



# ANNUAL REPORT FY2023





SingHealth Fund (SHF) champions research, innovation, education, patient care and staff wellness causes across SingHealth. As Singapore's largest public healthcare group, SingHealth receives close to four million patient visits annually across our network of acute hospitals, national specialty centres as well as polyclinics and community hospitals.

Your gifts make a real and tangible difference to the lives of patients and their loved ones, empower healthcare professionals to accelerate the search for cures and sharpen their capabilities to provide even better care.

### **Vision**

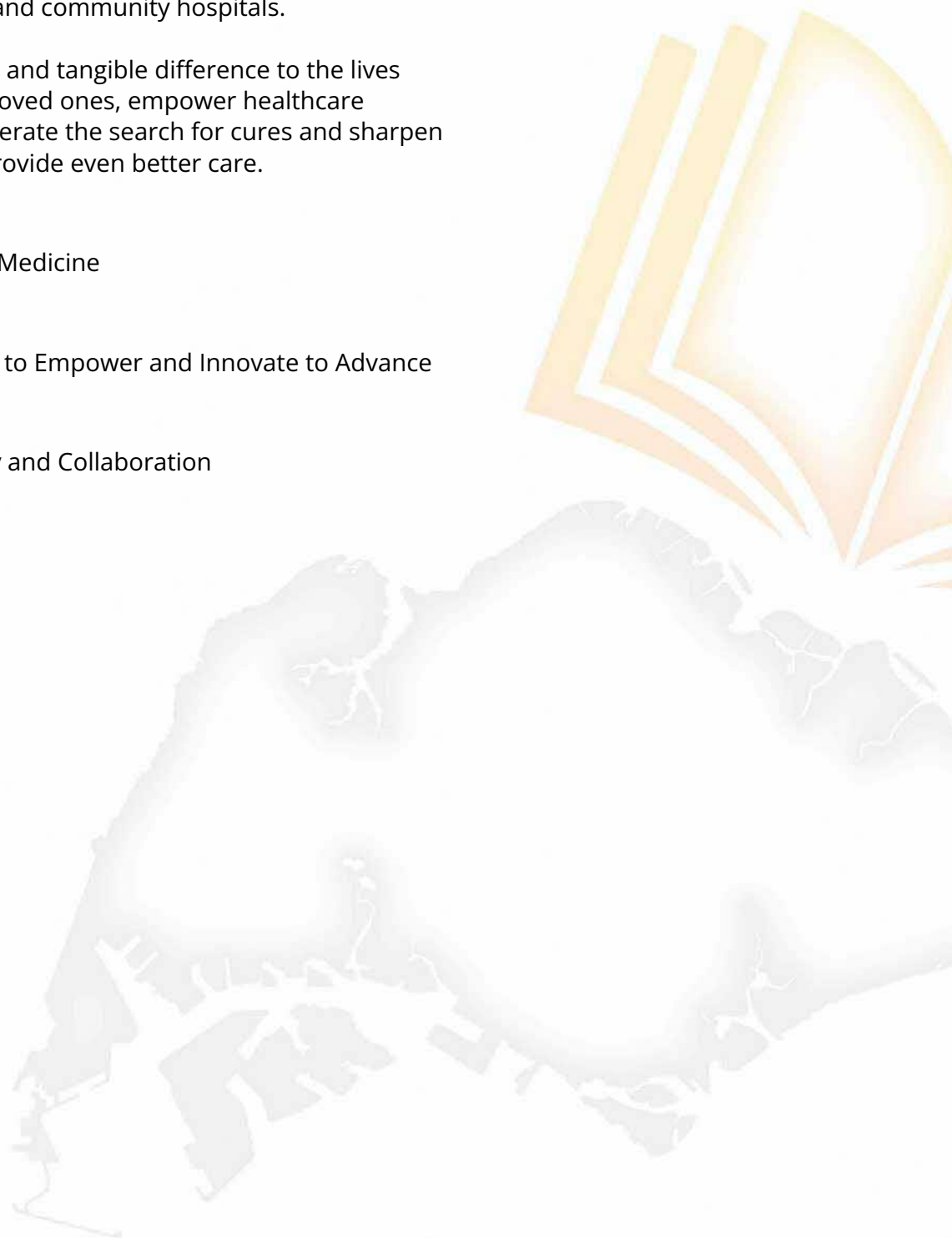
Defining Tomorrow's Medicine

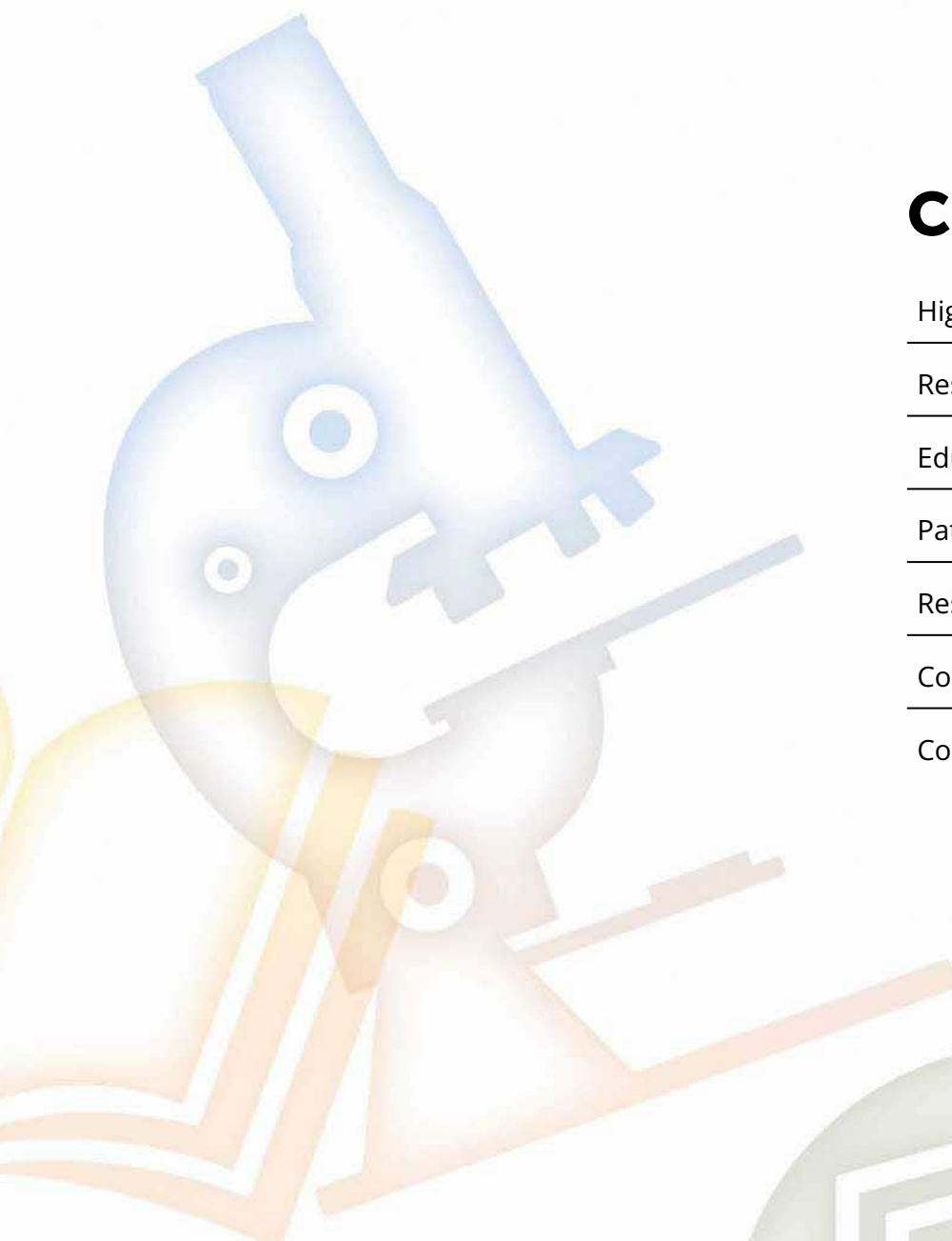
### **Mission**

Care to Heal, Educate to Empower and Innovate to Advance

### **Core Values**

Compassion, Integrity and Collaboration





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# Chairman's Message



## *Dear Friends and Supporters,*

I would like to thank you from the bottom of my heart for another year of unwavering support of SingHealth Fund. It is your belief in our mission and generosity that empower us to continue our relentless quest to unlock the potential of medicine and shape the future of healthcare. Thank you for partnering us to bring hope and enabling better health for future generations.

Together, we have made a difference. It gives me great joy to share with you highlights of the impact your support has made in the last year.

### **Milestones of Excellence**

The National Cancer Centre Singapore (NCCS) Charity Gala Dinner took place on 22 October 2023. The evening celebrated remarkable partnerships including a \$20 million pledge from Mrs. Margaret Lien to establish the Lien Ying Chow Endowment Fund, a \$6.35 million gift from the Goh Foundation for the INSPiRE programme, and \$1 million contribution from the New Century Foundation. Furthermore, the event garnered over \$2 million for the NCCS Cancer Fund. These generous contributions are paving the way for more breakthroughs in cancer research and treatment.

Changi General Hospital (CGH) marked its 88<sup>th</sup> Anniversary with the launch of the CGH Health Fund, a testament to its pivotal role in shaping our community's health. The dedication of CGH's clinicians and care teams has inspired donors to support various initiatives, including Youth Mental Health, Correctional Medicine, and Radiology, with commitments totalling

\$550,000. In total, the Fund raised more than \$2.33 million this year. I'm proud to highlight that more than half of CGH staff are also giving to support the hospital's causes, which reflects their tremendous commitment of its mission.

