



# *Making a difference*



Annual Report  
*FY 2019*

# Contents

Research **2**

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Education **8**

---

Patient Care **12**

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Other Programmes **16**

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Annual Report for Year  
Ended 31 March 2020 **21**





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.

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.

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## Vision

Defining Tomorrow's Medicine

## Mission

Care to Heal, Educate to Empower and Innovate to Advance

## Value

Compassion, Integrity and Collaboration

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***Thank you  
for believing in our cause,  
our work and for supporting  
our pursuit to define  
tomorrow's medicine.***

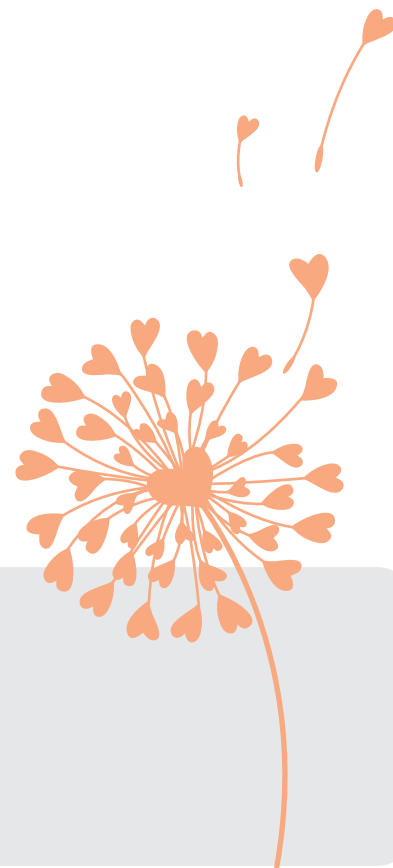
**“Philanthropy has been important in kick-starting many of our research projects to provide patients with cutting-edge therapies. Donations received in the early years of stem cell transplant research were important in making these treatments available for our patients.”**

**Prof William Hwang**  
*Medical Director*  
*National Cancer Centre Singapore*



# Research

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



**In FY2019, SHF supported:**

**72** research programmes and projects

## *Advancing research in blood cancers and stem cells*

The global number of blood cancer cases is expected to grow over the next few decades, reaching close to two million by 2040. These cancers, which include lymphoma, leukemia, multiple myeloma, myeloproliferative neoplasms and myelodysplastic syndrome, affect people of all ages, some of whom are in the prime of their lives. Significant advances have been made in the treatment of blood cancers, including targeted therapy, hematopoietic stem cell transplants, and cell therapy. Singapore is a regional referral centre for many of these treatments, especially stem cell transplants, where we have led and participated in significant studies. We have also made important discoveries in stem cell research, including new technologies for growing blood stem cells.

Gifts to the National Cancer Centre Singapore (NCCS) Cancer Fund will support the development of investigational next-generation

hematopoietic stem cell transplant products that can result in better patient outcomes and the discovery of new ways to modify the microenvironment of the bone marrow to enhance the use of immunotherapy in blood cancers.

NCCS will also pilot a grant scheme, open to researchers in SingHealth, to support translational start-up projects in the field of blood cancer and stem cell research. Areas of research that qualify for grants include, but are not limited to, studies on cellular and molecular pathways involved in the development and progression of various blood cancers that are prevalent in Asia, studies on minimising the debilitating side effects of chemotherapy and the creation of innovative cellular therapy products that combine stem and immune cells for critically ill cancer patients.

## *Investing in the matters of the heart*

Cardiovascular disease is one of the leading causes of death in Singapore, contributing close to 30% of total mortality rates in Singapore. Extensive research helps to improve diagnostic and therapeutic capabilities for patients. Among the latest research projects conducted by the National Heart Centre Singapore (NHCS) are:

**1** SingHEART, a 20-year study that aims to combine comprehensive clinical information, advanced imaging, cardiovascular exercise, physiology, metabolic and genetic analysis to determine the correlation between these factors and adverse clinical outcomes such as death, stroke or heart attack. Early results from data collected from wearable technology, such as fitness trackers, have shown that active individuals may have an increased risk of having enlarged hearts – a condition known as Athlete’s Heart Syndrome – which may show up as an abnormal reading on an electrocardiogram (ECG). Such findings may help to reduce the risk of misdiagnosis in the clinic. Further, the study also showed that using wearable devices to monitor vital signs may enable early detection of cardiovascular disease risk markers.

**2** The Cardiac Ageing Study is a large cohort study of elderly local residents that seeks to find solutions that can prevent or retard cardiovascular ageing-related heart disease in our community. This ongoing study has received funding support from Hong Leong Foundation as well as other public and private donors over the last half decade. Apart from performing a detailed characterisation of how elderly hearts age over time, the research team has discovered possible biomarkers that can track the degree of ageing in the heart. The team has also translated their results into a specially formulated pilot physical activity programme, tolerable to elderly, to alleviate impact of heart ageing. The results of this study will be used to model future efforts that can deliver better health outcomes on our ageing population, tackling burdens on healthcare consumption and hospital admissions, while promoting beneficial health outcomes in physical, cognitive and daily life functions.

## *New ways to treat castrate-resistant prostate cancer using genomics*

Prostate cancer is the third most common malignancy in Singapore, and the fifth most common cause of death in cancers. The development of castrate resistant prostate cancer (CRPC) is associated with high mortality rates.

Apalutamide is a novel androgen receptor antagonist approved for the treatment of CRPC. The team has completed a phase II trial to evaluate the efficacy of neoadjuvant apalutamide and radical prostatectomy in localised intermediate to high risk prostate cancer.

This trial aimed to pilot a study that compares the genetic signature following apalutamide therapy in localised prostate cancer. The outcomes of this study could help identify potential novel targets for therapeutic treatment. They will also contribute to the development of a prostate cancer dataset, the first in Singapore to be set up.

In pursuit of personalised precision medicine, this pilot study will be expanded with further grants to develop prognostic algorithms and pathways for stratification of prostate cancer mortality risk, and optimal allocation of treatment resources.



## *Detecting circulating tumour cells early*

Circulating tumour cells (CTCs) are tumour-derived or metastasis-derived cells that are present in the blood stream. In some cancers, such as colorectal, breast and prostate, studies have shown that CTCs may provide information about the prognosis, response to treatment and possibility of an early relapse in a patient.

Researchers at the KK Women's and Children's Hospital (KKH) conducted a study to evaluate the presence of CTCs in endometrial and ovarian carcinoma using a novel technology. The success of this study would support the use of this technology in further research to explore how CTCs could be used to predict the risk of metastases or relapse, provide prognostic information, monitor treatment progress and allow for early detection of tumour relapse. It could also be used to predict the response to certain targeted treatment.



## *Study of Cholangiocarcinoma*

Dr Hong Jing Han, a Research Fellow at the Laboratory of Cancer Epigenome, NCCS, is involved in the study of Cholangiocarcinoma (CCA), a highly lethal malignant tumor of bile duct epithelial cells with very poor prognosis. CCA accounts for 10 to 25% of all primary liver cancers diagnosed worldwide. Therapeutic options are limited to surgical resection (where possible) and palliative chemotherapy, due to the typical late diagnosis of the disease as well as its chemo-resistant nature.

Dr Hong's study hopes to address an urgent need to identify biomarkers to improve diagnosis, to understand CCA tumorigenesis, and to discover novel therapeutic strategies. Their studies on CCA in Thailand and Singapore are expected to greatly benefit patients in this region, further establishing Singapore as a biomedical hub.

*"Philanthropic gifts are crucial to the advancement of cancer research. Thanks to the generosity of donors, we are able to continue our work in uncovering new discoveries and ultimately, improve survival outcomes for cancer patients."*

**Dr Hong Jing Han**



## *Helping patients and clinicians make informed decisions*

Understanding surgical risks is important to patients and clinicians for shared decision making. It also helps hospitals allocate and optimise limited resources such as specialised testing and intensive care unit (ICU) beds.

Investigators at the Singapore General Hospital (SGH) have developed a Combined Assessment of Risk Encountered in Surgery (CARES) prediction model, after retrospectively analysing 100,000 local surgical patients, to accurately predict a 30-day mortality risk and the need for ICU admission.

The team of researchers have collaborated with Sengkang General Hospital (SKH) to enhance this model to predict other important Post-Operative complications as well as to compare its results against other risk models.

As part of this study, 1,400 patients have been recruited for observation over the course of their surgical inpatient stay at SKH and SGH. The outcome of this study will enable patients and clinicians to make more informed decisions together. The validation of the CARES model on an independent sample and as a comparison with an existing overseas model will also encourage the routine use of surgical risk prediction in clinical practice. In the next phase of the study, the researchers aim to validate the CARES model at other Singapore healthcare institutions and enhance the model with important care effectiveness data.

## *WheelAway - Home Therapy*

By 2030, one in five people in Singapore is expected to be over the age of 50. Consequently, the use of personal mobility devices, including motorised wheelchairs, is expected to increase. There is, therefore, a need for a standardised tool for evaluating the need to prescribe the use of motorised mobility aids to elderly patients and the training that is required.

Operating a motorised mobility device requires specific motor, visual, and cognitive skills. WheelAway – Home Therapy, an initiative by SKH, aims to meet the challenges and demands of assessing and prescribing motorised mobility aids to the elderly population as well as the training that is needed.

This initiative is the home version of the motorised wheelchair simulated platform, WheelAway. Many elderly patients who are first-time users of motorised wheelchairs experience problems with joystick navigation. With this initiative, the elderly will be able to practise the use of a joystick using a software game in the comfort of their own homes.

