

JurongHealth  
Fund



# JurongHealth Fund

## ANNUAL REPORT

Financial Year Ended 31 March 2017

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# Chairman's Message



I am delighted that in the past year, JurongHealth Fund (JHF) has continued to be active in meeting its various objectives in helping needy patients, providing continuing education to public healthcare workers and also funding pilot programmes to bring healthcare into the community.

JHF has supported patients in need of financial assistance and ensured that they receive the necessary treatment and care for their recovery and quality of life. For example, the Hearing Implant Programme has made it possible for needy elderly patients to receive hearing implant surgeries and regain their hearing.

We are committed to supporting safe and high quality care for patients. This is possible through well-trained healthcare staff and continuous efforts in innovation, research and development. To support this, JHF funded the setup of a Talent Development Fund and a JurongHealth Research and Development Fund last year. The Talent Development Fund has since awarded more than 400 scholarships and sponsorships to students and JurongHealth Campus staff in nursing diploma and degree courses, as well as in areas of training and upskilling. The JurongHealth Research and Development Fund has awarded a total of \$2 million towards promising research projects.

One of these projects on emergency response and critical care has yielded promising preliminary results that can potentially increase the early detection of heart attacks and drive proactive treatment to reduce in-hospital mortality.

I am also happy to share that JHF has supported the national drive to develop new models of care for population health. For instance, JHF has enhanced case management capabilities so that patients can be better supported after their discharge from hospital. Patients with chronic diseases also benefit from close follow ups with their own General Practitioners (GPs), who are familiar with their conditions under the Family Physician Affiliate Scheme which partners and trains GPs. In the community, JHF-supported prevention-based healthy lifestyle programmes have reached out to empower and educate residents with health talks and health screenings.

As Chairman of the JHF Board since 2011, I have seen the birth and growth of JHF over the last 6 years. I am heartened by the many accomplishments that JHF grants have enabled in Ng Teng Fong General Hospital (NTFGH), Jurong Community Hospital (JCH), Jurong Medical Centre (JMC) and the community in the West. These include Singapore's first Mobility Park at JCH, as well as the JurongHealth Simulation and Clinical Education Centre which provides real-life training settings. JHF also contributed to the national healthcare strategy of care integration beyond the hospitals, supporting integrated care programmes for hip fracture and diabetes patients. In addition, JHF has funded community programmes. This includes covering the first follow-up consultation with GPs to encourage patients to return after a health screening. This has helped drive early intervention for chronic illness, prevent disease, delay complications and reduce hospital admissions. Now that JHF is part of a larger family under the National University Health System (NUHS), I believe initiatives supported by JHF will achieve an even bigger impact in the coming year.

I would like to take this opportunity to thank the management for their dedication and hard work and all Board members for the valuable contribution and advice during my term as Chairman of the Board.

**Mr Haider M. Sithawalla**  
Chairman

# About Us

Established in August 2011, JurongHealth Fund (JHF) is a charity registered under the Charities Act and is an approved Institution of a Public Character (IPC). It aims to promote all medical- and healthcare-related services that are exclusively charitable and that benefit the Singapore Community. JHF funding focuses on five areas: Community Care, Education, Needy Patients, Pilot Projects and Research. The majority of grants awarded support Community Care and Education. All projects are established in partnership with the JurongHealth Campus, which comprises Ng Teng Fong General Hospital (NTFGH), Jurong Community Hospital (JCH), and Jurong Medical Centre (JMC).

#### GOVERNING INSTRUMENT

**Constitution**

#### UNIQUE ENTITY NUMBER (UEN)

**201118604G**

#### REGISTERED ADDRESS

**1 Jurong East Street 21  
Singapore 609606**

#### AUDITOR

**KPMG LLP**



# Objectives



## *Community Care*

Community care and outreach programmes and initiatives that help to integrate care within the community



## *Needy Patients*

Healthcare services for patients who are in need of financial assistance



## *Education*

Programmes and additional sponsorships for healthcare related education and training for doctors, nurses, allied health and other healthcare workers



## *Pilot Projects*

Pilot projects and quality improvement initiatives to improve patient care services and patient safety



## *Research*

Population health and bedside clinical research activities, including the publication of research findings and educational findings

# Board of Directors

JHF is governed by a 10-member Board of Directors\* that comprises experienced practitioners from the public and private sectors, all of whom are dedicated and passionate about transforming the healthcare landscape for the benefit of Singaporeans. The Board provides leadership and guidance to JHF management and staff. It also reviews the overall grant strategy and approves funding for programmes that are aligned with JHF's objectives. Board members did not receive any remuneration for their Board services in FY2016.

