

Empowering Lives, Enabling Joy

Annual Report 2020/21



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Empowering Lives, Enabling Joy

The theme relates to HNF's purpose statement of empowering its patients to live with joy through quality care and all-round support. Our trusted team of professionals embrace a holistic approach to bring excellent care and support to help our patients live with joy in the community.

President's Message



Our redefined purpose statement “We empower you to live with joy through quality care and all-round support” is our promise to all we care for. We will strive to deliver quality care tailored to the needs of those we serve so that they can live a life of dignity and are cared for with compassion.

We continued to provide care and support for those in need even during the Circuit Breaker period, by rallying to organise ourselves to make sure all our clients could be cared for safely. Our nurses and care teams arranged to provide care on and off-line, our support staff made sure supplies were delivered to direct care teams, and that all the supplies and tools they needed were available, from Personal Protection Equipment to training to funds. **Our People** rose to the occasion admirably.

At the Singapore Health Quality Service Award 2020, 26 of our colleagues were held up as outstanding healthcare professionals who contributed to the nation’s fight against COVID-19. Senior Staff Nurse Susan Seah Ah Moy, who has served as a nurse for more than 30 years, was the Individual Gold Award Recipient for the Community Care Excellence Award 2020.

In a challenging year, **our donors** continued to step up, enabling us to continue supporting our frail, needy and vulnerable beneficiaries. Despite the cancellation of physical fundraising events, we received over \$2.78 million in donations this financial year.

Besides longstanding donors and sponsors including Aastar Pte Ltd, HEB-Ashram Halfway House, Sumitomo Corporation Asia & Oceania and Singapore Telecommunications Limited, many people donated to our fundraising campaigns – ‘Keep Our Nurses Safe’ and ‘Bless our Patients with your Solidarity Payout’. Others donated masks and hand sanitisers when we ran short of these essentials for our staff.

Against this backdrop, we remained resilient as we explored new fundraising opportunities, leveraging new virtual fundraising platforms and working with new partners including several home-based bakers, Food Playground, The Pilates Place and TENA.

Despite the suspension of many events and activities, **our volunteers** continued bringing joy and comfort to our patients at home. They were a source of inspiration to us as they continued to support

those in need, despite their own challenges.

Amongst over 300 volunteers were GrabHitch drivers who delivered SG care packs comprising essential items to our frail and homebound seniors, as well as celebrities including Mediacorp artistes Xiang Yun and Ben Yeo who paid home visits to cheer up seniors on the International Day of Older Persons.

I would like to put on record my sincere appreciation to **our Board, management and staff** for their dedication and commitment. 2021 will continue to be a challenging year. Let us continue to work together to deliver trusted care and shape a connected community to bring joy and comfort to those we serve.

Mr T.K. Udairam
President
Board of Management
Home Nursing Foundation

CEO's Message

2020 may have been extraordinarily challenging, but it presented us with unprecedented opportunities for growth and innovation, even as we served our mission and provided care to the frail and vulnerable.

Our team of healthcare professionals provided 53,870 home visits, including 36,751 nursing visits, 5,805 medical visits, 3,463 therapy visits, 7,685 home personal care visits and 166 caregiver training visits.

In line with our new thrust to empower more seniors in the community to independently **age well**, we opened our second senior care centre, HNF Wellness@Buangkok. Despite the COVID-19 pandemic, we scaled up our digital capabilities and rolled out TeleMedicine and Home Therapy on Zoom to continue caring for our home-bound patients.

We built up our **clinical capabilities** in tending to patients suffering from neuromuscular diseases and those with intellectual disabilities, in our new partnerships with the National Neuroscience Institute and the Tsao Foundation.

Our staff remains our bedrock, as the team continued to expand their skill sets and knowledge to better serve our seniors in the community. We are also proud to share that two HNF nurses received the Community Care Manpower Development Scholarship Award - Senior Staff Nurse Ms Chong Yuk Fong who has already obtained her

Advanced Diploma in Gerontology and Ms Lily Suriani Binte Ramlee, who will undertake the Diploma in Nursing. Their knowledge will enable us to provide better care for our patients.

As community partners, we supported the **national fight against the COVID-19 pandemic** when we helped to train over 600 volunteers to perform nasopharyngeal swabs and support Singapore's testing capacity to minimise outbreaks in dorms and community facilities, in mid-2020.

Our nurses also started performing swabs for nursing homes and homebound patients, saving them from the hassle and potential exposure if they were to be transported to the testing facilities.

Going forward, **2021 is our 45th year of service**. HNF has grown steadily from a nursing procedure-based charity, to a leading home healthcare charity delivering comprehensive nursing, medical, therapy and personal care services to support our patients' care needs in their homes.

In these challenging times, we will continue to walk the journey with our patients and their caregivers, as our team work together as one, to build meaningful relationships and improve their lives.

Dr Christina Tiong
Chief Executive Officer
Home Nursing Foundation



Board of Management



1. Mr T.K. Udairam
 President
 Group 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
 PricewaterhouseCoopers
 Risk Services Pte Ltd
 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
 Secretary
 Chief Operating Officer,
 Eastspring Investments
 Secretary: 24 Aug'20 – Present
 Treasurer: 4 Jul'19 – 24 Aug'20
 Date of 1st Appointment to the Board: 17 Apr'17

4. Ms Ong Hwee Ling Jenny
 Treasurer
 Financial Consultant
 Visvires Capital Asia Pte Ltd
 Treasurer: 24 Aug'20 – Present
 Date of 1st Appointment to the Board: 11 Jul'19

5. Ms Low Beng Hoi
 Board Member
 Director of Nursing
 Population Health &
 Community Transformation,
 Khoo Teck Puat Hospital,
 Yishun Health
 Date of 1st Appointment to the Board: 4 Jul'19

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

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

8. Mr Teo Hui Yu Richard
 Board Member
 (New)
 Chief Executive Officer
 Ascom AG
 Date of 1st Appointment to the Board: 18 Jun'20

9. Ms Lim Choon Noi
 Co-opted Board Member
 (New)
 Financial Consultant
 Date of 1st Appointment to the Board: 22 Jul'20

10. Mr Goh Jia Yong
 Co-opted Board Member
 (New)
 Partner
 Ernst & Young Advisory
 Pte Ltd
 Date of 1st Appointment to the Board: 22 Jul'20

