

LIVING WITH
JOY



We Believe in the Power of Joy

At Home Nursing Foundation, we envision a community where our patients and beneficiaries are able to live each moment with joy. It is our wish for those in our care to be empowered and supported through the **quality care** provided by our healthcare professionals. We want those in the community to be able to find a renewed sense of **purpose** that will culminate in greater fulfillment. At the heart of what we do lies **passion**, the driving force behind all our efforts and initiatives to be the silver lining for those in need.

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A CONVERSATION WITH

Our President



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

Having cared for his aged parents previously, HNF President Mr T.K. Udairam can personally identify with the importance of empowering caregivers as Singapore's population ages rapidly, requiring more support for chronic illness, disability and daily living activities.

To him, making sure that the frail elderly can joyfully age in-place with purpose and dignity comes down to the "asset-based community building" approach: a community care sector that works collaboratively with activated clients to build their strengths and abilities. Holistic care needs to be provided to those who require assistance and caregivers should be empowered with knowledge and practical support. He shares his thoughts.

Q How has HNF's landscape transformed in the past year?

A As the pacesetter of home healthcare, we believe in the power of a close-knit care community so that we can deliver care more effectively and seamlessly. Our new Medical Advisor, Dr Ng Wai Chong, has developed a comprehensive geriatric assessment for our Home Medical practice. He will organise a series of continuing professional education sessions on home healthcare topics, such as caring for the frail at home. We are also developing Interdisciplinary Thematic Care Pathways (ITCP) for the community care sector to establish guidelines on important care issues including end-of-life care and caregiver support.

Q Seeing the role that caregivers play in ensuring the well-being of patients, what has HNF done to support caregivers in the community?

A Having been a caregiver myself, I understand the importance of empowering our caregivers with knowledge, skills and a support system. We initiated our first Caregiving Conference in 2021 to provide resources and support to caregivers in varying stages of their caregiving journey and it was very well-received. Our healthcare professionals shared experience and insights with caregivers, and attendees raised many good and practical questions to our panel of experts. We will build on this success and explore different ways to support and equip our caregivers.

Our Senior Care Centres also provide practical help to caregivers by caring for their loved ones during the day. These caregivers can then focus on their duties and work, pursue their interests and have some time for self-care to sustain the caregiving journey so that they can get respite and peace of mind.

“Our healthcare professionals shared experience and insights with caregivers, and attendees raised many good and practical questions to our panel of experts.”

Q With the changing demographics and expectations of patients, what are some of the initiatives that HNF has carried out to bring joy to them?

A Despite the physical ailments that our patients have, we organised interesting activities to brighten their days. One project that our seniors loved was the celebration of International Day of Older Persons. Five exemplary patients were selected for their inspiring contributions to the community and they had fun going on a virtual holiday photo shoot with digital imaging. Our patients also looked forward to our Christmas Grant a Wish campaign, where supportive donors helped to realise their wishes.

Q What are your upbeat moments this year?

A I am heartened by our enthusiastic volunteers who pivoted into virtual events, brought their own laptops into the homes of our frail home-bound patients and celebrated Christmas and Chinese New Year together. It was a novel experience, where our patients enjoyed the benefits of physical companionship and technology. I was deeply touched by the resounding support from our donors who donated \$3.6 million.

With your support, we can build a joyful community of patients and caregivers.

REFLECTIONS FROM Our CEO



Dr Christina Tiong
Chief Executive Officer
Home Nursing Foundation

*“Great care begins with
great staff.”*

Life is short and unpredictable

When my father suddenly passed away in 2019, many would say he had a good death; painless and carefree. He was physically frail in the last couple of years, confined to a wheelchair due to severe osteoarthritis, but enjoyed regular outings to a nearby coffeeshop and spent his golden years amongst family and friends.

Mom’s situation is different. Struggling with Parkinson’s disease, she is being fed through a nasogastric tube after a tumultuous episode of pneumonia last year. She is mentally resilient, but struggles to get good nutrition due to swallowing impairment. Her legs are weak and requires full time assistance and supervision. We are glad that she is able to enjoy the occasional grocery shopping trip and festivities with the family.

Imagine being debilitated after a major surgery and asking your adult child to assist you for a shower, or be sponged in bed by a domestic helper who might not understand English very well. Or being the full-time caregiver for your spouse who has just been diagnosed with dementia. Would you ever go for a holiday again? Would you be able to hang out with your buddies or continue working? Or would you have no one to turn to, watching TV alone day after day? Could life ever be joyful? For those who courageously take on caregiving, it can be a challenging journey, sometimes long and lonely, and other times filled with meaning and satisfaction.

Home Nursing Foundation’s strategic mission is shaped by our patients’ lives and dreams, and we are determined to help.

For patients who live alone with frailty, immobility, and various debilitating chronic conditions, our nurse-led holistic plan of care is intended to sustain their functional and clinical needs so they are less likely to deteriorate and be admitted to care facilities. To ensure good quality care, we are developing home care guidelines for conditions that are commonly seen in home-based setting but are varied and ambiguous. For example, end-of-life comfort care for frail patients, optimising the home environment for safety and function, complex wound care at home. We are also training our clinical staff to conduct advanced care planning conversations with patients and their families so that care plans can take into consideration their wishes instead of the default assumption that patients have to be admitted to hospital repeatedly for terminal conditions.

Our Senior Care Centres and Community Rehab are options for persons with dementia or frail patients who require supervision, therapy or nursing care during the day when family members are busy at work. In addition, Active Ageing hubs builds social and health capital amongst well community-dwelling seniors, that would translate into long term community assets. We wish to establish more Active Ageing hubs throughout the island as access nodes to elders who may eventually need more home-based care and social services, while encouraging an active lifestyle to prevent frailty through daily exercises and uplifting social engagements.

Caregivers often suffer in silence from the long-term stress and burden of care. From day-to-day logistics to financial planning, daily care and household chores, caregivers often do not have time for self-care and neglect their own social-emotional needs. HNF is developing a Caregiver Hub to alleviate some of these challenges faced by caregivers. Using a digital platform, we will link up caregivers via online forums to form support groups that can provide asynchronous help and tips amongst the growing caregiver community. Various application forms,

resources and financial assistance will also be made available online so that caregivers can access them after hours. More importantly, we will be doing comprehensive assessment of caregivers' needs, provide counselling and self-care workshops to sustain caregivers on this noble journey, while creating awareness and advocacy amongst workplaces to gain greater acceptance and support for caregivers in society.