The Board is assisted by an Audit Committee that comprises four Board members. The Audit Committee reviews the internal and external audit, the financial statements, risk management and regulatory compliance of JHF.



**MR HAIDER  
M. SITHAWALLA**

Chairman

Appointed on 4 August 2011  
Renewed on 4 August 2014\*\*



**MR CHUA  
SONG KHIM**

Board Member

Appointed on 8 April 2013  
Renewed on 8 April 2016

Deputy Chief  
Executive, NUHS



**MR FOO  
HEE JUG**

Board Member

Appointed on 4 August 2011  
Renewed on 4 August 2014  
Renewed on 4 August 2017

Audit Committee  
Member

Deputy Chief  
Executive, NUHS

Chief Executive  
Officer, NTFGH



**MR DERIC  
LIANG  
SHIH TYH**

Board Member

Appointed on 1 May 2015

Chief Financial  
Officer and  
Chief Operating  
Officer, MOH  
Holdings Pte. Ltd.



**MR LIM  
JOO BOON**

Board Member

Appointed on 4 August 2011  
Renewed on 4 August 2014  
Renewed on 4 August 2017

Board Member  
of NUHS



**ASSOCIATE  
PROFESSOR  
LIM  
SWEE HIA**

Board Member

Appointed on 1 March 2013  
Renewed on 1 March 2016



**MR NG  
TIAK SOON**

Board Member

Appointed on 1 May 2012  
Renewed on 1 May 2015

Audit Committee  
Chairman



**EMERITUS  
PROFESSOR  
ROBERT PHO  
WAN HENG**

Board Member

Appointed on 1 March 2013  
Renewed on 1 March 2016

Audit Committee  
Member



**MRS ARFAT  
SELVAM**

Board Member

Appointed on 1 March 2013  
Renewed on 1 March 2016



**MR TIMOTHY  
TEO LAI WAH**

Board Member

Appointed on  
4 December 2014

Audit Committee  
Member

\* An eleventh Board member, Mrs Dorothy Chan, was appointed on 8 June 2017.

\*\* Mr Haider has retired on 3 August 2017 and he is replaced by Professor Lim Pin who is appointed for a term of three years commencing from 4 August 2017.

# Management Team

The JHF management team comprises the Key Officer, and the Chief Financial Officer, NTFGH & JCH, as the Company Secretary. They are assisted by JurongHealth Campus staff in areas of grant making, finance, legal, corporate secretariat, risk management and data protection. No staff received more than \$100,000 in annual remuneration in FY2016.

## **MS GISELE LIN JUN MEI**

**Key Officer**

*Appointed on 23 March 2017*

## **MS CHOW SIEW YING**

**Company Secretary (previously Key Officer)**

*Appointed on 4 August 2011*

**Chief Financial Officer, NTFGH and JCH**

# Corporate Governance

As an Institution of a Public Character (IPC), JHF is committed to maintaining high standards of governance so as to preserve the trust and confidence of our donors, beneficiaries and stakeholders. In addition to the current governing policies, in FY2016 the Whistle-Blowing Policy was approved and implemented. JHF also implemented Data Protection Policy and Do Not Call Policy in FY2016.

To ensure clarity and accountability on donations management and funds utilisation, JHF's policies and procedures are regularly reviewed as part of on-going efforts to ensure that they remain relevant and up-to-date.

## **Conflict of Interest Policy**

The Conflict of Interest Policy helps to protect the interests of JHF by providing guidelines to identify, disclose and resolve actual, perceived, or potential conflicts of interest. The policy applies to the Board of Directors, management and staff of JurongHealth Campus providing support services to JHF.

## **Reserves Policy**

The Reserves Policy provides guidelines on optimal management of cash holdings and ensures adequate reserves to sustain operations and to meet JHF's committed grant obligations.

## **Whistle-Blowing Policy**

The Whistle-Blowing Policy provides an avenue for any employee, partner and member of the general public to, in confidence, raise concerns or report irregularities that involve staff and/or partners.

