



ANNUAL REPORT 2019/20

Trusted Care, Connected Communities



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Trusted Care, Connected Communities

As a leading provider for home healthcare services over the past four decades, we have further expanded our trusted care of the community with the opening of our first integrated care facility. HNF Wellness Day Care & Rehabilitation Centre serves seniors requiring rehabilitation, day care or caregiver support services in the heartland. By providing quality care and connecting all-round support to the seniors in the homes and at the care centre, we empower them to live with dignity and joy.

President's Message



Since inception, the Board, staff and management at HNF have championed a common vision – to surround our patients with the care they need and uplift them with dignity, joy in the familiarity of their community. In 2019, we marked a momentous year as we advanced our cause on diverse fronts. Our care teams successfully extended our service offerings beyond episodic home visits and treatment plans, through the launch of new team-driven initiatives and collaboration. In the pipeline are plans to grow our services, as we continue serving our patients with sincerity, compassion and respect.

Today, our comprehensive service offerings extend from basic nursing and medical care to psychological support. More than just caring for our seniors, our healthcare team journey with them and their caregivers, empowering them to take control of their health and well-being in their golden years.

Our trusted brand of holistic, person-centric care seeks to enrich lives within and beyond the home. In September 2019, we unveiled HNF Wellness@Hougang, the first of our Wellness centres helping our elders age with confidence and health. Here, seniors benefit from customised care plans thoughtfully designed by our care staff to encompass their unique strengths, personalities and care needs, with the aim of providing comfort and pleasure as they are supported in a close-knit community.

Family caregivers also find a haven at HNF Wellness@Hougang. Recognising the immense pressure many face in managing their personal commitments while providing the best care possible for their loved ones, the centre launched a caregiver training and support programme in February 2020. Leveraging a modular system that addresses the multiple needs of caregivers, the programme empowers

them with practical abilities, such as caregiving techniques and communication skills. In safeguarding their emotional well-being, it offers coping strategies like self-counselling, provide access to community resources, facilitates self-help groups and organises outings for caregivers. Our second Wellness centre in Buangkok will open its doors in December this year.

To extend our reach and to support more seniors in the community to age healthily, we collaborated with Dreambox Studio, on a new web series, HNF Wellness. Launched in September 2019 on HNF's YouTube channel, this series of educational videos featured healthy eating tips and recipes as well as elder-friendly home-based exercises.

At HNF, we work hard to ensure good governance and accountability. As a testament to our efforts in upholding good disclosure and governance practices, we received the Charity Transparency Award at the Charity Governance Awards 2019. The award by the Charity Council is a ringing endorsement that all donations received by HNF are well-accounted for and channelled towards services that benefit our patients directly. At the same time, I am proud to share that our Advanced Practice Nurse, Ms Precilla Lai, was bestowed the Nurses Merit Award 2019 – a recognition of her dedication to our patients and outstanding performance.

As we celebrate yet another successful year, I am humbled by the tremendous level of support and faith our community partners, donors and volunteers have shown. At the close of our financial year, we received a total of \$2.2 million through our donations and engaged

435 volunteers on 17 patient outings. Of particular note is our “Shine Through Your Golden Years” initiative which saw our seniors take a trip down memory lane to local places close to their hearts. My thanks go to Accessible Ubin and the National Parks Board for making special arrangements for one of our patients, Mr Lai Gee, to see his village in Pulau Ubin again after 50 years.

I remain ever grateful to our long-time donors, Aberdeen Asset Management, Keppel Club and Singtel, for standing behind us all these years. I also acknowledge the monumental effort by Schroders Investment Management to lead and ensure the successful run of our first virtual fundraiser, “Run for Joy”.

Together, your contributions have spurred and realised a series of new initiatives and collaborative efforts that will go far in enriching the lives of our seniors.

In January 2020, our immediate past President, Ms Prisylla Shaw, handed me the baton after nine years at the helm. On behalf of the management and Board, I would like to thank her for her tremendous contributions in advancing the mission of HNF.

I also extend my sincere appreciation to our Board, management and staff for their dedication and efforts in serving the community. Together as one HNF, I look forward to achieving new heights as we forge ahead in delivering trusted care and shaping connected communities.

Mr T. K. Udairam

President
Board of Management
Home Nursing Foundation

CEO's Message



Over the years, HNF has progressively expanded our trusted all-round home care services to support frail and vulnerable home bound patients to continue to live independent and active lives in the community.

Many of our patients prefer to remain in their homes, in the company of their family and friends, despite challenges posed by their infirmities. There is high demand for seamless community care services, from home care to day care to keep the elderly physically active and socially engaged.

To keep our patients in good health, our healthcare professionals made a total of 47,301 homes visits in FY2019, comprising 35,825 nursing services, 4,512 medical visits, 3,297 rehab therapy visits, 3,258 home personal care visits and 409 caregiving training visits.

Home Personal Care programme was started in March 2019 to support frail patients with daily self-care activities, such as assistance with hygiene, simple exercises, and eldersitting. As 60% of our patients are bed-bound or with poor mobility, this essential service benefitted about 98 patients.

Our Care

In the last year, HNF expanded our care services on several fronts. For example, we have increased the capacity for a team of nurses, doctors and therapists at HNF who are accredited to provide severe disability assessment for seniors at home. This reduces the inconvenience for the elderly and their caregivers to make a trip for the assessment to be done in a clinic or hospital. Needy and disabled seniors can obtain government financial help from the Interim Disability Assistance Programme for the Elderly (IDAPE).

As we expand our healthcare services rapidly, leveraging technology and accelerating innovation are imperatives for us. Technology infrastructure enhancements were made to support our new services and tighten our cybersecurity posture. We are grateful to DBS Bank Ltd for sharing their cybersecurity expertise, by raising awareness, training, and testing of our staff. To increase operational efficiency of our care teams on the ground, we provided them with 2-in-1 laptops with touch screen features. This facilitated their mobility in accessing and updating patients' records on the go. Our staff members are also able to schedule existing and new appointments on their Workforce Optimiser mobile application, resulting in a more seamless work processes.

Our People

Our people are our greatest strength in the delivery of quality care to our patients. We believe in developing each member to be the best in their fields of expertise through continuing education, applied research and training.

We are proud to share that five of our care staff received scholarships from the Community Care Manpower Development Awards. Among the recipients is Ms Shahfadzillah Binte Jaafar, who has completed her Advanced Diploma in

Nursing (Gerontology). The diploma equips her with in-depth knowledge to help her understand and meet the needs of her patients more effectively. For therapy assistant Charlene Wang, the attachment programme at HNF Wellness provides first-hand experience and understanding of the work which our therapists do with the clients to rehabilitate their physical health. We are encouraged that 24 of our staff were recognised for their commitment towards quality care and service excellence at the Singapore Health Service Quality Award, receiving 2 Stars, 1 Gold and 21 Silver Awards.

Our Collaborations

We develop strong partnerships as we grow in serving the community. HNF Wellness@Hougang has a partnership with National Heritage Board and Sancare Asia for a programme designed for persons with dementia. Modelled after the silent disco concept, the Return to the Tea Dance programme encourages the elderly to get into the groove through curated personalised music playlist. The collaboration resulted in improvements in the seniors' social, cognitive and emotional well-being.

Our partnerships with NTUC Health and Montfort Care also saw us providing nursing care services to new patients under these institutions. Our nurses are deployed to these centres, enabling patients to benefit from more holistic and seamless care without the need to be referred or transferred.

The ongoing Covid-19 pandemic presented challenges on many fronts. As a healthcare charity braving the frontlines of care in the community, we persevered in bringing essential home care services to our vulnerable patients in the community even during the circuit breaker. We are grateful to many kind and generous sponsors who encouraged us - Contribute.SG for adopting HNF as one of their beneficiaries of donated surgical masks and hand sanitisers, Petitefleur.sg for giving out mini floral bouquets to our nurses and therapists and caricaturists

Paintinks by Melt and Muffinsaurus for creating caricatures of our care team to lift their spirit and cheer them on. Special thanks also go to our board members, Ms Lilian Tham, Ms Charmaine Chow, Mr T.K. Udairam and Ms Prisylla Shaw, for energizing our clinical teams with brunches and baked goodies.

Our Appreciation

This is also a year of transition as Ms Prisylla Shaw, our immediate past President retired in January 2020. Ms Shaw became the President in 2010 and has transformed HNF from strength to strength.

Under her astute leadership, we have grown from a nursing procedure-based charity to a leader in community care providing a comprehensive suite of home care services from medical, physical therapy, social welfare to home personal care, and integrated Day Care and Rehabilitation. We are thankful for how her unwavering commitment, selfless contributions and counsel in our Board's deliberations over the years have urged us onto greater heights of service and impact to our community. We look back with much admiration, respect and gratitude for all that Ms Shaw has done to make our staff, patients, caregivers, and families' lives much brighter and better.

On behalf of HNF, I would like to extend a warm welcome to our new President, Mr T.K. Udairam. With over 40 years of experience in healthcare and community leadership, we are grateful for the privilege to work with Mr T.K. Udairam as we seek to empower our patients and their caregivers.

In bringing trusted care to connected communities, we are deeply grateful for your continuing support as friends, donors, volunteers and partners. Together, we will work hard to do even more to support the frail and vulnerable in our community and bring joy into their lives.