The proposed solution is expected to reduce the overall time taken for an elderly to be prescribed a motorised mobility aid, reduce the caregiver burden in bringing them for training and reduce therapists' time spent in training sessions.





## *Better care for rheumatic patients*

Axial Spondyloarthritis (AxSpA) is a chronic inflammatory rheumatic disease characterised by an inflammatory back pain that manifests during childhood, late adolescence or early adulthood.

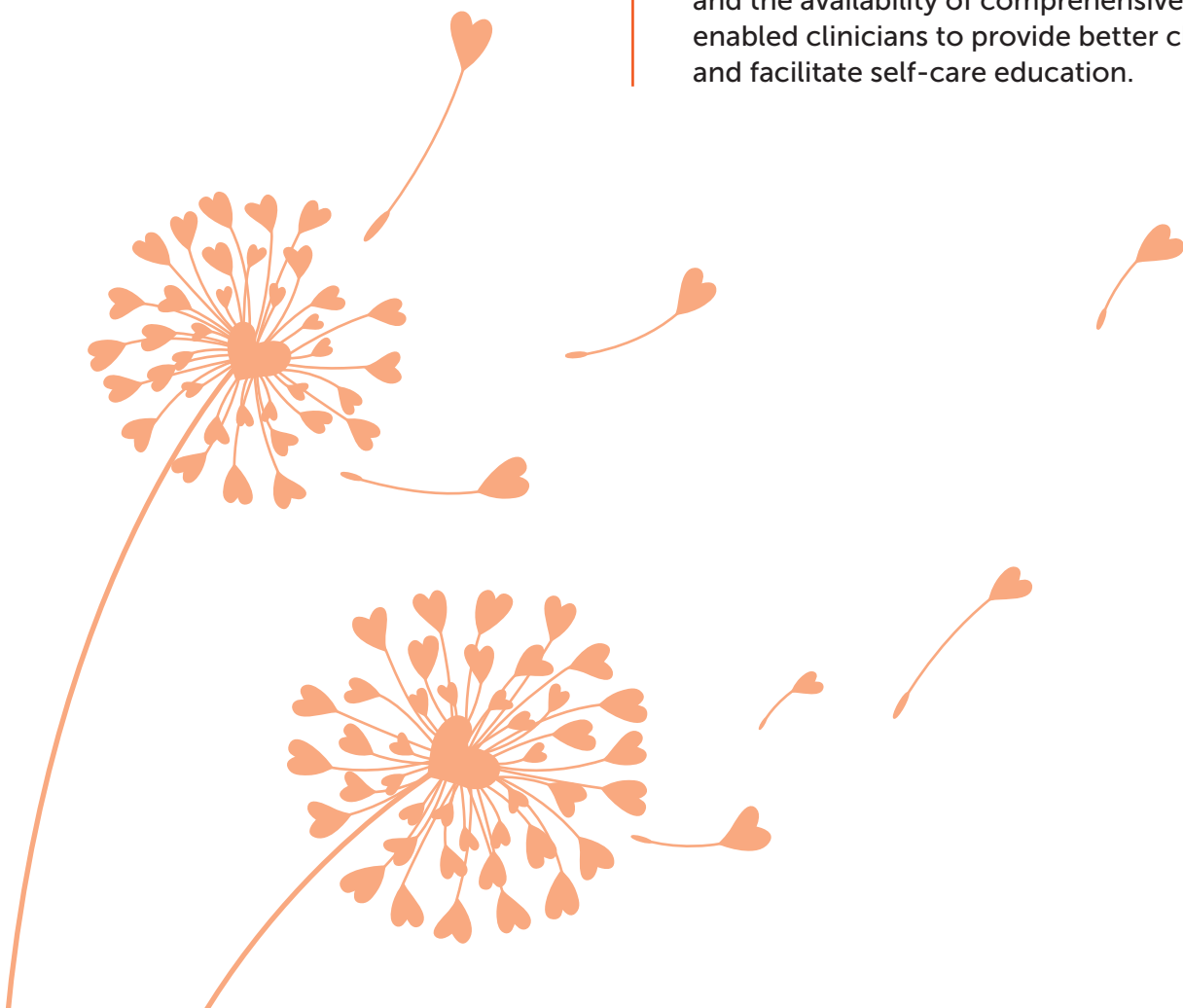
Researchers at the SGH Department of Rheumatology and Immunology have embarked on a project to uncover new and effective treatments for AxSpA, train and develop rheumatologists and Traditional Chinese Medicine practitioners in the care for AxSpA patients and develop a medical technology application platform that can help patients monitor the progress of the disease, facilitate self-management and collect data for research studies.

This project is made possible by the Reverie Rheumatology Research Fund.

## *Flash glucose monitoring to improve adolescent diabetic self-care*

Self-monitoring of blood glucose is an important part of care for diabetes patients. The goal is to collect detailed information about blood glucose levels at many time points, to adjust treatment and behaviour so as to achieve a constant glucose level. However, blood glucose levels fluctuate with daily activities, insulin use and the frequency of tests taken. The inconvenience of having to do finger prick tests also deters frequent testing.

A group of researchers at KKH embarked on a project to find a solution to obtain more glucose data points through a continuous glucose monitoring system. They have explored an equivalent system known as the Flash Glucose Monitor, which is a 14-day sensor patch that can be scanned to obtain real-time glucose values and trends. The sensor-patch stores up to eight hours of glucose data at a time with readings taken every minute. The convenience of this patch has led to better adherence to testing and the availability of comprehensive data has enabled clinicians to provide better clinical care and facilitate self-care education.



# *Improving emergency response times to save lives*

When a patient goes into cardiac or respiratory arrest, 'Code Blue' is immediately activated. The chance of survival for such patients is time-sensitive with their chances of being successfully resuscitated reducing by seven to 10% with each passing minute.

A multi-disciplinary team led by Dr Carrie Leong, Consultant, Respiratory & Critical Care Management, SGH, took up the challenge to revamp the Code Blue protocol in October 2018. Their improvement measures included redesigning roles and work processes, conducting simulations and trainings to strengthen skills for code blue

teams, building collaborative partnerships across inter-professional, inter-departments and inter-institutions, and leveraging digital innovation. After implementing the series of improvement measures, the median Code Blue Team response time was significantly reduced from eight to 4.3 minutes. There was also a significant improvement in patient survival rates. The Return of Spontaneous Circulation (ROSC) rate increased from 50% to 76.5%, which is significant compared to the US National Cardiac Arrest Registry, which reports ROSC rates of approximately 60%.

Swifter response times and improved staff capabilities to deal with Code Blue emergencies have contributed to a reduction in mortality and potentially better neurological outcomes for patients in SGH and the NHCS.

The revamped Code Blue model has been adopted at the new Outram Community Hospital (OCH). It will also be incorporated into the planning of new buildings as the SGH campus expands.



# Education

In healthcare, learning never stops, as new scientific findings and technologies yield new and improved ways to diagnose, treat and cure. SHF supports the continuous education of healthcare professionals to ensure they have skills and knowledge necessary to tackle the healthcare challenges of the future.

## In FY2019, SHF supported:

**47** education programmes

trained over **2,000** staff

## Highlights:

### Talent Development Fund (TDF)

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

**1,415** persons trained

*"The training has equipped me with the knowledge and skills required to lead and manage a healthcare practice and implement research initiatives to enrich evidence-based practice. It has also helped me drive improvement projects relevant to my area of practice and find solutions to healthcare issues within the workplace."*

**Norazlina Bte Shaikh Ibrahim Mattar**  
Senior Nurse Manager  
Ward 45 – Medical Intensive Care Unit, SGH  
TDF Nursing award recipient  
Master of Science (Clinical Leadership)

*"I am grateful for the award which has allowed me to study at the renowned University College of London. As a clinician, this has provided me with the opportunity to gain more in-depth knowledge about the theoretical underpinnings of various disorders of speech, language and learning and translating this to clinical work. Beyond the behavioural aspects of a disorder, I am now challenged to consider the theories and the genetic and neuroscience bases for the management of speech and language disorders. I have shared some of these considerations with my team and am in the midst of updating the induction programme for speech and language disorders to align with the current evidence base, so as to provide better care for our patients as a team."*

**Chue Wei Leng**  
Senior Speech Therapist, SGH  
TDF Allied Health Professional award recipient  
MSc in Language Sciences (with specialisation in Linguistics with Neuroscience)

## Supplementary Health Manpower Development Programme (HMDP)

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

**128** awardees

## Training/upgrading of Nursing Personnel programmes

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

**15** graduates

**4** ongoing recipients

## Alice Lee IAN Graduate Certificate/Diploma

Enabling National University of Singapore nursing degree graduates to specialise in Wound, Ostomy and Continence nursing.

**11** graduates

**10** on-going recipients

**10** new recipients

## Palliative Care Educational Courses for Healthcare Professionals

Improving care for terminally ill patients so they can live well and leave well.

**46** Therapists

**100** Community Nurses

*"Our objective was to gain a better understanding of how to provide holistic care for cancer survivors in a paediatric hospital. Through the training, we had the opportunity to observe and learn from every member of the healthcare team, understand their respective and unique roles and how each of them provides care to a cancer survivor. By applying what we learnt, our team has been able to work closer together. We have created a pre-clinic platform for the multi-disciplinary team to contribute their expertise to help us provide improved care for our cancer survivors."*

**A/Prof Tan Ah Moy**

Senior Consultant

Haematology/Oncology Service, KKH

HMDP award recipient

Overseas training on long-term care for paediatric haematological patients

## Sengkang Health Internal Medicine Bedside Procedures Certification Course

For doctors to improved their internal medicine bedside procedural knowledge, skills and confidence.

