

GAME FOR

LOVE



GAME FOR

The word "LIFE" is rendered in a bold, sans-serif font. Each letter is contained within a colored arrow shape that points to the right. The 'L' is pink, the 'I' is teal, the 'F' is lime green, and the 'E' is yellow. The arrows are stacked horizontally, creating a sense of forward motion.

Inspired by the popular “Game of Life” board game, this annual report adopts the fun and vibrant characteristics where life can be approached as a **game** with a sense of **joy** and **positivity**.



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

PRESIDENT'S MESSAGE

Our journey over the past year has been characterised by continuous change as we moved to a endemic COVID-19 society. We continue to pursue excellence, a commitment to quality, and focus on the well-being of those we serve. The national agenda of promoting active ageing and empowering seniors to lead fulfilling lives in the community resonates deeply with us and we recognise the crucial role we play in supporting this vision as one of Singapore's largest home healthcare charities. We understand that it goes beyond the provision of medical care to seniors but also to enhancing quality of life through their golden years.

Being old is not necessarily a disadvantage, but rather, it can be likened to a game where accumulated experiences and wisdom unlock new opportunities for growth and meaning. We at HNF aim to enhance the overall quality of life for seniors, empower them to embrace the richness of their life experiences and live fully the next chapter in their life journey.

At our senior care centres and active ageing centre, we foster social connectivity, promote overall well-being, and nurture independence. We will continue to support individuals and families to live as independently as possible and to remain active.

This year we had our first-ever virtual cycling fundraiser, Tour de Care. It was a fun event that showcased our shared commitment to making a positive impact on the lives of those in need. Tour de Care united individuals, organisations, and the community in a powerful display of support for mission. Through the collective

efforts of our dedicated team, volunteers and partners, including Mobot, Holistic Way, Crank n Chain, and Hub & Spoke, the campaign exceeded our expectations. Not only did Tour de Care enable us to raise funds for our patients, but it also played a crucial role in raising awareness about the significance of home healthcare services.

We are deeply grateful to our partners, volunteers, and donors who have been unwavering in their support to our mission. Their selflessness and generosity enable us to provide exceptional home healthcare services to those in need. From volunteering at our Wellness Centres or befriending homebound patients to supporting our fundraising campaigns, they help patients and their families to receive the required help for an enhanced quality of life. Their commitment to making a difference has empowered us to bring relief, comfort, and a renewed sense of hope to those who need it most.

We remain dedicated to providing all-round support to our patients, seniors and their caregivers. We will continue to evolve our services, forge partnerships, and embrace innovation to meet the needs of our community. A healthy and vibrant population is the cornerstone of a thriving society, and we are committed to playing our part to ensure that our community continues to live meaningfully and joyfully.

“

We continue to pursue excellence, a commitment to quality, and focus on the well-being of those we serve.

”

CEO'S MESSAGE



Dr Christina Tiong
Chief Executive Officer
Home Nursing Foundation

In the past year, we were steadfast in providing exceptional home healthcare services to those in need. We understand that healthcare extends beyond medical treatments and procedures – it encompasses bringing comfort and joy to individuals and their families during challenging times. By delivering care within the familiar surroundings of their own homes, we aim to create a sense of agency and dignity that is vital to the healing process.

We have expanded our reach and enhanced our services to address a wider range of medical conditions with personalised care that meets the unique needs of each patient. Through strategic collaborations, we have broadened our network of support, enabling us to deliver a comprehensive range of home healthcare services, such as multi-layer compression bandaging for venous ulcers, home peritoneal dialysis, and end-of-life support for frail elders. HNF held its inaugural Inter-disciplinary care conference for end-of life care in October last year to charter inter-professional home care standards.

Our Wellness Club@Buangkok Active Ageing Centre offers an extensive range of programmes and services to keep seniors engaged within the community. One of the highlights of the centre is the diverse selection of interest club activities initiated by volunteers, staff, and seniors themselves. These interest clubs, including the Angklung Choir and Cycling Club, allow seniors to explore their passions, form meaningful connections, and foster a strong sense of camaraderie. Through these initiatives, we empower seniors to take a more active role in shaping their own experiences and contribute to building a vibrant community.

We also understand the important role caregivers play in preserving the dignity and independence of their loved ones as they age in place. We have thus embarked on a journey to create a comprehensive Carers' Hub digital portal where caregivers will be able to discover a comprehensive range of resources tailored to their specific needs and be supported through an online community forum.

Caregivers often face challenges in accessing relevant information and informal support. By consolidating these resources into a user-friendly

digital platform, we strive to alleviate the burden of searching for assistance, making it easier for caregivers to find the help they need.

As we look ahead, we remain focused on providing accessible and quality care to empower patients to live purposefully in the community. We will continue to invest in our dedicated team and adopt innovations to deliver the most effective care. We hope to enhance the quality of life for every patient we serve, supporting their physical, social and emotional needs.

Thank you for your continued trust, support, and belief in our mission. Together, we are transforming lives, one home at a time.