Sengkang General Hospital's (SKH) 5<sup>th</sup> Anniversary Gratitude Gala was a truly uplifting event. We celebrated the generous contributions of our donors, clinicians, and staff since the hospital's opening in 2019. The dinner and silent auction raised over \$500,000 for the SKH Better Health Fund, underscoring the hospital's commitment to going the distance in providing care for its patients. Each contribution is a step forward in our collective journey to advance medical research and clinical care.

### **New Programmes and Initiatives**

SingHealth Polyclinics' "Adopt a Tree" programme represents another significant stride in our ongoing commitment to environmental sustainability. Through this initiative, companies have generously adopted trees at the newly opened Tampines North Polyclinic, contributing to a greener and more pleasant environment for all. This programme beautifully combines our dedication to green practices with active community involvement, which aligns with our goal of creating a healthier and more sustainable future.

Health and wellness go beyond physical healing. Healthcare providers play a crucial role in addressing a wide range of health

issues influenced by social, environmental, and psychological factors. Our collaboration with the Agency for Integrated Care has yielded two impactful programmes. The first is the development of a memory and cognitive caregiving ecosystem to address the needs of dementia patients and their caregivers, and secondly, the establishment of the Singapore Community of Practice in Social Prescribing, a network promoting social prescribing for health and well-being. These initiatives highlight our strong belief in the power of partnerships to bring about holistic care by providing comprehensive support to patients and caregivers beyond traditional medical interventions.

At the heart of our vision to define tomorrow's medicine is our staff. As we invest efforts in uplifting communities and health, we are also focused on supporting our staff so that they, in turn, can render the best care possible. We launched a \$3 million Healthcare Administrators Fund at the Singapore Healthcare Management 2023 which marks a significant milestone in our efforts to build capabilities, sharpen expertise, and strengthen resilience and well-being. This fund, generously supported by the ACE Team Foundation and SingHealth Fund, is dedicated to the professional development of our healthcare administrators through training programmes and international exchange opportunities to enrich the expertise within our administrative domains.

Continuous learning is the cornerstone of sustained excellence. The Supplementary Health Manpower Development Plan (HMDP) initiative continues to play an important role in supporting professional development to enhance healthcare services within SingHealth. One example is KK Women's and Children's Hospital's initiative on Mental Health Screening and Intervention for Mother-Child (Preschool) Dyad in FY22, which exemplifies our commitment to enhancing mental health support for caregiver-child dyads as we recognise the importance of caregiver mental health, mentalisation, self-regulation, and the

caregiver-child dyadic relationship for holistic patient care. The knowledge and skills gained from programmes such as the HMDP have empowered healthcare professionals to excel in their roles, establish new services and foster closer collaboration within SingHealth.

### Charity Transparency and Governance Awards



Finally, I am immensely proud to share that SHF has been conferred the Charity Transparency Award 2023 and the Special Commendation Award for Succession Planning. These accolades are testament to our steadfast commitment to high standards of governance and accountability. These principles guide us from strength to strength as we champion our causes for support and safeguard your trust in us. Kudos to the SHF team!

As the nation's largest public healthcare cluster, SingHealth is uniquely positioned to make a profound impact on the well-being of our community as we care for fellow Singaporeans. We continue to lean on your strong support as we forge ahead in our endeavour to enhance health outcomes for Singaporeans at every life stage through research, innovation and education.

My deepest gratitude once again for your trust and support. Together, we will impact and transform more lives as we build a healthier Singapore for all.

With heartfelt appreciation,

### Professor Tan Ser Kiat

Chairman  
SingHealth Fund

# Highlights

Philanthropic gifts go a long way in supporting the key pillars of research, education, innovation and improvements in clinical care as we pursue academic medicine. Funds raised also support initiatives to boost the well-being and resilience of caregivers and healthcare workers, which enable them to better care for the sick and the afflicted.

## Donations in FY2023

**\$148.80**  
million

**\$18.49**  
million  
Education

**\$68.27**  
million  
Patient Care  
and Support

**\$29.09**  
million  
Academic Medicine and  
Academic Clinical  
Programmes

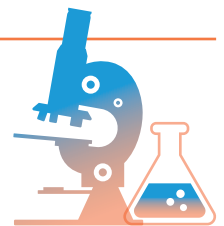
**\$11.28**  
million  
Research

**\$21.67**  
million  
Other Areas  
of Support



### Research

**133** research projects supported



### Education

**139** education programmes conducted

**1,918** staff trained

**3** Professorships established



### Patient Care

**114** patient care programmes supported

**12,249** patients impacted



### Academic Medicine and Academic Clinical Programmes (AM/ACP)

**75** AM/ACP supported



### Resilience in crisis

**4** Joy at Work projects supported



# Celebrating Excellence

## SingHealth Fund won the Charity Transparency and Special Commendation Awards 2023



SHF was honoured to be conferred the Charity Transparency Award 2023 and Special Commendation Award 2023. Presented by the Charity Council under the Ministry for Culture, Community and Youth, these awards recognise charities for their efforts in upholding governance and building public trust in the sector.

The distinguished Charity Transparency Award was testament to SHF's outstanding transparency and disclosure practices while the Special Commendation Award acknowledged SHF's excellent practices and processes in the area of Succession Planning.