For sustainability and ease of operations, we are digitalising our data systems and infrastructure. This year, we will be bravely switching from per visit cash collection to a monthly bill that we will collect via electronic payment modes. The risk of bad debt is significant, but we believe it is prudent to focus our energies on building strong relationships with patients and families, and delivering good clinical care instead of cashiering. We wish to do the right thing by our patients, and trust that patients will honour our efforts. With better data and digital systems to support our clinical care, we can look forward to better utilisation of resources and efficiency.

Great care begins with great staff. For the past 2 years, we have been equipping our staff with a growth mindset to build an agile, resilient, and self-directed work culture. Our goal is to create a joyful workplace with the freedom and responsibility to do our best work. Last year, we introduced a 360-degree performance feedback, and supported staff to lead implementation of various programmes.

Often, we cannot control how life turns out, but we can choose how we live each day. I hope that you will see our hearts, our hopes and our efforts to empower our patients to live a full and joyful life despite their constraints, and be part of the meaningful work we do!

BOARD OF Management



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3



4



5



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1. Mr T.K. Udairam

President

Chief Executive Officer
Sheares Healthcare Group Pte Ltd

President: 31 January 2020 – Present

Date of 1st appointment to the Board:
4 July 2019

2. Mr Tan Shong Ye

Vice-President

Partner / Advisory
PricewaterhouseCoopers Risk Services Pte Ltd

Vice President: 4 July 2019 – Present

Secretary: 27 July 2017 – 4 July 2019

Treasurer: 2 July 2015 – 27 July 2017

Vice President: 12 July 2012 – 2 July 2015

Date of 1st Appointment to the Board:
2 May 2011

3. Ms Lilian Tham

Secretary

Chief Operating Officer
Eastspring Investments

Secretary: 24 August 2020 – Present

Treasurer: 4 July 2019 – 24 August 2020

Date of 1st Appointment to the Board:
17 April 2017

4. Ms Ong Hwee Ling Jenny

Treasurer

Financial Consultant
Visvires Capital Asia Pte Ltd

Treasurer: 24 August 2020 – Present

Date of 1st Appointment to the Board:
11 July 2019

5. Ms Charmaine Chow

Board Member

Executive Director, Compliance
TMRW Digital Group

Date of 1st Appointment to the Board:
25 January 2018

6. Mrs Deby Saroujiy Palakrishnan

Board Member

Retiree

Date of 1st Appointment to the Board:
20 September 2016

7. 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 July 2019



8



9



10



11



12



13

8. Mr Teo Hui Yu Richard

Board Member

Chief Executive Officer
Ascom AG

Senior Managing Director
Accenture

Date of 1st Appointment to the Board:
18 June 2020

9. Ms Lim Choon Noi

Board Member

Financial Consultant

Date of 1st Appointment to the Board:
22 July 2020

10. Mr Goh Jia Yong

Board Member

Partner
Ernst & Young Advisory Pte Ltd

Date of 1st Appointment to the Board:
22 July 2020

11. Ms Jessica Ho

Co-opted Board Member (New)

Marketing Director
Intel Technology

Date of 1st Appointment to the Board:
21 October 2021

12. Ms Tee Hui Min Christine

Co-opted Board Member (New)

Partner
Allen & Gledhill LLP

Date of 1st Appointment to the Board:
13 July 2021

13. Mr Mock Pack Kay

Co-opted Board Member (New)

Director
Saratoga Capital (Singapore) Pte Ltd

Date of 1st Appointment to the Board:
13 July 2021

OUR Leaders

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



Mr Kwek Kah Heong
Head, Digital Innovation
and IT



Ms Felicia See
Head, Human Resource



Ms Chiang Jiarong
Head, Therapy Services



Ms Sharlene Kee
Head, Operations and
Special Projects



Ms Loi San San
Head, Communications &
Development



Mr Brandon Ow Yong
Head, Social Welfare



Ms Emily Goh
Head, Finance

Ms Charine Chen
Assistant Nurse Manager



Dr Ng Wai Chong
Medical Advisor



Ms Hafidah Binte Saipollah
Nurse Clinician



Ms Corin Low
Nurse Clinician



Ms Annie Kiong
Nurse Clinician



Ms Precillia Lai
Advanced Practice Nurse



Ms Renuka DO Nagalingham
Nurse Clinician

LIVING WITH

Quality Care

What puts a smile on our face is knowing that we have done our utmost to provide the best care for our patients. We are always seeking new ways to improve our medical capabilities and services so that our patients can age at home feeling even safer, happier and more comfortable.





HOME CARE

Our Impact

Home Care Service Overview



5,515

Total number of Home Care patients



2,155

Number of new patients admitted to Home Care Service



47,470

Total number of home visits made for Home Nursing, Medical, Therapy and Caregivers' Training collectively



5,383

Total number of Home Care referrals received

Services Breakdown

HOME NURSING

37,337

Number of Home Nursing visits

4,233

Number of Home Nursing patients

HOME MEDICAL

6,184

Number of Home Medical visits

2,117

Number of Home Medical patients

HOME THERAPY

3,947

Number of Home Therapy visits

1,195

Number of Home Therapy patients

HOME PERSONAL CARE

21,695

Number of Home Personal Care hours

650

Number of Home Personal Care patients

TOP 5 Home Nursing Services to Patients

Wound Care
14,334



Nasogastric Tube Feeding Management
6,053

Urinary Catheter Management
6,584

Medication Management
4,595

Chronic Illness Management
1,367

SOCIAL WORK

960
Estimated number of patients requiring psycho-social assistance from MSW

446
Number of unique Medifund cases

Profile of HNF Home Care Patients



5,008

No. of patients
age 60 & above



2,086

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



4,898

Clients receiving subsidies
for HNF services



530

Patients on financial
assistance



121 VISITS

Number of extended-
hours emergency
nursing visits

Patient Discharged Due to Care Goals Met



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

245

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

64

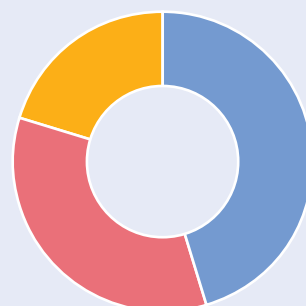
Referrals Breakdown (Home Care) – By Referral Source

