

JURONGHEALTH FUND
ANNUAL REPORT

Financial Year Ended 31 March 2025



Annual Report for FY2024

Financial year ended 31 March 2025

Recipient of



JURONGHEALTH FUND
ANNUAL REPORT

Financial Year Ended 31 March 2025

OVERVIEW OF JURONGHEALTH FUND (JHF)

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

Registered as a charity under the Charities Act (Chapter 37) 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 2024 to 31 August 2027.

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

ABOUT US

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:

1. Needy Patients

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

2. Community Care

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

3. Education

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

4. Pilot and Quality Improvement Projects

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

5. 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.

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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.

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BOARD OF DIRECTORS

Members of the Board as of 31 March 2025 are as follows:

No	Names	Designation	Date of Appointment
1	Prof Lim Pin	Chairman	4 August 2017 Retired on 31 March 2025
2	Mrs Dorothy Chan	Board Member Patron, Ng Teng Fong General Hospital	8 June 2017
3	A/Prof Dan Yock Young	Board Member	1 April 2024
4	A/Prof Cheah Wei Keat	Board Member	4 August 2020
5	Ms Laura Kho Min Zhi	Board Member	14 February 2020
6	Mr Peter Low Eng Huat	Board Member	1 January 2021
7	Dr Quek Lit Sin	Board Member	1 January 2021
8	Mr Naveen Sasidaran	Board Member	8 June 2022
9	Mr Tan Kwang Cheak	Board Member	8 June 2022
10	Mr Raymond Tong	Board Member	4 December 2023
11	Mr Wu Tzu Chien	Board Member	8 June 2022

New Appointments in FY2025

No	Names	Designation	Date of Appointment
1	Prof Benjamin Ong	Chairman	1 April 2025

Members of the Audit Committee as of 31 March 2025 are as follows:

No	Names	Designation	Date of Appointment
1	Mr Peter Low Eng Huat	Chairman	4 December 2023
2	A/Prof Cheah Wei Keat	Member	1 March 2022
3	Mr Raymond Tong	Member	4 December 2023

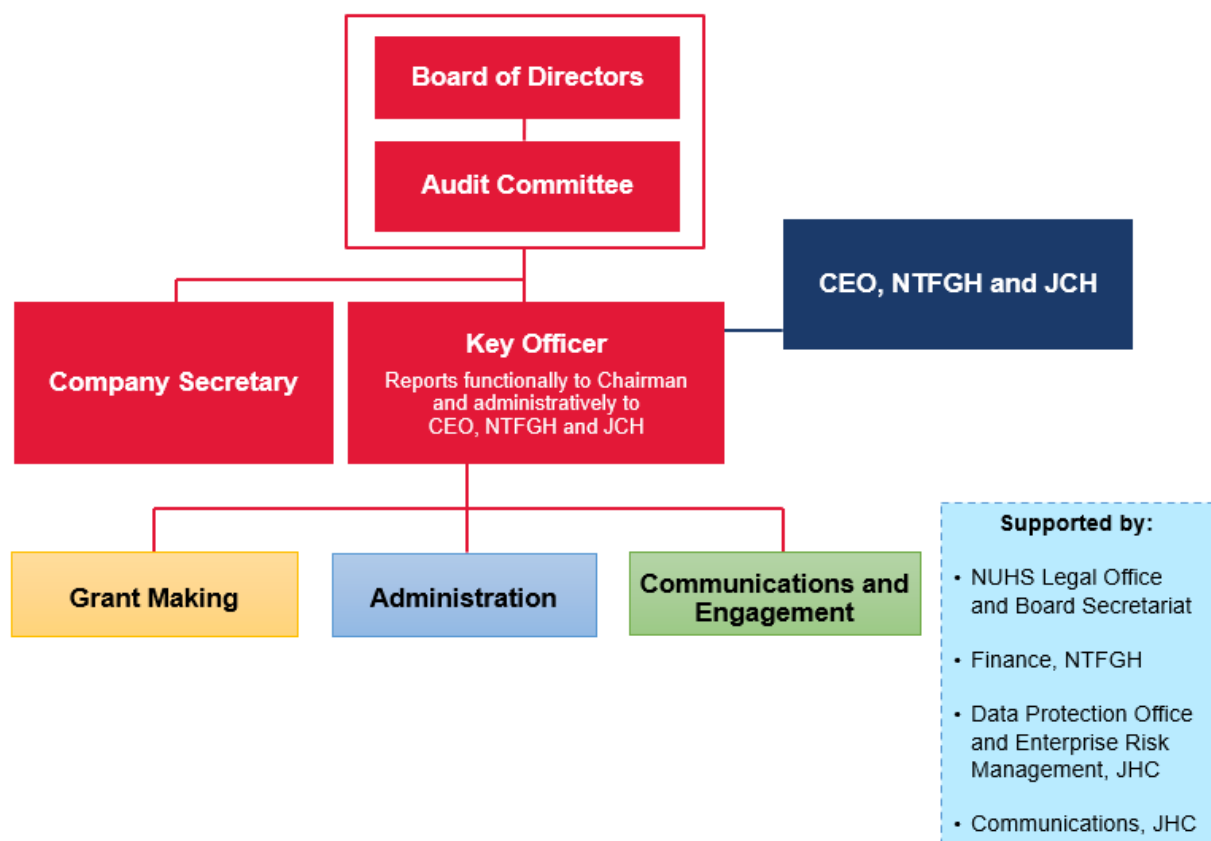
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Members of the Executive Management as of 31 March 2025 are as follows:

No	Names	Designation	Date of Appointment
1	Ms Roseline Hoo Kee Wei	Company Secretary	1 April 2023
2	Mr Tan Meng Soon Derrick	Key Officer	27 October 2021

ORGANISATION CHART



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Related Entities

- Alexandra Hospital (AH)
- ALPS Pte. Ltd.
- Artemis SG Pte. Ltd. (Artemis)
- 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
- EndeavourX Pte. Ltd.
- 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)
- NUHS@Home
- 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

PROGRAMMES AND ACTIVITIES

ACTIVITIES IN FY2024

JHF funded 19 programmes across the four objectives:

Needy Patients
<ul style="list-style-type: none">• Hearing Implant Programme• Needy Patient Fund
Community Care
<ul style="list-style-type: none">• Anchor and Integrate Care in the Community• Community Arts and Health Programme• Diabetic Health and Resource Centre• Spine Care in the Community Programme• Urinary Catheter Management for Western Region
Education
<ul style="list-style-type: none">• JurongHealth Campus Nursing Empowerment Programme• JurongHealth Service Academy• Nursing Study Trip 2024• Talent Development Fund
Pilot and Quality Improvement Projects
<ul style="list-style-type: none">• Emergency Laparotomy and Post-Operative Delirium in JurongHealth Campus• Hospital and Community Transitional Care Models in JurongHealth Campus• Implement American College of Surgeons, Surgical Quality Improvement Programme at General Surgery• Initiatives and Innovations in Critical Care in JurongHealth Campus• PreSAGE Bed Exit Prediction and Detection System in Jurong Community Hospital• Project ENTenna
Research
<ul style="list-style-type: none">• BREast screening Tailored for Her• Programme Evaluation of Value Driven Outcome Projects

COMPLIANCE TO REGULATIONS



HIGHLIGHTS OF THE YEAR

<i>Total Income: \$5,942,385</i>	Income decreased by \$2,355,354 from the last FY due to a lower gain in fair value from investment in units trust in FY2024.
<i>Total Expenditure: \$6,369,675</i>	Expenses in FY2024 decreased by \$3,635,516 from the last FY due to a lower grant claims submission.
<i>Major Financial Transactions</i>	Claims from funded programmes accounted for the bulk of the expenditure at \$5,763,854.
<i>Purpose of Assets Held</i>	Investments in unit trust funds ensure adequate returns on reserves to sustain the operations of JHF.
<i>Principal Funding Source</i>	JHF's funds are mainly made up of donations from Far East Organization.