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

Senior Management



Mr Malcolm Lau
Head, Management Information System



Ms Felicia See
Head, Human Resource

Dr Christina Tjong
Chief Executive Officer
Date of Appointment:
10 Jan'18

Ms Emily Goh
Head, Finance



Mr Brandon Ow Yong
Head, Social Welfare



Ms Loi San San
Head, Communications & Department



Ms Chiang Jiarong
Team Lead, Home Therapy

Our Year in Numbers

HOME CARE SERVICE OVERVIEW



4,715

Total number of Home Care patients served



1,774

Number of new patients admitted to Home Care Service



53,870

Total number of home visits made for Home Nursing, Medical, Therapy and Home Personal Care

HOME NURSING



3,867

Number of home nursing patients



36,751

Number of home nursing visits

NUMBER OF EXTENDED-HOURS EMERGENCY NURSING VISITS



162

Visits

CAREGIVER TRAINING VISITS



166

Visits



CENTRE-BASED SERVICE OVERVIEW



150

Total number of Senior Care Centre clients served


1,050

Day Rehabilitation Sessions

7,909

Day care attendance

Footnote:
Wellness@Buangkok started operation in October 2020.



TOP 5 HOME NURSING SERVICES PROVIDED TO PATIENTS

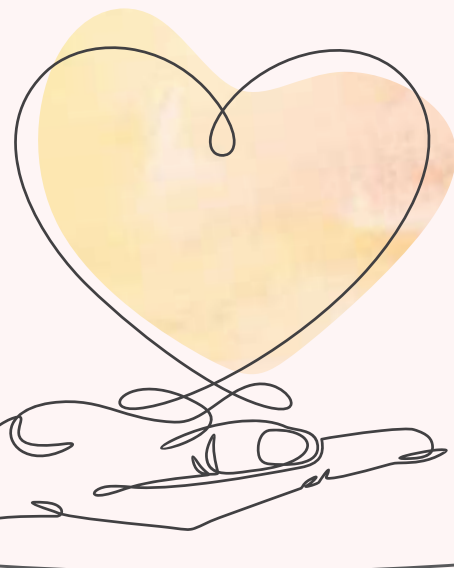
12,903
Wound Care

6,023
Nasogastric Tube Feeding Management

4,531
Medication Management

5,428
Urinary Catheter Management

1,700
Chronic Illness Management



HOME MEDICAL



5,805

Number of home medical visits made



1,850

Number of home medical patients served

HOME THERAPY



3,463

Number of home therapy visits made



903

Number of home therapy patients served

HOME PERSONAL CARE



7,685

Number of home personal care visits made



233

Number of home personal care patients served

PATIENT DISCHARGED DUE TO CARE GOALS MET



140

Number of patient discharged (Home Nursing)
Discharged due to wound healed



34

Number of patient discharged (Home Therapy)
Discharged due to goals met

SOCIAL WORK



1,648

Estimated number of patient requiring psycho-social assistance from MSW

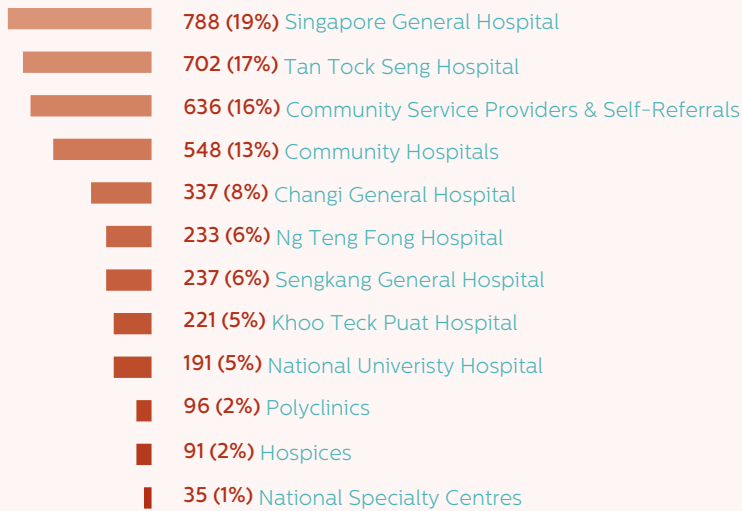


434

Total number of patients supported with Medifund

REFERRALS BREAKDOWN

(inclusive of SCC clients) - By referral source



4,328

Number of Home care referrals received

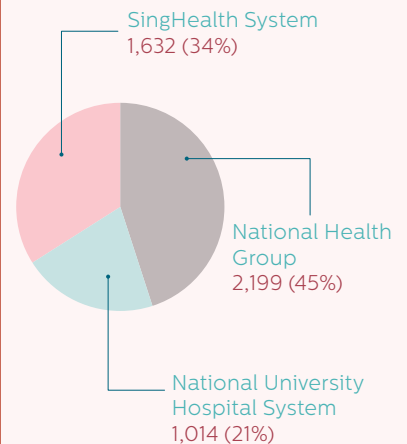
193

Number of Centre-based referrals received

SERVICES BREAKDOWN

(inclusive of SCC clients) - By Zone

Number of HNF patients staying in each Regional Health System





Enriching Care

Through our quality care and support, we enrich the lives of our patients and their caregivers, enabling them to keep well and live meaningfully.





Rising to the COVID-19 Challenge

In response to the COVID-19 pandemic, we swiftly adapted in order to continue providing the best care and support for our patients.

ZOOM HOME THERAPY

Instead of conducting physical therapy sessions in our patients' homes, we went online and used video conferencing platform Zoom when Singapore entered Circuit Breaker mode in April 2020. The virtual demonstrations and guided instructions from our therapists enabled the elderly to keep fit at home, and stay safe from possible COVID-19 exposure in the community. We continued the sessions - which were supported by the Agency for Integrated Care and offered to suitable patients at no additional cost - even after the Circuit Breaker was lifted in July as our patients found it convenient.

“TeleMedicine is a complementary part of our home medical care services, and physical consultations are still conducted for patients when required.”



