

UNBOXING

CARE



Annual Report 2024/2025

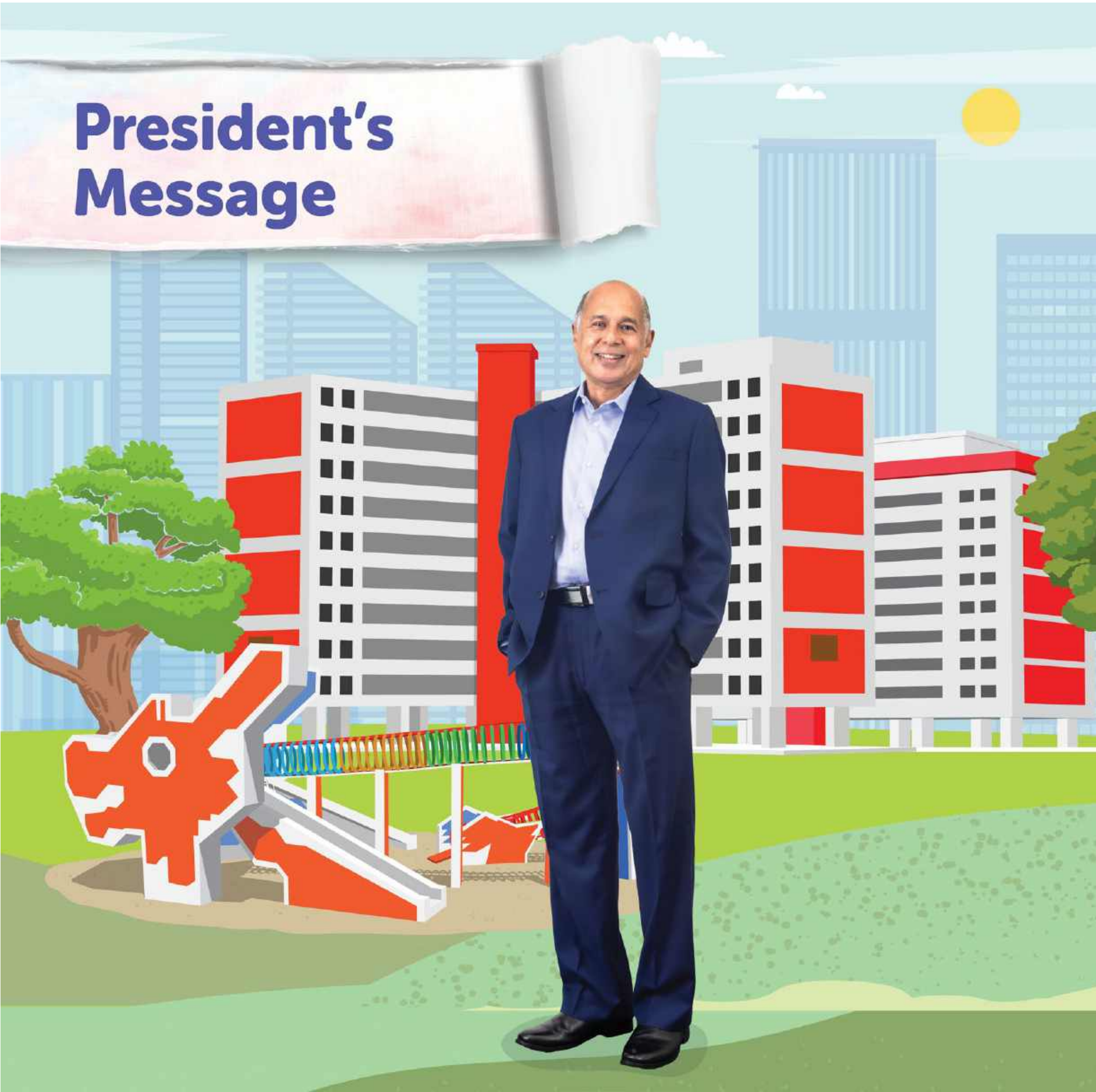
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Unboxing Care

The theme draws inspiration from the excitement of opening blind boxes, where the outcome is always a surprise. The anticipation and discovery involved in unboxing are key aspects of the experience. Similarly, this theme emphasises that every act of care, regardless of its size, can uncover something deeply meaningful.

President's Message



“ Together, we are steadfast in our mission to deliver life-affirming care no matter what uncertainties lie ahead. ”

2024 has been a year of both challenge and growth for Home Nursing Foundation (HNF). Amid the ongoing shifts in Singapore's healthcare landscape, HNF remains determined to delivering compassionate care and empowering all we serve. From supporting frail elders at the end-of-life through our Integrated Home Health (IHH) programme, uplifting mental health through Community Resource, Engagement and Support Team (CREST), to Asset Based Community Development to build resilience and strength in seniors through our Active Aging Centres, our team has been unwavering in our commitment, to those we are privileged to serve.

We expanded our IHH programme to empower patients to spend their final days in the comfort of their own homes with their loved ones, supporting their caregivers with practical and psychosocial needs. We implemented the EatWise SG programme to bridge gaps in nutrition amongst frail home bound patients and dependent seniors in the Day care. Our Continuing Medical Education (CME) webinars provided over 3,000 hours of professional training hours to equip community healthcare workers with up-to-date knowledge and experience to provide quality holistic care for their patients.

Beyond clinical care, we deepened our community engagement to inspire joy in giving. The success of fund-raising campaigns like Tour de Care, and the heartwarming impact of Grant a Wish and Gift a Joy Pack, reflect the kindness and generosity of donors and volunteers in building a strong and caring community. These programmes and outreach efforts help ensure our clients receive both healthcare services and social support in the comfort of their homes, and their caregivers can sustain the challenging yet satisfying journey of caring for their loved ones.

This year, we also embarked on our Environmental, Social, and Governance (ESG) journey, embracing digitalisation to improve staff and client experience, while expanding health programmes to uplift the wellbeing of all our staff. We were honoured to be recognised as a Great Place to Work and are proud recipients of the Singapore Health Award. These accolades underscore not only the impact of our services, but the strength of our governance, values, and people.

Our success is driven by passionate individuals who embody our values, guided by a dedicated Board that ensures strategic vision and future readiness. Together, we are steadfast in our mission to deliver life-affirming care no matter what uncertainties lie ahead.

Looking forward, we are confident that the foundation we have built, anchored in trust, resilience, excellence, and compassion, will continue to guide HNF in healing, comforting, and empowering every life we touch, at home and in the community.

Mr T. K. Udairam

President
Board of Management
Home Nursing Foundation

CEO's Message



“ As we continue this journey, we do so with a deep sense of purpose, gratitude, and resolve. Our shared ethos, rooted in humanity and unity, reminds us that lasting impact begins with a single act of care. ”

At Home Nursing Foundation, we are driven by a simple belief: that every person, regardless of age or circumstance, has the potential to live with joy and purpose. This belief is the cornerstone of all we do—from the partnerships we cultivate, to the progress we strive for, and the investment in people who bring it all to fruition.

As we navigate an ever-changing healthcare landscape, we empower our staff, patients, and caregivers to take charge of their health with confidence, knowledge, and trust. Through programmes like the integrated home health at the end-of-life, and Percutaneous Entero-Gastrostomy (PEG) tube changes at home, we are committed to ensuring that holistic care is accessible to all, especially for the most vulnerable.