Summary of Financial Performance

Total Income: \$5,942,385

- Donations: \$282,403 (5%)
- Matching grant from Community Silver Trust: \$125,227 (2%), Tote Board Enhanced Fundraising Programme: \$216,056 (4%)
- Investment Income: \$5,318,699 (89%)
- *Fundraiser for Needy Patient Fund: \$161,771*
- *Fundraising Ratio: 3%*

Total Expenditure: \$6,369,675

- Needy Patients Programmes: \$252,105 (4%)
- Community Care Programmes: \$1,390,765 (22%)
- Education Programmes: \$1,679,293 (27%)
- Pilot and Quality Improvement Projects: \$1,587,509 (25%)
- Research Programmes: \$854,182 (13%)
- Manpower Costs: \$461,354 (7%)
- Others: \$144,467 (2%)

Overall Impact in FY2024

- Disbursed **\$5.7m** to support programmes benefiting the Singapore community.
- Assisted over **400 needy patients** with medical and healthcare services.
- Benefitted over **3,000 patients, community partners, and members of the public** from community care programmes and health initiatives.
- Invested in over **800 healthcare workers** with continuing education, professional development and service training opportunities.

PROGRAMME HIGHLIGHTS

NEEDY PATIENTS

Needy Patient Fund

The Needy Patient Fund supports financially challenged patients by defraying medical expenses. Through this, patients can have access to full medical and healthcare services as well as equipment that would enable them to manage their conditions better and recover well. In FY2024, a total of 414 patients benefitted from the Needy Patient Fund. The highest needs are renal support services, purchase of respiratory support devices and hospital fees.

COMMUNITY CARE

Spine Care in the Community

The Spine Care in the Community programme is a new model of clinical care programme which supports the co-management of non-surgical orthopaedic patients between Ng Teng Fong General Hospital and National University Health System Primary Care Network General Practitioners (NUHS PCN GPs). Through this initiative, patients who no longer require specialist care can continue to receive their follow up visits with General Practitioners (GPs) nearer to their homes. This enables them to receive continued medication refill and subsidised consultation rates offered by Community Health Assist Scheme (CHAS). The success of this programme also led to the establishment of the Joint Care in the Community programme for patients with non-surgical hip, knee and shoulder referrals.

In FY2024, a total of 227 spine patients and 176 hip and knee patients were recruited for the programme.

EDUCATION

JurongHealth Service Academy

The JurongHealth Service Academy offers customised training for patient-facing staff to complement expertise in hospital operations and clinical skills. Programmes and workshops are split into two objectives: service excellence and lean management, and comprise courses such as Effective Communications, Service Leadership and Innovation. These workshops are attended by participants from cross functional departments such as Patient Services, Dentistry, Radiology, Nursing and Pharmacy.

In FY2024, a total of 661 staff benefitted from attending the courses. The academy established a partnership with Singapore Institute of Technology (SIT) to deliver relevant workplace learning initiatives to cultivate a future-ready workforce ahead.

PILOT AND QUALITY IMPROVEMENT PROJECTS

Project ENTenna

Project ENTenna seeks to develop and implement a novel model of care for otolaryngology or the medical specialty focused on ear, nose and throat, by developing Asia's first population health database focused on Allergic Rhinitis (AR), Tinnitus and Giddiness. This utilises patient-reported symptom data, augmented intelligence and clinical practice guidelines to enable personalised interventions and right-siting of patients. It will also employ behavioural psychology to enhance compliance to treatment, leading to better management of chronic conditions, reducing return visits and progression to surgeries.

The first of its kind in Asia, this project is co-funded by the Ministry of Health's National AI Steering Committee Grant. In FY2024, the programme recruited 1318 patients to assist in the development and implementation of a Clinical Practice Guideline to assist in personalised interventions specifically for AR.

RESEARCH

BReast Screening Tailored for HEr

BReast Screening Tailored for HEr is the first risk-based breast cancer programme in the Singapore public health system. The programme utilises genetic information and risk factors for women aged 35 and above to improve timely screening rates, compliance of screening and awareness of breast cancer overall. Since recruiting more than 5,000 participants for screenings and follow ups, the programme has successfully published three papers in peer reviewed journals. Based on preliminary data, the study found that women have varying perceptions of their risks versus predicted risks.