No. of referrals received from

989 (18%)	Tan Tock Seng Hospital
984 (18%)	Singapore General Hospital
947 (17%)	Community Service Providers & Self-Referrals
678 (12%)	Community Hospital
429 (8%)	Changi General Hospital
369 (7%)	Sengkang General Hospital
366 (7%)	Ng Teng Fong General Hospital
225 (4%)	National University Hospital
201 (4%)	Khoo Teck Puat Hospital
137 (3%)	Hospice
120 (2%)	Polyclinic
29 (1%)	National Specialty Centre

Services Breakdown (Home Care) – By Zone

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



National Health Group	2,506 (45%)
SingHealth System	1,882 (34%)
National University Hospital System	1,127 (20%)



VETERAN COMMUNITY CARE DOCTOR JOINS HNF AS MEDICAL ADVISOR

With more than 20 years of experience in community geriatric practice, Dr Ng Wai Chong joined HNF in May 2021 as our Medical Advisor. Driven by his passion, he has been busy sharing his expertise in caring for frail seniors at home by working with our centre-based and home care teams to develop interdisciplinary guidelines and practices, which would result in better, more integrated care for the home-bound seniors. He has also organised Continuing Medical Education (CME) sessions for doctors who are interested in learning more about caring for the frail elderly at home.

CONVENIENT HOME-BASED COVID-19 VACCINATIONS

To ensure that those who are less mobile can get their COVID-19 vaccines, our teams have been working with the Agency for Integrated Care (AIC) and the Ministry of Health (MOH) since June 2021 for these homebound patients to get vaccinated at home. Our patients are supported by our volunteers who will help them to book their appointments with AIC so as to ensure that they successfully receive their vaccines.



STORY

A Helping Hand

TO CARE FOR HER HUSBAND

After her husband suffered a stroke in 2020 which left him bedridden, Mdm Kelly Li, 58, and her two daughters struggled just to shift Mr Jiang Zhao Liang, 57, from the bed to his wheelchair. They also had to confront the fact that he had to be tube-fed.

HNF therapists stepped in to help Mr Jiang and the family. With help from physiotherapist Mr Benedict Ho, Mr Jiang was better able to move his limbs and body. Transfers from his bed to the wheelchair now only require the help of one person and Mr Jiang is currently working on standing.

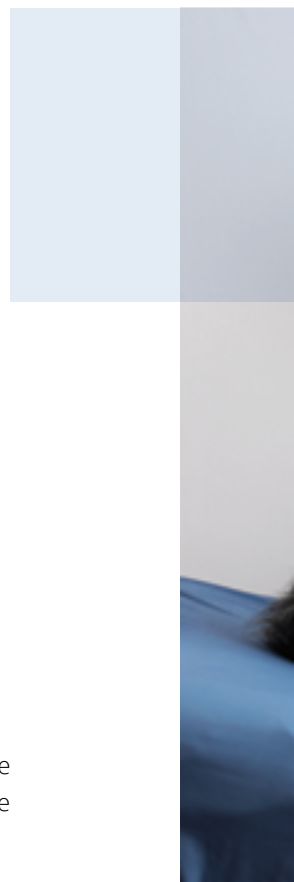
An occupational therapist and speech therapist from HNF have also helped Mr Jiang so he is now more responsive

to his surroundings and the tasks that he is asked to do, and is able to consume solid foods.

Said Benedict, "I feel that a lot of his improvement is due to him and his family persevering with what had been taught to him and looking ahead step by step."

Benedict has also been a pillar of support for Mdm Li, providing advice to her and encouraging Mr Jiang to persevere with his strength training and mobility exercises.

Mdm Li's biggest hope is to see her husband stand and walk again. She reflected, "We don't want him to be stressed. We just hope he keeps practicing and not think about anything else. Just do his best."





"I feel that a lot of his improvement is due to him and his family persevering with what had been taught to him and looking ahead step by step."

LIVING WITH

Purpose

Life is a celebration when we have a positive mindset and are surrounded by loved ones. To this end, we bring joy to those under our care – patients, seniors and caregivers – through initiatives which would help them to find greater purpose and fulfilment in their lives.





SENIOR CARE

Our Impact

Centre-based Services Overview



132

Total number of Senior Care Centre clients served



7,853

Maintenance day care sessions



10,155

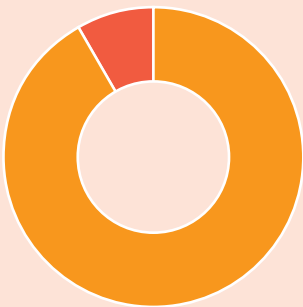
Dementia day care sessions



1,451

No. of Active Rehab sessions

Profile of HNF Centre-based Patients



● Clients receiving subsidies for HNF services	118 (89%)
● Patients on financial assistance	10 (8%)

HNF'S INAUGURAL CAREGIVING CONFERENCE

With the understanding that caregiving is a heavy, 24/7 responsibility over a long period of time, we organised our first Caregiving Conference 2021 which ran from 29 September – 1 October 2021.

Held virtually, HNF's nurses, therapists and social workers spoke about caregiving and the type of services that HNF provides to nearly 800 participants, comprising mainly caregivers who

asked many questions and responded robustly during the live stream and virtual forum.

We also invited experienced speakers from community partners to talk about related topics such as vital caregiving support resources, advice on how caregivers can better care for themselves while caring for another, and how caregivers can provide dignified care to chronically ill patients nearing the end of their lives.

95% of the participants found the topics useful, kindly scan this QR code to access the videos:



800 PARTICIPANTS
attended virtually



CARING FOR THE SENIORS IN OUR COMMUNITY

To provide recreational go-to points in the community for seniors, our two Active Ageing Care Hubs at Hougang and Buangkok boast a variety of activities that engage seniors both mentally and physically.