# Programmes and Initiatives

IMPROVING *Community Care*

HELPING *Needy Patients*

ADVANCING *Education*

FUNDING *Pilot Projects*

SUPPORTING *Research*



Programmes and Initiatives

# COMMUNITY CARE



Community care helps to bring care closer to home. Regional Health Systems (RHS) have been established in the Singapore healthcare system to strengthen partnerships across both public and private healthcare providers as well as across care settings. The RHS model enables public hospitals and community hospitals to integrate care and work closely with nursing homes, rehabilitation centres, polyclinics and GPs within the geographical region.

As part of the RHS for the West, the JurongHealth Campus aims to better integrate care across all stages of a patient's treatment from the hospital to the community level, so as to accelerate their recovery, ensure their continued well-being in the community post discharge, and minimise re-admission to hospital. For patients, community level care is closer to home, convenient and helps to improve their quality of life through easy access to proper management of medical conditions. JHF provided funding support to six programmes under this objective: the Diabetes Integrated Care Pathway (ICP) Programme; Hip Fracture ICP Programme; Community Arts and Health Programme; RHS Project Seed Fund; Funding for Manpower Plan to support RHS Development; and Red Apple Programme.



## COMMUNITY CARE



### DIABETES INTEGRATED CARE PATHWAY (ICP) PROGRAMME

#### Waging War on Diabetes

Singapore has more than 400,000 diabetics and the disease costs the nation more than \$1 billion a year. In April 2016, the Ministry of Health announced its War on Diabetes. To this end, a new Diabetes Prevention and Care Taskforce was set up to address the issue.

The JurongHealth Campus has spared no effort in supporting the War against Diabetes. Its Diabetes ICP Programme, funded by JHF, has played a role in the on-going efforts of this national level initiative. Diabetic patients enrolled in the programme are treated by a multi-disciplinary team to reduce disease complications and to improve recovery rates. Dedicated case managers also follow up closely with patients to ensure compliance with treatment regimes, arrange for follow-up care at Specialist Outpatient Clinics or with GP partners in the community, and to equip patients with the skills and knowledge needed to manage their conditions.

**881 PATIENTS BENEFITTED**

from the **Diabetes ICP Programme** in FY2016.

#### Getting diabetes management back on track

Two Diabetes Mellitus (DM) patients, both aged 53, were frequently admitted to the hospital due to poorly controlled conditions. One of them was admitted 11 times in FY2016, while the other was admitted 14 times. They were identified by the Diabetes ICP Programme Manager to be suitable candidates to be placed in the programme. Subsequently, they received close follow-up care by a multi-disciplinary care team and dedicated Case Managers. They also underwent patient education on diabetes self-management. Both patients are now able to better manage their condition and have not been re-admitted since their last discharge.

### HIP FRACTURE INTEGRATED CARE PATHWAY (ICP) PROGRAMME

#### Helping Hip Fracture Patients Regain Mobility

The Hip Fracture ICP Programme provides hip fracture patients with timely, seamless and multi-disciplinary care across the care continuum, from NTFGH to JCH. Patients have benefitted through shorter hospital stays, continued care at the community level post discharge, and improved treatment outcomes.

**276 PATIENTS BENEFITTED**

from the **Hip Fracture ICP Programme** in FY2016.

#### Recovering well after a hip fracture

A patient who sustained a hip fracture after a fall was warded at NTFGH for a surgery. The integrated care from a multi-disciplinary team of specialists, therapists, nurses, case managers and medical social workers under the Hip Fracture ICP Programme has delivered safe and quality care to her during her hospital stay. She was then transferred to JCH for rehabilitation and has achieved an improvement in her activities of daily living, as measured by Modified Barthel Index (MBI) Score. After her discharge from JCH, she continued with her follow-up at JCH Day Rehab Centre. She is a happy patient as she can now walk around with a walking stick.



Programmes and Initiatives

# COMMUNITY CARE



## COMMUNITY ARTS AND HEALTH PROGRAMME

### Bringing Arts and Music into Healthcare

We believe in the healing power of art. This is why we work with the community, schools and artists to bring beauty and music into the wards and clinics within the JurongHealth Campus. Not only are you likely to see displays of artwork that were co-created by patients and community volunteers, live musical performances are also frequently held. This cheerful healing environment is made possible through various initiatives under the three-year Community Arts and Health Programme funded by JHF. The programme brings a diverse field of arts into the healthcare setting for expressive and therapeutic purposes. Community involvement is a strong component of this programme.



Thus far, schools and seniors activity centres have been engaged to realise initiatives such as:

#### Music-on-the-Move

An initiative that brings live music to the wards and has touched the lives of **more than 2,800 patients** in FY2016.