“

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”

BOARD OF MANAGEMENT



Mr. T. K. Udairam
President
Chief Executive Officer
(*Sheares Healthcare International Holdings*)
President: 31 January 2020 – Present
Date of 1st appointment to the Board: 4 July 2019



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



Ms Lilian Tham Ee Mern
Secretary
Chief Operating Officer, Group
Chief Executive Officer, Singapore
(*Eastspring Investments (Singapore) Ltd*)
Secretary: 24 August 2020 – Present
Treasurer: 4 July 2019 – 24 August 2020
Date of 1st Appointment to the Board: 17 April 2017



Ms Ong Hwee Ling Jenny
Treasurer
Retiree
Treasurer: 24 August 2020 – Present
Date of 1st Appointment to the Board: 11 July 2019



Mrs Deby Saroujiyu Palakrishnan
Board Member
Retiree
Date of 1st Appointment to the Board: 20 September 2016



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



Mr Teo Hui Yu Richard
Board Member
Strategic Advisor
(*RichLife GlobalWealth Pte Ltd*)
Date of 1st Appointment to the Board: 18 June 2020



Ms Charmaine Chow
Board Member
Executive Director, Compliance
(*TMRW Digital Group*)
Date of 1st Appointment to the Board: 25 January 2018



Ms Jessica Ho Kit Ping
Co-opted Board Member
Marketing Director
(*Intel Technology*)
Date of 1st Appointment to the Board: 12 October 2021



Ms Tee Hui Min Christine
Co-opted Board Member
Partner
(*Allen & Gledhill LLP*)
Date of 1st Appointment to the Board: 13 July 2021



Ms Lim Choon Noi
Board Member
Consultant
(*Vanguard Consultancy Pte Ltd*)
Date of 1st Appointment to the Board: 22 July 2020



Mr Goh Jia Yong
Board Member
Partner
(*Ernst & Young Advisory Pte Ltd*)
Date of 1st Appointment to the Board: 22 July 2020



Mr Mock Pak Kay
Co-opted Board Member
Director
(*Saratoga Capital (Singapore) Pte Ltd*)
Date of 1st Appointment to the Board: 13 July 2021



Mr Thio Tse Gan
Co-opted Board Member
Risk Management Consultant
(*Deloitte & Touche Enterprise Risk Services Pte Ltd*)
Date of 1st Appointment to the Board: 1 September 2022

OUR LEADERS



Dr Christina Tiong
Chief Executive Officer
Date of Appointment: 10 January 2018



Mr Kwek Kah Heong
Head, Digital Innovation and IT



Ms Felicia See
Head, Human Resource



Ms Sharlene Kee
Head, Operations and Special Projects



Ms Loi San San
Head, Communications & Development



Mr Brandon Ow Yong
Head, Social Work



Ms Gladis Tern
Head, Finance



Ms Chiang Jiarong
Head, Therapy Services



Dr Ng Wai Chong
Medical Advisor



Ms Charine Chen
Assistant Nurse Manager



Ms Precillia Lai
Advanced Practice Nurse



Ms Annie Kiong
Nurse Clinician



Ms Corin Low
Nurse Clinician



**Ms Renuka DO
Nagalingham**
Nurse Clinician



**Ms Joan Christina
Hendriks**
Assistant Nurse Clinician

MAKING A DIFFERENCE IN HOME CARE

Find 7 differences
between the 2 pictures.



“

Home is truly where the heart is. That is why we keep exploring and coming up with new ways to provide better care, so that our patients to live with greater joy and dignity in the comfort of their own homes.

”



HOME CARE

PATIENT STATISTICS

HOME CARE SERVICE OVERVIEW

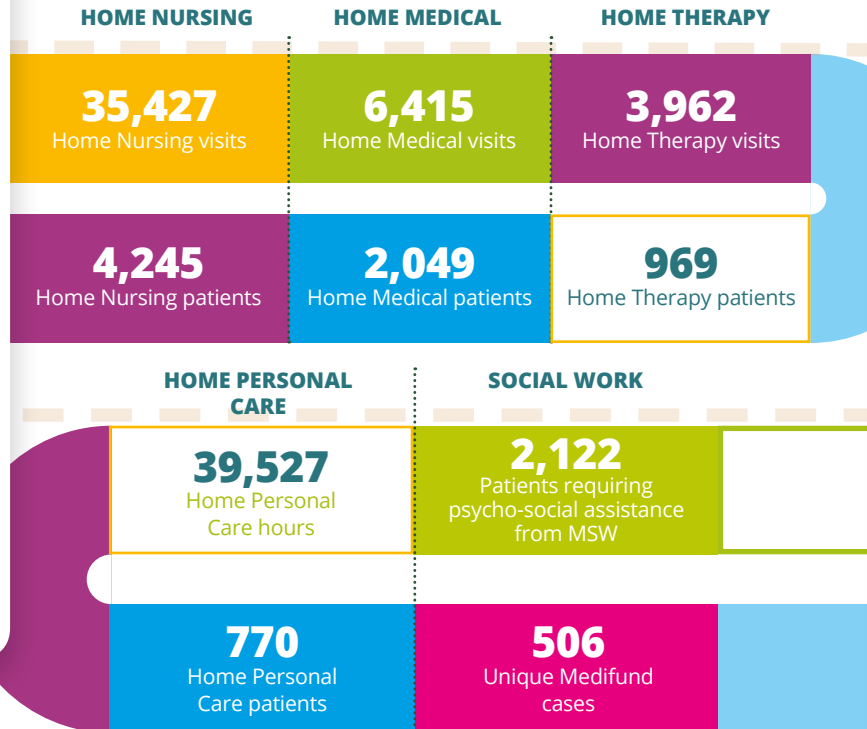
 **5,712**
Home Care patients

 **3,461**
New patients admitted to Home Care Service

 **78,392**
Home visits made for Home Nursing, Medical, Therapy and Caregivers' Training collectively

 **5,042**
Home Care referrals received

SERVICE BREAKDOWN



TOP 5 HOME NURSING SERVICES TO PATIENTS

 Wound Care
11,670

 Urinary Catheter Management
6,476

 Nasogastric Tube Feeding Management
5,565

 Medication Management
4,958

 Chronic Illness Management
1,272

PROFILE OF HNF HOME CARE PATIENTS



5,260
No. of patients
age 60 & above



2,070
No. of patients who
are bed bound or have
mobility issues



4,845
Patients receiving
subsidies for HNF services



413
Patients on financial
assistance

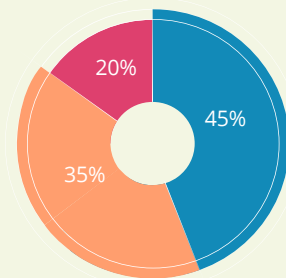
PATIENTS DISCHARGED DUE TO CARE GOALS MET