**60** doctors

## Target Zero Harm

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

**16** individual recipients

**28** team recipients

## *New course for pharmacists supporting palliative care patients*

Lim Su Wen, Principal Clinical Pharmacist, NCCS, reviews patients for their fitness to receive chemotherapy at each cycle. She first developed an interest in palliative care when she frequently encountered patients with advanced metastatic cancer.

Pharmacists like Su Wen play an important role in the complex care of terminally-ill patients by conducting medication reviews, identifying drug-related problems and making recommendations to optimise cost-effectiveness, patient outcomes and quality use of medicine. To better equip pharmacists handling palliative care patients with the relevant knowledge and skills, SHF supported the development of an advanced palliative care course for pharmacists. The course, delivered by the Lien Centre for Palliative Care (LCPC), in collaboration with the Pharmaceutical Society of Singapore (PSS), engaged a workgroup comprising of five practicing senior pharmacists from various healthcare institutions across Singapore to develop the content and advise on the curriculum.

Lim Rou Wei, Senior Clinical Pharmacist, SGH who participated in the course, said, "Experts in their respective professions such as

pharmacists, doctors and social workers shared their palliative care knowledge and experiences through engaging mini-presentations and case discussions. This was very helpful in understanding the different perspectives and how to care for each patient in the best way possible." She added that the home and inpatient hospice attachments gave her a first-hand experience of what it was like to work with patients and families facing life-threatening illnesses. "In my role at SGH, I am required to work with patients with end-stage renal failure whose care plans are more conservative. After going through this programme, I feel more confident to manage care for these patients" said Rou Wei.

For Su Wen, the on-site attachments helped her develop a greater appreciation for what the caregivers go through and learn the practical aspects of medication titration. She says she gained valuable insights into the holistic care of a palliative care patient from procuring the drug supply to delivering the medication and providing emotional support to the patients and their caregivers.

According to LCPC, both the pilot and second run of the course exceeded the targeted number of participants as it is highly relevant to the current needs of the healthcare community. The Department of Pharmacy, National University of Singapore is also considering the course as a module in its postgraduate certificate.

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## *ICN Congress enhances nurses' knowledge*

Continuous education is critical for nurses as it helps them stay updated with the latest and best clinical practices. This enables them to deliver improved nursing care to patients. A group of 30 nurses across various departments at SKH had the opportunity to participate in the International Council of Nurses (ICN) Congress last year.

The experience was fruitful, as the learnings also extended to their colleagues and ultimately to patients. After the Congress, the nurses initiated four quality improvement projects across various departments to improve inter-department workflows, thus increasing efficiency in the delivery of care.

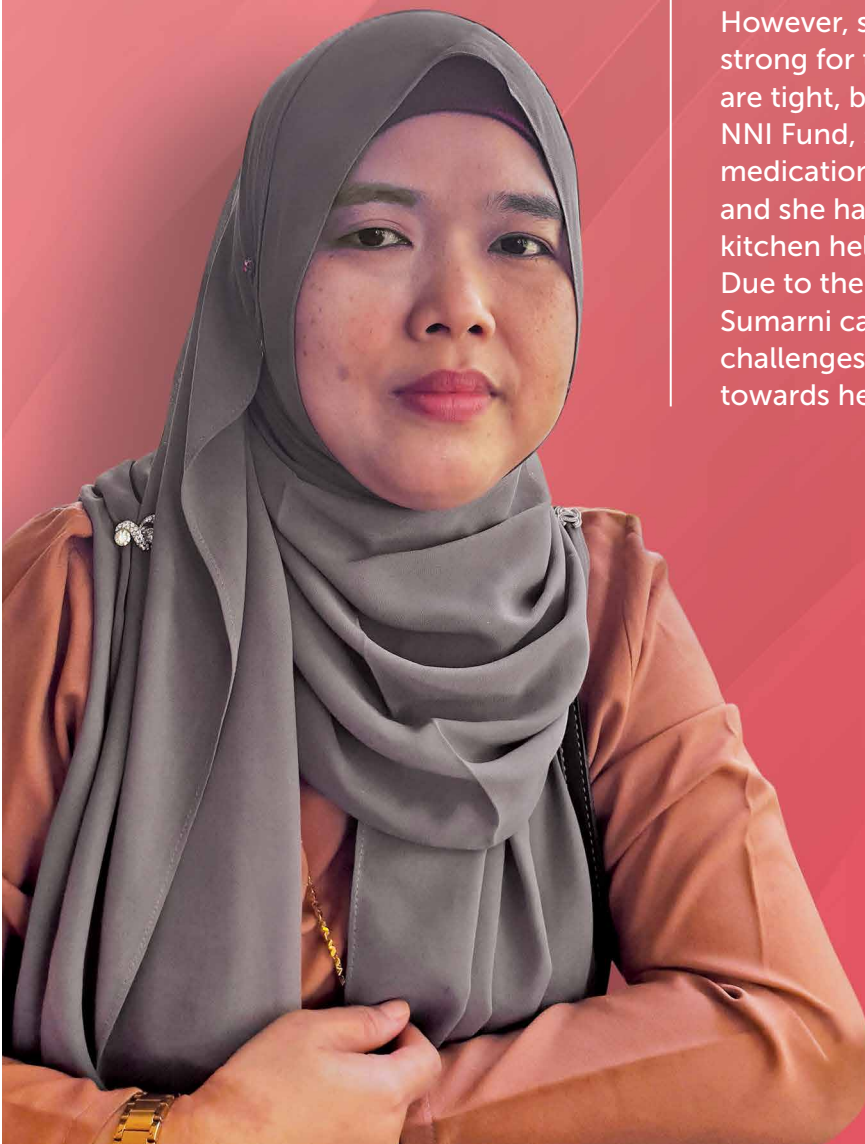
Beyond this, the nurses organised three in-service sessions to share their learnings from the Congress and introduced a new Psychiatric Nursing workshop, in collaboration with the Nursing Education & Development Department, to help nurses in general wards attending to patients with psychiatric disorders.

In November 2019, the Nursing Research team organised a Nurse Investigator Fiesta with nearly 120 nurses in attendance. The aim was to create awareness and encourage more nurses to carry out clinical research. The team also shared three abstracts that were presented at the ICN Congress.

*Thanks to a little assistance and a lot of determination, Mdm Sumarni has turned her life around.*

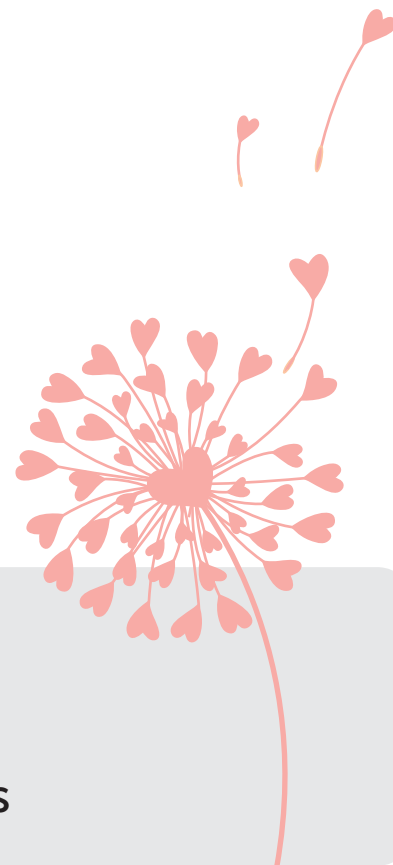
Mdm Sumarni is one of the many patients who have benefited from the National Neuroscience Institute (NNI) Fund. Apart from battling breast cancer, she also suffers from severe migraines and the pain can be so intense that she is unable to look after her family.

Her migraines are triggered by stress and loud noises, which are hard to avoid when living with her four children aged six to 16 years. However, she is determined to stay strong for them. The family's finances are tight, but with assistance from the NNI Fund, she is now able to afford medication to control her migraines, and she has recently started work as a kitchen helper to support her family. Due to the generosity of donors, Mdm Sumarni can now manage her health challenges better and contribute towards her family's future.



# Patient Care

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



**In FY2019, SHF supported:**

Over  
**2,500** patients

**80** programmes

## *Ensuring everyone receives the care they need*

*Mdm M, a housewife, lives with her husband and three children in a two-room HDB flat. She has chronic diabetes, a heart problem and requires dialysis due to renal failure. Worried about the cost, Mdm M was initially reluctant to receive dialysis treatment. With financial assistance from the SKH Needy Patients Fund, Mdm M is now coping well with the dialysis and medication.*

Between April and September 2019, a total of 380 needy patients in similar financial predicaments as Mdm M received help from the SKH Needy Patient Fund. The Fund renders financial assistance to patients who face financial difficulties that are beyond the framework of healthcare financing such as Medifund or other forms of social assistance. The fund ensures that patients continue to receive appropriate medical care regardless of their financial circumstances.

## *Helping patients living with diabetes*

In Singapore, one in nine aged 18 to 69 is diagnosed with diabetes. If the condition is left unmanaged, diabetic patients can develop severe complications such as blindness, foot and leg amputations, heart disease and kidney failure. To mitigate these risks, SKH launched a SKH Diabetes Self-Management Group Education programme in 2018, targeting various patient groups with differing self-education needs, to help them optimally care for their own health and well-being.