ZOOM DOCTOR'S CONSULTATIONS

TeleMedicine was started in July 2020 so that our patients could stay safe at home but still consult with our doctors, via Zoom. Offered to home care patients in stable condition who had competent caregivers and were on a four to six-monthly review period, the doctor would conduct a virtual assessment and consultation for routine medical reviews, and prescribe medication. Patients received their prescriptions by mail to purchase their medicines. TeleMedicine is a complementary part of our home medical care services, and physical consultations are still conducted for patients when required.



SUPPORT FOR HNF WELLNESS CLIENTS

As daycare services and day rehabilitation programmes at HNF Wellness@Hougang were temporarily suspended during the Circuit Breaker, we prepared training materials for our patients' caregivers so they could provide similar levels of care at home. In cases where medical and nursing support was needed, our team visited their homes to provide home-based care. To continue engaging the seniors, we also conducted live sessions and social activities on Zoom.

JOINING THE NATIONAL FIGHT AGAINST COVID-19

To boost COVID-19 swab capabilities in the community, our nursing team was appointed by the Ministry of Health, Agency for Integrated Care, and Temasek-linked institutions to conduct training sessions between May and August for 627 staff and volunteers. Our nurses also carried out COVID-19 swabs and serology tests for staff and residents in nursing homes, homebound patients and quarantined individuals.

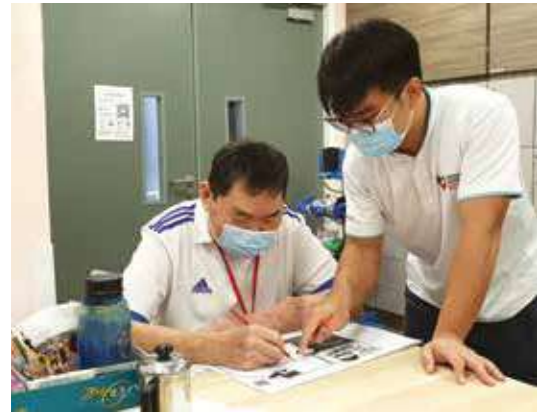


OPENING OF HNF WELLNESS@BUANGKOK

In addition to HNF Wellness@Hougang, we opened our second HNF Wellness centre in October 2020. Like our first centre, HNF Wellness@Buangkok delivers a range of day care and day rehabilitation activities, including art and craft sessions, news sharing and group exercises, which keep our seniors happy, healthy and engaged.

SOFTENING THE PAIN OF END-OF-LIFE CARE

When confronted with a terminal disease, patients, their caregivers and families need kind words and a helping hand. To help them cope with stress and psychological distress, we started the Palliative Social Work Unit in September 2020. Our social workers helped 40 of such patients and their families in FY20/21, by sharing coping strategies and helping them to improve their mental well-being.



BOOSTING CARE FOR NEUROMUSCULAR PATIENTS

To provide better care for homebound patients suffering from neuromuscular diseases like dementia, Parkinson's disease and other neurological conditions, five HNF nurses underwent training at the National Neuroscience Institute (NNI) to boost their knowledge in areas including care intervention and assessment. Under this NNI Community Health Project, we have worked with NNI to co-manage over 20 patients since November 2020.





PROFILE OF HNF CENTRE-BASED PATIENTS

140

Clients receiving subsidies for HNF Services

4

Patients on financial assistance

“The collaboration between HNF and IDS, which started in July 2020, provides better all-round care for these patients.”

BETTER CARE FOR PATIENTS WITH INTELLECTUAL DISABILITIES

For our patients with intellectual disabilities, HNF provides medical and nursing services while a specialized Intellectual Disability Service (IDS) team from the Hua Mei Clinic looks after their mental health and well-being,

as well as that of their aging caregivers. The collaboration between HNF and IDS, which started in July 2020, provides better all-round care for these patients. Multi-disciplinary rounds are conducted every quarter to provide effective care planning and coordination for each case.



PROFILE OF HNF HOME CARE PATIENTS

4,240 No. of patients age 60 & above

2,862 No. of patients who are bed bound or have mobility issues

4,153 Clients receiving subsidies for HNF Services

395 Patients on financial assistance

Enhancing Capabilities

In bringing holistic and trusted care to our patients, we are committed to research, training and collaboration to deliver the highest standards of service.





Awards

SINGHEALTH QUALITY SERVICE AWARDS (SHQSA) 2021 - COVID-19 HEALTHCARE HERO AWARDS

In a special 2021 edition of the annual SHQSA, themed “Celebration of Unity” to honour those who contributed significantly in Singapore’s fight against the COVID-19 pandemic, 26 HNF staff received the COVID-19 Healthcare Hero Award. Beyond their daily work, they had conducted swab training sessions for their healthcare colleagues and volunteered their services in the community.



Thank you from the bottom of our hearts for all the hardship and sacrifices you went through to bring care and joy to our patients and their families in their homes throughout the pandemic!

Dr Christina Tiong
CEO



HONOURING OUR HEALTHCARE HEROES



COMMUNITY CARE EXCELLENCE AWARDS (CCEA) 2020

The biennial CCEA recognises and celebrates the contributions of Community Care staff who demonstrate exemplary service and commitment. The recipient of the Individual (Gold) Award was our Senior Staff Nurse, Susan Seah Ah Moy.



28 HERO WINNERS



SINGAPORE HEALTH
QUALITY SERVICE AWARDS
2021

COMMUNITY CARE MANPOWER DEVELOPMENT AWARDS 2020

Two HNF nurses received scholarships awards. Their further studies would enable them to expand on their skill sets and knowledge to better support and meet the healthcare needs of the elderly in the community.