#### Art-on-the-Move

A programme that brings co-creation of visual art and crafts to the bedside has brought the joy of art-making to **more than 800 patients** in FY2016.

#### Art Therapy

A new programme launched in April 2016 at JCH where trained art therapists have conducted weekly sessions for some **130 patients** in FY2016.

#### Arts&Health Festival

Held for the first time to showcase the various community art collaborations that have been embarked on since 2014, and reached out to **over 10,000 patients, staff and visitors**.

#### Community Art Projects

Involved **more than 1,000 participants** in the creation of new artwork that have been displayed at both NTFGH and JCH.



Programmes and Initiatives

# COMMUNITY CARE



## RHS PROJECT SEED FUND

### Pilot Initiatives for the Western Region of Singapore

The RHS Project Seed Fund provides funding for programmes which meet the objective of bringing health to every home. These include new models of patient care, intervention programmes, and health screening in the western community for three chronic diseases (diabetes, hypertension and hyperlipidemia) and breast cancer. These screenings allow early detection of disease and are part of on-going efforts to keep the population healthy. Those with abnormal results are supported for consultation with GP partners.

In FY2016,

**33 health screening events were conducted**

**5,476 RESIDENTS WERE SCREENED**

for diabetes, hypertension, hyperlipidemia and breast cancer.



Programmes and Initiatives

# COMMUNITY CARE



## FUNDING FOR MANPOWER PLAN TO SUPPORT RHS DEVELOPMENT

### Delivering Integrated Care and Keeping Residents Healthy

JHF, in partnership with MOH, supports a core RHS team at JurongHealth Campus who dedicate their efforts to developing and to kick-start care programmes to expedite patients' transition safely and comfortably from hospital to the community. In FY2016, JHF supported a total of eight RHS initiatives, including programmes such as the Centre for Integrated Care (CFIC) and the Family Physician Affiliate Scheme (FPAS). The CFIC, manned by a team of case managers and medical social workers, acts as a coordinating centre for internal stakeholders, community partners and providers to better coordinate care for patients and facilitate smooth transition to the community. Under the FPAS, GPs are recruited and upskilled to manage patients discharged from hospital to the community. These GP partners will endeavour to keep the patients healthy within the community.

Thus far,  
**773 PATIENTS HAVE BENEFITTED**  
 from **CFIC services.**

## RED APPLE PROGRAMME

### Encouraging a Healthy Lifestyle

JHF supports the Red Apple Programme, which raises awareness and gives residents the skills and tools to lead a healthy lifestyle. This is part of a preventive strategy to combat leading causes of death and disability in Singapore.

**210 RESIDENTS HAVE BENEFITTED**

from the **Red Apple Programme** since it was rolled out to five zones in the western region of Singapore.

Programme initiatives include:

**Health talks** on healthy eating, weight management, and depression and dementia among elderly

An eight-week **weight management** programme

A six-week **chronic disease management** programme



Programmes and Initiatives

# NEEDY PATIENTS



We believe those with financial difficulties should not be denied access to treatment. To alleviate the financial burden on needy residents and help them return to their daily activities, JHF provides funding support to three programmes.

## NEEDY PATIENT FUND



Offers financial assistance for specialised investigations and treatments, as well as the purchase of mobility aids and respiratory support devices.

## GIFT OF MOBILITY PROGRAMME



Provides needy patients with two-way taxi services from their homes to their outpatient appointments.

## HEARING IMPLANT PROGRAMME



Improves the quality of life for needy elderly patients suffering from hearing loss.

**172**  
BENEFICIARIES



**16**  
BENEFICIARIES



**3**  
BENEFICIARIES



### The joy of hearing

A female patient, who had lost her hearing in one ear at a young age, was beginning to lose hearing in her other ear as she got older. Though she wore a hearing aid, it was not sufficient to compensate for her progressive hearing loss. Her family started to notice she was often oblivious to conversations and interactions. During her first clinic visit, clinic staff had to communicate with her in writing. Thanks to financial assistance under the Hearing Implant Programme, she received a hearing implant and has regained her hearing. She is now able to communicate well with her family, converse well with clinic staff and even provide valuable patient feedback on her experience.

### Re-connecting with life

A male patient suffering from hearing loss received financial support from JHF to undergo hearing implant surgery. Before the surgery, he had difficulty communicating with family members and would often break down in tears due to the frustration of not being able to hear properly. His hearing loss also impacted his social life, limited his use of the phone and his ability to communicate with his colleagues. After the surgery, he is now able to communicate normally with his family and colleagues.

