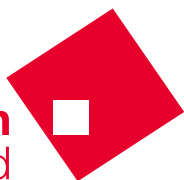


Jurong**Health**
Fund



A *Symphony* of *Care*

Changing Lives Together



Annual Report
FY2025

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About Us

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

The fund’s objectives are to support:



Needy Patients

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



Education

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



Community Care

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



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.

JurongHealth Fund 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.

Teamwork

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

Integrity

We do the right thing, always.

Excellence

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

Respect

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

Compassion

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

Patient-Centredness

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

Core Values

Overview of JurongHealth Fund

JHF was incorporated as a Company Limited by Guarantee (CLG) 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 UOB Asset Management Ltd
Lawyers	NUHS Legal Office

Message from Chairman

It is both an honour and a privilege to assume the role of Chairman of JurongHealth Fund (JHF) on 1 April 2025. On behalf of the Board, I would like to express my deepest appreciation to Prof Lim for his steadfast leadership and vision over the years. Under his stewardship, a strong foundation was laid for the Fund, and his vision guided JHF in its role as a catalyst for healthcare innovation, education, research and community care, creating a lasting impact on our beneficiaries and the wider Singapore community.

As we reflect on the past year, I am pleased to share with you the progress and impact of our efforts at the JHF with the Annual Report for FY2025. This year's theme is "A Symphony of Care: Changing Lives Together." It embodies the collective effort to support patients in need, patient care, the wider community and healthcare workers under its five objectives. Just as a symphony brings together different instruments, each contributing its unique sound to create something meaningful, melodious and harmonious, the work of JHF is made possible through the combined contributions of our stakeholders.



FY2025 was a landmark year for the Fund, philanthropy and community support. As Ng Teng Fong General Hospital and Jurong Community Hospital marked the 10th anniversary of serving the western community, the Fund leveraged this milestone by organising the inaugural Ng Teng Fong General Hospital Benefit Dinner 2025. Also themed "A Symphony of Care: Changing Lives Together", the event raised \$1.4 million, bringing together donors, partners, healthcare professionals and community leaders in a shared commitment to improving healthcare outcomes. I would like to express my appreciation to Mrs Dorothy Chan, Patron of Ng Teng Fong General Hospital, for her leadership and support as Organising Chairman of the Ng Teng Fong General Hospital Benefit Dinner 2025 Committee.

Complementing the success of the Benefit Dinner, a campus-wide fundraiser was held, with staff across JurongHealth Campus raising funds through a range of creative initiatives. This collective effort demonstrated the impact that can be achieved when donors, staff and the wider community come together in support of a common purpose.

During the past year, JHF disbursed more than \$3.1 million to support programmes across our various initiatives. Behind every dollar invested is a story of impact. More than 270 financially disadvantaged patients received support for healthcare services, medical equipment and hearing interventions through the Needy Patient Fund and the Hearing Implant Programme. Over 3,000 beneficiaries were engaged through community health programmes, nursing home initiatives, health screenings and arts-in-health activities. More than 1000 healthcare professionals benefited from training and leadership development programmes that strengthened the capabilities of our workforce.

Among the year's most encouraging outcomes were programmes that enabled care to be delivered closer to home and within the community. Through initiatives such as Anchor and Integrate Care in the Community, nursing homes strengthened their capabilities in palliative care, infection management and transitional care, contributing to reductions in hospital readmissions and improved resident outcomes. These efforts reinforce a key national priority: helping Singaporeans age well in their communities while reducing the need for unnecessary hospitalisation.

JHF also continued to support innovation and technology-enabled care models that improve both patient outcomes and healthcare efficiency. Artificial intelligence and digital solutions were deployed in critical care, transitional care and chronic disease management, demonstrating the potential of technology to transform healthcare delivery. From AI-assisted identification of patients at risk of readmission to remote monitoring systems that enhance intensive care services, these initiatives are helping to build a healthcare system that is smarter, more responsive and increasingly patient-centred.

Research remains another pillar of our work. A notable achievement was the progress of the Breast Screening Tailored For Her (BREATHE) programme, Singapore's first public healthcare sector risk-based breast cancer screening study. Having engaged more than 5,500 women, the programme has generated valuable evidence supporting a more personalised approach to screening and prevention. Such work is particularly important for common diseases as we strive to improve population health outcomes while ensuring the sustainable use of healthcare resources.

Looking ahead, Singapore's healthcare landscape will continue to evolve against the backdrop of an ageing population, rising chronic disease burden, increasing healthcare complexity and emerging public health threats. Although several years have passed since the COVID-19 pandemic, its lessons remain highly relevant and continue to underscore the importance of maintaining a healthcare workforce that is resilient, adaptable and prepared for future public health crises.

The concept of a hospital is also evolving, from a place where care is delivered to a network that supports health wherever people live, work and age. The hospital of the future will not be defined by its buildings or geographical location, but by its ability to support health wherever people are. Care is becoming more integrated into homes, communities, families and everyday life and rapid advances in technology, data science and artificial intelligence present unprecedented opportunities to transform healthcare delivery and improve patient outcomes in this aspect.

JHF will therefore continue to invest in programmes that support national healthcare priorities, strengthen preventive health, community-based care and healthy ageing. We will support initiatives that empower individuals to take greater ownership of their health, reduce avoidable hospital admissions and enable seniors to age with dignity within their communities. We will also continue investing in education and workforce development to build the next generation of healthcare leaders and professionals who can thrive in an increasingly complex and technology-enabled healthcare environment. Furthermore, we remain committed to fostering innovation, research and pilot projects that can scale successful ideas into sustainable solutions for Singapore's healthcare system. Finally, with patients at the heart of what we do, we will do our part to ensure that no vulnerable patient is left behind or forgotten.

As I conclude this letter, I realise that none of our achievements in FY2025 would have been possible without the unwavering support of our donors, partners, healthcare teams and supporters. On behalf of the JHF Board of Directors, I extend my sincere thanks to our donors and other stakeholders whose unwavering support and championship of the Fund and its programmes has enabled us to make a difference. Together, we can build a healthier, more resilient and more compassionate future for Singapore.

Benjamin Ong

Professor Benjamin Ong
Chairman
04 August 2026

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 11 Board Members who are eminent individuals 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 and a Nominating Committee, which each comprises three (3) Board Members.

Professor Benjamin Ong (Non-Independent Member)

Chairman, Appointed on 1 April 2025
Nominating Committee Chairman, Appointed on 24 March 2026

- Chairman, Health Sciences Authority (HSA)
- Chairman, National Health Innovation Centre (NHIC) Advisory Committee
- Emeritus Consultant, Division of Neurology, National University Hospital (NUH)
- Member, Board of Directors, The Consortium for Clinical Research and Innovation, Singapore (CRIS)
- Member, Public Service Commission



Professor Benjamin Ong is a leading figure in Singapore's medical landscape, with extensive contributions to healthcare and medical education. He currently serves as the Chairman of the HSA and NHIC Board Oversight Committee, and is practicing as an Emeritus Consultant Neurologist with the Division of Neurology, NUH. He is also a member of the Public Service Commission, as well as a board member of CRIS.

Prof Ong obtained his MBBS at the National University of Singapore (NUS) in 1981, and trained in Neurology, and did his fellowship training at the Institute of Neurology (UK) and the Institute for Molecular Medicine (Oxford, UK). His research interests are general neurology, neuroimmunology and neuroepidemiology. His career in healthcare and academic medicine has spanned more than 30 years since his return from his fellowship training.

Prof Ong has championed undergraduate and postgraduate medical education. He has held leadership positions in healthcare including headship of the Department of Medicine at NUH and NUS, Chairman of Medical Board of NUH and Chief Executive of the National University Health System. Prof Ong served as Director of Medical Services at the Ministry of Health, Singapore from 2014 to 2020 and chaired the MOH Expert Committee on COVID-19 Vaccination while serving as Senior Vice President of Health Affairs at NUS.

Prof Ong received the National Day Public Administration Medal (Silver) in 2009, the Public Administration Gold Medal in 2015 and the Meritorious Service Medal in 2020. In 2013, he received the Long Service Medal by the President of the Republic of Singapore in recognition of his dedicated service.

Mrs Dorothy Chan (Independent Member)

Board Member, Appointed on 8 June 2017

Patron, Ng Teng Fong General Hospital



Currently a Non-Executive Director of Tung Lok Restaurants (2000) Ltd and a Member of its Executive Committee as well as Remuneration Committee, Mrs Dorothy Chan (nee: Mdm Ng Siok Keow) was an Executive Director at Far East Organization and served as a Director of various unlisted companies within the Far East Organization Group. She was also formerly 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 (NTFGH)



Associate Professor 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, 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. His main clinical and academic interests are 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 the Medical Board of Alexandra Hospital from 2010 to 2015 and Chairman of the Medical Board of NTFGH from 2015 to 2021, where he had overseen the development of clinical departments to provide for the safe and quality care of patients.

In 2019, he received the Public Administration Medal (Silver) at the National Day Award.

A/Prof Dan Yock Young (Non-Independent Member)

Board Member, Appointed on 1 April 2024
Nominating Committee Member, Appointed on 24 March 2026

- Deputy Chief Executive, National University Health System
- Chief Executive Officer, Ng Teng Fong General Hospital and Jurong Community Hospital



Associate Professor Dan Yock Young is the Deputy Chief Executive of the National University Health System (NUHS), as well as Chief Executive Officer of Ng Teng Fong General Hospital (NTFGH) and Jurong Community Hospital (JCH).

A gastroenterologist by training, A/Prof Dan is also a clinician-scientist with research interests in liver stem cell and metabolic associated steatotic liver disease. He joined NTFGH and JCH after completing a stint as Deputy Director-General of Health at the Ministry of Health, a post he assumed in 2020.

Ms Laura Kho Min Zhi (Non-Independent Member)

Board Member, Appointed on 14 February 2020

- Director, Finance, MOH Holdings (MOHH)



Ms Laura Kho leads the Central Treasury team of MOHH and oversees the funds and treasury investments of the MOHH Group. The MOHH Group is the holding company of the three public healthcare clusters of Singapore, namely National Healthcare Group, National University Health System and Singapore Health Services. Prior to joining MOHH, Ms Kho worked in global banks, after beginning her career as an auditor with the Auditor-General's Office, Singapore.

From 2015 to 2021, Ms Kho served as a Board Member of Changi Health Fund (now known as CGH Health Fund). Currently she serves as a 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 the National Kidney Foundation Singapore.

Mr Peter Low Eng Huat (Independent Member)

Board Member, Appointed on 1 January 2021
Audit Committee Chairman, Appointed on 4 December 2023
Nominating Committee Member, Appointed on 24 March 2026

- Independent and Non-Executive Director, and Chairman, Audit & Risk Committee, Yeo Hiap Seng Limited



Mr Low brings over 30 years of audit and business advisory experience across financial institutions, manufacturing, retail, distribution and real estate sectors. He joined Coopers & Lybrand (a legacy firm of PricewaterhouseCoopers ("PwC")) in 1987 and was admitted as a partner in PwC Singapore in 1999. He retired from PwC Singapore in 2024.