From virtual PEG clinic with Singapore General Hospital (SGH), to multidisciplinary end-of-life care rounds with Tan Tock Seng Hospital (TTSH), from camaraderie amongst young and old to the friendships made amongst seniors from Active Ageing Centres across the island at the AgeWell Championships, we have witnessed the powerful impact of coming together - across disciplines, organisations and sectors - to bring quality care seamlessly to patients and connect communities all over Singapore.

As we reflect on the every day moments that matter; the warmth of festive reunion lunches for homebound seniors, Mdm Jamie's journey toward better health through HNF Wellness Club; Mdm Wong's rehabilitative strides through the DancingMind Virtual Reality programme, and Mdm Koh's emotional resilience fostered through deep caregiver conversations and support for her transition to nursing home, we recognise that these moments are made possible through the dedication of volunteers and the generosity of donors and partners like you, inspiring us to keep serving with courage and compassion.

As we continue this journey, we do so with a deep sense of purpose, gratitude, and resolve. Our shared ethos, rooted in humanity and unity, reminds us that lasting impact begins with a single act of care. Let us remain steadfast in building a future where every individual is seen and supported, and where every day brings us closer to a more compassionate and connected society.

Dr Christina Tiong

Chief Executive Officer
Home Nursing Foundation

Board of Management



1 Mr. T. K. Udairam
President (since 31 January 2020)
 Board Member since 4 July 2019
 Chief Executive Officer
 Sheares International Healthcare Group

2 Ms Lilian Tham Ee Mern
Vice President (since 1 August 2023)
 Secretary (24 August 2020 – 31 July 2023)
 Treasurer (4 July 2019 – 24 August 2020)
 Board Member since 17 April 2017
 Chief Operating Officer
 Eastspring Investments
 Chief Executive Officer
 Eastspring Investments Singapore

3 Ms Ong Hwee Ling Jenny
Honorary Secretary (since 2 August 2024)
 Board Member since 11 July 2019
 Treasurer (24 August 2020 – 2 August 2024)
 Retiree

4 Mr Teo Hui Yu Richard
Treasurer (since 2 August 2024)
 Secretary (1 August 2023 – 2 August 2024)
 Board Member since 18 June 2020
 Founder & Chief Executive Officer
 RichLife GlobalWealth Pte Ltd

5 Ms Lim Choon Noi
Board Member (since 22 July 2020)
 Board Director
 SSW Group

6 Mr Goh Jia Yong
Board Member (since 22 July 2020)
 Partner
 Ernst & Young Advisory Pte Ltd

7 Mr Mock Pack Kay
Board Member (since 13 July 2021)
 Founding Partner
 Saratoga Capital (Singapore) Pte Ltd

8 Ms Tee Hui Min Christine
Board Member (since 13 July 2021)
 Partner
 Allen & Gledhill LLP

9 Mrs Deby Saroujiyy Palakrishnan
Board Member (since 20 September 2016)
 Retiree

10 Ms Low Beng Hoi
Board Member (since 4 July 2019)
 Senior Nurse Mentor, Nurse Administration
 (since January 2025)
 Director of Nursing,
 Population Health & Community Transformation
 (till December 2024)
 Khoo Teck Puat Hospital/Yishun Health

11 Ms Charmaine Chow
Board Member (since 25 January 2018)
 Executive Director, Group Compliance
 Retail Digital Bank/United Overseas Bank Limited
 (till December 2024)

12 Ms Jessica Ho Kit Ping
Board Member (since 12 October 2021)
 Director
 Marketing Center of Excellence
 Asia Pacific & Japan
 Intel Corporation

13 Mr Thio Tse Gan
Co-opted Board Member
 (since 1 September 2022)
 Cyber Defense & Resilience Leader
 Technology & Transformation
 Deloitte SEA

Our Leaders



1



2



3



13



14



15



4



5



6



16



17



7



8



9



10



11



12

1. Dr Christina Tiong
Chief Executive Officer
(since 10 January 2018)

2. Ms Felicia See
Head, Human Resource
(since 1 December 2017)

3. Ms Gladis Tern
Head, Finance
(since 19 September 2022)

4. Mr Derrick Tan
Head, Digital Innovation and IT
(since 1 October 2024)

5. Mr Ian Ong
Head, Operations and Innovations
(since 15 January 2024)

6. Ms Loi San San
Head, Communications & Development
(since 7 October 2019)

7. Dr Ng Wai Chong
Head, Clinical Development
(since 1 January 2024)

8. Ms Chiang Jiarong
Head, Home Therapy and Day Rehab
(since 1 July 2021)

9. Mr Brandon Ow Yong
Head, Social Work
(since 1 October 2019 to 28 February 2025)

10. Mr Ku Ken Yew Moses
Head, Partnerships & Community Development
(since 26 June 2024)

11. Ms Precilla Lai
Advanced Practice Nurse
(since 1 July 2018)

12. Ms Charine Chen
Nurse Manager
(since 1 July 2023)

13. Ms Renuka D/O Nagalingham
Nurse Clinician
(since 1 July 2021)

14. Ms Corin Low
Nurse Clinician
(since 1 July 2021)

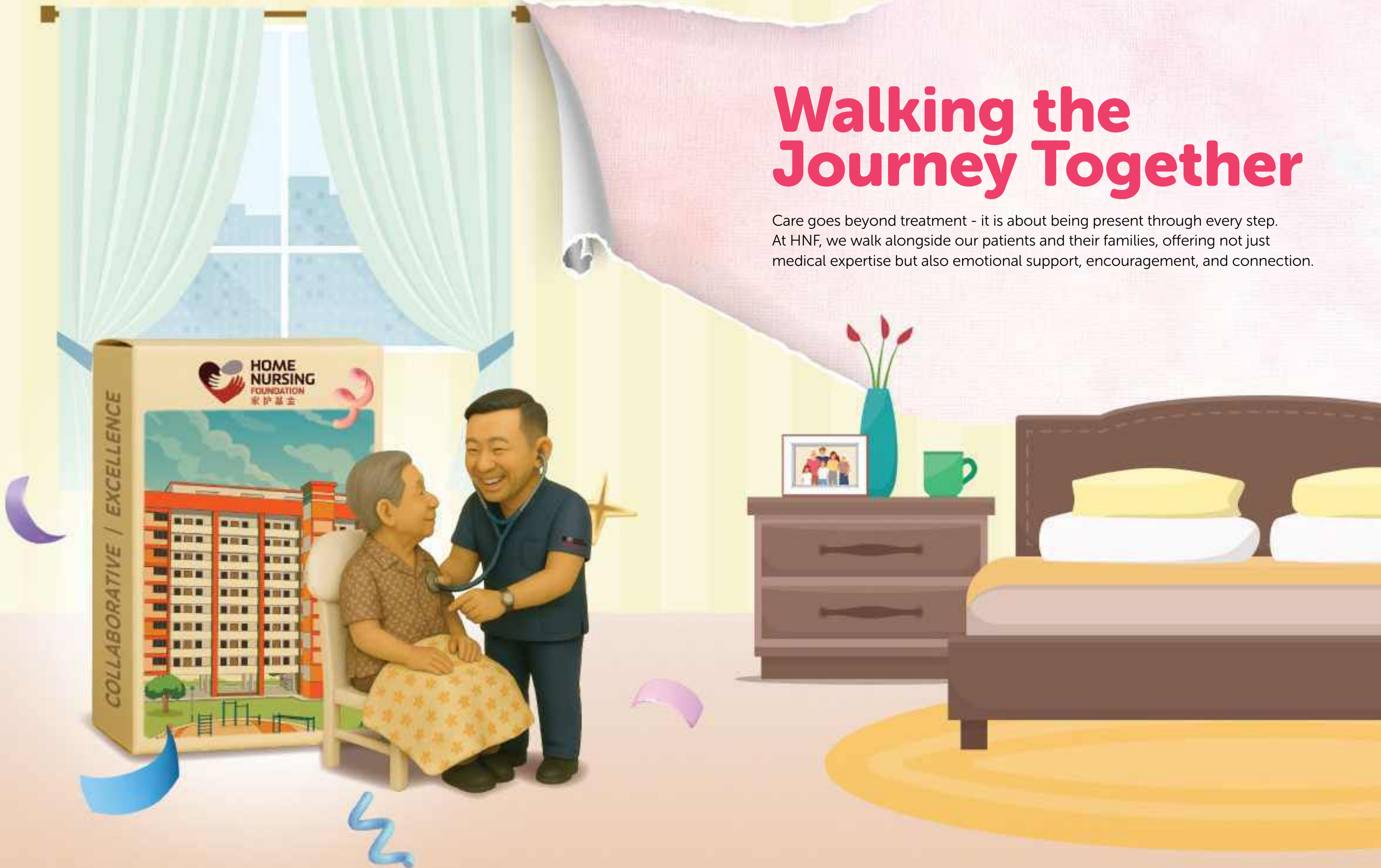
15. Ms Annie Kiong
Nurse Clinician
(since 1 July 2019)