These accolades reflect SHF's alignment with SingHealth's vision to Define Tomorrow's Medicine and its commitment to responsible fund management and transparent practices.

“ This recognition is a testament to our unwavering commitment to ensuring transparency and governance. Our donors deserve the highest level of accountability and trust in our management of the Fund. I extend my heartfelt gratitude to all our donors. It is your dedication to our cause that drives us to excel in our mission. I also want to express my deep appreciation to our dedicated SHF staff, Board, and Board Committee members. Your passion and tireless commitment to our mission have been the driving force behind these awards. We will continue to transform lives by enhancing access to care and building a healthier Singapore for all. ”

**Professor Tan Ser Kiat**  
Chairman, SHF

## SKH 5<sup>th</sup> Anniversary – Gratitude Gala 2024

Sengkang General Hospital (SKH) celebrated its 5<sup>th</sup> Anniversary Gratitude Gala dinner, honouring donors, clinicians and staff for their generous contributions since the hospital's opening in 2019. The event featured a silent auction, through which attendees successfully raised over \$500,000 for the SKH Better Health Fund. The fund will support medical advancements and enhance patient care, reflecting the hospital's commitment to improving healthcare services.



## NCCS Charity Gala Dinner 2023

After a five-year hiatus due to the COVID-19 pandemic, the National Cancer Centre Singapore (NCCS) Charity Gala Dinner 2023 made a triumphant return on 22 October 2023 at The Ritz Carlton, Millenia Singapore. Deputy Prime Minister and Coordinating Minister for Economic Policies, Heng Swee Keat, graced the event as the Guest of Honour. Over 700 guests attended the fundraising event, themed 'Celebrating the Past, Building Hope for the Future,' aimed at advancing cancer research and enhancing patient care and support programmes.



During the dinner, DPM Heng witnessed several transformational gifts, including a \$20 million pledge by Mrs. Margaret Lien to establish the Lien Ying Chow Endowment Fund, which will support holistic psychosocial care for cancer patients. Additionally, the Goh Foundation pledged \$6.35 million to establish the Goh Foundation Innovation in Supportive and Palliative Care Programme (INSPIRE) to promote innovation in palliative care. The New Century Foundation also contributed a \$1 million gift to support technology and innovation in cancer care and research. In total, the charity dinner raised more than \$2 million for the NCCS Cancer Fund.

## CGH 88<sup>th</sup> Anniversary

Changi General Hospital (CGH) celebrated its 88<sup>th</sup> Anniversary in 2023 with the CGH Health Fund, marking itself as a key element in the Caring General Hospital's provision of healthcare to the community.

As a hospital with a focus on delivering care with compassion through innovation, the dedication of CGH's clinicians, together with the care teams, has inspired confidence in donors, who generously pledged their support towards CGH's Health Fund. Some of the new funds that received strong donor support include Youth Mental Health, Correctional Medicine and Radiology, totalling \$550,000. The total funds raised for CGH Health Fund amounted to \$2,330,000.

Staff at CGH have also echoed strong commitment to the hospital's cause through their contributions to the fund, with more than half pledging to support CGH's causes. CGH tirelessly strives to innovate, partner and co-create to serve the needs of the community and the ever-evolving healthcare needs of the population.





# New Programmes

## **ACE Team Foundation's \$3 million philanthropic gift helps launch Healthcare Administrators Fund**

A new \$3 million Healthcare Administrators Fund (HAF) was launched in August 2023 at the Singapore Healthcare Management 2023. The HAF will support the professional development of healthcare administrators who play a key role in advancing the pursuit of academic medicine. It was made possible by the generous support of ACE Team Foundation which pledged \$3 million, half of which would go towards the new fund. SingHealth Fund contributed the other \$1.5 million.

With the establishment of HAF, healthcare administrators can look forward to more opportunities to deepen and broaden their professional knowledge, skills and experience. These include localised and customised training programmes with visiting international experts and short-term attachments at overseas academic medical centres.

ACE Team Foundation also contributed \$1.5 million towards SingHealth's Joy at Work Fund to boost the physical and mental resilience of healthcare workers.

### **About ACE Team Foundation**

The ACE Team Foundation, established by Mr Anthony Tan and Mrs Chloe Tan, embodies their commitment of giving back to society and servant leadership. The name "ACE" symbolises the initials of the founders' and their five children's first names. Their philanthropic endeavours are primarily directed towards healthcare and education initiatives. Mr Anthony Tan serves as the Group CEO and Co-founder of Grab. His wife contributes to Grab as an Advisor and is the driving force behind the ACE Team Foundation.

## **Wee Boon Hee and Lina Tan Ai Leen Gastrointestinal Cancer Programme Fund**

Funded by a \$2 million legacy gift from the late Mr Wee, the Wee Boon Hee and Lina Tan Ai Leen GI Programme Fund aims to address unmet needs in gastrointestinal and hepatobiliary cancers (collectively labelled as GI cancers). The fund leverages new technologies to detect GI cancers at an earlier stage of occurrence, recurrence, and progression compared to conventional imaging, enabling earlier diagnosis and treatment.

