

JurongHealth  
Fund



# ANNUAL REPORT 2022



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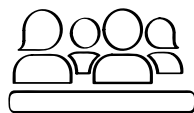
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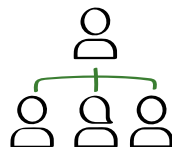
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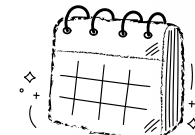
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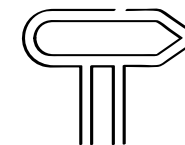
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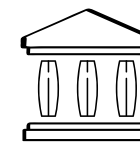
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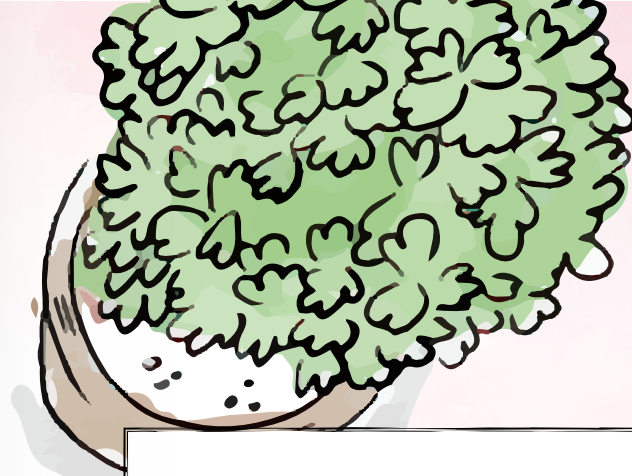


### About the Cover Art

"Memories" make up a part of a series of batik paintings co-created by artist Kamal Dollah with Senior Care Centre clients and Nursing Home residents from Ren Ci at Bukit Batok Street 52 during the 2017 Community Arts and Health Programme.

"Memories" hopes to relive sentimental memories of carefree kampong days and vanishing scenes of Singapore. Life in a kampong was known to be harmonious and people readily offered their neighbours support in various ways. At JurongHealth Fund (JHF), we strive to build and maintain a "kampong spirit" or a sense of community and solidarity as we support community care outreach programmes and initiatives. With its vibrant colours, the cover artwork seeks to bring this endeavor to life as we celebrate our community endeavors in this issue of the Annual Report.

The series of paintings now adorn the walls of Ward B12, Tower B, Level 12, Ng Teng Fong General Hospital. The Community Arts and Health Programme is supported by JurongHealth Fund.



## 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 and 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 and educational findings.

# Overview of 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 2021 to 31 August 2024.

## GOVERNING INSTRUMENT

Constitution

## UNIQUE ENTITY NUMBER (UEN)

20118604G

## 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

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



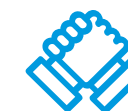
### Teamwork

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.



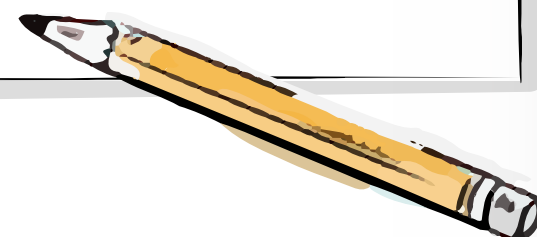
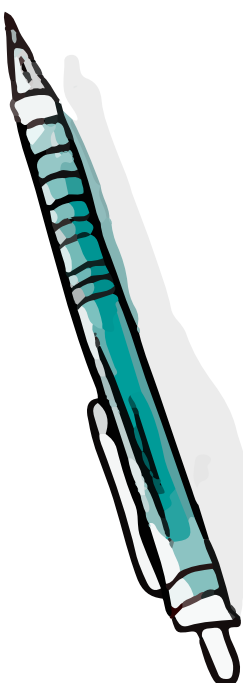
### Excellence

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.





# Chairman's Message



In the last year, JurongHealth Fund continued in its endeavour to support current and new programmes under its five objectives. As COVID-19 restrictions eased, our programmes returned to normal modes of execution with tenacity and resilience.

## CELEBRATING OUR KAMPONG SPIRIT

This year's theme is celebrating community and the kampong spirit, a sense of harmony and solidarity amongst neighbours. It is integral to JHF's aspirations for the community and much of it is reflected in our work.

Art has an inimitable ability to heal and bring the community together. Through the Community Arts and Health Programme, we have created a colourful environment filled with positivity for our patients and by extension, members of the community. With the return of physical art and music programmes, our exhibitions have also extended beyond JurongHealth Campus and were displayed at public spaces in the community.

Ahead of the Healthier Sg initiative, the RHS Manpower Programme reached out to the residents of Bukit Batok and actively promoted the importance of good health and well-being. This is a step towards the future of healthcare, extending beyond a hospital setting by combining various nodes of the community to create a seamless eco-system.

Nursing homes make up a part of this community's eco-system and JHF supported programmes that helped to enhance the capabilities of nursing homes through staff training and improving primary care practices. This will reduce the risk of infections and admissions into the hospital. The success of Immunisation Support for Nursing Homes Programme has allowed for the commencement of a similar programme on a national level by the Agency for Integrated Care.

## PATIENT-CENTEREDNESS

Care comes in many forms. For JHF, one form is via the Needy Patient Fund where we provide last-mile support for patients who have exhausted all means of funding. This enables them to receive appropriate treatment without financial burden and stress.

Another form of care entails providing our patients and their caregivers a listening ear through Patient Care Counselling Programme. By focusing on emotional and spiritual well-being, counsellors provide coping strategies to help patients better manage and adjust to challenges faced so that they can focus on recovery. Originally piloted in Jurong Community Hospital, the programme has now extended to patients at Ng Teng Fong General Hospital.

## IMPROVING THE STANDARDS OF HEALTHCARE SERVICES

One of our core objectives at JHF is to continuously elevate standards of healthcare via pilot and quality improvement projects and research. Cancer management is a part of this endeavour with our Geriatric Oncology Longitudinal End to end (GOLDEN) programme. A collaboration between Ng Teng Fong General Hospital and National University Hospital, the programme customise cancer treatment for elderly patients and has been incorporated as part of National University Cancer Institute's mainstream services. BREast screening Tailored for HER programme (BREATHE) programme which seeks to improve breast cancer screening rates by introducing an at-risk personalised screening approach has also shown noteworthy results.

Our programmes continue to show significant achievements in improving patient care, delivery of efficient services and clinical outcomes, and we hope to share this across the healthcare sector ahead.