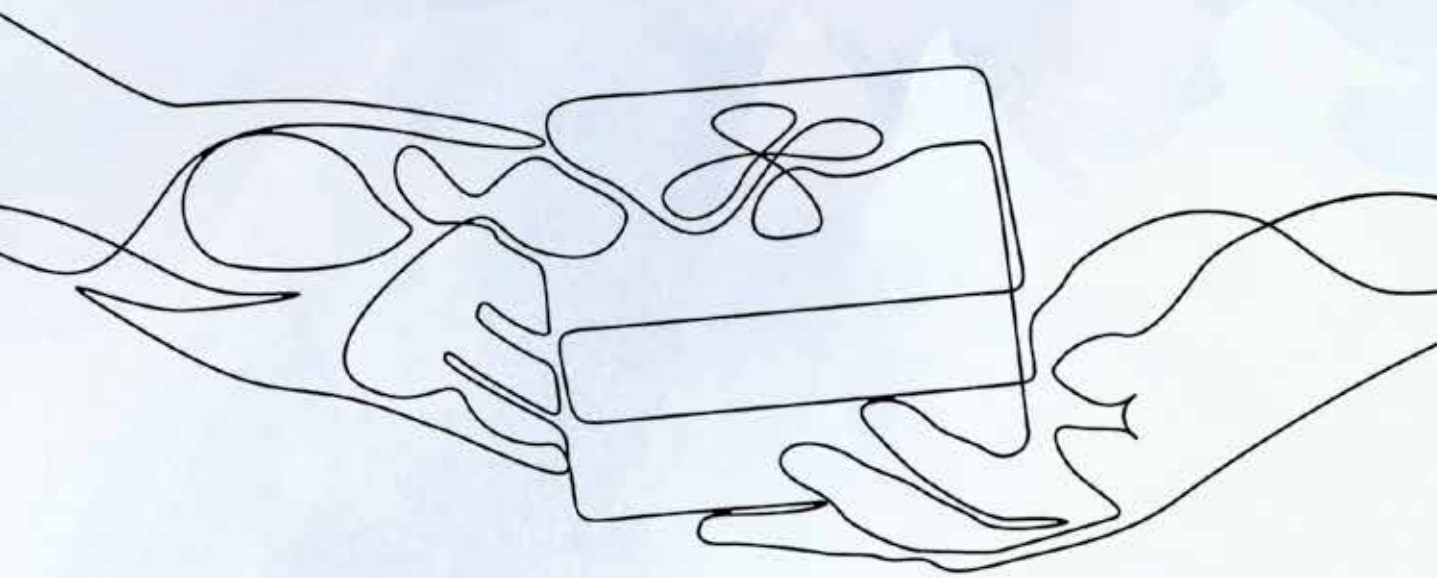


Senior Staff Nurse
Chong Yuk Fong



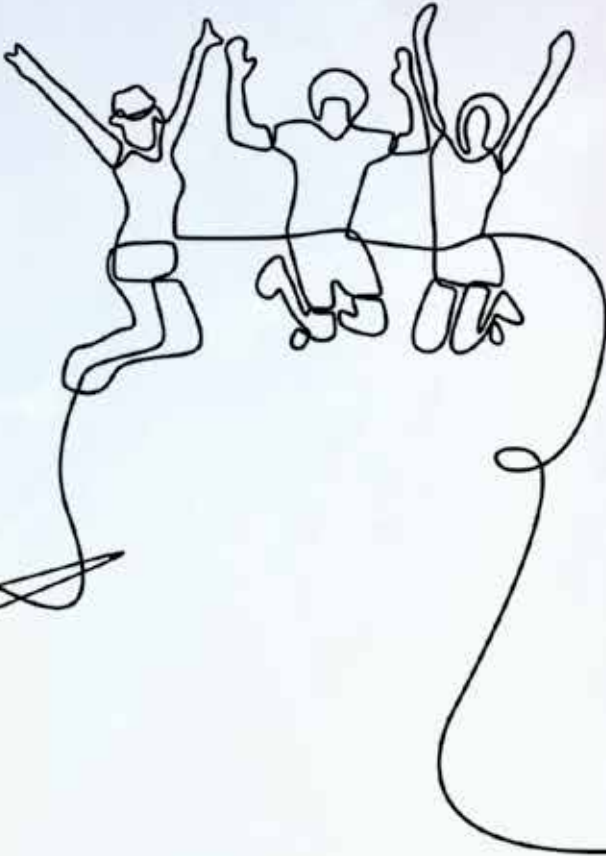

GROWING COMMUNITY CARE CAPABILITIES FOR TOMORROW


Recipient	Course
Senior Staff Nurse, Chong Yuk Fong	Advance Diploma in Gerontology (Apr to Nov 2020)
Senior Enrolled Nurse, Lily Suriani Binte Ramlee	Diploma in Nursing (Apr 2020 to Mar 2023)



Extending Joy

The support of our donors and volunteers uplifts us as we journey together with our patients to bring them hope and extend joy in their lives.



Fundraising

COVID-19 FUNDRAISING CAMPAIGNS

We ran two fundraising campaigns in April 2020 to rally support for our clinical colleagues and patients. The “Keep Our Nurses Safe” campaign raised \$43,979, which was used to purchase essential medical supplies for our nurses. The “Bless our Patients with your Solidarity Payout” campaign – where Singaporeans could donate their government-issued Solidarity payouts to non-profit organisations – raised \$29,755, which would fund home care services for our vulnerable patients.

FIRST HNF TOTE BAG

We launched our first merchandise item – a trendy, reusable HNF tote bag in December 2020. Featuring our healthcare team, our elderly and their caregivers as adorable animal characters, we raised \$3,802 from bag sales.



“The “Keep Our Nurses Safe” campaign raised \$43,979, which was used to purchase essential medical supplies for our nurses.”



On average, our patients use around **3** pieces of **TENA Slip** per day.

In the month of February, TENA and NTUC FairPrice (Trading) will match dollar for dollar donation to purchase and deliver adult diapers to our patients.

In Partnership With: **TENA** **FairPrice** Beneficiary: **HOME NURSING FOUNDATION**

RAISING FUNDS FOR ADULT DIAPERS

In February 2021, TENA and NTUC FairPrice Trading matched every dollar raised in “Donate TENA Adult Diapers for HNF Patients”. \$20,730 was raised and used to purchase and deliver adult diapers to our less privileged patients.

THANK YOU TO OUR CORPORATE PARTNERS

In a year when non-profits suffered from a drop in donations, we were thankful when numerous organisations continued to support us.

- Thirteen home-based businesses (HBB) came together during the National Day HBB campaign in August 2020, preparing brownies, cookies, pizzas, abacus seeds, yam cakes, and a variety of National Day snacks to raise \$1,318 for HNF.