Dr Christina Tiong

Chief Executive Officer
Home Nursing Foundation

Board of Management



1. Mr T.K. Udairam
 President (New)
 Chief Operating Officer
 (Sheares Healthcare
 Management Pte Ltd)
 President: 31 Jan'20 – Present
 Date of 1st Appointment
 to the Board: 4 Jul'19

2. Mr Tan Shong Ye
 Vice-President
 Partner/Advisory
 (PricewaterhouseCoopers LLP)
 Vice President: 4 Jul'19 – Present
 Secretary: 27 Jul'17 – 4 Jul'19
 Treasurer: 2 Jul'15 – 27 Jul'17
 Vice President: 12 Jul'12 – 2 Jul'15
 Date of 1st Appointment
 to the Board: 2 May'11

3. Ms Lilian Tham
 Treasurer
 Chief Operating Officer, Asia Pacific
 (Schroders Investment
 Management)
 Treasurer: 4 Jul'19 – Present
 Date of 1st Appointment
 to the Board: 17 Apr'17

4. Mr Lim Neo Chian
 Secretary
 Retiree
 Secretary: 4 Jul'19 – Present
 Vice President: 27 Jul'17 – 4 Jul'19
 Date of 1st Appointment
 to the Board: 15 Jul'14

5. A/Prof Chow Yeow Leng
 Board Member
 Associate Professor &
 Director of Student Affairs
 (National University of Singapore)
 Date of 1st Appointment
 to the Board: 20 Sep'10

6. Ms Aileen Tan
 Board Member
 Group Chief Human
 Resources Officer
 (Singtel)
 Date of 1st Appointment
 to the Board: 22 Sep'09

**7. Mrs Deby Saroujiyu
 Palakrishnan**
 Board Member
 Consultant,
 Community Care Service
 (National Kidney Foundation)
 Date of 1st Appointment
 to the Board: 20 Sep'16

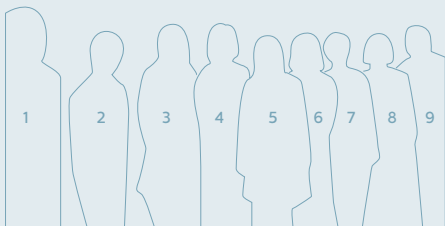
8. Ms Charmaine Chow
 Board Member
 Executive Director,
 Group Compliance
 (United Overseas Bank)
 Date of 1st Appointment
 to the Board: 25 Jan'18

9. Ms Low Beng Hoi
 Board Member (New)
 Designation
 Director of Nursing
 (Khoo Teck Puat Hospital/
 Yishun Health)
 Date of 1st Appointment
 to the Board: 4 Jul'19

10. Ms Ong Hwee Ling Jenny
 Co-opted Board Member (New)
 Designation
 Financial Consultant
 (Visvires Capital Asia Pte Ltd)
 Date of 1st Appointment
 to the Board: 11 Jul'19

11. A/Prof Peter Lim
 Board Advisor
 Group Chief Risk Officer
 (Singhealth Group)
 Date of 1st Appointment
 to the Board: 11 Jul'13

Senior Management



1. Mr Malcolm Lau

Head, Management Information System

2. Ms Chiang Jiarong

Team Lead, Home Therapy

3. Ms Felicia See

Head, Human Resource

4. Dr Christina Tiong

Chief Executive Officer

Date of Appointment:

10 Jan'18

5. Ms Loi San San

Head, Communications & Development

6. Ms Gladis Tern

Head, Finance

7. Ms Chan Mei Mei

Director of Nursing

8. Ms Geraldine Cheong

Head, Operations & Special Projects

9. Mr Brandon Ow Yong

Head, Social Welfare

A SPECIAL FEATURE

The Transformation of HNF



Expanding HNF's capabilities

During her years of distinguished service from 2011 to 2020 as President, Ms Priscylla Shaw was at the heart of HNF's accomplishments and transformation.

Today, HNF is the forefront of home care services providing comprehensive, nursing, medical, therapy and personal care to meet the needs of patients at home. Our HNF Wellness Day Care & Rehabilitation centres, which support the seniors in the community, offer an array of programmes to help seniors age-in-place.

HNF has achieved several milestones under Ms Shaw's inspiring and clear-sighted leadership:

Empowering our people

Ms Shaw believes in the importance of training and developing our people to provide the best care to our patients. She championed continuing education where staff are given learning opportunities and scholarships to pursue higher learning in their chosen fields. In 2016, HNF was awarded the People Developer certification, in recognition for adopting innovative and best practices in human capital development.

Building our identity

In 2015, Ms Shaw spearheaded a corporate rebranding exercise to build the public's trust on home healthcare and inject a renewed sense of pride and recognition for home care professionals. HNF's logo was re-designed, featuring two hands wrapping around to form a heart to embody our all-round-support for patients.

Fundraising and public education

Being a home healthcare charity, we stayed true to our mission of providing care to patients, regardless of their ability to pay. As the Chairman for the Communications & Development Committee, Ms Shaw conceptualised well-received campaigns that garnered strong community support:

- A travelling exhibition, "38 years of Home Nursing in Singapore", was launched at the National Library and held in regional libraries across Singapore in 2015
- Jubilee Dinner Celebration 2015 graced by then-President Dr Tony Tan Keng Yam
- A photography exhibition cum publication, "Portraits of Love", was launched by Dr Amy Khor, then-Senior Minister of State for Health at Raffles City in 2016. The exhibition showcased photographs depicting life stories that capture the essence of love, friendship, perseverance and triumph of our patients
- Organisation of an International Home Care Conference, "Futurescape: Home Healthcare Local and International Perspectives in 2016"

Expanding our capacity

With an ageing population, Ms Shaw foresaw an increasing need for physical rehabilitation, medical services, and psycho-social interventions at home, beyond nursing care. These services were first implemented in 2012 and were

well-received by patients facing poor mobility and requiring chronic disease care. In 2015, home therapy services were launched to support seniors who required rehabilitation services to restore their functional abilities.

Ms Shaw also set up the Facility Medifund Committee to help needy patients who are unable to afford out-of-pocket fees so that they continue to receive care in the community.

Harnessing technology

Ms Shaw advocates the use of technology to improve work efficiency and capacity. With the implementation of the interactive voice response system and Workforce Optimiser (WFO), schedules are managed electronically. This enables urgent medical visits to be scheduled, allowing our care team to promptly attend to patients' medical conditions. This helps minimise the patients' re-admissions or emergency visits to hospitals.

Ms Shaw's vision and selfless contribution have propelled HNF to great heights. HNF is now recognised as a leading healthcare provider and demand for our services has increased significantly from 23,334 in FY2010 to 47,301 in FY2019. As a philanthropist, Ms Shaw has also ensured that our patients are able to enjoy care, regardless of their ability to pay. Her spirit of perseverance and giving back to the society will continue to be an inspiration to HNF.

Taking the helm

Mr T.K. Udairam was elected as HNF's new President, taking over the baton from Ms Shaw who stepped down on 31 January 2020. In charting the next lap for HNF, Mr T.K. Udairam highlights the challenges that lie ahead and shares how HNF will transform care delivery.

As Singapore grapples with an ageing population, our people will live longer

in our community. This presents new challenges as the needs of the population evolve. Besides delivering quality care, we must expand our scope to empower our seniors to live an independent and fulfilling life as they age.

As we journey with our seniors, we need to listen, respond and meet the needs of the different age groups of elderly. With the changing demographics in our society, more educated seniors will be living alone. These seniors wish to age well, remain independent and enjoy their old age. They will continue to expect more engagement and be involved in the decision-making process and work with our care team to manage their medical conditions well.

The challenge lies in the increasing number of seniors with complex chronic diseases. There is a need to empower our seniors to take charge of their health, through customised educational materials that target their specific needs. Through lifestyle adjustments, patients can still maintain their health and achieve a good quality of life with their family.

HNF will focus on a concerted and coordinated approach to deliver care more effectively and seamlessly. This will see HNF expanding our network of partnerships to meet both the care and psychological needs of our seniors. While our care team concentrates to provide specialised care needs, our seniors will benefit from community resources from our partners to help them stay socially connected and independent in their neighbourhood.

As a pacesetter of home healthcare, HNF will continue to work towards transforming care delivery in a patient's journey through a holistic approach and create emphatic experience going forward. We will continue to develop our staff's capabilities to tackle emerging health challenges.

Our Year in Numbers

Home Care Service Overview



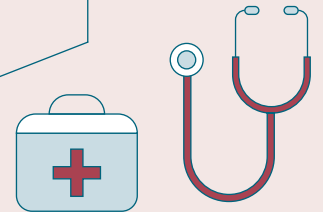
4,446

Total number of Home Care patients served



47,301

Total number of home visits made for home nursing, medical, therapy and home personal care collectively in FY2019/20



Home Nursing



36,218*

Number of home nursing visits made in FY2019/20



3,788

Number of home nursing patients served in FY2019/20

Top 5 home nursing procedures provided to patients in FY2019/20



12,986

Wound Care



6,599

Nasogastric tube management



5,022

Urinary Catheter Management



5,895

Medication management



1,768

Chronic illness management

*393 caregiver training sessions were conducted in home nursing visits and 16 caregiver training sessions were conducted in home therapy visits.