## EXPANDING THE CAPABILITIES OF OUR HEALTHCARE PROFESSIONALS

With the advancement of medical technologies, transformation of care and an ageing population, healthcare workers must be nimble to adapt to changing environments. The Talent Development Fund continues to support their career development through capability building opportunities and leadership development.

## IN THE YEAR AHEAD

As we welcome a post-pandemic world, we recognise there are many challenges ahead and the kampong spirit remains more essential than ever. On this note, I extend my congratulations to the programme teams for their hard work and persistence for our community.

Four new programmes were awarded grants under Education and Pilot and Quality Improvement Projects. I am confident that these programmes will continue to create new models of care and transform patient experience ahead.

On behalf of the JHF Board, I thank our donors and all our stakeholders for sharing in our vision.

May we continue in our efforts to create a healthy community, together as one.

**Prof Lim Pin**  
Chairman  
14 August 2023



# Board of Directors

JHF is governed by a Board of Directors which oversees the strategic direction and management of JHF.

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 (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. Ms Kho 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 and care for persons with disabilities, and SG Her Empowerment, a non-profit organisation that strives to empower girls and women through community engagements and partnerships.



### 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 (AIC). 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 appointed as 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.

# Executive Management

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



### Ms Roseline Hoo Kee Wei

Company Secretary

Appointed on 1 April 2023

Head, Board Secretariat, National University Health System Pte. Ltd

Ms Roseline Hoo is currently the Head, Board Secretariat of the National University Health System Pte. Ltd. (NUHS) where she leads the Board Secretariat team in providing corporate governance support to the Board and Board Committees of NUHS and its entities. Roseline is also the Company Secretary of all NUHS entities.

A chartered secretary by training, Roseline has over 24 years' experience in corporate secretariat profession, of which 12 years were with SGX listed companies. In her career covering industrial, healthcare and beverage industries, Roseline was involved in various regional projects relating to restructuring, divestment, acquisition, joint ventures, amalgamation, de-registration, liquidation, privatisation of listed subsidiary, etc.

Prior to joining NUHS, Roseline was with multinational beverage company, Suntory, overseeing the corporate secretariat compliance and Enterprise Risk Management of its Group companies in Asia Pacific region.

Roseline has a Master of Business Administration from University of Birmingham and is an Associate member of Singapore Institute of Chartered Secretaries and Administrator.



### 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.

## 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
- 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

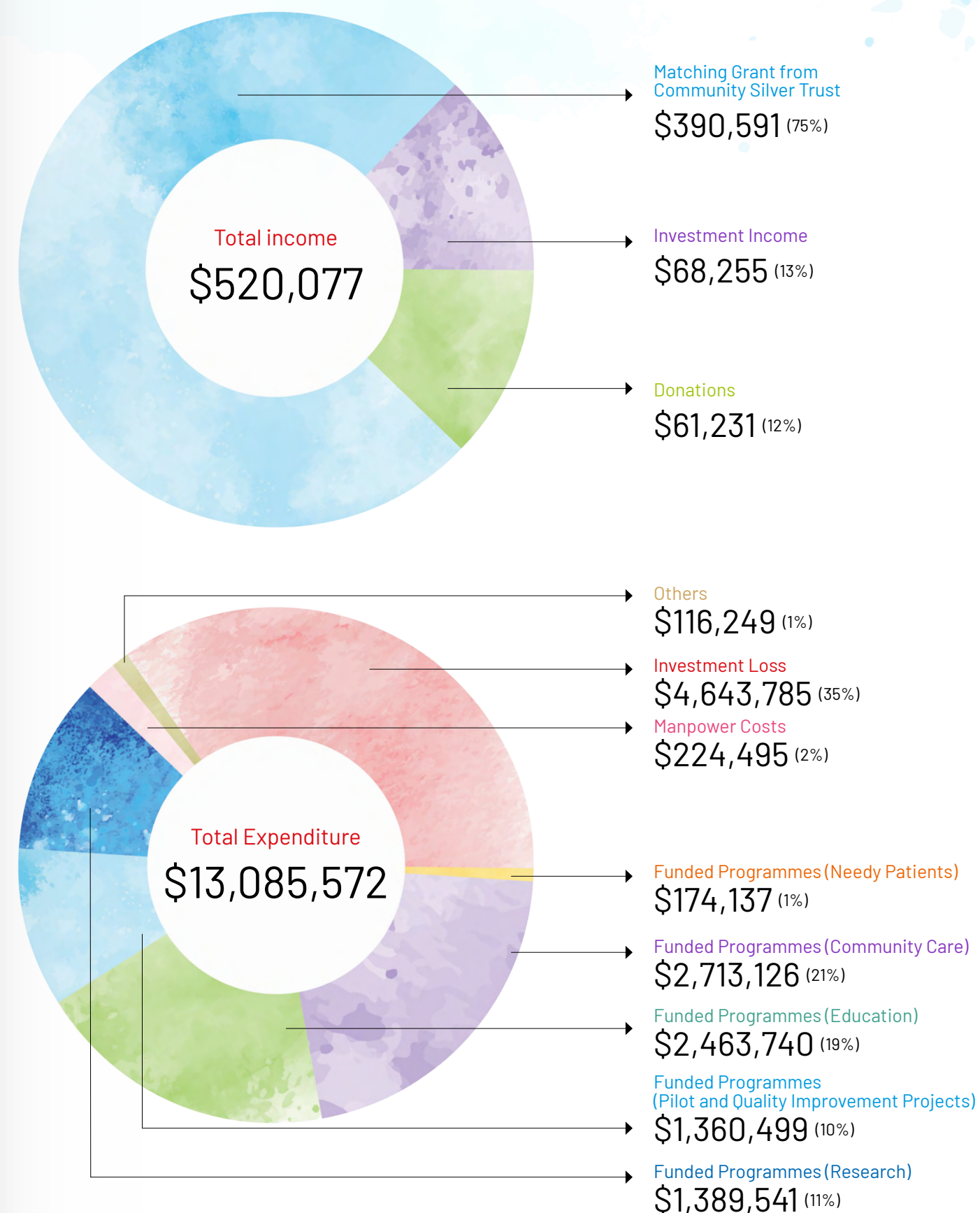


# Highlights of Financial Year 2022

## FINANCIAL STATE OF JHF

<b>TOTAL INCOME</b> <b>\$520,077</b>	Income increased by \$419,310 from the last financial year due to more donations, matching grants and higher investment income in FY2022.
<b>TOTAL EXPENDITURE</b> <b>\$13,085,572</b>	Expenses increased by \$3,832,909 from the last financial year due to loss in fair value from investment in unit trusts and higher grant claims.
<b>MAJOR FINANCIAL TRANSACTIONS</b>	Claims from funded programmes accounted for the bulk of the expenditure at \$8,101,043.
<b>PURPOSE OF ASSETS HELD</b>	Investments in unit trust funds ensure adequate returns on reserves to sustain the operations of JHF.
<b>PRINCIPAL FUNDING SOURCE</b>	JHF's funds are mainly made up of donations from the family of the late Mr Ng Teng Fong and the companies related to them.