115 VISITS 
Number of extended-hours
emergency nursing visits






Number of patients discharged
(Home Nursing)
Discharged due to healed wound
14

Number of patients discharged
(Home Therapy)
Discharged due to goals met
31



SERVICES BREAKDOWN (HOME CARE) - BY ZONE

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

 National Health Group	2,562 (45%)
 SingHealth System	1,980 (35%)
 National University Hospital System	1,170 (20%)



“
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”

Better Interdisciplinary Care

As our communities age and present more advanced needs, interdisciplinary care goes a long way in addressing these issues holistically. In March 2022, we started a journey to develop Interdisciplinary Thematic Care Pathways (ITCP) that aim to improve standards of care for commonly encountered, complex situations.

Supported by the Community Silver Trust Fund, clinical leads across disciplines including doctors, nurses, therapists and social workers came together to identify common challenging care situations with poor outcomes and high costs. They aimed to develop evidence-based multidisciplinary care paths with clear clinical roles and interventions. A brainstorming

session produced 13 themes, with End-of-Life (EOL) care chosen as a top priority in 2022.

A series comprising nine clinical webinars was conducted jointly with Tan Tock Seng Hospital's Palliative care physicians, Rehabilitation medicine specialists, allied health and nursing professionals, to support the educational needs of clinical staff across Singapore. The webinars collectively attracted about 1,000 healthcare professionals.

Our clinical leads also developed an End-Of-Life care pathway which was presented at our inaugural interdisciplinary EOL Care conference in November 2022.



Learning about EOL Care for Homebound Elders

In November 2022, we held a conference on EOL care with the goal of enhancing clinical care and holistic support for patients and caregivers in the community. The hybrid conference brought together nearly 200 healthcare professionals and community care partners.



National Peritoneal Dialysis Home Support Programme

In October 2022, we launched the National Peritoneal Dialysis Home Support Programme, which currently supports 14 patients. This initiative allows the management of such dialysis to be more cost-effective and produces clinical outcomes comparable to hemodialysis, providing more convenience for patients who can stay at home.





Changing Compression Bandages at Home

Patients suffering from Venous Leg Ulcers (VLU) used to have to make several trips each week to the hospital to change their compression bandages.

Following a successful research collaboration study with Singapore General Hospital on the application of compression bandages for such patients, we launched a new service where patients with impaired mobility or those without a dedicated caregiver can change their VLU bandages at home.

As of March 2023, we have accepted 19 patients for this service, and 28 of our nurses have been trained in the application of compression bandages.

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2. []

3. []

7. [] [] [] [] [] [] [] [] [] [] [] [] []

4. [] [] [] [] [] [] [] [] [] [] [] [] []

8. **CONNECTING**

5. [] [] [] [] [] [] [] [] [] [] [] [] []

6. []

9. **THE**

10. **COMMUNITY**

11. [] [] [] [] [] [] [] [] [] [] [] [] []

12. [] [] [] [] [] [] [] [] [] [] [] [] []

Read the clues and fill in the missing words.

Down:

- 1) A place where one lives
- 2) A strong liking
- 3) A feeling of great happiness
- 4) A person who provides regular care to those who are sick, aged or frail
- 5) An activity that one engages in for fun and amusement
- 6) To make someone stronger and more confident

Across:

- 7) To work jointly with others
- 8) Linking things together
- 9) A grammatical article that denotes things or people
- 10) A social group whose members reside in a specific location or share common interests
- 11) To provide assistance
- 12) A person trained to care for the sick or injured

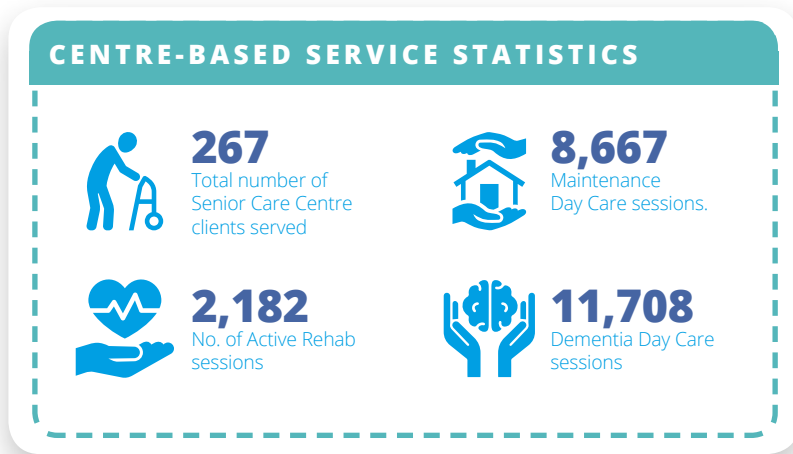


We provide stimulating and welcoming spaces for seniors to mingle, stay healthy and active, and contribute meaningfully to the community.

