

FINANCIAL YEAR ENDED  
31 MARCH 2022

# JURONGHEALTH FUND

ANNUAL REPORT



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# About Us

JurongHealth Fund (JHF) aims to promote all medical and health-related services that are exclusively charitable and for the benefit of the Singapore community.

**JHF'S OBJECTIVES ARE TO SUPPORT:**

## NEEDY PATIENTS

To provide financial assistance to patients in need and who require healthcare services.

## COMMUNITY CARE

To support community care outreach programmes and initiatives that enhance integration of care within the community.

## EDUCATION

To fund training programmes and provide sponsorships for medical, nursing, paramedical and other healthcare-related education.

## PILOT & QUALITY IMPROVEMENT PROJECTS

To support pilot projects and quality improvement initiatives that improve patient-care services and patient safety.

## RESEARCH

To support community health and bedside clinical research projects, including the publication of research findings and educational findings.



JHF aligns with the Vision, Mission and Core Values of National University Health System (NUHS):

## VISION

### A Healthy Community Shaping Medicine • Transforming Care

NUHS as an Academic Health System will improve the health of our community through better and more cost-effective care, nurturing the next generation of healthcare professionals, world class research and empowering people to take ownership of their health.

## MISSION

### To Advance Health by Synergising Care, Education and Research, in Partnership with Patients and the Community

We strive to improve the health of our community by combining and harnessing strengths in clinical care, education and research to deliver quality and value. We put patients first, and work closely with partners including families, volunteers and organisations

## CORE VALUES

### Teamwork

We depend on each other to get the job done, and others can count on us.

### Respect

We value the contributions, views and interests of others, and treat all with dignity.

### Integrity

We do the right thing, always

### Compassion

We understand what our patients and their loved ones are going through; we will do all we can to help them.

### Excellence

We pursue the highest standards in all that we do; we continually learn and innovate for better outcomes.

### Patient-Centredness

We design and deliver care around the needs of our patients and their caregivers.

## Overview Of JHF

JHF was incorporated as a Company Limited by Guarantee on 4 August 2011.

Registered as a charity under the Charities Act 1994 on 26 August 2011, JHF has been accorded Institution of a Public Character (IPC) status since 29 August 2011. JHF's current IPC status is from 1 September 2021 to 31 August 2024.

### Governing Instrument

Constitution

### Unique Entity Number (UEN)

201118604G

### Registered Address

1 JURONG EAST STREET 21,  
SINGAPORE 609606

### Auditors

MOHH Group Internal Audit  
Ernst & Young LLP

### Bankers

DBS Bank Ltd  
United Overseas Bank Limited  
Oversea-Chinese Banking  
Corporation Limited  
Citibank N.A., Singapore Branch

### Investment Managers

Fullerton Fund Management  
Company Ltd  
Nikko Asset Management  
Asia Limited  
UOB Asset Management Ltd

### Lawyers

NUHS Legal Office



## Message From Chairman

As we progress to another decade of making a difference, JurongHealth Fund (JHF) continues to pilot innovative projects through extensive research and groom our next generation of healthcare professionals. The heart of what we do lies in the betterment of our community and in upholding the standards of healthcare. We remain grateful for the philanthropic support received the past year.

In FY2021, many of our programmes were affected by government-mandated COVID-19 precautionary measures. Nevertheless, our

teams persevered, adapting to hybrid models of execution and I am pleased to report the good progress made.

### Empowering our patients

One of our primary focuses at JHF is to empower the lives of our patients and to improve their wellness. The Needy Patient Fund and the Hearing Implant Programme equip patients with the necessary means and resources such as portable oxygen concentrators, kidney dialysis, and in-built hearing implants, to manage chronic medical conditions that affect their daily lives and duties. It has truly been wonderful to witness an improvement in their quality of life, self-esteem. They are now able to devote their time to priorities previously hindered by their conditions.

The Community Arts and Health Programme enables patients to embrace the healing power that lies in the arts. Predominantly held physically, the programme was also conducted virtually to reach out to our patients and by extension our community. Further improving patient wellness, under the ongoing Spine Care in the Community programme, non-surgical spine patients have been able to receive seamless care and access to urgent care in the community at subsidised rates and a shorter waiting time. The programme has now expanded to Joint Care in the Community, for patients with hip, knee, shoulder and elbow conditions.

### Pioneers of community healthcare

At JHF, we pride ourselves on being pioneers in empowering members of the community to move from a passive role to actively taking charge of their own health. This is reflected in our initiatives such as the RHS Manpower Programme which gives residents in Bukit Batok township greater convenience and accessibility to healthcare services, knowledge on pertinent topics and increased general awareness via several outreach initiatives.

Breast cancer is the highest prevailing cause of cancer in women in Singapore. BREAsT screening Tailored for HEr programme seeks to improve screening rates by introducing an at-risk approach with a key focus on developing personalised breast screening for individuals.

### The next generation of healthcare leaders

With the advancement of medical technologies and knowledge, increasing risks of future pandemics, climate change, and changing demographics, it is crucial to support our workers in developing their skills so as to strengthen our lines of defence and to meet evolving healthcare needs. In addition, it is important for us to recognise our healthcare workers as individuals with dreams of progression and growth in their respective careers and give them wings to soar.

Through the Talent Development Fund, JHF is proud to support the professional aspirations of staff who have undertaken educational opportunities thus far and we strive to do more to nurture the next generation of healthcare leaders.

### Elevating the delivery of healthcare services

Programmes funded by JHF aim to elevate the standards of overall delivery in healthcare services through research, innovation and technology. The American College of Surgeons National Surgical Quality Improvement Programme creates a uniform procedure for surgeons to emulate in operations aligning cost-effective quality care with international standards.

The Orthopaedic Integrated Clinical Pathways Programme is a pilot programme that addresses the needs to develop and enhance clinical pathways to open up new models of care for orthopaedic patients. The safety and well-being of our patients is paramount. However, patient falls are the most common adverse events reported in hospitals. We have embarked on a programme, PreSAGE, which uses technology

to detect fall-related abnormalities in patient rooms. Hence, reducing the reliance on physical manpower to observe high fall-risk patients.

Many of our programmes have shown significant results in improving patient care, delivery of efficient services, safety, cost-savings and also clinical outcomes. In time, we hope to share our results across the medical sector in Singapore.

### Looking forward

With the pandemic, we have navigated through uncertain waters. COVID-19 has taught us many lessons, including the resilience and adaptability of the human spirit and that change is indeed inevitable. My sincerest gratitude to my fellow colleagues in healthcare and all essential workers, who have gone above and beyond in keeping Singapore safe.

As we acknowledge our progress and milestones for the Financial Year 2021, we must remember that we have come this far but with more bridges to cross. There will always be room for improvement, a difference to be made and at JHF, we remain determined to do so.

JHF's three-year strategic plan to increase its visibility and to spread funds across more beneficiaries is presently underway. With the combination of your support and the dedication and steady hands of the respective teams, our efforts will bear fruit in time.

On behalf of the JHF Board, I thank our donors and all of our stakeholders for their unwavering support. May we continue to expand our healthcare capabilities in ways that will ultimately serve to improve the lives of our patients, in our community and advance healthcare in our nation.

**Prof Lim Pin**  
Chairman  
18 August 2022

## Board Of Directors

JHF is managed by its Board of Directors who ensures that the projects funded by the Fund meet the main objective of the Company, which is to “promote all medical and health-related services that are exclusively charitable and for the benefit of the Singapore community, and in accordance with its Constitution.”

The Board of Directors is made up of 10 Board Members who are eminent persons of good repute and experienced practitioners from the public, private and healthcare sectors, dedicated and passionate about transforming healthcare for the benefit of the Singapore community.

The Board is assisted by an Audit Committee which comprises three (3) Board Members.



### Prof Lim Pin

(NON-INDEPENDENT MEMBER)  
**CHAIRMAN**  
APPOINTED ON 4 AUGUST 2017

*University Professor, National University of Singapore  
Emeritus Consultant, National University Hospital*

Prof Lim Pin currently holds the appointments of Emeritus Consultant in Endocrinology in NUH and Professor of Medicine in NUS, and is concurrently the Chairman of NUHS Fund Limited. His research specialties are calcium magnesium and bone metabolism, thyroid diseases, and fuel metabolism in diabetes.

For his many contributions, Prof Lim received the Republic of Singapore Public Administration Medal (Gold), 1984, Republic of Singapore Meritorious Service Medal, 1990, Republic of Singapore Distinguished Service Order, 2000, NUS Outstanding Service Award, 2003, Tun Dr Ismail Orator, 2006, UMC Teaching Award, 2010, Best Tutor, 2011, and Phase V Medicine Posting Teaching Award, 2013.



### Mrs Dorothy Chan

(INDEPENDENT MEMBER)  
**BOARD MEMBER**  
APPOINTED ON 8 JUNE 2017

*Patron, Ng Teng Fong General Hospital  
Executive Director, Far East Organization*

Mrs Dorothy Chan (Mdm Ng Siok Keow) is currently an Executive Director of Far East Organization and a Director of various unlisted companies in the Far East Organization Group. She is also a Non-Executive Director of Tung Lok Restaurants (2000) Ltd and a Member of its Executive Committee. Mrs Chan was a Director of Far East Orchard Limited, Singapore Symphonia Company Limited and Singapore Dance Theatre.