2,031

Number of new patients admitted to Home Care Service HNF in FY2019/20



3,752

Total number of referrals received in FY2019/20

Home Medical



4,512

Number of home medical visits made in FY2019/20



1,720

Number of home medical patients served in FY2019/20

Home Therapy



3,313*

Number of home therapy visits made in FY2019/20



796

Number of home therapy patients served in FY2019/20

Home Personal Care



3,258

Number of home personal care visits made in FY2019/20



98

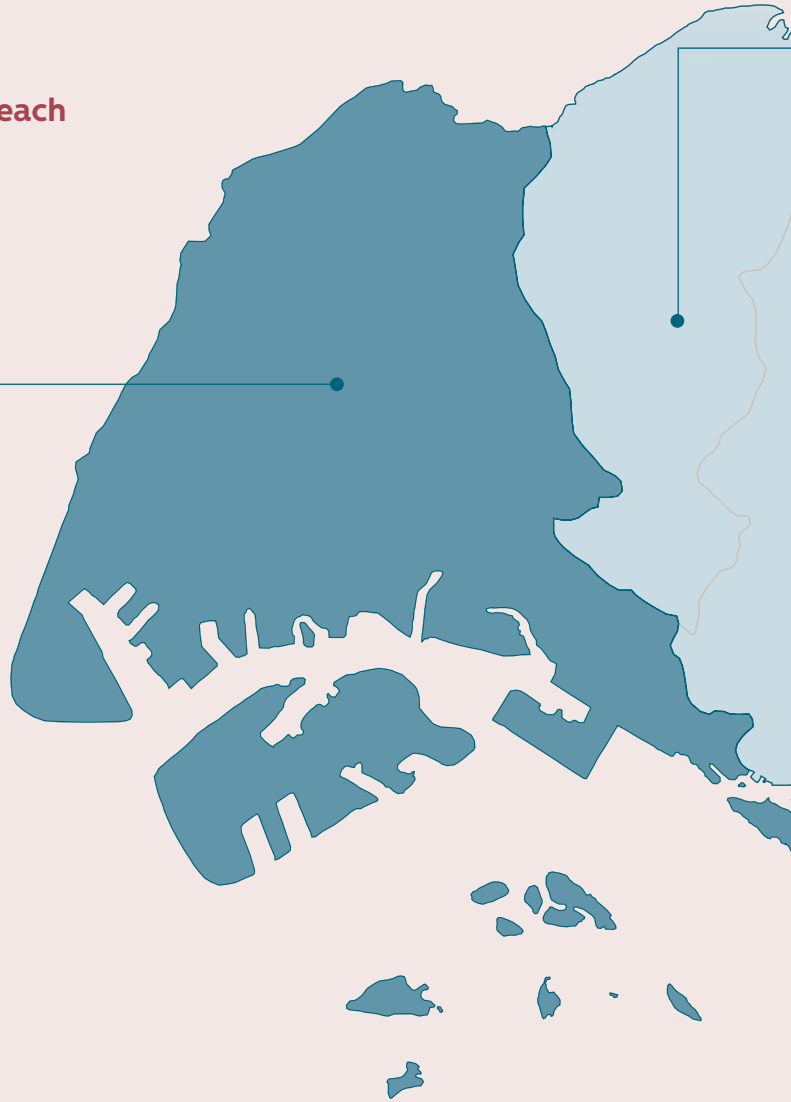
Number of home personal care patients served in FY2019/20

Service Breakdown by Zone

Number of HNF patients staying in each
Regional Health System (RHS)

980 (22%)

National University
Hospital System



Organisational Profile



122

Number of extended-hours emergency
nursing visits made in FY2019/20

Extended-hours emergency nursing visits are defined as
ad-hoc visits performed from 5.30pm to 9.00pm upon
patients' requests.

Patients discharged due to Care Goal met



163

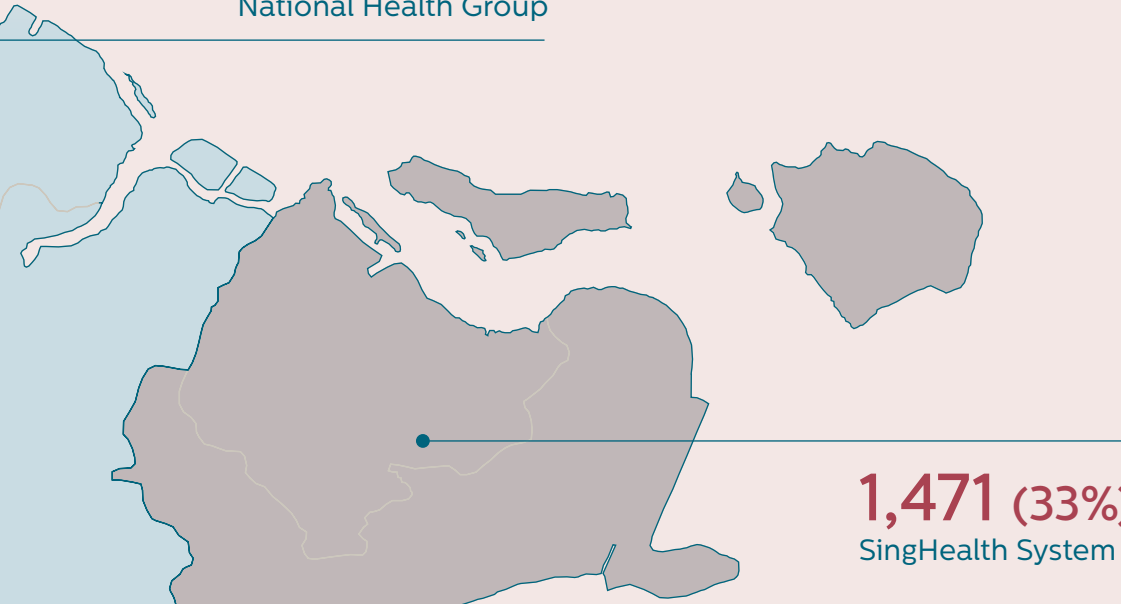
Number of patients discharged
(HN) due to wounds healed



68

Number of patients discharged
(HT) due to goals met

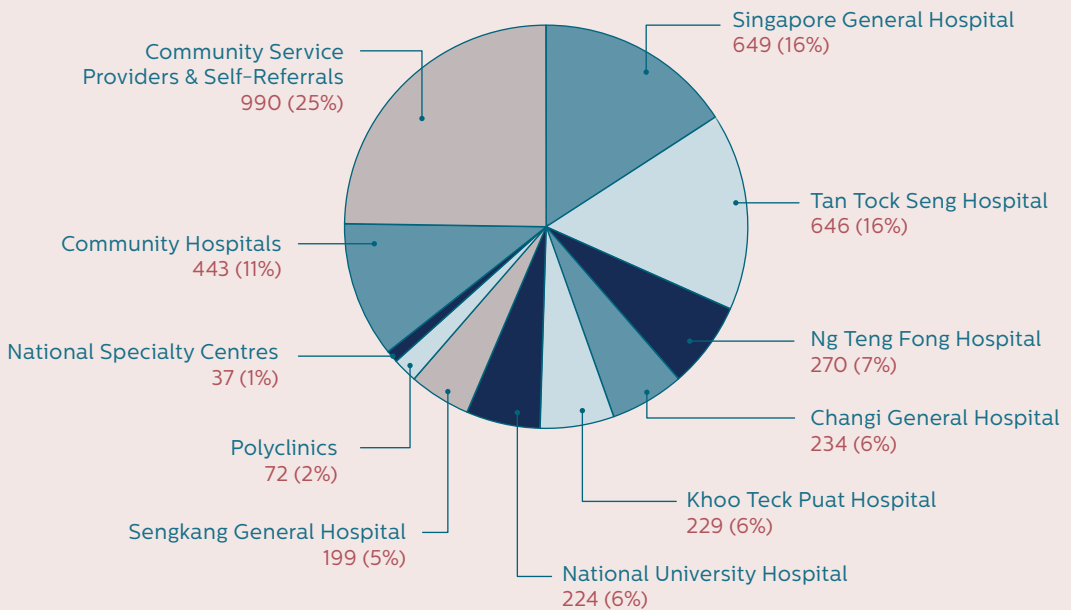
1,995 (45%)
National Health Group



1,471 (33%)
SingHealth System

Patient Referral Sources

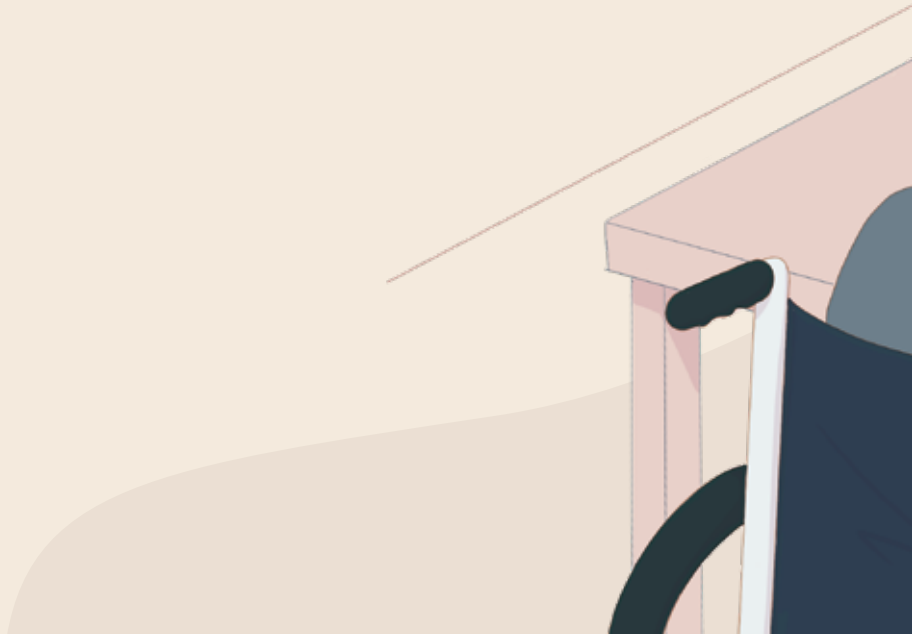
(inclusive of SCC clients)/ % of Referrals Received



*% for patient referrals rounded up to the nearest whole number

Care that brings joy

Our holistic approach in caring for the health and well-being of our seniors at their homes and in the community enables them to age joyfully.





