Resources	2,274	2,086
Total	41,264	41,706
Expenditure by Major Categories		
Cost of Generating Donations	170	121
Cost of Conducting Charitable Activities	39,983	38,153
Other Resources Expended	1,081	1,006
Total	41,234	39,280

Present and Upcoming Developments

1

Conversion of BVH into a COVID-19 Hospital Isolation Facility

To support the nation's needs in caring for COVID-19 patients, BVH has been converted into a COVID-19 hospital isolation facility since April 2020 to care for medically stable COVID-19 patients. During this period, the BVH team will explore and innovate ways to engage these patients socially using technology and enhance their quality of stay.

2

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 patient service areas in the plans.

3

iWALK – A Virtual Fundraising Event

With safe distancing measures strictly in place in the current climate, the BVH team will be organising a virtual charity event where participants get to clock mileage through a tracking application and help to raise funds for needy patients.



Bright Vision
Hospital

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