Programmes and Initiatives

# EDUCATION



The delivery of safe and high quality healthcare must be sustained through continued education and professional training. Through funding the JurongHealth Simulation and Clinical Education Centre and Talent Development Fund for scholarships and sponsorships, JHF ensures that JurongHealth Campus healthcare professionals and their partners have the opportunity to continuously upgrade and right skill themselves for the new initiatives.

## JURONGHEALTH SIMULATION AND CLINICAL EDUCATION CENTRE

### Training through Realistic Simulation

Since opening its doors in April 2016, the JurongHealth Simulation and Clinical Education Centre has conducted 246 training sessions and simulation courses for 2,945 participants. The Centre features a simulated clinical environment that mirrors the actual settings of an operating theatre, intensive care unit, emergency department and ward to provide staff with realistic training.



*“I learned a lot from this course. As a ward nurse, it is very useful for me to learn how to respond well to challenges I encounter in my day-to-day work.”*

*“There is a lot of value in these simulation sessions as they really enhance our performance in real life scenarios.”*

## TALENT DEVELOPMENT FUND

### Securing the Talent Pipeline

The provision of education, training and upgrading opportunities helps to build the talent pipeline and uplift the strategic capability of the organisation. Through the Talent Development Fund, JHF supports JurongHealth Campus' commitment to attract new talent and to develop its existing staff. The fund was set up in April 2016 to support students under the MOH Holdings Pte. Ltd. scholarships, and provide sponsorships to students and staff for formal qualifications and professional upgrading. The fund also supported staff development in clinical quality and patient safety, patient-communication to build trust and confidence with patients, and leadership skills for a high performance values-driven culture. Overseas attachments, conferences and leadership programmes were also supported for staff to stay relevant and updated.

**448 STAFF AND STUDENTS**

were trained or awarded scholarships and sponsorships in FY2016.

Schemes funded under the **Talent Development Fund** include:



**Scholarships** and **sponsorships** for students and staff to pursue formal qualifications



**Quality related** training



**Professional development** courses



**Leadership** programmes

Programmes and Initiatives

# PILOT PROJECTS

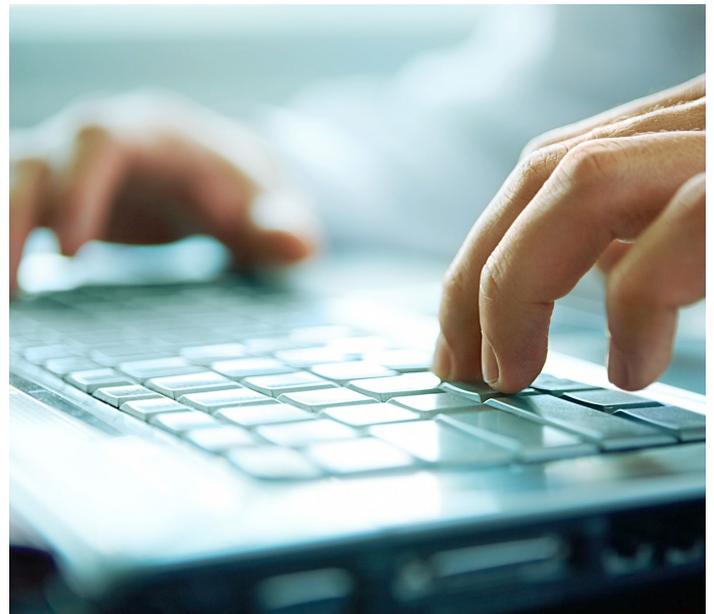


New technologies, concepts and processes have the potential to transform and improve healthcare. To test these ideas on a small scale to ensure their feasibility, JHF funds promising pilot projects that can significantly enhance patient care.

## HAND HYGIENE DEVICE PILOT – COMPUTER ON WHEELS

### Preventing the Spread of Germs

Electronic medical records and the computerisation of various processes in modern day hospitals are part and parcel of modern medicine. However, devices such as computer keyboards can be reservoirs for germs. This project aims to combat the spread of these micro-organisms through a hand hygiene device, attached to a computer on wheels of the hand hygiene device, which on usage unlocks the computer screen. The project will also find out the feasibility of the use of the device hospital wide. This should translate to reduced infection rates among patients and contributes to better patient care.