Bringing Care Close to Home



Conducting disability assessments at home

Elderly patients can now get their disability assessments done by accredited nurses in their homes. This new initiative, which was rolled out in March 2020, reduces the need for the severely disabled seniors to be assessed at the clinic or hospital. Needy patients who qualify for the long-term care insurance scheme - CareShield Life due to their age-related disability, will receive monthly cash payouts. The funds will help to offset their medical bills or cost of hiring a helper to look after their daily needs.

Training to identify depression and dementia

Our nurses underwent training sessions by the Institute of Mental Health (IMH) to learn to assess and manage elderly patients with depression and dementia. The training held in April and May 2019, empowered our nurses to identify and refer homebound and frail elderly patients with depression or dementia to the Aged

Psychiatry Community Assessment and Treatment Service (APCATS) team. APCATS, as the psychogeriatric outreach service of the IMH, assists in early intervention and care management of these patients.

Optimising service delivery through technology

To optimise service delivery and patient experience, we have upgraded our digital gadgets in 2019. Through this exercise, our clinical staff were provided with touchscreen laptops to improve their work efficiency during home visits. The patient automated scheduling system was also enhanced to enable the booking and rescheduling of patient appointments through a mobile application. With this automation, our call centre agents taking emergency calls can direct patient appointments efficiently to their primary nurses. These initiatives reduce patients' waiting time and bring more convenience to our patients and their families.

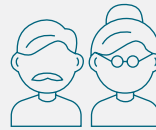
Strengthening support for caregivers

To offer more support for caregivers, we started our class-room based caregiver training and support programme in March 2020. The programme comprises three comprehensive modules to empower caregivers with the knowledge, skills and confidence. The programme helps caregivers understand the role of caregiving better and enables them to provide quality care to their elderly at home. Those burdened by stress can also tap on the support network, pick up self-care tips and community resources to cope with their challenges.

Expanding choices of medical consumables for the home-bound

Patients on Senior Mobility and Enabling Fund (SMF) can now enjoy more choices when buying medical consumables. Apart from more affordable prices, our patients and their family members also benefit from the convenience of placing their orders through the mobile application, HealthMarket Place. The enhanced SMF, implemented since January 2020, is administered by the Agency for Integrated Care (AIC). The scheme is expected to benefit more than 1,500 HNF patients.

Profile of HNF Home Care Patients



4,022

Number of patients aged 60 and above



2,576

Number of patients who are bed bound or have mobility issues



2,459

Number of patients with household income of below \$800



3,863

Number of patients with household income of below \$2,800

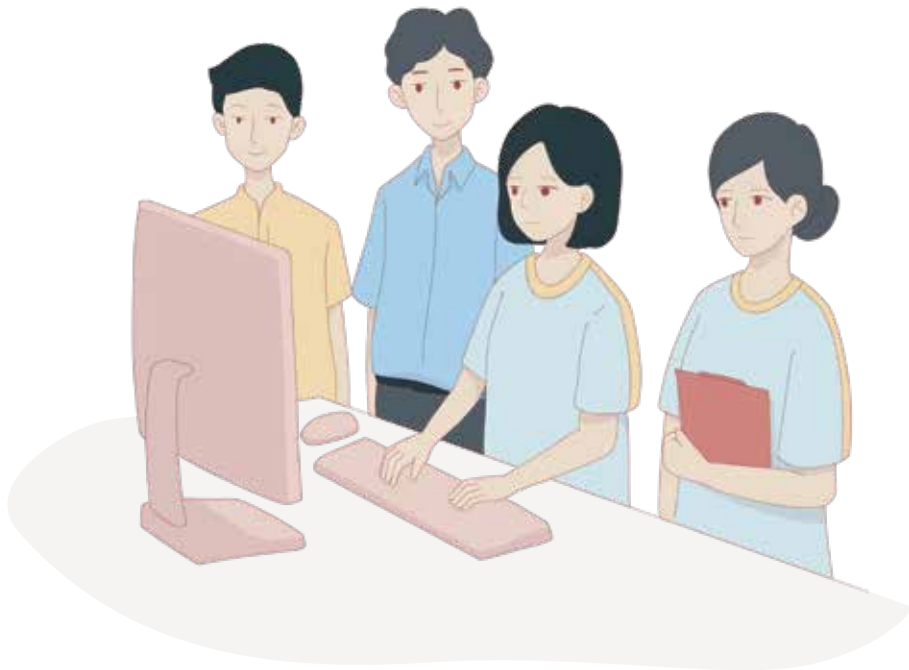


422

Number of patients on financial assistance



Enabling Better Care through Research and Collaboration



Expanding our support for community care providers

To enable more seniors to live independently and age well at home, HNF has extended nursing services support to service providers providing community care. We have been engaged by St Andrew's Mission Hospital to provide nursing support to their day care elderly in July 2019 at St Andrew's Senior Care (Joy Connect). In September 2019, NTUC Health has also appointed HNF to provide home nursing care to their patients.

Participating in study on cognitively impaired elderly

HNF has embarked on a two-year Panel Study Investigating Status of Cognitively Impaired Elderly in Singapore (PISCES) under a collaboration with Duke-NUS Medical School (Duke-NUS). The study investigates the different behaviours of cognitively impaired elderly, areas of caregivers' burdens, as well as the medical and social costs in patient management. HNF is working closely with Duke-NUS on the participation of our patients and their caregivers for this study, which is expected to be concluded in the first quarter of 2021.

Empowering Seniors to Age Joyfully in the Community



Enriching lives beyond homes

Through the years, we have been providing home care services to home bound seniors, enabling them to live autonomously and purposefully. With an ageing population, the Ministry of Health has enhanced options for seniors to live independently in the community. In support of MOH's efforts, we have expanded our care services into the community with the opening of our first Senior Care Centre.

HNF Wellness@Hougang was officially opened on 10 January 2020 by Mr Chan Yeng Kit, Permanent Secretary, Ministry of Health. Led by Ms Carmee Lim, NUS Alumni members put up a rousing song performance and brought great cheer to our seniors and guests at the opening ceremony.

Staying active and engaged

Our centre offers an array of social activities through the general and dementia day care programmes to keep our seniors healthy in body, mind and soul. These varied and diverse activities include art and craft, music and group games. We emphasise autonomy in our care approach, and encourage seniors to decide the pace and activities to participate in.

Vulnerable seniors and their families who need social support beyond our care services are offered holistic care. Our centre connects them with relevant community services to render them support and help them stay independent in their own community. To strengthen caregiving in the community, we provide caregiver training to equip families with vital techniques and useful tips in looking after their elderly at home.

Empowering Seniors to Age Joyfully in the Community



Home away from home

Indoor garden

Unique features such as the indoor garden built on artificial carpet grass give our seniors the space to relax, do gardening and exercise. Dementia patients can also do simple gardening and experience sensory simulation with sight and touch. The artificial carpet grass provides tactile simulation for seniors through sensory walks.

Rehabilitation gym

Staying active through regular exercises is an integral part of ageing well. To make exercises safe and fun for our seniors, our gym is fitted out with a range of elderly-friendly exercise equipment. This assists them in their maintenance and active rehabilitation programmes.



The equipment utilises air pressure that allows for more effective training of joints and muscles. Not only do they look less intimidating for seniors, the rehabilitation programmes complemented with digital games encourage more active participation.

Relaxation lounge

The relaxation lounge is a cosy space for the seniors to enjoy some serene and private moments. The room is also thoughtfully designed to give persons with dementia a calm space in which they can relax. The area is modelled after a home setting and painted in pastel colours to make them feel comfortable.



Clinical room

Seniors requiring nursing care needs may visit our nurses for wound management, feeding tube management, urinary catheter management, stoma care and medication reconciliation. Education and counselling services are also available.

Hear from our seniors
and their caregivers



“Being among friends”

-Mdm Sandy Ng,
daughter of Mdm Wan Ah Suan

My mother has become more cheerful after attending the day care programme at HNF Wellness Centre. She no longer feels lonely after making friends at the centre. With her outgoing personality, she also enjoys participating in a variety of activities conducted at the centre. It is good to see her happier now.



“Taking a break from caregiving”

-Ms June Leong,
daughter of Mdm Lim Geok Hwa

As my mother has dementia and Parkinson’s disease, she needs constant supervision at home. My mum enjoys the recreational activities and exercise programme when attending at HNF Wellness. With the caregiving relief, I’m able to return to my volunteering job, which keeps me busy six days a week.