## Summary of Financial Performance





# Overall Impact in FY2022

Disbursed **\$8.1 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 **500 healthcare students and staff** with continuing education and professional development opportunities.

Benefitted **3,000 patients and members of the public** from pilot and quality improvement projects to improve outcomes and provide enhanced quality care.

Produced **2 research output** under publications to improve delivery of care and benefit our patients and the community.

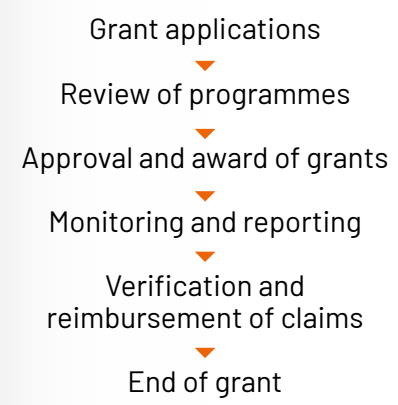
# Programmes and Initiatives

## ACTIVITIES IN FY2022

In FY2022, JHF funded 26 programmes that are aligned with its objectives of supporting Community Care, Education, Needy Patients, Pilot and Quality Improvement Projects, and Research.

## COMPLIANCE TO REGULATIONS

### TAPPING ON JHF GRANT FUNDING



### DONATIONS

Fundraising and receipt of donations

### RESERVES

Management of cash flow and reserves

## Needy Patients

- Needy Patient Fund
- Hearing Implant Programme

## Community Care

- Anchor and Integrate Care in the Community
- Community Arts and Health 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

- JurongHealth Service Academy
- Talent Development Fund

## Pilot and Quality Improvement Projects

- Emergency Laparotomy and Post-Operative Delirium in JurongHealth Campus
- Geriatric Oncology Longitudinal End to eNd Programme
- Hospital and Community Transitional Care Models in JurongHealth Campus
- 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
- Support Patient and Caregiver Engagement (SPACE) @ JCH

## Research

- BREast screening Tailored for HEr
- Effects of Implementing a Common EMR across Primary and Acute Care Settings in Separate Institutions under NUHS
- Programme Evaluation of Value Driven Outcome Projects



# Needy Patients

## NEEDY PATIENT FUND

The Needy Patient Fund provides assistance to financially challenged patients of JurongHealth Campus. This fund enables needy patients to have access to necessary services, treatment and devices essential for managing their health and wellbeing. In FY2022, the three highest demands for assistance were from renal patients for assistance with dialysis, transport to and from dialysis and mobility devices.



### A SUPPORTIVE HAND

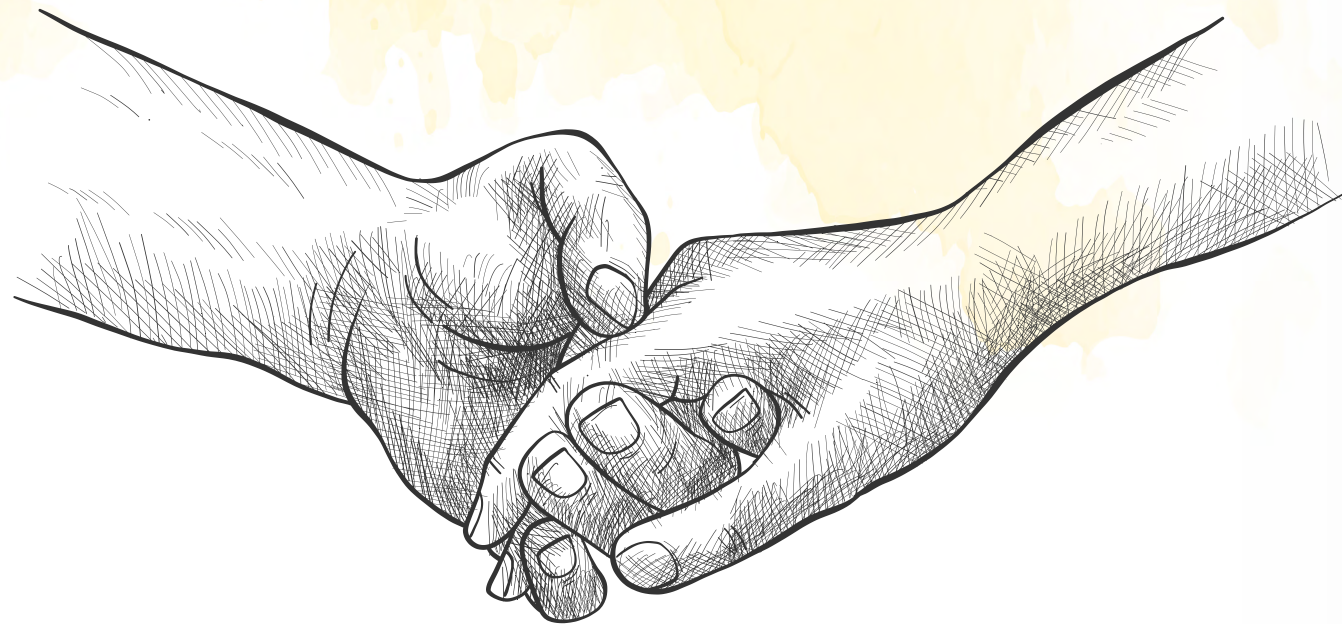
Mdm Wong, 74 years old, is widowed with no children or other family members. She has been managing her own care independently for a long time. For the last three years, she worked as a contract cleaner and was able to make ends meet with her salary.

Unfortunately, she fell down at home one day and hurt her wrist. She was deemed unfit to work for a period of time. With minimal savings and the lack of an income, she was unable to pay for her medical bills. She also incurred arrears for her utilities, conservancy and phone bills.