During his PwC career, he contributed to Singapore's accounting profession through memberships in the Financial Reporting Technical Advisory Panel of the Accounting and Corporate Regulatory Authority (ACRA), the Institute of Singapore Chartered Accountants Financial Statements Review Committee and the Accounting Standards Committee of Institute of Certified Public Accountants of Singapore.

Mr Low currently serves as a Board Member and Audit & Risk Committee Chairman of Yeo Hiap Seng Limited.

Mr Low holds a Bachelor of Accountancy (Honours) from the National University of Singapore. He is a Fellow of both the Institute of Singapore Chartered Accountants and the Institute of Chartered Accountants in England and Wales, as well as a Senior Accredited Director of the Singapore Institute of Directors.

Dr Quek Lit Sin (Non-Independent Member)

Board Member, Appointed on 1 January 2021

- Assistant Chief Executive, Clinical Quality and Patient-Centred Care, National University Health System



As Assistant Chief Executive at the National University Health System (NUHS), Dr Quek Lit Sin, oversees the strategic clinical quality initiatives and the NUHS Patient Advocacy Support Office.

Dr Quek was formerly the Chief Executive Officer of Ng Teng Fong General Hospital (NTFGH), Head of NTFGH Emergency Department, Co-Chair of the Emergency Preparedness Committee, and a member of the pioneer leadership team at NTFGH. In planning the Emergency Department, he embedded design features with infrastructural provisions within the hospital that enable NTFGH to cater to industrial and chemical mass casualty events and allow for the rapid conversion of spaces in response to pandemic surges.

Dr Quek obtained his membership to the Royal College of Surgeons of Edinburgh for Accident and Emergency Medicine 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, which is renowned for disaster planning, preparedness and response and the enhancement of emergency medical services.

He is also on the Panel of Associate Mediators, Singapore Academy of Law, and a board director of the Alliance of Patients' Organizations Singapore. 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 Naveen Sasidaran (Independent Member)

Board Member, Appointed on 8 June 2022

☉ Partner, RSM Singapore



A partner with RSM Singapore since September 2020, Mr Naveen Sasidaran is 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 three years in London – providing audit and advisory services to clients. Thereafter, he spent over a year conducting internal audits at the Changi Airport Group (CAG). At both PwC Singapore and CAG, Mr Naveen spent significant time successfully driving transformation using data-enabled techniques to improve efficiency and quality in audits.

He is also an Independent Director of SUN-DAC, a non-profit social service agency that serves and cares for persons with disabilities, and SG Her Empowerment, a non-profit organisation that strives to empower girls and women through community engagement and partnerships.

Mr Tan Kwang Cheak (Independent Member)

Board Member, Appointed on 8 June 2022

☉ Chief Executive Officer, Singapore Cancer Society (SCS)



Mr Tan Kwang Cheak is the Chief Executive Officer of SCS. Before joining SCS, Mr Tan was the Chief Executive Officer of the Agency for Integrated Care (AIC).

His work experience spans over 25 years in the public, private and non-profit sectors. He was in the Singapore Administrative Service and held leadership appointments in the Ministry of Education, Ministry of Defence, Ministry of Manpower and JTC Corporation. In the non-profit sectors, he held leadership positions in McDonald's Singapore and MOH Holdings Pte Ltd before becoming the Chief Human Resources Officer at NTUC FairPrice Co-operative Ltd.

He sits on the Boards and HR Committees of several charitable organisations and is also a member of Singapore's Charity Council.

Mr Raymond Tong (Independent Member)

Board Member, Appointed on 4 December 2023
Audit Committee Member, Appointed on 4 December 2023

☉ Partner, Rajah & Tann Singapore LLP



Mr Raymond Tong has over 30 years of experience in the legal sector. He is a partner in the Capital Markets/ Mergers & Acquisitions Practice Group at Rajah & Tann Singapore LLP, where he focuses on high-profile capital markets deals both domestically and internationally.

He is currently a Board Member of Sustainable Finance Institute Asia Limited. He is also a member of the Equity Capital Markets Committee and Inquiry Panel of the Law Society of Singapore and the Disciplinary Committee of the Institute of Singapore Chartered Accountants. In 2025, Mr Tong was appointed as a Board Member of Info-Tech Systems Ltd., where he is the Chairman of both the Nominating Committee and Remuneration Committee.

Mr Wu Tzu Chien (Independent Member)

Board Member, Appointed on 8 June 2022

☉ Retired Consultant, ST Engineering Ltd



From 2009 to 2018, Mr Wu Tzu Chien was a consultant at ST Engineering. He also chairs ST Engineering's Corporate Social Responsibility committee – a role he has held since 2006. Prior to this consultancy appointment, he was the President of ST Kinetics Ltd.

Mr Wu joined Singapore Automotive Engineering (SAE) in 1986, which was listed on the Singapore Exchange in 1991. He became Managing Director of ST Automotive Ltd in 1991. Among his career highlights, he was responsible for integrating ST Automotive into ST Engineering. He subsequently led the merger of ST Automotive and Chartered Industries of Singapore with ST Kinetics.

He served with the Ministry of Defence, Singapore, from 1975 to 1986. In recognition of his contributions, he was conferred the May Day Medal of Commendation by the National Trades Union Congress (NTUC) in 2006.

Executive Management

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

The composition reflected in this report covers the reporting period from 1 April 2025 to 31 March 2026. For transparency, changes to the Executive Management team occurring between the reporting date and the date of publication are also disclosed.



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. Ms Hoo is also the Company Secretary of all NUHS entities.

A chartered secretary by training, Ms Hoo has over 27 years' experience in corporate secretariat profession, of which 12 years were with SGX listed companies. In her career covering industrial, healthcare and beverage industries, Ms Hoo 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, Ms Hoo was with multinational beverage company, Suntory, overseeing the corporate secretariat compliance and Enterprise Risk Management of its Group companies in Asia Pacific region.

She holds a Master of Business Administration from the University of Birmingham and is an Associate Member of the Singapore Institute of Chartered Secretaries and Administrators.

Mr Tan Meng Soon Derrick

Former Key Officer, Appointed on 27 October 2021,
Resigned on 9 March 2026



Mr Derrick Tan has over a decade of 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 last stint prior to joining the Fund 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.

Mr Tan also served as Data Protection Officer and Chief Risk Officer of JHF. He has since left the organisation.

New Appointment in FY26

Ms Angeline Kwong

Key Officer, Appointed on 2 June 2026



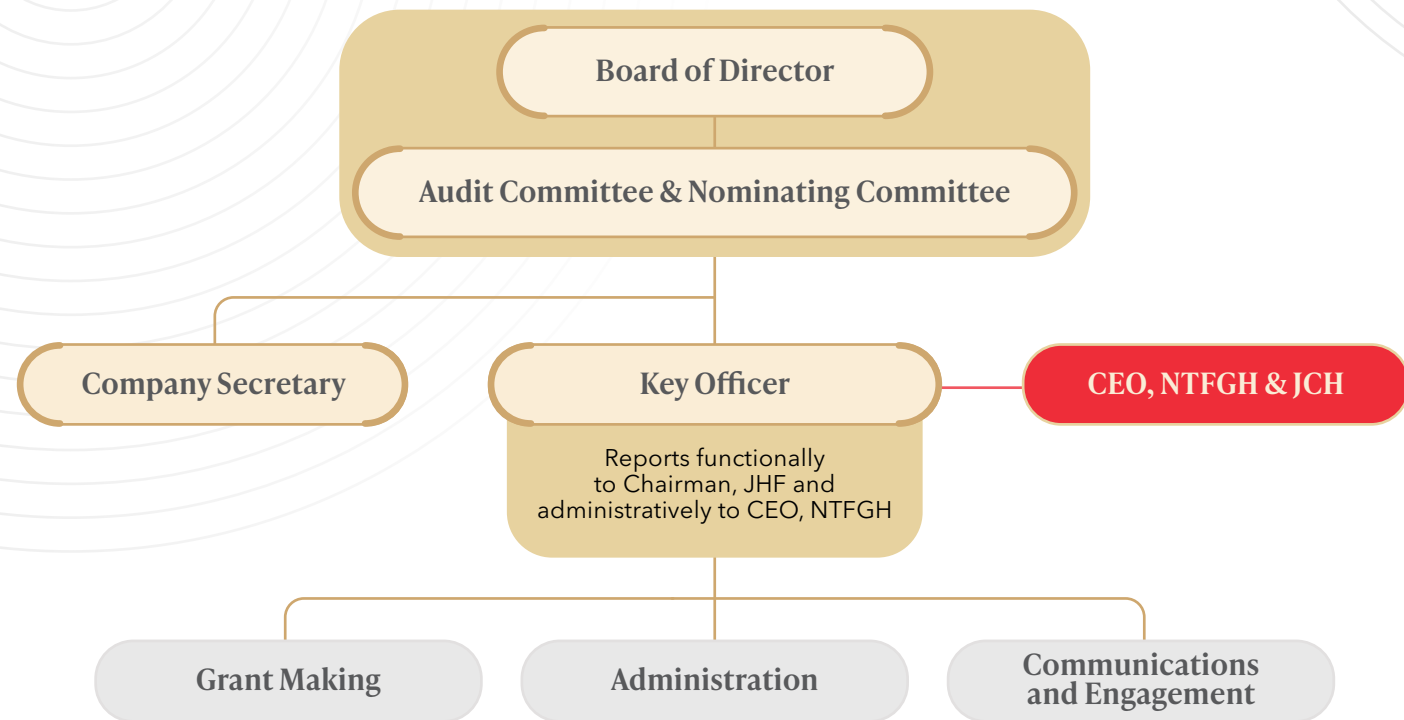
Ms Angeline Kwong has more than 25 years of experience in philanthropy, grant management, community development, fundraising, volunteerism, and stakeholder engagement.

Having held roles at organisations including the Agency for Integrated Care, Tan Chin Tuan Foundation, NTUC FairPrice Foundation and National Volunteer & Philanthropy Centre, she has worked extensively with government agencies, charities, corporates, and community organisations to develop programmes, partnerships, and funding initiatives that deliver meaningful and sustainable social impact.

Throughout her career, she has strengthened governance and organisational effectiveness through the development of grant, donor, and volunteer management systems, while managing significant funding portfolios and advising senior leadership and Boards on community impact. Beyond her professional responsibilities, she remains deeply committed to volunteerism and community service.

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

Organisation Chart



Supported by the following departments:

- NUHS Legal Office and Board Secretariat
- Finance, NTFGH
- Data Protection Office and Enterprise Risk Management, JHC
- Communications, JHC

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

FY2025 Highlights

Financial State of JHF

Total Income:

\$9,471,274



Income increased by **\$3,528,889** from the last financial year due to more donations received and a higher gain in fair value from investment in units trust in FY2025.