Centre-based Service Overview

(Figures based from September 2019 to March 2020)



79

Total number
of Senior Care
Centre clients
served



2,008

Day care
attendance
collectively in
FY2019/20



553

Day Rehabilitation
Attendance
collectively in
FY2019/20

Profile of HNF Centre-based Patients



68

No. of
patients aged
60 & above



40

No. of patients
with household
income of
below \$800



70

No. of patients
with household
income of
below \$2,800

Care that empowers

We continuously improve on our care delivery by empowering our staff in their capabilities and bolstering our eco-system of support to holistically look after the needs of our seniors.





Developing our Staff Capabilities



Through continuing education, training and opportunities, we develop our staff to help them become the best in their fields of expertise.

Community Care Manpower Development Award (CCMDA) 2019

The CCMDA award supports the community care sector to grow and develop in-service staff capabilities. Individuals are given the opportunity to pursue training and skills upgrading in fields such as nursing, physiotherapy, occupational therapy and gerontology. These training programmes enable our staff to deliver better care to our patients.

Five of our care staff received the award from then-Senior Minister of State for Health, Dr Amy Khor on 18 September 2019. They are:

1. **Shahfadzillah Binte Jaafar,**
Staff Nurse – Advanced Diploma in Nursing (Gerontology)
2. **Lily Suriani Binte Ramlee,**
Senior Enrolled Nurse – Certificate in Bridging Studies for Enrolled Nurse
3. **Siti Zarina Binte Samsudin,**
Therapy Assistant – Work-Learn Technical Diploma (WLTD)
4. **Charlene Wang Jing Wen,**
Therapy Assistant – Work-Learn Technical Diploma (WLTD)
5. **Hafidah Binte Saipollah,**
Nurse Clinician – Graduate Diploma in Wound, Ostomy and Continence Practice



“With more seniors ageing in the community, I see the importance of learning more about the underlying causes of these chronic diseases and understand the behaviours of these senior patients. The expanded knowledge has helped me to provide better care to meet the needs of our patients.”

Ms Shahfadzillah Binte Jaafar,
Staff Nurse

“Being a nurse allows me to help people from all walks of life and this has motivated me to do more for my patients. The bridging programme will enable me to pursue a Diploma in Nursing. With the expanded nursing knowledge and skills, I hope to bring better care to my patients.”

Ms Lily Suriani Binte Ramlee,
Senior Enrolled Nurse



“I wanted to pick up more skills and expand my knowledge in therapy, as my main goal is to become an occupational therapist after my studies. My attachment at HNF Wellness has given me a deeper understanding on how to plan exercises to cater to the clients’ medical conditions. I can also apply the skills I’ve learnt in school and this has helped me better understand the needs of the elderly and ways to better communicate with them.”

Ms Charlene Wang Jing Wen,
Therapy Assistant

Awards and Accolades



“While the award is an encouragement for the work I’ve done towards patient care, I recognise the need to pick up new skills and improve myself constantly as we serve our patients with dedication and compassion.”

Ms Yap Jing Hui,
Executive, Operations & Special Projects

Singapore Health Quality Service Award (SHQSA) 2020

HNF received 24 awards at the Singapore Health Quality Service Awards (SHQSA). Organised by Singhealth Duke-NUS Academic Medical Centre, this nationwide awards event recognises and celebrates the exemplary efforts of healthcare professionals in improving patient experience.

Among the 24 awards received, our staff won 2 Star, 1 Gold and 21 Silver from the respective categories. They were recognised for their commitment towards service delivery and patient care for their areas of work in eldercare.



Nurses' Merit Award

Administered by the Ministry of Health, the Nurses' Merit Award recognises nurses who have demonstrated consistent and outstanding performance, participated in professional development, and have contributed to raising the nursing profession.

Advanced Practice Nurse (APN) Precilla Lai was presented the Nurses' Merit Award 2019. APN Precilla was commended for her role in improving patients' health outcomes by helping her team on complex patient cases. She works closely with patients and their families to achieve the best outcome. APN Precilla was recognised for her efforts and commitment in making a difference to the lives of many patients.



Charity Transparency Award 2019

The Charity Transparency Award is an initiative by the Charity Council, which aims to promote good governance in the charity sector.

HNF is honoured to receive this prestigious award in December 2019. The accolade is a testament to HNF's commitment in having good disclosure and transparency practices, as we continue to serve more patients and their caregivers in the community.

Care that makes a difference

Our donors and volunteers provide care that makes a difference by offering financial support, time and skills to help our patients and seniors stay engaged and healthy.



Fundraising



Students from Nan Chiau High School participated in a series of street sales to raise funds for our beneficiaries.

Youth entrepreneurship for greater good

HNF raised a total of \$5,442.95 from the Citi-YMCA Youth for Causes (YFC) campaign, a community initiative by Citi and the YMCA of Singapore. Between the months of May and August, students from Nan Chiau High School raised funds from street sales, selling hand painted mugs and notebooks.

Funded by Citi Foundation, the programme is a catalyst to promote social entrepreneurship and community leadership development among Singapore youths.

Our heroes in rain or shine

In commemoration of the Singapore Bicentennial, staff members, nurses and patients of HNF participated in the design of a unique print logo for the HNF Bicentennial umbrellas. These limited-edition umbrellas were given as a token of appreciation to our donors in August 2019.

This fundraising campaign highlighted our Rain or Shine Heroes - our nurses.



Our nurses using HNF Bicentennial umbrellas.

They visit patients at the comfort of their homes daily to assist in the patients' recovery and recuperation. Their dedication makes it possible for our patients to receive constant care and stay in good health. We raised a total of \$17,606 from the campaign. Our nurses had also received the umbrella as a gift each, donated back by our kind donors.

A flavourful way of giving back

A fundraiser luncheon was held at Thai Pan Restaurant on 4 November 2019. With a dollar-for-dollar match by the restaurant's owner, Mdm Wong, we raised a total of \$840 at this event.

Swinging for charity

Keppel Club held its charity golf event on 12 and 13 October 2019 in celebration of their 150th Anniversary as Singapore's Oldest Golf Club. With its lease expiring in 2021, this annual event could be one of the last few occasions that Keppel Club will be holding the fundraiser. The annual event raised funds through sale of golf flights, special corporate flights, auction items, raffle tickets, and cash donations. As one of their 10 selected charities, HNF received \$63,000 for our patients through this event.

Running for a good cause

In support of the International Day for Older Persons, Run for Joy seeks runners from existing running groups to raise funds for homebound elderly patients with multiple chronic illnesses. The runners had to pledge their distance to run and share their pledge campaign with friends and family to raise funds for their run. With Schroders Investment Management as our Fundraising Event Partner, we had a total of 44 runners and raised \$45,631 through the runners' pledge campaigns.

A musical collaboration

HNF collaborated with Singapore Repertory Theatre to sell fundraising tickets to the Sweeney Todd Musical starring Award-winning actress Lea Salonga. The event, which took place on 30 November 2019, raised a total of \$50,540.

Inspiring hope during the season of giving

During Christmas, HNF ran a campaign with children from My First Skool at Kampung Admiralty and youth volunteers to create 200 hand-made Xmas cards for our beneficiaries. The campaign not only

showcased the creativity of the children and youths, it also inspired hope and joy in our patients during this season of giving. A total of \$1,965 was raised from online donations.

Sale of balloons for beneficiaries

HNF volunteers and staff sold Christmas balloons at Tampines and Jurong to raise funds for beneficiaries. We raised a total of \$1,117 over the two days on 20 and 21 December 2019.

Keeping charitable spirits high

HNF is honoured to be selected as the beneficiary of a charity wine auction held on 19 December 2019 by Confrerie des Chevaliers du Tastevin Singapore. The auction, which was held in conjunction with their 20th Anniversary Dinner, raised a total of \$17,400.



Employees from Schroders Investment Management pledged their distance to support our Run for Joy campaign.



Preschoolers from My First Skool created fanciful Christmas cards using coloured pencils and simple art materials.

Volunteer and Sponsor Initiatives



12 April 2019
Huat Kueh Workshop by Vinda Singapore Pte Ltd (TENA)



25 May 2019 | 2 June 2019
Hari Raya Hamper Distribution by Anugerah Ramadan & The Leo Productions



8 August 2019
Visit to Changi Experience Studio with TTJ Design & Engineering Pte Ltd



10 August 2019
Ang Ku Kueh Workshop



17 August 2019
Home Improvement Programme by Nan Chiau High School



13 September 2019
Mid-Autumn Festival @
Gardens by the Bay



3 November 2019
Terrarium Workshop with
Liu Du Chi Shan Hui



30 November 2019 | 16 December 2019
Home Improvement Programme & Christmas Hamper
Distribution by Adventus Singapore Pte Ltd



22 November 2019
Grocery Shopping with
International Flavors & Fragrances
(Greater Asia) Pte Ltd



20 December 2019
Christmas Celebration with Lions
Club of Singapore Nassim



18 January 2020
Pineapple Tarts Workshop

Volunteer and Sponsor Initiatives

Support & Appreciation during COVID-19



18 February 2020

Petite Fleur sent mini bouquets to give cheer and encouragement to our nurses and therapists for working tirelessly during this difficult period.

13 March 2020

Local caricaturists, Paintinks by melt and Muffinsaur's drew lovely caricatures of our nurses and therapists as a tribute to their resilience and hard work.



Volunteer Training



22 June 2019

First Aid Awareness Workshop

Advanced Practice Nurse Tey Ping Ping shared on ways to enhance communication with the elderly and basic first aid with our volunteers.