The study also showed that increased awareness also led to increased screening and adjusting screening frequencies based on risk level can improve health outcomes and cost effectiveness.

THE YEAR AHEAD

JurongHealth Fund remains committed in supporting programmes that can benefit patients, caregivers and the broader community, improving their quality of life through healthcare.

As the charity arm of NTFGH and JCH, the fund will also widen its outreach to prospective grantees to introduce pilot programmes and engage prospective donors who are keen to make a difference in healthcare.

In 2025, JHF will be organising a Benefit Dinner in celebration of JurongHealth Campus' 10th anniversary since opening doors to the western region of Singapore. Beyond that, JHF will also rally the campus to organise fundraising activities as a form of teambuilding for a good cause. The fund will also continue to work with external grant bodies for funding of new and existing programmes.

GOVERNANCE

As an Institution of a Public Character, JHF is committed to maintaining high standards of governance 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, JHF has put in place policies and procedures, and where appropriate, adopted National University Health System (“NUHS”) policies to ensure good organisational governance. 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

The Board’s role is to provide general 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 cover the duties and responsibilities of the Board and ensures that JHF stays true to its charitable purposes, complies with its Constitution and all relevant laws and regulations, and that adequate resources are effectively managed to sustain the operations of JHF and are properly accounted for.
- 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.
- 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 from amongst and by the Board of Directors. Board Members are appointed by and their term of office determined by the Board of Directors. No staff sits on the Board.
- Incoming Board Members receive an induction on fund governance including the Terms of Reference for the Board of Directors which highlighted 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 years to assess the Board’s performance and effectiveness, and the Board evaluation exercise was carried out in May 2025 for FY2024 which was adopted from the Board Evaluation questionnaire used by NUHS.

Term Limit of Board

- To enable steady renewal of the Board, Board Members are appointed for up to three (3) years for each term of office renewable up to a maximum tenure of ten (10) consecutive years. A Director shall only submit himself or herself for re-appointment to the Board after at least a two-year break from the maximum tenure of service of ten (10) consecutive years. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member’s years of service would continue from the time he/she left the Board.

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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) ¹	3 out of 3	-
Prof Benjamin Ong (Chairman) ²	-	-
Mrs Dorothy Chan	3 out of 3	-
A/Prof Cheah Wei Keat	3 out of 3	3 out of 3
A/Prof Dan Yock Young	2 out of 3	-
Ms Laura Kho Min Zhi	3 out of 3	-
Mr Peter Low Eng Huat	3 out of 3	3 out of 3
Mr Naveen Sasidaran	2 out of 3	-
Dr Quek Lit Sin	3 out of 3	-
Mr Tan Kwang Cheak	1 out of 3	-
Mr Raymond Tong Wei Min	3 out of 3	3 out of 3
Mr Wu Tzu Chien	3 out of 3	

- There were three (3) Board meetings and three (3) Audit Committee meetings in FY2024.

Disclosure of Remuneration

In accordance with the Constitution of JHF, the Board of Directors does not receive any remuneration for their Board services. However, they are offered medical benefits capped at designated amount at the discretion of JHF.

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 JurongHealth Campus of NUHS.

¹ Prof Lim Pin retired as Chairman and Board Member on 31 March 2025.

² Prof Benjamin Ong was appointed as a Board Member and the Chairman on 1 April 2025, after all three Board Meetings in FY2024 were held.

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- 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.

Conflict of Interest Policy

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

Procedures to deal with the conflicts of interest of staff

- Staffs 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 staffs supporting JHF are required to make declarations through the NUHS Conflict of Interest Disclosure Statement and they agree to comply with the NUHS Conflict of Interest Policy.
- 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 JHF 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 the conflict of interest 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 JHF.
- On an annual basis, each Board Member is required to make declarations through the 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 is discussed by the Board of Directors with decisions and directions given on the steps forward.