16. Ms Joan Christina Hendriks
Assistant Nurse Clinician
(since 1 January 2023)

17. Ms Tan Poh Cian, Jen
Assistant Nurse Clinician
(since 1 July 2023)

Walking the Journey Together

Care goes beyond treatment - it is about being present through every step. At HNF, we walk alongside our patients and their families, offering not just medical expertise but also emotional support, encouragement, and connection.



Patient Statistics

Home Care Service Overview



5,901

Home Care patients



2,192

New patients admitted to Home Care services



48,129

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

Service Breakdown

HOME NURSING



35,220

Visits

4,071

Patients

HOME MEDICAL



7,542

Visits

2,356

Patients

HOME THERAPY



5,367

Visits

1,256

Patients

HOME PERSONAL CARE



95,162

Hours

1,126

Patients

SOCIAL WORK



2,726

Patients receiving psycho-social assistance from Medical Social Workers

TOP 5

Home Nursing Services to Patients



Chronic Illness Management



Medication Management



Nasogastric Tube Feeding Management



Urinary Catheter Management



Wound Care Management



106

Number of extended hours emergency nursing visits



120

Caregiver Training Sessions

Profile of HNF Home Care Patients



5,460

Number of patients aged 60 and above



5,370

Clients receiving government subsidies for HNF Services



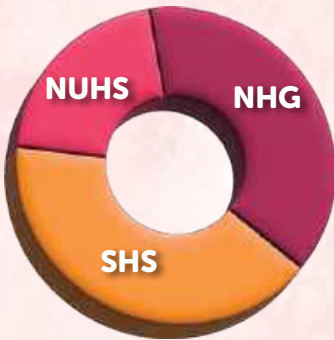
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Patients on financial assistance

Services Breakdown (Home Care) – By Zone

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

- National Health Group (NHG) - 2,276 (38.6%)
- SingHealth System (SHS) - 2,397 (40.6%)
- National University Hospital System (NUHS) - 1,228 (20.8%)



Referrals Breakdown (Home Care)

Singapore General Hospital	526	14.9%
Community Hospital	524	14.8%
Tan Tock Seng Hospital	502	14.2%
Changi General Hospital	470	13.3%
Sengkang General Hospital	302	8.5%
Ng Teng Fong General Hospital	240	6.8%
Community & Social Service Organisation	231	6.5%
National University Hospital	200	5.7%
Khoo Teck Puat Hospital	164	4.6%
Polyclinic	112	3.2%
Hospice	70	2.0%
Alexandra Hospital	68	1.9%
Woodlands Health	64	1.8%
Private hospitals and clinics	35	1.0%
National Specialty Centre	18	0.5%
Institute of Mental Health	5	0.1%
KK Women's and Children's Hospital	4	0.1%
Total	3,535	

Centre-based Services



261

Senior Care Centre clients served



8,650

Maintenance Day Care sessions



12,059

Dementia Day Care sessions



2,590

Active Rehab sessions



237

Clients receiving subsidies for HNF services



15

Patients on financial assistance

Clinical Programmes

Integrated Home Health

A programme that provides holistic, home-based end-of-life care to patients who wish to pass peacefully at home, surrounded by their loved ones, the Integrated Home Health (IHH) programme was launched in October 2023, serving a total of 186 patients.

This year, IHH has supported 120 patients and achieved a completion rate of (75.8%) Advance Care Planning (ACP) care plans. Of these, patients (67.5%) have since passed on, with 94% of those honouring their care preferences. The demographics of clients were female (68%), with dementia being the most common diagnosis (63%), followed by stroke and other chronic neurological conditions (28%).



120
patients supported



75.8%
ACP care plans completed



94%
of patients honoured their care preferences



68%
Female



32%
Male



63%
Dementia

28%

Stroke and other neurological conditions

To meet each patient's evolving needs, our multidisciplinary team delivered:



560
nursing visits



304
doctor visits



Close to
170
sessions by our Medical Social Workers

As we continue to scale the programme, our focus remains on ensuring dignified, person-centered care in supporting both patients and their families at every step of the end-of-life journey.

Percutaneous Gastrostomy Tube Management with SGH Nutrition Team

As Nasogastric Tube (NGT) insertion may become increasingly difficult, HNF nurses have been actively advocating for patients to consider transitioning to Percutaneous Gastrostomy (PEG). The goal is to reduce unnecessary hospital visits, reduce transport costs for patients (especially those who are bedbound) and avoid long wait times at clinics through enabling safe and effective PEG care at home.

In partnership with Singapore General Hospital (SGH) Nutrition Team, nine nurses from Home Nursing Foundation (HNF) participated in the Percutaneous Gastrostomy (PEG) Consideration programme. This initiative included workshops conducted by SGH Nutrition Team, as well as clinical attachment for hands-on experience in PEG change and management.

Since October 2024:



Approximately

40

cases have been brought up for PEG consideration, with up to 25% successfully proceeding after clinical assessment

HNF presented two papers at the combined GIHEP and Singapore Hepatology Conference dated on 25 July 2024:

- Home Nursing Foundation Collaboration with SGH – Zoom PEG Consideration Programme
- Home Nursing Foundation Collaboration Islandwide Referral Plan 2024/2025



EatWise SG

EatWise SG is a nationwide initiative designed to enhance community-based nutrition and dietetic care services. It focuses on providing personalised nutrition care tailored to each patient's medical condition while guiding seniors toward healthier food choices.

The initiative supports healthcare professionals and strengthens referral pathways between primary and community care, promoting early dietary intervention. In just six months, HNF nurses referred 19 patients for additional dietetic support, demonstrating the positive impact of coordinated nutrition care on health outcomes.