23 November 2019

Basic Hokkien Conversational Course

Seven volunteers attended a basic Hokkien conversational class conducted by the Singapore Hokkien Huay Kuan Cultural Academy. The class aimed to equip volunteers with conversational Hokkien to help them better converse with our elderly patients.



August 2019

Basic Makeup Course

Seven volunteers attended a weekly make-up course to pick up basic knowledge skills where they apply on our patients, in conjunction with our International Day for Older Persons campaign. These make-up courses were sponsored by J L Institution, as part of their corporate social responsibility to give back to the community.

Media & Key Engagements



74,183

Page views on HNF website



4,290

Likes on Facebook



597

Followers on Instagram



435

Engaged volunteers for FY2018/19



2,233

Hours contributed by volunteers





Donors' & Volunteers' Appreciation Lunch 2019

HNF hosted the annual Donors' & Volunteers' Appreciation luncheon to honour our donors and volunteers for their steadfast support. Held at National Museum of Singapore on 3 May 2019, we took the opportunity to share on our key developments and future directions. As a token of appreciation, we presented our donors each with an art card created from paper marbling while our volunteers received bouquets of soap flowers hand made by staff.



Shine Through Their Golden Years

In conjunction with the International Day of Older Persons, HNF organised the 'Shine Through Their Golden Years' campaign to show our gratitude towards our senior patients. Our staff and volunteers brought six senior patients to visit places in Singapore which were close to their hearts. The aim is to bring out the happy moments shared between patients and their loved ones and capture these memories through photographs. The campaign was supported by our working partners, Accessible Ubin & NParks, as well as our corporate sponsors, JOYRE TCMedi Spa and Tomato Photo.



The Best of You Campaign

HNF participated in the Best of You exhibition at The Star Vista from 1 July to 7 July 2019. The exhibition showcased stories of people from all walks of life, paying tribute to the individuals' accomplishments and experiences that shaped their lives. The story of Mdm Jamilah, 71, the main caregiver to her youngest daughter, Siti Nurlela, 33, tells of her fortitude and resilience. Her journey inspires and empowers other caregivers like her to remain strong in overcoming challenges along the way.



Appreciation

Corporates

\$10,000 - \$49,999

Aastar Pte Ltd
 Aberdeen Asset Management Asia Ltd
 Faber Image Media Pte Ltd
 Hong Leong Foundation
 Pavilion Capital International Pte Ltd
 Singapore Totalisator Board
 Teo Soon Seng Pte Ltd
 The Community Foundation Of Singapore
 The Grace Shua And Jacob Ballas Charitable Trust
 The Keppel Club

\$5,000 - \$9,999

Giti Tire Global Trading Pte Ltd
 Lee Kim Tah Foundation
 Legal Options LLC
 Lim & Tan Securities Pte Ltd
 Schroder Investment Management (S) Pte Ltd
 Singapore Buddhist Youth Mission
 Sumitomo Corporation Asia & Oceania Pte Ltd
 Tan Chin Tuan Foundation
 Toa Payoh Seu Teck Sean Tong

\$1,000 - \$4,999

A Lioe & Associates Pte Ltd
 Aberdeen Standard Investments (Asia) Limited
 Aligent Spring Pte Ltd
 Bayer (South East Asia) Pte Ltd
 Bombay Bazaar

BP & JT Pte Ltd
 Char Yong (dabu) Foundation Ltd
 Che Hian Khor Moral Uplifting Society (Singapore)
 Chek Sian Tng (Temple)
 ComfortDelgro Corporation Limited
 Dawn Plastic Industries Pte Ltd
 Eastman Chemical Singapore Pte Ltd
 Efunity Pte Ltd
 GNS Storage Pte Ltd
 Hands With Love Longevity Association (Singapore)
 Hong Guan Huat Kee
 International Flavors & Fragrances (Greater Asia) Pte. Ltd
 Jebsen & Jessen Technology
 Jk Group, Inc. Trustees For Wellington
 JR Life Sciences Pte Ltd
 KPMG LLP
 Nan Chiau High School
 Nithya Ramya Pte Ltd
 Ntan Corporate Advisory Pte Ltd
 NUS Senior Alumni
 Pasture Pharma Pte Ltd
 Presidium Instruments Pte Ltd
 Southern Ridges Capital
 Star Ready-Mix Pte Ltd
 Tak Products & Services Pte Ltd
 The Hokkien Foundation
 Thong Teck Sian Tong Lian Sin Sia
 Wellington Management Company, Llp
 Yee Lee Private Limited
 YMCA Of Singapore

Individuals

\$10,000 - \$49,999

Chuah Kee Heng
David Yang
Lee Joo Ee Evelyn
Loke Yuen Kin Ruby
Mavis Lim Geck Chin
Oan Chim Seng
Sie Tuck Kai Alexander

\$5,000 - \$9,999

Andress Goh
Chang Yeh Hong
Chok Soo Hoon Mildred
Chung Sook Yee
De Vaz Ian Marc Rosairo
Ho Ching
Ho Kok Sun Kevin
Hong Bee Lan
Khoo Gaik Chin
Khoo Whee Leng
Kok Pin Chin Stanley
Lee Fong Leng
Lee Hui San
Lee Kok Keong
Lee Tiong Hock
Liao Kok Ping
Lim Yean Nyok
Nazareth Ana Clara
Ng Kim Kiat
Ngee Ann Kongs
Soong Wei San
Tan Mee Ling Aileen
Tan Yang Guan
Wong Adrian
Wong Ling Ming
Wong Mei Gin
Yeap Bee Leng

\$1,000 - \$4,999

A/Prof Chow Yeow Leng
Aamir Hatim Nakhoda
Abel Lee
Agnes Low Hwa Hwa
Alan Thompson
Angela Koh Fang Yung
Arthur Chai Shaw Pu
Arthur Tjandra
Asimah Bte Musa
Aw Ai Ling Evelyn
Aw Chye Huat
Beverly Goh Pi Lee
Carolyn Tan Soon Yee
Chan Joo Kim Linda
Chan Shi-En Joanna
Chang Chuan Fong
Chang Mu Ying
Chang Yong Loeh
Charles Tseng
Chay Oh Moh
Chen Eng Eng
Chen Xavier Shengyuan
Chen Yang Chin
Cheong Soh Chin
Chern Siang Jye
Chia Cher Khiang
Chia Fan Tat
Chia Foong Lin
Chia Ghim Chuan
Chia Gin Sun
Chia Hoi Mun
Chia Hwee Ming
Chia Tze Cheng
Chia Wei Hong
Chia Yong Hwee
Chiang Wing Chiong
Chin Yau Seng
Chionh Su Lin

Chiou Siow Lim
Chng Chee Kiong
Chong Kah Loong
Chong Khee Yin
Choo Geam Hoo
Choo Siao Yuen
Christina Tiong Yee Yee
Chua Bee Choo
Chua Eng Hock
Chua Geok Eng
Chua Kim Chiu
Chua Kim Suan
Chua Poh Gek
Chua Poh Gek Angeline
Chua Seok Hong
Chung Chun Yee John
Chung Pui Lan Pauline Margaret
Colin Kwok
David Lee Eng Thong
Edward Anwar
Ee Tze-Yin Elaine
Eng Hwee Cheng
Esther Yap Chew Sia
Fong Yok Ling
Foo Wei Kiang
Franky S Tanudjojo
Fu Hwee Ling
Gan Soh Har
Goh Hua Seng
Goh Jing Sua
Goh Juat Kin
Goh Kah Leng
Goh Lian Siow
Goh Shuet-Li
Goh Sian Chay
Goh Swee Chen
Goh Yew Ping
Guo Zaiyi
Gwee Ai Hwa