By enlarging the communities of care, supporting caregivers and collaborating with volunteers and partners to provide holistic services, we can create a more vibrant and inclusive society where everyone can age joyfully.



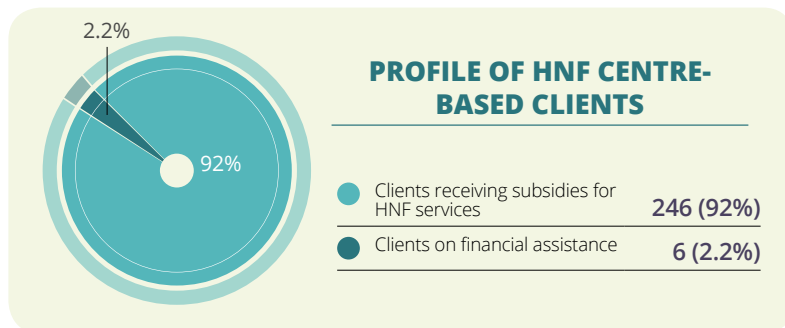
SENIOR CARE CENTRE STATISTICS



Sengkang Community Hospital Collaboration

We have partnered with Sengkang Community Hospital to improve caregivers' readiness to care for discharged patients with chronic illnesses. For patients discharged from the hospital, the programme provided their caregivers with materials on topics including community and financial resources, and caregiver stress management to caregivers who attended our virtual Caregiver Training Programme.

This would ultimately help us to better support our clients who have been discharged from the Sengkang Community Hospital and their caregivers, resulting in improved caregiving outcomes and better quality of life.



Digitalising Processes at Wellness@Hougang

We introduced a new Medical Record System at Wellness@Hougang, which enables us to offer comprehensive care to our clients through automated and secure clinical documentation. We will implement this new system at our other centres.

Online Hub for Caregivers

We are building a comprehensive one-stop portal to provide 24/7 holistic support to caregivers.

Our Caregiver Hub Portal has taken shape with the development of UI/UX wireframes, following consultations with a consultant and various stakeholders. It is important to us that this platform benefits all caregivers, and we would really appreciate if you could share your thoughts on what features you would find most useful.



The Carers Hub Ecosystem



Support Features

Senior-friendly product reviews and recommendations



Caregivers peer-to-peer support for sustainable caregiving



24/7 access to multimedia caregiving resources and apply for financial schemes



Marketplace to match donated items to recipients



And many more...

Intergenerational Activities at Wellness Centres

Wellness Centre@Buangkok and Hougang collaborated with preschools in the vicinity to foster intergenerational bonding and uplifting interactions between preschoolers and seniors. These happened during celebratory events including National Day, Chinese New Year (CNY) and Grandparents' Day.



Wellness@Buangkok - CNY Celebration



Wellness@Hougang - National Day Celebration



Wellness Club@Buangkok - Grandparents' Day Celebration

Building a Community at Wellness Club@Buangkok

When Centre Supervisor of Wellness Club@Buangkok Polly Lim noticed there were seniors around the area who hung out alone, and the frequent appearance of ambulances, she swung into action. Even though the seniors were not part of Wellness Club@Buangkok and the staff of the centre did not know them, they quickly changed that. The staff befriended the seniors and helped these seniors to make friends with each other.

Through their outreach efforts, Polly and her team have successfully connected with 609 seniors in the Buangkok area, where they gather for meals and drinks. Also, there is now at least one point of contact in almost every block of flats to keep a look out for seniors in need of help, ensuring that they can quickly receive assistance if needed. Said Ms Lim, "Through this initiative, we aim to create a self-sustaining and resilient network of community members who actively watch and support each other, creating a ripple effect that benefits the community."



Interest Club Activities at

Wellness Club@Buangkok

Cycling Club

The cycling club was formed after the seniors were inspired by their participation in our inaugural cycling event, Tour de Care. The club cycles monthly with a current membership of 20 seniors. They have covered 71.6km and completed various planned routes, with upcoming destinations including Yishun Hotspring, Pulau Ubin, Sembawang Park, Jurassic Park, East Coast, and Sentosa.



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Angklung Choir

Volunteer and music teacher Cynthia Chow teaches seniors how to play the Angklung, an Indonesian instrument made of bamboo. The Angklung Choir has performed at HNF events, and member enrolment has been steadily increasing.

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Beyond Socialising to Wellbeing

While socialising is a key part of what we do at our centres, we also want to equip our seniors with the knowledge to age safely and well. In this regard, the Tan Tock Seng Hospital (TTSH) Central Health Team (CHT) has collaborated with Wellness Club@Buangkok on several fronts.

First, the CHArge UP! Learning programme involved the TTSH team conducting virtual and physical talks to seniors at the club on various topics, including creating a safe home environment, proper handling of a wheelchair, chronic disease management, fostering good medicine habits and more. This programme was started during the pandemic.

Second, the collaboration was extended to the Steady Lah! programme where the TTSH team helped the seniors develop practical knowledge pertaining to nutrition, exercises and skills that could be incorporated into their daily lifestyle to improve their strength, balance and bone health.

Third, a nurse and a health coach from TTSH were posted to our centre at least once a week, to provide health assessments and advice to our seniors. From August 2022, Wellness Club@Buangkok was the first Active Ageing Centre (Care) in Singapore to have such a weekly nursing post.



Volunteering Collaborations with HNF

Wellness Club@Buangkok

SG Cares Volunteer Centre



Hamper Distribution by Woh Hup (Private) Limited.