Four sessions of "Living with Diabetes – First steps" were conducted with 15 participants. The team also conducted a Ramadan workshop for 17 Muslim patients with diabetes to educate them about safe fasting practices. Other group education programmes such as "Living with Diabetes – Moving On" and "Flexible insulin therapy for diabetes mellitus" will be conducted in future.

These workshops involve a multi-disciplinary team consisting of a diabetes nurse educator, dietitian and physiotherapist, offering patients a holistic approach to manage diabetes.

## *A gift of independence and dignity*

Mary (not her real name) is a 76-year-old widow who has been left to fend for herself. Two of her sons had passed away from poor health, while two other estranged sons refuse to support their mother. Mary lived alone until she moved to the Senior Group Home in Sengkang two years ago.

In 2019, Mary had to be warded at Sengkang Community Hospital (SKCH) for wound care. She subsequently found herself unable to return to the Home as she could not afford the mandatory pull-up diapers. The aid she received from the Silver Support Scheme was not sufficient for this expense.

It is for patients like Mary that the Regional Health System (RHS) Needy Patients' Fund was set up. Along their road to recovery, many patients, especially those from lower income groups, require financial support to help them get back on track. The Fund supports patients at both SKCH and OCH.

With assistance from the RHS Needy Patients Fund, Mary was able to obtain a three-month supply of pull-up diapers. To her, the diapers were not just a means to return home to a sense of familiarity but also a gift of independence and dignity.

There are more patients like Mary, and with the generous support of donors, we can continue to support them in their time of need and shape the way we deliver care to our patients.

## *Seamless care for patients with Parkinson's disease*

It is estimated that 8,000 people in Singapore suffer from Parkinson's Disease, a progressive nervous system disorder that affects movement. This number is expected to rise as our population ages and our life expectancy increases. The Parkinson's Disease and Movement Disorders Centre at NNI is dedicated to comprehensive care, research, education and training in Parkinson's Disease and movement disorders. Since 2006, the Centre has been designated as a Centre for Excellence by Parkinson's Foundation (USA) – a recognition of healthcare institutions that excel in comprehensive care for the disease.

In 2019, funded by contributions from generous donors, NNI set up a one-stop integrated care model to optimise care delivery for patients with Parkinson's Disease. The programme included the One-Stop Integrated Centre within SGH to facilitate better care coordination, enable timely referrals to arrest deterioration and prevent potential complications arising from falls and pneumonia. This will ultimately improve Parkinson's Disease patients' health outcomes and help their caregivers in managing the condition.

In addition, a customised mobile application is being developed for Asian Parkinson's Disease patients to monitor their conditions independently with ease and convenience. This will give healthcare providers more accurate updates on the progress of patients' conditions for effective follow-up treatment.







## *From hospital to home – facilitating a safe transition*

The Hospital to Home (H2H) programme by SKH focuses on transiting physically frail patients safely from hospital to home. By equipping patients and their caregivers with the right knowledge and skills, the programme hopes to improve their recovery outcomes and enable their smooth re-integration back into the community.

The H2H programme is expected to assist approximately 1,118 patients over three years.

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## *Supporting long-term care needs for heart patients*

At NHCS, patient care extends beyond their hospital stay. Our staff are committed to ensuring that patients are able to transit safely back to their homes and live well in the community. Sometimes, these patients need a little assistance and the SHF helps them tide over the hard times.

Mdm Thng, who has been a patient with NHCS since 1999, is on long-term follow-up for multiple chronic conditions. The 57-year-old has been unemployed since January 2020. She is married with three children, two sons aged 29 and 16 and one daughter, aged 24. She resides with her husband, an odd-job worker, and her younger son in a two-room rental flat. Mdm Thng has limited support from her family due to a strained relationship with her husband and older son. Her daughter is a part-time cashier and is her primary caregiver.

In her recent admission to NHCS, Mdm Thng was assessed to have sacral sores and would benefit from the use of an air mattress post-discharge, an expense that she could not afford. She is very grateful for the support she received from SHF to procure the air mattress. She has now recovered from her wounds and has shared that she is now more socially active.

Mdm Haslina, is a 40-year-old single mother with a 15-year-old daughter. The pair are dependent on social assistance from the Islamic Religious Council of Singapore (MUIS) and the Social Service Office for their daily subsistence.

Despite being diagnosed with Pulmonary Hypertension and Systemic Sclerosis, Mdm Haslina continues to be resilient and finds meaning in life by giving back to the community. She is currently an active volunteer at the Autoimmunity and Rheumatology Centre at SGH and the Pulmonary Hypertension support group at NHCS. She hopes that through her involvement, she can raise awareness and support others with similar conditions.

As her disease progressed, her symptoms intensified, severely impacting her quality of life and capacity to cope with her daily activities. In 2018, NHCS helped Mdm Haslina apply for a motorised wheelchair under SGENable Assistive Technology Fund to aid her mobility. In 2019, with the support of the SHF, NHCS procured a portable oxygen concentrator for her as she required long-term oxygen therapy for her breathlessness. The support extended to Mdm Haslina has helped her manage her symptoms, improve her quality of life, and stay meaningfully engaged in the community by continuing her volunteering activities.



# *The Ngee Ann Kongsi Education and Research Fund*

In June 2019, Ngee Ann Development Pte Ltd pledged a \$40 million gift to partner SingHealth in advancing capabilities in research and education for sustained excellence in public healthcare.

The gift will foster excellence through the support of education and training capabilities, empower healthcare professionals through continuing education and accelerate research breakthroughs to advance medicine.



# Other programmes

SHF also supported Academic Clinical Programmes (ACPs) to facilitate the advancement of Academic Medicine and support strategic research and education projects and programmes that have a cluster-wide impact.

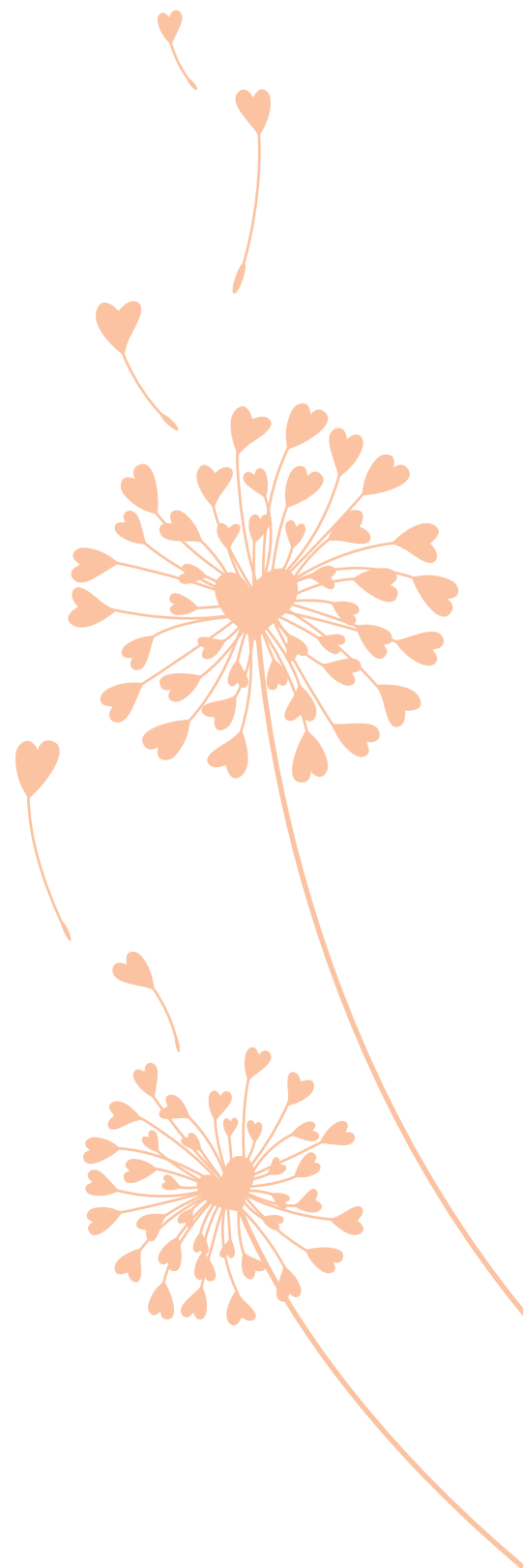
In FY2019, SHF supported:

**54** programmes

## *Help for patients with potentially life-threatening brain conditions*

An aneurysm is a weak or thin spot in the brain's blood vessels that balloons out and is filled with blood. Most aneurysms do not rupture, but it does happen to about 120 people in Singapore every year, causing them to go from being well to critically ill within minutes. About one-third of patients with aneurysm die due to rapid and extensive brain injury caused by bleeding, and many survivors suffer from neurological problems such as seizures, paralysis and cognitive impairment.