In just 6 months:

19

patients were referred by HNF nurses to community dietitians for further nutritional intervention



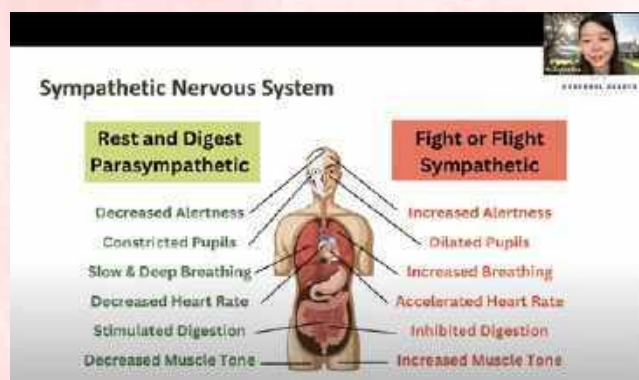
Continuing Medical Education (CME) Webinars

10 Continuing Medical Education (CME) webinars were conducted to support the ongoing development of healthcare professionals. Popular topics included psychotropic medication use, depression management, and chronic kidney disease in older adults. These expert-led sessions were designed to strengthen clinical competencies, with popular webinars drawing a total attendance of 3,068 professionals and administrators from the healthcare, community care, and social service sectors.

A total of

3,068

professionals and administrators attended



CREST

Mental and emotional well-being continues to gain importance, especially among seniors and caregivers. In response, HNF's Community Resource, Engagement & Support Team (CREST) plays a vital role in raising awareness and enabling early intervention for mental health conditions and dementia. In FY24, the team expanded its reach through mental health talks, community outreach, and one-on-one engagement through normalising conversations, reducing stigma, and connecting individuals to timely support.

CREST reached 1,500 individuals and directly supported 330 clients with emotional guidance and service referrals. As a trusted presence in the heartlands, the team continues to bridge communities with accessible and compassionate mental health care.



1,500

individuals were reached

Supported
330

clients with emotional guidance and service referrals



Stories of Care and Connection

Every home visit is more than just a clinical appointment but a chance to connect, listen, and uplift. At HNF, we witness powerful moments of care each day. These are the stories that remind us why we do what we do.



Events

HNF-PCF AgeWell Symposium and Championship 2024



In October 2024, HNF partnered with PAP Community Foundation (PCF) to co-organise the inaugural AgeWell Symposium and Championship.

The symposium served as a platform for healthcare/senior care thought-leaders and practice experts to exchange knowledge, share best practices and explore innovations to address the evolving needs and opportunities in senior care. This drew more than 500 attendees, and featured guest talks by thought-leaders in ageing and community care:

- A/Prof Angelique Chan, Executive Director, Centre for Ageing Research and Education
- Mr Choo Jin Kiat, Executive Director, O' Joy Limited
- Ms Han Yah Yee, Chief Purpose Officer, Montfort Care
- Ms Charmaine Tan, Deputy Director, Healthy Ageing, Agency of Integrated Care (AIC)
- Ms Angela Yang, Director, PAP Community Foundation
- Dr Ng Wai Chong, Head of Clinical Development, Home Nursing Foundation

Complementing the symposium, the AgeWell Championship celebrated the collaboration among 16 Active Ageing Centres (AAC) through promoting community spirit, physical activities, and intergenerational bonding with children from PCF SparkleTots schools.



Dementia Day Care Programmes

Cognitive Stimulation and Social Engagement Programme for Clients with Dementia

At HNF Wellness @ Hougang Senior Care Centre, our Occupational Therapists (OT) have developed a cognitive stimulation and social engagement programme to support persons living with dementia through meaningful engagement such as current affairs discussions, reminiscence therapy, and arts and crafts.

Conducted in small groups of six to eight, each session fosters a safe, personal space for self-expression and connection. Trained facilitators and care staff, equipped with specialised dementia care skills, deliver tailored support in a multidisciplinary approach that promotes autonomy and well-being.

Client engagement, mood, and communication are regularly monitored to guide continuous improvements. The programme has enhanced clients' quality of life, helping them stay connected, independent, and involved in their care journey.



DancingMind Digital Health Programme

HNF Wellness @ Hougang Senior Care Centre (SCC) implemented the DancingMind Digital Health Programme, sponsored by the NorthEast Community Development Council (NECDC). This innovative initiative integrates Virtual Reality (VR) technology to enhance cognitive, emotional, and physical well-being among seniors, including clients living with dementia and mild cognitive impairment.

Through VR-based music therapy, mindfulness exercises, cognitive training and physical rehabilitation activities, the seniors were engaged in sessions that promoted memory,

attention, motor skills, and emotional health. Life skills training in a virtual environment also provided a safe space for seniors to practice essential daily tasks, supporting their independence.

The positive feedback and measurable improvement affirmed the effectiveness of this programme in enhancing well-being among our senior clients. Plans are underway to explore long-term sustainability to continue offering this impactful initiative.

Assessments throughout the programme demonstrated encouraging outcomes:



27.5%
improvement in
cognitive function
(Mini-ACE scores)



32.3%
improvement in
mood (Ottawa
Mood Scale)



36.3%
increase in
energy levels

Patients' Stories

Mdm Wong Li Chin's Rehabilitation Journey

Mdm Wong Li Chin, one of the programme's participants, improved her cognitive score by 36%. This improvement not only showed better brain function but also boosted her confidence and sense of accomplishment.

One of Mdm Wong's favourite parts of the programme was the fun physical exercises which have helped her hands and neck functions. She also experienced over 25% improvement in mood and energy levels and praised the programme for enhancing her mental and physical well-being because of the positive impact it had on her.

"You are our saviour, teaching me new stuff!"

Mdm Wong expressed great enthusiasm for the programme as it has strengthened her cognitive abilities, physical functions, and overall mood.



Mdm Koh Moi Kieng's Story of Connection



Since joining HNF Wellness@Buangkok in 2021 at the age of 93, Mdm Koh has actively participated in various activities that support her emotional and cognitive well-being. She particularly enjoys colouring, and her cheerful and independent nature makes her highly engaged and well-connected with both peers and staff at the centre.

Beyond centre-based care, HNF provided a robust suite of services to support both Mdm Koh and her family. Recognising the progressive nature of her cognitive decline, early education was offered to her family to raise awareness of dementia and prepare them for her eventual diagnosis. When challenges arose in managing her mood and behaviour at home, the centre promptly coordinated Multidisciplinary Case Reviews with her caregivers, offering clinical guidance and emotional support.

The team also facilitated family conferences to explore Mdm Koh's care preferences, and helped her family in navigating the complex social welfare system to access necessary support. In collaboration with CREST, HNF delivered sustained psychosocial and dementia care support, ensuring that both client and caregivers were well-equipped to manage evolving needs.

When Mdm Koh transitioned to a nursing home in 2025, HNF's care did not stop. The CREST team continued to support her family during the transition, demonstrating our commitment to continuity of care and caregiver well-being. This case highlights HNF's integrated, person-centred approach—empowering seniors and supporting families every step of the care journey.

Mdm Lim Bee Lian Jamie Finds New Lease on Life

At HNF Wellness Club@Buangkok, an Active Ageing Centre (AAC), seniors are empowered to age with joy through ABCD approach which supports their physical and psychosocial well-being.

A – Active Ageing
B – Befriending
C – Care and Support
D – Development of Our Community

Over the year,
the centre supported

540

seniors participated in at least
one active ageing programme



Among them is Madam Lim Bee Lian Jamie, a retiree and widow who once spent most of her days alone, troubled by hallucinations and a deep sense of isolation that led to suicidal thoughts. After joining the club, she found not just a safe space, but also meaningful friendships and uplifting activities that improved her mental and physical health. Today, Madam Lim is a familiar face at the centre, actively engaged in programmes and enjoying the company of newfound friends who support her journey towards healthy and joyful ageing.



The Heart of Our Work

At the heart of what we do is people. Every visit is guided by compassion, respect, and a commitment to care deeply. We listen, we serve, and we journey together, because every life deserves to be valued and supported.