Additionally, the fund seeks to understand the biology of tumours and patient immune responses through in-depth molecular profiling of patients' tumours and normal tissues. This includes developing laboratory tumour models from these tissues to personalise therapy for patients and evaluate novel treatment agents.

The fund also supports studies of new treatments to improve patient outcomes, such as response, survival, and quality of life. This is particularly crucial for gastric cancers with peritoneal spread, which have poor outcomes and limited effective treatments.

Furthermore, the fund engages patient participation in maintaining a prospective database of GI cancer patients undergoing treatment at NCCS. This database tracks outcomes such as effectiveness and side effect, identifies patients suitable for trials, and highlights areas of unmet need for research.

## Building a memory and cognitive caregiving ecosystem (Phase 2)

This project aims to develop an in-depth understanding of the unmet needs, challenges, and gaps in care among persons with dementia, their informal caregivers, community hospital staff (CHS), and social service providers.

The goal is to co-create solutions to build a holistic memory and cognitive caregiving ecosystem using participatory and assets-based approaches. Needs, challenges and gaps uncovered during the needs assessment phase are prioritised during the Design Thinking Workshops with caregivers and CHS. Thereafter, an educational module for CHS will be developed in SingHealth Community Hospitals

(SCH) for upskilling our staff prior to working on the other key gaps identified. The holistic care model will be presented as a logic model for ease of stakeholders' understanding. This initiative was granted S\$1.87 million from the AIC Community Silver Trust.

“ This grant provided additional resources that SCH requires to enhance our care provision to persons with dementia and support their caregivers. Together, we will contribute to building a person-centred memory and cognitive care ecosystem in Singapore. ”

**Associate Professor Low Lian Leng**  
Director, Research & Translational  
Innovation Office, SCH



## Singapore Community of Practice in Social Prescribing (SCOMP)

SCOMP, an initiative by SCH, is a collaborative network of health and social care professionals, community leaders, and practitioners across multiple sectors such as heritage, arts and the academia, dedicated to advancing social prescribing for health and well-being in Singapore. Funded by the Agency for Integrated Care – Community Silver Trust Funding with a gift of \$256,195, SCOMP has successfully conducted two sessions of members engagement, attended by over 160 participants. Presently, SCOMP boasts a membership of 775 individuals.

“ SCOMP builds on the foundation of best practices in social learning, community engagement, and inter-sectoral collaboration. SCOMP aims to spread the good work by organisations that are active in social prescribing, with the aim of facilitating an environment that is conducive for growth and sustainability in this model of care. ”