Partner: **WellM** Beneficiaries: **HOME NURSING FOUNDATION** **RARE**

- WellM, a distributor that manufactures healthcare products in Singapore, donated funds and disposable 3-ply masks to HNF. It gave out about 80 boxes of masks to HNF, ContributeSG, and the Rare Disorder Society.

- Pilates Gives, comprising a group of Pilates instructors, conducted several workout sessions to raise \$7,889 for HNF.

Volunteer Management & Sponsorship

KEY ENGAGEMENTS



305

Total number of volunteers engaged



1,080

Total number of volunteer hours



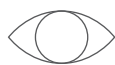
845

Followers on Instagram



4,975

Followers on Facebook



84,669

Website page views



Hillrom for HUMANITY has fulfilled 33 patients' wish list campaign 2020



GrabHitch drivers delivered 105 SG Care Packs to our frail and vulnerable patients

HAMPERS AND WISHLIST

- Bi-Monthly Groceries Hampers Sponsorship by HEB-Ashram Halfway House
- GIC Private Limited fulfilled the wish list of 116 HNF needy patients, by providing them with electrical appliances and essential groceries



“Hillrom for HUMANITY supported our Grant A Wish Christmas campaign and granted 33 HNF patients’ wish list items.”



Gain an insight on Ms Lee's first volunteer activity with us



Scan and be inspired by our beneficiary, Mr Peh with us

items under our Grant A Wish Christmas



GIC Private Limited's staff participated in the befriending programme at our Wellness centres



Seven students engaged our seniors with meaningful social activities during their school holidays



Tokio Marine Life sponsored 200 boxes of mooncakes for HNF staff and patients in celebration of the Mooncake Festival 2020



Bimonthly haircuts for clients at Wellness Centres by Shunji Matsuo Hair Studio



CNY celebration by Sumitomo Corporation Asia & Oceania Pte Ltd

FESTIVE CELEBRATIONS

CNY celebration – By Tokyo Electron Singapore Pte Ltd

HOME IMPROVEMENT PROGRAMME

House cleaning by Sentosa Development Corporation



Mediacorp artistes Romeo Tan, Bonnie Loo and Tyler Ten visited Wellness@Buangkok in celebration of the Chinese New Year (CNY)



Volunteer orientation and training for Chong De Cultural Society volunteers



Our virtual donors' and volunteers' appreciation lunch 2021

INAUGURAL VIRTUAL DONORS AND VOLUNTEERS APPRECIATION LUNCH — 26 MARCH 2021

Our first virtual donors' and volunteers' appreciation lunch over Zoom involved 64 donors, volunteers and community partners. They were touched to receive handmade pressed flower gifts, made by our patients and clients. We also hosted our first virtual auction and raised \$8,769 to support our beneficiaries.



Visits by Mediacorp artist Ben Yeo



Read the full stories of our seniors who celebrated the International Day of Older Persons with our celebrities



CELEBRITIES CELEBRATE INTERNATIONAL DAY OF OLDER PERSONS

Held on 1st October every year, our 2020 International Day of Older Persons campaign highlighted how our seniors had overcome challenges in their lives and remained resilient as they aged with purpose and dignity. Mediacorp artistes Xiang Yun and Ben Yeo visited our patients and brightened their day with light-hearted chatter.



Our patient together with HNF staff and Mediacorp artist Xiang Yun

Appreciation

CORPORATES

\$50,000 AND ABOVE

Amazon Asia-Pacific
Credit Suisse AG
Singapore Telecommunications Ltd
Woh Hup Trust

\$10,000 - \$49,999

Adisseo Asia Pacific Pte Ltd
Allianz SE Insurance Management Asia Pacific
Azalea Investment Management Pte Ltd
Deutsche
Fusion Trade Pte Ltd
Ho Bee Foundation
Infineum Singapore LLP
PraxisIFM Nerine (Hong Kong) Limited
RSM Chio Lim LLP
Silicon Laboratories International Pte. Ltd
Singapore Rubber Millers Association
Singapore Totalisator Board
Teo Soon Seng Pte Ltd
The Keppel Club

\$5,000 - \$9,999

Aastar Pte Ltd
Mellford Pte Ltd
Pavilion Capital International Pte Ltd
Toa Payoh Seu Teck Sean Tong

\$1,000 - \$4,999

Aligent Spring Pte Ltd
Autoply Engineering & Trading
Bank Of America
BDO LLP
Che Hian Khor Moral Uplifting Society (Singapore)
Cycle & Carriage Industries Pte Ltd

Dou Yee Enterprises (S) Pte Ltd
Enterprise Assurance Pac
F&N Treasury Pte Ltd
GNS Storage Pte Ltd
Grandlux Pte Ltd
Hong Guan Huat Kee
IDL - APAC PTE LTD
Jk Group, Inc. Trustees For Wellington
JR Life Sciences Pte Ltd
Keppel Care Foundation
Lau Choy Seng Pte Ltd
Litech Engineering & Trading
Liu Du Ci Shan Hui
Ma Concept & Design Pte Ltd
Mitsubishi Chemical Asia Pacific Pte Ltd (MCAP)
National Institute Of Education
Petrojaya Pte Ltd
PT-G Builders Pte Ltd
SG5 Pte Ltd
Shenton Investment Pte Ltd
Singapore Federation of Chinese Clan Associations
South Wind Sdn.Bhd
Standard Piping Service Pte Ltd
Star Ready-Mix Pte Ltd
Superb Cleaning Pte Ltd
SVY Anaesthetics Pte Ltd
Tactics System Engineering Pte Ltd
Tak Products & Services Pte Ltd
The Hokkien Foundation
Tokyo Electron Singapore Pte Ltd
U & P Pte Ltd
UK Online Giving Foundation
Vinda Singapore Pte Ltd
Yee Lee Private Limited
Zen Voice Manufacturing Pte Ltd

INDIVIDUALS

\$10,000 - \$49,999

Chuah Kee Heng
Kok Siew Hoong
The late Goei Cheng Yang
Lim Hwee Lang
Lo Andy
Oan Chim Seng
Shaw Priscylla
Sie Tuck Kai Alexander
Suresan Sachithananthan
Tan Hsieh Lee
Tan Puay Tiang