Outdoor Gym Tonic helmed by volunteer Mr Cyril Ong



Angklung Class



Baking Session



Paper Marbling



Outing At Jewel@Changi



Calligraphy session conducted by Singapore Polytechnic students



Resin Art Therapy



Jenga Game

STORY

Bringing Joy

TO A DEMENTIA PATIENT AND HER CAREGIVER

When Pearlyn Chng Puay Kheng, 73, was diagnosed with dementia in 2020, her husband would make sure he stayed by her side to keep her safe. Mr Chiang Yuor Poh, 72, would accompany her every time they ventured out. When she felt moody, he would patiently accompany her on bus rides – an activity they both enjoyed – for short day trips. But his 24/7 attention to his wife meant that he had little time for himself.

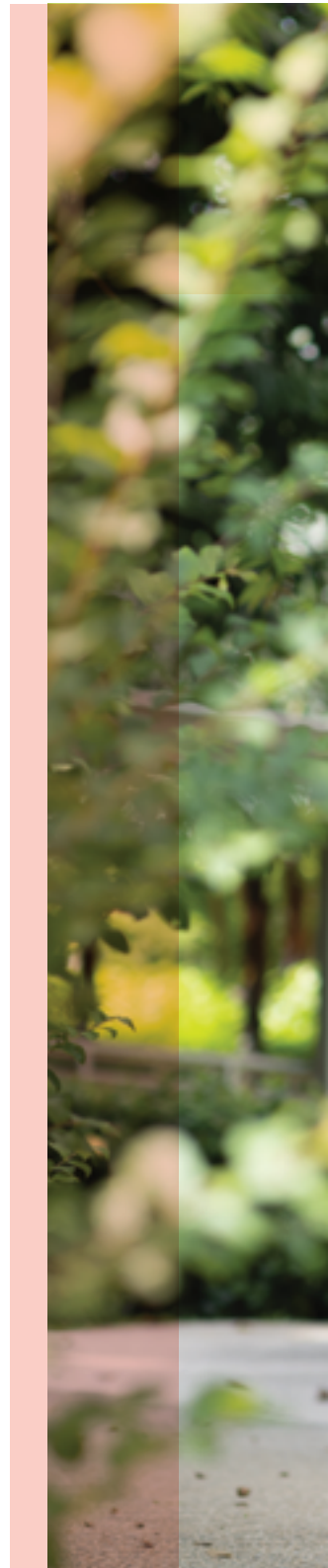
Then the retired couple's youngest son chanced upon HNF's Active Ageing Care Hub at Buangkok and suggested that his parents become members of the centre.

Since then, as the community of seniors at the centre takes care of his wife, Mr Chiang has been able to set aside some time for self-care. With active participation in the programmes, Mdm Chng's condition has shown no signs of deterioration.

The couple has also made many friends at the centre and they are enjoying a far more fulfilling retired lifestyle with a growing social network.

"As long as she is satisfied, as long as she is happy, I'm happy," said Mr Chiang with a smile.

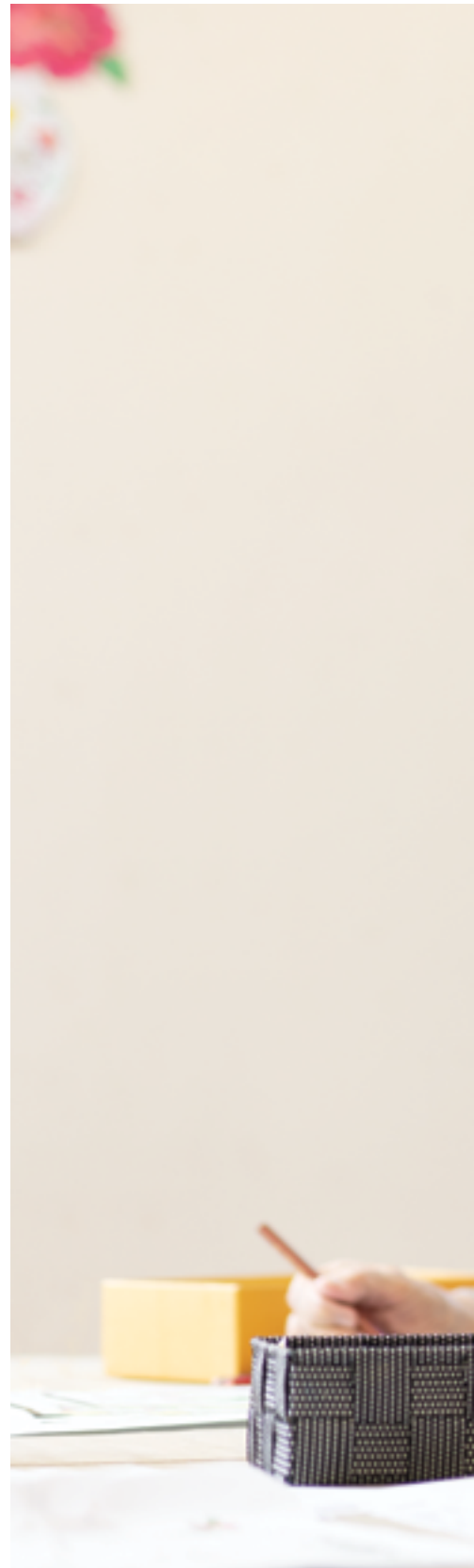
"As long as she is satisfied, as long as she is happy, I'm happy."





LIVING WITH Passion

We delight in harnessing our passion to improve our work spaces, culture, processes and knowledge because it is when we are at our best that we can deliver the best.





SHIFT FROM TOA PAYOH CENTRAL COMMUNITY BUILDING TO HDB HUB

With our increasing focus on providing resources to the caregivers in our community, we took the opportunity to not only improve our own work space, but to search for a space that would allow us to further our vision to provide more holistic support for caregivers.

We moved into our new office at HDB Hub in March 2022. Our bigger plan is for the new space to serve as a caregiver hub, where caregivers can seek respite, access caregiver resources, participate in workshops and support groups, and attend counselling sessions.