In view of her financial situation, the Needy Patient Fund supported her by assisting with her medical bills. Mdm Wong was able to recover well without the stress of her medical bills looming.







#### PROVIDING ASSISTANCE IN THE INTERIM

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 required 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.

Over **250**  
patients benefitted  
from Needy Patient  
Fund in FY2022.



## Community Care



# Healing with the Arts

## COMMUNITY ARTS AND HEALTH PROGRAMME

The Community Arts and Health Programme started in 2014 with the aim of integrating creativity into a healthcare setting, bringing about an environment of positivity and healing for patients, families, staff and visitors. The programme also works towards connecting and building a close-knit relationship with the community in the West through the arts.

Following an endemic COVID-19 transition, programmes such as ward-based music and art resumed with precaution. The annual Arts and Health Festival also returned for its sixth edition. Titled "Uplift", the festival explored themes on sustainability, showcasing the creativity from local talents and the community via a line-up of six exhibitions, five performances, four art workshops and talks, and one recycle art competition. The festival reached out to over 1,500 community partners, patients, staff and public audiences. In February 2023, physical exhibitions were displayed at Jurong Regional Library.

"I enjoyed myself as it gave me a sense of achievement. I used to craft goldfishes out of ang baos – just like the fishes in the pond. This is the sort of happiness money can't buy."

- Mdm Foo  
Patient of Jurong Community Hospital

In FY2022, the programme collaborated with over

**285**

community partners, benefitting over 1,500 partners, patients and other stakeholders.

# Enhancing Quality of Care in Our Partner Nursing Homes

## INFECTIOUS DISEASES COMMUNITY PROGRAMME (V 2.0)

Nursing Home(NH) residents have higher risk of developing infections due to immunosenescence, multiple comorbid diseases and grouped living. Infections in NH are linked to high rates of morbidity and mortality, rehospitalisation and longer hospital stay. According to a 2019 study report released by the AIC, more than half of the transfers from NHs to acute hospitals are infection related.

Introduced in FY2019, the Infectious Diseases Community Programme (IDCPv2.0) was the first community initiative that works with NH to enhance infection control practices and management of infectious diseases in the community. Operating on a modular approach, participating NHs are able to select the modules such as tiered infection prevention and control (IPC) trainings, antibiotics usage, and vaccination support, based on their needs and priorities.

Over 600 NH staff have undergone IPC training sessions and now have the capability to conduct their own in-house training independently.

**20**

Nursing homes signed up with the programme benefitting over 4,500 residents since FY2019.

"Generally a good partnership and we are happy with the proactiveness of the team in supporting our nursing home."

- St. John's - St. Margaret's Nursing Home

"It has been heartwarming to receive training. Keep up the good work and thanks for sharing knowledge."

- Econ Healthcare Nursing Home





# Supporting Our Patients Mental Well-Being

## PATIENT CARE COUNSELLING IN JURONGHEALTH CAMPUS

The Patient Care Counselling Programme (PCC) in JurongHealth Campus is a programme that assists patients faced with trauma, ill health and/or crises by enhancing coping strategies to better manage and adjust to the various challenges in their lives. This component which largely focuses on the emotional and spiritual wellbeing is crucial to achieving a holistic, patient-centred care.

Under this programme, the Patient Care Counsellor provides a listening ear to patients and their families, enables them to focus on recovery, and boosts their confidence to take an active role in managing their health. Piloted in FY2018 in JCH, PCC has expanded to include patients in NTFGH in FY2022.



## A LISTENING EAR FOR OUR PATIENTS

Mr M, 44 years old, was admitted to Jurong Community Hospital due to Cauda Equina Syndrome. This is a rare but serious neurological condition affecting the bundle of nerve roots at the lower end of the spinal cord.

Originally from Cebu, Philippines, he was working at an engineering company as a supervisor since 2012, following work stints in South Africa and Qatar. His wife, nine-year-old son and other members of his family currently reside at his home country. Due to the pandemic, he had not seen his family members in nearly two years and he felt a void from being away from home.

His condition appeared to be chronic and would affect his livelihood. He contemplated leaving his job in Singapore and returning home to be with family. Mr M was referred to Patient Care Counselling as he was observed to be facing adjustment issues. Through regular sessions with a Patient Care Counsellor, Mr M shared his concerns about his financial loss should he decide to return home. He also shared that he faced a loss of faith when he was admitted to the hospital for a second time.

Mr M was also worried for his wife who appeared to be depressed after his recent admission. With the support and encouragement of the counsellor, Mr M convinced his wife to visit him in Singapore. As an extension of services, his wife was also assured that he was on road to recovery. With his wife's presence, Mr M's mood improved. The Patient Care Counsellor also equipped him with strategies to respond to negative thinking by encouraging him to re-engage his faith. He was able to use his faith to make sense and gain strength to cope with his situation. Initially, Mr M described his days upon admission as drowning but now, he is more optimistic.

*\*Name and photo not shared for patient confidentiality.*



*“ Being hospitalised and alone, my thoughts were constantly negative, I had many worries and I did not have anyone to talk to. My counsellor extended a listening ear to me, allowing me to release my pain. In the moments where I had someone to share my worries with, I felt greatly encouraged that I would be able to overcome this. I am really glad to have met my counsellor through this programme. ”*

- Mr M  
Pastoral Care Counselling beneficiary





## Building a Healthier Bukit Batok Township

### FUNDING FOR MANPOWER SUPPORT FOR RHS DEVELOPMENT

The Funding for Manpower Support for RHS Development programme was established in FY2015 funding a team of professionals at JurongHealth Campus to instill RHS initiatives at campus and in Bukit Batok. Conceptualised ahead of Healthier Sg initiatives and the introduction of the Regional Health System concept in Singapore, the premise of this programme is to empower individuals, namely residents of Bukit Batok to take charge of their own health through healthy living programmes, screening, lifestyle interventions and other initiatives illustrated below.

### BUKIT BATOK TOWNSHIP – MY HEALTH MAP

With the resumption of physical events, the team continued with telehealth communications as a means of engaging residents via platforms such as Zoom, WhatsApp video call etc. Home visits were also conducted to teach participants on the usage of My Health Map. The team also administered BioPsychosocial risk screening tool while conducting questionnaires for a generic measure of health-related quality of life.

Programme worked  
with more than  
**5,000**  
residents, 26 general  
practitioners and 10  
community partners to  
promote disease  
prevention and  
successful ageing.