\$5,000 - \$9,999

Arthur Chai Shaw Pu
Chang Wei Meng
Chang Yeh Hong
Cheng Kok Hua Daniel
Chew Mun Yew
Chok Soo Hoon Mildred
Colin Kwok
David Hobart Howell
De Vaz Ian Marc Rosairo
Ho Kok Sun Kevin
Ho Toon Swee
Koh Eng Hwa
The late Ng Buck Lee
Lee Fook Sun
Lee Hui San
Lee Joo Ee Evelyn
Lee Kok Keong
Lim Mei Yin
Lim Yean Nyok
Lim Yuan En

Loke Yuen Kin Ruby
Ng Kim Kiat
Seet Robert
Soong Wei San
Tan Augustus @ Tan Jiew Sin
Tan Susie
Tan Yang Guan
Ter Chiew Ping Roseline
Thia May Lian
Tiong Shu
Wong Ling Ming
Wong Mei Gin
Yeoh Choon Jin

\$1,000 - \$4,999

Aamir Hatim Nakhoda
Agnes Low Hwa Hwa
Andy Lim Ewe Teck
Ang Bak Chua
Ang Beng Chong
Ang Soo Hang
Ang Tin
Anne Yeo Sim Teck
Aw Ai Ling Evelyn
Aw Chye Huat
Beverly Goh Pi Lee
Bhuvarahan Krishnan
Chan Joo Kim Linda
Chan You-Jin
Chang Yoong Hui Joyce
Chen Chih An
Chen Dingming Benedict
Chen Eng Eng
Chen Yuying
Cheng Teng Wai
Cheong Wai Kun

Chew Kah Chuan
Chew Loo Chen
Chia Cher Khiang
Chia Ghim Chuan
Chia Hoi Mun
Chia Hwee Ming
Chia Wei Hong
Chiang Wing Chiong
Chin Kin Choi
Chin Wan Li/Chin Wang Li Ling
Chin Yau Seng
Chionh Su Lin
Chiou Siow Lim
Chng Chee Kiong
Chong Chee Meng
Chong Khee Yin
Chong Wei Hong
Choo Chia Yi
Choo Chiau Beng
Choo Siao Yuen
Chow Hou Cin
Chua Angeline
Chua Bee Choo
Chua Eng Hock
Chua Janice
Chua Kim Chiu
Chua Koon Chek
Chua Poh Gek
Chua Seok Hong
Chung Chun Yee John
Cincotta Erin
David Lee Eng Thong
Dhamma Surya
Eddy Ng
Edward Anwar
Ee Soon Hua Esmond

Appreciation

INDIVIDUALS

\$1,000 - \$4,999

Ee Tze-Yin Elaine
Eng Hsi Ko Peter
Eng Sibyl Siu-Lan
Eu Pui Wai
Franky S Tanudjojo
Fu Hwee Ling
Ghosh Anjan
Goh Andrew Tat Sheng
Goh Gaik June
Goh Hak Kheng
Goh Jing Sua
Goh Kah Leng
Goh Khee Teong
Goh Miaw Hui
Goh See Neo Lucy
Goh Yew Ping
Han Hui Fong
Han Serene
Hee Siew Fong
Hing Kian Hui
Ho Lian Lee
Ho Mui Peng
Ho Seong Peng
Ho Siow Ling
Hoe Hwee Chin
Hong Welson
How Siang Meng
Hsieh Tsun Yan
Huang HuiQi
Huang Mei Zhen
Huang Wenshan
Huang Yisheng
Ian Rickword
Inderjeet Singh Rikhraj
Iyer Swaminathan Mahadevan
Jacintha Poh Jia Hui
Jain Praveen
Juthika Ramanathan
Kamal Kant S/O Chhotalal
Kapde Tushar

Kay Boon Tan
Kee Meng Yew
Kee Sek Huat
Keh Justin
Khoo Boo Jin
Khoo Whee Leng
Khoo Whee Luan
Koh Boon Kwang Simon
Koh Kok Ong
Koh Lee Kiow
Koh Soh Guan
Kok Chee Meng
Kok Chin Yang Kayden
Kong Ong Lim Lynn
Kornkanitnan Somchai
Kuan Ren Qiang Patrick
Kuan Siok Yong
Kwang Yee Ling
Kwok Siew Loong Kenneth
Lai Li Fang
Lam Kim Fai
Lam Pei Li
The late Lim Sing Po
Lau Hong Choon
Lau Kim Ping
Lee Hong Seng
Lee Jun Chou
Lee Kim Tong Victor
Lee Kit Ming Edmund
Lee Kok Leong
Lee Li-Ming
Lee Mimi
Lee Ping
Lee Sau Hun
Lee Shean Wei
Lee Soek Shen
Lee Soo Ann
Leon Angeliqwe Boh Yin
Leong Chee Tong
Leong Hong Yong
Leong Seng Yook
Leow Chee Wee
Li Bin

Li Hung
Li Qianwen
Li Xiang
Li Yirong
Lien Virginia
Lim Boon Eng Julie
Lim Chwee Suan Corrina Dorus
Lim Eng Joo
Lim I Lynn, Adeline
Lim Lay Hua
Lim Meng Guan
Lim Ming Long
Lim Mui Ngoh
Lim Nancy
Lim Sian Leong
Lim Sim Hwee
Lim Tai Ni
Lim Teck Chai, Danny
Lim Tse Yin
Lim Yok Ley
Lin Qinghui
Lin Yu Ming
Ling Ji Min
Lisa Eng
Lise Bohrer
Liu Jin Tang
Loh Choh Yau
Loh Guo Pei
Loh Kia Im Patricia
Loh Wai Yoke
Loo Lee Leng
Low Buen Sin
Low Chui Heng
Low Eunice
Low Fong Moi
Low Hwee Chua
Low Poh Hee
Low Weng Cheong
Luo Chuan
Mah Zhong Da
Moez H Nakhoda
Moh Ying Nying Pamela
Mukerji Shantanu