In 2015, Mrs Chan was conferred the SG50 Outstanding Chinese Business Pioneers Award by the Singapore Chinese Chamber of Commerce & Industry in recognition of her contribution to Singapore in the real estate sector and to the community.



### A/Prof Cheah Wei Keat

(NON-INDEPENDENT MEMBER)  
**BOARD MEMBER**  
APPOINTED ON 4 AUGUST 2020

**AUDIT COMMITTEE MEMBER**  
APPOINTED ON 1 March 2022

*Senior Consultant, Department of General Surgery,  
Ng Teng Fong General Hospital*

A/Prof Cheah Wei Keat is a Senior Consultant, General Surgery at NTFGH. He was previously Head, Division of General Surgery at NUH. He graduated in Medicine in Australia and completed his fellowship in General Surgery at the Royal Australasian College of Surgeons. He was subsequently elected to fellowship at the Academy of Medicine of Singapore and the American College of Surgeons. He completed his postgraduate general surgical training in Australia and his endocrine surgery fellowship in San Francisco, USA.

A/Prof Cheah's main clinical and academic interest is in minimally invasive surgery and endocrine surgery. He is also currently a Senior Consultant and Visiting Surgeon at the Department of Surgery, NUH, and Associate Professor at the Yong Loo Lin School of Medicine, NUS.

He previously served as Chairman of Medical Board, Alexandra Hospital from 2010 to 2015 and Chairman Medical Board of NTFGH from 2015 to 2021, and he had overseen the development of Clinical Departments to provide for safe and quality care of patients. In 2019, he received the Public Administration Medal (Silver), National Day Award.



## Ms Laura Kho Min Zhi

(NON-INDEPENDENT MEMBER)

**BOARD MEMBER**

APPOINTED ON 14 FEBRUARY 2020

*Director, Finance, MOH Holdings*

Ms Laura Kho leads the Central Treasury team of MOH Holdings Pte. Ltd. (MOHH), and oversees the funds and treasury investments of the MOH Holdings Group of three public healthcare clusters of Singapore – National Healthcare Group, National University Health System and Singapore Health Services. Prior to joining MOHH, Ms Kho has worked in global banks and started her career as an auditor with the Auditor-General's Office, Singapore.

Ms Kho served as Board Member of Changi Health Fund from 2015 to 2021. She is currently serving as Board member of Alexandra Health Fund Limited, JurongHealth Fund, National Healthcare Group Fund, NUHS Fund Limited, SingHealth Fund, and TTSH Community Fund, as well as Investment Committee member of National Kidney Foundation Singapore.



## Mr Peter Low Eng Huat

(INDEPENDENT MEMBER)

**BOARD MEMBER**

APPOINTED ON 1 JANUARY 2021

**AUDIT COMMITTEE MEMBER**

APPOINTED ON 1 JANUARY 2021

*Partner, PricewaterhouseCooper LLP*

Mr Peter Low is a partner with PricewaterhouseCooper LLP (PwC) with over 30 years of experience in the audit and advisory practice.

He is currently the Chairman of SUN-DAC, a non-profit social service agency which serves and cares for persons with disabilities. Mr Low is a Fellow of the Institute of Singapore Chartered Accountants and an Associate of the Institute of Chartered Accountants in England & Wales.



## Mr Naveen Sasidaran

(INDEPENDENT MEMBER)

**BOARD MEMBER**

APPOINTED ON 8 JUNE 2022

*Partner, RSM Singapore*

Mr Naveen Sasidaran has been a partner with RSM Singapore since September 2020, responsible for auditing a diverse clientele, including public and private groups, emerging businesses, and non-profit organisations.

He began his career with PwC Singapore where he spent 14 years including 3 years in London, providing audit and advisory services to clients. Thereafter, he spent over a year within internal audit at Changi Airport Group (CAG). At both PwC Singapore and CAG, Mr Naveen spent significant time driving transformation through the use of data-enabled techniques to improve efficiency and quality in audits.

Mr Naveen is also an Independent Director of SUN-DAC, a non-profit social service agency which serves the differently-abled.



## Dr Quek Lit Sin

(NON-INDEPENDENT MEMBER)

**BOARD MEMBER**

APPOINTED ON 1 JANUARY 2021

*Chief Executive Officer, Ng Teng Fong General Hospital*

Dr Quek Lit Sin obtained his membership to the Royal College of Surgeons, Edinburgh for Accident & Emergency and Master of Medicine in Emergency Medicine in 2001. He completed a Disaster Medicine Fellowship in the Ronald Reagan Institute of Emergency Medicine at the George Washington University Medical Center, renowned for disaster planning, preparedness and response and the enhancement of emergency medical services.

As the former Head of NTFGH Emergency Department and Co-Chair of the Emergency Preparedness Committee, he was a member of the pioneer leadership team. When planning the Emergency Department, he embedded hospital design features with infrastructural provisions which enabled NTFGH to cater to industrial, chemical mass casualty events and allowed for rapid conversion of spaces to respond to pandemic surge.

He also serves on Singapore Civil Defence Force's Medical Advisory Committee for the Ministry of Home Affairs, Singapore Armed Forces' Emergency Medicine Medical Advisory Panel for the Ministry of Defence and the Panel of Associate Mediators, Singapore Academy of Law.

In recognition of his dedication to continually raise Singapore's standards of care and emergency preparedness, he was awarded the Public Administration Medal (Bronze) in 2020.



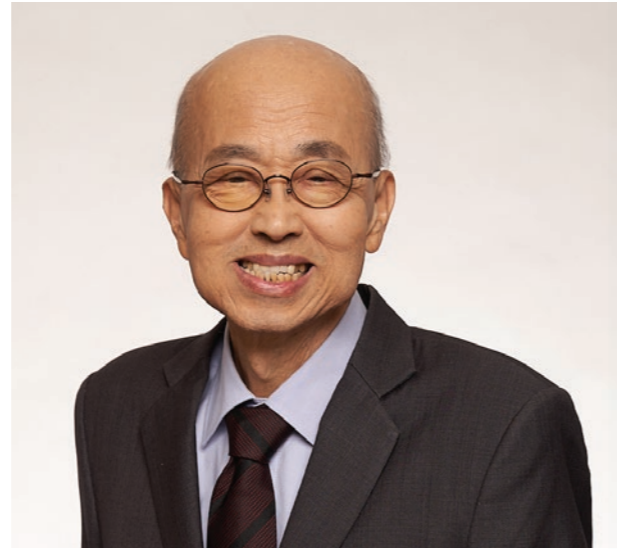
## Mr Tan Kwang Cheak

(NON-INDEPENDENT MEMBER)  
**BOARD MEMBER**  
 APPOINTED ON 8 JUNE 2022

*Chief Executive Officer, Agency for Integrated Care*

Mr Tan Kwang Cheak is the Chief Executive Officer for the Agency for Integrated Care. His work experience spans over two decades in the public, private and non-profit sectors. He first spent more than a decade in the Singapore Administrative Service, serving the public sector in various appointments in the Ministry of Education, Ministry of Defence, Ministry of Manpower and JTC Corporation. His last appointment in the public sector was Director, Manpower in the Singapore Ministry of Defence.

Mr Tan was subsequently the Senior Director for Operations, Brand Extensions, Business Planning and Human Resources in McDonald's Singapore, and the Assistant Executive Director in the Singapore National Employers Federation. He was also the Director for Human Resources and Talent Development in MOHH, the holding company for the public healthcare clusters in Singapore, before he became the Chief Human Resources Officer at NTUC Fairprice Cooperative Ltd in Singapore.



## Mr Timothy Teo Lai Wah

(INDEPENDENT MEMBER)  
**BOARD MEMBER**  
 APPOINTED ON 4 DECEMBER 2014

**AUDIT COMMITTEE CHAIRMAN**  
 APPOINTED ON 1 MAY 2021

*Member of Advisory Council, St Luke's ElderCare Ltd.*

Mr Timothy Teo has led an illustrious career in risk management, foreign exchange, money market, gold and commodities management in various top investment banks and organisations such as JP Morgan and the Government of Singapore Investment Corporation, both locally and overseas. During his tenure in the Boards of Singapore Land Authority, National Library Board and St Luke's Hospital, he also held concurrent appointments as Chairman or Member of their Investment, Finance or Audit Committees.

Mr Teo previously sat on the Boards of GuocoLand Limited and GL Limited. He is currently a member of Advisory Council of St Luke's ElderCare Ltd and also an independent director of School of the Arts and Pilgrim Asia Pte Ltd. In 2022, he received the Public Service Medal, National Day Award.



## Mr Wu Tzu Chien

(INDEPENDENT MEMBER)  
**BOARD MEMBER**  
 APPOINTED ON 8 JUNE 2022

*Retired Consultant, ST Engineering Ltd*

Mr Wu Tzu Chien was a Consultant of ST Engineering from 2009 till 2018. He chaired ST Engineering's Corporate Social Responsibility committee since 2006. Prior to this consultancy appointment, he was the President of ST Kinetics Ltd.