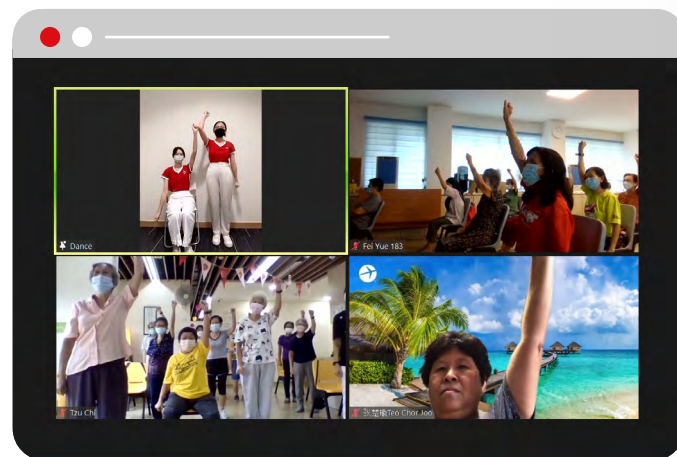
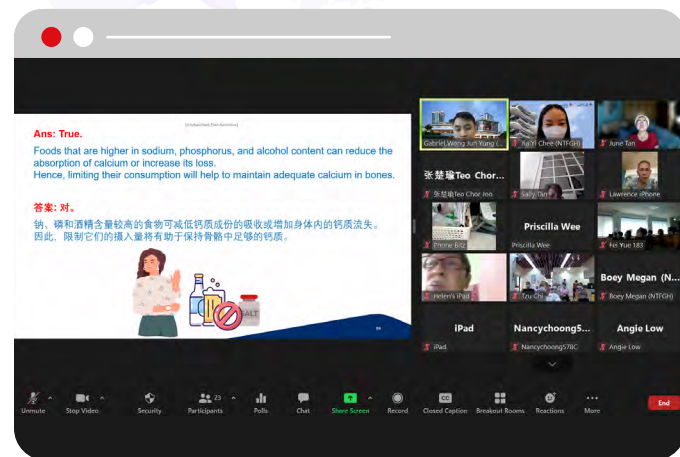




## MONTHLY ENGAGEMENT TALKS AND OTHER ACTIVITIES FOR HEALTH AWARENESS

Elderly residents attended monthly talks on pertinent topics such as oral hygiene, nutrition and active ageing. Targeted at the elderly population, attendees received guidance and tips on maintaining oral hygiene, nutrition and meal planning and more.

Allied Health Professionals and Nurses held talks for caregivers on topics such as medication management, planning with loved ones, parenting and more. The aim of these talks were to empower and equip caregivers with basic knowledge and understanding of everyday issues such as mobility, hearing loss and healthcare financing.



## INTERGENERATIONAL HEALTH PROGRAMME

Elderly and young members of the community from NTUC Senior Activity Center (Taman Jurong), St Luke's Eldercare (Bukit Batok), Tzu Chi SEEN (Bukit Batok), My First Skool (Yung An Road), PCF Sparkletots (Bukit Batok Blk 178) and Prince Siddhattha Child Care Center learnt healthy eating tips via hands on activities. Participants were taught to identify healthier choice food labels on food packaging, reduce sugar while increasing protein and fibre intake in their daily diet.



“ They were reminding one another about the content of sugar/amount of sugar in their food. ”

- Teacher 1

“ Children were heard sharing to their parents how to better take care of themselves to have healthier body and heart. ”

- Teacher 2

## PRIMARY CARE FOR FRAIL ELDERLY

The Primary Care for Frail Elders is organised for General Practitioners from Bukit Batok Primary Care Network as a Team training. It aims to strengthen 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 high-risk residents.



## BOOSTING THE CAPABILITIES OF COMMUNITY PARTNERS

A series of talks titled “Providing Better Care for the Community” commenced covering healthcare topics aimed at boosting the capabilities of community partners based in Bukit Batok. The objective was to increase understanding of resident's healthcare needs so as to provide better care in the community. Held virtually via Zoom, the sessions covered topics such as medication management, managing falls, mental health, suicide alertness training and more.





## Fulfilling the Professional Aspirations of Our Healthcare Workers

### TALENT DEVELOPMENT FUND

With a changing healthcare landscape and needs of the population, it is important to build a workforce that is future-ready, adaptive and innovative. The Talent Development Fund (TDF) supports the strategic capabilities of JurongHealth Campus by nurturing the capabilities and educational goals of our pool of talents, enabling them to pursue specialised courses, leadership development and other healthcare-related pursuits.

In FY2022,  
TDF enabled over  
**500**  
students and staff  
with the provision  
of opportunities  
for professional  
development.



**Kesajil Lim (Medical Social Worker)**  
Bachelor of Social Sciences with Honours  
(Merit) in Social Work

I joined JurongHealth Campus in June 2020 as a Medical Social Worker during the peak of COVID-19. I was a recipient of the TDF sponsorship that enabled me in pursuing my Bachelor's degree in Social Work. To me, hospital is a fascinating place as a wide range of emotions such as happiness, sadness, anxiety, grief, can be found in this assumingly medical place.

As I work in a General Medicine ward, there is always something new each day. Some of these experiences have left a mark on our lives – once I had a patient, a single mother with a teenage daughter. I journeyed with her throughout her palliative care journey and we had a good therapeutic rapport. Towards the end, when she knew she would not have much longer to live, she made a sincere request to me to take care of her child. This stayed with me as although her request was simple, I knew it was something I could not fulfill.

During the COVID-19 period as well, a few of us were deployed to help with the COVID wards. It was a difficult time for both patients and their loved ones as they were grappling with uncertainty, the inability to see their loved ones in the last and critical moments. This changed my outlook as I witnessed for myself how the pandemic was indeed a life and death situation.

I have learnt a lot during my time as a medical social worker at JurongHealth Campus. As I grow further in my career, I hope to pursue a more specialised field in the future.

## Education





**Mohammad Fazli Bin Abdul Azis**  
Certificate in Bridging Studies for Enrolled Nurse

I have been with NTFGH for more than five years now as an Enrolled Nurse. My interest in Nursing is largely attributed to my late grandparents who were renal patients. I visited my grandparents in the hospital often and was inspired when I saw the nurses at work.

Provided with an opportunity for professional development by the TDF, I undertook the Certificate in Bridging Studies for Enrolled Nurse. It is a six-month course and it prepares Enrolled Nurses for the demands in their next educational milestone. I found it extremely useful as it helped me to understand the professional requirements of my role. I pursued this course while working concurrently and I often had to attend the classes before work. It was a little stressful and tiring but as time went by, I was able to cope well.