Total Expenditure:

\$3,839,807



Expenses decreased by **\$2,529,868** from the last financial year due to lower grant claims received in FY2025.

Major Financial Transactions



Claims from funded programmes accounted for the bulk of the expenditure at **\$3,101,544**.

Purpose of Assets Held



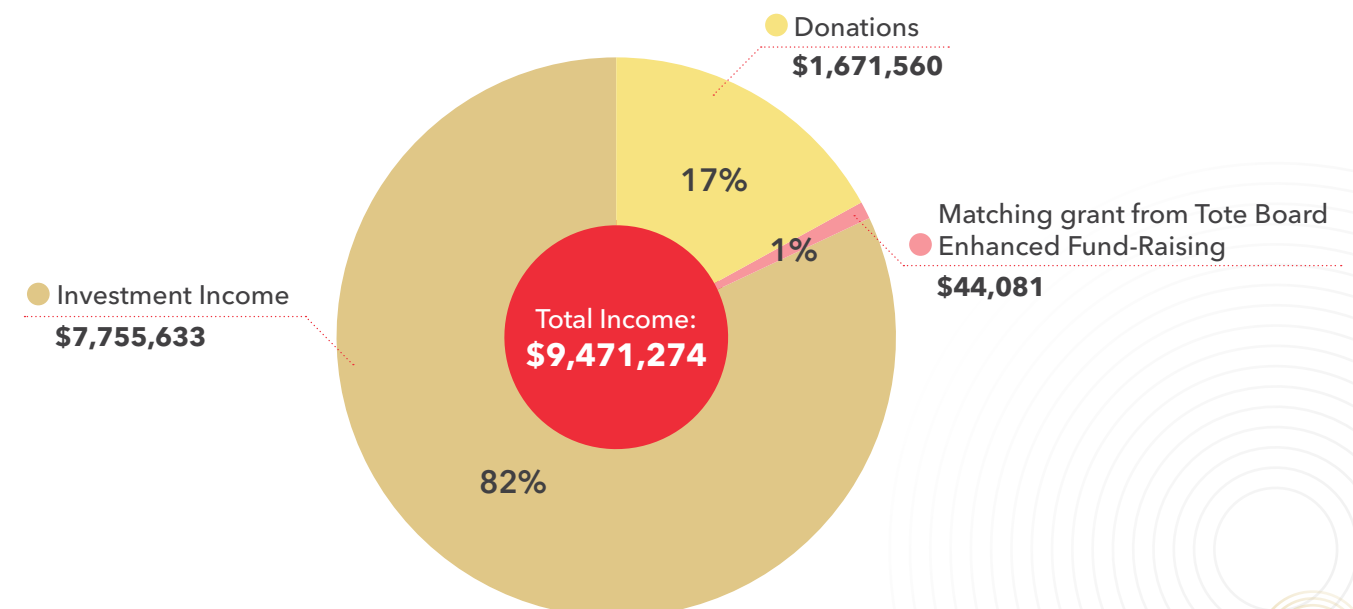
Investments in unit trust funds ensure adequate returns on reserves to sustain the operations of JHF.

Principal Funding Source

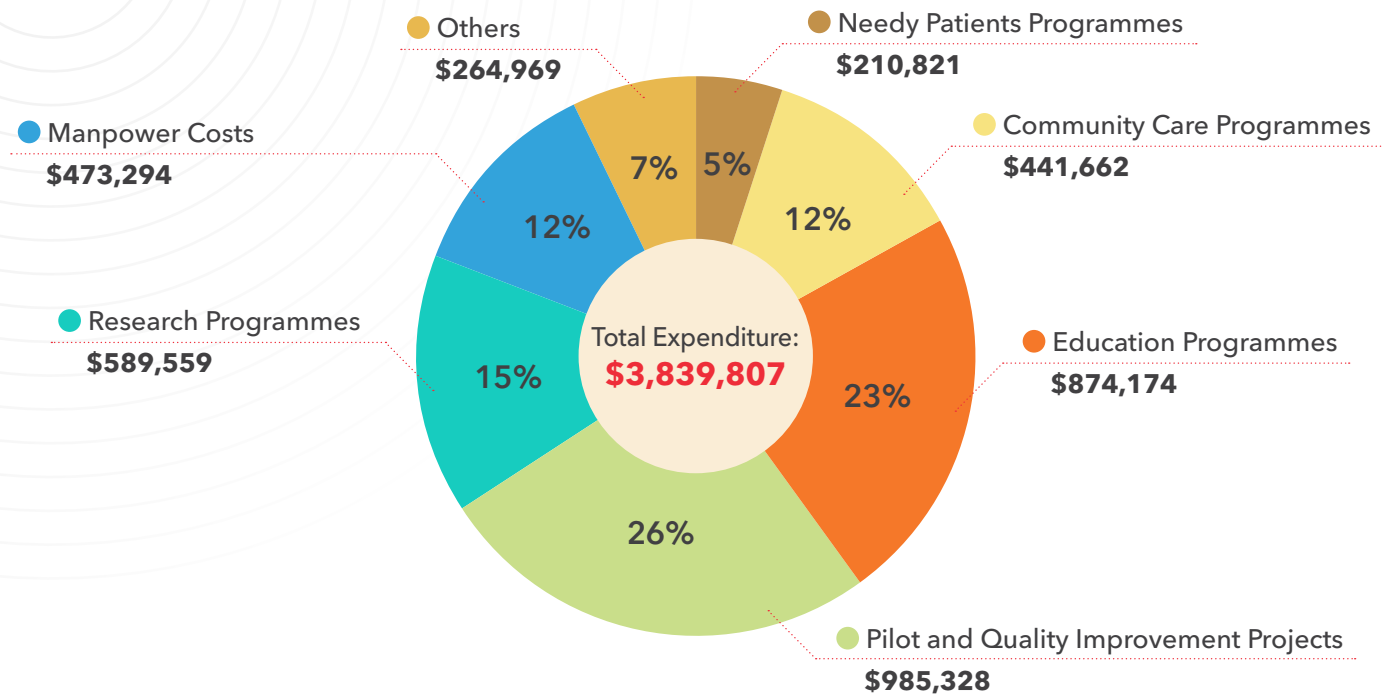


JHF's funds are mainly made up of donations from Far East Organization.

Summary of Financial Performance



Summary of Financial Performance



Overall Impact in FY2025

\$3.1 million disbursed to fund programmes that improved healthcare, education, research and community wellbeing.



3,000+ beneficiaries reached through community health, arts, screening and nursing home programmes.



5,500+ women participated in Singapore's first public healthcare sector risk-based breast cancer screening study.



Close to **280** needy patients supported with healthcare services, medical equipment and hearing interventions.



1,000+ healthcare workers trained and developed through education, leadership and service excellence initiatives.



AI and digital innovations introduced to enhance critical care, transitional care and chronic disease management.

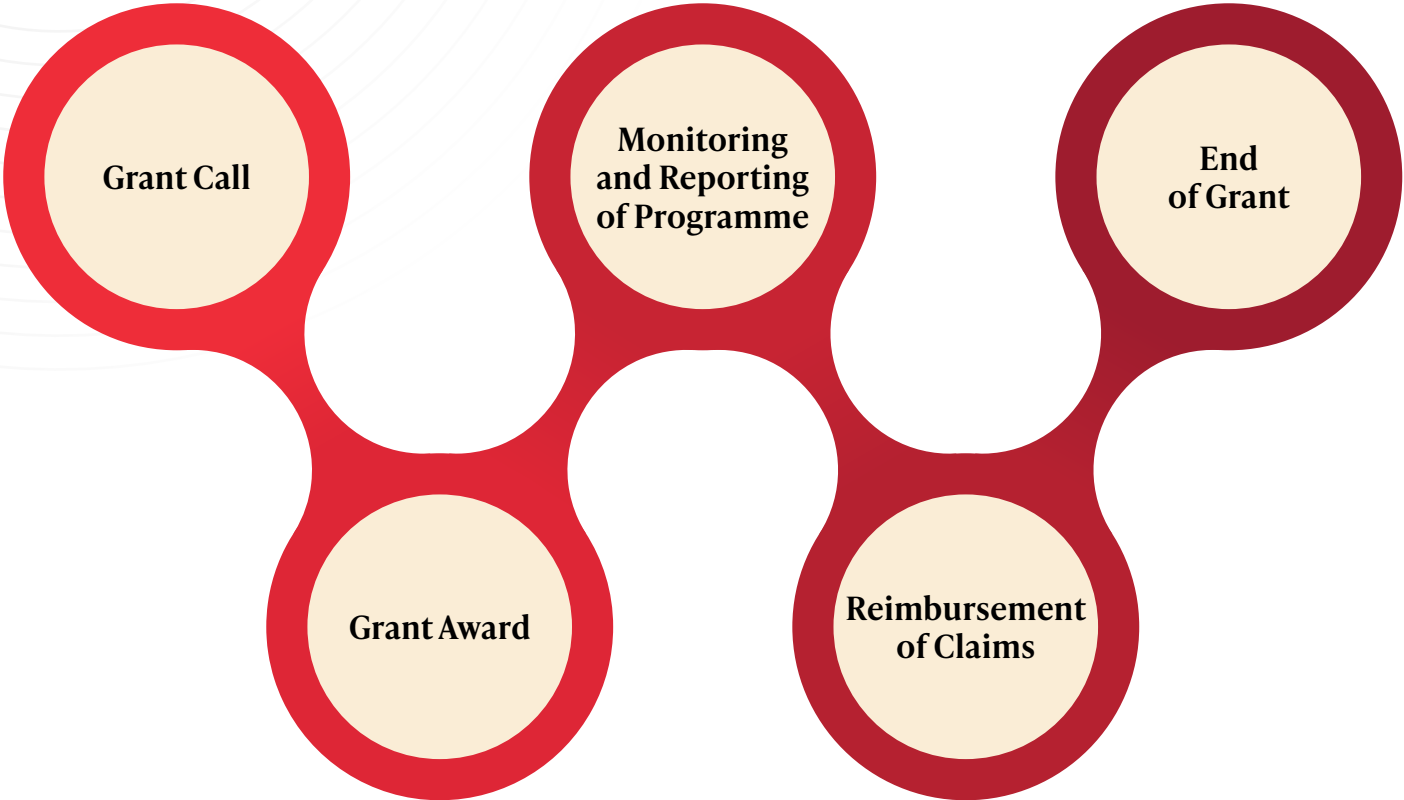
Programmes and Activities

Activities in FY2025

JHF funded **16** programmes in FY2025.