JOURNEY TO TEAL

Culture eats Strategy for breakfast. HNF has embarked on an organisational development journey via leadership training and workshops to empower staff with a Growth Mindset and purposefulness. We are transforming our work culture to one that encourages self-management.

Freedom + Responsibility = Sustainable Joy & Purpose at Work. We are encouraged to constantly grow and develop new capabilities to meet the needs of the community in an effective and sustainable way. The culture transformation would lay a strong foundation for future growth and changes, such as digital transformation and service innovations.

Lifelong Learning

Our people are thirsty for knowledge, and we fully support staff who want to develop themselves. Three of them will be receiving the Community Care Manpower Development Award in 2022.



"With the guidance of my colleagues and supervisors, I gained more confidence in myself to serve my patients professionally and responsibly. I would like to thank HNF for believing in me."

– NORAIDAH BINTE ISMAIL –
Enrolled Nurse



"I believe upgrading and education are vital to ensure that nurses are equipped with knowledge and skills to render the best care for patients. I am truly blessed to work in HNF as they offer pathways that lead to career progressions."

– MARIAM BINTE JUMAAT –
Staff Nurse



"It was no easy feat to juggle between work and studies but the strong support system I had from my department and company kept me going in the face of challenges."

– EUNICE TAN –
Administrative Assistant

Singapore Health Quality Service Awards 2022

In Singapore's annual awards to honour outstanding healthcare professionals who delivered quality care and excellent service to patients – the Singapore Health Quality Service Awards (SHQSA), HNF received 2 Star, 11 Gold and 11 Silver awards during the ceremony on 8 February 2022.

This year's award had evolved to recognise excellence in service and/or contributions towards COVID-19 efforts. The aim is to honour outstanding individuals and teams who have continued to maintain excellent service quality while contributing to the nation's fight against the COVID-19 pandemic for the past 2 years.

OUR AWARDS

THE SINGAPORE HEALTH QUALITY SERVICE AWARDS (SHQSA)

2 Star

11 Gold

11 Silver



Fundraising Campaigns

MOTHER'S DAY CAMPAIGN

In April 2021, HNF raised a total of \$14,860 through our Mother's Day 2021 campaign. We partnered artists from Organisation of Illustrators Council Singapore, who sketched a portrait of donors' mothers for every \$100 donation.



GIFT A JOY PACK CAMPAIGN

We raised a total of \$29,520 for our Gift A Joy Pack 2022 campaign. Through this campaign, we sought to spread festive cheer to our home care patients during the Lunar New Year by distributing Joy Packs filled with festive goodies and decorations.



GRANT A WISH CAMPAIGN

To bring joy to our patients last Christmas, we raised a total of \$72,683 for our Grant A Wish 2021 campaign that sought to fulfill the Christmas wishes of our home care patients. We surpassed our goal for the year and managed to help grant the wishes of twice the number of home care patients, as compared to last year.

Watch how
Mdm Sahyah's
wishes have
come true:



Volunteering Initiatives

VIRTUAL HOLIDAYS FOR SENIORS

We brought some seniors on virtual holidays during the pandemic to commemorate International Day for Older Persons. Through this event, we recognise inspirational seniors who have contributed to their community.

At a time when travel was curtailed, we partnered Creed Studios Pte Ltd and our sponsor Tomato Photo to bring these seniors to their favourite holiday destinations such as Japan, China and Australia. They even received a souvenir gift pack as a memento for their trip.



CELEBRATING INTERNATIONAL VOLUNTEER DAY

During International Volunteer Day on 5 December, we recognised the tireless contributions our volunteers have made to their community by gifting them a thoughtful care pack filled with treats.



VOLUNTEER RECRUITMENT VIDEO

In a nod of appreciation to our volunteers who tirelessly and generously give their time, energy and resources to bring joy to the elderly, we produced a video which showcases their efforts.

Click here to view our volunteers' stories of their time with HNF and the huge difference they have made in the community.

Scan QR Code to view our volunteers' stories:



"I feel happy when I'm with them, when I see them smile or when I see that they have more energy to interact with me, and it makes me feel that it's a great job that we can make the seniors more active and happy."

– Wendy Lee, HNF Volunteer –

VOLUNTEER TRAINING (AED & CPR)



To impart important life-saving skills to our volunteers who often work closely with patients, we collaborated with Singapore Red Cross Academy (SRCA) to teach our volunteers how to administer CPR and AED correctly in the event of a cardiac arrest, through demonstrations and actual practice on manikins.

VIRTUAL BINGO CELEBRATIONS FOR CHRISTMAS AND CNY

Our volunteers from Chong De Volunteer Singapore and Tibetan Buddhist Centre spread warmth and cheer on Christmas Day 2021 and Chinese New Year 2022 by visiting our homecare patients and playing virtual Bingo with them.



Appreciation

– CORPORATES –

\$50,000 and above

Credit Suisse Trust Limited
National Council of Social Service
Singapore Totalisator Board

\$10,000 to \$49,999

Aberdeen Standard Investments (Asia) Limited
Apex Pharma Marketing Pte Ltd
Azalea Investment Management Pte Ltd
Mandai Link Logistics Pte Ltd
PraxisIFM (Hong Kong) Limited
Singapore Buddhist Youth Mission
Singapore Rubber Millers Association
Sompo Welfare Foundation
Sumitomo Corporation Asia & Oceania Pte Ltd

\$5,000 to \$9,999

Aastar Pte Ltd
Asia Enterprises Holding Limited
Lasofi Investments Pte Ltd
Lee Kim Tah Foundation
Mellford Pte Ltd
The Community Foundation Of Singapore
Tokio Marine Life Insurance Singapore Ltd
TTJ Design & Engineering Pte Ltd
UK Online Giving Foundation