Calligraphy Workshop by Singapore Polytechnic Leo Club

Agency for Integrated Care - National University of Singapore Collaboration - NUS Volunteers for Befriending of Seniors

This initiative between the Agency for Integrated Care (AIC) and students from the National University of Singapore (NUS) matches socially isolated and vulnerable seniors with volunteers who will visit them twice a month and make twice monthly phone calls. The volunteers will provide befriending and buddying services to improve the seniors' quality of life and well-being. A total of 20 students signed up to participate in the 1-year pilot project, benefitting 14 seniors.

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Finding Our Way to Joy

START

START



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It is a joyful experience for everyone who is involved in empowering our patients to age well in the community, from our team to our volunteers and partners.

As we continue to expand our services and grow our HNF family, we celebrate their many achievements as we find joy in making a lasting impact on the lives of those in need.

”



Developing Leadership Skills in our Community Care Nurses

Advanced Practice Nurse, Precilla Lai, and Assistant Nurse Manager, Charine Chen, were selected for the Community Care Nursing Leadership Programme, a talent development initiative organised by the Agency for Integrated Care (AIC) that aims to build nursing leadership capacity in the community care sector. The programme comprises clinical and leadership development opportunities, executive coaching, networking and peer learning sessions to facilitate the transition of senior nurses into new leadership roles.



SingHealth Quality Service Award (SHQSA) 2023

We received 2 Gold and 9 Silver awards at the SingHealth Quality Service Award ceremony, which honours healthcare professionals for their service excellence and going beyond their normal duties.

OUR AWARDS
THE SINGAPORE HEALTH QUALITY
SERVICE AWARDS (SHQSA)

2 GOLD
9 SILVER



From left to right: Chong Yuk Fong, Cheryl Wong, Siti Mariam Binte Mohamed Amin, Wee Kim Leng, Law Kwee Eng, Dr Christina Tiong, President Halimah Yacob, Polly Lim, Rosendal Joenas Baque, Yee Say Hen, Andrew Tan, Cathy Wang



16th Tan Chin Tuan (TCT) Nursing Award

Enrolled Nurse, Noraidah Binte Ismail, was awarded the Tan Chin Tuan Nursing Award which recognises talented and dedicated Enrolled Nurses committed to advancing the nursing profession in Singapore.



Driving Organisational Development with TEAL

We are in the third year of our organisational development journey using the innovative TEAL leadership model, which prioritises self-management and purposefulness in the workplace. The TEAL Ambassadors have been actively participating in workshops to further their understanding and practice of the TEAL model. Our efforts are bearing fruit, as our latest staff engagement survey showed an increase in overall staff satisfaction.

All new hires also participated in the 4th run of our TEAL workshops, which were co-facilitated by our TEAL Ambassadors and consultant.



New Looks for Staff

Following consultations with our staff – who provided feedback on the functionality of uniforms and who then participated in a vote for their preferred designs – we have unveiled new uniforms which are clearly in line with what the staff would like to wear.

Fundraising Campaigns

Tour de Care 2022

Our inaugural cycling fundraising event, Tour de Care, raised \$164,031 for our patients. The event started with a Round-The-Island challenge where our clinical colleagues and seniors from our Active Ageing Centre (Care) cycled around Singapore, showing their support for patients in need. We were immensely grateful for the help of our champions, Mobot and Holistic Way, and our supporters Crank N' Chain and Hub & Spoke, throughout this campaign.





Christmas Coasters Sale

We raised a total of \$820 to support the programmes of Wellness Club@ Buangkok by selling handmade crochet coasters on Shopee during the Christmas season. The coasters were handmade by seniors from the club, and all proceeds went towards empowering them to age joyfully in the community.

Grant A Wish 2022

We raised a total of \$41,805 on Giving.sg for our Grant A Wish 2022 campaign that sought to fulfill the Christmas wishes of our home care patients. The proceeds raised have touched the lives of our patients and have shown them what it is like to be surrounded by warmth and kindness this Christmas.



Volunteering Initiatives

Sponsoring of Lunch by Noona Korean Kitchen

Noona Korean Kitchen sponsored monthly lunches for Wellness@Hougang seniors and supported our placements of donation boxes at their store.





The LKY Musical Sponsored by NTUC FairPrice Foundation and Singapore Repertory Theatre

To celebrate the contributions of our seniors in the community, NTUC FairPrice Foundation and Singapore Repertory Theatre generously sponsored a group of 50 seniors and staff to watch the LKY musical – a home-grown musical that tells Lee Kuan Yew's story from his student days to Singapore's independence in 1965.

International Day of Older Persons

To celebrate the International Day of Older Persons, four seniors and their caregivers were taken on a 2D1N Sentosa staycation. They enjoyed various activities, including visiting the S.E.A Aquarium, Siloso Beach, and watching a musical fountain show.

Scan the QR code to read their inspiring stories!



Scan the QR code to read their inspiring stories!





Celebrating International Volunteer Day

We celebrated International Volunteer Day at HNF Wellness@Hougang by treating 31 volunteers and guests to an artisanal tea blending workshop and a hearty lunch.

Volunteer Orientation and Training

For our volunteers, we held an orientation in October 2022 and two training programmes in March 2023. These programmes were aimed at equipping them with the relevant skills to enhance their volunteer journey and better serve our community.



CNY Celebration with Mediacorp Artistes

Our seniors at Wellness@Buangkok and Wellness Club@Buangkok enjoyed a lively Chinese New Year celebration with Mediacorp artistes, including Elvin Ng, Pierre Png, Ayden Sng, Herman Keh, Tyler Ten, Zhai Siming, Gini Chang and Fang Rong. The events included games, singing, and *Lohei*, bringing joy and festivities to the seniors.