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

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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

	FY2024 (At 31 March 2025)	FY2023 (At 31 March 2024)
[A] Unrestricted Fund (reserves)	\$101,480,902	\$102,184,884
[B] Restricted Funds		
• Hearing Implant Programme (to be used from FY2020 to FY2025)	\$178,629	\$209,377
• Helping out migrant workers/Welfare of the migrant workers	-	\$23,480
• JHC Nursing Empowerment Programme	\$100,000	\$200,000
• Needy Patient Fund	\$724,915	\$323,608
• Other Programmes	\$29,613	\$92,823
Total Accumulated Funds <i>{[A] Unrestricted Fund + [B] Restricted Funds}</i>	\$102,514,059	\$102,941,349
	FY2024 (1 April 2024 to 31 March 2025)	FY2023 (1 April 2023 to 31 March 2024)
[C] Annual Operating Expenditure expanded from Unrestricted Fund	\$6,038,313	\$9,951,320
Reserves Ratio <i>{[A] Total Unrestricted Fund / [C] Annual Operating Expenditure expanded from Unrestricted Fund}</i>	16.8	10.2

- JHF has disclosed its Restricted Funds in the Audited Financial Statements, Note 8, page 19. Please refer to the Audited Financial Statements for more information.
- There are no funds of JHF which are in deficits.

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Investment Guidelines

- The policy covers the segmentation of funds into operating cash to cover projected 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 report of 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 establishes grant making guidelines that are consistent with the operating rules and regulations governing JHF.
- The policy covers the grant making priorities of JHF to achieve its objectives of supporting Needy Patients, Community 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, Donations and Receipts Policy provides guidelines for JHF to adopt charity best practices and engage the donor community in a professional and accountable fashion, so as to instil a high level of public confidence.
- The policy covers fundraising guidelines, donor and donation management including issuance of tax-deductible receipts, and proper accounting and disclosure of funds from donations.
- Donations could be subjected to anti-money laundering procedures to ensure legitimacy of origin prior to acceptance.

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 development, performance management, staff discipline and employment matters.
- The NUHS Procurement Policy establishes the principles and procedures of procurement, the role and responsibility of staff in the process and the code of conduct and ethics. In addition, JHF has an approval matrix with different levels of authorisation for different tiers of expenditure.

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- The NUHS Data Governance and Protection Policy provide staff and users 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

For FY2024 (1 April 2024 to 31 March 2025)

SN	Call for Action	Code ID	Response	Explanation for “No” or ‘Partial Compliance’	Score
Principle 1: The charity serves its mission and achieves its objectives.					
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity’s governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes		2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
3	Have the Board review the charity’s strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes		2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. “Capacity” refers to a charity’s infrastructure and operational resources while “capability” refers to its expertise, skills and knowledge.	1.4	Yes		2
Principle 2: The charity has an effective Board and Management.					
5	The Board and Management are collectively responsible for achieving the charity’s charitable purposes. The roles and responsibilities of the Board and	2.1	Yes		2

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	Management should be clear and distinct.				
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes		2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes		2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes		2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes		2
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should	2.6	Partial Compliance	Process is in place to discuss the renewal of the Board and Board Committee members with Chairman on annual basis. No treasurer position in JHF. No treasurer position in JHF and JHF does not intend to formally appoint a Treasurer.	1

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	<p>be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.</p> <p>ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.</p>			<p>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:</p> <ul style="list-style-type: none"> 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. <p>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.</p>	
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				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 since the present governance framework adequately takes care of all potential risks.	
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	2.7	Yes		2
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	2.8	Yes		2

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13	<p>The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break.</p> <p>For all Board members:</p> <p>a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.</p> <p>b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting).</p> <p>c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.</p>	2.9a 2.9b 2.9c	Yes		2
14	<p>For Treasurer (or equivalent position) only:</p> <p>d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years.</p>	2.9d	No	Please refer to explanation in 10.	0

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	i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.				
Principle 3: The charity acts responsibly, fairly and with integrity.					
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes		2
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes		2

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Principle 4: The charity is well-managed and plans for the future.					
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes		2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes		2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes		2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes		2

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25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes		2
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes		2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes		2
Principle 5: The charity is accountable and transparent.					
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes		2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should	5.2	Yes		2

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	provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.				
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes		2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes		2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes		2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions,	5.6a	Yes		2

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	dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.				
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes		2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes		2
Principle 6: The charity communicates actively to instil public confidence.					
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes		2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2

Total Score 73

Percentage 96%

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With sincere appreciation and recognition to our donors. Thank you for helping us make a difference.