I have been working in a COVID ward since the peak of the pandemic, mainly with heart patients. It was hard for them and for their family members who were unable to visit so I did what I could wherever I could to help them feel comfortable. It is fulfilling to see my patients recovered from the illnesses and conditions that brought them here. In future, I hope to upgrade myself and increase my knowledge.



**Chng Chian Huei (Diagnostic Radiographer)**  
Bachelors of Science (Honours) Diagnostic Radiography and Imaging

I joined JurongHealth Campus in October 2021 after receiving a sponsorship from TDF to pursue my Bachelor's degree. I was thrilled to have the sponsorship opportunity as it allowed me to pursue my studies with an unburdened mind. I have always strived for a career in healthcare as it felt meaningful and rewarding to assist patients.

I currently work as a Diagnostic Radiographer in the Radiology Department. My job entails performing imaging x-rays for patients who came in for traumas especially in the Emergency Department. This helps detect fractures or any other abnormalities in the human body, aiding doctors in their diagnosis. At times, Diagnostic Radiographers are also needed in Operating Theatres when patients with fractures require surgery.

Pursuing my Bachelor's was an interesting experience as I was a student during the peak of the pandemic. I learnt about things like anatomy, radiation, exposure factor. Studying was challenging as classes went online, but our

lecturers did what they could to help us wherever possible. I underwent clinical attachments in hospitals and healthcare centres, and worked on a research paper on Magnetic Resonance Imaging (MRI).

One of my biggest challenge was working with a patient who came in with an elbow fracture. She was in a wheelchair and could not move her hand out. It was tough on us as we could not show proper angles of her elbow in the imaging so we had to modify our way of working. She was very grateful for our assistance.

In future, I would like to go into a modality such as MRI, ultrasound, nuclear medicine etc. This can only happen once I gain more experience and exposure while training and self-studying. A word of advice to people who aspire to be in healthcare, be passionate about what you choose to study and finally, treat your patients like your family members because everyone has their own story!



## Improving the Immunity of Nursing Home Residents

### IMMUNISATION SUPPORT FOR NURSING HOMES (ISNH) PILOT PROJECT

Immunisation Support for Nursing Homes (ISNH) is a pilot project introduced in FY2019. It aims to keep nursing home residents well and to encourage preventive care in nursing home communities. Pneumonia is the third leading cause of death amongst the elderly in Singapore. Pneumococcal disease-related conditions are often the top diagnosis for admissions from nursing homes to acute hospitals. Hence, it is important to boost the immunity of this vulnerable population with pneumococcal vaccination, a cost-effective prevention method.

A total of 12 non-private nursing homes located in the Western region of Singapore have joined the programme successfully vaccinating a cumulative total of 2,209 nursing home residents,

Following the introduction of this pilot programme, AIC has started a similar programme for nursing homes in Singapore to obtain Pneumococcal vaccines for residents.

Since the commencement of the programme, the ISNH Pilot Project vaccinated over  
**2,000**  
nursing residents.

“Thank you for your patience throughout this project which enables our residents to benefit.”

- S.Evangeline Jeba Sheeba  
Staff of Jamiyah Nursing Home

## Pilot and Quality Improvement Projects





## Personalising Treatment for our Patients



### GERIATRIC ONCOLOGY LONGITUDINAL END TO END (GOLDEN) PROGRAMME

Commenced in FY2019 as a collaboration between NTFGH and NUH, the programme aims to develop a geriatric oncology service that identifies and personalises the management of cancer patients through screening and assessment at the time of diagnosis. A total of 2,394 patients have participated in the GOLDEN programme.

The programme has also received recognitions such as the NUHS Education Collaboration Award. Abstracts have also been submitted to national and international conferences and the study was also published in various journals. Due to its success, GOLDEN has now been renamed to NCIS GOLDEN programme as a main service in NCIS, Singapore.

Since its inception  
in FY2019, GOLDEN  
has provided upstream  
interventions to over  
**1,100**  
patients.

“

*I was so stressed and helpless over my father's diagnosis and was in a dilemma on what should be the best plan for him. Along with managing his cancer diagnosis, the team was able to manage my father's skin condition too. Thank you.*

”

- Caregiver of patient under GOLDEN programme

“

*Tailoring treatment to the older person's health status, taking into consideration their values and preferences, is crucial to ensure good outcomes for our patients. In addition, akin to preparing for a marathon, pre-emptive interventions such as adjusting their chronic medications, exercise programmes and nutritional support can also help to improve their physical and mental function and enable the older adults to better tolerate and complete cancer treatments successfully.*

”

- Dr Nydia Camelia Mohd Rais  
Consultant, Division of Geriatric Medicine,  
Department of Medicine,  
Ng Teng Fong General Hospital

“

*Close to 70 per cent of the patients in the geriatric medical oncology arm of the study were found to have geriatric syndromes such as cognitive impairment, falls and polypharmacy that would have been missed if a comprehensive geriatric assessment was not performed. These may be overlooked when the focus is solely on treating the cancer, and represents lost opportunity for management and treatment, especially when geriatric syndromes have been associated with adverse health outcomes.*

”

- Dr Angela Pang  
First author of GOLDEN study,  
Visiting Consultant,  
Department of Haematology Oncology,  
National Cancer Institute of Singapore



## Research



# Tailoring Intrinsic Breast Cancer Screening Methods for Women

## BREAST SCREENING TAILORED FOR HER

Breast cancer is the most common cancer amongst Singapore women. BREast screening Tailored for HER (BREATHE) focused on the development of a personalised breast screening programme for women and improving current screening rates. It is the first risk-based breast cancer programme set up in the public healthcare sector.

In FY2022, BREATHE collaborated with multiple healthcare institutions such as hospitals and polyclinics in the Western region of Singapore and participated in public events, thus increasing awareness on breast cancer which resulted in the successful screening 3,320 participants.

The programme also published two papers in which findings showed risk based screening is promising and will benefit the healthcare system which is transiting to preventive care in the Healthier SG model. Women will also attain a realistic understanding of their personal risk and be empowered to make informed decisions to manage their risk.