Nattana Pongsriieam	Siew Lien Wong	Tan Yong Yong
Ng Ai Leng	Siow Alice	Tan Yun Joo
Ng Boon Seng	Siti Dian Insani	Tay Chia Hui Audrey
Ng Chee Weng	Soh Chiow Sin	Tay Chui Guek
Ng Chee Yeng	Solanki Kamlesh Maganlal	Tay Sor Hoon
Ng Chin Yen	Song Loo See	Tay Victor
Ng Huey Ling	Srivastava Anurag	Teng Matthew
Niki Bawa	Sulaiman Halim	Teng Sok Kuan
Nitin Bhaskaran	Sulaizah Saptoe	Teo Hong Lim
Nontarat Thongpumpursar	Sun Jianjun	Teo Hwee Hua
Oei Liang Chung Lawrence	Surya Merda	Teo Lai Lei
Reginald	Tan Bee Keow	Teo Seow Phong
Oh Thay Lee	Tan Beng Hin	Thali Koattiath Udairam
Ong Bee Hong	Tan Chee Meng	Tham Kum Ying
Ong Beng Huat	Tan Chew Chuah	Thin Ying Ning
Ong Binh Chan	Tan Chong Meng	Tiong Yee Yee Christina
Ong Eng Kee	Tan Eng Hwa	Toh Kheng Cheng
Ong Juay Pin	Tan Gek Gnee	Tok Eng Seng
Ong Mong Siang	Tan Gek Tiang	Tseng Ren-Fa
Ong Seow Leong	Tan Hong Beng	Virile Virile
Ong Sg	Tan Hwee Quan	Wan Fook Weng
Pang Cheng Soon	Tan Joke San	Wang Tee Fock
Pang Lee Na	Tan Keng Sin	Wang Wai Lian
Poh Bee Li	Tan Kheng Lee Arnold	Wee Aik Chuan Dennis
Poruri Ramakrishna	Tan Kim Biau	Wong Adrian
Pramanik Anupam	Tan Kim Ping	Wong Chiew Mann
Pua Poh Heng	Tan Kong Toh	Wong Choy Ming
Quek Chin Joo	Tan Lee Hun Aylwin	Wong Kah May
Quek Gim Pew	Tan Liat Chew Richard	Wong Keen Mun
Ramalingam Paramasivam	Tan Mang Lie	Wong Kum Seng
Regina Chan Chak Fun	Tan May Ling Susan	Wong Wei Tan
Robert Faferko	Tan Mee Ling Aileen	Wong Yew Choo
Romeo Jr Garcia	Tan Nguan Chee	Wong Yunn Chii
Sam Peng Puing	Tan Poh Cheng Shirley	Wong Zeng Hao
Seah Buck Tiang	Tan Siang Lim Danny	Yap Kok Peng
Seet Ting Lai	Tan Siew Kia	Yap Lian Eng
Seow Troy	Tan Siew Ooa	Yean Suzanna
Shariff Nureen Naushadali	Tan Siok Lan Anne	Yeoh Soon Hwa
Shawn Song	Tan Siok Peng	Yeong Tah Yuen
Sia Chee Hoe	Tan Tien Hock	Yieh Sharon
Sid Karunaratne	Tan Tin Kwang	Yong Chin Chin
Sidhom Al	Tan Tiok	Yoong It Siang
Sidjun @ Phoa Kia Djun	Tan Yee Tiang	

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 of 31 March 2021, the Board comprised eight board members and two co-opted board members 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 of 31 March 2021 since 31 March 2020, and will be meeting once more at the AGM to adopt the audited 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 24 August 2020, Mr Tan Shong Ye was re-elected as the Vice President, Ms Lilian Tham was elected as the Secretary, and Ms Jenny Ong was elected as the Treasurer of Home Nursing Foundation (HNF) as part of the ongoing succession plan. In addition, the Board welcomed two new co-opted board members, Ms Lim Choon Noi and Mr Goh Jia Yong. Ms Jenny Ong and Mr Richard Teo were also converted from co-opted board members to ordinary board members, while Ms Charmaine Chow was re-elected as an ordinary board member. Mr Lim Neo Chian and Ms Aileen Tan stepped down from the Board on 31 December 2020.

EXECUTIVE COMMITTEE AND COMMITTEES

Of the ten board members, four form 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, an Investment Advisory Committee, and a Technology Strategy Committee. The Executive Committee and the rest of 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 rest of 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 and Committees for FY20/21

Position	Key Directorships & Appointments	Attendance at Board Meeting in FY20/21
President	Mr. T. K. Udairam Group Chief Operating Officer (Sheares Healthcare Management Pte Ltd)	4/4
Vice President	Mr Tan Shong Ye Partner (PricewaterhouseCoopers Risk Services Pte Ltd)	4/4
Secretary	Mr Lim Neo Chian (till 24 Aug 2020) Retiree	3/4
Secretary, Treasurer	Ms Lilian Tham Ee Mern (Secretary from 24 Aug 2020, Treasurer till 24 Aug 2020) Chief Operating Officer (Eastspring Investments)	2/4
Treasurer	Ms Ong Hwee Ling Jenny (from 24 Aug 2020) Financial Consultant (Visvires Capital Asia Pte Ltd)	4/4
Board Member	A/Prof Chow Yeow Leng Associate Professor & Director of Student Affairs (National University of Singapore)	2/4

Corporate Governance

Position	Key Directorships & Appointments	Attendance at Board Meeting in FY20/21
<p>Remarks :</p> <p>The following board members stepped down before our financial year ended 31 March 2021.</p> <p>A/Prof Chow Yeow Leng (as of 27 Jul 2020)</p> <p>Ms Aileen Tan (as of 31 Dec 2020)</p> <p>Mr Lim Neo Chian (as of 31 Dec 2020)</p> <p>Mr Teo Hui Yu Richard was inducted as a co-opted board member on 18 Jun 2020, and subsequently converted to an ordinary board member on 24 Aug 2020.</p> <p>Ms Lim Choon Noi and Mr Goh Jia Yong were inducted as co-opted board members on 22 July 2020</p>	<p>Ms Aileen Tan Group Chief Human Resources Officer (Singtel)</p>	3/4
	<p>Mrs Deby Saroujiyu Palakrishnan Consultant, Community Care Service (National Kidney Foundation)</p>	2/4
	<p>Ms Low Beng Hoi Director of Nursing, Population Health & Community Transformation (Khoo Teck Puat Hospital, Yishun Health)</p>	4/4
	<p>Ms Charmaine Chow Executive Director, Group Compliance (United Overseas Bank)</p>	4/4
	<p>Mr Teo Hui Yu Richard Chief Executive Officer (Ascom AG)</p>	3/4
Co-opted Board Member	<p>Ms Lim Choon Noi Financial Consultant</p>	1/4
	<p>Mr Goh Jia Yong Partner (Ernst & Young Advisory Pte. Ltd.)</p>	1/4
Board Advisor	<p>A/Prof Peter Lim Ai Chi Group Chief Risk Officer (Singhealth Group)</p>	4/4