**Ms Adeline Kwan**  
Assistant Director,  
Office of Community Engagement & Education, SCH

## Lim Sok Bee Developmental Paediatrics Programme Fund

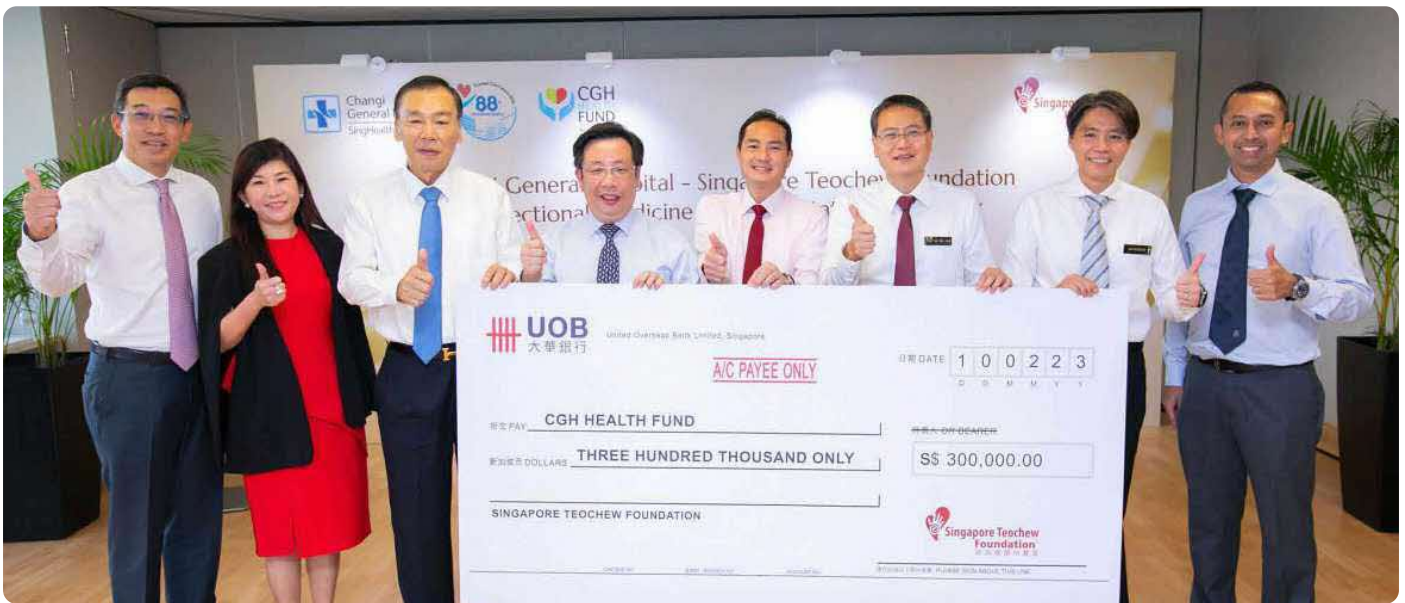


In honour of the late Associate Professor Lim Sok Bee, a highly-regarded neonatologist who revolutionised the care of children with special needs, her family, friends, and community raised over \$150,000 to establish the Lim Sok Bee Developmental Paediatrics Programme Fund at KK Women's and Children's Hospital (KKH). This fund aims to continue her legacy by mentoring and training the next generation of multidisciplinary teams, thereby enhancing the care provided to children with developmental needs and their families.

## Changi General Hospital's Correctional Medicine Fund

To widen their reach and care in the community, CGH launched a Correctional Health programme, supported by Singapore Teocheew Foundation's \$300,000 donation. The programme is dedicated to establishing and strengthening the medical discipline of correctional medicine in Singapore. This initiative plays an instrumental role in providing holistic healthcare to inmates from Changi Prison and supports their social rehabilitation.

Since January 2022, in partnership with SingHealth Polyclinics (SHP) and the Singapore Prison Service, CGH's Correctional Health care team has been developing expertise in correctional medicine and providing quality primary and specialist care to inmates. As a relatively new and emerging medical discipline in Singapore, they recognise the need to lay the building blocks for a strong foundation in correctional medicine.



Over the next ten years, CGH's goal is to professionalise correctional medicine in Singapore, provide evidence-based and quality care, and ensure continuity of care for inmates post-release. CGH aims to achieve this by developing a structured and sustainable ecosystem for continual learning and improvement by 2032.

This decade-long endeavour comprises three key pillars:

1. Cultivating an ecosystem for continuous growth in professionalism
2. Developing future leaders in correctional medicine
3. Facilitating learning and knowledge exchange

“ Correctional medicine is a new field SingHealth is embarking on in collaboration with Singapore Prison Services. The Correctional Medicine Fund lays the foundation to accelerate the learning of medical professionals to provide quality care for patients within the unique correctional ecosystem. It allowed the development of post-graduate diplomas with Nanyang Polyclinic as well as support regular exchanges between SingHealth and international counterparts to shape best practices in this field. The fund will also be used to support research in correctional medicine. ”



**Poon Beng Hoong**  
Programme Director,  
Senior Consultant and  
Head of Correction Medicine, CGH

## Improving Fertility Outcomes in Women Programme Fund

In a bid to help more women conceive successfully, the Improving Fertility Outcomes in Women Programme Fund was established at KKH through a generous donation of \$150,000 by Melilea International (S) Pte Ltd. The programme specifically targets patients suffering from recurrent implantation failure, providing support through research aimed at improving the success rates of in vitro fertilisation (IVF) treatments. This initiative ultimately aims to give these women a better chance to conceive, enhancing their overall fertility outcomes.



## Adopt A Tree



Corporate companies were invited to adopt a tree at Tampines North Polyclinic through a donation of \$8,888 per tree, in support of environmental sustainability. A naming ceremony was held in conjunction with the official opening of SHP-Tampines North on 29 September 2023. This initiative not only underscores SHP's commitment to green practices but also fosters community involvement. The generous contributions will benefit the Gift of Family Fund for research and education in Family Medicine and advancing patient care. The adopted trees planted will help to enhance the greenery around the polyclinic, creating a more pleasant and eco-friendly environment for all visitors and staff.

## Project CatheVue

The project, which was supported with a \$40,000 grant from the SKH General Fund, aims to create devices that will aid safer insertion of urinary catheters and reduce the rate of urethral injuries related to catheterisation. When applied to a hospital setting, this can reduce the morbidity of catheterisation-related complications thereby increasing patient safety. In an outpatient setting, it will allow for safe and reproducible urethral catheterisation thereby reducing the need for hospital attendance, and reducing the overall cost to the healthcare system.

# Research

Giving to research enables our clinician scientists, researchers and innovators to translate groundbreaking ideas into meaningful healthcare solutions that directly benefit our patients.

## **STEADFAST study - A study on sensory loss and its effects in ageing on dementia and frailty**

Currently, one in eight Singaporeans are living with pre-dementia, and nearly one-third of them will go on to develop dementia. Better ways to prevent and delay this progression are urgently needed to tackle the growing tide of dementia in Singapore.

Led by the National Neuroscience Institute (NNI), in partnership with the Singapore Eye Research Institute (SERI), CGH, and the Lien Foundation, the STEADFAST Study is the first local interventional programme on sensory loss and cognitive decline. With the Lien Foundation's generous \$4 million contribution, the study will be conducted under the Ageing on Dementia Research Fund at the SingHealth Duke-NUS Neuroscience Academic Clinical Programme (ACP). Historically, these interlinked conditions of sensory loss and cognitive decline were explored in isolation. In recent years, there has been growing scientific evidence that sensory changes might also be interconnected with overall brain health and dementia.

