

---

FINANCIAL YEAR ENDED  
31 MARCH 2020

JurongHealth  
Fund



JURONGHEALTH FUND

---

# ANNUAL REPORT

---



# CONTENTS

<b>About Us</b>	03	
<b>Overview of JHF</b>	05	
<b>Message from Chairman</b>	06	
<b>Board of Directors</b>	07	
<b>Executive Management</b>	11	
<b>Highlights of FY2019</b>	12	
	14	
<b>The Year Ahead</b>	36	
<b>Governance</b>	37	
Governance Evaluation Checklist	42	
<b>Donations</b>	45	
		<b>Programmes and Activities</b>
		15 Needy Patients
		18 Community Care
		27 Education
		29 Pilot and Quality Improvement Projects
		32 Research
		34 Event

---

# ABOUT US

---

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

## JHF'S OBJECTIVES ARE TO SUPPORT:



### NEEDY PATIENTS

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

### COMMUNITY CARE

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



### EDUCATION

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

### PILOT AND QUALITY IMPROVEMENT PROJECTS

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



### RESEARCH

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

---

JHF ALIGNS WITH THE VISION, MISSION AND CORE VALUES OF  
NATIONAL UNIVERSITY HEALTH SYSTEM (NUHS):

# VISION

A Healthy Community  
Shaping Medicine • Transforming Care

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

# MISSION

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.

To advance health by synergising care, education and research, in partnership with patients and the community

# CORE VALUES

## TEAMWORK

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

## COMPASSION

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

## RESPECT

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

## EXCELLENCE

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

## INTEGRITY

We do the right thing, always.

## PATIENT-CENTREDNESS

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

---

# OVERVIEW OF JHF

---

JurongHealth Fund (JHF) was incorporated as a Company Limited by Guarantee on 4 August 2011.

Registered as a charity under the Charities Act (Chapter 37) on 26 August 2011, JHF has been accorded Institution of a Public Character (IPC) status since 29 August 2011. JHF's current IPC status is from 1 September 2018 to 31 August 2021.

## 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

---



In the past year, the JurongHealth Fund (JHF) continued to support many programmes to benefit needy patients, patient care, the community and our healthcare workers. Through current and new funded programmes, our endeavours have created significant impact and fostered extensive community outreach which translated into positive outcomes for patients and the community in the west of Singapore.

## SUPPORTING OUR PATIENTS

Our patients remain at the core of our mission, and I am pleased to share that over 3,500 patients have benefitted from the various programmes funded by JHF in FY2019.

We provided financial assistance to patients through the Needy Patient Fund which was renewed for another three years at quadruple the previous grant amount. This additional support, in view of the cessation of a government funding scheme, has enabled patients to receive continued assistance after their discharge to post-discharge services like dialysis and purchase of equipment such as respiratory and mobility devices. We also supported needy patients with hearing loss through the Hearing Implant Programme, which provides financial assistance for hearing implants and pre- and post-surgery follow-ups.

A new service for elderly cancer patients was also introduced at the Ng Teng Fong General Hospital and National University Hospital, with the

support of JHF. A total funding of \$3.1m was provided for the Geriatric Oncology Longitudinal End to end (GOLDEN) Programme to screen elderly patients at the time of cancer diagnosis, identify patients at risk of frailty for appropriate interventions and treatment recommendations to achieve better outcomes. Another funded programme provides training and support for diabetes patients to manage their diabetic conditions; and which contributes to the national effort to combat the disease as the number of people in Singapore with diabetes is projected to increase steadily.

Patients at the Ng Teng Fong General Hospital and Jurong Community Hospital continued to be treated to the therapeutic potential of arts and music, through the JurongHealth Campus' Arts & Health Programme. Funded by JHF, the programme brings art and music into the wards to provide a healing environment for patients, staff and visitors.

Also at the Jurong Community Hospital, a patient care counselling programme, now in its second year, supported the emotional needs of patients coping with illnesses.

## SUPPORTING OUR COMMUNITY

In FY2019, we also reached out to support over 1,700 residents, caregivers, staff of nursing homes and community partners.

We introduced two new programmes in the community. The first is a \$1.3m funding of the Infectious Diseases Community Programme (IDCP) v2.0 where we partner nursing homes to improve their infection prevention and control protocols, and management of infectious diseases in the community. The second is immunisation support to increase the pneumococcal vaccination take-up in nursing home residents and reduce the occurrence of vaccine-preventable pneumococcal disease within the community.

We also funded a signature township health project which is based on a prescriptive model for residents, to enable them to stay healthy and age well in the community through the health domains of screening, vaccinations, chronic disease management, and lifestyle, social and environmental interventions.

We also supported caregivers and community partners with a learning programme on caring for the elderly

and physically-challenged at the fully interactive learning environment - LIFE Hub and the Mobility Park, an outdoor rehabilitative facility, located at Jurong Community Hospital.

We also started on the flagship health promotion programme called "J-Walkers" for residents to lead healthier lives by walking through the malls, come rain or shine.

## SUPPORTING OUR HEALTHCARE PROFESSIONALS

JHF continues to nurture the talent and capability of our healthcare professionals.

The Talent Development Fund supports scholarships, sponsorships, and development of healthcare professionals in areas such as clinical skills and service quality. These funded training programmes and initiatives have helped to build capabilities in the healthcare sector and enhanced the quality and safety of care for our patients. We also recognise that research enables the creation of new knowledge that translates into better patient care, healthcare policies and practices, and will continue to support new ideas and promote research and development capabilities through the JurongHealth Research and Development Fund.

## IN THE YEAR AHEAD

With the COVID-19 pandemic, we have all entered into a new normal but we remain focused in our purpose to support the vulnerable in our midst. In May 2020, JHF also started a small fundraising campaign to boost support for our healthcare workers on the frontline and the migrant workers affected by the virus.

JHF is determined to continue to make a difference to our patients and the community through more community care and research projects. I look forward to greater achievements and developments in the year ahead.

## PROF LIM PIN

CHAIRMAN  
9 JULY 2020

---

# BOARD OF DIRECTORS

---

JurongHealth Fund (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 persons of good repute and experienced practitioners from the public, private and healthcare sectors, dedicated and passionate about transforming healthcare for the benefit of the Singapore community.

The Board is assisted by an Audit Committee which comprises four (4) Board Members.

---



## Prof Lim Pin

### Chairman

Appointed on 4 August 2017

*University Professor,  
National University of Singapore*

*Emeritus Professor and Senior Consultant,  
National University Hospital*

Prof Lim currently holds the appointments of Emeritus Consultant in Endocrinology in NUH and Professor of Medicine in NUS, and is concurrently the Chairman of NUHS Fund Limited. His research specialties are calcium magnesium and bone metabolism, thyroid diseases, and fuel metabolism in diabetes. For his many contributions, Prof Lim received the Republic of Singapore Public Administration Medal (Gold), 1984, Republic of Singapore Meritorious Service Medal, 1990, Republic of Singapore Distinguished Service Order, 2000, NUS Outstanding Service Award, 2003, Tun Dr Ismail Orator, 2006, UMC Teaching Award, 2010, Best Tutor, 2011, and Phase V Medicine Posting Teaching Award, 2013.

---



## Mrs Dorothy Chan

### Board Member

Appointed on 8 June 2017

*Patron,  
Ng Teng Fong General Hospital*

*Executive Director,  
Far East Organization*

Mrs Chan is currently an Executive Director of Far East Organization and a Director of various unlisted companies in the Far East Organization Group. She is also a Non-Executive Director of Tung Lok Restaurants (2000) Ltd and a Member of its Executive Committee. Mrs Chan was a Director of Far East Orchard Limited, Singapore Symphonia Company Limited and Singapore Dance Theatre. In 2015, Mrs Chan was conferred the SG50 Outstanding Chinese Business Pioneers Award by the Singapore Chinese Chamber of Commerce & Industry in recognition of her contribution to Singapore in the real estate sector and to the community.

---

## BOARD OF DIRECTORS



### Mr Chua Song Khim

**Board Member**

Appointed on 8 April 2013

*Deputy Chief Executive,  
National University Health System*

Mr Chua has more than 30 years of management experience spanning across the acute, long-term and community care sectors. He has held various senior management positions in Singapore including CEO of NUH, Group CEO of ECON Healthcare and CEO of NTUC Health. Mr Chua is a Board Member of St Luke's Hospital, and chairs Ministry of Health's Healthcare Productivity Implementation Taskforce. He was the Chairman of Agency for Integrated Care's Strategic Advisory Committee for Quality Improvement (Intermediate and Long-Term Care sector) and a member of Ministry of Health's City for all Ages Committee. For his many contributions to public healthcare, he received the National Day Commendation Medal, Ministry of Health's Health Leader Award and NTUC Commendation Medal.