Tapping on JHF Grant Funding



Donations

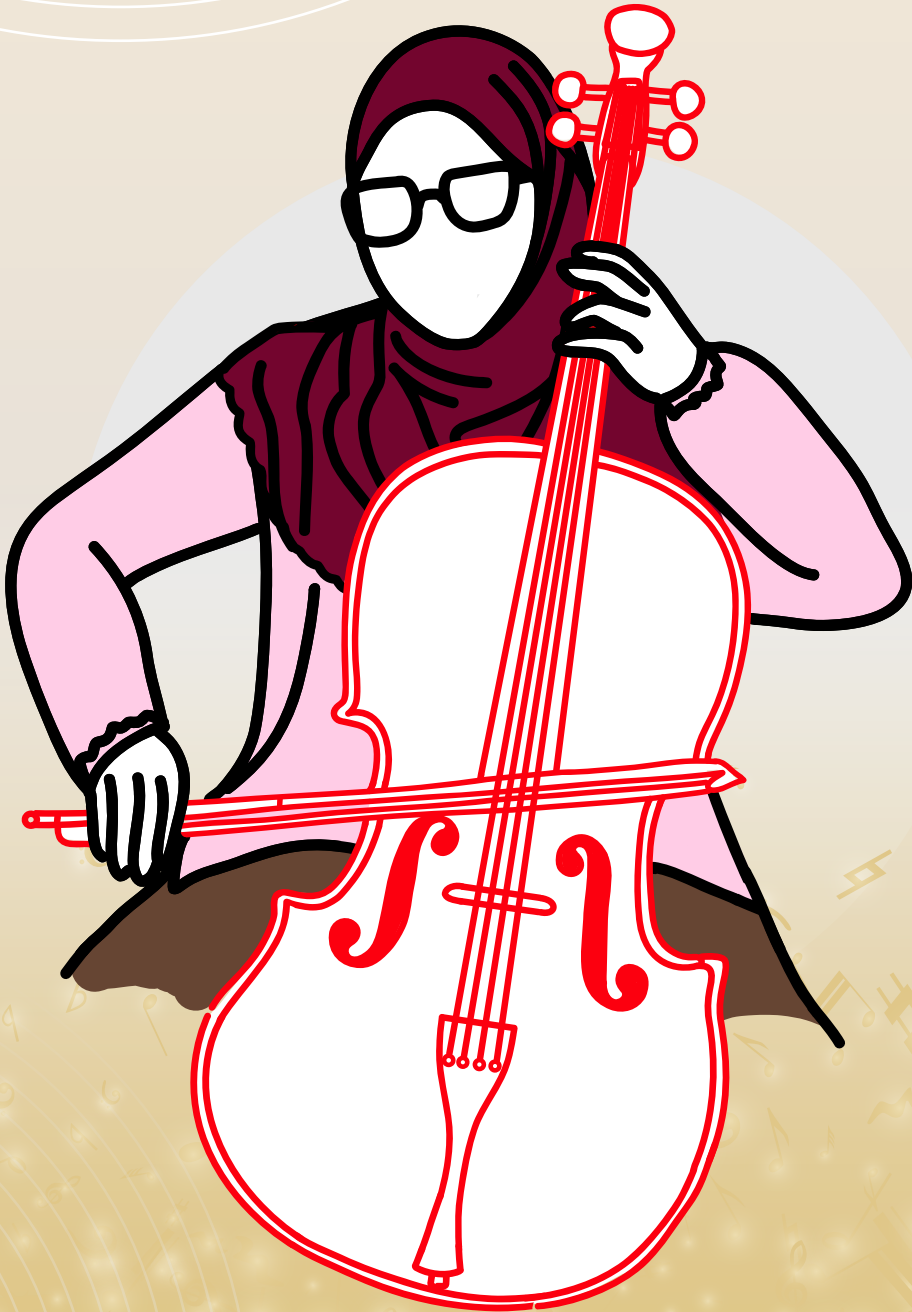
Fundraising and receipt of donations

Reserves

Management of cashflow and reserves



Needy Patients



Bridging the gap in healthcare affordability for patients experiencing financial challenges

Needy Patient Fund

The Needy Patient Fund supports financially disadvantaged patients by helping to defray their medical expenses, enabling access to essential healthcare services and equipment that support recovery and better management of their conditions.

 In FY2025, close to **280 patients** benefitted from the programme.

Financial assistance was primarily extended towards respiratory and mobility equipment, as well as hospitalisation expenses, areas where support is most critical.

To meet growing needs, the programme increased its annual allocation to \$300,000 in FY2025. This enhancement has strengthened its reach, enabling greater support for vulnerable members of the Singapore community.



A Breath of Relief

Mr Chua Chwee Chua, 73, lives with multiple lung conditions, including chronic obstructive pulmonary disease (COPD), bronchiectasis – a permanent condition characterised by the irreversible widening of parts of the airways – and tuberculosis. Due to severe breathing difficulties, he depends on an oxygen concentrator to carry out his daily activities.

His health condition prevents him from engaging in physical work, forcing him to leave his job as a gardener. He was unable to afford the cost of two prescribed oxygen concentrators, including a portable unit, which together exceeded \$3,000.

With assistance from the Seniors' Mobility and Enabling Fund (SMF) and the Needy Patient Fund, Mr Chua was able to receive both devices and continue living well with improved support.



Restoring access to sound and enhancing quality of life through hearing implant interventions

Hearing Implant Programme

Established in FY2015, the Hearing Implant Programme helps needy patients who can no longer use regular hearing aids to receive cochlear implants. Operating on a need's basis, programme goes beyond surgery providing holistic support to help recipients adjust to their implants, including upgrades and warranty coverage.

 Since inception, the programme has transformed the lives of **44 patients**.



Rediscovering Sound Again

Madam Khoo Wee Choo (Sharon) was first seen at the Ear, Nose and Throat (ENT) clinic in 2018. She had been experiencing hearing loss since 1997, and it had affected her quality of life. Hearing tests at that time showed bilateral hearing loss, with the right ear hearing poorer than the left. After a 1-month trial of bilateral hearing aids, she reported minimal benefit from the right hearing aid. As such, she was advised to consider cochlear implant surgery for the right ear.

Living with hearing loss over time was challenging and, on several occasions, she narrowly avoided accidents as she was unable to hear oncoming e-bikes and e-scooters. With the fear of losing her hearing completely, she decided to proceed with the surgery.

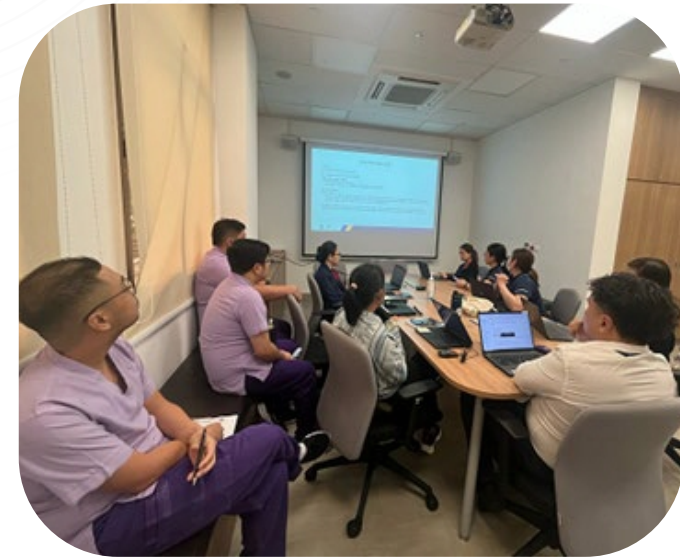
The journey towards regaining her hearing after more than two decades was overwhelming. However, with the support of her audiologist, she gradually adapted to the implant. Prior to the procedure, Sharon struggled with low self-esteem and often avoided conversations due to her difficulty in hearing. Following the surgery, she is now able to participate more confidently in activities she enjoys.



Community Care



Transforming Nursing Home care through partnership



Anchor and Integrate Care in the Community

Anchor and Integrate Care in the Community (AICC) is a pilot programme that developed a collaborative care model focused on building capabilities within nursing homes (NHs). Its aim is to reduce acute hospital utilisation and readmissions and its key focus areas are on Palliative care, Infection management (pneumonia, UTI), Falls prevention and Transitional care.

Under this programme, community nurses from the National University Health System (NUHS) are deployed to NHs to provide proactive training, mentorship, and education to NH staff. These efforts strengthen clinical competencies enabling NHs to better manage residents' conditions and support them to age well within the community.

INSPIRECare Palliative Care Model

A key achievement of the AICC programme is the development of the INSPIRECare palliative care model at NTUC Health Nursing Home (Jurong West), which equips NH staff with the skills and tools to manage end-of-life care within the nursing home setting. The model has currently successfully scaled its reach to 15 NHs.

The initiative included structured training programmes, screening tools for early identification of residents requiring palliative care, and a shared care model involving community nurses, general practitioners, ACP care coordinator and palliative care specialists together with nursing home team. This resulted in improved care outcomes, with 94% of enrolled residents passing away in their preferred place of death.

Building Up Infection Management Capabilities

The programme has also strengthened infection management capabilities at St. Andrew's Nursing Home (Taman Jurong), where joint efforts led to the development of infection tracking systems, refined care pathways, and targeted interventions to reduce preventable admissions. Case discussions and practical interventions helped residents achieve improved clinical outcomes, including reductions in falls, infections, and unnecessary hospital admissions.



Reducing Gaps in Care Continuity

The AICC programme also improved care transition processes through the introduction of a 'warm handover' guide between hospitals and NHs, enhancing communication, clarifying post-discharge care requirements, and reducing potential gaps in care continuity.

Overall, the AICC programme demonstrated positive impact in building NH capabilities and improving resident outcomes. Both nursing homes observed a general decrease in admission and readmission numbers, as well as reduction in residents with multiple hospital admissions. The programme has shown strong potential as a scalable model and is currently being expanded to additional nursing homes across the western region of Singapore to extend its benefits to a larger population.



Adding colours to the lives of our patients



In FY2025, the programme engaged more than **2,300** patients and members of the community.

Community Arts and Health Programme

Arts has its own innate ability to heal, bring about beauty into clinical environments. The Community Arts and Health Programme seeks to incorporate art into healthcare environments to create a more healing and uplifting experience for patients, families, staff, and visitors. It does this by partnering with the western community to co-create diverse forms of artwork.

In FY2025, a key highlight of the programme was the "Play Well!" Arts & Health Festival 2025, which marked its ninth and final edition. This theme explores the intersections of creativity, health, and wellbeing through the act of play and the week-long festival engaged over 1,000 participants through exhibitions, performances, and workshops. During this, the programme also formalised a first-time collaboration with an arts institution namely Nanyang Academy of Fine Arts (NAFA), University of the Arts (UAS) through a Memorandum of Understanding. This partnership lays the foundation for integrating the arts into healing spaces, enlivening our campus, and enhancing patient care and wellbeing.



By shifting the hospital's atmosphere from clinical to inspirational, the Community Arts and Health Programme humanises clinical care and changes how a space feels and heals patients.