Programmes and Initiatives

# RESEARCH



Research and development efforts are essential drivers of innovation, which in turn raises the standards of care delivery and provides better care for patients. To support JurongHealth Campus in its efforts towards enhancing healthcare delivery, JHF awarded grants to two programmes to fund its research and development efforts.

## HEALTH SERVICES RESEARCH AND QUALITY IMPROVEMENT GRANT

### Improving Patient Care and Safety

The Health Services Research and Quality Improvement Grant aims to promote a culture of research and quality improvement to raise the quality of healthcare services.

Two research projects:

***Prevalence of sleep-disordered breathing in Singaporean adults***

and

***Patient-Centered Care: What factors drive surgical decision-making***

were completed; and produced one publication and two poster presentations.



## JURONGHEALTH RESEARCH AND DEVELOPMENT FUND

### Supporting Promising Projects for Better Healthcare

A two-year JurongHealth Research and Development Fund was started in April 2016, with the aim of strengthening core research manpower and to provide dedicated seed funding for research and development proposals with good potential of contributing to new knowledge.

In FY2016,

**\$2 million**

was awarded to

**26 RESEARCH PROJECTS**

One of these research projects focuses on emergency response and critical care. Findings indicate that a heart attack may not occur unpredictably. Those with heart disease may in fact display abnormal vital signs up to six hours before an actual heart attack occurs. This data highlights the potential for early treatment. It points to the potential of increasing the survival rate and reducing the need for intensive care if at-risk patients can be escalated in a timely fashion and receive prompt treatment.



# Donations

During the financial year, JurongHealth Fund received a total of **\$64,112**.

**Mrs Dorothy Chan** made a donation of \$57,792 for general use.

**Associate Professor Gerald Chua** made a donation of \$3,008 for general use and another \$1,252 to support Needy Patients.

The remaining donations were received from a corporate and members of the public.

WE EXTEND OUR

*Thanks*

TO ALL DONORS FOR  
THEIR GENEROSITY  
AND SUPPORT.

# Financial Highlights

The full set of Financial Statements can be found at [www.juronghealthfund.com.sg](http://www.juronghealthfund.com.sg) under Annual Reports.

## TOTAL ACCUMULATED FUNDS

as at 31 March 2017 (end of FY2016)

### \$125,968,205

UNRESTRICTED FUNDS  
**\$125,573,158**

RESTRICTED FUNDS  
**\$395,047**

99.7%

0.3%

## FY2016 EXPENSES BY OBJECTIVES OF JHF

COMMUNITY CARE  
**\$1,659,364**

RESEARCH  
**\$139,790**

46.7%

3.9%

1%

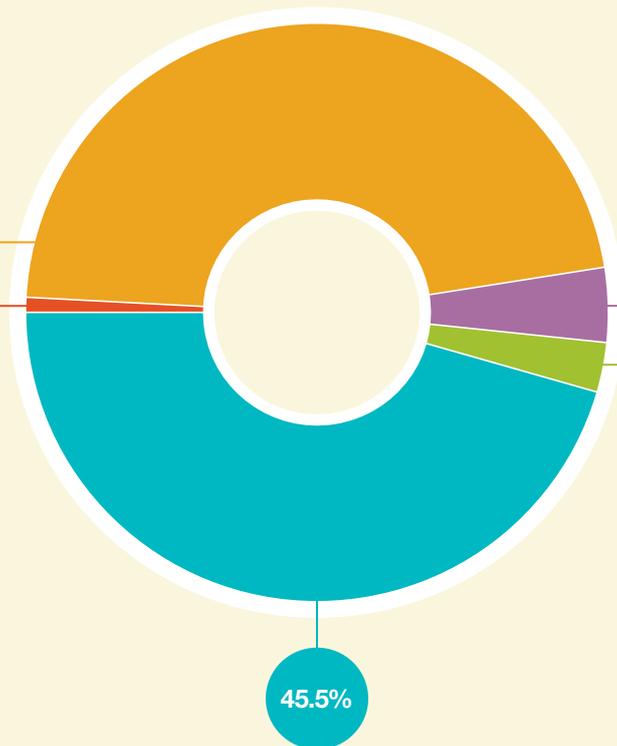
2.9%

NEEDY PATIENTS  
**\$36,375**

PILOT PROJECTS  
**\$104,412**

45.5%

EDUCATION  
**\$1,617,852**





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