### Mr Foo Hee Jug

**Board Member**

Appointed on 4 August 2011

**Audit Committee Member**

Appointed on 25 June 2013

*Deputy Chief Executive,  
National University Health System*

*Chief Executive Officer,  
Ng Teng Fong General Hospital*

Mr Foo manages JurongHealth Campus of NUHS and is concurrently the Deputy Chief Executive of NUHS and oversees the Intermediate and Long-Term Care sector collaborations of NUHS Regional Health System. Mr Foo has held various senior positions as COO of Changi General Hospital, COO of Singapore General Hospital, and Group COO and Group Chief Procurement Officer of SingHealth. He received the National Day Commendation Medal for his key role during the SARS outbreak in 2003, and received the Republic of Singapore Public Administration Medal (Silver) and Public Service Medal in 2017. Mr Foo serves on the South West Community Development Council, Nanyang Polytechnic's School of Health Sciences Advisory Committee and Ministry of Home Affairs' Public Entertainment Appeal Board.



### Ms Laura Kho Min Zhi

**Board Member**

Appointed on 14 February 2020\*

*Director, Finance,  
MOH Holdings*

Ms Kho leads the Central Treasury team of MOH Holdings (MOHH), and oversees the funds and treasury investments of the MOHH Group of three public healthcare clusters of Singapore - National Healthcare Group, National University Health System and Singapore Health Services. Prior to joining MOHH, Ms Kho has worked in global banks and started her career as an auditor with the Auditor-General's Office, Singapore. Ms Kho has served as a Board Member of Changi Health Fund since 2015 and was appointed a Board Member of SingHealth Fund in December 2019, and more recently in 2020 as a member of the Boards of Alexandra Health Fund and NUHS Fund Limited.

\*Ms Laura Kho Min Zhi replaces Mr Deric Liang Shih Tyh who has stepped down as a Board Member on 14 February 2020.



---

## BOARD OF DIRECTORS



### Mr Lim Joo Boon

**Board Member**

Appointed on 4 August 2011

*Retired Senior Partner,  
Accenture Singapore*

Mr Lim is an Adjunct Associate Professor at the Department of Accounting, NUS Business School. He had served as a Senior Partner of Accenture Singapore where he held various senior leadership positions locally and in the Asia-Pacific region. His professional expertise is in organisational transformation, business process re-engineering and large-scale mission critical information technology system implementation. Mr Lim has served and continues to serve on several charitable and not-for-profit organisations. He is also Chairman of Singapore Turf Club, a Director of Mapletree Logistics Trust Management Ltd. and a Director of Sentosa Development Corporation.



### A/Prof Lim Swee Hia

**Board Member**

Appointed on 1 March 2013

*Past President (March 2012 to June 2020),  
Singapore Nurses Association*

A/Prof Lim has enjoyed a distinguished career in nursing spanning 40 years. She actively shares her experience and expertise as an appointed member in many healthcare committees, including SIT and Curtin University. Instrumental in helping Singapore General Hospital obtain the Magnet Accreditation, the highest accolade for nursing excellence and leadership, she also led SingHealth Alice Lee Institute of Advanced Nursing to become the first in Asia to earn American Nurses Credentialing Center's recognition as a Continuing Nursing Education Provider. She was the President at Singapore Nurses Association from March 2012 and retired in June 2020. Her passion and relentlessness in advancing the nursing profession has won her several awards, notably the International Nursing Leadership Award in the SEA region presented by Western Australia's Department of Health, President's Award for Nurses, SARS Commendation Medal and Her World Woman of the Year.



### Mr Ng Tiak Soon

**Board Member**

Appointed on 1 May 2012

**Audit Committee Chairman**

Appointed on 25 June 2013

*Retired Senior Partner,  
Ernst & Young*

Mr Ng has over 30 years of experience in the audit, commercial and industrial sectors. After nearly two decades with Ernst & Young where he had held various positions including Head of Banking, Head of an Audit Group, Partner-in-charge of Audit Quality Review, and Chief Financial Officer, he retired as Senior Partner in 2005. Mr Ng is currently an Independent Director of Eurosports Global Limited and Parkson Retail Asia Limited, both of which are listed on the Singapore Stock Exchange. He is also a Director of Kinergy Corporation Ltd., a Singapore incorporated company listed on The Stock Exchange of Hong Kong Limited.

---

## BOARD OF DIRECTORS



### Prof Robert Pho Wan Heng

**Board Member**

Appointed on 1 March 2013

**Audit Committee Member**

Appointed on 25 June 2013

*Emeritus Professor,  
National University of Singapore*

*Emeritus Consultant,  
National University Hospital*

Prof Pho is the Father of Hand Surgery and Reconstructive Microsurgery in Singapore and founding Chief of the Department of Hand and Reconstructive Microsurgery at NUH. He is actively involved in training at all levels and serves as an inspiring mentor to many consultant surgeons. World renowned for his surgery and research, Prof Pho is a much sought-after speaker at many international meetings. For his immense contributions to teaching, research and clinical medicine, Prof Pho was awarded the title of Emeritus Professor by NUS, the first surgeon in Singapore to receive this honour. He was also awarded the Lifetime Achievement Award by the National Healthcare Group for his clinical work.

---



### Mrs Arfat Selvam

**Board Member**

Appointed on 1 March 2013

*Managing Director,  
Duane Morris & Selvam LLP and Selvam LLC*

With over 50 years in legal practice as one of Singapore's top corporate finance lawyers, Mrs Selvam has been closely involved in the legal changes driving the legal financial services sectors in Singapore. Mrs Selvam serves the community through her participation as Director of JurongHealth Fund, a Board Trustee of Rahmatan Lil Alamin Foundation Ltd., Director of Hope Villages Fund Pte. Ltd., President of the Muslim Financial Planning Association, and as Board Member of Law Society Pro Bono Services (the charity arm of The Law Society of Singapore).

---



### Mr Timothy Teo Lai Wah

**Board Member**

Appointed on 4 December 2014

**Audit Committee Member**

Appointed on 21 June 2016

*Chairman,  
St Luke's ElderCare*

Mr Teo has led an illustrious career in risk management, foreign exchange, money market, gold and commodities management in various top investment banks and organisations such as JP Morgan and the Government of Singapore Investment Corporation, both locally and overseas. During his tenure in the Boards of Singapore Land Authority, National Library Board and St Luke's Hospital, he also held concurrent appointments as Chairman or Member of their Investment, Finance or Audit Committees. Mr Teo currently sits on the Boards of GuocoLand Limited and GL Limited. He is also an independent director of School of the Arts and Pilgrim Asia Pte Ltd.

---

# EXECUTIVE MANAGEMENT

---

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

## Ms Gisele Lin Jun Mei

### Key Officer

Appointed on 23 March 2017

Ms Lin manages the administration of JHF supported by Ng Teng Fong General Hospital Finance, Communications Department and Risk Management and Data Protection Office from JurongHealth Campus and NUHS Legal Office and Board Secretariat. Prior to heading JHF, Ms Lin was the Head of the grant management department at National Youth Council, an autonomous agency of the Ministry of Culture, Community and Youth, administering the \$100m National Youth Fund and other grant schemes. Ms Lin started her career in banking before moving on to manage and provide funding to industry partners and training providers under the Employment and Employability Institute of the National Trades Union Congress.

---

## Ms Jacqueline Loh

### Company Secretary

Appointed on 1 April 2019

*Deputy Group General Counsel,  
National University Health System*

Ms Loh, Deputy Group General Counsel, NUHS was formerly the Principal Legal Counsel for JurongHealth Campus. She assists the Group General Counsel, NUHS in leading the Legal Office to provide legal support to the NUHS Board, Executive Group, Corporate Office and all NUHS entities including JHF. Jacqueline has more than 15 years of legal counsel experience in the public healthcare setting. She started her career in public healthcare with SingHealth before joining JurongHealth in 2010 to set up the legal support services to her present team providing the complete range of legal and corporate secretarial services at JurongHealth Campus. Following the merger of JurongHealth with NUHS in 2018, she and her team joined the NUHS legal team to form the present NUHS Legal Office.