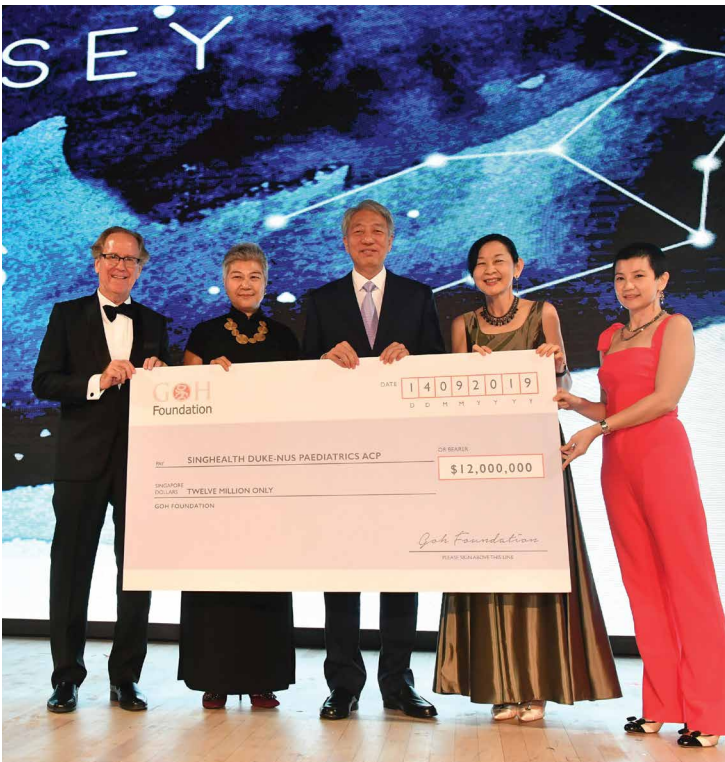
A former patient, who wishes to remain anonymous, has stepped forward to help NNI harness technology to improve care for this group of patients. The patient made a generous donation to the Cerebrovascular Programme under the SingHealth Duke-NUS Neuroscience ACP to procure the Computational Fluid Dynamics (CFD) software which can be used to assess the likelihood of a brain aneurysm rupturing. With detailed information provided by the software, it enables clinicians to better understand the rupture risk of the aneurysm and enable more positive outcomes for patients who require surgery.



## *In support of the fight against childhood cancers*

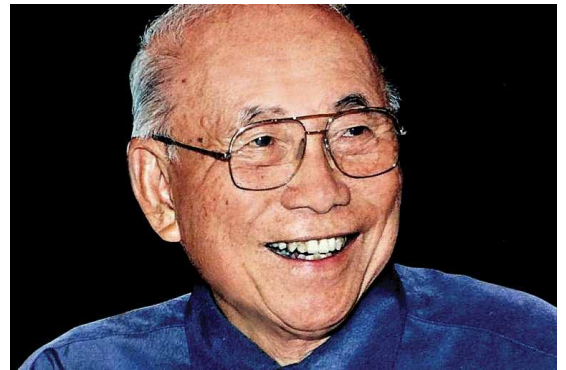
Each year, 150 to 200 new cases of childhood cancers are detected in children less than 15 years of age in Singapore. While survival rates for the commonest cancers among paediatric patients seen in KKH are above 50%, much more can be done to improve the survival and quality of life for childhood cancer patients. In support of this battle against childhood cancer, the Goh Foundation made a gift of \$12 million to the Paediatrics ACP to establish the Teo Sok Yong and Goh Cheng Liang Childhood Cancer Programme.

This programme will enhance cancer diagnosis and treatment, enable cutting-edge research, and provide advanced medical training and education to healthcare workers – clinicians, scientists and students - in providing care to cancer patients and their families.



*(L to R) Prof Thomas Coffman, Ms Goh Chiat Jin, Senior Minister Teo Chee Hean, Prof Ivy Ng, Adj Assoc Prof Chan Yoke Hwee*

## *New faculty professorship to support excellence in eye care*



*Dr Robert Loh*

Dr Robert Loh was a leading eye surgeon at SGH in the 1950s and 1960s who pioneered ophthalmic care and research. Dr Loh established the first Eye Bank, introduced micro and laser surgery, lens implants, retinal detachment surgery, corneal grafting and other innovative procedures that are standard treatments today. He also set up the Singapore Society of Ophthalmology (SSO) in the early 1960s, which later became the College of Ophthalmologists of the Academy of Medicine, Singapore. Through a generous donation, the Robert Loh Faculty Professorship in Ophthalmology has been established to enable eye specialists to build on his legacy and drive further advances in clinical care.



## *Building on the legacy of Prof Seah Cheng Siang*

Clinical care, medical research, education and administration - Professor Fong Kok Yong, Deputy Group CEO (Medical and Clinical Services), has excelled in all these areas during his 39 years in healthcare. In recognition of his stellar leadership and contributions, Prof Fong was conferred the SingHealth Duke-NUS Seah Cheng Siang Professorship in Medicine.

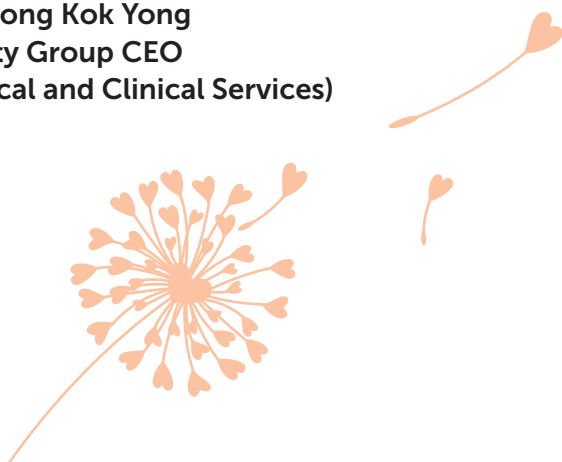
Early in his career, Prof Fong was fortunate to join Medical Unit III at SGH in the 1980s, when it was led by Prof Seah Cheng Siang. "Prof Seah cared deeply for all his patients, regardless of their wealth or social status" says Prof Fong, "He was an expert in diagnosis and encouraged his doctors to conduct research. He was particularly passionate about medical education, mentoring the doctors in his team, passing on his clinical skills and knowledge and also championing specialist training in Singapore."

Building on his legacy, Prof Fong hopes to use this Professorship to do more to ensure doctors have the right skills they need to practise Medicine in the 21st century.

The SingHealth Duke-NUS Seah Cheng Siang Professorship in Medicine was made possible with a generous gift by Prof Seah's family and supporters to the SingHealth Duke-NUS Medicine ACP to honour Prof Seah's contributions to Medicine. Prof Seah taught and shaped the careers of nearly two generations of doctors who are now teaching and practising in universities, hospitals and clinics in Singapore, and many of them willingly contributed to the Seah Cheng Siang Professorship in Medicine. Prof Seah passed away in 1990, yet nearly three decades later, his former doctors and students continue to acknowledge the impact he had on their careers.

*"It is an honour to be conferred a Professorship named after one of my mentors and one of Singapore's great physicians. With this Professorship, I will focus on the training needs of today's doctors in order to have a significant long-term impact on healthcare in Singapore. It will be a fitting way to continue Prof Seah's legacy of clinical excellence and medical education."*

**Prof Fong Kok Yong**  
Deputy Group CEO  
(Medical and Clinical Services)



## *Two new SingHealth Duke-NUS Disease Centres launched*

The SingHealth Duke-NUS Disease Centres (SDDCs) focus on disease-based outcomes that benefit from multi-disciplinary coordination in training, research and clinical service. From a patient's perspective, the SDDCs allow them to receive holistic care from a broader base of healthcare institutions. Two new SDDCs were launched in 2019. There are now nine SDDCs spanning a range of specialties.

- With the generous support of \$1.66 million from an anonymous donor, the SingHealth Duke-NUS Transplant Centre was launched in April 2019, consolidating solid organ, tissue and cellular transplantation services under one roof. These include kidney, liver and heart transplants, corneal tissue, ovarian tissue and umbilical cord blood transplants, and homograft, cornea and cord blood tissue banks. This new Centre was launched in an effort to improve transplant care and increase access to organs, while also providing a focus for research and education in the area.
- The SingHealth Duke-NUS Genomic Medicine Centre was launched in October 2019 with a catalytic gift from the Lee Foundation. The Centre will provide highly-specialised genetics care and facilitate genomics research and education across the SingHealth Duke-NUS Academic Medical Centre (AMC) to advance care for patients and families with genetic diseases. In addition to enhancing diagnosis and treatments of genetic disease, another focus of the Centre is embarking on research and education initiatives to advance genomics care.

## *Celebrating the life and legacy of Dr Minnie Pang*

Dr Minnie Pang was a Senior Consultant at the Department of Pathology (currently the Division of Pathology) at SGH. Throughout her career, she taught and mentored a generation of consultant pathologists, many of whom have since taken on leadership positions. As a mentor extraordinaire, she was well-loved and an inspiration to those who knew her.

In appreciation of her exceptionally generous nature, a colleague who wishes to remain anonymous made a donation to establish the endowed Minnie Pang Academic Fund. This fund will be used to nurture a talent pipeline within the field of pathology and raise awareness of this speciality among medical students. It will also ensure Dr Pang's legacy of care and mentoring lives on to benefit future generations of pathologists.





(UEN 201624016E)

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# *Annual Report*

for

**YEAR ENDED  
31 MARCH 2020**

# 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; and
4. promote the furtherance of education and training for healthcare workers (such as clinical, medical & paramedical, nursing, allied health, administrative officers).