Fundraising Activities

Tour de Care 2024



Tour de Care is a biennial fundraising event held by HNF, to raise funds and support frail and vulnerable patients who need end-of-life care at home.

On March 30, 2024, the Tour de Care kicked off at the Singapore Sports Hub with vibrant energy and heartfelt purpose, graced by Guest-of-Honour, Mdm Rahayu Mahzam, Minister of State, Ministry of Health. Cyclists took on closed routes that stretched past iconic landmarks like the Singapore Flyer, Marina Bay Sands, and Nicoll Highway before looping back to the Sports Hub. The on-ground event brought together community spirit, fitness, and generosity, while the virtual campaign extended the momentum until April 29, 2024.

With 682 passionate participants, 981 generous donors and the unwavering support of 15 incredible sponsors and three dedicated partners, we raised a grand total of \$340,195 — a staggering feat that includes \$241,126 in direct donations and an additional \$98,269 in matching funds.



3
partners

15
sponsors

682
participants

981
donors

Grand total of
\$340,195*
donations raised



This remarkable success was driven by our inspirational ambassadors:

- Ben Yeo, Mediacorp Artiste, and a familiar face with a heart for the cause
- Choo Ling Er, 7-time Kona Ironman World Championship finisher, who embodies strength and perseverance
- Sam Lee, a passionate TDC participant who showed the power of community
- Lim Thiam Hee, a senior at the HNF Active Ageing Centre, reminding us that age is no barrier to making an impact

Together, we powered forward — not just on bikes, but through hope, determination, and generosity.

*The grand total comprises \$177,830 for the period April 2023 to March 2024, and \$162,365 for the period April 2024 to March 2025.

Grant a Wish 2024

Fulfilling Dreams, One Sandwich at a Time

This year, in collaboration with nOm, a subsidiary channel of Our Grandfather Story, we were honoured to support Mdm Amrah, a double-leg amputee and divorcee, in growing her home-based sandwich business.

As part of the initiative, nOm arranged for a chef to mentor Mdm Amrah in creating a viral Korean cabbage sandwich, helping her introduce a trendy new item to her menu. Her inspiring story was also featured on Our Grandfather Story, raising public awareness of her resilience and entrepreneurial spirit.

Thanks to the generosity of our donors and the support of our partners, we raised \$449,456 through our annual Grant a Wish initiative. These funds enabled us to fulfil over 60 Christmas wishes for our home care patients and senior care centre clients, making the festive season extra special for those we serve.

Scan here to watch
Mdm Amrah's inspiring journey
of resilience and hope.



\$449,456
raised through annual
Grant a Wish initiative



Fulfilling over
60
Christmas wishes

Gift a Joy Pack 2025

Spread Lunar New Year Cheer

To usher in the Lunar New Year with warmth and joy, we organised a special outing to JEM for our isolated and vulnerable seniors, made possible through the heartfelt support of our volunteers on 15 January 2025.

Seniors enjoyed a reunion lunch at Canton Paradise alongside volunteers, fostering a sense of community and celebration. Following lunch, seniors had the opportunity to shop for festive items and daily necessities, using the \$50 red packets from their Joy Packs to select what they needed and enjoyed.

For seniors who were unable to join the outing, we ensured they were not forgotten by delivering Joy Packs filled with festive goodies and decorations directly to their homes, bringing the festive spirit to them.

Thanks to the generosity of our donors, we raised \$186,457 through this campaign, fully supporting the distribution of Joy Packs and festive outings. Together, we made this Lunar New Year a truly memorable celebration for all our seniors.



\$186,457

raised through the
Gift a Joy Pack 2025 Campaign



Nurses' Day 2024

This Nurses' Day, we shared the story of Mdm Letchimi, a 63-year-old Home Care patient, and Staff Nurse (SN) Hazel, whose weekly visits became a lifeline in more ways than one.

After the sudden loss of her husband, Mdm Letchimi struggled with grief, chronic health issues, and caring for her adult son with a learning disability. During her routine home care, SN Hazel realised Mdm Letchimi was the mother of her childhood friend—turning a professional duty into a deeply personal connection.

With every visit, SN Hazel provided not only wound care, but also the emotional support Mdm Letchimi needed to begin healing.

This year, we raised \$126,688 to support patients like Mdm Letchimi who rely on compassionate, home-based nursing care.



\$126,688
raised to support
home-based nursing care
patients



Volunteering & Community Engagement

International Day of Older Persons 2024



In conjunction with the International Day of Older Persons, we organised a surprise celebration to honour 5 of our dedicated senior care staff, a nurse, and volunteers who have selflessly devoted their time and care to the community.

Leveraging the festive spirit of the Mid-Autumn Festival, we invited them to the centre under the pretext of a simple mooncake celebration. What awaited them, however, was a heartwarming twist as their families and loved ones were secretly invited to join in the occasion.

This meaningful gesture allowed us not only to celebrate the honourees, but also to acknowledge the unwavering support and sacrifices made by their families behind the scenes.

The celebration served as a powerful reminder that the journey of caregiving is often a shared one, supported by both the dedication of individuals and the encouragement of their loved ones. The event concluded with a lively and interactive mooncake-making workshop, where participants bonded over laughter, stories, and the shared joy of creating lasting memories together.

Through moments like these, we continue to recognise and appreciate the invaluable contributions of our care teams and the extended community that uplifts them.

Watch the video of
the celebration here



Volunteer Appreciation Day 2024

In conjunction with International Volunteer Day every 5 December, we hosted the Volunteer Appreciation Day at Kitchen Showdown. 16 of our regular volunteers gathered for a lighthearted yet spirited cooking competition where they were grouped into teams to prepare a spread of delicious Peranakan dishes. Participants took on sabotage challenges that tested their creativity, adaptability and teamwork. Amidst the friendly competition, the room was filled with laughter, camaraderie and the unmistakable joy of shared experiences.

Beyond the cooking challenge, the event provided a meaningful opportunity for volunteers to connect, exchange stories and deepen bonds with fellow like-minded individuals who share a common passion for serving the community.

To express our sincere gratitude for their selfless contributions and continued support, each volunteer was presented with a Certificate of Appreciation, acknowledging their heartfelt service and the invaluable impact they have made on the lives of those we serve.



Corporate Social Responsibility by Commonwealth Concepts



We are deeply grateful to Commonwealth Concepts for their generous and continued support as a returning corporate partner within the same year. Their steadfast commitment to giving back has brought festive joy to our seniors during both Christmas and Chinese New Year. A total of 43 corporate volunteers visited our Wellness Centres, dedicating their time and energy to create meaningful and memorable experiences for our seniors. The volunteers organised a variety of engaging activities such as lively sing-alongs and interactive bingo games, fostering moments of laughter connection and joy.

In addition to their time, Commonwealth Concepts also sponsored sumptuous festive lunches and thoughtfully curated goodie bags filled with our seniors' favourite treats, ensuring that each senior felt remembered and cared for during the celebrations. Their heartfelt efforts not only brightened the festive seasons but also strengthened the sense of community, reminding our seniors that they are valued and cherished.



Staff Recognition & Development

Nurse Merit Awards

Nurse Manager (NM) Charine Chan was conferred the Nurses' Merit Award (NMA) by Minister for Health, Mr Ong Ye Kung, on 12 July 2024. The NMA recognises nurses who have demonstrated outstanding performance, pursued continuous professional development, and made significant contributions to advancing the nursing profession.



Community Care Excellence Award (CCEA)

Millie Quek Ting Le received the Community Care Excellence Award (Silver) in November 2024, an award which recognises individuals for exemplary service and quality improvement in the Community Care sector.