The five-year study plans to recruit 300 participants aged 50 years and above who have cognitive decline and suffer from hearing loss, visual impairment, or both. Understanding how the presence and severity of individual and multiple sensory losses impact pre-dementia and dementia will help clinicians develop screening tools to identify at-risk individuals. Additionally, offering readily available treatment strategies for vision and hearing loss can help delay the onset of dementia.



## **Kua Hong Pak Cancer Immunotherapy Research Programme**

As part of a \$3.2 million gift from the Tibore Foundation, in memory of the late Mr Kua to support two areas - the Kua Hong Pak Head and Neck Cancer Research Programme and the Kua Hong Pak Cancer Immunotherapy Research Programme - Professor Toh Han Chong, Senior Consultant, Division of Medical Oncology, is leading a programme to support the development and testing of novel, rationally designed combination immunotherapies for liver cancer. With \$350,000 of the gift, it enabled the team to look into support manpower resources to develop and test novel therapies for liver cancer. This advancement will ensure that the team is better positioned to achieve significant breakthroughs in the treatment of liver cancer, ultimately improving patient outcomes and advancing the field of oncology.

## **Research Accelerator Programme in cancer immunotherapy**

This \$1.3 million grant will enable the building of core specialist human capital at NCCS's Cancer Immunotherapy Lab to drive significant advancements in cancer and COVID-19 treatments, accelerate research, and secure competitive grants, to result in at least 10 high-impact publications over the next three years.

## **New Centre of Advanced Metabolic Imaging to advance management of cardio-metabolic diseases**

This programme received a total funding of \$800,000, of which, \$500,000 was contributed by Mrs Donna Kwee and Mr Kwee Liong Tek, and \$300,000 was contributed by the Anjuman & Aziz Charitable Trust. With the fund, the NHCS team, led by Associate Professor Calvin Chin, Deputy Director, NHRIS & Senior Consultant, Cardiology, set up the Centre of Advanced Metabolic Imaging (CAMI), featuring Carbon-13 magnetic resonance spectroscopy (MRS) and state-of-the-art hyperpolariser technology. This cutting-edge cardiac imaging technology will enable the understanding of the mechanisms behind unique Asian cardiovascular risks and discover new prevention and treatment strategies for cardio-metabolic diseases.

The fund has also supported training, education, talent development, and research for clinician scientists and researchers, enhancing their knowledge in cardio-metabolic diseases. The NHCS team underwent training at the University of California, San Francisco (UCSF), a pioneer in the use of C13 innovation.

NHCS has conducted several validations to ensure the safety of this technology for human trials. Over the next three years, as the team embarks on human trials, it aims to recruit 300 healthy volunteers and patients with cardio-metabolic diseases. This will allow them to delve into the unique characteristics of these individuals and discover solutions that can potentially improve the health outcomes of our local population.

With advancements in imaging facilities and the upskilling of staff competencies, the team is confident in advancing their clinical and research work in the detection, prevention, and treatment of cardio-metabolic diseases.

## **Therapeutic targets of Interleukin-11 to treat Atrial Fibrillation**

A generous gift of \$500,000 from Mr Lee Hoo Leng will support the NHCS' research project studying the effects of Interleukin-11 (IL11) on arrhythmias and the efficacy of therapeutic reagents against IL11 to inhibit Atrial Fibrillation (AF). The support from this gift will pave the way for new targeted treatment strategies for AF in patients. NHCS' recent findings demonstrate, for the first time, that IL11 causes electrical abnormalities in the heart, including AF. This discovery highlights anti-IL11 as a promising new therapy for treating AF.

## Intrastromal cell injection to reduce corneal opacities in a lumican knockout mice model

The cornea, the clear part of the eye crucial for vision, can get damaged or infected, leading to scarring and blindness. The stroma, the middle layer of the cornea, makes up most of its thickness and is mainly composed of collagen maintained by cells called keratocytes. Patients with scarring have fewer keratocytes and often need cornea transplants to regain their sight. However, this is challenging due to a shortage of donors, potential immune rejection, and the need for skilled surgeons. About \$40,000 from the SHF-SNEC Fund was used to develop a method for growing keratocytes in the lab. The goal is to restore the cornea's natural state by reintroducing these cells into scarred tissue.

“ The grant is vital for funding our study to understand how our lab-grown keratocytes work in resolving the scar. The research will also evaluate the safety of the treatment, ensuring it is both effective and safe for clinical use. The knowledge will be crucial for educating patients and clinicians when these cells become clinically available. ”

**Dr Andri Kartasasmita Riau**  
Senior Research Fellow, SERI



## Helping patients with dysphagia

A project, funded by SKH Research and Development, aims to develop a specialised, automated, and portable fluid thickening device to ensure effective, efficient, and convenient preparation of thickened fluids for patients with dysphagia. The study anticipates that this device will enhance adherence to fluid thickening among patients and caregivers at home. In the long run, the project aspires to reduce the risk of aspiration pneumonia in this population, thereby decreasing mortality rates and improving overall population health.