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

1. Charities Act
  2. Code of Governance
  3. Income Tax Act
  4. IRAS Circulars
  5. MOH Circulars
  6. The Companies Act
- 

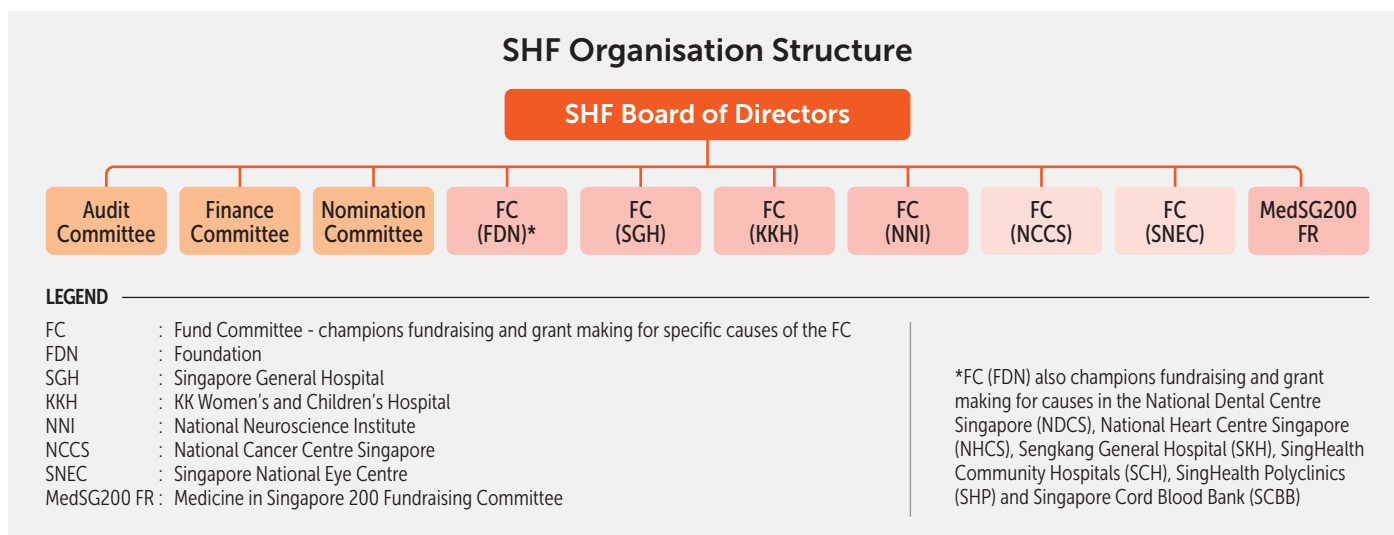
## Organisation Information

Unique Entity Number (UEN)	: 201624016E
Registered Address	: 3 Third Hospital Avenue #03-03 Singapore 168753
IPC status	: 27 March 2020 to 26 Mar 2022
Registered members	: Singapore Health Services Pte Ltd Prof Ivy Ng Swee Lian 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 18 members and is chaired by Prof Tan Ser Kiat. Under the BOD, there are the Audit, Finance and Nomination Committees, Fund Committees (FCs) as well as the Medicine in Singapore 200 (MedSG200) Fundraising Committee.



## Board of Directors

SHF's Board of Directors (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 SHF. 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 BOD may reappoint the retiring directors who have served a maximum tenure of six consecutive years after a lapse of at least one year.

During the financial year, the BOD met four times on 1 April 2019, 12 July 2019, 2 December 2019 and 30 March 2020 to:

1. approve the establishment of MedSG200 Fundraising Committee and the Terms of Reference;
2. approve the FY2018 audited financial statements, appointment of new external auditors and FY2018 governance evaluation checklist;
3. approve FY2019 budget and fundraising plan;
4. approve the Reserves Policy and revised Fundraising Policy;
5. approve the FY2020 budget and fundraising plan;
6. approve the reappointment of the Board and Board Committees Chairman and members as well as appointment of new Board and Board Committee members.

The Board 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 (till Date retired)	Attendance at BOD Meetings FY2019	Designations * Key Directorships & Appointment (related companies)
Prof Tan Ser Kiat (Chair)	2-Sep-2016	4/4	<p>Emeritus Consultant, Singapore Health Services Pte Ltd</p> <p>* <i>Director of:</i></p> <ul style="list-style-type: none"> <li>• Singapore Health Services Pte Ltd</li> <li>• Singapore General Hospital Pte Ltd</li> <li>• Changi General Hospital Pte Ltd</li> <li>• National Cancer Centre of Singapore Pte Ltd</li> <li>• National Dental Centre of Singapore Pte Ltd</li> <li>• Bright Vision Hospital</li> <li>• Aescapulus Holdings Private Limited</li> </ul> <p>* <i>Director and Chairman of:</i></p> <ul style="list-style-type: none"> <li>• KK Women's and Children's Hospital Pte Ltd</li> <li>• Sengkang General Hospital Pte Ltd</li> <li>• National Heart Centre of Singapore Pte Ltd</li> <li>• Singapore National Eye Centre Pte Ltd</li> <li>• National Neuroscience Institute of Singapore Pte Ltd</li> <li>• Positron Tracers Pte Ltd</li> </ul>
Prof Ivy Ng Swee Lian	2-Sep-2016	3/4	<p>GCEO, Singapore Health Services Pte Ltd</p> <p>* <i>Director, Sengkang General Hospital Pte Ltd</i></p>
Prof Terrance Chua Siang Jin	2-Sep-2016 (1-Sep-2019)	-/2	<p>Medical Director, National Heart Centre of Singapore Pte Ltd</p>
Prof Kenneth Kwek Yung Chiang	2-Sep-2016	4/4	<p>DGCEO (Organisational Transformation &amp; Informatics), Singapore Health Services Pte Ltd and CEO, Singapore General Hospital Pte Ltd</p> <p>* <i>Director, Bright Vision Hospital</i></p>
Prof Ng Wai Hoe	2-Sep-2016	2/4	<p>Medical Director, National Neuroscience Institute of Singapore Pte Ltd (till 30 Jun 2020) and CEO, Changi General Hospital Pte Ltd (wef 1 Jul 2020)</p>
Prof Wong Tien Yin	2-Sep-2016	4/4	<p>DGCEO (Research and Education), Singapore Health Services Pte Ltd and Medical Director, Singapore National Eye Centre Pte Ltd</p> <p>* <i>Chairman, Singapore Eye Research Institute</i></p>
Mr Douglas Jackie Benjamin	2-Dec-2016	3/4	<p>Chief Operating Officer, F J Benjamin</p>

Name	Date First Appointed (till Date retired)	Attendance at BOD Meetings FY2019	Designations * Key Directorships & Appointment (related companies)
Mr Tony Chew Leong Chee	2-Dec-2016	4/4	Executive Chairman, Asia Resource Corporation Pte Ltd <i>* Director, Singapore Health Services Pte Ltd</i>
Mrs Fang Ai Lian	2-Dec-2016	3/4	Advisor, Far East Organisation
Mr Reto Albert Isenring	2-Dec-2016	3/4	Director, My Private Jeweler Pte Ltd
Mr Deric Liang Shih Tyh	2-Dec-2016 (1-Dec-2019)	1/2	CFO & COO, MOH Holdings Pte Ltd <i>* Co-opted Member of the SingHealth Board's Budget &amp; Investment Committee from 1 Jul 2012 to 16 Jan 2020</i>
Dr Caroline Low Bee Leng	2-Dec-2016	4/4	Clinical Director, SLS Group Pte Ltd
Dr Low Lip Ping	2-Dec-2016	2/4	Cardiologist, Low Cardiology Clinic
Mr Ng Boon Yew	2-Dec-2016	3/4	Executive Chairman, Raffles Campus Pte Ltd
Mr Seng Han Thong	2-Dec-2016	4/4	Managing Director, Temasek International Pte Ltd
Mr Phillip Tan Eng Seong	2-Dec-2016	3/4	Director, EQ Insurance Company Ltd
A/Prof Lim Lean Huat	12-Jan-2017	4/4	Managing Director, Dr Lim Lean Huat & Associates Pte Ltd
Prof Christopher Cheng Wai Sam	8-Dec-2016 (7-Dec 2019)	2/3	CEO, Sengkang General Hospital Pte Ltd <i>* Director, Bright Vision Hospital</i>
Mdm Ho Geok Choo	1-Sep-2018	3/4	CEO, Human Capital (Singapore) Pte Ltd
Prof Fong Kok Yong	1-Apr-2019	2/4	Deputy GCEO (Medical & Clinical Services), Singapore Health Services Pte Ltd <i>* Chairman, Singapore Cord Blood Bank Limited</i>
Ms Laura Kho Min Zhi	2-Dec-2019	2/2	Director, Finance, MOH Holdings Pte Ltd <i>* Director, Changi Health Fund Ltd</i>

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 (AC) 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 year, the Committee met twice on 25 June 2019 and 22 November 2019 to review the FY2018 audited financial statements and recommend to the BOD for approval. The Committee approved both the external and internal auditors' FY2019 audit plan, the whistleblowing reporting channels workflow as well as reviewed the FY2018 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 (till Date retired)	Attendance at AC Meetings FY2019	Designations
Mr Phillip Tan Eng Seong (Chair)	1-Apr-2017	2/2	Director, EQ Insurance Company Ltd
Ms Cheah Sheau Lan	1-Apr-2017	2/2	Retired Corporate Executive
Mrs Fang Ai Lian	1-Apr-2017	1/2	Advisor, Far East Organisation
Mr Marcus Lam	1-Apr-2017 (31-Mar 2020)	1/2	Partner, General Assurance Leader, Pricewaterhouse Coopers
Mr Kaka Singh	1-Apr-2017	1/2	Chairman, RSM Chio Lim LLP
Mr Tan Chin Hwee	1-Apr-2017	-/2	CEO, Trafigura Pte Ltd
Mr John Ting	1-Apr-2017	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 3 June 2019, 4 November 2019 and 24 February 2020 to review the financial and investment performance of SHF. The Committee also reviewed and recommended the Reserves Policy and revised the Fundraising Policy as well as the FY2020 budget for the Board's approval.