He joined Singapore Automotive Engineering (SAE) in 1986. He was Managing Director of ST Automotive Ltd in 1991 when SAE was listed on the Singapore Exchange. He took ST Automotive to form an integral part of ST Engineering and subsequently, helmed the merger of ST Automotive and Chartered Industries of Singapore into ST Kinetics till September 2006.

He was with Ministry of Defence, Singapore from October 1975 to May 1986 and was awarded the May Day "Medal of Commendation" in 2006 by the NTUC Union Congress.

## RELATED ENTITIES

- Alexandra Hospital (AH)
- ALPS Pte. Ltd.
- Centre for Chronic Disease Prevention & Management
- Centre for Functional Mobility and Enabling Technologies
- Centre for Healthy Longevity
- Centre for Healthy Professionals Training
- Centre for Innovation in Healthcare
- Jurong Community Hospital (JCH)
- Jurong Medical Centre (JMC)
- Mind Science Centre
- National University Cancer Institute (NCIS)
- National University Centre for Oral Health (NUCOHS)
- National University Health Services Group Pte. Ltd. (NUHSG)
- National University Health System Pte. Ltd. (NUHS)
- National University Heart Centre (NUHCS)
- National University Hospital (Singapore) Pte. Ltd. (NUH)
- National University of Singapore (NUS)
- National University Polyclinics (NUP)
- National University Primary Healthcare Pte. Ltd.
- Ng Teng Fong General Hospital (NTFGH)
- NUH Health Research Endowment Fund
- NUH Referral Laboratories Pte. Ltd.
- NUHS Diagnostics
- NUHS Pharmacy
- NUHS Fund Limited (NUHS Fund)
- NUS Faculty of Dentistry
- NUS Saw Swee Hock School of Public Health
- NUS Yong Loo Lin School of Medicine & Alice Lee Centre for Nursing Studies

## Executive Management

The Management team of JHF comprises the Key Officer and the Company Secretary. The Key Officer is responsible for the general administration and management of JHF.



Mr Simon Cheong  
Wai Khuen

**COMPANY SECRETARY**  
APPOINTED ON 8 JUNE 2022

*Group General Counsel, National University Health System Pte. Ltd.*

Mr Simon Cheong is currently the Group General Counsel and Company Secretary of the National University Health System Pte. Ltd. (NUHS) where he leads the Legal Office in providing legal support to the NUHS Board, Executive Group, and all NUHS entities. Simon is also the Company Secretary of all NUHS entities and he also leads the Board Secretariat team.

Simon started legal practice with M/s Rajah & Tann in corporate banking and commercial litigation, followed by stints in various energy companies specialising in middle and downstream work. Simon joined NUHS in 2015 as Group General Counsel and Company Secretary.

Simon has a Bachelor of Laws (Hons) and was called to the Singapore Bar as Advocate and Solicitor in 1997.

Mr Tan Meng Soon  
Derrick

**KEY OFFICER**  
APPOINTED ON 27 OCTOBER 2021

Mr Derrick Tan has over a decade's experience in his career trajectory spanning multiple industries such as fast moving consumer goods, philanthropy and corporate social responsibility. Starting out as a custodian for oral healthcare and household food brands, he then joined the National Council for Social Service where he spent six years fundraising for more than 80 social service agencies. Following this, he moved to Temasek International to project manage community stewardship initiatives and communication efforts amongst its stakeholders.

His latest stint was at Health Promotion Board where he partnered grassroots organisations, social service agencies and clan associations to promote evidence-based healthy living in the community.

Derrick is also the Data Protection Officer and Chief Risk Officer of JHF.

## HIGHLIGHTS OF FY2021

### Financial State Of JHF

#### Total Income

\$100,767

Income decreased by \$14,244,491 from the last financial year due to less donations, matching grants and lower investment income in FY2021.

#### Total Expenditure

\$9,252,663

Expenses increased by \$3,889,471 from the last financial year due to loss in fair value from investment in unit trusts and higher grant claims.

#### Major Financial Transactions

\$6,961,274

Claims from funded programmes accounted for the bulk of the expenditure.

#### Purpose of Assets Held

Investments in unit trust funds ensure adequate returns on reserves to sustain the operations of JHF.

#### Principal Funding Source

JHF's funds are mainly made up of donations from Far East Organization.



## Summary Of Financial Performance

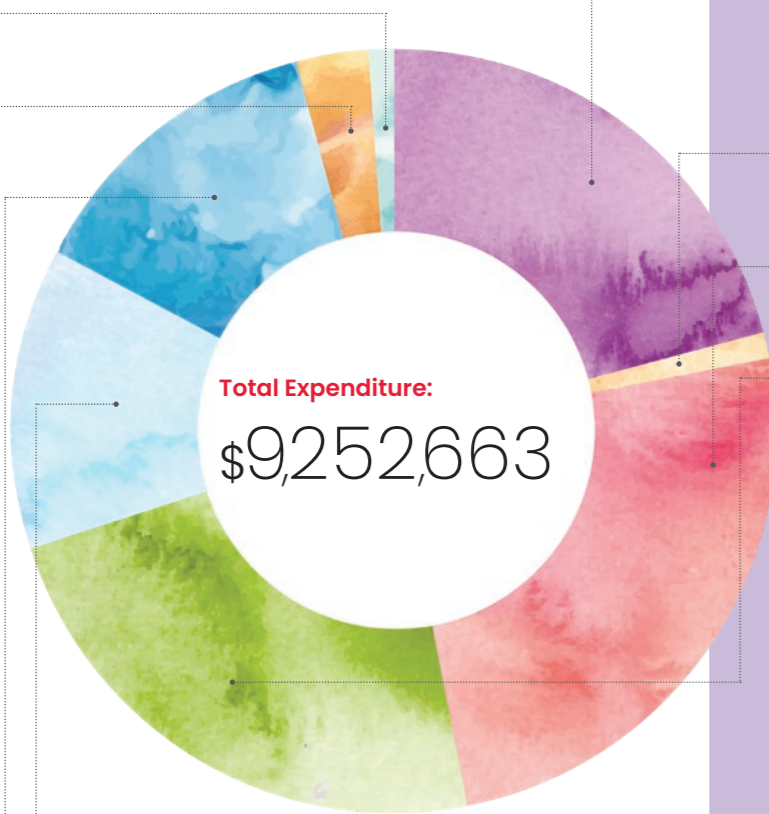


- Donations:  
\$36,515 (36%)
- Matching grant from Bicentennial Community Fund:  
\$58,724 (58%)
- Investment Income:  
\$5,528 (6%)

• Investment Loss:  
\$1,934,375 (21%)

### Funded Programmes:

- Needy Patients:  
\$136,363 (1%)
- Community Care:  
\$2,321,289 (25%)
- Education:  
\$2,105,015 (23%)
- Pilot and Quality Improvement Project:  
\$1,191,754 (13%)
- Research:  
\$1,206,853 (13%)
- Manpower Cost:  
\$237,668 (3%)
- Others:  
\$119,346 (1%)



## Overall Impact In FY2021

Disbursed \$6.9 million to support programmes that benefitted the Singapore community.

Assisted over 250 needy patients with medical and healthcare services.

Benefitted over 5,000 patients, residents, community partners and members of the public from community care programmes as well as health initiatives.

Invested in over 300 healthcare students and staff with continuing education and professional development opportunities.

Benefitted 800 patients and members of the public from pilot and quality improvement projects to improve outcomes and provide enhanced quality care.

Produced FIVE research output under publications to improve delivery of care and benefit our patients and the community.

# PROGRAMMES & ACTIVITIES

## Activities In FY2021

In FY2021, JHF funded 22 programmes that are aligned with its objectives of supporting Needy Patients, Community Care, Education, Pilot and Quality Improvement Projects, and Research. J.Walkers continued to be a signature JHF activity that encouraged the community to take charge of their health through brisk walking. Despite the pandemic, the majority of the programmes have resumed their activities or progress via hybrid models (physical and virtual). However, Community Care programmes that partnered Nursing Homes remained suspended due to lack of resources at the partners' premises.