Millie demonstrated strong leadership in driving projects and streamlining work processes, working closely with stakeholders to develop practical, empathetic solutions that balanced operations with donor accountability. She also enhanced the senior care centre's initial assessment fee process, improving efficiency while maintaining financial controls.



SingHealth Quality Service Award (SHQSA)

An award that honours outstanding healthcare professionals across the sector for their excellence in service, delivery of quality care, and dedication to going beyond their scope of duty. This national-level award ceremony was graced by President Tharman Shanmugaratnam on 13 February 2025. HNF is proud to have received 1 Gold and 6 Silver awards. The recipients are as follows:



GOLD		
Rosendal Joenas Baque	Senior Care Associate	Wellness Centre @ Hougang
SILVER		
Cheong Hong Eng	Senior Admin Assistant	Finance
Millie Quek Ting Le	Senior Executive	Finance
Salmah Ummiah D/O Haja Maydin	Senior Enrolled Nurse	Wellness Centre
Koh Soon Pheng	Care Associate	Wellness Centre @ Hougang
Agustin Cris-Ann Marie Bulosan	Senior Nursing Aide	Wellness Centre @ Hougang
Yu Nandar Moe	Care Associate	Wellness Centre @ Hougang

Community Care Manpower Development Award

The following staff received the Community Care Manpower Development Award (CCMDA) from Ms Rahayu Mahzam, Minister of State, Ministry of Health and Ministry of Communications and Information, on 2 October 2024.



Ms Loo Jia Ling, Medical Social Worker – Graduate Diploma In Counselling Practice



Ms Liu Xiaoyang, Senior Staff Nurse – Advanced Diploma in Gerontology



Ms Tan Suan Neo Janet, Senior Staff Nurse – Bachelor of Science Nursing



Ms Chitra D/O Kumarasamy, Senior Staff Nurse – Bachelor of Science Nursing

5th Singapore Nurse Leaders Programme

The Singapore Nurse Leaders Programme (SNLP) by MOHH Healthcare Leadership College, is a 3-month national programme to groom nurse leaders to be advocates of change with strong leadership and policy perspectives. Our Nurse Clinician (NC), Corin Low Mei Lan was accepted into this programme and graduated in April 2024. As part of the programme, she was privileged to be attached to Assisi Hospice and Sengkang General Hospital to gain insights on transitional care and palliative care.



Organisation Awards & Certifications

Environmental, Social & Governance (ESG)

At HNF, our commitment to care extends beyond clinical boundaries which include the environment in which we operate, the people we serve and employ, and the values that guide us. Our ESG approach reflects our belief that long-term impact is achieved through recognising the growing importance of sustainability and responsible stewardship in everything we do.



Environmental Impact

Digital Transformation: Achieved a 100% reduction in paper usage for internal staff management by digitising processes.

Flexible Work Models: Continued to embrace hybrid work arrangements to reduce commuting emissions and promote work-life balance.

Resource Management: Repurposed 6 homecare equipment and 25 types of medical supplies, ensuring responsible use of donated resources for sustainable healthcare delivery.



Social Impact

Workforce Diversity & Inclusion: Maintains an increasing percentage of older employees (above 50), supporting their ongoing employment through flexible arrangements and re-employment programs.

Staff Well-Being & Engagement: Implemented 6 wellness programmes, 18 staff completed self-defence training, and over 200 staff and family members participated in family workshops, with 33.3% increase in participation, fostering a healthy and engaged workforce.

Training & Development: Recorded 7,595 training hours in FY24, reflecting a 47% increase, emphasising continuous learning.

Volunteer Contributions: Volunteers play a vital role in enriching the care experience, providing companionship and logistical support to beneficiaries.

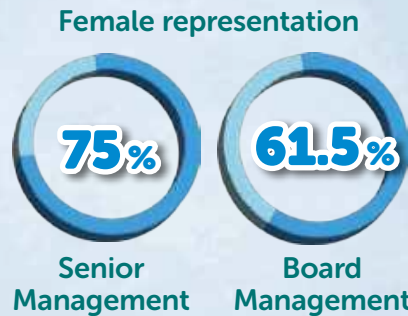


Governance Impact

Strong Governance & Transparency: Upholds gender diversity with 75% female representation in senior management and 61.5% on the Board.

Recognition & Ethics: Received the Charity Transparency Award in 2024, demonstrating our commitment to ethical governance.

Policy & Compliance: Regularly reviews ESG priorities, with policies on data privacy, conflict of interest, and financial reporting guiding operations to maintain integrity and compliance

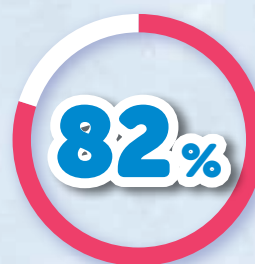


ESG priorities are reviewed at both leadership and Board levels to ensure alignment with our mission, operational goals, and regulatory expectations. Policies on data privacy, conflict of interest, and financial reporting guide our daily operations and reinforce our commitment to integrity and compliance.

Great Place To Work

A great workplace is one where employees trust their leaders, take pride in their work, and enjoy the camaraderie of their colleagues.

In May 2024, HNF was officially certified as a Great Place To Work®. This recognition affirms that HNF has cultivated a high-trust and high-performance culture that promotes positivity and productivity, as validated by our employees.



employees
say this is a
great place
to work



Singapore Health Awards 2024

HNF was honoured with the Singapore Health Award by the Health Promotion Board, recognising our efforts to promote staff health and well-being. Led by our Health Ambassadors, we introduced weekly exercise sessions, health talks, family life workshops and created a supportive environment with facilities like a napping room, gym and recreation corners.



Progressive Wage (PW) Mark

HNF has been accredited the PW Mark in 2023 and the accreditation was renewed for another 1 year in 2024. This accreditation recognises eligible firms that pay progressive wages to uplift lower-wage workers.



PROGRESSIVE WAGE MARK

This is to certify that

Home Nursing Foundation

UEN: S76SS0044D

is accredited with the Progressive Wage Mark
for paying Progressive Wages to uplift lower-wage workers.

Accreditation Number: 23S76SS0044D

Validity: 04 December 2023 to 02 December 2024

Issued by:



In partnership with:



For queries on the accreditation, please contact Singapore Business Federation at pwmark@sbfg.org.sg.

Appreciation

ORGANISATIONS

\$50,000 and above

BOS Trustee Limited as trustee of the Drayco** Trust
Butterfield Trust Asia
Singapore Rubber Millers Association
Singapore Tote Board

\$10,000 to \$49,999

Hong Leong Foundation
Takagi Ramen Pte Ltd
The Grace Shua And Jacob Ballas Charitable Trust
The Ngee Ann Kongsi

\$5,000 to \$9,999

JR Life Sciences Pte Ltd
RSM SG Assurance LLP
SportsIN Orthopaedic Clinic Pte Ltd
The Community Foundation Of Singapore
Wong and See Foundation
Zu-Lin Temple Association

\$1,000 to \$4,999

Affluence Resource Pte Ltd
Capital Airconditioning International Pte Ltd
Che Hian Khor Moral Uplifting Society (Singapore)
GNS Storage Pte Ltd
GSI Energy Corporation Pte Ltd
Hand and Nerve Disorders Surgery Pte Ltd
HR Factors Personnel Pte Ltd
JK Group, Inc. Trustees For Wellington
Lingjack Engineering Works Pte Ltd
Mobot Pte Ltd
Nan Chiau High School
OES Construction Pte Ltd
Richwell Global Forwarding Pte Ltd
Rotary Club Of Jurong Town
Seng Hoe Hardware & Engineering Pte Ltd
Star Ready-Mix Pte Ltd
SVY Anaesthetics Pte Ltd
Tai Pei Foundation
UK Online Giving Foundation
Vinda Singapore Pte Ltd
Win Holdings Pte Ltd