- Adnan Fuadd Bin Rahamat
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- Chia Qin Long
- Chia Wee Kai
- Chien-Chen Hsun
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- Chong Sin Ee
- Chow Kok Hong
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- Chua Hui Yin
- Chua Kee Heng
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- Ee Li Kuan (Yu Lijuan)
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- Elsa Yeo Jun Yie
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- Felicia Chen
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- Goh Choon Siah, Gary
- Goh Mee See
- Hafirah Binte Abdul Jabbar
- Han Pui Ling
- Harvinder Raj Singh Sidhu
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- Ho Ker Jent
- Ho Swee Hock Desmond
- Hon Tze Chuan
- Hong Bao Ling
- Hong Kanglun
- Hong Leong Foundation
- Htar Ni Aye
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- Jonson Sofian Teo
- Juliana Binte Salihuddin
- Jumalon Elaine Capili
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- Lim Hong Yi

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- Lim Huey Yuee
- Lim Lee Yen
- Lim May Ling
- Lim Phui Huong
- Lim Siew Lian
- Lim Sing Siong
- Lim Teck Chai, Danny
- Lim Wea Wei
- Lim Ying
- Liu Chun-Hsien
- Lo Chew Yong
- Loh Mei Gee
- Low Nyuk Cheng
- Low Shiong Wen (Liu Chongwen)
- Low Wee Nee
- Luah Kai Shi
- Ma Qin
- Maetini Soon Ruo Bing
- Maznah Binte Marmin
- Melissa Nazir Marican
- Mie
- Moey Sheau Chin
- Ms Michelle Goh Sze Ling
- Mufizah Binte Abdul Manan
- Muhammad Shah Abaz Islam
- Muruganandhan Sudha
- Nabilah Binte Supiee
- Nabilah Huda Binti Abdul Aziz
- Neo Yi Qing
- Neo Yu Pei
- Neoh Zhao Ling
- Ng Gak San
- Ng Huizhi Ryman
- Ng Jun Howe Nicholas
- Ng Shi Min
- Ng Siok Keow
- Ng Sow Chun
- Ng Wan Hwee (Huan)
- Ng Ying Shi
- Nissa Fadillah Somantri
- Noelle Tan Wee Him
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- Norfadhilah Binte Samsuri
- Nur Asyura Binte Mohamad Said
- Nur Fadillah Binte Ab Latiff
- Nur Fariana Binte Mahmood
- Nur Sabrina Binti Jamal
- Nurhazirah Binte Hatman
- Nurleela Ibrahim
- Nurzahidah Mohamed Noor
- Oh Jhing Ruong
- Oh Wan Ling
- Ong Chean Yong
- Ong Ee Swee @ Tan Ee Swee
- Ong Kheng Hua
- Ong Lee Yee
- Ong Xiu Mei Jessica
- Ong Yeow Chon (Wang Yaocong)
- Orleanson Anak Christon
- Pang Lu Kiat
- Peh Ying Xuan
- Pham Thi Hong
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- Quek Yew Sing
- Quek Zhao Ming
- Qurratu Lyzda Binte Suzliman
- Rachel Tan Jia En
- Richie Chew
- Rohaya Binte Sarip
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- Salleh Marican Foundation Ltd
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- Tan Meng Soon Derrick
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- Tan Siew Hoon
- Tan Voon Shiong Ronnie
- Tan Wei Lei
- Tan Wei Tong

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- Tan Yaw Teng
- Tan Yung Lee
- Tay Yek Liang
- Teo Jing Kun
- Tey Kai Shin
- Tiang Poh Gek
- Toh Liwen
- Toh Xinyi
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