### For the benefit of the Singapore Community

By promoting all medical and health-related services through supporting:

## Compliance To Regulations

### TAPPING ON JHF GRANT FUNDING

Grant applications -> Review of programmes -> Approval and award of grants -> Monitoring and reporting -> Verification and reimbursement of claims -> End of grant



#### Donations

Fundraising and receipt of donations

#### Reserves

Management of cashflow and reserves

### NEEDY PATIENTS

- Needy Patient Fund
- Hearing Implant Programme

### COMMUNITY CARE

- Anchor and Integrate Care in the Community
- Community Arts and Health Programme
- Diabetes Reinforcement, Empowerment And Motivation Programme
- Funding for Manpower Plan to support RHS Development
- Infectious Diseases Community Programme v2.0
- J.Walkers
- Learn @ LIFEHub & Mobility Park Programme
- Patient Care Counselling in JurongHealth Campus
- Spine Care in the Community Programme
- Urinary Catheter Management for Western Region Nursing Home Programme

### EDUCATION

- Talent Development Fund

### PILOT & QUALITY IMPROVEMENT PROJECTS

- Geriatric Oncology Longitudinal End to eNd Programme
- Immunisation Support for Nursing Homes Pilot Project
- Implement American College of Surgeons, Surgical Quality Improvement Programme at General Surgery
- Orthopaedic Integrated Clinical Pathways
- PreSAGE Bed Exit Prediction and Detection System in JCH

### RESEARCH

- BREAst screening Tailored for HER
- Effects of Implementing a Common EMR across Primary and Acute Care Settings in Separate Institutions under NUHS
- JurongHealth Research and Development Fund
- Programme Evaluation of Value Driven Outcome Projects

# NEEDY PATIENTS

**250 patients benefited from Needy Patient Fund in FY2021.**

## NEEDY PATIENT FUND

The Needy Patient Fund provides assistance to patients of NTFGH and JCH who are facing financial hardship. The provision of this fund enables needy patients to have access to necessary services, treatment and devices that are essential to manage their health and to ensure their overall well-being. The three highest demands for assistance in FY2021 were from patients requiring respiratory items, haemodialysis-related assistance and mobility aids.

### *Breathing life into being present for her children*

Ms Nor, 41 years old, was diagnosed with Interstitial Lung Disease, a progressive disease that left her homebound for the last few years. Twice divorced, she has four children who are dependent on her. The eldest son, 19, is mildly autistic and her youngest is eight. Her 66 year old father is a truck driver and her mother, 64, is a housewife. When hospitalised, Ms Nor's parents and her siblings assist her by caring for her children. However, at times, they are unable to provide her with necessary support.

Ms Nor is unable to work and is heavily dependent on the Social Service Office for her daily needs. However, the financial assistance received is proving insufficient to manage her medical condition and to support her family. Over the years, her health has deteriorated and her oxygen requirement has increased tremendously. She is no longer able to tolerate room air without an oxygen concentrator. As a result, she has missed out on important school events, including escorting her youngest daughter to school.

Needy Patient Fund supported her by covering the total cost of a portable oxygen concentrator so that she remains community ambulant. With this, Ms Nor gained a little more independence and is now able to spend quality time with her children beyond being in a home setting.

### *A lease of support, more time for family*

Mr Sng, 42 years old, is married and has three daughters. His wife who has underlying mental health conditions, works as a coffeeshop cleaner and his special needs daughters are following up on paediatrics. Mr Sng used to work as a taxi driver until he was certified medically unfit for work due to heart conditions in January 2022. Four months later, he was diagnosed with End-Stage Renal Failure and he requires haemodialysis.

Due to his circumstances, Needy Patient Fund sponsored Mr Sng's interim haemodialysis fees until the National Kidney Foundation was ready to offer him a subsidised vacancy.

Having received financial support for his dialysis, Mr Sng can now devote more time to his family's needs.

## HEARING IMPLANT PROGRAMME

The Hearing Implant Programme provides financial assistance for patients diagnosed with severe to profound hearing loss to access the latest hearing technologies and hearing rehabilitation. These implants provide an opportunity for patients to regain their hearing capabilities, independence while improving their overall quality of life.

**In FY2021, three patients received assistance from the programme.**

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*It was immensely heartening to be able to help Madam Lim improve her quality of life and to witness her regain independence and self-esteem.*

- Hearing Implant Programme team

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### *A leap of faith to enjoy life's simple pleasures*

Madam Lim, 48 years old, began her bone conduction implant journey in June 2021. Diagnosed with a condition known as chronic suppurative otitis media in 2017, she experienced mild to moderately severe mixed hearing loss in both ears. She started developing low self-esteem as she was unable to communicate well with her family and colleagues as they needed to speak loudly and repeat multiple times.

In 2019, Madam Lim was fitted with bilateral hearing aids which allowed her to hear better. Unfortunately, her ears were infected due to prolonged wearing of the hearing aids. She could not wear them for two weeks and as a result, she was once again unable to communicate well.

In 2021, Madam Lim was introduced to bone conduction implants. An alternative to hearing aids, bone conduction implant processors are off the ear instead of in the ear, thus reducing the risk of recurrent ear infections. She was apprehensive initially and concerned about the cost. With the team's assurance and encouragement, Madam Lim underwent the bone conduction implant surgery with assistance from the Hearing Implant Programme.

Since then, life has significantly turned around for her. With the guidance from her audiologists and consultant, Madam Lim regained her hearing and confidence. She appreciates the simple joys of life, such as listening to music and connecting with her family and friends on the phone. She is also able to communicate effectively with her colleagues.

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## COMMUNITY CARE



# Introducing Evidence-Based Model Of Care For A Healthier Township

## FUNDING FOR MANPOWER PLAN TO SUPPORT RHS DEVELOPMENT

Introduced in FY2015, the Funding for Manpower Plan to support Regional Health System (RHS) Development or RHS Manpower Programme in short, financially supports the cost of maintaining a core team of staff to operationalise and implement RHS initiatives pertaining to population health at both JurongHealth Campus and community levels.

### Bukit Batok Township – My Health Map

The Bukit Batok Township is an ongoing initiative that uses evidence-based interventions with the aim of delaying the onset of frailty and keeping the community of Bukit Batok healthy. With COVID-19 restrictions in place, the team continued to engage residents, introduce telehealth communication platforms, offer assistance and make beneficial recommendations on My Health Map components such as screening and vaccinations to residents. Small scale immersion sessions with community partners (Fei Yue and Tzu Chi) as well as home visits were also conducted. BioPsychoSocial risk screening tool was also administered on eligible participants and an interdisciplinary group was formed to discuss high-risk cases identified through the tool.

Catered to seniors, outreach informational sessions and activities were held. They cover topics such as mental well-being, active ageing, coping with chronic diseases and reducing one’s risk of getting a stroke.



**In FY2021, 4,132 participants were engaged of which 131 enrolled into My Health Map; 575 attended 11 informational talks and active ageing activities; and 166 seniors participated in the Intergenerational Health Programme.**

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**COVID-19 Vaccination Dialogue in Bukit Batok**

In line with national efforts for residents to achieve full vaccination status, the team co-organised COVID-19 Vaccination physical dialogue sessions with Bukit Batok Community Club. The objectives were to reach out to Bukit Batok residents to address their concerns and strengthen efforts in encouraging residents to get vaccinated. The sessions were conducted at various Bukit Batok SMC RCs and involved General Practitioners from NUHS Primary Care Network.

Care Connectors present at the dialogue sessions also interacted with the residents to promote My Health Map and register details of interested residents.

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**849 residents were engaged through the Door-to-Door Knock Outreach, enabling them to stay well in the community.**



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**Door-to-Door Knock Outreach for Bukit Batok Residents and inpatients**

The door-to-door knock outreach efforts enabled the team to better understand the residents' well being and render appropriate help if needed. The team conducted outreach efforts thrice a week to share information about My Health Map and arrange appointments for interested residents, with Care Connectors. NTFGH patients who reside at Bukit Batok were also actively identified with the objective of linking them to available medical and social resources post-discharge, enabling them to continue to stay well in the community.

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**Intergenerational Health Programme**

The Intergenerational Health Programme encourages and empowers both elderly and young children to lead a healthy lifestyle via healthy eating habits. The team engaged seniors and children from institutions in the western region such as NTUC Senior Activity Center (Taman Jurong), St. Luke's Eldercare (Bukit Batok), My First Skool (Yung An Road) and PCF Sparkletots (Bukit Batok Blk 178). With sessions held online, dietitians provided tips on healthy eating via hands-on activities and both seniors and children learnt to reduce bad fat, sugar intake and identify healthier choice foods in packaging.

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**More than 160 seniors were educated on healthy eating habits in FY2021.**

### Primary Care for Frail Elders as a Team

The Primary Care for Frail Elders as a Team training is organised for General Practitioners from Bukit Batok Primary Care Network with the aim of strengthening My Health Map care integration efforts in the community. The course provided General Practitioners with knowledge and skills on the provision of primary care for frail elders such as the principles of geriatric practice and the use of geriatric comprehensive assessments. This would equip them with a better understanding of providing clinical support and contributing to the development of care plans for identified high-risk residents.

**Thirteen general practitioners participated in this training session.**

### Allied Health Professionals in Community Events

The team also organised educational webinars targeted at the general public, patients and caregivers. Delivered by Allied Health Professionals and nurses from JurongHealth Campus, the webinars aimed to provide clinical and experiential knowledge in healthcare and caregiving. It addressed topics such as "Assisting Our Loved Ones with Communication and Swallowing Difficulties", "Stress Management – Caregivers", "Healthcare Financing and Caregiver Resources" etc. Some of these topics were previously requested by members of the public and the success of these talks allowed several repeat runs.