INDIVIDUALS

\$10,000 and above

Choo Chiau Beng
Christopher Yeo Kar Jun
Chua Ah Soo
Chuah Kee Heng
Estate Of Arjan G.Kirpalani
Estate Of Cheong Lam Keong
Khoo Whee Leng
Kok Wai Yee Patricia
Lin Qinghui
Oan Chim Seng
Peh Hong Yee
Teo Hock Chwee
Wong Soon Peng Adrian
Yeoh Choon Jin

\$5,000 to \$9,999

Ah David
Chan Kwan Huat
Chang Yeh Hong
Cheah Chang Chuen Mark
Chua Yao Teng
Chuen Kiat Tan
De Vaz Ian Marc Rosairo
Lee Hui San
Lee Joo Ee Evelyn
Liauwei Chi Yau Phyllis
Loke Yuen Kin Ruby
Soong Wei San
Suresan Sachithanathan
Teo Koon Seong
Tiong Shu
Wong Keen Mun
Yip Hui Fen Jeannie

\$1,000 to \$4,999

Aamir Hatim Nakhoda
Agnes Lim Bee Yan
Anastasia Amanda Beh Gaik Sim
Ang Chee Peng
Ang Whye Teong
Annitha D/O Annathurai
Aw Ai Ling Evelyn
Aw Chye Huat
Aw Guat Hwee
Beverly Goh Pi Lee
Bryan Tan
Chan Ah Leong And Leong Lin Hai
Chan Sia Lin
Chang Chuan Fong
Chen Chih An
Chew Loo Chen, Mellissa
Chia Ghim Chuan
Chia Hoi Mun
Chia Hwee Ming
Chia I-Ling
Chia Wei Hong
Chiang Kok Keong
Chiang Wing Chiong
Chin Yau Seng
Chionh Su Lin
Chng Chee Kiong
Chong Hung Li, Grace
Chong Khee Yin
Choo Bee Li
Choo Chia Yi
Chow Yen Lu Yale
Chow Yin Heng
Christine Chen Yuanxin
Chua Angeline
Chua Ee Cheng
Chua Kim Chiu
Chua Kok Peng
Chung Chun Yee John
David Lee Eng Thong
Edward Anwar

INDIVIDUALS

\$1,000 to \$4,999

Ee Tze-Yin Elaine
Franky S Tanudjojo
Fu Hwee Ling
Gan Kok Tuan
Gan Soh Har
Goh Hwee Chen
Goh Jia Yong
Goh Jing Sua
Goh Kah Leng
Goh Khee Teong
Goh Yah Heng Wendy Caring Fund
Gregory Gerard Choong Way Min
Gue Lee Yuan
Guo Abby
Han Chia Fong
Hew Chee Fatt
Ho Chee Leong
Ho Ki Hon Kelvin
Ho Kok Sun Kevin
Ho Lian Lee
Ho Sau Meng
Ho Wei Quan
Hoe Hwee Chin
How Siang Meng
Hui Kai Tung
Jain Praveen
Joseph Barnabas Tan Chin Ann
Juthika Ramanathan
Kamal Kant S/O Chhotalal
Karen Low Yoke Cheng
Kee Meng Yew
Khoo Doris Nee Tann
Khoo Gaik Chin
Khoo Whee Luan
Koh Kok Ong
Koh Lee Kiow
Kok Chee Meng
Kong Ong Lim Lynn
Kuan Ren Qiang Patrick
Lady Brown Paula Elizabeth
Lai Manting, Precilla
Lai Seng Yeow
Lam King Keow

Law Chun Kiat Alvin
Lee Aik Lian
Lee Bin Hwee
Lee Chai Ling
Lee Edmund Kit Ming
Lee Hui Yuen
Lee Kim Tong Victor
Lee Sau Hun
Lee Shean Wei
Leong Ann Jong
Leong Hong Yong
Leong Kriscarel
Leong Lai Han
Leow Chee Wee
Li Qianwen
Lim Boon Eng Julie
Lim Chooi Seng
Lim Kin Leng
Lim Kok Kheng
Lim Meng Guan
Lim Ming Long
Lim Nancy
Lim Sim Pei
Lim Sor San
Lim Swee Hiah
Lim Tow Chin
Lim U-Lin Queenie
Lim Yok Ley
Lim Yuan Guang
Lin Yu Ming
Ling Ai Li Alice
Ling Ji Min
Liu Liwei
Liu Mingwei
Loh Choh Yau
Loh Guo Pei
Loo Lee Leng
Low Hwee Chua
Low Weng Cheong
Mak Loke Peck
Mohan Raj Gupta
Nakhoda Moez
New Kian Leong
Ng Boon Seng
Ng Choong Jen
Ng Heong Pin

Ng Ka Shan
Ng Koon Seng
Ng Suat Kheng
Ng Wui Kern
Ng Xiao Hui
Nontarat Thongpumpursar
Ong Cheng Hock
Ong Guat Keow
Ong Kee Chuan
Ong Mong Siang
Ong Yong Hing/Lee Lay Tng
P. Chamara Susantha
Phua Li Hua Doreen
Pua Poh Heng
Quek Kwang Sieah
Rahadja Linda
Ramalingam Paramasivam
Ratna Djojokusumo Santosa
Regina Chan Chak Fun
Richardson Margaret Mary
Seah Lay Hoon
Seet Joyce
Seow Eillyne
Seow Keng Seng
Shariff Nureen Naushadali
Shaw Priscylla
Sheum Yue Shung
Sim Siah Kwang
Sim Sok Peng
Sim Soo Hoon Eunice
Sin Puay Huan
Soh Kay Log
Song Wilson
Srivastava Anurag
Sun Jianjun
Suresh S/O Anandan Sahadevan
Surya Dhamma
Tan Chay Hoon
Tan Chew Chuah
Tan Eng Hwa
Tan Hui Eng
Tan Kay Boon
Tan Mang Lie
Tan Nguan Chee
Tan Poh Cheng Shirley
Tan Sewkin

Tan Siang Lim Danny
Tan Siew Ooa
Tan Su Lyn, Claudine
Tan Susie
Tan Swee Tin Agnes
Tan Sze Hui Karen
Tay Chia Hui Audrey
Tay Kai Long, Benjamin
Tay Victor
Tee Lea Cheng
Teh Wei Fong
Teo Chiang Wee
Teo Hwee Hua
Teo Keng Oen
Teo Poh Bee
Teo Seh Lee
Teo Seow Phong
Teo Yin Chaw
Teo Yong Hua
Thali Koattiath Udairam
Thia May Lian
Thin Ying Ning
Thio Syn San Serene
Tok Eng Seng
Tseng Ren-Fa
Wan Fook Weng
Wan Siew Mei Winnie
Wan Wei Har
Wang Wai Lian
Wong Cheok Chee
Wong Liang Feng
Wong Mei Gin
Wong Siew Cheong
Wong Yuen Lien
Xie Sheng Ai
Yan Huey Miin
Yap Lian Eng
Yap Wai Meng
Yee Lai Ching
Yen-Lu Chow
Yeo Hwee Joo
Yeo Lik Seng
Yeo Siew Leng, Cynthia
Yong Kwek Kuen
Yoong It Siang

Corporate Governance

Governance, Structure and Management

The Board of Management (the “Board”) of the Charity shall comprise of up to four co-opted board members and the following: President, Vice-President, Secretary, Treasurer, and six ordinary board members. The Board is elected by members of the Charity in the Annual General Meeting (AGM).