CNY Celebration at Chinatown

To bring joy and comfort to homebound seniors during the festive period, we gifted 10 seniors with \$50 cash vouchers that were raised through our Gift a Joy Pack campaign. Through this campaign, funds raised go towards a "Joy Pack" for homebound patients containing necessities and festive goodies for them to enjoy their Chinese New Year. Our volunteers accompanied the seniors as they shopped for Chinese New Year goodies at Chinatown Food Street and enjoyed a hearty reunion meal with *Lohei* at Chinatown Point.



Appreciation

Organisations

\$50,000 and above

Singapore Tote Board

\$10,000 to \$49,999

Azalea Investment Management Pte Ltd
Hong Leong Foundation
PAP Community Foundation
Singapore Rubber Millers Association
The Community Foundation Of Singapore
The Grace Shua And Jacob Ballas Charitable Trust
TTJ Design & Engineering Pte Ltd
Woh Hup (Private) Limited

\$5,000 to \$9,999

GNS Storage Pte Ltd
Ho Bee Foundation
Home Health Care Association
JR Life Sciences Pte Ltd
JT International Singapore Pte Ltd
Lee Kim Tah Foundation
Mellford Pte Ltd
Mobot Pte Ltd
RSM Chio Lim LLP
Shenton Investment Pte Ltd
Singapore Buddhist Youth Mission
The Keppel Club

\$1,000 to \$4,999

Chen Da Construction Pte Ltd
Hua Seah Investment Holding Pte Ltd
Lingjack Dormitory Pte Ltd
Aastar Pte Ltd
Affluence Resource Pte Ltd
Bossard Pte Ltd
Che Hian Khor Moral Uplifting Society (Singapore)
City Rangers Sports Club
ComfortDelGro Corporation Limited
Dou Yee Enterprises (S) Pte Ltd
Exodus Capital (S) Pte Ltd
Gloss & Glow Pte Ltd
Grandlux Pte Ltd
GT San Engineering Pte Ltd
HMC Sales & Service Pte Ltd
HR Factors Personnel Pte Ltd
Ion Agency Pte Ltd
Lingjack Engineering Works Pte Ltd
Litech Engineering & Trading
Love @ Care Medical Products
Makino Resource Development Pte Ltd
Moneycierge Pte Ltd
NPE Print Communications Pte Ltd
Odyssey Technical Solutions Singapore Pte Ltd
PT-G Builders Pte Ltd

Selecta Electronics Pte Ltd
Seng Hoe Hardware & Engineering Pte Ltd
South Wind Sdn.Bhd
Star Ready-Mix Pte Ltd
Tak Products & Services Pte Ltd
UK Online Giving Foundation
Win Holdings Pte Ltd
Wong and See Foundation
Yee Lee Private Limited
Zen Voce Manufacturing Pte Ltd
Zu-Lin Temple Association

Individuals

\$10,000 and above

De Vaz Ian Marc Rosairo
 Lee Hui San
 Lim Yuan Guang
 Oan Chim Seng
 Tan Yang Guan
 Thali Koattiath Udairam
 Tow Soon Kim
 Wong Soon Peng Adrian
 Wong Yuen Lien

\$5,000 to \$9,999

Chan Joo Kim Linda
 Chang Yeh Hong
 Chen Yuming
 Choo Chiau Beng
 Chua Yao Teng
 Chuah Kee Heng
 Hong Bee Lan
 Justin Keh Wen Qing
 Khoo Whee Leng
 Kok Siew Hoong
 Kok Wai Yee Patricia
 Kwok Yew Kai Colin
 Lee Joo Ee Evelyn
 Lim Yean Nyok
 Lim Yuan En
 Lin Qinghui

Loke Yuen Kin Ruby
 Mavis Lim Geck Chin
 Ng Kim Kiat
 Ng Mui Khim Jennifer
 Ong Cieow Gia
 Peh Hong Yee
 Quah Kim Lui
 Soong Wei San
 Suresan Sachithananthan
 Teo Hong Lim
 Tiong Shu
 Wong Ling Ming
 Wong Pui Ying
 Yeoh Choon Jin
 Yip Hui Fen, Jeannie
 Yung Bee Eng

\$1,000 to \$4,999

Aamir Hatim Nakhoda
 Agnes Lim Bee Yan
 Amy Wu Bingmei
 Ang Chee Peng
 Ang Swee Leong
 Angeline Huang Yingxuan
 Arthur Chai Shaw Pu
 Arvind Prakash Sharma
 Au Fung Chun
 Audrey Koh

Aw Ai Ling Evelyn
 Aw Chye Huat
 Beverly Goh Pi Lee
 Buen Sin Low
 Chay Oh Moh
 Chee Yew Chung
 Chen Dingming Benedict
 Chen Hsiao Ying
 Cheng Teng Wai
 Cheng Ter Chiang
 Cheong Wai Kun
 Chia Ghim Chuan
 Chia Hoi Mun
 Chia Hwee Ming
 Chia Tze Cheng
 Chia Wei Hong
 Chiam Yah Fang
 Chiang Wing Chiong
 Chin Kim Tham
 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
 Chong Kum Wah

Chong Wei Hong
 Chong Yoon Foo
 Chua Angeline
 Chua Hay San
 Chua Kim Chiu
 Chua Poh Yen
 Cincotta Erin
 David Hobart Howell
 David Lee Eng Thong
 Doris Khoo
 Edward Anwar
 Ee Soon Hua Esmond
 Ee Tee
 Elaina Foo Shirong
 Eng Hsi Ko Peter
 Eng Siang Leng
 Foo Wei Kiang
 Foo Yee Bao
 Franky S Tanudjojo
 Fu Hwee Ling
 Gan Soh Har
 Goh Gaik June
 Goh Hock Lye
 Goh Jia Yong
 Goh Kah Leng
 Goh Lai Soon
 Grace Fu Hai Yien
 Gwee Yi Xin