**A total of over 570 residents attended the informational talks and active ageing activities in FY2021.**

## Bringing Seamless Healthcare To Patients

“

*The clinic was near to my home. The GP spoke and explained well, and was able to care for my chronic conditions too.”*

– Mdm Tee, 64 years old, SpineCom patient

“

*Dr Kwek was able to explain the management of all my chronic conditions. It was good to be able to use my CHAS subsidies for payment.”*

– Mdm Ros, 57 years old, SpineCom patient



### SPINE CARE IN THE COMMUNITY PROGRAMME

Introduced in FY2020, the Spine Care in the Community (SpineCom) Programme is co-managed between NTFGH Orthopaedic Surgery and NUHS Primary Care Network General Practitioners. Through this programme, patients can enjoy seamless care and continue to benefit from the long-term care and follow-up visits in the community while enjoying the subsidised rates offered by the Community Health Assist Scheme (CHAS). In addition, shifting care from hospital to community enables patients with urgent needs to access specialist care with a shorter lead time.

With the successful implementation of SpineCom Programme in FY2020 for patients with non-surgical spine conditions, the programme has expanded its scope to include other non-surgical Hip & Knee and Shoulder & Elbow conditions with the development of the Joint Care in the Community (JointCom) in FY2021.

**In FY2021, over 300 patients benefitted from the SpineCom Programme.**

# Creating A Healing Environment Through Arts

## COMMUNITY ARTS AND HEALTH PROGRAMME

Started in FY2014, the Community Arts and Health Programme aims to transform the healthcare experience by creating a healing, soothing and supportive environment for our patients, families, visitors and staff through the arts. What sets this programme apart is the intentional co-creation process with artists, community partners, residents, patients and staff, to integrate creativity into care settings.

Due to the evolving COVID-19 situation and restrictions, many programmes such as Music-on-the-Move, pivoted to virtual events, allowing performers and volunteers to continue to engage and bring joy and respite to patients, which was much appreciated especially during frequent ward lock downs. The easing of pandemic restrictions enabled several community visual arts programmes and collaborations with schools and community art partners to continue, which culminated in the co-creation of more than 30 new artworks for the hospitals.

After a year's hiatus, the Arts and Health Festival returned in FY2021 with the theme, "Anew". Adopting a hybrid format, the festival brought people from different walks of life together through virtual art workshops, talks, competition, music and dance performances and physical exhibitions of community visual arts projects. Garnering more than media coverage, its hybrid format was able to reach a wider audience over a longer period of time via its microsite.



**Despite changing pandemic restrictions, over 600 community partners, patients, staff and other stakeholders benefitted from the Community Arts and Health Programme in FY2021.**



“

*Thank you for giving us the opportunity to do this (collaboration). I'm sure that the youths will be very excited to see their good work done. I really want to thank the organising committee for giving us this opportunity to showcase the goodness of our artistic talents among our boys. Many of us here might think that youths-at-risk are in trouble for various reasons, but it'll be (all) in good time that you realise there is also a part of them that is unique, talented and gifted in this process. Throughout the process, there were inspirations, mentorship, leadership and most importantly, appreciation. On behalf of Boys' Town and our community, thank you for this opportunity and platform.”*

- Dr Roland Yeow, Boys' Town, community art partner for 'Journey to the West' Community Art Project





## Helping Individuals Take Charge Of Their Own Health



**More than 15 participants enrolled in the programme to learn and benefit from diabetes self-management in FY2021.**

### DIABETES REINFORCEMENT, EMPOWERMENT AND MOTIVATION PROGRAMME

According to data compiled by the Ministry of Health, one in three Singaporeans is at risk of developing diabetes and one in nine people have been diagnosed with diabetes, making it a common chronic metabolic condition in Singapore. Started in FY2019, the Diabetes Reinforcement, Empowerment and Motivation (DREAM) Programme aims to equip, educate and empower patients with diabetes. They are equipped with self-management knowledge and skills to motivate them to undertake behavioural modification or lifestyle changes that would better manage their condition in the long term. Due to the prevailing COVID-19 situation, a hybrid model comprising both online and physical meetings was adopted.

## Supporting Inclusivity Within The Community

### LEARN @ LIFEHUB & MOBILITY PARK PROGRAMME

Learn @ LIFEHub & Mobility Park Programme was designed to support the members of the public with mobility and safety tips when assisting the elderly and persons with disabilities in Singapore. Tailored to meet the needs of caregivers and patients, the 1.5 hour programme comprises theory and practical hands-on components traditionally conducted by trained therapists at JCH.

Due to COVID-19 imposed restrictions, onsite attendance was restricted and hence, the programme was adapted to a virtual format enabling trainers to continue conducting the programme. The newly adapted 2 hour virtual programme has also incorporated a Speech Therapy video on communication and swallowing strategies to supplement participants' learning experience.



**In FY2021, over 10 participants benefitted from the virtual Learn @ LIFEHub & Mobility Park Programme.**





## *Nurturing The Next Generation Of Healthcare Leaders*

### TALENT DEVELOPMENT FUND

In a rapidly changing healthcare landscape, it is important to prepare healthcare professionals to be future and digital-ready to meet the needs of society. Since FY2016, the Talent Development Fund (TDF) has nurtured rising talents and leaders, and boosted the strategic capabilities of JurongHealth Campus to deliver safe and high quality care to patients. In FY2021, TDF continued to fund scholarships and sponsorships for pre-service and in-service staff to pursue healthcare specialisation, and support capability-building in areas such as leadership development, clinical quality improvement, patient safety, risk management and advances in medicine.

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**SHAZWANA SHAHIR**

(STAFF NURSE I)

ADVANCED DIPLOMA IN GERONTOLOGY



I joined Ng Teng Fong General Hospital in 2011 as an Enrolled Nurse in the Emergency Department and later progressed to be a Staff Nurse at Jurong Community Hospital. I was a part of the commissioning team when the hospital first started its operations.

Since then, I have been fortunate to have superiors who have given me opportunities for skills upgrading, allowing me to rise up the ranks.

I was excited to be sponsored by the Talent Development Fund, to further my studies in gerontology. I opted to specialise in gerontology as it is aligned to our national population health strategy. Additionally, this diploma will allow me to perform better professionally where I can be an advocate for elderly patients, better understand their conditions beyond medical terms, and share the community services available with the caregivers.

Due to the COVID-19 pandemic, my classes were held online and hence I was unable to do clinical attachment at other hospitals. However, I was fortunate to have supportive colleagues who have attended the course previously and they guided me during my period of study.

I would like to continue to pursue my interest in gerontology and be a clinical instructor to impart my knowledge to our future generation of nightingales.

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## LOH GUEK LENG

(SENIOR PHARMACIST)  
DOCTOR OF PHARMACY

I graduated from the National University of Singapore with Bachelor of Science (Pharmacy) in 2015 and started working at Ng Teng Fong General Hospital as a Pre-Registration Pharmacist. I have had an interest in Chemistry and Biology, and wanted to work in healthcare to contribute to the society. I enjoy my work as a pharmacist because it brings me great joy in helping and caring for my patients through optimising their medications and ensuring its safe and effective use. Being a pharmacist also allows me to employ my strengths of being a meticulous and detail-oriented person.

Since my undergraduate days, I have always wanted to pursue my doctorate in Pharmacy (Pharm.D.) and was thrilled when I was offered a scholarship by the Talent Development Fund to further my studies. Pharm.D. has benefitted me both professionally and personally, and I have grown to be a reflective pharmacist who is well-equipped with broad-based pharmacotherapy as well as clinical and leadership skills to further advance clinical pharmacy practice

During my Pharm.D course, I cherished the interactions and wisdom from my professors, preceptors and fellow classmates. I also had the opportunity to work on a nationwide first-of-its-kind research project with Ministry of Health on blood thinners for patients who had suffered from a heart attack. It was a study involving over 15,000 patients, and the findings of the study could be potentially practice-changing. I was grateful to present my project at the Singapore Cardiac Society's Annual Scientific Meeting and the Singapore Pharmacy Congress where I clinched the first and second prize respectively.

During my time in JurongHealth Campus, I have achieved many milestones in my career and I am thankful for the opportunities so far. Besides contributing to patient care, I would like to empower junior pharmacists through clinical education and training, as well as, delve into clinical research. In future, I hope to be able to further my studies to specialise in Cardiology.

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## CAI JUN JIE

(SENIOR STAFF NURSE I)  
GRADUATE DIPLOMA IN WOUND,  
OSTOMY AND CONTINENCE PRACTICE

I joined Ng Teng Fong General Hospital in 2015 after completing my Bachelor's degree in Nursing. My interest in Wound Care stems from my time as a Staff Nurse in the surgical ward where I observed my seniors assisting with complexed wounds. Such wounds often proved to be a distressing sight for junior nurses and patients, and required a specialised skill set. I was both awed and inspired. Hence, it was truly a blessing for me to receive a scholarship from the Talent Development Fund to further my ambition of specialising in Wound Care.

My part-time Graduate Diploma course empowered me to support my patients and juniors with the knowledge and skills that I acquired. I met like-minded professionals in my course and attained a lot of exposure that I can apply at work.

During the pandemic period, the teaching modality switched to virtual classes and we could no longer have consultations with our lecturers. However, I appreciate the flexibility to attend lectures from the comfort of my home after a long day at work.

I now aspire to pursue my Masters in Nursing and hope that my juniors too will consider upskilling to provide advanced health-care for our patients.