---

### Related Entities

- Alexandra Hospital (AH)
- Jurong Community Hospital (JCH)
- Jurong Medical Centre (JMC)
- MOH Holdings Pte. Ltd. (MOHH)
- National University Cancer Institute, Singapore (NCIS)
- National University Centre for Oral Health, Singapore (NUCOHS)
- National University Health Services Group Pte. Ltd. (NUHSG)
- National University Health System Pte. Ltd. (NUHS)
- National University Heart Centre, Singapore (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 Fund Limited (NFL)
- NUS Faculty of Dentistry
- NUS Saw Swee Hock School of Public Health
- NUS Yong Loo Lin School of Medicine & Alice Lee Centre for Nursing Studies

# HIGHLIGHTS OF FY2019

## FINANCIAL STATE OF JHF

▲ **TOTAL INCOME** ▲  
**\$1,050,547**

Income decreased by \$538,568 from the last financial year due to lower fair value gain from investment in unit trust funds in FY2019.

▼ **TOTAL EXPENDITURE** ▼  
**\$5,473,777**

Expenses increased by \$803,470 from the last financial year due to new funded programmes in FY2019.

### MAJOR FINANCIAL TRANSACTIONS

Claims from funded programmes accounted for the bulk of the expenditure at \$5,180,019.

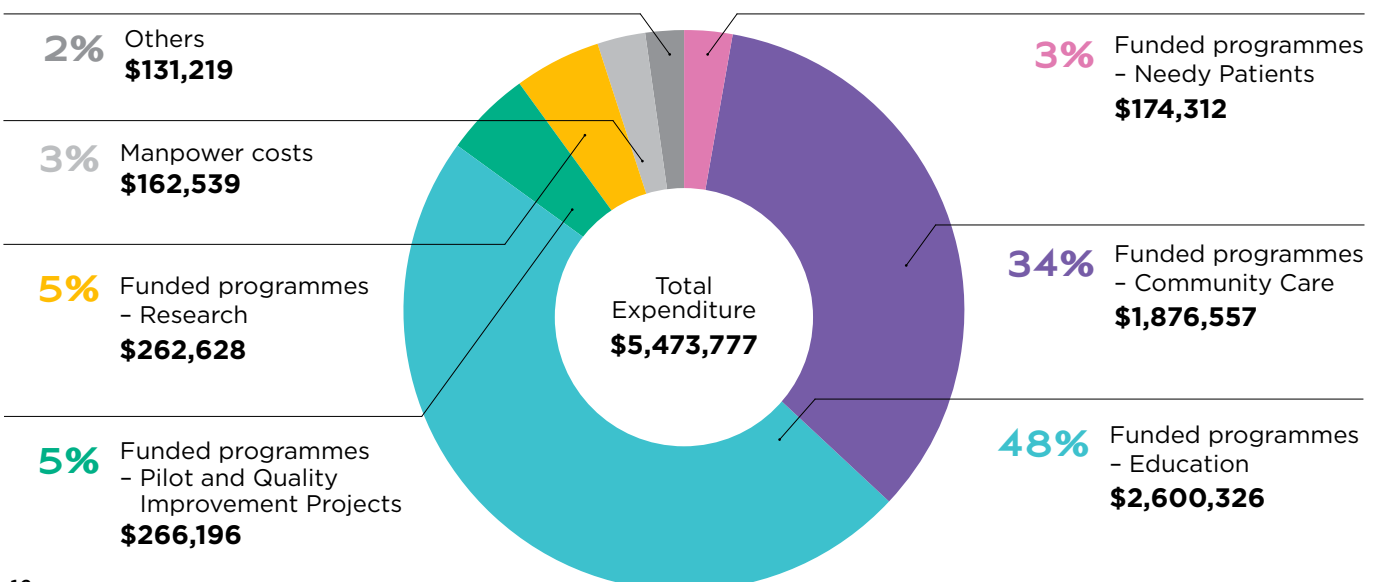
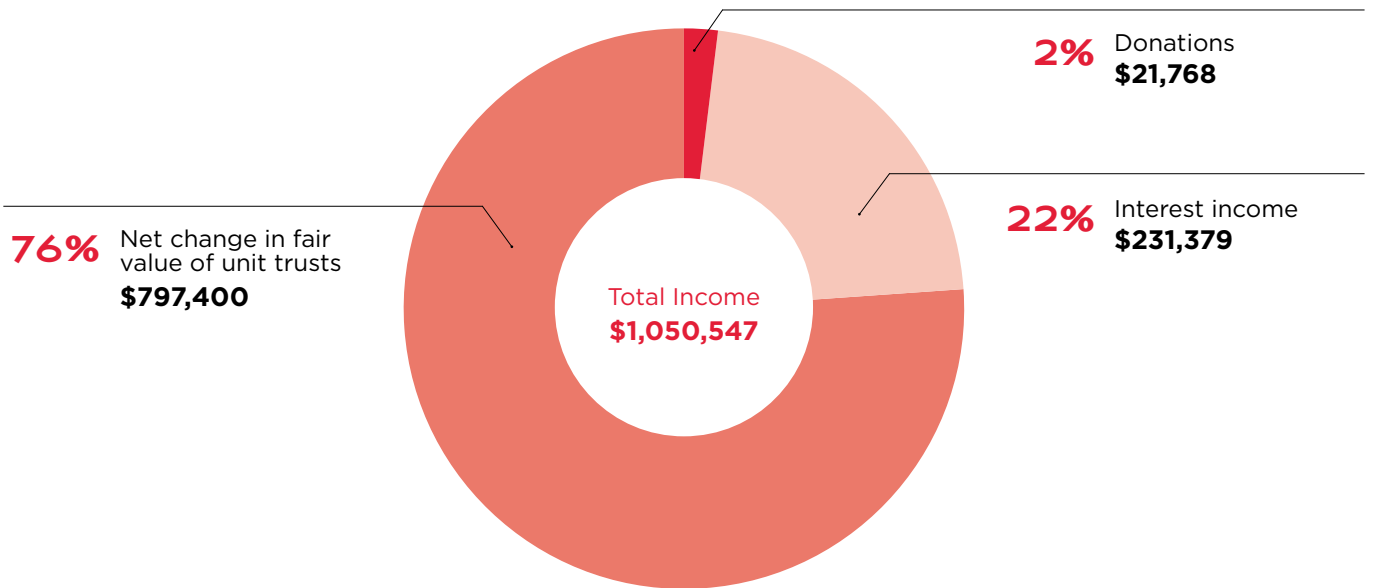
### PURPOSES OF ASSETS HELD

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

### PRINCIPAL FUNDING SOURCES

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

## SUMMARY OF FINANCIAL PERFORMANCE



## OVERALL IMPACT IN FY2019

\$5.2M

was disbursed to support programmes that benefitted the Singapore community



Over

430

Needy Patients were assisted



Over

16,500

patients, caregivers, residents, community partners and members of the public benefitted from community care programmes and initiatives



Over

500

healthcare students and workers benefitted from educational, training and professional development opportunities



Over

1,200

patients and residents benefitted from pilot and quality improvement projects to provide enhanced quality care



7

research outputs were produced in terms of publications, conference presentations, improved healthcare policy formulation or improved healthcare practices

# PROGRAMMES & ACTIVITIES

## ACTIVITIES IN FY2019

JurongHealth Fund (JHF) funded 12 programmes in FY2019, which was in alignment with the objectives of supporting Needy Patients, Community Care, Education, Pilot and Quality Improvement Projects, and Research. JHF also continued the pilot run of the J.Walkers in FY2019, a signature health promotion and community care programme, with the support of the Community Relations Department of JurongHealth Campus. In the last few months of FY2019, most of the programmes were halted due to the COVID-19 situation.

To raise funds, JHF had set up a page on the online donation platform Giving.sg, and participated in the JurongHealth Campus' event entitled "Good Neighbour Day".



# NEEDY PATIENTS



## NEEDY PATIENT FUND

The Needy Patient Fund assists patients of Ng Teng Fong General Hospital, Jurong Community Hospital and Jurong Medical Centre who face financial difficulties. It provides them with access to the necessary services, treatments and devices to manage their medical and healthcare conditions. In FY2019, the three highest demands for assistance were from needy patients requiring interim dialysis, respiratory devices and mobility aids.

Overall, a total of  
**431**  
patients benefitted  
from the Needy Patient  
Fund in FY2019.