HNF Board and Committees for FY20/21

Audit and Risk

Management Committee

Chairman

Mr Tan Shong Ye

Members

Ms Lim Choon Noi

Mr Jeremy Lee (co-opted)

Secretariat

Head, Finance

Communications &

Development Committee

Chairperson

Ms Charmaine Chow

Members

Ms Ong Hwee Ling Jenny

Mrs Deby Saroujiuy Palakrishnan

Ms Lilian Tham

Mr Teo Hui Yu Richard

Secretariat

Head, Communications
& Development

Clinical & Continuing

Education Committee

Chairperson

A/Prof Chow Yeow Leng

(till 27 Jul 2020)

Ms Low Beng Hoi

(from 27 Jul 2020)

Members

A/Prof Peter Lim Ai Chi (Advisor)

Mrs Deby Saroujiuy Palakrishnan

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 & Remuneration

Committee

Chairperson

Ms Aileen Tan

(till 31 Dec 2020)

Mr Goh Jia Yong

(from 31 Dec 2020)

Members

Mr T. K. Udairam

Mrs Deby Saroujiuy Palakrishnan

Ms Lilian Tham

Secretariat

Head, Human Resource

Investment Advisory Committee

Chairperson

Mr T. K. Udairam

Members

Mr Tan Shong Ye

Mr Soon Yong Kwee (co-opted)

Secretariat

Head, Finance

Technology Strategy Committee

Chairperson

Mr Teo Hui Yu Richard

Members

Mr Tan Shong Ye

A/Prof Low Cheng Ooi

Mr Leong Teik Ping Bruce

Mr Srivatsan Tirumalai

Secretariat

Head, Management Information
System

Corporate Governance

FACILITY MEDIFUND COMMITTEE

HNF formed its Facility Medifund Committee on 1 June 2013.

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

- 1) Ms Chua Ee Cheng (Chairperson)
- 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 FY20/21, 434 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 Advisors

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

Officers

Ms Goh Soh Kuan Emily
(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 2021, the value of the portfolio investment funds was \$24,278,790.

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 2021, the balance of the Restricted and Unrestricted funds totalled \$32,357,944.

Expenditure for FY2020/21 was \$15,932,082 (Expenditure is met by a combination of government funding, donations and patient fees).

FUTURE COMMITMENTS

At HNF, we believe in the importance of working together as a community to deliver holistic & integrated care to support patients and their caregivers. We will continue to strengthen partnerships with our healthcare partners to expand our specialised expertise in homecare services. Among these collaborations are the specialised training programmes on home ventilation with Tan Tock Seng Hospital, and the management of venous leg ulcers with the Singapore General Hospital, where our nurse leaders underwent training and worked together with the Hospital's multi-disciplinary team to deliver more seamless, person-centred care.

For many elderly, ill and homebound patients, travelling to the pharmacy and hospitals is always a challenge. To bring more convenience to these patients, HNF is exploring a partnership with the National Healthcare Group Pharmacy on medication delivery. This will reduce the number of trips that patients and caregivers have to make to go to the hospitals to buy medicines. The reduced travelling time will also enable caregivers to enjoy some time off while taking care of their loved ones at home.

Apart from our efforts to improve care delivery, HNF will be rolling out our Adult immunization programme this year. In collaboration with Salus Medical, HNF will be offering free vaccinations to eligible patients to protect them against common infectious diseases.

The opening of our Active Ageing Care Hub in June will encourage seniors to stay active and age healthily. Its many programmes include active ageing activities, befriending services and volunteering, where our seniors can participate, contribute, and age joyfully.

As we stay true to our purpose statement of empowering our patients to live with joy, we will continue to provide good quality care and all-round support to improve the lives of those we serve.

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 2020 to 31 March 2021)

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.

Corporate Governance

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

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.

S/No	Code Description	Code ID	Compliance
BOARD GOVERNANCE			
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.	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
HUMAN RESOURCE AND VOLUNTEER² 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

Notes:

² Volunteer: A person who willingly serves the charity without expectation of any remuneration.

Corporate Governance

S/No	Code Description	Code ID	Compliance
HUMAN RESOURCE AND VOLUNTEER² MANAGEMENT			
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

Notes:

² Volunteer: A person who willingly serves the charity without expectation of any remuneration.

S/No	Code Description	Code ID	Compliance
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
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.”	8.2	Complied
	Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if “No”)		No
26	No governing board member is involved in setting his own remuneration.	2.2	-
27	The charity discloses the exact remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated.	8.3	-
	Does the charity employ paid staff? (skip items 28, 29 and 30 if “No”)		Yes
28	No staff is involved in setting his own remuneration.	2.2	Complied

Corporate Governance

S/No	Code Description	Code ID	Compliance
DISCLOSURE AND TRANSPARENCY			
29	<p>The charity discloses in its annual report –</p> <p>(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</p> <p>(b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000³.</p> <p>OR</p> <p>The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.</p>	8.4	Complied
30	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family⁴ belonging to the Executive Head⁵ or a governing board member of the charity;</p> <p>(b) the staff has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p>OR</p> <p>The charity discloses that there is no paid staff, being a close member of the family⁴ belonging to the Executive Head⁵ or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied
PUBLIC IMAGE			
31	<p>The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.</p>	9.2	Complied

Notes:

- 3 The annual remuneration (comprising basic salary, bonuses, allowances and employer’s contribution to Central Provident Fund) of the three highest paid staff are as follow: \$100,001 – \$200,000 (7 staff), \$200,001 – \$300,000 (1 staff) and above \$300,000 (1 staff). None of them serves as a governing board member of the charity.
- 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.



Please download the latest financial statements for FY20/21 from our website.



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