Raising awareness of chronic diseases



Diabetes and Health Resources Centre

Diabetes remains a major public health challenge in Singapore, affecting an estimated 400,000 residents, with projections suggesting this number could reach one million by 2050. Approximately one in three Singaporeans is at risk of developing diabetes during their lifetime.

Established in FY2023, the Diabetes Health Resources Centre (DHRC) is a JurongHealth Fund-supported community programme that aims to improve early detection and prevention of diabetes among residents in Bukit Batok. Through point-of-care HbA1c screening, health education and lifestyle counselling, the programme identifies individuals at risk of diabetes or with previously undiagnosed diabetes, empowers residents to adopt healthier lifestyles, and facilitates timely follow-up with appropriate healthcare services where required. The programme is delivered through close collaboration between Ng Teng Fong General Hospital and community partners to improve access to preventive care within the community.



A total of **457** residents were screened in FY2025.



In FY2025, DHRC screened 457 residents using point-of-care HbA1c testing. The programme also actively participated in community outreach events across Bukit Batok, including screenings at the Ar-Raudhah Mosque, Health Together @ Yew Tee, the SG60 Health Fiesta and World Diabetes Day, extending preventive health services to residents where they live, work and gather.

Strengthening catheter care capability in Nursing Homes

Urinary Catheter Management Programme for Western Region Nursing Homes

The Urinary Catheter Management Programme for Western Region Nursing Homes programme was implemented from FY2020 to FY2025 to strengthen catheter care practices across nursing homes in the western region of Singapore. The programme aimed to enhance the competency of nursing home staff in managing urinary catheters, improve residents' clinical outcomes, and reduce avoidable hospital admissions related to catheter complications.

Over the five-year period, the programme successfully onboarded seven nursing homes and delivered structured training comprising lectures and hands-on clinical attachments. A total of 347 nursing home staff participated in lectures, while 24 nurses completed clinical training in male catheterisation, achieving full completion among those enrolled.



The programme demonstrated meaningful improvements in care outcomes. More than half of nursing home residents with long-term catheters experienced improved intervals between catheter changes, exceeding the programme's target. Importantly, there was an approximate 30.9% reduction in hospital admissions related to catheter complications, reflecting better on-site management and early intervention by trained staff.

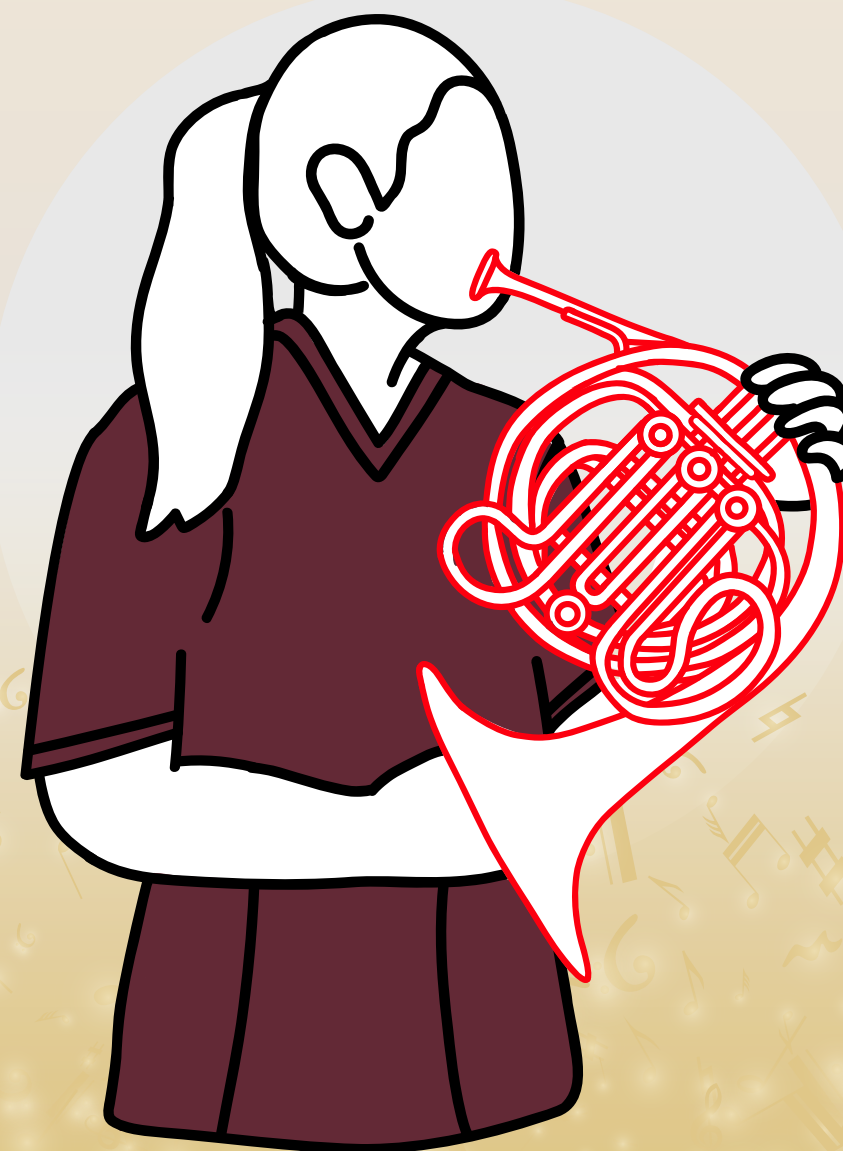
Beyond clinical outcomes, the programme contributed to broader system-level benefits. Improved catheter management reduced the need for hospital transfers, enabling more efficient use of healthcare resources and generating cost savings for nursing homes. Residents also benefited from improved quality of life, with fewer infections and complications arising from catheter use.



Improved nursing home catheter care led to better clinical outcomes, with over half of residents experiencing improved catheter management and a **30% reduction** in catheter-related hospital admissions.



Education



Empowering excellence through learning and innovation

A total of **2,173** participants have attended JHA training programmes since inception.



In FY2025, the academy rebranded itself as JurongHealth Academy, becoming the dedicated education and training arm of JurongHealth Campus integrating seven core divisions under one umbrella. An official launch was held on 12 August 2025, alongside an inaugural Learning Festival featuring keynote speakers, workshops and learning journeys, bringing together staff, healthcare partners and industry experts to foster knowledge sharing and innovation.

While rollout of core courses continued, scenario-based training was also introduced. In addition, the academy also introduced new programmes such as Train-the-Trainer, Fire Warden Training (RPP) and expanded the scope of existing programmes such as Healthcare Sustainability and the Threat-Oriented Person Screening Integrated System (TOPSIS). The academy also strengthened partnerships with the Singapore Institute of Technology to introduce emerging topics such as artificial intelligence (AI) in Healthcare.

JurongHealth Service Academy

The JurongHealth Service Academy provides signature in-house training for staff who interact directly with patients, enhancing their capabilities alongside existing clinical and operational expertise. Its programmes and workshops are organised around two key areas namely service excellence and lean management, which includes courses such as Effective Communications, Service Leadership, Kaizen Awareness and Design Thinking. Participants come from a wide range of departments, including Admin & Ancillary, Operations Admin, Radiology, Nursing, and Pharmacy, promoting cross-functional collaboration and learning.

“

This course is applicable to my area of work as we meet patients and visitors daily.

”

Maria Luz P Macaraig
Lobby and Visitor Management on the Professional Grooming and Body Language Course



“

I learnt to improve on my tone and choice of words.

Kalishah
Patient Service Associate on the Effective Communication Course

”

The academy contributed to improved patient experience outcomes, with Specialist Outpatient Clinics (SOC) scores increasing from 88.7% to 90.5% (FY25Q4). Programme effectiveness remained strong, achieving over 90% participant satisfaction across courses.

These initiatives strengthened a culture of service excellence, continuous improvement, and staff empowerment, while the successful implementation of 66 Kaizen and 6S projects in FY2025 enhanced operational efficiency and encouraged staff-led innovation.



Developing nursing leaders for tomorrow

JurongHealth Campus Nursing Empowerment Programme

The JurongHealth Campus Nursing Empowerment Programme is a training initiative focused on strengthening teamwork, communication and innovation among nurses, while developing future nursing leaders to improve patient care and safety. Delivered in collaboration with Right Management, the programme provides structured, team-based training centred on self-awareness, team collaboration and organisational understanding. Emergenetics psychometric profiling supports nurses in understanding their thinking and behavioural preferences, appreciating diverse perspectives and collaborating more effectively.

The programme was progressively extended across nursing levels at Ng Teng Fong General Hospital and Jurong Community Hospital. The programme has strengthened nurses' confidence, initiative and ownership, contributing to a more empowered nursing culture and supporting nurse-led improvements in care delivery.

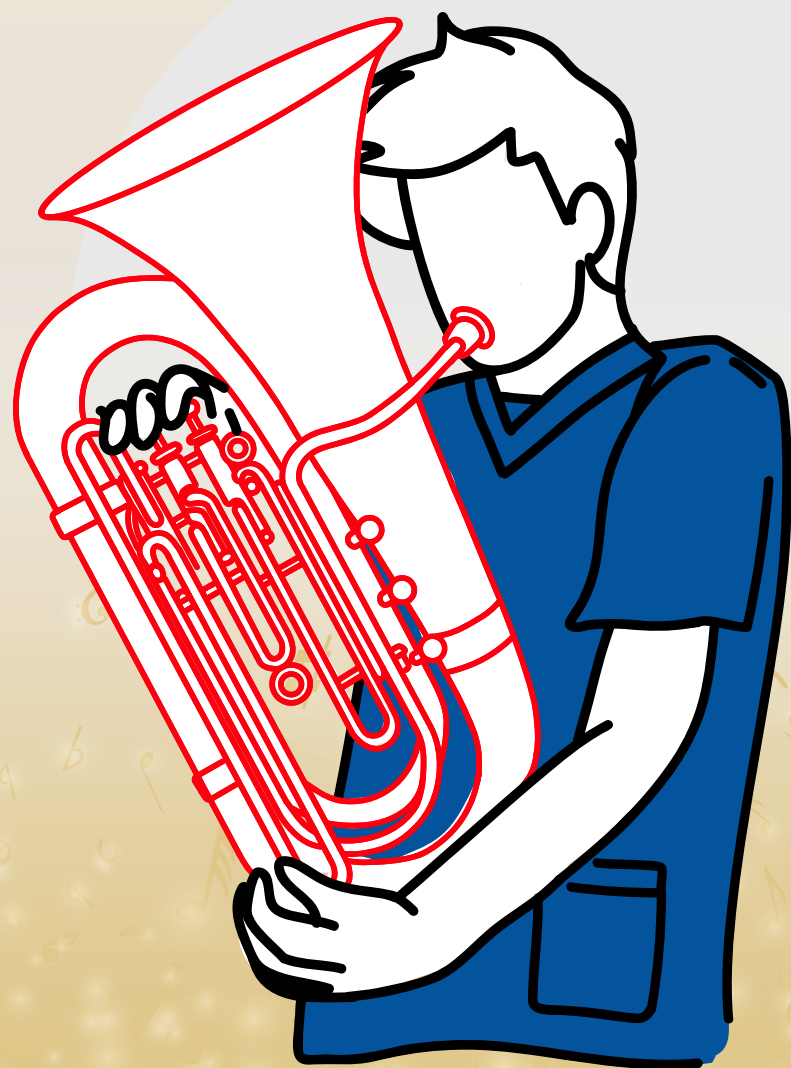


Since its inception, a total of **757** nurses benefitted from the programme.