Appreciation

Individuals

\$1,000 - \$4,999

Gwee Bee Leng Shirley

Hang Yew Lee

Hew Pauline

Ho Seong Peng

Ho Siow Ling

Ho Wai Han

Hochstadt Herman Ronald

Hoe Hwee Chin

Hong Welson

How Siang Meng

Huang Ching-Kuei

Ian Rickword

Jacintha Poh Jia Hui

Jain Praveen

Jioe Inge Munardi

Joseph Lee Kong Loo

June Yip Yoke Ping

Kamal Kant S/O Chhotalal

Kan Yuet Mei Amy

Kapde Tushar

Kay Boon Tan

Kee Meng Yew

Kee Sek Huat

Khoo Hui Joo

Khoo Whee Luan

Koh Boon Kwang Simon

Koh Hun Boon

Koh Joo Hoon Angela

Koh Kay Ngee

Koh Keng Keong

Koh Kok Ong

Koh Loo See

Koh Soh Guan

Koh Yak Boo

Kok Chee Meng

Kok Siew Hoong

Kuan Ren Qiang Patrick

Kwang Yee Ling

Kwee Irene Nee Irene Chia

Kwok Wing Onn

Lai Fong Yee

Lai Li Fang

Lam Kim Fai

Lam Pei Li

Late Lee Siew Khin

Late Lim Kee Yang

Lau Hong Choon

Law Peng Kwee

Lee Chee Tong

Lee Hong Ken

Lee Hong Keow

Lee Hong Seng

Lee Jee Ming

Lee Jun Chou

Lee Kim Tong Victor

Lee King Fuei

Lee Mei Lien

Lee Mimi

Lee Nguet Kwang

Lee Sau Hun

Lee Shean Wei

Lee Shen

Lek Siang Pheng

Leong Ann Jong

Leong Chaio Wan

Leong Hong Yong

Leow Chee Wee

Li Qianwen

Lian Yishi

Liew Kai Lin Elaine

Lim Boon Eng Julie

Lim Ewe Teck Andy

Lim Fangping

Lim Hock Beng

Lim Kong Eng

Lim Mei Yin

Lim Meng Guan

Lim Ming Long

Lim Mui Ngoh

Lim Nancy

Lim Sim Seng

Lim Teck Chai, Danny

Lim Thong Poh

Lim Tse Yin

Lim Yok Ley

Lim Yuan En

Lin Qinghui

Lina Tjuatja

Ling Khee Ngek

Ling Siew Chen

Ling Wee Lee

Lisa Ong

Liu Jin Tang

Loh Guo Pei

Loh Kian Wei Thomas

Loo Lee Leng

Low Buen Sin

Low Fong Moi

Low Hwee Chua

Low Weng Cheong

Lum Siew Heng

Martina Wong

Merda Surya

moeez h nakhoda

Moey Kit Ming

Mohit Maheshwari

Mukerji Shantanu

Nattana Pongsriieam

Ng Chee Yeng

Ng Fook Lam

Ngo Soo Lin

Nontarat Thongpumpursar

Oh Thay Lee

Ong Beng Guek

Ong Beng Huat	Sun Jianjun	Teo Beng Teck
Ong Binh Chan	Sung Li Foong	Teo Hwee Hua
Ong Eng Kee	Tan Ai Choo	Teo Joo Kim
Ong Hwee Peng Christina	Tan Bee Hiok	Teo Koon Seong
Ong Ling Lee	Tan Chee Meng	Teo Lai Lei
Ong Mong Siang	Tan Eng Hwa	Teo Seow Phong
Ong Poo Yee	Tan Foong Luan Flora	Thali Koattiath Udairam
Ong Siok Lan	Tan Gek Gnee	Tham Kum Ying
Paul Chew Shin Chen	Tan Ghim Seng Bernard	Thin Ying Ning
Peh Hong Yee	Tan Hong Beng	Tiong Shu
Pek Hwee Eng Mary	Tan Hui Eng	Tok Eng Seng
Pek Tiong Khuan	Tan Joke San	Tow Soon Kim
Poh Bee Li	Tan Khuan Seng	Tseng Ren-Fa
Poh Yong Kiat Alvin	Tan Kim Ping	Wan Fook Weng
Pua Poh Heng	Tan Kok Huan	Wong Chiew Mann
Quek Gim Pew	Tan Li Kiang	Wong Choong Yi Peter
Quek Kwang Sieah	Tan Meng Hor Freddie	Wong Ging Jik Peter
Ramalingam Paramasivam	Tan Nguan Chee	Wong Phui Lun Joseph
Ratna Djojokusumo Santosa	Tan Phaik Har Aileen	Wong Poh Chun
Robert Faferko	Tan Pheck Lan Jeannie	Wong Pui Ying
Romeo Jr Garcia	Tan Shern Liang	Wong Siew Lien
Rudy Tjahjana	Tan Shong Ye	Wong Sui Yee
Sachi Suresan	Tan Sieu Lee Amelia	Wong Te-Ping
Seah Wong Chi	Tan Siew Kia	Wong Yunn Chii
See Yen Tarn	Tan Siew Ooa	Wui Sai Hong
Seet Iris	Tan Siok Lan	Yap Lian Eng
Seet Robert	Tan Sze Hui Karen	Yap Zhee Lian
Seet Ting Lai	Tan Teck Peng	Yeo Yeehan
Seow Hwee Hoon Doreen	Tan Tin Kwang	Yeoh Choon Jin
Shariff Nureen Naushadali	Tan Yee Tiang	Yeoh Soon Hwa
Shaw Priscylla	Tan Yong Yong	Yong Chin Chin
Sim Choon Lang	Tan Yun Joo	Yoong It Siang
Sim Siah Kwang	Tay Chia Hui Audrey	
Song Loo See	Tay Eng Huat	
Song Sung Do	Tay Sor Hoon	
Soon Yu Tiong	Tay Tunn Ren	
Sriwattanatamma Patra	Tay Victor	
Sulaiman Halim	Tea Kum Wai Angie	
Sulaizah Saptoe	Teng Puay Hoon	

Corporate Governance

Governance , Structure and Management

The Board of Management (the “Board”) of the Charity may comprise up to ten board members and up to four co-opted board members. The Board is elected by members of the Charity in the Annual General Meeting (AGM).

As at 31 March 2020, the Board comprised nine board members and one co-opted board member who were elected by the Board, as per the Constitution of the Charity. The Board was assisted by an Advisor to the Charity. The Board met four times as at 31 March 2020 since 31 March 2019 and will be meeting once more at the AGM to approve the publication of this Annual Report and Financial Statements.

The Board sets and regularly reviews the Charity’s strategic direction and oversees governance of the Charity. The Board is responsible for upholding the Charity’s values and ensures the Charity achieves its objectives. The Board also guides and supports the Chief Executive Officer (CEO) and approves annual budgets.

During the Annual General Meeting on 4 July 2019, Mr Tan Shong Ye was elected as the Vice President, Mr Lim Neo Chian was elected as the Secretary and Ms Lilian Tham was elected as the Treasurer of Home Nursing Foundation (HNF) as part of the succession plan. In addition, the Board welcomed a new co-opted board member, Ms Jenny Ong, and elected two ordinary board members, Ms Low Beng Hoi and Mr T. K. Udairam. Ms Charmaine Chow was converted from a co-opted board member to an ordinary board member. During the Extraordinary General Meeting on 31 January 2020, Ms Priscylla Shaw retired as President of HNF after nine years of service.

The Board welcomed Mr T. K. Udairam as the newly appointed President.

Ms Aileen Tan had served on the Board for a total of 10 years in 2019 and was re-elected to serve an additional year for 2020. We have requested Ms Aileen Tan to stay on for another year as HNF has been expanding into the community with the launch of Wellness@Hougang Day Care & Rehabilitation Centre, and another upcoming centre at Buangkok. Ms Aileen Tan’s expertise in staff recruitment and branding matters remain crucial to the Board and Management team.

Executive Committee and Committee

Of the ten board members, four formed the Executive Committee, comprising the President of the Charity, the Vice-President, the Treasurer and the Secretary. In addition, the Board is supported by an Audit and Risk Management Committee, a Communications and Development Committee, a Clinical and Continuing Education Committee, a Staff and Remuneration Committee, and an Investment Advisory Committee. The Executive Committee and the Committees have specific responsibilities in accordance with the terms of references for their committees.

All board members and co-opted board members serve on one or more committees. The President of the Charity chairs the Executive Committee, and invites board members to chair and serve on the Committees. The Committees provide counsel, expertise and support to the CEO and senior management of the Charity. The advisor(s) provide invaluable advice and support to the Board and help inform the short and long term strategies and directions undertaken by the Charity. The Executive Committee and all Committees meet regularly, with the CEO in attendance.

HNF Board of Management for FY2019/20

Position	Key Directorships & Appointments	Attendance at Board Meeting in FY19/20
President	Ms Priscylla Shaw (till 31 Jan 2020) Co. Director (The Shaw Organization Private limited)	4/4
	Mr. T. K. Udairam (from 31 Jan 2020) Chief Operating Officer (Sheares Healthcare Management Pte Ltd)	3/4
Vice President	Mr Tan Shong Ye Partner/Advisory (PricewaterhouseCoopers LLP)	2/4
Secretary	Mr Lim Neo Chian Retiree	1/4
Treasurer	Mrs Tan Fong May (till 4 Jul 2019) Retiree	1/4
	Ms Lilian Tham Ee Mern (from 4 Jul 2019) Chief Operating Officer, Asia Pacific (Schroders Investment Management)	1/4
Board Member	A/Prof Chow Yeow Leng Associate Professor & Director of Student Affairs (National University of Singapore)	3/4
	Ms Aileen Tan Group Chief Human Resources Officer (Singtel)	1/4
	Ms Goh Shuet-Li Director (La Putri Pte Ltd)	1/4
	Mrs Deby Saroujiyu Palakrishnan Consultant, Community Care Service. (National Kidney Foundation)	3/4
	Ms Low Beng Hoi Director of Nursing (Khoo Teck Puat Hospital/Yishun Health)	2/4
	Ms Charmaine Chow Executive Director, Group Compliance, (United Overseas Bank)	2/4
Co-opted Board Member	Ms Ong Hwee Ling Jenny Financial Consultant (Visvires Capital Asia Pte Ltd)	2/4
Board Advisor	A/Prof Peter Lim Ai Chi Group Chief Risk Officer (Singhealth Group)	2/4

Remarks :
The following board members stepped down before our financial year ended 31 March 2020.

- Ms Priscylla Shaw (as at 31 Jan 2020)
- Ms Goh Shuet-Li (as at 4 Jul 2019)
- Mrs Tan Fong May (as at 4 Jul 2019)

The following Board members were elected at during the 34th AGM held on 4 July 2019

- Mr T. K. Udairam
- Ms Low Beng Hoi

Ms Ong Hwee Ling Jenny was inducted as a Co-opted Board member on 11 July 2020.