Individuals

Han Hui Fong
 Hee Siew Fong
 Heng Jeyee
 Hing Kian Hui
 Ho Eng Lee
 Ho Kok Sun Kevin
 Ho Lian Lee
 Ho Peng Ann
 Ho Seong Peng
 Ho Siow Ling
 How Siang Meng
 Huen Chi Keong
 Jacintha Poh Jia Hui
 Jain Praveen
 Jerene Tan Chye Luan
 Joseph Barnabas Tan Chin Ann
 Juthika Ramanathan
 Kamal Kant S/O Chhotalal
 Kapoor Shashi
 Kay Boon Tan
 Kee Meng Yew
 Kellie Tan
 Khoo Boo Jin
 Khoo Whee Luan
 Ko Lian Hoi
 Koh Guan Hong
 Koh Lee Kiow
 Koh Peck Kheng
 Kok Chee Meng
 Kong Ong Lim Lynn

Kuan Ren Qiang Patrick
 Kwek Kah Heong
 Kwon Yoong Sang
 Lai Kim Fatt
 Lai Li Fang
 Lai Yeow Choy
 Lam Kim Fai
 Lam Pei Li
 Lau Hong Choon
 Lau Shy Yunn Karen
 Lee Chia Shu
 Lee Hong Seng
 Lee Kheng Chong
 Lee Kim Tong Victor
 Lee Kit Ming Edmund
 Lee Liak Heng
 Lee Mimi
 Lee Pao Heong
 Lee Sai Guek
 Lee Sau Hun
 Lee Shean Wei
 Lee Siang Lim
 Lee Wan Chew
 Lee Ying
 Leo Kum Yuen
 Leong Hong Yong
 Leong Lai Han
 Leow Chee Wee
 Leung Dominic Calibuso
 Li Qianwen

Lim Boon Eng Julie
 Lim Chwee Suan Corrina Dorus
 Lim Ewe Teck Andy
 Lim Feng Philip
 Lim Hong Gor
 Lim I Lynn Adeline
 Lim Joo Yong
 Lim Lay Hua
 Lim Mei Yin
 Lim Ming Long
 Lim Mui Ngoh
 Lim Nancy
 Lim Sian Leong
 Lim Sim Pei
 Lim Soon Peng
 Lim Teck Chai Danny
 Lim Tse Yin
 Lim U-Lin Queenie
 Lim Yok Ley
 Lim Yuan Kang
 Lina
 Ling Ji Min
 Lisa Ong
 Liu Jin Tang
 Loh Chee Kin
 Loh Choh Yau
 Loh Guo Pei
 Loo Lee Leng
 Low Chui Heng
 Low Hwee Chua

Low Lian Yeok
 Low May Yin Eunice
 Low Weng Cheong
 Mak Loke Peck
 Matthew Teng Wen Lien
 Mock Pack Kay
 Moeez H Nakhoda
 Mukerji Shantanu
 Ng Aik Cheng
 Ng Boon Seng
 Ng Chee Weng
 Ng Chee Yeng
 Ng Choon Hwee
 Ng Chwee Ee
 Ng Fook Kong
 Ng Huey Ling
 Ng Suat Kheng
 Ng Wui Kern
 Nontarat Thongpumpursar
 Oei Lay Choo
 Oh Thay Lee
 Ong Beng Huat
 Ong Cheng Hock
 Ong Eng Kee
 Ong Juay Pin
 Ong Kee Chuan
 Ong Lay Khim
 Ong Lay Kim
 Ong Mong Siang
 Pang Cheng Soon

Individuals

Patricia Huang
 Peh Beng Kiat
 Peh Gek Lian Mary
 Peh Xin Yee
 Pek Tiong Khuan
 Poh Angeline
 Poruri Ramakrishna
 Pua Poh Heng
 Quah Siok Bin
 Quek Ai Choo
 Rahadja Linda
 Ramalingam Paramasivam
 Regina Chan Chak Fun
 Romeo Jr Garcia
 Roux Ludovic Hugues
 Saleha Bt Johari
 Sam Peng Puing
 Seah Lay Hoon
 See Tho Ving Yuen
 Seet Robert
 Seow Troy
 Serene Han Tui Kin
 Shariff Nureen Naushadali
 Shaw Priscylla
 Sim Choon Lang
 Sim Siah Kwang
 Sim Sok Peng
 Sim Soo Hoon Eunice
 Soh Chiow Sin
 Soh Lee Yong

Song Wilson
 Srivastava Anurag
 Sulaiman Halim
 Sum Sui Cheng
 Sun Jianjun
 Susie Tan
 Suzanna Yean
 Tan Chee Meng
 Tan Chew Chuah
 Tan Eng Hwa
 Tan Hong Beng
 Tan Hong Lye Cecilia
 Tan Hui Eng
 Tan Kim Biau
 Tan Kok Choon
 Tan Kok Huan
 Tan Lek Hwa
 Tan Mee Ling Aileen
 Tan Nguan Chee
 Tan Poh Kiang
 Tan Sewkin
 Tan Siew Kia
 Tan Siew Ooa
 Tan Siok Lan
 Tan Siok Lan Anne
 Tan Soon Teck Jimmy
 Tan Swee Tin Agnes
 Tan Sze Hui Karen
 Tan Tin Kwang
 Tan Wai Seng