\$1,000 to \$4,999

Allen & Gledhill LLP
Asia Enterprises Pte Ltd
Asia-Beni Steel Industries (Pte) Ltd
Broadcom IPD
Capital Airconditioning International Pte Ltd
Che Hian Khor Moral Uplifting Society (Singapore)
City Rangers Sports Club
ComfortDelgro Corporation Limited
Enterprise Assurance Pac
GNS Storage Pte Ltd
Grandlux Pte Ltd
HR Factors Personnel Pte Ltd
Ion Agency Pte Ltd
Lau Choy Seng Pte Ltd
Litech Engineering & Trading
Makino Resource Development Pte Ltd
Odyssey Technical Solutions Singapore Pte Ltd
PT-G Builders Pte Ltd
Selecta Electronics Pte Ltd
Standard Piping Service Pte Ltd
Star Ready-Mix Pte Ltd
Superb Cleaning Pte Ltd
Symasia Singapore Fund
Tactics System Engineering Pte Ltd
Yee Lee Private Limited
Zeaborn Ship Management (Singapore) Pte Ltd
Zen Voce Manufacturing Pte Ltd
Zu-Lin Temple Association

- INDIVIDUALS -

\$10,000 to \$49,999

Amarjit Singh
 Anthony Tjajadi
 Choo Chiau Beng
 Ho Eng Lee
 Ho Peng Ann
 Lim Hwee Lang
 Lim Yuan En
 Oan Chim Seng
 Shavonne Wong Che Fung
 Tan Yang Guan
 Tang Yue Han
 Thali Koattiath Udairam

\$5,000 to \$9,999

Ame Huimei Kwok
 Chang Yeh Hong
 Cheng Cheang Wing
 De Vaz Ian Marc Rosairo
 Jonathan Bryant Chen
 Justin Keh Wen Qing
 Koh Guan Hong
 Koh Wilmin
 Kok Siew Hoong
 Kwok Yew Kai Colin
 Lee Joo Ee Evelyn
 Leow Kim Siang
 Lim Yean Nyok
 Lim Yuan Guang
 Lin Qinghui
 Loh Choh Yau
 Ng Kim Kiat
 Ng Li May
 Ng May Choo
 Peh Hong Yee
 Soong Wei San
 Tan Hwee Hiang
 Tan Susie
 Teo Koon Seong
 Tiong Shu
 Wong Ling Ming
 Wong Mei Gin
 Wong Sion Peng Adrian

\$1,000 to \$4,999

Aamir Hatim Nakhoda
 Agnes Lim Bee Yan
 Agnes Low Hwa Hwa
 Andrew Goh Tat Sheng
 Andy Lim Ewe Teck
 Ang Boon Tiong
 Ang Chee Peng
 Ang Kwee Hong
 Ang Peng Ewe
 Arthur Chai Shaw Pu
 Arvind Prakash Sharma
 Avril Kwan Wai Leng
 Aw Ai Ling Evelyn
 Aw Chye Huat
 Betty Goh Eng Bee
 Beverly Goh Pi Lee
 Buen Sin Low
 Chan Lai Yoong Susan Celine
 Chang Chuan Fong
 Chang Sook Fen (Zhang Sufen)
 Chang Wan Loong
 Charles Tseng
 Chee Yew Chung
 Chen Dingming Benedict
 Chen Eng Eng
 Chen Hsiao Ying
 Chen Rui Ing
 Chen Yu Ming
 Chen Yuying
 Cheng Kheng Wan Jasper
 Cheng Ter Chiang
 Cheong Hooi Kheng
 Cheong Wai Kun
 Chia Cher Khiang
 Chia Foong Lin
 Chia Ghim Chuan
 Chia Hoi Mun
 Chia Hwee Ming
 Chia I-Ling
 Chia Wei Hong
 Chiang Wing Chiong
 Chin Lan Chin

Chin Wan Li
 Chin Yau Seng
 Chionh Siok Bee
 Chionh Su Lin
 Chng Chee Kiong
 Chok Soo Hoon Mildred
 Chong Khee Yin
 Choo Siao Yuen
 Chua Angeline
 Chua Eng Hock
 Chua Hay San
 Chua Kim Chiu
 Chua Seah Chin Kiah
 Chua Seok Hong
 Chung Chun Yee John
 David Hobart Howell
 David Lee Eng Thong
 Edward Anwar
 Ee Soon Hua Esmond
 Foo Yee Bao
 Franky S Tanudjojo
 Fu Hwee Ling
 Gan Kah Ann Andrew
 Gan Kok Tuan & Family
 Gan Soh Har
 Geam Hoo Choo
 Goh Gaik June
 Goh Jing Sua
 Goh Jong Aik
 Goh Pei Lee Lyndith
 Goh Yee Hwee
 Goh Yew Ping
 Hee Siew Fong
 Ho Kok Sun Kevin
 Ho Lian Lee
 Ho Siow Ling
 Ho Xin Ni Cindy
 Hoe Hwee Chin
 Hong Bee Lan
 Hong Min Yeok
 How Siang Meng
 Huang Ching-Kuei
 Irene Jacob

Appreciation

Joseph Lee Kong Loo
June Yip Yoke Ping
Juthika Ramanathan
Kali Purusothaman
Kamal Kant S/O Chhotalal
Kapoor Shashi
Kee Meng Yew
Mdm Tan Saw Eng
Khoo Boo Jin
Khoo Whee Leng
Khoo Whee Luan
Koh Cheng Eng
Koh Kok Ong
Koh Lee Kiow
Koh Loo See
Koh Wei Howe
Kok Chee Meng
Kornkanitnan Somchai
Kuan Ren Qiang Patrick
Lady Brown Paula
Lai Li Fang
Lam Kam Yee
Lam Kim Fai
Lam Pei Li
Lee Aik Lian
Lee Chia Shu
Lee Hong Seng
Lee Kay Meng Deric
Lee Kim Tong Victor
Lee Kit Ming Edmund
Lee Mimi
Lee Ping
Lee Ron Florence
Lee Sau Hun
Lee Shean Wei
Lee Wan Chew
Lee Wee Jean
Lee Wei Bin
Leon Angelique Boh Yin
Leong Ann Jong
Leong Hong Yong