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**In FY2021, TDF enabled more than 360 students and staff with professional training and opportunities for growth within the organisation.**

# PILOT & QUALITY IMPROVEMENT PROJECTS

## *Enhanced Orthopaedic Care Models*

### ORTHOPAEDIC INTEGRATED CLINICAL PATHWAYS PROGRAMME

The Orthopaedic Integrated Clinical Pathways (OICP) Programme is focused on the development and enhancement of various orthopaedic clinical pathways to coordinate and integrate multidisciplinary care for orthopaedic patients across the care continuum, in accordance with international evidence-based care and MOH's guidelines. The OICP Programme comprises three clinic pathways namely, Hip Fracture Clinical Pathway, Total Knee Replacement Pathway and Lower Limb Amputation Pathway.

**In FY2021, over 400 patients benefitted from the OICP Programme.**

#### *Total Knee Replacement*

Enhanced Recovery After Surgery (ERAS) in TKR surgery using a set of evidence-based interventions were established in a multidisciplinary approach at different phases of care (Pre-operative, Intra-operative and Post-operative) and integrated into the TKR Clinical Pathway to improve patient outcomes and functional recovery. In FY2021, 97% of these patients achieved Average Length of Stay within five days. There were no cases of mortality or unplanned return to the operating theatre.

#### *Hip Fracture*

Length of stay and expedited care during COVID-19 pandemic were key challenges as COVID surveillance swabs conducted on hip fracture patients prior to surgery created unintended delays in surgery. As part of Orthopaedic Surgery's ongoing efforts to expedite surgery amidst the pandemic, the COVID Surveillance Protocol was implemented and enhanced to expedite hip fracture surgery upon Emergency Department presentation. In FY2021, Average Length of Stay reduced to 8.7 days and 78% of hip fracture patients admitted were able to be operated on within 48 hours. In addition, 100% of these patients were given osteoporosis assessment and appropriate thromboprophylaxis.

## *Aligning Cost-Effective Quality Care With International Standards*

### IMPLEMENT AMERICAN COLLEGE OF SURGEONS, SURGICAL QUALITY IMPROVEMENT PROGRAMME AT GENERAL SURGERY

The Implement American College of Surgeons, Surgical Quality Improvement Programme at General Surgery aims to build a clinical database to enable surgeons to understand their clinical outcomes, promote continuous quality assessments, bring improvements in delivering higher quality care and cost-savings to patients and the healthcare system. Utilising risk-adjusted data enables the programme to produce objective assessments that directly measure the performance of care delivered. This will help in facilitating both the identification and implementation of appropriate quality improvement initiatives thus benefitting General Surgery patients.

More than 1,000 patient cases under the specialities of General Surgery, Urology and Vascular were analysed, allowing for significant improvement in patient management and quality and quantity of medical records.

## *Leveraging On Technology To Improve Patient Care Services And Safety*



**Under PreSAGE initiative, there were no bed falls in single and isolation rooms at Jurong Community Hospital in FY2021.**

### PRESAGE BED EXIT PREDICTION AND DETERMINATION SYSTEM

The PreSAGE Bed Exit Prediction and Detection system predicts bed exits and abnormalities, alerting nurses to respond promptly and check on patients at risk of falling. It was implemented at JCH's single and isolation rooms for patients deemed high fall risks. Since then, no bed falls were recorded, thus improving patient's fall rate, care services and safety. The PreSAGE Bed Exit Prediction and Detection system has also received positive feedback from staff for its efficiency.

## Implementing New Screening Method To Detect Breast Cancer

### BREAST SCREENING TAILORED FOR HER

Launched in FY2020, the BREast screening Tailored for HER (BREATHE) is focused on developing a personalised breast screening programme for women and improving the current screening programme. This programme tests the feasibility of a risk-based screening approach and evaluates the cost-effectiveness compared to current practice whilst strengthening research capacity at JurongHealth Campus.

Despite facing pandemic restrictions such as Heightened Alert measures, the team managed to carry out significant research in FY2021. Over 15% of the study population was found to be at increased risk of breast cancer. Participants also appreciated the increase in awareness. The significance of these early results underscores the scope for more to be done ahead to develop a holistic tailored screening programme for every woman.

**1,013 patients were recruited into BREATHE in FY2021.**



## Improving Healthcare Quality Using Data Analytics



### PROGRAMME EVALUATION OF VALUE DRIVEN OUTCOME PROJECTS

The Programme Evaluation of Value Driven Outcome (VDO) Projects utilises clinical indicators, cost-care indicators and Patient Reported Outcome Measures (PROMs) to assess the effectiveness and cost-effectiveness of VDO interventions so as to improve healthcare quality and value to patients in NTFGH.

PROMs enable insights into the patient's perspective of their health, functional and psychological status, which are critical elements in the demonstration of high value care. The knowledge gained from the evaluation study will enhance quality improvement efforts, support care redesign, and facilitate delivery of cost-effective and patient-centred interventions for sustainability in the long run.

Projects that commenced in FY2020 such as Total Knee Replacement and Emergency Surgical Unit have completed their first baseline analysis. Several opportunities for care enhancement using PROMs have been identified. In FY2021, two additional projects, Congestive Heart Failure and Total Hip Replacement were initiated.

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*“Working as a Clinical Outcome Coordinator on the VDO PROMs project has been a meaningful experience! It is motivating to know that the data collected will be used towards quality improvement and care redesign efforts for the benefit of future patients. Furthermore, it has been delightful to connect with patients and hear about their recovery journey! “*

- Clinical Outcome Coordinator,  
Tang Yu Qun

## Enabling Access To Care For Patients Across Healthcare Institution

### EFFECTS OF IMPLEMENTING A COMMON EMR ACROSS PRIMARY AND ACUTE CARE SETTINGS IN SEPARATE INSTITUTIONS UNDER NUHS

The Effects of Implementing a Common EMR across Primary and Acute Care Settings in Separate Institutions under NUHS (EASI) began in FY2020. This is a multi-centre observational study on the effect of Next Generational Electronic Medical Records (NGEMR) implementation on physician productivity and quality of care in a public healthcare setting. The study also has an additional focus on reviewing the effects of adopting a common EMR platform across the cluster institutions, with specific focus on the effects of cross-referrals between NUP into NTFGH Specialist Outpatient Clinics and vice-versa.

The knowledge gained from this study may result in appropriate process changes that may lead to greater access to care for patients whose care crosses various healthcare entities under NUHS. It can also ease processes leading to greater efficiency, time-saving and higher user satisfaction rates. In FY2021, EASI completed its data analysis on Physician efficiency and quality of care. Further data is being gathered regarding policy impact, cost effectiveness, care coordination and referral management between NTFGH Specialist Outpatient Clinics and NUP. Overall, the project is on-track to completion.

# SIGNATURE EVENT

## J.WALKERS

### CELEBRATING JHF'S 10 YEARS OF MAKING A DIFFERENCE TO THE PATIENTS AND THE COMMUNITY

J.Walkers is JHF's signature programme that encourages the public take charge of their health through brisk-walking in a sheltered elevated pedestrian walkway that is linked to NTFGH, Jurong East MRT station and surrounding malls.

To commemorate its 10th anniversary and to promote active lifestyle amidst the pandemic, JHF launched the J.Walkers+ Virtual Walk. The month-long campaign encouraged participants to walk anywhere, or on the J.Walkers extended route, which now includes Jurong East Bus Interchange and J.Cube in addition to JEM, Westgate and IMM, covering a total distance of 3km or 4,000 steps. Over 3,800 participants including staff took part in various challenges in the Virtual Walk as individuals or in teams. The Campaign helped to raise awareness and profile of JHF through its publicity in the social media and printed media, which in turn, attracted over a hundred new donors.

Participants appreciated the ease of being able to walk the elevated path in rain or shine. Some noted the challenge and established a habit of walking they hoped to maintain thereafter.

**More than 3,800  
participants took  
part in the J.Walkers  
programme in FY2021.**



# THE YEAR AHEAD

JHF continues to support programmes mooted by JurongHealth Campus comprising NTFGH and JCH, including strategic partners and member institutions of NUHS. These are in line with JHF's objectives to promote all medical and health-related services that are exclusively charitable and for the benefit of the Singapore community.

JHF remains committed to fund the existing 21 programmes and continue to deepen the impact of funding through new programmes that are aligned with its objectives.

## FUTURE PLANS

In FY2021, JHF commenced the three-year strategic plan approved by the Board. The overarching strategic directions are to increase visibility and elevate the status of the fund, and to stretch and spread the funds to enable more to benefit. These remain core to JHF's operations where progress is underway to enhance grant making opportunities and build long-term sustainability.

## COMMITMENTS

As indicated in the Audited Financial Statements (Note 12), JHF has commitments in terms of grants awarded for programmes with claims yet to be made.

## FUNDRAISING PLANS

JHF will step up publicity and outreach efforts to drive visibility of the fund. Donor engagement, fundraising activities and communication activities will be a mainstay in its operations. JHF will also continue to leverage on appropriate events for fundraising and work with other grant bodies for donations.