Name	Date First Appointed	Attendance at Finance Committee Meetings FY2019	Designations
Mr Ng Boon Yew (Chair)	1-Apr-2017	3/3	Executive Chairman, Raffles Campus Pte Ltd
Mr Chay Yee Meng	1-Apr-2017	3/3	Director, Autoscan Technology Pte Ltd
Prof Mak Yuen Teen	1-Apr-2017	3/3	Lecturer, National University of Singapore
Mr Ang Hao Yao	1-Apr-2018	3/3	Director, Credit Counselling Singapore

## 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 BOD Chair and members, Board Committee Chairs and members' reappointment and appointment for BOD approval.

Name	Date First Appointed	No. of Committee Meetings by Circulation FY2019	Designations
Prof Ivy Ng Swee Lian (Chair)	2-Sep-2016	6/6	GCEO, Singapore Health Services Pte Ltd
Prof Kenneth Kwek Yung Chiang	2-Sep-2016	6/6	DGCEO (Organisational Transformation & Informatics), Singapore Health Services Pte Ltd and CEO, Singapore General Hospital Pte Ltd
Mrs Fang Ai Lian	2-Sep-2016	6/6	Advisor, Far East Organisation
Dr Low Lip Ping	2-Sep-2016	6/6	Cardiologist, Low Cardiology Clinic

## Fund Committees

Each Fund Committee (FC) champions fundraising and grant making for the specific causes under its ambit as well as reviews policies for 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.

Fund Committee	Chair	Member	Date of Appointment	No. of times Committee met
Foundation FC	Prof Tan Ser Kiat	6 Independent 5 Dependent	1-Apr-2017	3
SGH FC	Mr Tony Chew	3 Independent 2 Dependent	1-Apr-2017	2
KKH FC	Prof Ivy Ng Swee Lian	6 Independent 4 Dependent	1-Apr-2017	3
NNI FC	Prof Ng Wai Hoe	5 Independent 3 Dependent	1-Apr-2017	3
NCCS FC	Mdm Ho Geok Choo	5 Independent 3 Dependent	1-Sep-2018	4
SNEC FC	Prof Fong Kok Yong	4 Independent 3 Dependent	15-Nov-2018	3
MedSG200 Fundraising Committee	Prof Tan Ser Kiat	8 Independent 4 Dependent	1-May-2019	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      | 9. Investment       |
| 2. Authorised Signatures for Expenditures | 6. Fundraising  | 10. Nomination      |
| 3. Conflict of Interests                  | 7. Gift Policy  | 11. Purchasing; and |
| 4. Donation Income Recognition            | 8. Grant-making | 12. Reserves        |

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.

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### **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. All members of the BOD and employees perform disclosure of interest upon appointment and at the end of every financial year.

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### **Review and Changes in Policy**

Reserves policy was approved by the BOD in July 2019. Fundraising Policy was revised in November 2019 by Finance Committee and approved by the BOD in March 2020.

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.

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### **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 service, and had been attending the BOD; as well as the Audit and Finance Committee meetings.

## Annual Remuneration Disclosure

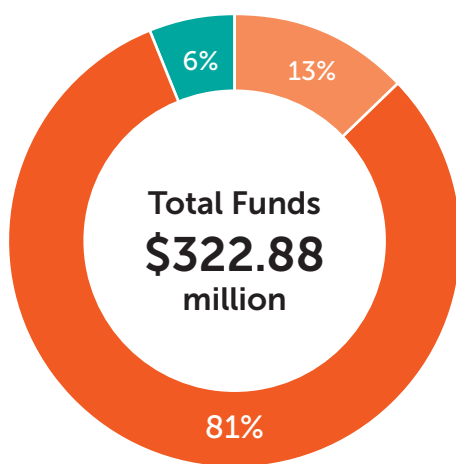
Under the revised Code of Charities and IPCs 2011, it is recommended that charities disclose the remuneration\* of the three highest paid staff who each received remuneration exceeding \$100,000, in bands of \$100,000. The remuneration in bands of the three highest paid staff are:

Below \$100,000 : 1  
 \$100,000 - \$200,000 : 2

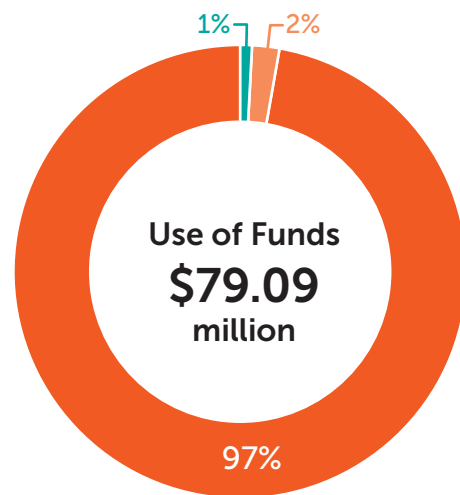
\* Comprised salary and bonus including employer's CPF contribution.

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

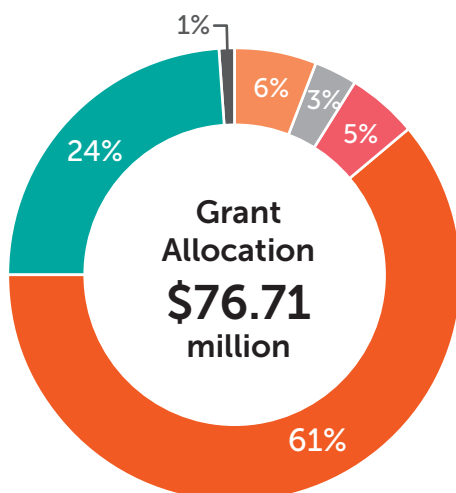
## Financial Highlights



- Committed Funds
- Restricted Available Funds
- Unrestricted Available Funds



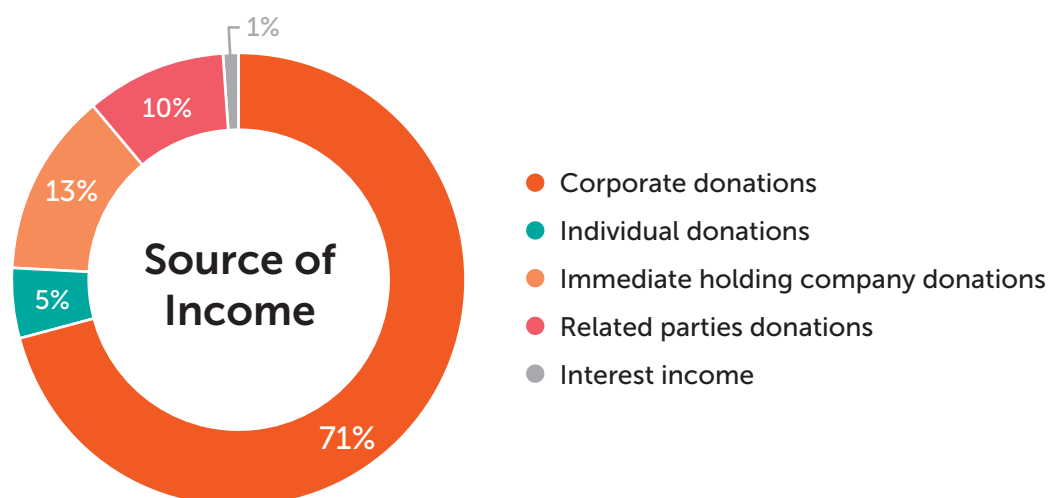
- Fundraising Expenses
- Operating Expenses
- Grant Expenses



- Upgrading Knowledge
- Researching Possibilities
- Enhancing Care
- SingHealth Duke-NUS Academic Medicine & Academic Clinical Programmes
- Proton Therapy Project
- Others

## Principal Funding Sources

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



## Reserves Policy

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

### SHF reserves position:

As a rule of thumb, SHF has more than seven years of reserves to meet its operational and any unforeseen needs.