Tan Yong Yong
 Tan Yun Joo
 Tang Ai Chee
 Tay Chia Hui Audrey
 Tay Thiam Song
 Tay Victor
 Tay Watt Moi
 Tea Wee Teck
 Teh Lai Yip Nee Foo
 Teo Hwee Hua
 Teo Koon Seong
 Teo Seh Lee
 Teo Seow Phong
 Teow Kiok Liang
 Tham Kum Ying
 Tham Sok Yue
 Thean Kooi Choong
 Thia May Lian
 Thin Ying Ning
 Thio Tse Gan
 Ting Chai Hoon
 Tit Ben Kum
 Toh Chuan Gek
 Toh Kheng Cheng
 Tok Eng Seng
 Tseng Ren-Fa
 Wan Fook Weng
 Wee Bee Geok
 Wendy Yap Woon Hui
 Winnie Wan Siew Mei

Wong Cheek Chee
 Wong Chiew Mann
 Wong Hee Ong
 Wong Keen Mun
 Wong Liang Feng
 Wong Mei Gin
 Wong Nguk Yoong
 Wong Oi Chee
 Wong Wei Tan
 Wong Yew Choo
 Yan Huey Miin
 Yap Kian Peng
 Yap Lian Eng
 Yap Lian Hiang Vivien
 Yee Lai Ching
 Yeo Lik Seng
 Yeo Yee Han
 Yong Chin Chin
 Yong Kwek Kuen
 Yong Siew Kim
 Yong Yih Min
 Yoong It Siang
 Zachary Tan Meng Ann
 Zhang Weisheng
 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 2023, the Board comprised 10 board members and four 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 2022 and 31 March 2023 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 2 August 2022, we re-elected Mr T. K. Udairam, Ms Jenny Ong, Ms Low Beng Hoi and Mrs Deby Palakrishnan as Ordinary Board members. Mr T. K. Udairam was also re-elected as President.

Mr Tan Shong Ye had served on the Board for a total of 12 years as of 2023. In accordance with Article 8.3A in HNF Constitution, the office of the Vice President shall be vacated. A new Vice-President will be elected in the AGM on 1 August 2023. Mr Tan will continue to serve as an Advisor to the Board of Management and provide his expertise to HNF in technology innovation and cybersecurity.

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, an Investment Advisory Committee, a Facility Medifund Committee, a Staff and Remuneration 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 FY2022/23

Position	Key Directorships & Appointments	Attendance at Board Meeting in FY22/23
Mr. T. K. Udairam President	CEO (Sheares Singapore / International) (Sheares Healthcare International Holdings)	4 / 4
Mr Tan Shong Ye Vice President	Partner/Advisory (PricewaterhouseCoopers Risk Services Pte. Ltd)	3 / 4
Ms Ong Hwee Ling Jenny Treasurer	Retiree	3 / 4
Ms Lilian Tham Ee Mern Secretary	Chief Operating Officer, Group Chief Executive Officer, Singapore (Eastspring Investments (Singapore) Ltd)	3 / 4
Mrs Deby Saroujiy 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)	3 / 4
Mr Teo Hui Yu Richard Board Member	Strategic Advisor (RichLife GlobalWealth Pte Ltd)	4 / 4
Ms Lim Choon Noi Board Member	Financial Consultant (Vanguard Consultancy Pte Ltd)	4 / 4
Mr Goh Jia Yong Board Member	Partner (Ernst & Young Advisory Pte. Ltd.)	4 / 4
Mock Pack Kay Co-opted Board Member	Director (Saratoga Capital (Singapore) Pte Ltd)	4 / 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)	3 / 4
Thio Tse Gan Co-opted Board Member	Risk Management Consultant (Deloitte & Touche Enterprise Risk Services Pte Ltd)	2 / 4

REMARKS :

Mr Thio Tse Gan was inducted as a co-opted board member on 1 Sep 2022.

CORPORATE GOVERNANCE

HNF Board Committees for FY2022/23

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 Jessica Ho Kit Ping (2 Aug 2022 - Present)
 Members: Ms Charmaine Chow
 Ms Ong Hwee Ling Jenny
 Mrs Deby Saroujiyu Palakrishnan
 Ms Lilian Tham
 Mr Teo Hui Yu Richard
 Ms Tee Hui Min Christine
 Secretariat: Head, Communications & Development

3. Clinical & Continuing Education Committee

Chairperson: Ms Low Beng Hoi
 Members: Mrs Deby Saroujiyu Palakrishnan
 Ms Rachel Marie Towle (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 Saroujiyu Palakrishnan
 Ms Lilian Tham
 Secretariat: Head, Human Resource

5. Investment Advisory Committee

Chairperson: Mr T. K. Udairam
 Members: Mr Tan Shong Ye
 Mr Mock Pak 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 FY22/23, 695 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 Gladis Tern (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 2023, the value of the portfolio investment funds was \$20,183,510.

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 2023, the balance of the Restricted and Unrestricted funds totalled \$35,629,893.

Expenditure for FY2022/23 was \$20,732,196 (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.

CORPORATE GOVERNANCE

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 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 2022 to 31 March 2023) 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
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
22	The charity has a documented investment policy approved by the Board.	6.4.3	Complied

S/No	Code Description	Code ID	Compliance
STRATEGIC PLANNING			
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> <p>(a) the staff is a close member of the family³ belonging to the Executive Head⁴ 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 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 chaity 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
FY 22/23 from our website.



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MCI (P) 055/06/2023