Pilot and Quality Improvement Projects



Innovating critical care across the care continuum



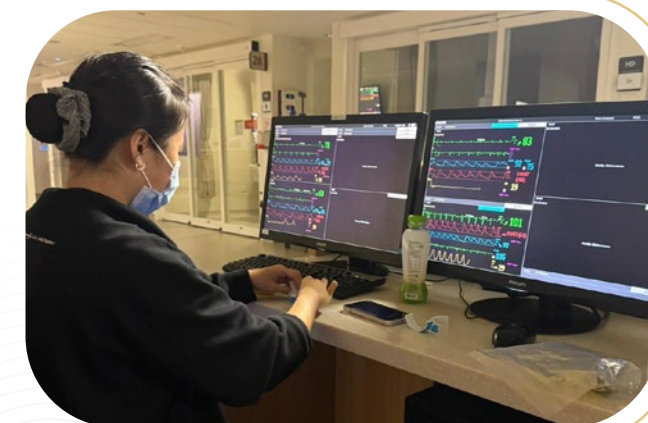
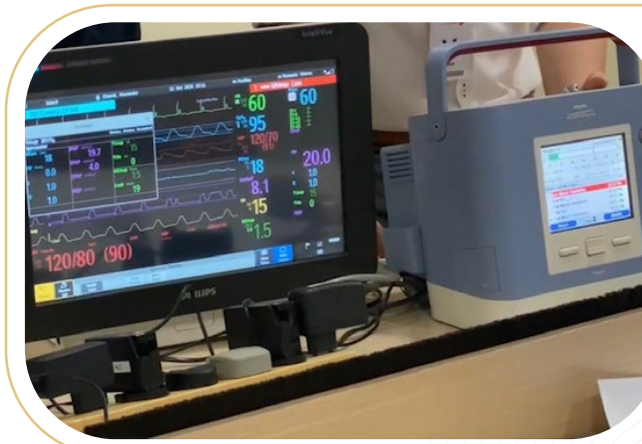
Initiatives and Innovation in Critical Care in JurongHealth Campus

The Initiatives and Innovation in Critical Care (IICC) Programme leverages technology, artificial intelligence (AI), and innovative care models to enhance outcomes for critically ill patients in the Combined Intensive Care Unit (ICU). Through three key initiatives namely Tele Non-Invasive Ventilation (Tele-NIV) and Tele-Ventilator monitoring, the Good Death Programme, and the Post-ICU Follow-Up Clinic, the programme supports patients across the continuum of critical care, recovery, and end-of-life care.



▼ Tele Non-Invasive Ventilation (Tele-NIV)

The programme introduced Tele-NIV and Tele-Ventilator systems to enable remote patient monitoring and real-time alerts, allowing Respiratory Therapists to respond promptly to clinical deterioration in collaboration with the nurses. More than 300 healthcare staff have been trained, improving staff efficiency, workflow optimisation, and patient monitoring capabilities across all ICU beds.





The Good Death Programme

The Good Death Programme, also known as *I Am Going Home*, enables terminally ill ICU patients to spend their final moments in the comfort and familiarity of home. As the first structured programme of its kind in Singapore, it has supported 44 patients in achieving their end-of-life wishes while promoting dignity, comfort, and family-centred care.

Letters of Appreciation from family members of patients



The family of late Patient Y would like to thank the "IAmGoingHome" team from NTFGH for helping to make the last wish of my late father-in-law, to pass on at home, possible. Late Patient Y was discharged from NTFGH ICU on 17 September 2024 and passed on peacefully at home, within an hour of leaving the hospital.

The family is very grateful for this service as it matters a lot, not just to my late father-in-law, but also to our family.

Special thanks go to Dr Tan Chee Keat, who patiently listened (to) us, and guided us in the preparation for the transition home. Most importantly, for getting the team to transport my late father-in-law back at night at 10pm within a few hours from our decision.

Please convey our gratitude to the team, Dr Tan, the nurse (whose name we didn't manage to get), the ambulance driver and paramedics.

Not forgetting Dr Lim, the first attending doctor, who remembered that our late father-in-law's wish to pass on at home!

A big thank you to the ICU team.

Please continue with this service (IAmGoingHome), as it matters!

Thank you.

Regards,
Shleh Yng
Relative of late Patient Y



As the first

structured programme
of its kind in Singapore,
programme has supported
44 ICU patients in achieving
their end-of-life wishes.



TUESDAY, NOVEMBER 12, 2024 | THE STRAITS TIMES

FORUM

Bouquets

Dying at home • Honouring patients' wishes a compassionate initiative

As a family member of a recently deceased patient, I would like to express my deepest gratitude to Ng Teng Fong General Hospital for the incredible work on the IAmGoingHome project headed by Dr Tan Chee Keat and her team.

This compassionate initiative is making a profound difference in the lives of patients facing the end of life by honouring their wish to spend their final days at home.

The kindness, empathy and professionalism the medical staff bring to this work truly embody the highest values of their field. Their commitment not only eases the physical journey but also brings immense comfort to patients and their families.

Thank you for the dedication to this project. The impact of their compassion reaches far beyond the individual patients, reaching their loved ones and inspiring all of us.

I hope the Ministry of Health will provide more support to extend this initiative to more healthcare institutions.

Chiam Tat Peng

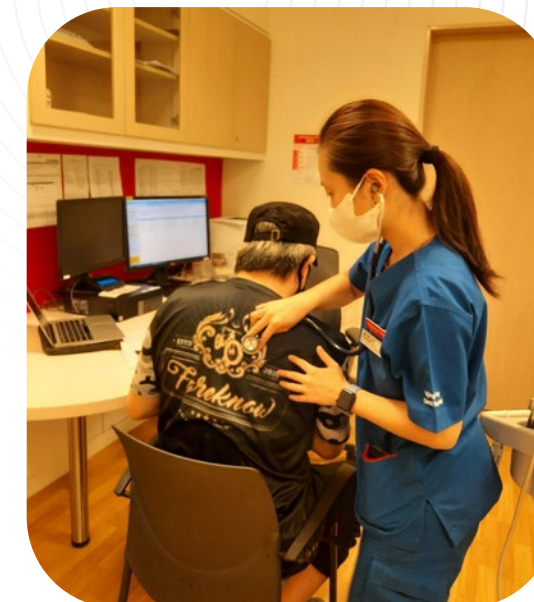
Credit: This letter was originally published on November 12, 2024, in The Straits Times, Forum section.



Post-ICU Follow Up Clinic

The Post-ICU Follow-Up Clinic provides ongoing multidisciplinary support for patients recovering from critical illness. Having reviewed more than 500 patients, the clinic addresses physical, psychological, and social recovery needs, facilitates specialist referrals, and ensures continuity of care following ICU discharge.

Together, these initiatives have strengthened critical care delivery by enhancing staff capabilities, supporting recovery and end-of-life care, and promoting seamless, patient-centred care across the critical care journey.



Bridging Hospital and Home: Delivering Better Outcomes

Hospital and Community Transitional Care Models in JurongHealth Campus

The Hospital and Community Transitional Care Models (HCTCM) programme is an initiative that improves care transitions for frail seniors and patients with complex healthcare needs. Through a holistic, patient-centred approach that addresses medical, physical, mental and social needs, the programme seeks to reduce avoidable hospital admissions, Emergency Department (ED) visits and healthcare costs. Comprised of three integrated projects: Multi-Domain 30-Day Unplanned Admission Risk AI Tool, CARED Programme and Community Care Team Transitional Care Programme (CCT-TCP), the initiative has collectively benefited more than 5,000 patients while strengthening data-driven transitional care within JurongHealth Campus.



Multi-Domain 30-Day Unplanned Admission Risk AI Tool

The AI Tool supports clinical decision-making through a Multi-Domain 30-Day Readmission Risk Score, enabling ED case managers to identify high-risk patients and prioritise them for post-discharge follow-up. This leads to a targeted allocation of resources and earlier intervention for vulnerable patients. Following integration of AI-enabled risk stratification, 30-day ED reattendance rate decreased by 64% and 30-day unplanned admissions rate decreased by 80%. This pilot implementation has provided critical proof-of-concept (POC) for the MHI LIFT grant, supporting further development, scaling, and evaluation of AI-enabled risk stratification and case management.



CARED Programme

The CARED Programme strengthens care coordination by providing early case management intervention for at-risk patients in the ED and ensuring they receive care in the most appropriate setting. The CARED programme significantly reduced acute healthcare utilisation among high-risk patients, achieving up to 22% reduction in ED re-attendances, and up to 26% reduction in hospital admissions compared with matched controls. These reductions translated into \$1.55 million in 30-day inpatient cost avoidance and 1,212 hospital bed-days saved. The programme also maintained high patient satisfaction, with 91.1% of patients reporting positive care experiences.

▼ **Community Care Team Transitional Care Programme (CCT-TCP)**

The Community Care Team Transitional Care Programme (CCT-TCP), historically known as the H2H Programme, provides multidisciplinary home-based care and follow-up support for frail patients following hospital discharge. CCT-TCP was associated with 50% lower rates of inpatient bed utilisation and up to 79% lower mortality, alongside improvements in quality of life, functional status, caregiver burden, and mental well-being. It also generated significant healthcare cost avoidance through reduced acute hospital utilisation.



Together, these **three projects** have strengthened transitional care services, reduced avoidable healthcare utilisation and improved outcomes for patients and caregivers through innovative, evidence-based models of care.



Enabling Better Symptom Management and Self-Care

Project ENTenna

Project ENTenna is an initiative to develop a technology-enabled care model for common ENT conditions (allergic rhinitis, giddiness, tinnitus) using patient-reported symptom data, augmented intelligence, and clinical practice guidelines. This project is co-funded by the Ministry of Health's National AI Steering Committee Grant.