### **Improved health and self-managed care**

*Single and living with his two brothers, 71-year-old Mr A was recommended by the diabetes nurse educator to use a glucometer to manage his diabetes and help control his blood sugar. However, he was not able to afford the glucometer despite his CPF payout as the funds were being utilised for his daily expenses. Given his financial situation, Mr A was recommended by the medical social worker to tap on the Needy Patient Fund to purchase the glucometer. He was also referred to the medical escort services to ensure that he continues to attend his medical appointments. With these support in place, Mr A is managing his health and keeping his diabetes under control.*

### **Enhanced health and well-being**

*Suffering from obstructive sleep apnoea since 2018, 52-year-old Mdm B requires the lifelong use of a cpap machine which aids in her breathing when she sleeps. When her existing nasal mask was worn out and needed to be replaced, her family could not afford a new piece for her. Since 2017, Mdm B is the primary caregiver to her husband who has been stricken with serious medical conditions. Mdm B's sleep apnoea condition severely affected her sleep and impeded her ability to care for her husband. Learning of Mdm B's family financial situation, the medical social worker recommended a replacement of the nasal mask through the Needy Patient Fund. The new nasal mask enabled the housewife and mother of two to manage her condition better. With better sleep, this enabled Mdm B to provide continual care for her husband and manage her household chores.*



## HEARING IMPLANT PROGRAMME

The Hearing Implant Programme was started to provide financial assistance to needy patients with hearing loss who would benefit from hearing implant surgery. The implants help to improve patients' quality of life and promote active ageing. It also improves their communication, thus reducing stress and potential psychological issues like depression.



In FY2019,  
**8**  
patients were  
assisted by the  
programme for their  
hearing implants.

### *Living life to the fullest*

*Having suffered a profound hearing loss in her right ear following an unsuccessful ear operation, 73-year-old Mdm K also gradually lost hearing in her left ear as she aged. Unable to hear clearly, she resorted to lip reading when interacting with others. As she lives alone, being highly independent in her daily activities is extremely important to her. With the team's encouragement and guidance, Mdm K decided to undergo cochlear implantation with full assistance from the Hearing Implant Programme. After the surgery, Mdm K saw a drastic improvement to her hearing condition. With the help of audiologists and therapists she is able to connect her cochlear implant and stream the sound from devices, enabling her to learn new skills and explore technology that she was previously unable to access meaningfully. She now communicates and stays in touch with her daughter and two granddaughters via video chats regularly. Mdm K is now able to maintain her independent lifestyle and leads an enriching life.*

# COMMUNITY CARE



# FUNDING FOR MANPOWER PLAN TO SUPPORT RHS DEVELOPMENT

## Bukit Batok Township - Prescriptive Plan

In FY2019, the team successfully rolled out the Bukit Batok Township - Prescriptive Plan pilot initiative. The initiative aims to keep the Bukit Batok community healthy and delay the onset of disease and frailty through early identification of chronic diseases and the provision of a suite of evidence-based preventative health services and interventions to promote successful ageing. Various outreach events such as community talks were organised, creating awareness which successfully garnered residents' enrolment in the Prescriptive Plan. Recommendations on health screening, vaccination, chronic disease management, lifestyle interventions, and social and environmental interventions were provided to the residents. The team also worked with the Tsao Foundation to apply the Biopsychosocial risk screener to identify high health risk individuals in the community, and the cases were discussed during Inter-Disciplinary Group meetings comprising clinicians and staff from Ng Teng Fong General Hospital, Primary Care Network and community partners.

In FY2019,  
a total of  
**3,154**  
participants were  
engaged and 101  
residents were  
enrolled in the  
Prescriptive Plan.

The Funding for Manpower Plan to support Regional Health System (RHS) Development supports the manpower cost of a core team of staff at JurongHealth Campus to operationalise RHS initiatives and develop a signature township and population health project.



*"Before joining the programme, I did not know where to seek help and I found it extremely stressful to care for my husband. Kat, the care connector from JurongHealth Campus told me that taking care of my health is important. She went the extra mile to assist and helped me to apply for the Caregiver Training Grant and Home Caregiving Grant. Now, taking care of my husband is simpler and easier."*

*- Participant of Prescriptive Plan*

### Monthly LIFEHub Talks

The team continued to conduct the Monthly LIFEHub Talks in FY2019 to empower and equip caregivers with basic knowledge and understanding of everyday issues such as feet care, mobility, managing hearing loss and healthcare financing. Seven (7) sessions were conducted and positive feedback were received. Participants found the sessions to be informative and helpful for the elderly and their caregivers.



A total of **84** participants attended the LIFEHub Talks in FY2019.



### Befrienders Programme

The Befrienders Programme continued to run in FY2019 to support discharged patients from Ng Teng Fong General Hospital and Jurong Community Hospital to ensure they are well-settled at home and in the community, and received community services such as meals-on-wheel and ambulance services for their medical appointments.



**15** patients benefitted from the Befrienders Programme in FY2019.

## Intergenerational Health Programme

The team also continued their efforts in piloting the Intergenerational Health Programme, to encourage active living and enhance the mental and social well-being of the elderly, whilst instilling the young with good eating habits. Over nine sessions and across six topics in FY2019, dietitians taught pre-school children from My First Skool (Yung An) and seniors from NTUC SilverACE (Taman Jurong) on the importance of healthy eating and exercising.

In FY2019,  
**49** seniors and  
**36** pre-school children benefitted from the programme.



*"Our seniors' feedback is that they like the interactive, hands-on approach learning method as they could understand better. Most shared that they could not believe the amount of salt and sugar they consumed in a day had the facilitators not shown and highlighted the quantity contained in the food. At times, we hear our seniors advising other seniors not to consume lots of sugary and salty food as they are bad for health. They would encourage each other to eat more brown rice and choose food with "Healthier Choice" logos. Kudos to the team! Now our seniors are advocating for healthy eating and encouraging each other to exercise to keep fit!"*

*- Staff from NTUC SilverACE (Taman Jurong)*

## INFECTIOUS DISEASES COMMUNITY PROGRAMME (IDCP) v2.0

The Infectious Diseases Community Programme (IDCP) v2.0 aims to improve the capabilities of nursing homes in infection prevention and management of infectious diseases in the community. Following a needs analysis with the IDCP v2.0 team, nursing homes chose from a list of modules which include review of infection control policies, tiered infection control training, clinical pathways, antibiotics usage, and staff and residents' vaccinations.



In FY2019, nine (9) non-private nursing homes in the western region of Singapore were on-boarded IDCP v2.0. The team conducted Level 1 Infection Prevention and Control training for two (2) nursing homes, in conjunction with the nursing homes' infection control leads to facilitate knowledge transfer and ensure sustainability of the training. The clinical pathways developed by the IDCP v2.0 team have also been well received by the nursing homes, with five (5) nursing homes using the pathway to assess and manage unwell residents and reduced unnecessary transfers to acute hospitals.



In FY2019,

# 81

nursing home staff attended infection prevention and control training.

## COMMUNITY ARTS AND HEALTH PROGRAMME



Overall, over  
**13,000**  
 community partners,  
 patients, staff and the  
 general public had  
 benefitted in FY2019.



The Community Arts and Health Programme taps on the therapeutic potential of arts and music to create a healing and soothing environment for patients, their families, staff and visitors. The programme organises community visual art projects, where local artists and the communities co-create original artworks for the wards, clinics and walkways of Ng Teng Fong General Hospital and Jurong Community Hospital, monthly ward-based art programmes and concerts, bedside art and music sessions, and weekly art and music complementary therapies for patients with dementia.

The fourth (4<sup>th</sup>) annual Arts&Health Festival themed “Heartfelt” was organised in FY2019 and featured an array of art and music programmes and visual art exhibitions. One of the exhibitions showcased 200 hand-sewn sensory mats selected from over 700 mats contributed by sewing groups, schools, staff and patients for the “Handmade Heartmade” community art project, which was widely covered in the local media and helped raise dementia awareness in the community. Through these programmes, the team collaborated with 3,000 community art partners, reached out to over 2,700 patients and created over 270 artworks in FY2019, bringing cheer to the hospital premises, reduced stress and improved patient experience.

*“We wanted to help the hospital while also doing something fun and creative. With the help of our parents, we were able to make something that will hopefully benefit those in need.”*

*“I was diagnosed with cancer and had to have a surgery. It was a tough time for my family and I. After surgery, I realised I had very little sensation in my left arm and hand. Since then, I have learned to cherish the sense of touch and am passionate about helping people with sensory issues. Hence I created mats with different tactile effects and textures to help other patients.”*

**- Participants of Handmade Heartmade**

## DIABETES REINFORCEMENT, EMPOWERMENT AND MOTIVATION (DREAM) PROGRAMME

The Diabetes Reinforcement, Empowerment and Motivation (DREAM) Programme has received renewed funding as a result of encouraging clinical outcomes from its pilot runs since 2015. The programme aims to equip and empower diabetes patients with self-management knowledge and skills, and educate and motivate patients to make behavioural modification or lifestyle changes to be in better control of their conditions.

The results from the first run of the six-month programme in FY2019 were encouraging, with 57% of the participants achieving more than 1%-point reduction in HbA1c (a marker of good diabetes control) and 86% of the participants achieving medium to high medication adherence scores post programme. Besides positive medical and physical outcomes, participants had also enjoyed the programme and would recommend the programme to others with the same condition.