## EXPENDITURE PLANS

In addition to funding new and existing programmes, JHF will support communications and engagement activities as well as operational costs for manpower, information technology and governance costs. Fundraising and publicity costs are expected to increase but will be in adherence to charity guidelines.



# GOVERNANCE

As an Institution of a Public Character, JHF is committed to maintaining high standards of governance so as to preserve the trust and confidence of its donors, beneficiaries and stakeholders. Besides adhering to its Constitution and the Code of Governance for Charities and Institutions of a Public Character, and the Terms of Reference for Board Members, JHF has put in place policies and procedures, and where appropriate, has adopted NUHS policies, and these policies and procedures are regularly reviewed to ensure that they stay relevant and updated. JHF neither makes loans nor donations to external parties.

## ROLE OF THE BOARD OF DIRECTORS

Board of Directors ensures that the projects funded by the Fund meets the main objective of the Company, which is to “promote all medical and health-related services that are exclusively charitable and for the benefit of the Singapore community, and in accordance with its Constitution. In particular, the Board has oversight on the strategic directions, objectives and programmes of JHF, with particular focus on good governance within JHF.

### *Roles and Responsibilities/ Matters Requiring Board Approval*

- The Terms of Reference of the Board deal with the duties and responsibilities of the Board and ensure that JHF stays true to its charitable purposes, complies with its Constitution, the Code of Governance for Charities and Institutions of a Public Character, and all relevant laws and regulations.
- The Board approves JHF’s policies, annual budgets, financial projections, investments and withdrawals, bank and investment account authorised signatories, expenditure and payment approval authority, and grant awards for programmes in line with JHF’s objectives and authority limits.
- The Board approves the Audited Financial Statements, Annual Report and Governance Evaluation Checklist for submission to the Commissioner of Charities.

### *Board Selection and Recruitment, Induction, Training and Evaluation of Board Effectiveness*

- The Chairman of the Board of Directors is appointed by and from the Board of Directors. Board Members are appointed, and their term of office determined by, the Board of Directors. No staff sits on the Board.

- Incoming Board Members receive an induction on the Terms of Reference for the Board of Directors which include their responsibilities, powers and duties and the code of conduct. An introduction to JHF, its work and governance practices is also conducted for new Board Members as part of an orientation programme.
- A Board evaluation survey is carried out every two (2) years to assess the Board’s performance and effectiveness. The next evaluation survey will be done in 2023.

### *Term Limit of Board*

- To enable a steady renewal of Board Members, each Member is appointed for three (3) years, and renewable to a maximum tenure of nine (9) years.

### *Audit Committee*

- All appointments to the Audit Committee are approved by the Board.
- The Terms of Reference of the Audit Committee cover the duties and responsibilities of the committee such as review of the internal and external audit plans and results, and the financial statements of JHF, and oversight on the adequacy of risk management, regulatory compliance and whistleblower guidelines.
- The Audit Committee is updated half yearly on JHF’s risk management framework and key risks including mitigating controls and measures, and is updated on any whistleblowing reports.

#### *Frequency of and Attendance at Board and Committee Meetings*

Name of Board Member	Number of Board Meetings Attended	Number of Audit Committee Meetings Attended
Prof Lim Pin (Chairman)	3 out of 3	-
Mrs Dorothy Chan	3 out of 3	-
A/Prof Cheah Wei Keat <sup>1</sup>	3 out of 3	1 out of 3
Ms Laura Kho Min Zhi	3 out of 3	-
Mr Naveen Sasidaran <sup>2</sup>	-	-
Mr Tan Kwang Cheak <sup>2</sup>	-	-
Mr Peter Low Eng Huat	3 out of 3	3 out of 3
Dr Quek Lit Sin	3 out of 3	-
Mr Timothy Teo Lai Wah	3 out of 3	3 out of 3
Mr Wu Tzu Chien <sup>2</sup>	-	-

- There were three (3) Board meetings and three (3) Audit Committee meetings in FY2021.

<sup>1</sup> A/Prof Cheah Wei Keat was appointed as an Audit Committee Member on 1 March 2022, after two Audit Committee meetings in FY2021 were held.

<sup>2</sup> Mr Naveen Sasidaran, Mr Tan Kwang Cheak and Mr Wu Tzu Chien were appointed as Board Members on 8 June 2022, after all three Board meetings in FY2021 were held.

## DISCLOSURE OF REMUNERATION

In accordance to the Constitution of JHF, the Board of Directors does not receive any remuneration for Board services.

### Staff Performance and Remuneration

- Staff performance is reviewed and assessed based on a structured performance review and appraisal process that was put in place and provided by NUHS.
- Remuneration of staff including key staff is based on JHF-adopted NUHS Human Resource policies and procedures on compensation and benefits.

Annual Remuneration of Staff exceeding \$100,000

Remuneration Band	Number of Staff
Between \$100,000 to \$200,000	1

- No staff serves as a Board Member of JHF.
- No staff is related to the Ng Teng Fong family or a Board Member of JHF.

## CONFLICT OF INTEREST POLICY

The Conflict of Interest Policy applies to all Board Members and NUHS staff, and provides guidelines on the identification, disclosure and resolution of actual, perceived or potential conflicts of interest.

### Procedures to deal with conflicts of interests of staff

- Staff are required to disclose, *inter alia*, any relationships, positions or circumstances in which they are involved that could give rise to an actual, perceived or potential conflict of interest with the Fund.
- On an annual basis, all staff supporting JHF are required to make declarations through the NUHS Conflict of Interest Disclosure Statement and agree to comply with the NUHS Conflict of Interest Policy.
- In addition, staff must declare to JurongHealth and/or NUHS management any actual, perceived or potential conflict of interest as soon as it is known.
- Any actual, perceived or potential conflicts are discussed by JurongHealth Campus and/or NUHS management as appropriate with decisions and directions given on the steps forward.
- Any staff who may be in position of conflict in any matter involving the Fund must not participate in discussions or meetings, make decisions or vote on such matters and must recuse himself or herself from the discussions or meetings.

### Procedures to deal with conflicts of interests of Board Members

- Board Members are required to disclose, *inter alia*, any relationships, positions or circumstances in which they are involved that could give rise to an actual, perceived or potential conflict of interest with the Fund.

- On an annual basis, each Board Member is required to make declarations through the NUHS Conflict of Interest Disclosure Statement.
- In addition, Board Members must declare to the Board of Directors, any actual, perceived or potential conflict of interest as soon as it is known.
- An actual, perceived or potential conflicts involving Board Members are discussed by the Board of Directors with decisions and directions given on the steps forward.
- Any Board Member who may be in position of conflict in any matter involving the Fund must not participate in discussions or meetings, make decisions or vote on such matters and must recuse himself or herself from the discussions or meetings.

## RESERVES AND INVESTMENT POLICY

JHF has a Reserves and Investment Policy for long-term stability of JHF's operations and charitable activities, ensuring that there are sufficient resources in the event of unforeseen circumstances, and to optimise the management of cash holdings and ensure adequate returns on funds and reserves to sustain the operations.

### Level and Purpose of Reserves

- The level of reserves to be held is the five-year financial projection reviewed and approved by the Board annually.
- The purposes of reserves are to provide financial stability and the means for the development of JHF's aim and for JHF to achieve its objectives.

JHF's Reserves Position

	FY2021 (At 31 March 2022)	FY2020 (At 31 March 2021)
[A] Unrestricted Fund (reserves)	\$116,878,982	\$125,988,078
[B] Restricted Funds		
• Hearing Implant Programme (to be used from FY2020 to FY2025)	\$241,249	\$284,420
• Helping our migrant workers/ Welfare of the migrant workers	\$23,480	\$34,544
• Other Donations	\$70,585	\$59,150
<b>Total Accumulated Funds</b> {[A] Unrestricted Fund + [B] Restricted Funds}	<b>\$117,214,296</b>	<b>\$126,366,192</b>
	<b>FY2021</b> (1 April 2021 to 31 March 2022)	<b>FY2020</b> (1 April 2020 to 31 March 2021)
[C] Annual Operating Expenditure expanded from Unrestricted Fund	\$9,198,428	\$5,132,851
<b>Reserves Ratio</b> {[A] Total Unrestricted Fund / [C] Annual Operating Expenditure expanded from Unrestricted Fund}	<b>12.7</b>	<b>24.6</b>

- JHF has disclosed its Restricted Funds in the Audited Financial Statements, Note 8, page 22. Please refer to the Audited Financial Statements for more information.
- There are no funds of JHF which are in deficit.

### Investment Guidelines

- The policy covers the segmentation of funds into operating cash to cover project- ed expenses, short- to medium-term investment of funds ring-fenced for up to three (3) years in fixed deposits, and long-term investment of funds needed in the longer term of more than three (3) years and residual surplus funds in the MOHH Common Long-Term Investment Programme.
- The MOHH Common Long-Term Investment Programme comprises two unit trust funds and all investments and withdrawals have to be approved by the Board. The guiding principles for the unit trusts are wealth preservation instead of profit maximisation, and risk management has the highest priority.