As of 31 March 2025, the Board comprised 12 board members and one co-opted board member who was elected by the Board, as per the Constitution of the Charity. The Board met four times between 31 March 2024 and 31 March 2025 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 39th AGM on 2 August 2024, we re-elected Ms Jenny Ong, Ms Chamaine Chow, Ms Jessica Ho, Ms Christine Tee, and Mr Mock Pack Kay as ordinary board members. Ms Jenny Ong was also elected as Honorary Secretary, and Mr Richard Teo as Treasurer.

Executive Committee and Committees

Of the 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 FY2024/25

Position	Key Directorships & Appointments	Attendance at Board Meeting in FY24/25
Mr. T. K. Udairam <i>President</i>	CEO (Sheares Singapore / International, Sheares Healthcare Group Pte. Ltd.)	4 / 4
Ms Lilian Tham Ee Mern <i>Vice President</i>	Chief Operating Officer (Eastspring Investments), CEO (Eastspring Investments Singapore)	3 / 4
Mr Teo Hui Yu Richard <i>Treasurer</i>	Founder and CEO (Richlife GlobalWealth Pte Ltd)	4 / 4
Ms Ong Hwee Ling Jenny <i>Honorary Secretary</i>	Retiree	4 / 4
Mrs Deby Saroujiuy Palakrishnan <i>Board Member</i>	Retiree	3 / 4
Ms Low Beng Hoi <i>Board Member</i>	Senior Nurse Mentor (Nursing Administration, Khoo Teck Puat Hospital/ Yishun Health)	3 / 4
Ms Charmaine Chow <i>Board Member</i>	Executive Director, Group Compliance, Retail Digital Bank (United Overseas Bank Limited)	4 / 4
Ms Lim Choon Noi <i>Board Member</i>	Board Director (SSW Group)	4 / 4
Mr Goh Jia Yong <i>Board Member</i>	Partner (Ernst & Young Advisory Pte. Ltd.)	4 / 4
Mr Mock Pack Kay <i>Board Member</i>	Director (Saratoga Capital (Singapore) Pte Ltd)	3 / 4
Ms Tee Hui Min Christine <i>Board Member</i>	Partner (Allen & Gledhill LLP)	3 / 4
Ms Jessica Ho Kit Ping <i>Board Member</i>	Director, Marketing Center of Excellence Asia Pacific & Japan (Intel Corporation)	4 / 4
Mr Thio Tse Gan <i>Co-opted Board Member</i>	Cyber Defense & Resilience Leader, Technology & Transformation (Deloitte SEA)	4 / 4

HNF Board Committees for FY2024/25

1. Audit and Risk Management Committee

Chairperson: Ms Lim Choon Noi
Members: Ms Tee Hui Min Christine
Mr Thio Tse Gan
Mr Jeremy Lee (co-opted)
Secretariat: Head, Finance

2. Communications & Development Committee

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

3. Clinical & Continuing Education Committee

Chairperson: Ms Low Beng Hoi
Members: Mrs Deby Saroujiuy Palakrishnan
Dr Loh Yong Joo (co-opted)
Ms Yap Hui Rei (co-opted)
Ms Jasmine Kang (co-opted)
Ms Rachel Marie Towle (co-opted)
Dr Shawn Goh (co-opted)
Dr Barbara Helen (co-opted)
Secretariat: Senior Executive, Operations and Innovations

4. Staff & Remuneration Committee

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

5. Investment Advisory Committee

Chairperson: Mr T. K. Udairam
Members: 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 Thio Tse Gan
A/Prof Low Cheng Ooi (co-opted)
Mr Leong Teik Ping Bruce (co-opted)
Mr Srivatsan Tirumalai (co-opted)
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 FY24/25, 495 patients benefitted from this fund. 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: Baker Tilly TFW LLP
- Legal Advisor (Honorary): WongPartnership LLP

Officers

Ms Gladis Tern (Head, Finance)

Investment Policy

Investible funds are segregated into two groups, namely: Unrestricted Fund and Restricted Fund.

The investment objectives of the Individual Funds are as follows:

a. Unrestricted Fund: To keep intact in capital value from which annual cash flows will be generated for HNF’s operational use.

b. Restricted Fund: To achieve similar of better yield than the prevailing bank deposit rates from liquid reserves.

The Funds are structured such that it is invested in equities mainly for long term appreciation and dividend; and in fixed income investments for yield. The asset mix will be for portfolio diversification.

As at 31 March 2025, the value of the portfolio investment funds was \$ 24,897,554.

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 2025, the balance of the Restricted and Unrestricted funds totaled \$39,320,973.

Expenditure for FY2024/25 was \$26,329,026 (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 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 2024 to 31 March 2025)

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
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 VOLUNTEER ² 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

S/No	Code Description	Code ID	Compliance
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. Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if “No”)	6.4.3	Complied Yes
FUNDRAISING PRACTICES			
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

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 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.



Every Dollar Counts.

Your Generosity Makes Home a Healing Place.



\$27

A fitness class
= 1 hour of personal care



\$115

A fancy dinner date
= A home nursing visit



\$150

The price of a smart device
= 1 home therapy session



\$225

A short weekend staycay
= 1 home medical session

MAKE A DONATION

My Personal Particulars

Name (Dr/ Mr/ Ms/ Mrs/ Mdm)

NRIC/ FIN No. - -

(NRIC/FIN is required for automatic tax deduction)

Company Unique Entity No. (previously known as "ROC"/"ROB")

(Only applicable for corporate donation)

Address

Postal Code

*Tel *Mobile

*Email

Note: Fields with * are mandatory. Contact details are for donation verifications and receipts. All donations made between 1 January 2025 to 31 December 2025 to HNF will qualify for a 250% tax deduction.

☐ I DO NOT wish to recieve any communications from HNF

My Donation

☐ One-time Donation ☐ Monthly Donation

☐ \$100 ☐ \$50 ☐ \$30 ☐ Other Amt:

MODE OF PAYMENT

☐ Credit Card (Visa/MasterCard/Amex)

Credit Card No.

Name as on Credit Card

Expiry Date of Credit Card / (Month/Year)

☐ Bank & Cheque No.:

(payable to "Home Nursing Foundation")

☐ Please send me GIRO form

☐ PayNow (UEN S76SS0044DA02)



By providing the information in this application form, I agree and consent to Home Nursing Foundation ("HNF") collecting, using, disclosing and sharing amongst themselves my personal data, and disclosing such personal data to HNF's authorised service providers and relevant third parties for purposes reasonably required by HNF to process my donation.

ABOUT HOME NURSING FOUNDATION

Founded in 1976, HNF is an established charity that provides home healthcare services in Singapore to support patients' physical and mental wellbeing.

Our HNF Wellness@Hougang and Wellness@Buangkok senior care centres & rehabilitation centres offer an array of social activities, physical and cognitive rehabilitation therapy to help our elders stay strong and engaged in our communities.

At HNF, we believe that home is where the heart is and we hope to continue to do more with your support!

Give online by scanning this QR code



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2ND FOLD HERE

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PERMIT NO. 05188



Home Nursing Foundation

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HDB Hub #05-10
Singapore 310490

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Please download the latest
financial statements for
FY24/25 from our website.





HOME NURSING FOUNDATION

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MDDI (P) 005/06/2025