In FY2019,  
**7**  
diabetes patients  
benefitted from the  
programme.

*"I will encourage first time diabetic person to go on this DREAM Programme."*

*"This DREAM Programme has enhanced my understanding of the control elements to the diabetic journey. Thank you!"*

*- Participants of DREAM Programme*



## LEARN @ LIFEHUB & MOBILITY PARK PROGRAMME



The Learn @ LIFEHub & Mobility Park Programme provides training to Voluntary Welfare Organisations and grassroots organisations to be equipped with the knowledge of caring for the elderly and physically disabled. Under the guidance of occupational therapists, participants such as residents, caregivers and community partners can learn in a safe environment on overcoming barriers associated with taking the public transport and the use of assistive mobility aids such as walking frames, crutches or wheelchairs to stay mobile and active.

In FY2019, eight (8) runs of the programmes were completed for participants from six (6) organisations. Post-programme evaluation revealed that 95% of participants were satisfied with the programme and 98% of the participants were more confident in assisting the elderly and physically disabled in taking public transport.

*"I'm a Silver Generation Ambassador, a volunteer who visits the seniors door-to-door. I shared the knowledge gained on how to prevent falls, especially in toilets with wet floors. I've also referred the seniors to different social services for assistance such as in-home assessment and mobility devices."*

*- Volunteer from Western Cluster of Caregivers Alliance Limited*

A total of **138**  
participants benefitted  
from the Learn @ LIFEHub  
& Mobility Park Programme  
in FY2019.

## J.WALKERS

JHF's J.Walkers programme takes advantage of the seamless connectivity of JurongHealth Campus to the surrounding malls and organises regular walks on a predetermined route through the malls, for patients and the community to keep active and healthy. Suitable for walkers of all ages, the fully-sheltered all-weather route covers a distance of approximately 2.5km and will take about 30 minutes and 3,000 steps to complete. In FY2019, the programme had organised a total of 15 walks, with an average of 35 participants in each walk.

## J·WALKERS

By JurongHealth Fund

### PUT YOUR BEST FOOT FORWARD

Walk your way to better health in a comfortable and sheltered path along the J-Walk that connects Jurong East MRT Station to the malls and Ng Teng Fong General Hospital.

**J·Walkers is held on the last Saturday of every month  
from 7.30am to 8.30am.**

Register at [jhcampus\\_jwalkers@nuhs.edu.sg](mailto:jhcampus_jwalkers@nuhs.edu.sg)



In Partnership with

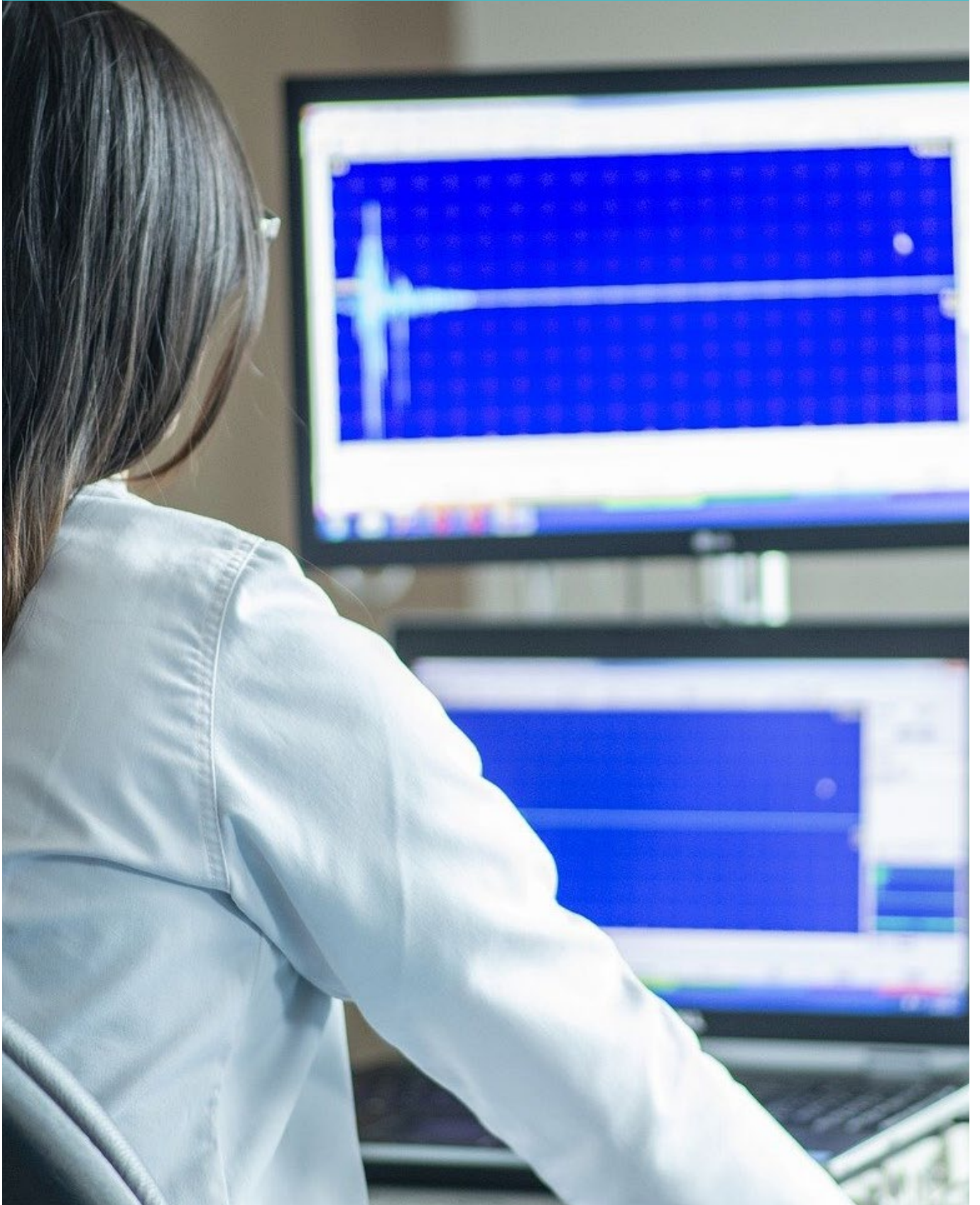


An Initiative by



Overall, a total of  
**518**  
walkers participated  
in the J.Walkers' mall  
walks in FY2019.

# EDUCATION



## TALENT DEVELOPMENT FUND

The Talent Development Fund aims to build talent and leadership pipelines and strategic capability for JurongHealth Campus by providing funding to support scholarships and sponsorships for Nursing and Allied Health students, and for healthcare professionals to upskill through pursuing professional qualifications. As healthcare needs continue to evolve, the education and training opportunities such as courses, conferences and leadership programmes enabled healthcare professionals to be equipped with the knowledge and skills to remain relevant and be at the forefront of healthcare. They were able to learn from some of the best in the field and translate into practice, making a difference to patients.



In FY2019, a total of  
**576**  
students and staff  
benefitted from the Talent  
Development Fund.

# PILOT AND QUALITY IMPROVEMENT PROJECTS



# GERIATRIC ONCOLOGY LONGITUDINAL END TO END (GOLDEN) PROGRAMME

A total of **170** elderly cancer patients received upstream interventions before treatment in FY2019.

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

The Immunisation Support for Nursing Homes (ISNH) Pilot Project aims to reduce vaccine preventable pneumococcal disease-related admissions from nursing homes to the acute hospitals and keep residents well within the community, by increasing the accessibility and availability of the pneumococcal vaccines to the nursing home residents. Pneumococcal vaccines were not actively administered in the nursing homes in the past due to the lack of awareness and financial limitations of the residents.

With the roll-out of the ISNH Pilot Project, six (6) non-private nursing homes in the western region of Singapore were able to benefit from the vaccines provided at no cost to their residents. A member of the community who learned about the initiative wrote in to The Straits Times Forum on 24 October 2019 applauding how the initiative helped to alleviate the financial, emotional and physical strain on the caregivers, in addition to reducing the spread of a preventable disease. A coverage of the initiative was also published in The Straits Times on 18 November 2019.

The Geriatric Oncology Longitudinal End to End (GOLDEN) Programme is a new service launched at both Ng Teng Fong General Hospital and National University Hospital to optimise care for elderly cancer patients with the integration of geriatric and oncology treatment principles. The programme caters to the needs of elderly cancer patients with upstream identification of frail patients through a Comprehensive Geriatric Assessment (CGA) at the time of cancer diagnosis, and appropriate treatment recommendations are then made based on the patients' fitness level and cancer types. Interventions are also recommended for patients who are pre-frail or frail to maintain their fitness level due to possible functional decline during cancer treatment.