*“A risk-based approach treats every woman as an individual, taking not just age into account but also including personalised information about genetics, lifestyle and reproductive factors unique to each woman.”*

– Dr Li Jingmei, Co-principal Investigator  
BREATHE programme



## EARLY DETECTION MAY SAVE A LIFE

Ms Juvina Lee, 50 years old, pre-school principal signed up for the BREATHE programme in March 2022. As a part of the study, participants must complete a questionnaire on their lifestyle as well as other potential breast cancer risk factors. In addition, participants are required to get a cheek swab for the purpose of collecting their genetic information. Participants above 40 years old are also encouraged to undergo a mammogram screening.

Three to six months after signing up, her report showed a lump in her right breast. She was shocked to discover later on that she had a family history of breast cancer.

Thanks to BREATHE, Juvina was able to discover her condition early. She underwent lumpectomy and radiotherapy and should be in the clear if no lumps are found in the next two years. The programme has diagnosed four cases of breast cancer.

## Using Data Analytics to Enhance Quality of Care

### PROGRAMME EVALUATION OF VALUE DRIVEN OUTCOME PROJECTS

The Programme Evaluation of Value Driven Outcome Projects utilises Patient Reported Outcome Measures (PROMs) to measure patient's perception of their own health and well-being via questionnaires on quality of life, daily functioning, symptoms, and other aspects. They are evaluated in conjunction with clinical data from existing system and analytics platform to access the efficacy and cost effectiveness of Value Driven Outcome interventions aimed at improving the quality of care and value to our patients.

Six projects with PROMs have since commenced with each project focusing on a specific patient population such as Total Knee Replacement and Emergency Surgical Unit projects commenced in FY2020, Congestive Heart Failure and Total Hip Replacement in FY2021, Cataract Surgery and Colorectal Cancer Surgery in FY2022.





# Signature Programme

## J.WALKERS

JHF’s signature programme, J.Walkers encourages members of the community to embrace the multiple benefits of walking by participating in a brisk-walking activity at a sheltered pedestrian walkway known as the J.Walk. Covering a distance of 3km or 4,000 steps, the J.Walk connects JurongHealth Campus to Jurong East MRT station, nearby shopping malls, institutions and business centres.

J.Walkers has now become an independent activity where residents and community members plan their leisure walks.

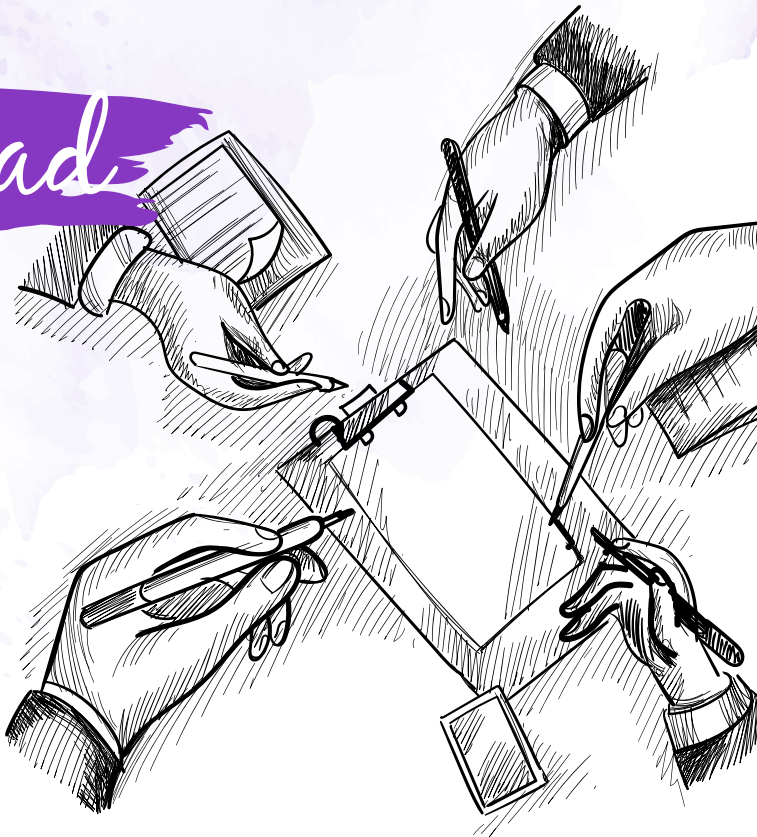
In FY2022, 70 residents from Bukit Batok East Constituency participated in two separate walks.



# The Year Ahead

JHF remains committed to fund existing programmes mooted by JurongHealth Campus, and deepen the impact of funding through new programmes.

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.



FUTURE PLANS	As approved by the JHF Board in FY2020, JHF’s strategic three-year plan till FY2023 comprises two overarching strategic decisions, to increase visibility and elevate the status of the fund, and to stretch and spread the funds to enable more people to benefit. The two strategic priorities entail increasing grant-making opportunities and building JHF’s 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 has stepped 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 and opportunities for fundraising. The organisation will work with other grant bodies.
EXPENDITURE PLANS	In addition to funding 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, 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

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 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 years to assess the Board's performance and effectiveness, and the Board evaluation exercise was carried out in May/June 2023 for FY2022 which was based on a new set of mercer-type of questionnaire adopted from National University Health System (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 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 whistle blower 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	2 out of 3	3 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	3 out of 3	-
Dr Quek Lit Sin	3 out of 3	-
Mr Tan Kwang Cheak	1 out of 3	-
Mr Timothy Teo Lai Wah	3 out of 3	2 out of 3
Mr Wu Tzu Chien	3 out of 3	

- There were three (3) Board meetings and three (3) Audit Committee meetings in FY2022.



## 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.
- 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 of JHF, and provides 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 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 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 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.

## 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.

	FY2022 (At 31 March 2023)	FY2021 (At 31 March 2022)
<b>[A] Unrestricted Fund (reserves)</b>	\$104,317,914	\$116,878,982
<b>[B] Restricted Funds</b>		
• Hearing Implant Programme (to be used from FY2020 to FY2025)	\$214,584	\$241,249
• Helping out migrant workers/Welfare of the migrant workers	\$23,480	\$23,480
• Other Donations	\$92,823	\$70,585
<b>Total Accumulated Funds</b> {[A] Unrestricted Fund + [B] Restricted Funds}	\$104,648,801	\$117,214,296
	FY2022 (1 April 2022 to 31 March 2023)	FY2021 (1 April 2021 to 31 March 2022)
<b>[C] Annual Operating Expenditure expanded from Unrestricted Fund</b>	\$12,668,316	\$9,198,428
<b>Reserves Ratio</b> {[A] Total Unrestricted Fund / [C] Annual Operating Expenditure expanded from Unrestricted Fund}	8.2	12.7

- JHF has disclosed its Restricted Funds in the Audited Financial Statements, Note 8, page 21. Please refer to the Audited Financial Statements for more information.
- There are no funds of JHF which are in deficits.