### WHISTLE-BLOWING POLICY

JHF has adopted the NUHS Whistle-Blowing Policy which sets out a whistle-blowing framework for reporting concerns on actual or suspected wrongdoings for investigation and corrective actions. The policy covers the whistle-blowing channels, confidentiality and protection of whistle-blowers, the investigation process and reporting.

### OTHER POLICIES

JHF maintains and has adopted other policies for the operations of JHF and ensures that internal control systems are in place with documented procedures.

#### Grant Making Policy

- The Grant Making Policy establish- es grant making guidelines that are consistent with the operating rules and regulations governing JHF.
- The policy covers the grant making pri- orities of JHF to achieve its objectives of supporting Needy Patients, Commu- nity Care, Education, Pilot and Quality Improvement Projects and Research. It also covers the grant application and approval process, approving limits and monitoring and reporting.

#### Managing Fundraising, Donations and Receipts Policy

- The Managing Fundraising, Dona- tions and Receipts Policy provides guidelines for JHF to adopt charity best practices and engage the do- nor community in a professional and accountable fashion, so as to instil a high level of public confidence.
- The policy covers fundraising guide- lines, donor and donation man- agement including issuance of tax-deductible receipts, and proper accounting and disclosure of funds from donations.

#### NUHS Human Resource, Procurement and Data Governance and Protection Policies

- The NUHS Human Resource policies and procedures cover areas such as recruitment, compensation, benefits and staff welfare, learning and devel- opment, performance management, staff discipline and employment matters.
- The NUHS Procurement Policy estab- lishes the principles and procedures of procurement, the role and respon- sibility of staff in the process and the code of conduct and ethics. In addi- tion, JHF has an approval matrix with different levels of authorisation for different tiers of expenditure.
- The NUHS Data Governance and Pro- tection Policy provide staff and us- ers with guidance on their roles and responsibilities in relation to data access, retrieval, sharing, retention, and destruction to ensure proper management and protection of data is maintained.

## GOVERNANCE EVALUATION CHECKLIST

Advanced Tier for FY2021 (1 April 2021 to 31 March 2022)

S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
<b>BOARD GOVERNANCE</b>				
1	<b>Induction and orientation</b> are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
<b>Are there governing board members holding staff<sup>3</sup> appointments?</b> (skip items 2 and 3 if "No")			<b>No</b>	
2	Staff <sup>3</sup> does <b>not chair</b> the Board and does <b>not comprise more than one third</b> of the Board.	1.1.3	-	
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	-	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) <b>can only serve a maximum of 4 consecutive years.</b>  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	Not Complied	JHF does not intend to formally appoint a Treasurer. The Treasurer's following responsibilities are currently fulfilled by the JHF Board of Directors and supported by the Finance Team of Ng Teng Fong General Hospital/National University Health System, MOH Group Internal Audit and the auditors of JHF to: a) maintain oversight of a finance and accounting system and procedures, including procurement, receipting and payment processes b) establish strong checks and balances in the finance and accounting system to mitigate potential risks, oversee financial sustainability and financial reporting of the Charity; and c) ensure that financial reporting is true and fair, in accordance with the relevant accounting standards, and completed/filed within the legal deadlines. The Audited Financial Statements are presented to the Audit Committee annually for review, in accordance with the relevant accounting standards, and thereafter recommended for Board's approval. Processes and policies are also the subject of audits by the MOH Group Internal Audit to ensure compliance and good corporate governance. Therefore, the aforementioned fulfills the requirement of appointing a Treasurer and the Chairman should not be assumed to oversee the finances in absence of the appointment of a Treasurer pursuant to Guideline 1.1.7 since the present governance framework adequately takes care of all potential risks.

<sup>3</sup> 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.

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5	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Complied	
6	The Board conducts <b>self-evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
<b>Is there any governing board member who has served for more than 10 consecutive years?</b> (skip item 7 if "No")			<b>No</b>	
7	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years.</b>	1.1.13	-	
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied	
<b>CONFLICT OF INTEREST</b>				
9	There are documented procedures for governing board members and staff <sup>3</sup> to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied	
10	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>				
11	The Board periodically <b>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	
12	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>3</sup> MANAGEMENT</b>				
13	The Board approves <b>documented human resource policies</b> for staff <sup>3</sup> .	5.1	Complied	
14	There is a <b>documented Code of Conduct</b> for governing board members, staff <sup>3</sup> and volunteers <sup>4</sup> (where applicable) which is approved by the Board.	5.3	Complied	
15	There are processes for regular supervision, appraisal and professional development of staff <sup>3</sup> .	5.5	Complied	
<b>Are there volunteers<sup>4</sup> serving in the charity?</b> (skip item 16 if "No")			<b>No</b>	
16	There are <b>volunteer management policies</b> in place for volunteers <sup>4</sup> .	5.7	-	
<b>FINANCIAL MANAGEMENT AND INTERNAL CONTROLS</b>				
17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
18	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures.</b>	6.1.2	Complied	

<sup>4</sup> Volunteer: A person who willingly serves the charity, without expectation of any remuneration.

S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
20	The Board ensures that there is a process to <b>identify, and regularly monitor and review</b> the charity's <b>key risks.</b>	6.1.4	Complied	
21	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
<b>Does the charity invest its reserves (e.g. in fixed deposits)?</b> (skip item 22 if "No")			<b>Yes</b>	
22	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied	
<b>FUNDRAISING PRACTICES</b>				
<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year?</b> (skip item 23 if "No")			<b>Yes</b>	
23	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied	
<b>Did the charity receive donations in kind during the financial year?</b> (skip item 24 if "No")			<b>No</b>	
24	All donations in kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	-	
<b>DISCLOSURE AND TRANSPARENCY</b>				
25	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	
<b>Are governing board members remunerated for their services to the Board?</b> (skip items 26 and 27 if "No")			<b>No</b>	
26	No governing board member is involved in setting his own remuneration.	2.2	-	
27	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report.  OR  The charity discloses that no governing board member is remunerated.	8.3	-	
<b>Does the charity employ paid staff<sup>3</sup>?</b> (skip items 28, 29 and 30 if "No")			<b>Yes</b>	
28	No staff <sup>3</sup> is involved in setting his own remuneration.	2.2	Complied	

S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
29	<p>The charity discloses in its annual report –</p> <p>(a) the total annual remuneration for <b>each of its 3 highest paid staff<sup>3</sup></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<sup>3</sup> also serves as a governing board member of the charity.</p> <p>The information relating to the remuneration of the staff<sup>3</sup> must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that none of its paid staff<sup>3</sup> receives more than \$100,000 each in annual remuneration.</p>	8.4	Complied	
30	<p>The charity discloses the number of paid staff<sup>3</sup> who satisfies all of the following criteria:</p> <p>(a) the staff<sup>3</sup> is a close member of the family<sup>5</sup> belonging to the Executive Head<sup>6</sup> or a governing board member of the charity;</p> <p>(b) the staff<sup>3</sup> has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff<sup>3</sup> must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that there is no paid staff, being a close member of the family<sup>5</sup> belonging to the Executive Head<sup>6</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>				
31	<p>The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.</p>	9.2	Complied	

<sup>5</sup> 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 dependent of the Executive Head or governing board member;
- (d) the dependent of the Executive Head’s or governing board member’s spouse.

<sup>6</sup> Executive Head: The most senior staff member in charge of the charity’s staff.

# DONATIONS AND GRANTS

*We extend our heartfelt appreciation to all donors for their generosity and support.*

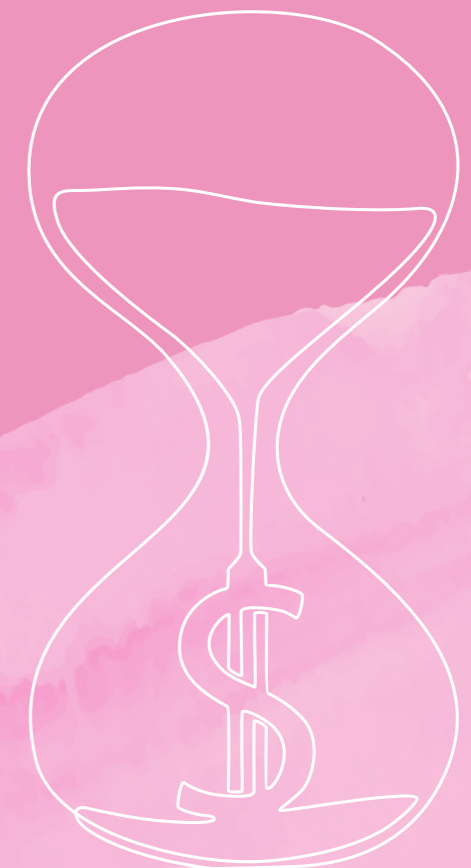
In FY2021, JHF received donations totalling

**\$36,515**

In addition, JHF received a matching grant of

**\$58,724**

from Bicentennial Community Fund.





*Thank you  
to all our donors,  
we look forward  
to your continued  
support.*



To make a donation,  
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FINANCIAL YEAR ENDED  
31 MARCH 2022  
**JURONGHEALTH FUND**  
ANNUAL REPORT

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