In FY2019, a total of 324 patients were screened out of which 218 patients had CGA performed and 196 patients had upstream interventions identified.

## Free vaccines for 2,500 nursing home residents

Timothy Goh

Over 2,500 residents of non-private nursing homes in the west of Singapore will receive free vaccinations against pneumococcal disease, under the Immunisation Support for Nursing Homes (ISNH) Pilot Project launched in September.

Slated to be carried out over three years, it is organised by the National University Health System's (NUHS) Regional Health System Office (RHISO) and Ng Teng Fong General Hospital (NTFGH) in partnership with the JurongHealth Fund charity.

"Studies have shown nursing home residents are more susceptible to infections such as pneumococcal diseases due to their age, existing chronic medical conditions and the sharing of resources and equipment," said Dr Thomas Soo, director of primary care services at NTFGH and director of institutional care collaborations at RHISO.

"Vaccination remains the most cost-effective method against vaccine-preventable pneumococcal diseases," he said. Pneumonia has been the second leading cause of death here since 2012. From 2013 to 2017, it was also one of the top three causes of death among those aged 65 years or older, killing between 3,000 and 3,750 elderly people each year.

The Ministry of Health recommends that those in this age group get one dose of each of the PCV13 and PPSV23 vaccines to keep the disease at bay. Only one dose is needed for life.



A nurse injecting the pneumococcal vaccine into an elderly resident at MWS Bethany Nursing Home - Choa Chu Kang. One dose of each of the PCV13 and PPSV23 vaccines is recommended to help keep the disease at bay. ST PHOTO: KELLY HUI

According to the pilot National Population Survey 2016 to 2017, only about 12 per cent of those aged 65 to 74 were getting the recommended vaccines.

NUHS deputy chief executive and NTFGH chief executive Foo Hee Jug said: "Pneumococcal disease is preventable and our effort in vaccinating the residents aims to reduce the occurrence of the disease."

He said this would lower the number of admissions from nursing homes to hospitals, and ease financial and emotional strains on nursing home residents and their caregivers. A dose of PCV13 or PPSV23 can cost between \$74 and \$153.

Residents from 13 nursing homes in the west will receive the vaccinations, based on their medical conditions and assessment by doctors.

The first injection under this scheme was given out on Oct 21 at MWS Bethany Nursing Home -

Choa Chu Kang.

When ST visited the home last Tuesday, around 60 of its 300 residents had received the vaccinations, which are being administered in batches.

The home's director of nursing Pauline Chong said the programme complemented existing infection control measures in the home, which include yearly flu jabs and good hand-hygiene practices.

"We want to keep the residents healthy and well. It's about quality of life - it's not good to get an infection (at that age)," she said, adding that the elderly tend to have a lower resistance to diseases.

Mr Poh Tiam Heng, 59, a resident of the home for five years, had the free injection this month. "This is good as I won't get infected. I'm thankful," he said.

timogh@sph.com.sg

DOC TALK: WHY CAN'T I TAKE ANTIBIOTICS FOR A COLD OR FLU? D2

The Straits Times 18 November 2019

A total of **900** Nursing Home residents benefitted from pneumococcal vaccination in FY2019.

## PATIENT CARE COUNSELLING – A PASTORAL CARE PROGRAMME @ JCH



### **Regaining independence**

80-year-old Mdm W sustained a fall at her flat's lift lobby and suffered a hip fracture. She underwent surgery and was transferred to Jurong Community Hospital for rehabilitation. Despite her advanced age, Mdm W was in good health except for a history of clinical depression. Being confined to bed most of the time and losing her mobility, Mdm W felt robbed of her independence and with no confidence on the prospects of returning home, it plunged her further into depression. She was often observed to be sobbing quietly by the nurses. Mdm W was then referred to the Patient Care Counsellor. Mdm W welcomed the Patient Care Counsellor's intervention readily. She shared her fears and anxieties of not regaining her premorbid functionalities. The Patient Care Counsellor visited her regularly and managed to build rapport and therapeutic alliance with Mdm W, encouraging her and helping her regain confidence in commencing rehabilitation. With consistent assurance and confidence-building, Mdm W overcame her self-defeating thoughts and was able to be discharged home to her premorbid lifestyle. To ensure that Mdm W continued to be supported beyond her hospital stay, she was encouraged to write down her fears and negative thoughts and share them with her psychiatrist. In this way her fears and negative thoughts are kept in check and her psychiatrist could monitor her progress.

The pilot Patient Care Counselling – A Pastoral Care Programme @ JCH addresses patients' needs to make meaning out of their illnesses or diseases and assists them in enhancing their coping mechanisms. Attending to the emotional health of patients, in addition to physical health, is crucial to achieving holistic healthcare especially when patients are faced with trauma, ill health or crises. Through the programme, the interventions by the Patient Care Counsellor were able to help patients take active steps to cope with their illnesses.

In FY2019, a total of

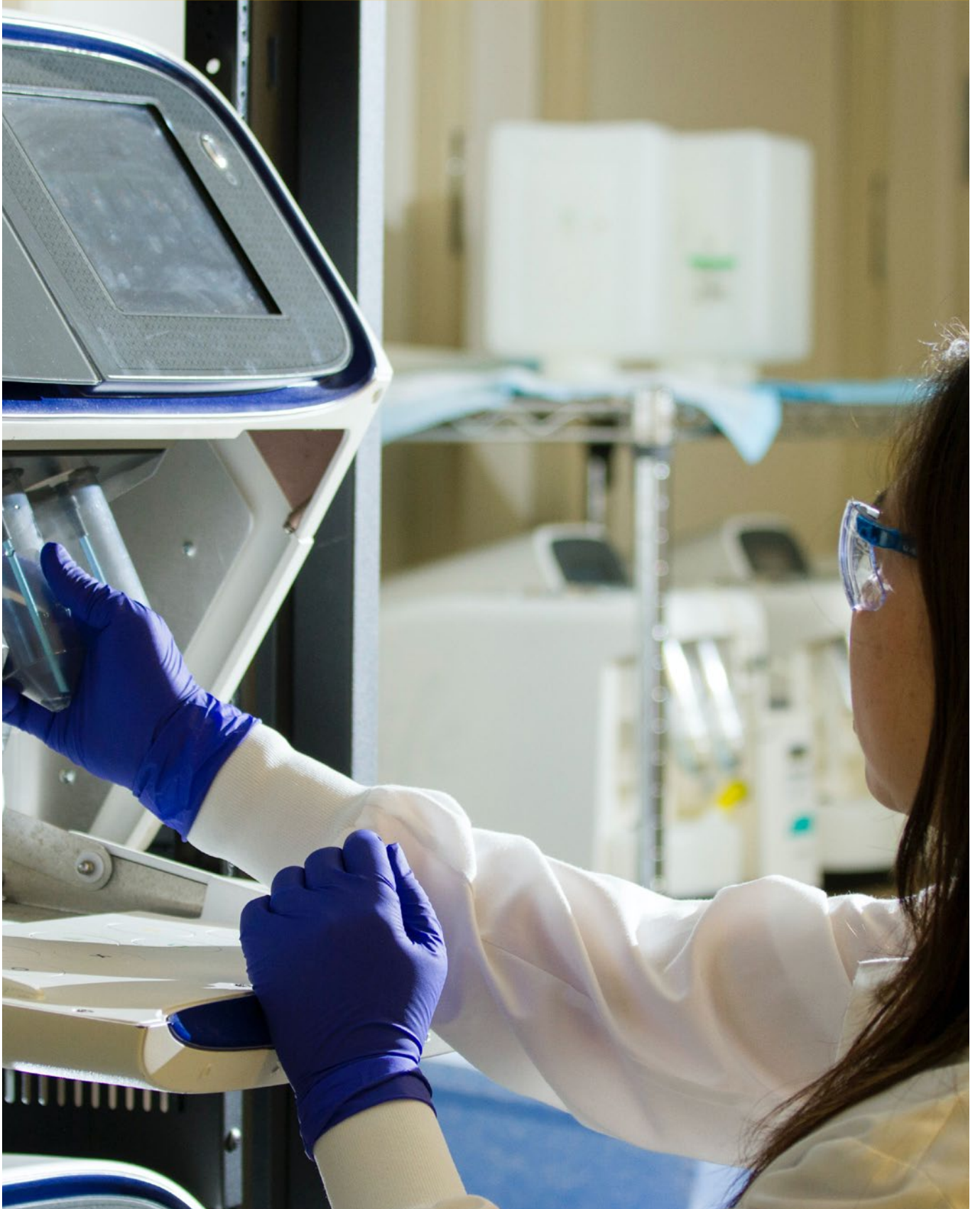
# 222

patients and their families  
benefitted from the  
programme.