### 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 withdrawal 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.

#### 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.
- 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

Advanced Tier for FY2022 (1 April 2022 to 31 March 2023)

S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
BOARD GOVERNANCE				
1	Induction and orientation are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
Are there governing board members holding staff <sup>1</sup> appointments? (skip items 2 and 3 if "No")			No	
2	Staff does not chair the Board and does not comprise more than one third 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	<p>The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years.</p> <p>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.</p>	1.1.7	Not Complied	<p>JHF does not intend to formally appoint a 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, MOHH Group Internal Audit and the auditors of JHF to:</p> <p>a. Maintain oversight of a finance and accounting system and procedures, receipting and payment processes.</p>

<sup>1</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.



S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
				<p>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</p> <p>c. Ensure that financial reporting is true and fair, in accordance with the relevant accounting standards, and completed/filed within the legal deadlines.</p> <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 MOHH Group Internal Audit to ensure compliance and good corporate governance.</p>

S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
				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.
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")			No	
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	-	



S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
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>2</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 do not vote or participate 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 develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	
<b>HUMAN RESOURCE AND VOLUNTEER<sup>2</sup> MANAGEMENT</b>				
13	The Board approves documented human resource policies for staff.	5.1	Complied	
14	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
Are there volunteers serving in the charity? (skip item 16 if "No")			No	
16	There are <b>volunteer management policies</b> in place for volunteers.	5.7	-	

<sup>2</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)
<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	
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	
Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")			Yes	
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
<b>FUNDRAISING PRACTICES</b>				
Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")			Yes	



S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
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	
Did the charity receive donations in kind during the financial year? (skip item 24 if "No")			No	
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	
Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")			No	
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.  <b>OR</b>  The charity discloses that no governing board member is remunerated.	8.3	-	
Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")			Yes	
Are there volunteers serving in the charity? (skip item 16 if "No")			No	
28	No staff 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	The charity discloses in its annual report –  a. the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and  b. whether any of the 3 highest paid staff also serves as a governing board member of the charity.  The information relating to the remuneration of the staff must be presented in bands of \$100,000.  <b>OR</b>  The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
30	The charity discloses the number of paid staff who satisfies all of the following criteria:  a. the staff is a close member of the family belonging to the Executive Head or a governing board member of the charity;  b. the staff has received remuneration exceeding \$50,000 during the financial year.  The information relating to the remuneration of the staff must be presented in bands of \$100,000.	8.5	Complied	



S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
	<p><b>OR</b></p> <p>The charity discloses that there is no paid staff, being a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>			
PUBLIC IMAGE				
31	The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.	9.2	Compiled	

<sup>3</sup>Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity –

- 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
- 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:

- the child or spouse of the Executive Head or governing board member;
- the stepchild of the Executive Head or governing board member;
- the dependent of the Executive Head or governing board member;
- the dependent of the Executive Head’s or governing board member’s spouse.

<sup>4</sup>Executive Head: The most senior staff member in charge of the charity’s staff.

# Donations and Grants

In FY2022, JHF received donations totalling

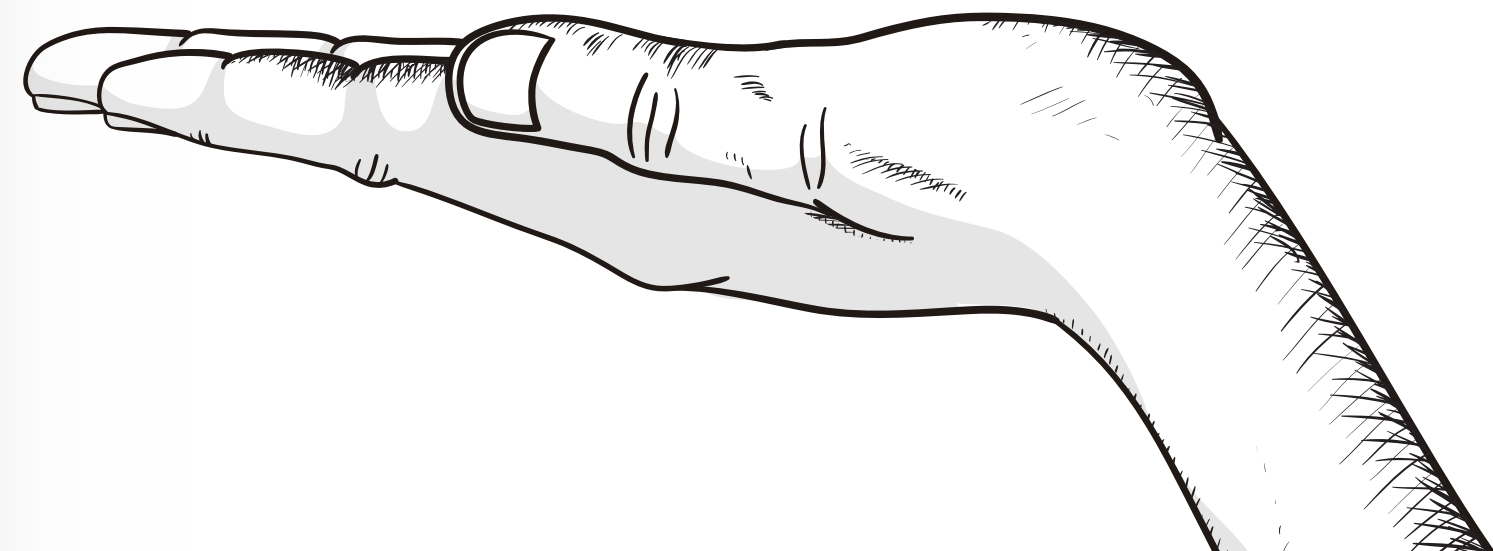
**\$61,231**

In addition, JHF received a matching grant of

**\$390,591**

from Community Silver Trust.

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







*Thank you to all our donors.  
We look forward to your  
continued support in the  
years ahead.*



To make a donation,  
scan the QR code

or visit

[www.giving.sg/juronghealth\\_fund](http://www.giving.sg/juronghealth_fund)

FINANCIAL YEAR ENDED  
31 March 2023

**JURONGHEALTH FUND**  
ANNUAL REPORT

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