Leow Chee Wee
Li Qianwen
Lim Ai Ling Nee Koh
Lim Boon Eng Julie
Lim Chwee Suan Corrina Dorus
Lim Eng Joo
Lim I Lynn Adeline
Lim Kong Eng
Lim Lay Hua
Lim Meng Guan
Lim Ming Long
Lim Mui Ngoh
Lim Nancy
Lim Si Min
Lim Sian Leong
Lim Soon Peng
Lim Teck Chai, Danny
Lim Thong Poh
Lim Tow Hin Colin
Lim U-Lin Queenie
Lim Yok Ley
Lin Yu Cai
Ling Ji Min
Liu Jin Tang
Loh Guo Pei
Long Tian Ching
Low Chui Heng
Low Fong Moi
Low Hwee Chua
Low May Yin Eunice
Low Weng Cheong
Loy Chung Kian
Luo Chuan
Lye Inn Kee
Mak Loke Peck
Manjusha Shinish Balekundri
Melissa Tan Ai-May
Mock Pack Kay
Moez H Nakhoda
Mohan Raj Gupta
Mukerji Shantanu

Murugaiyan Ramesh
Narayanan Vimal
Nattana Pongsriieam
Ng Chee Weng
Ng Chee Yeng
Ng Chin Yen
Ng Choon Hwee
Ng Chuan Lim
Ng Huey Ling
Ng Wee Chew
Ng Wui Kern
Ngo Soo Lin
Nontarat Thongpumpursar
Norris Ruby Patricia
Oei Lai San
Oh Thay Lee
Ong Beng Huat
Ong Binh Chan
Ong Cheng Hock
Ong Jackie
Ong Juay Pin
Ong Kee Chuan
Ong Ling Lee
Ong Mong Siang
Ong Seow Leong
Pek Tiong Khuan
Poh Bee Li
Poh Kim Lee
Poh Siok Fong
Poruri Ramakrishna
Pramanik Anupam
Praveen Jain
Pua Poh Heng
Pusppa D/O Paramasamy
Quek Gim Pew
Quek Jee Wei
Quek Kwang Sieah
R Saravanan
Ramalingam Paramasivam
Regina Chan Chak Fun
Romeo Jr Garcia

Ross A Philip
 Sam Peng Puing
 See Tho Ving Yuen
 Seet Iris
 Seet Robert
 Seet Suan Neo Joyce
 Seow Troy
 Shariff Nureen Naushadali
 Siew Lien Wong
 Sim Boon Leng
 Sim Siah Kwang
 Sim Soo Hoon Eunice
 Simon Koh Boon Kwang
 Siti Dian Insani
 Soh Chiow Sin
 Soh Sew Land
 Song Loo See
 Song Tiam Chin
 Song Tuck Wah
 Song Wilson
 Srivastava Anurag
 Stephanie Raphaela Ho
 Sulaiman Halim
 Sun Jianjun
 Suzanna Yean
 Tan Chee Meng
 Tan Chuen Kiat
 Tan Eng Hwa
 Tan Foong Luan Flora
 Tan Gek Gnee
 Tan Hong Beng
 Tan Hui Eng
 Tan Joo Ean
 Tan Kim Biau
 Tan Kim Chwee
 Tan Kim Ping
 Tan Kok Leong
 Tan Lee Hua
 Tan Lek Hwa
 Tan Mang Lie
 Tan Mary

Tan Meng Ann Zachary
 Tan Nguan Chee
 Tan Poh Cheng Shirley
 Tan Sew Kin
 Tan Siang Lim Danny
 Tan Sien Chuan
 Tan Siew Kia
 Tan Siew Ooa
 Tan Siok Lan Anne
 Tan Soon Teck Jimmy
 Tan Sze Hui Karen
 Tan Tin Kwang
 Tan Wai Seng
 Tan Yee Tiang
 Tan Yong Yong
 Tan Yun Joo
 Tan Zhixiang, Daryl
 Tay Chia Hui Audrey
 Tay Sor Hoon
 Tay Thiam Song
 Tay Victor
 Tay Watt Moi
 Teh Hua Chan
 Teng Matthew
 Teo Hock Chwee
 Teo Hwee Hua
 Teo Joo Kim
 Teo Keng Oen
 Teo Kye Hwee Tony
 Teo Seh Lee
 Teo Seow Phong
 Tham Kum Ying
 Thean Kooi Choong
 Thia May Lian
 Thin Ying Ning
 Tiong Yee Yee Christina
 Toh Chuan Gek
 Toh Swee Heng Calvin
 Tok Eng Seng
 Tow Soon Kim
 Tseng Ren-Fa

Victor Liu Tow Nyap
 Vijay Baskar Ramraj
 Virile
 Wan Fook Weng
 Wang Tee Fock
 Wang Wai Lian
 Wee Aik Chuan Dennis
 Wee Bee Geok
 Wendy Yap Woon Hui
 William Liu Wei Hai
 Winnie Wan Siew Mei
 Wong Chiew Mann
 Wong Choy Ming
 Wong Hong Yen
 Wong Keen Mun
 Wong Liang Feng
 Wong Oi Chee
 Wong See Kar
 Wong Siew Cheong
 Wong Sook Cheng
 Wong Sook Yin
 Wong Yew Choo
 Xiao Li
 Yap Lian Eng
 Yap Wai Meng
 Yau Cha Tek
 Yee Lai Ching
 Yeo Lay Yong
 Yeo Lik Seng
 Yeo Yeehan
 Yeoh Soon Hwa
 Yeong Tah Yuen
 Yieh Sharon
 Yip Hui Fen, Jeannie
 Yong Chin Chin
 Yoong It Siang
 Zheng Yi

Corporate Governance

Governance, Structure and Management

The Board of Management (the “Board”) of the Charity may comprise up to 10 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 2022, the Board comprised 10 board members and three co-opted board members who were elected by the Board, as per the Constitution of the Charity. The Board met four times between 31 March 2021 and 31 March 2022 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 AGM on 13 July 2021, Mr Goh Jia Yong and Ms Lim Choon Noi were converted from co-opted board members to ordinary board members. We welcomed three new co-opted board members – Mr Mock Pak Kay, Ms Tee Hui Min Christine and Ms Jessica Ho Kit Ping.

Mr Tan Shong Ye had served on the Board for a total of 10 years as of 2021. We have requested Mr Tan to stay on for another two years as HNF is in the process of technology enhancement, and his expertise in technology innovation and cybersecurity remains crucial to the Board and Management Team.

Executive Committee and Committees

Of the 10 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 their terms of references.