Corporate Governance

HNF Board Committees For FY2019/20

Audit and Risk Management Committee

Chairman

Mr Tan Shong Ye

Members

Mr Lim Neo Chian

Mr T. K. Udairam

Ms Jenny Ong

Secretariat

Head, Finance

Communications & Development Committee

Chairman

Ms Priscylla Shaw (till 31 Jan 2020)

Ms Charmaine Chow (from 27 Apr 2020)

Members

Ms Jenny Ong

Mrs Deby Saroujiyu Palakrishnan

Ms Aileen Tan

Ms Lilian Tham

Secretariat

Head, Communications & Development

Clinical & Continuing Education Committee

Chairman

A/Prof Chow Yeow Leng

Members

A/Prof Peter Lim Ai Chi (Advisor)

Mrs Deby Saroujiyu Palakrishnan

Ms Low Beng Hoi

Mr Sairam Azad (co-opted)

Ms Long Chey May (co-opted)

Ms Rachel Marie Towle (co-opted)

Dr Low Shoulin (co-opted)

Dr Ng Wai Chong (co-opted)

Dr Shawn Goh (co-opted)

Secretariat

Director of Nursing & Head,
Social Welfare

Staff & Remunerations Committee

Chairman

Ms Aileen Tan

Members

Mr T. K. Udairam

Mrs Deby Saroujiyu Palakrishnan

Ms Lilian Tham

Secretariat

Head, Human Resource

Investment Advisory Committee

Chairman

Ms Lilian Tham (till 28 Feb 2020)

Mr T. K. Udairam (from 28 Feb 2020)

Members

Mr Tan Shong Ye

Mrs Sally Woo (co-opted)

Mr Soon Yong Kwee (co-opted)

Secretariat

Head, Finance

Facility Medifund Committee

HNF formed its Facility Medifund Committee on 1 June 2013.

The following members were approved by Ministry of Health (MOH) as HNF's Facility Medifund Committee for the term of office dating 30 July 2018 to 31 March 2021.

1. Ms Chua Ee Cheng (Chairman)
2. Mr Lim Chong Chee

The term of office for the following members is dated 1 June 2017 to 31 March 2021.

1. Mr Chua Wei Bin
2. Mr Jeremy Lee

In FY2019/20, 433 patients have benefitted from this fund and the committee will continue to deliver assistance to our needy patients.

Governance

Investment and Reserves Policy

The Board is prudent with funds and endeavours to ensure that all money donated by the public is spent and managed appropriately, in accordance with charity law and in line with the wishes of the donors. The Board also oversees the management of investments and reserve funds.

Professional Advisers

Statutory Auditor:
RSM Chio Lim LLP
Legal Advisor (Honorary):
WongPartnership LLP

Officers

Ms Gladis Tern (Head, Finance)

Investment Policy

There are two elements to the Investment Policy of HNF, operating two types of investment pools:

- a. Investment-grade Bonds
- b. Cash and Fixed Deposit Funds

The Board ensures that the money held by HNF is invested prudently and profitably over the long term.

The aim for the Bonds portfolio is to meet the income needs of the charity

and to grow capital and income over the long term at a low level of risk, whilst the Cash and Fixed Deposit portfolio aims to meet the income needs of the charity. Investment performance is measured against current fixed deposit rates of the main local banks, agreed by the Board at quarterly meetings.

As at 31 March 2020, the value of the portfolio investment funds was \$25,174,643

Reserves Policy

The Board endeavours to hold sufficient funds in reserve to meet the Charity's needs for approximately three years as a minimum.

Unrestricted Funds comprise donations and other charitable income received for general purpose charitable use. A portion of donations is designated by the Board for particular future purposes and is held pending application to respective designations. Unrestricted funds are often derived from unsolicited donations, rarely from legacies and are therefore unpredictable.

Restricted Funds would be established where monies are donated to HNF for special purposes. Such funds would be held in accordance with the wishes of the donors and used only when a purpose for which they are intended arises.

At 31 March 2020, the balance of the Restricted and Unrestricted funds totalled \$31,060,506.

Expenditure for FY2019/20 was \$13,047,085 (Expenditure is met by a combination of government funding, donations and patient fees).

Corporate Governance

Future Commitments

Our purpose to empower our clients and caregivers through excellent clinical care and all round support, will be achieved through collaborations and new programmes.

We aim to improve the quality of life of our seniors and their families through palliative care programme, suicide intervention, as well as psychosocial support for persons with dementia. HNF will also be opening our second Senior Care Centre, HNF Wellness@Buangkok, located at Blk 992A Buangkok Link. Seniors in the Buangkok community can look forward to an array of services including day care and physical rehabilitation, community nursing, as well as community and volunteer activities at our inaugural Active Ageing hub.

HNF will continue to explore new collaborations with our community partners as we create more accessible and holistic care for our frail and vulnerable patients. One such collaboration is with Tan Tock Seng Hospital, where HNF's advanced practice nurses, nurse clinicians and critical-care trained nurses will co-manage stable ventilator-assisted individuals and patients at risk of ventilation in the community under the new Home Ventilation & Respiratory Support Services.

The changing needs of the community and the recent pandemic outbreak also presented an unprecedented challenge for HNF. Apart from clear clinical guidelines and protective equipment, and implementation of staff segregation rosters to keep our staff and patients safe, we rapidly stepped up our capabilities to provide all-round care through tele-home care services for suitable Home Nursing, Home Therapy and Home Medical patients. Our Community Rehabilitation and Senior Day Care also conducts active Tele-rehabilitation as well as daily reality

orientation, dementia activities, and maintenance exercises, through video conferencing platforms.

Conflict of Interest Policy

All board members and staff are to understand and comply with HNF's Conflict of Interest Policy which requires each to ensure deliberations and decisions made are in the best interest of HNF. The party involved shall make full disclosure, the nature and extent of any relationship, arrangement, contract or agreement, which may result in a conflict of interest, real or perceived.

Board members and staff will not participate in decision-making and approvals of transactions to which they have a conflict of interest.

All board members and staff will be required to file in writing, an updated declaration on an annual basis. However, if at any time following the filing of his or her declaration there occurs any material change in the information contained in the declaration given, either by way of addition or deletion, that board member or staff shall file a supplementary declaration describing such change, as soon as reasonably possible.

Governance Evaluation Checklist

(Covering period 1 April 2019 to 31 March 2020)

HNF falls under Advanced Tier of Guidelines for purposes of the Code of Governance for Charities and Institutions of a Public Character.

The Advanced Tier is applicable to large IPCs with gross annual receipts of \$10 million or more. The Governance Evaluation Checklist covers only the key principles and guidelines in the Code of Governance for Charities and IPCs.

The following disclosures have been made public through the Charity Portal.

S/No	Code Description	Code ID	Compliance
BOARD GOVERNANCE			
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied
	Are there governing board members holding staff ¹ appointments? (skip items 2 and 3 if “No”)		No
2	Staff does not chair the Board and does not comprise more than one-third of the Board.	1.1.3	-
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	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) can only serve a maximum of 4 consecutive years.	1.1.7	Complied
	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.		
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)		Yes
7	The charity discloses in its annual report the reasons for retaining the governing board member who has served for more than 10 consecutive years. ²	1.1.13	Complied
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied
CONFLICT OF INTEREST			
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied
STRATEGIC PLANNING			
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity’s activities are in line with the charity’s objectives.	3.2.2	Complied
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied

Notes:

¹ 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.

² Ms Aileen Tan’s term was extended beyond 10 years to support HNF’s expansion of services into the community.

Corporate Governance

S/No	Code Description	Code ID	Compliance
HUMAN RESOURCE AND VOLUNTEER³ MANAGEMENT			
13	The Board approves documented human resource policies for staff.	5.1	Complied
14	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied
15	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied
	Are there volunteers serving in the charity? (skip item 16 if “No”)		Yes
16	There are volunteer management policies in place for volunteers.	5.7	Complied
FINANCIAL MANAGEMENT AND INTERNAL CONTROLS			
17	There is a documented policy to seek the Board’s approval for any loans, donations, grants or financial assistance provided by the charity which are not part of the charity’s core charitable programmes.	6.1.1	Complied
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied
19	The Board ensures that reviews on the charity’s internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied
20	The Board ensures that there is a process to identify, and regularly monitor and review the charity’s key risks.	6.1.4	Complied
21	The Board approves an annual budget for the charity’s plans and regularly monitors the charity’s expenditure.	6.2.1	Complied
	Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if “No”)		Yes
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied
FUNDRAISING PRACTICES			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if “No”)		Yes
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied
	Did the charity receive donations in kind during the financial year? (skip item 24 if “No”)		Yes
24	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied

S/No	Code Description	Code ID	Compliance
DISCLOSURE AND TRANSPARENCY			
25	The charity discloses in its annual report – (a) the number of Board meetings in the financial year; and (b) the attendance of every governing board member at those meetings.” Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if “No”)	8.2	Complied No
26	No governing board member is involved in setting his own remuneration.	2.2	-
27	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated. Does the charity employ paid staff? (skip items 28, 29 and 30 if “No”)	8.3	- Yes
28	No staff is involved in setting his own remuneration.	2.2	Complied
29	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity’s subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4	Complied
30	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff is a close member of the family ⁴ belonging to the Executive Head ⁵ 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. OR The charity discloses that there is no paid staff, being a close member of the family ⁴ belonging to the Executive Head ⁵ or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5	Complied
PUBLIC IMAGE			
31	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied

Notes:

3 Volunteer: A person who willingly serves the charity without expectation of any remuneration.

4 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 dependant of the Executive Head or governing board member.

(d) the dependant of the Executive Head’s or governing board member’s spouse.

5 Executive Head: The most senior staff member in charge of the charity’s staff.



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