### **Emotional support in times of difficulty**

Mr R, 53 years old, is married with two daughters and is the sole breadwinner of his family. He arrived at Ng Teng Fong General Hospital Emergency Department with blurred vision and significant weakness in his right hand. He was subsequently diagnosed with lung cancer with metastasis to the brain and was transferred to Jurong Community Hospital. Mr R had developed cachexia (a condition that causes extreme weight loss and muscle wasting) when the Patient Care Counsellor first visited him, and with cancer affecting his brain functions, Mr R could reply only after the Patient Care Counsellor repeated herself several times. Mr R shared that he wanted to return to work after his discharge but he soon realised that he could no longer work. He shared his financial concern about the medical fees and the education fees of his daughters. Fortunately, Mr R received good social and emotional support from his parents and siblings. In addition, the Patient Care Counsellor continued to support him emotionally, giving him a listening ear, and also provided psycho-emotional support to his wife where life as a caregiver had taken a toll on her as well. To put some smiles back on Mr and Mrs R, the Patient Care Counsellor organised a birthday celebration for Mrs R at the ward and this helped to uplift the spirits of Mr and Mrs R.

# RESEARCH



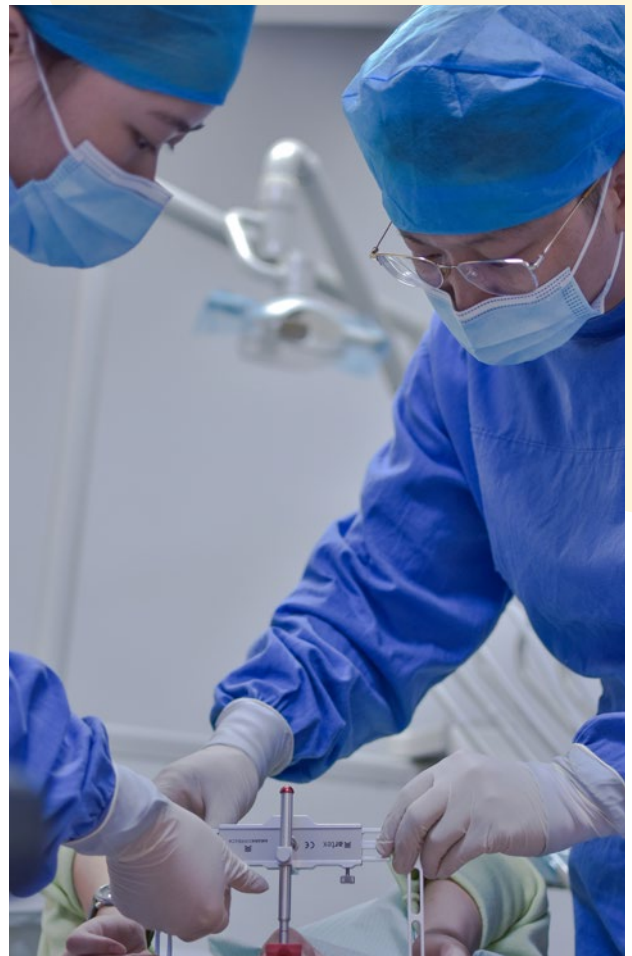


## JURONGHEALTH RESEARCH AND DEVELOPMENT FUND

One of the research projects—To prospectively evaluate the effects of Proximal Gastrocnemius Medial Release (PGMR) on ankle strength, pain and patient self-reported functional outcomes with Isolated Gastrocnemius Contracture (IGC)—contributed to the pool of knowledge that Singapore orthopaedic surgeons and physiotherapists can use in patient care. Direct benefits to patients include improved pain scores and improved functional outcomes of ankle strength post-operatively.

Another research project—Study to investigate the association between hearing loss and cognitive function in Singapore: Assessment of the Singapore Longitudinal Ageing Study Cohort—found that hearing loss is independently associated with poorer scores in several cognitive domains on memory, including visual and verbal memory, new learning, attention and recognition. The findings support those documented in Western populations and could support clinicians in encouraging patients to take up hearing rehabilitation and be used by policymakers when promoting confident ageing, contributing to lowering the decline in cognitive function among ageing Singaporeans.

The JurongHealth Research and Development (R&D) Fund was set up to strengthen the core research manpower for JurongHealth Campus and provide dedicated seed funding for selected research projects and development of ideas with potential of contributing knowledge to improve the delivery of care. The R&D Fund had achieved a total of 33 research outputs from 25 research projects, with outputs in terms of publications, conference presentations, improved healthcare policy formulation or improved healthcare practices.



In FY2019, **7**  
research outputs  
were produced.

# EVENT



## PARTICIPATION IN GOOD NEIGHBOUR DAY

To create awareness of JHF, generate publicity and attract new donors, JHF participated in the Good Neighbour Day event organised by JurongHealth Campus on 5 December 2019. There was no cost involved as the booth space at the event was complimentary and was manned by volunteers from Friends of JurongHealth. A pull-up banner and A1 poster were displayed at the booth to share JHF's objectives and programmes which support needy patients. The donations were directed to JHF Giving.sg page.



---

# THE YEAR AHEAD

---

JurongHealth Fund (JHF) continues to support the programmes of JurongHealth Campus comprising Ng Teng Fong General Hospital and Jurong Community Hospital, including strategic partners and member institutions of NUHS, in line with JHF's objectives and for the benefit of the Singapore community.

All the 12 funded programmes will continue to be funded besides new programmes in the following year. In view of the COVID-19 pandemic, some of the programmes will be put on hold until the situation improves.

## COMMITMENTS

JHF has commitments in terms of grants awarded for programmes with claims yet to be made by the funded programmes. JHF has disclosed its commitments in the Audited Financial Statements, Note 12, page 24.

## FUNDRAISING PLANS

JHF has set up a campaign for healthcare workers from JurongHealth Campus to support their well-being and work carried out at Dormitories and Community Care Facilities and to support the patients, in the on-going fight with COVID-19.

JHF will also apply for government dollar-for-dollar matching grants for donations.

## EXPENDITURE PLANS

JHF will continue to fund the existing programmes including manpower cost during the COVID-19 pandemic period. JHF will also incur operational costs for manpower, IT and J.Walkers, and governance costs such as audit fees. The expenditure for fundraising is expected to be minimal in view of fundraising via online channels.

---

# GOVERNANCE

---

As an Institution of a Public Character, JurongHealth Fund (JHF) is committed to maintaining high standards of governance so as to preserve the trust and confidence of its donors, beneficiaries and stakeholders. Besides adhering to its Constitution and the Code of Governance for Charities and Institutions of a Public Character, JHF has put in place policies and procedures, and where appropriate has adopted NUHS policies, and these policies and procedures are regularly reviewed to ensure that they stay relevant and updated.

JHF neither makes loans nor donations to external parties.

---

## ROLE OF THE BOARD OF DIRECTORS

The Board's role is to provide general oversight on the strategic directions, objectives and programmes of JHF, with particular focus on good governance within JHF.

### Roles and Responsibilities / Matters Requiring Board Approval

- The Board ensures that JHF stays true to its charitable purposes, complies with its Constitution and all relevant laws and regulations, and that adequate resources are effectively managed to sustain the operations of JHF and are properly accounted for.
- The Board approves JHF's policies, annual budgets, financial projections, investments and withdrawals, bank and investment account authorised signatories, expenditure and payment approval authority, and grant awards for programmes in line with JHF's objectives.
- The Board approves the Audited Financial Statements, Annual Report and Governance Evaluation Checklist for submission to the Commissioner of Charities.

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

- The Chairman of the Board of Directors is appointed from amongst and by the Board of Directors. Board Members are appointed by and their term of office determined by the Board of Directors. No staff sits on the Board.
- Incoming Board Members receive an induction on the Terms of Reference for the Board of Directors which include their responsibilities, powers and duties and the code of conduct. An introduction to JHF, its work and governance practices is also conducted for new Board Members as part of an orientation programme.
- A Board Evaluation Survey is carried out every year to assess the Board's performance and effectiveness, and the seventh (7<sup>th</sup>) Board evaluation exercise was carried out in May 2020 for FY2019.