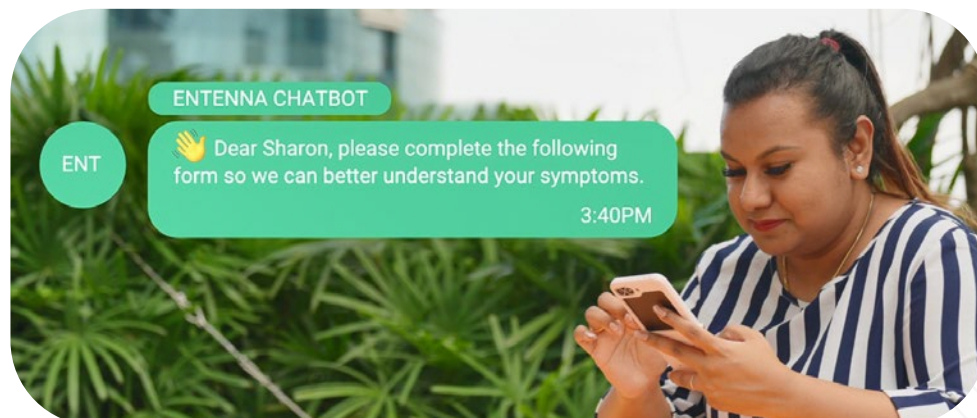
It aims to improve patient outcomes and healthcare efficiency by enabling personalised care, better symptom tracking, and "right-siting" of patients from specialist clinics to community care. The project includes building a population health database, deploying a chatbot for patient engagement, using behavioural nudges to improve treatment adherence, and developing evidence-based guidelines.

It seeks to reduce healthcare utilisation and costs, enhance patient empowerment, and establish a scalable, data-driven model for chronic disease management. By FY2025 Q4, it exceeded enrolment targets with 2,695 patients and successfully implemented digital tools for symptom tracking, treatment adherence, and care optimisation.

Key achievements for the programme within the financial year also include deployment of clinical guidelines, automation via WhatsApp chatbot, patient stratification for appropriate care, and rollout of an asthma chatbot.



The **first** of its kind in Asia.



Research



Tailoring Risk-based Breast Cancer Screening for Women



Breast Screening Tailored for Her

The BREast screening Tailored for HER (BREATHE) programme was introduced to develop a more personalised approach to breast cancer screening for women in Singapore. It aims to enhance current screening guidelines by shifting towards a risk-based model, where an individual's likelihood of developing breast cancer – based on genetic, lifestyle, and environmental factors – is assessed and used to determine the most appropriate age for her to begin screening. It is the first risk-based breast cancer programme in the Singapore public healthcare sector.



The programme has demonstrated strong progress and impact. It successfully screened over 5,500 women and achieved high participation and follow-up rates, indicating good feasibility and acceptance among participants. High satisfaction was observed, with over 90% of participants reporting a positive experience, largely driven by increased awareness of their personal risk and improved understanding of breast cancer screening.

Findings from multiple published studies show that personalised risk assessment helps women better align their perceived risk with actual risk, empowering them to make informed decisions about screening. The approach was also found to be promising in improving screening uptake, health outcomes, and potential cost-effectiveness at the population level.

Overall, the BREATHE study demonstrates that a risk-based screening strategy is both feasible and acceptable in Singapore's multi-ethnic population, and has strong potential to enhance national breast cancer screening programmes through improved awareness, targeted screening, and more efficient resource use.

The BREATHE programme in FY2025 successfully completed its study follow-ups, demonstrated high acceptability and engagement and provided strong clinical and behavioural evidence for risk-based screening, advancing towards potential national implementation.

Donations, Grants and Fundraising

In FY2025

JHF raised combined net proceeds

\$1,671,560.

from the Benefit Dinner with other donations.



In addition, JHF received a matching grant

\$44,081

from the Tote Board Enhanced Fundraising Grant(s).

During the year, JHF successfully organised two fundraisers, the inaugural Ng Teng Fong General Hospital Benefit Dinner 2025, themed ***"A Symphony of Care: Changing Lives Together"*** and a campus wide fundraiser. The events brought together donors, partners, staff and community supporters in a shared effort to improve the lives of patients and strengthen healthcare for the community.



Funds raised will support JHF's key objectives of advancing programmes for **Needy Patients, Community Care, Education, and Research** at Ng Teng Fong General Hospital and Jurong Community Hospital.



Fundraising Activities

Ng Teng Fong General Hospital Benefit Dinner 2025: An Inaugural Flagship Fundraiser Event

The Ng Teng Fong General Hospital (NTFGH) Benefit Dinner is the inaugural flagship fundraising event organised to support the JurongHealth Fund (JHF) held on 16 October 2025 at The Fullerton Hotel Singapore.

An eight-month staff-led fundraising campaign, together with generous contributions from donors, raised a total of **S\$1,447,831**



This amount excludes the Tote Board Enhanced Fundraising Programme Grant of **S\$223,551** (received in FY26) and event expenses of **S\$151,061**.



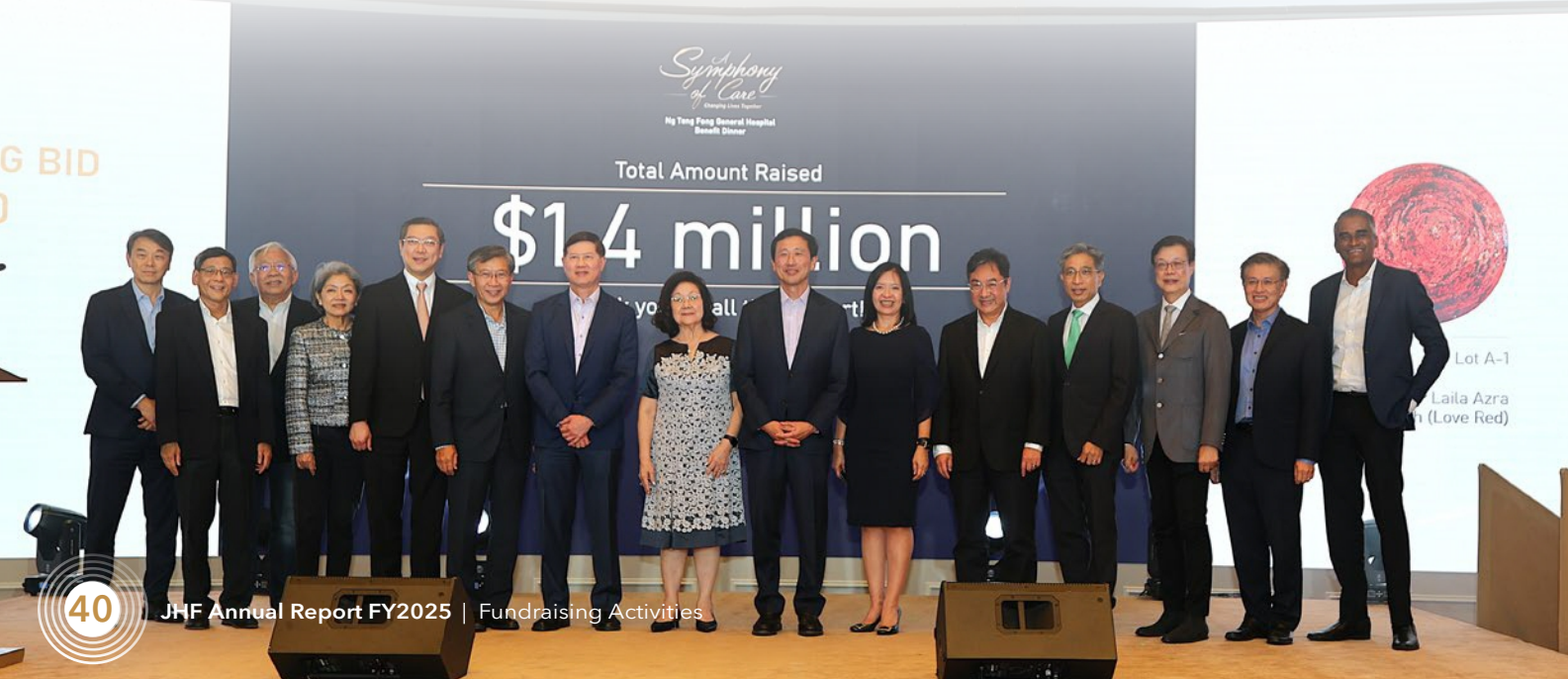
The fundraising ratio for the event was **10.43%.**



The Benefit Dinner, themed “A Symphony of Care: Changing Lives Together”, was graced by Minister for Health Mr Ong Ye Kung as Guest of Honour. The evening featured a classical performance by the Vetta Quartet and a Silent Auction showcasing works by renowned Singapore artists, including paintings by the late Cultural Medallion recipient Lim Tze Peng, a luxurious villa stay in North Bali among other exclusive collector’s items.



Proceeds from the fundraiser will support JHF’s key objectives of advancing programmes for needy patients, community care, education, and research at Ng Teng Fong General Hospital and Jurong Community Hospital. Through these initiatives, JHF aims to enhance patient care, strengthen community health, empower healthcare professionals, and drive innovations that improve health outcomes for the communities served by the hospitals.





The Board and Management of JurongHealth Fund would like to express their deepest appreciation to our Patron, Mrs Dorothy Chan, as well as our donors, partners, and supporters whose generosity and commitment made this inaugural fundraising event possible and contributed to its success.

A Symphony of Care: A Collective Fundraising Journey Across JurongHealth Campus

In celebration of the 10th anniversary of Ng Teng Fong General Hospital (NTFGH) and Jurong Community Hospital (JCH), staff across the JurongHealth Campus came together for "A Symphony of Care: Changing Lives Together", a campus-wide fundraising campaign in support of JHF. Conceived as a collective effort to give back to the community, the campaign complemented the inaugural NTFGH Benefit Dinner and encouraged staff to become fundraisers for a shared cause. Proceeds from this fundraiser were announced in tandem with proceeds from the NTFGH Benefit Dinner. This amount was matched by the Tote Board Enhanced Fundraising Programme Grant at S\$149,955 (received in FY26). There was no event expenses incurred.



SPRINTING AHEAD AND LEADING THE CHARGE!

Guided by the belief that every contribution can make a difference, the campaign brought together colleagues from various professional groups such as Operations, Nursing and Allied Health as well as departments such as Food Services to organise creative and meaningful fundraising initiatives. More than just a fundraising effort, it reflected the spirit of teamwork, compassion and community that defines JurongHealth Campus.

10.10

Be a Fun-Raiser!

TOGETHER, WE GIVE

As we mark 10 years since opening our doors, let's open our hearts too. Join us in the Symphony of Care campaign—rally your family and friends to contribute and help us spread the joy of giving. Together, let's make this milestone truly meaningful.

CONTRIBUTE BY BEING A FUN-RAISER!

Whether it's a bake-off, a craft sale, or a 10K steps challenge, your creativity can help uplift lives through the JurongHealth Fund.

Here's how to start your Fun-Raiser

1. Brainstorm a fundraising idea alone or with your colleague(s)
2. Set a goal and decide on the amount you'd like to raise
3. Create your campaign page on giving.sg (more information in the toolkit)
4. Get your friends and family to support your fund-raising effort by sharing your campaign!