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 FY2021/22

Position	Key Directorships & Appointments	Attendance at Board Meeting in FY21/22
Mr. T. K. Udairam President	CEO (Sheares Singapore / International) (Sheares Healthcare Group Pte. Ltd.)	4 / 4
Mr Tan Shong Ye Vice President	Partner/Advisory (PricewaterhouseCoopers Risk Services Pte. Ltd)	4 / 4
Ms Ong Hwee Ling Jenny Treasurer	Financial Consultant (Visvires Capital Asia Pte Ltd)	4 / 4
Ms Lilian Tham Ee Mern Secretary	Chief Operating Officer (Eastspring Investments)	3 / 4
Mrs Deby Saroujiuy Palakrishnan Board Member	Retiree	2 / 4
Ms Low Beng Hoi Board Member	Director of Nursing (Population Health & Community Transformation, Khoo Teck Puat Hospital/Yishun Health)	3 / 4
Ms Charmaine Chow Board Member	Executive Director, Compliance (TMRW Digital Group)	4 / 4
Mr Teo Hui Yu Richard Board Member	Chief Executive Officer (Ascom AG) Senior Managing Director (Accenture)	4 / 4
Ms Lim Choon Noi Board Member	Financial Consultant	4 / 4
Mr Goh Jia Yong Board Member	Partner (Ernst & Young Advisory Pte. Ltd.)	3 / 4
Mock Pack Kay Co-opted Board Member	Director (Saratoga Capital (Singapore) Pte Ltd)	3 / 4
Tee Hui Min Christine Co-opted Board Member	Partner (Allen & Gledhill LLP)	3 / 4
Jessica Ho Kit Ping Co-opted Board Member	Marketing Director (Intel technology)	1 / 4

REMARKS :

The following Co-opted board members were inducted on 13 Jul 2021

1. Ms Tee Hui Min Christine
2. Mr Mock Pack Kay

Ms Jessica Ho Kit Ping was inducted as a co-opted board member on 12 Oct 2021. A/Prof Peter Lim Ai Chi has stepped down as the board advisor with effect from 13 Jul 2021.

Corporate Governance

HNF Board Committees for FY2021/22

1. Audit and Risk Management Committee

Chairperson: Mr Tan Shong Ye
Members: Ms Lim Choon Noi
Mr Jeremy Lee (co-opted)
Ms Tee Hui Min Christine
Secretariat: Head, Finance

2. Communications & Development Committee

Chairperson: Ms Charmaine Chow
Members: Ms Ong Hwee Ling Jenny
Mrs Deby Saroujiy Palakrishnan
Ms Lilian Tham
Mr Teo Hui Yu Richard
Ms Tee Hui Min Christine
Ms Jessica Ho Kit Ping
Secretariat: Head, Communications & Development

3. Clinical & Continuing Education Committee

Chairperson: Ms Low Beng Hoi
Members: Mrs Deby Saroujiy 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)
Dr Barbara Helen (co-opted)
Dr Jasmine Kang (co-opted)
Secretariat: Assistant Manager, Operations and Special Projects

4. Staff & Remuneration Committee

Chairperson: Mr Goh Jia Yong
Members: Mr T. K. Udairam
Mrs Deby Saroujiy Palakrishnan
Ms Lilian Tham
Secretariat: Head, Human Resource

5. Investment Advisory Committee

Chairperson: Mr T. K. Udairam
Members: Mr Tan Shong Ye
Mr Mock Pack Kay
Mr Soon Yong Kwee (co-opted)
Secretariat: Head, Finance

6. 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

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 1 April 2021 to 31 March 2025.

- 1) Ms Chua Ee Cheng (Chairperson)
- 2) Mr Lim Chong Chee
- 3) Dr Alicia Altorfer-Ong

In FY21/22, 446 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:

- Investment-grade Bonds
- 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 2022, the value of the portfolio investment funds was \$23,906,663.

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 2022, the balance of the Restricted and Unrestricted funds totalled \$33,882,800.

Expenditure for FY2021/22 was \$19,088,211 (Expenditure is met by a combination of government funding, donations and patient fees).

Conflict of Interest Policy

All board members and staff are to understand and comply with HNF's Conflict of Interest Policy which requires them to ensure that 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.

Whistle Blowing Policy

The purpose of this policy aims to provide an avenue for employees to raise concerns and provide guidelines for handling these concerns. The policy shall cover the reporting and investigation of any

Corporate Governance

improper or illegal activities at HNF. The definitions used for the purpose of this policy are as follows:

Term	Term
Whistle-Blower	Person making a protected disclosure about improper or illegal activities.
Whistle-Blowee	Person(s) implicated in disclosure made by the whistle-blower.

This policy which aims to guide whistle-blowing procedures stems from HNF's commitment to developing a culture of openness, accountability, and integrity. HNF encourages their employees who have concerns about suspected serious misconduct, or any breach, or suspected breach of law or regulation that may adversely impact the organisation, to come forward and raise the concerns.

More details on the whistle blowing policy may be found on the official website.

Governance Evaluation Checklist

(Covering period 1 April 2021 to 31 March 2022)

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. Are there governing board members holding staff ¹ appointments? (skip items 2 and 3 if "No")	1.1.2	Complied 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. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied
5	All governing board members must submit themselves for 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. Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")	1.1.12	Complied 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.	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

Corporate Governance

S/No	Code Description	Code ID	Compliance
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
15	There are processes for regular supervision, appraisal and professional development of staff. Are there volunteers serving in the charity? (skip item 16 if "No")	5.5	Complied 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. Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")	6.2.1	Complied Yes
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied

S/No	Code Description	Code ID	Compliance
FUNDRAISING PRACTICES			
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity. Did the charity receive donations in kind during the financial year? (skip item 23 if "No")	7.2.2	Complied 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. 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

Corporate Governance

S/No	Code Description	Code ID	Compliance
DISCLOSURE AND TRANSPARENCY			
30	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <ul style="list-style-type: none"> (a) the staff is a close member of the family³ belonging to the Executive Head⁴ or a governing board member of the charity; (b) the staff has received remuneration exceeding \$50,000 during the financial year. <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 family³ belonging to the Executive Head⁴ 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	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:

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

³ 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.

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



Please download the latest financial statements
for FY21/22 from our website.



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