\$ million	FY2019	FY2018
<b>General/Unrestricted Funds (Reserves<sup>1</sup>) - (A)</b>	<b>\$18.43</b>	<b>\$14.23</b>
Restricted/Designated Funds	\$303.82	\$171.84
<b>Annual Operating and Fundraising Expenditure (B)</b>	<b>\$2.39</b>	<b>\$2.23</b>
<b>Ratio of Reserves (A)/(B)</b>	<b>7.71</b>	<b>6.38</b>

**Note:**

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

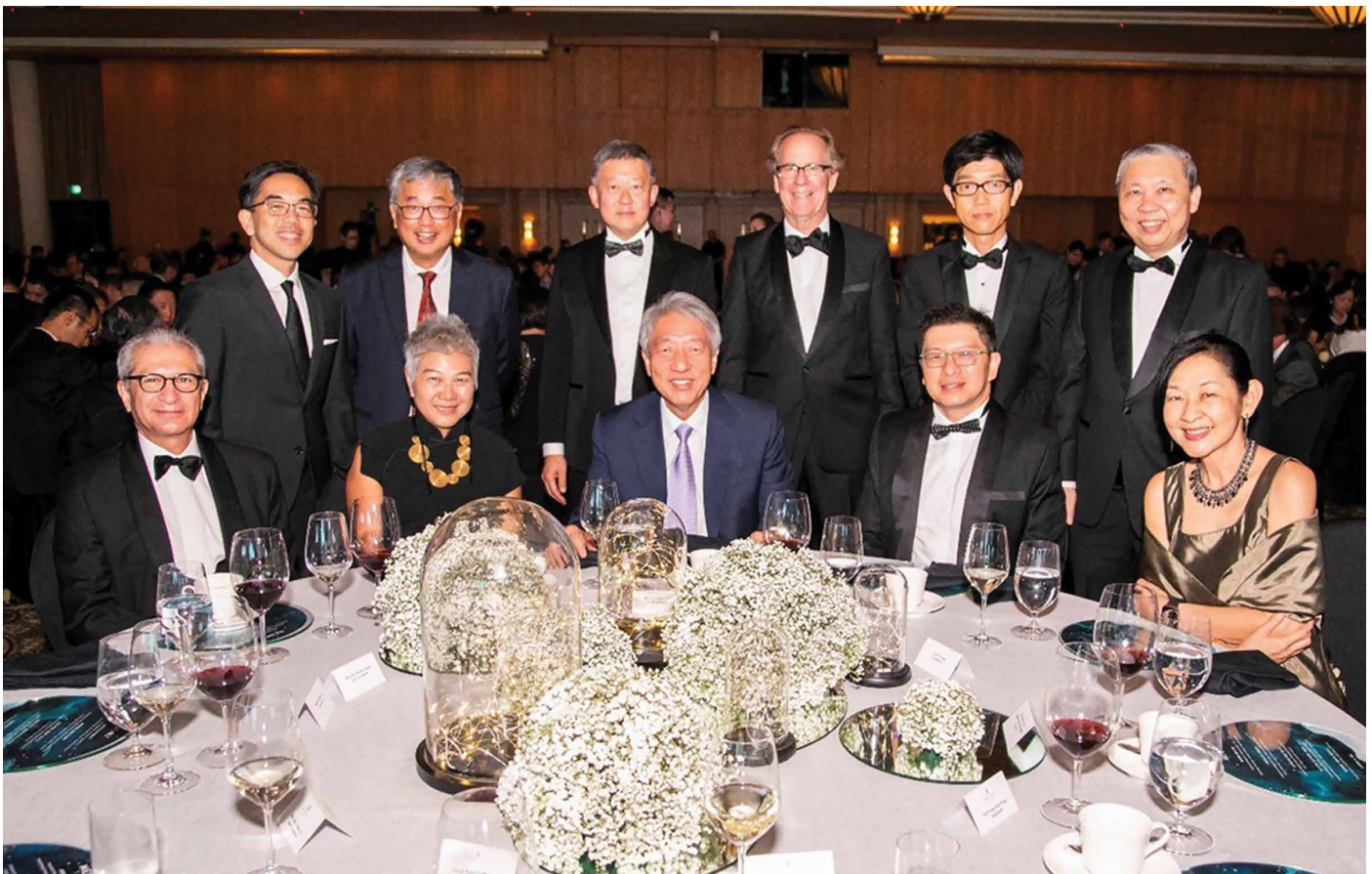


## *Fundraising activities that raised \$1 million and above*

### **SingHealth Duke-NUS Gala Dinner 2019**

The SingHealth Duke-NUS Gala Dinner 2019 brought together researchers, educators, healthcare professionals and donors with diverse talents and resources striving towards a common goal – to improve health outcomes and lives of our patients and the community through medical research and education. The dinner was graced by Guest of Honour, Mr Teo Chee Hean, Senior Minister and Coordinating Minister for National Security.

The fundraising event was held on 14 September 2019 to celebrate the dedication of clinicians, researchers, educators, healthcare professionals and donors in improving the outcomes of our patients and the health of our community. The event raised a gross total of \$4.17 million, including individual and corporate donations and auction proceeds. The net proceeds, after deducting the fundraising expenses of \$0.24 million would go towards 15 ACPs including Anaesthesiology, Cardiovascular Sciences, Emergency Medicine, Family Medicine, Medicine, Musculoskeletal Sciences, Neurosciences, Obstetrics and Gynaecology, Oncology, Ophthalmology, Oral Health, Pathology, Paediatrics, Radiological Sciences and Surgery.



## Singapore National Eye Centre GOLDEN EYE BALL 2019

The Golden Eye Ball 2019 in September brought together supporters from the medical sector, philanthropists, entrepreneurs and professionals, as well as our patients and their families, aims to spread awareness of eye diseases and the fragility of vision, while concurrently raising funds for the VisionSave campaign.

Guests glittered and gave generously at SNEC's The Golden Eye Ball 2019, raising \$1.46 million. The net proceeds, after deducting the fundraising expenses of \$0.24 million would go towards VisionSave to support research into eye diseases and help patients in financial need. Special guest Dr Chua Thian Poh, Chairman, Ho Bee Foundation, was this year's recipient of The Visionary Award for his generous support of VisionSave.



## Future Plans and Commitments

SHF strives to contribute extensively towards nurturing healthcare professionals, advancing medical research and improving patient care by supporting SingHealth and its pursuit of Academic Medicine in partnership with Duke-NUS Medical School.

As a mission-driven charity, we are committed to conduct strategic planning process in collaboration with the BOD, Boards and Fund Committees to develop plans, goals and objectives to strategically align organisational and philanthropic goals. The aim is to build a sustainable pipeline of funding to support strategic thrusts.

Accountability for SHF is more than an operating principle. We will continue to engage with current and prospective donors to support the diverse causes in our AMC with strong branding and increase its mindshare for healthcare philanthropy in Singapore.

SHF will continue to strive towards excellence through seeking synergies, alignment and adherence to policies and processes in relation to acceptance, governance, management and stewardship of philanthropic funds. This is to ensure accountability to external stakeholders and demonstrate impact to donors and seek their continued support.

## Fundraising plans for the following year

The BOD has approved the FY2020 fundraising plan including the following major events:

- SingHealth Transplant Gala Dinner
- SKH Appreciation Dinner
- SHP 20th Anniversary Charity Concert
- NHCS Biennial Charity Gala Dinner
- KKH Kidz Horizon Appeal Gala Dinner and Charity Golf
- NCCS Charity Gala Dinner

Apart from these fundraising events, there are also plans to fundraise through other donor appreciation, engagement activities and festive celebrations.

In light of the Covid-19 pandemic and safe distancing measures, it would be a challenging year to proceed with some of the fundraising events and initiatives as planned. However, in these unprecedented times, SHF has seen some unexpected donations in support of research in infectious diseases and outpour of support for healthcare staff and boosting resilience especially those working in the front line battling the healthcare emergency. Other fundraising platforms; such as online donation portals, electronic direct mails and mass mailers; are being used as alternatives.

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## Expenditure plans for the following year

The BOD has approved the FY2020 expenditure plan comprising the following amounts:

1. Fundraising expenses of \$2.43 million mainly for the costs of events to be held, purchase of fundraising manpower, printing and other costs of generating income.
2. Governance expenses of \$1.70 million for purchase of manpower supporting governance, finance and administrative activities, audit fees, office rental, utilities, supplies and other administrative expenses.
3. Grant expenses of \$80.25 million budgeted for the reimbursement claims of committed programmes towards research, education and training, financial assistance for patients and patient support programmes.

### 3. Code of Governance and Financial Report

#### Governance Evaluation Checklist (Advanced Tier)

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if code guideline is not complied with)
<b>Board Governance</b>				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
2	Are there governing board members holding staff <sup>1</sup> appointments? (skip items 3 and 4 if "No")		No	
3	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3		
4	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		
5	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	
6	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
7	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
8	Is there any governing board member who has served for more than 10 consecutive years? (skip item 9 if "No")		No	
9	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		
10	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if code guideline is not complied with)
<b>Conflict of Interest</b>				
11	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied	
12	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied	
<b>Strategic Planning</b>				
13	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
14	There is a documented plan to <b>develop the capacity and capability</b> of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	
<b>Human Resource and Volunteer<sup>2</sup> Management</b>				
15	The Board <b>approves documented human resource policies</b> for staff.	5.1	Complied	The Board adopts the SingHealth human resource policies which were approved.
16	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	SHF follows the SingHealth code of conduct for staff as well as governing members.
17	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
18	<b>Are there volunteers serving in the charity?</b> (skip item 19 if "No")		Yes	
19	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied	
<b>Financial Management and Internal Controls</b>				
20	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	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if code guideline is not complied with)
21	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	Complied	
22	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
23	The Board ensures that there is a process to <b>identify, and regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied	
24	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
25	<b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 26 if "No")</b>		Yes	
26	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied	
<b>Fundraising Practices</b>				
27	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 28 if "No")</b>		Yes	
28	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied	
29	<b>Did the charity receive donations in kind during the financial year? (skip item 30 if "No")</b>		Yes	
30	All donations in kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	Complied	
<b>Disclosure and Transparency</b>				
31	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.	8.2	Complied	
32	<b>Are governing board members remunerated for their services to the Board? (skip items 33 and 34 if "No")</b>		No	
33	<b>No</b> governing board member is involved in setting his own remuneration.	2.2		
34	The charity discloses the <b>exact</b> remuneration and benefits received by each governing board member in its annual report. <b>OR</b>  The charity discloses that no governing board member is remunerated.	8.3		
35	<b>Does the charity employ paid staff? (skip items 36, 37 and 38 if "No")</b>		Yes	
36	No staff is involved in setting his own remuneration.	2.2	Complied	

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

Notes:

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

A close member of the family may include the following:

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



**SINGHEALTH FUND**

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