GET YOUR TOOLKIT AND GET STARTED TODAY!

[DOWNLOAD NOW](#)

BE KIND

Our executive team is spearheading an ambitious fundraising campaign with a target of \$15,000 for JurongHealth Fund!

As a display of commitment, our CEO, CMB, and COO have embarked on a remarkable challenge. From now until October 10th, they intend run 10 km X 10 weeks, for an impressive total of 300km covered between them!



Over the course of eight months, staff demonstrated remarkable enthusiasm, talent and ingenuity through the organising of a diverse range of activities. These included fitness and wellness challenges, fundraising walks, dance classes, art projects, beverage and bake sales, food campaigns, charity bazaars, birthday fundraising drives, car washes, and environmentally focused initiatives such as cycling-for-a-cause programmes. Senior leaders also led by example through a fundraising campaign to kickstart the effort and encourage staff participation across the campus.

Highlights of the campaign included the "Blooms of Appreciation" initiative. Held in conjunction with Nurse's Day, the fundraiser appreciated the dedication and hard work of our nurses while enabling contribution to worthy causes. On the other hand, the "Paint Your Tapestry of a Decade for a Good Cause" project enabled commemorating the hospitals' 10-year journey on canvas. These initiatives not only raised funds but also created opportunities for colleagues to connect, collaborate and contribute beyond their day-to-day roles.



The success of *A Symphony of Care* was made possible by the dedication of staff volunteers, fundraising champions, organising committee members and donors who embraced the campaign with generosity and passion. Their collective efforts demonstrated how many individuals, working together in harmony, can create a meaningful and lasting impact on the lives of patients and the wider community.



Through this campus-wide movement of giving, both hospitals reaffirmed its commitment to caring not only for patients within the hospital walls, but also for the broader community it serves. Proceeds from the campaign will support JHF programmes benefiting needy patients, community care, education and research at NTFGH and JCH.



Donor Recognition

* The following list recognises donors with cumulative giving of S\$1,000 and above as at the end of FY2025. All names have been arranged alphabetically.

JHF would like to honour the generosity of individuals and organisations whose contributions help us support the financially challenged, deliver better care, uplift our community, and advance our mission.

In addition, we extend our heartfelt thanks to those who contributed to the inaugural Ng Teng Fong General Hospital Benefit Dinner in 2025.

Donations of S\$200,000 and above

Dorothy Chan



Donations of S\$50,000 to S\$199,999

ESTATE OF KHOO TECK PUAT

Lim Hock Leng



Donations of S\$20,000 to S\$49,999

Anonymous (1)

Bank J. Safra Sarasin Ltd, Singapore Branch

Bengawan Solo Pte Ltd

China Construction (South Pacific) Development Co. Pte. Ltd.

Deanna Ong

Djeng Shih Kien

Econ Medicare Centre Pte Ltd

Goh Yew Lin

Hexacon Construction Pte Ltd

Rauff How Jing Mary

Tan Ng Kuang

UOB Asset Management Ltd

Woh Hup (Private) Limited

Donations of S\$10,000 to S\$19,999

Allied World Assurance Company, Ltd

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Cheah Wei Keat

D.S Lee Foundation

EQ Insurance Company Limited

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Fullerton Fund Management Company Ltd

Holywell Foundation Ltd

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Lee Foundation

Lee Woon Shiu

National University Hospital (S) Pte Ltd

Pauline Goh

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Singapore Paints & Contractor Pte Ltd

ST Engineering Info-Security Pte Ltd

Tan Chong Meng

Tang Tuck Kim Registered Surveyor Pte. Ltd

Vincent Chin Sze Heong

Donations of S\$5,000 to S\$9,999

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China Civil Engineering Construction Corporation Branch Office Singapore

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Elisabeth Clarice Esther Gustava de Rothschild

Hoon Wee Ning

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Lim Phui Huong

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Tan Xi Xiang, Esther

Tong Wei Min, Raymond

Wang Xipo

Woon Le Lian

YCH Engineering Pte Ltd

Yong Ying-I

Zu-Lin Temple Association

Donations of S\$1,000 to S\$4,999

Adam Khoo Learning Technologies Group Pte Ltd	Lim Joo Boon
ALS Maintenance and Services	Lim Pei Lien
Ang Ee Eern, Joanne	Lim Yong Wah
Anonymous (3)	Lincoln Chu Mesina
Chai Siak Shen	Lo Kok Leong
Chee Thong Gan	Loh Sze Jia
Chinese Women's Association	Low Bee Leng
Chin Yin Fei	Low Inn Sze
Chow Siew Ying	Low Shiong Wen (Liu Chongwen)
Chua Lay See	Low Sim Ann
Chuan Lim Construction Pte Ltd	Low Wong Fook
Cosmo 2005 Pte Ltd	LSY International Pte Ltd
Debra Ann Ker	Maurice Loh Seow Wee
Denise Teo c/o Group Contact Centre	Meilinda Soetedjo
Ding Hai Feng	Naveen S/O Sasidaran
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Edwin Chua Yuaw Hong	Ng Kian Swan
Elizabeth Lim Shu Hui	Ong Kian Chung Benjamin
Euan Murugasu	Ow Chin Seng
Foo Hee Jug	Rajendran Kumaresan
Fong Soon Yong	Reuben Khafi
Foong Daw Ching	Salleh Marican Foundation Ltd
Fred Hersch	Senbgkuttuvan K
Fun Jin Wen Grace	Sithawalla Haider Mohamedally
Goh Mee See	Tan Chi Chiu
Goh Wai Sin	Tan Eng Chye
Hoe Ai Sien Mary	Tan Hong Beng
ISS Facility Services Private Limited	Tan Liyan Joanna
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Jonathan Tan Po Hsiong	Tan Min-Li
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Kim Ann Engineering	Wendy Long
Koufu Pte Ltd	Wong Chian Voen
Laurence Bendavid	Wu Tzu Chien
Lawrence Stephen Basapa	Yap Hsau Hsien
Lee Lai Wah Serene	Yap Geok Lan
Lee Zhi Min, Terence	
Leong Kwok Yew Malcolm	

The Year Ahead

Looking ahead, JurongHealth Fund will continue to serve as a strategic catalyst in advancing JurongHealth Campus' vision of bringing health to every home in the West.

As the healthcare landscape evolves with an ageing population, increasing care complexity, workforce challenges and rapid technological advancement, JHF will invest in initiatives that strengthen integrated community care, protect vulnerable patients, develop future-ready healthcare talent, and accelerate innovation and digital transformation.

Over the next decade, guided by our strategic priorities, we will support programmes that enhance healthspan, enable ageing-in-place, harness data and artificial intelligence to improve patient outcomes, and build a resilient healthcare ecosystem that delivers accessible, personalised and value-driven care.

Together with our donors, partners and healthcare professionals, we look forward to building a future where no patient is left behind, no care gap remains unfilled, no talent goes undeveloped, and no good idea goes untried.

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 highlight 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 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.

Audit Committee

- ☉ The Audit Committee consist of three Board Members, majority of which are independent directors. The appointment of AC members 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 whistle-blowing reports.

Nominating Committee

- ☉ Established on 24 March 2026, the Nominating Committee consist of three Board Members, majority of which are Executive Directors. The members of the NC are approved by the Board.
- ☉ The Terms of Reference of the Nominating Committee cover the duties and responsibilities of the committee such as overseeing the nomination, renewal and succession plan of JHF Board and making appropriate recommendation to the Board for approval according to prevailing Code of Governance of the Charities.

Frequency of and Attendance at Board and Committee Meetings in FY2025

Name of Board Member	Number of Board Meetings Attended	Number of Audit Committee Meetings Attended	Number of Nominating Committee Meetings Attended
Prof Benjamin Ong (Chairman)	3 out of 3	-	NA
Mrs Dorothy Chan	3 out of 3	-	-
A/Prof Cheah Wei Keat	3 out of 3	2 out of 3	-
A/Prof Dan Yock Young	3 out of 3	-	NA
Ms Laura Kho Min Zhi	3 out of 3	-	-
Mr Peter Low Eng Huat	3 out of 3	3 out of 3	NA
Mr Naveen Sasidaran	3 out of 3	-	-
Dr Quek Lit Sin	1 out of 3	-	-
Mr Tan Kwang Cheak	2 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 FY2025.
- ☉ Nominating Committee was established by the Board with effect from 24 March 2026 and the first meeting was held on 9 April 2026.

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.

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

- Staff are required to disclose, inter alia, any relationships, positions or circumstances in which they are involved that could give rise to an actual, perceived or potential conflict of interest with the Fund.
- On an annual basis, all staff supporting JHF are required to make declarations through the NUHS Conflict of Interest Disclosure Statement and must 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 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

	FY2025 (At 31 March 2026)	FY2024 (At 31 March 2025)
[A] Unrestricted Fund (reserves)	\$107,024,300	\$101,480,902
[B] Restricted Funds		
Hearing Implant Programme (to be used from FY2020 to FY2025)	\$148,746	\$178,629
JHC Nursing Empowerment Programme	-	\$100,000
Nursing Transformation Through Uplifting, Revitalisation & Empowerment	\$100,000	-
Needy Patient Fund	\$866,992	\$724,915
Other Donations	\$5,488	\$29,613
Total Accumulated Funds {[A] Unrestricted Fund + [B] Restricted Funds}	\$108,145,526	\$102,514,059
[C] Annual Operating Expenditure expanded from Unrestricted Fund	\$3,685,552	\$6,038,313
Reserves Ratio {[A] Total Unrestricted Fund / [C] Annual Operating Expenditure expanded from Unrestricted Fund}	29.0	16.8

- JHF has disclosed its Restricted Funds in the Audited Financial Statements, Note 8, page 18. 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 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.
- ⦿ 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 FY2025

1 April 2025 to 31 March 2026

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 Management should be clear and distinct.	2.1	Yes		2
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

SN	Call for Action	Code ID	Response	Explanation for "No" or "Partial Compliance"	Score
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 be four consecutive years. If there is no Board Member who oversee the finances, the Chairman will take on the role. 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. 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.	2.6	Yes		2
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes		2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes		2

SN	Call for Action	Code ID	Response	Explanation for "No" or "Partial Compliance"	Score
13	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. For all Board Members: 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. 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). 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.	2.9a 2.9b 2.9c	Yes		2
14	For Treasurer (or equivalent position) only: 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. 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.	2.9d	Yes		2

SN	Call for Action	Code ID	Response	Explanation for "No" or "Partial Compliance"	Score
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
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

SN	Call for Action	Code ID	Response	Explanation for "No" or "Partial Compliance"	Score
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
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 provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board Member.	5.2	Yes		2

SN	Call for Action	Code ID	Response	Explanation for "No" or "Partial Compliance"	Score
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, 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.	5.6a	Yes		2
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.					

SN	Call for Action	Code ID	Response	Explanation for "No" or "Partial Compliance"	Score
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					76
Percentage					100%



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