## GOVERNANCE

### Term Limit of Board

- To enable steady renewal of the Board, Board Members are appointed for up to three (3) years for each term of office renewable up to a maximum tenure of nine (9) years.
- Chairman oversees the finances with the support of Ng Teng Fong General Hospital Finance and in accordance with the Code of Governance for Charities and Institutions of Public Character, the term limit for Treasurer or equivalent is four (4) consecutive years.

### Audit Committee

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

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

Name of Board Member	Number of Board Meetings Attended	Number of Audit Committee Meetings Attended
Prof Lim Pin (Chairman)	1 out of 2	-
Mrs Dorothy Chan	1 out of 2	-
Mr Chua Song Khim	2 out of 2	-
Mr Foo Hee Jug	1 out of 2	1 out of 3
Ms Laura Kho Min Zhi*	0 out of 2	-
Mr Lim Joo Boon	2 out of 2	-
A/Prof Lim Swee Hia	1 out of 2	-
Mr Ng Tiak Soon	2 out of 2	3 out of 3
Prof Robert Pho Wan Heng	1 out of 2	3 out of 3
Mrs Arfat Selvam	2 out of 2	-
Mr Timothy Teo Lai Wah	1 out of 2	2 out of 3

\* Ms Laura Kho Min Zhi was appointed as a Board Member on 14 February 2020, after the two Board meetings in FY2019 were held.

- There were two (2) Board meetings and three (3) Audit Committee meetings in FY2019.
- The third (3<sup>rd</sup>) Board meeting in FY2019 was cancelled due to the COVID-19 situation, and the Board meeting papers were circulated to the Board for information and approval.

## DISCLOSURE OF REMUNERATION

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

### Staff Performance and Remuneration

- Staff performance is reviewed and assessed based on a structured performance review and appraisal process that was put in place and provided by 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

- There is no staff who serves as a governing Board Member of JHF.
- There is no staff who is a close member of the family belonging to the Executive Head or a governing Board Member of JHF.

## CONFLICT OF INTEREST POLICY

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

### Procedures to declare actual, perceived or potential conflicts of interest

- Board Members and staff must declare to the Board any actual, perceived or potential conflict of interest as soon as it is known.
- On an annual basis, Board Members and key staff are required to sign the Conflict of Interest Disclosure Statement that they agree to comply with the Conflict of Interest Policy and disclose any relationships, positions or circumstances in which they are involved that could contribute to a conflict of interest.

### Procedures to deal with the conflict of interest of Board Members

- For Board Members' conflicts of interest, the Board Member must neither participate in the discussion nor vote on the matter and should recuse himself or herself from the meeting.

## 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

	<b>FY2019</b> (At 31 March 2020)	<b>FY2018</b> (At 31 March 2019)
<b>[A] Unrestricted Funds</b> (reserves)	\$117,034,738	\$121,421,111
<b>[B] Restricted Funds</b>		
• Hearing Implant Programme (to be used from FY2020 to FY2025)	\$305,923	\$357,936
• Other Donations	\$43,465	\$28,309
<b>Total Accumulated Funds</b> {[A] Unrestricted Funds + [B] Restricted Funds}	<b>\$117,384,126</b>	<b>\$121,807,356</b>
	<b>FY2019</b> (1 April 2019 to 31 March 2020)	<b>FY2018</b> (1 April 2018 to 31 March 2019)
<b>[C] Annual Operating Expenditure expanded from Unrestricted Funds</b>	\$5,421,764	\$4,643,086
<b>Reserves Ratio</b> {[A] Unrestricted Funds / [C] Annual Operating Expenditure expanded from Unrestricted Funds}	<b>21.6</b>	<b>26.2</b>

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

#### NUHS Human Resource, Procurement and Personal Data 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.
- The NUHS Personal Data Protection Policy sets out the obligations under the Personal Data Protection Act (PDPA), and the processes for compliance to the Do Not Call and Data Protection provisions of the PDPA.

# GOVERNANCE EVALUATION CHECKLIST

ENHANCED TIER  
FOR FY2019 (1 APRIL 2019 TO 31 MARCH 2020)

S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
1	<b>Induction</b> and <b>orientation</b> are provided to incoming governing board members upon joining the Board.	1.1.2	Complied	
<i>Are there governing board members holding staff<sup>1</sup> appointments? (skip items 2 and 3 if "No")</i>			No	
2	Staff does <b>not chair</b> the Board and does <b>not comprise more than one third</b> of the Board.	1.1.3	-	
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	-	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) <b>can only serve a maximum of 4 consecutive years</b> . If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Complied	
6	The Board conducts <b>self-evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
<i>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")</i>			No	
7	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years</b> .	1.1.13	-	
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied	
<b>CONFLICT OF INTEREST</b>				
9	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied	

<sup>1</sup> Staff: Paid or unpaid individual who is involved in the day-to-day operations of the charity, e.g. an Executive Director or administrative personnel.

S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
<b>STRATEGIC PLANNING</b>				
11	The Board <b>periodically reviews and approves the strategic plan</b> for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
<b>HUMAN RESOURCE AND VOLUNTEER<sup>2</sup> MANAGEMENT</b>				
12	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied	
13	There is a <b>documented Code of Conduct</b> for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	
<i>Are there volunteers serving in the charity? (skip item 15 if "No")</i>			No	
15	There are <b>volunteer management policies</b> in place for volunteers.	5.7	-	
<b>FINANCIAL MANAGEMENT AND INTERNAL CONTROLS</b>				
16	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity's core charitable programmes.	6.1.1	Complied	
17	The Board ensures that <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to <b>identify, and regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied	
20	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure.	6.2.1	Complied	
<i>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 21 if "No")</i>			Yes	
21	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied	
<b>FUNDRAISING PRACTICES</b>				
<i>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")</i>			Yes	
22	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity.	7.2.2	Complied	
<i>Did the charity receive donations in kind during the financial year? (skip item 23 if "No")</i>			No	
23	All donations in kind received are <b>properly recorded</b> and <b>accounted for</b> by the charity.	7.2.3	-	
<b>DISCLOSURE AND TRANSPARENCY</b>				
24	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.	8.2	Complied	

<sup>2</sup> Volunteer: A person who willingly serves the charity, without expectation of any remuneration.

S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
<i>Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")</i>			No	
25	<b>No</b> governing board member is involved in setting his own remuneration.	2.2	-	
26	The charity discloses the <b>exact</b> remuneration and benefits received by each governing board member in its annual report.  <u>OR</u>  The charity discloses that no governing board member is remunerated.	8.3	-	
<i>Does the charity employ paid staff? (skip items 27, 28 and 29 if "No")</i>			Yes	
27	No staff is involved in setting his own remuneration.	2.2	Complied	
28	The charity discloses in its annual report - (a) the total annual remuneration for <b>each of its 3 highest paid staff</b> who each has received remuneration (including remuneration received from the charity's subsidiaries) <b>exceeding \$100,000</b> during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.  The information relating to the remuneration of the staff must be presented in bands of \$100,000.  <u>OR</u>  The charity discloses that <b>none</b> of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied	
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family <sup>3</sup> belonging to the Executive Head <sup>4</sup> or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year.  The information relating to the remuneration of the staff must be presented in bands of \$100,000.  <u>OR</u>  The charity discloses that there is <b>no</b> paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied	
<b>PUBLIC IMAGE</b>				
30	The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

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

- (a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or
- (b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

- (a) the child or spouse of the Executive Head or governing board member;
- (b) the stepchild of the Executive Head or governing board member;
- (c) the dependent of the Executive Head or governing board member; and
- (d) the dependent of the Executive Head's or governing board member's spouse.

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

---

# DONATIONS

---

IN FY2019, JHF RECEIVED  
DONATIONS TOTTALLING

**\$21,768**

---

**Etere Pte. Ltd.**  
made a general donation of

**\$3,500**

**Mr Mike Radu**  
made a donation of

**\$3,000**

for *Needy Patients*

The remaining donations  
were received from  
members of the public,  
staff and patients of  
JurongHealth Campus.

We extend our thanks  
to all donors for their  
generosity and support.



**Mdm Ang Siew Lay**  
made a donation of

**\$2,000**

for *Needy Patients*

**Ms Wong Chian Voen**  
made a general donation of

**\$1,000**

JURONGHEALTH FUND  
**ANNUAL REPORT**

FINANCIAL YEAR ENDED  
**31 MARCH 2020**

---

1 Jurong East Street 21,  
Singapore 609606

[www.juronghealthfund.com.sg](http://www.juronghealthfund.com.sg)

E. [JHCampus\\_JHF@nuhs.edu.sg](mailto:JHCampus_JHF@nuhs.edu.sg)  
T. +65 6716 2000  
F. +65 6716 5500

*Registration No. (UEN) 201118604G*