## An improved design of vaginal swab for biological sample collection

Cervicovaginal fluid (CVF) is often collected as part of the Obstetrics and Gynaecology examination. The traditional way to collect CVF using a speculum and a cotton swab poses several issues. Firstly, sample contamination may occur during swab insertion and removal. Secondly, the speculum examination is more invasive and generally felt to be uncomfortable and sometimes can be embarrassing for the patient. Thirdly, it can be time-consuming for the healthcare provider.

These issues were identified by Prof George SH Yeo and he spearheaded a team, including an external industry partner – MAP Plastics, to design and develop a new device with a built-in speculum. Subsequently, A/Prof Suzanna Sulaiman and the team followed through, pitched and obtained funding from National Health Innovation Centre (NHIC) Innovate-To-Develop (I2D) Grant and the KKH Health Fund to conduct a pilot study to determine the performance of the new device. The pilot study was successful and affirmed that the new device addressed all the identified issues.

Following the study, a patent application for the Cervicovaginal Fluid Collection Device was filed on 12 July 2019 in the USA, ARIPO, Eurasian, and European regions. The patent was granted on 21 January 2021. The Patent Cooperation Treaty (PCT) application, filed on 9 July 2020, is currently in the National Phase. The patent was lodged with the Chinese Patents Office on 11 January 2022. Working closely with the NHIC and SingHealth IP Office, the team is actively pursuing further development and commercialisation with potential partners.

## Improving outcomes for gastrointestinal patients

A study funded with \$35,000 by SKH aims to investigate the impact of concomitant crural repair during laparoscopic sleeve gastrectomy (LSG) on patients with a lax gastroesophageal junction, on the incidence of postoperative erosive esophagitis (EE), gastroesophageal reflux disease (GERD), and quality of life. The primary outcome measure was the incidence and severity of postoperative EE at one year, assessed via routine esophagogastroduodenoscopy and graded using the Los Angeles classification system.

Secondary outcome measures included the incidence of GERD symptoms, evaluated using the Gastrointestinal Symptom Rating Scale (GSRs) as well as the Quality Of Life in Reflux And Dyspepsia questionnaire. Dysphagia symptoms were also graded on the GSRs scale, and overall quality of life was measured using the 3F-36 questionnaire. These secondary outcomes were assessed at 3, 6, 9, and 12 months postoperatively.

Additional secondary outcome measures included postoperative complications, operative time, blood loss, incidence of revision surgery at one year, and postoperative weight loss at one year. These metrics provided a comprehensive overview of the impact of concomitant crural repair on patient outcomes following LSG.

## Imaging the conjunctival lymphatic vessels

A study is being led by Professor Tina Wong to explore new methods for visualising the lymphatic vessels in the conjunctiva of the eye, which are essential for draining fluid and maintaining eye health. These vessels are invisible to the naked eye, even with high magnification photography, because they contain clear fluid and have transparent walls.



**Professor Tina Wong**  
Senior Consultant, SNEC

Using advanced imaging techniques including optical coherence tomography, SNEC aims to visualise these lymphatic vessels in their native state in live human eyes for the first time. This is significant because conjunctival lymphatic vessels may be a potential therapeutic target in various eye diseases, such as glaucoma. Effective treatment requires the ability to see and monitor these vessels.

With \$23,786 from the SHF-SNEC Fund, SNEC will conduct this pilot study, which aims to pave the way for further research in this emerging field of imaging and modulating the conjunctival lymphatics.

## ASEAN Primary Care Research Excellence Framework (APREF)

The APREF initiative aims to create a research evaluation framework tailored for Family Medicine (FM), particularly in Southeast Asia, where FM research is still evolving. The funds raised have facilitated the in-person discussions of the core group, comprising representatives from FM ACP, Walailak University (Thailand), Universiti Putra Malaysia and Universitas Indonesia, to create the framework. A pilot trial of applying the APREF criteria in the respective institutions (locally and overseas) is being planned to assess its utility, acceptability, and feasibility. The adopted framework will then be shared with research stakeholders across SEA.





# Education

In healthcare, learning never stops, as new scientific findings and technologies yield new and improved ways to diagnose, treat and cure. Support from donors enable our healthcare staff to be equipped with the skills and knowledge necessary to tackle healthcare challenges of the future.

## Transforming health in San Vicente

The Family Medicine ACP has launched, in 2019, a global health initiative in partnership with the community in San Vicente, Palawan, Philippines, aimed at improving the health of local residents.

The project, titled “Strengthening Primary Care Delivery via Community-Based Health Programme,” was led by Dr Wong Wei Teen, Consultant and Clinic Director at SHP. The team gained a first-hand appreciation of global health and was grateful for the opportunity and the learning experiences they encountered.

The initiative included providing consultation to 500 villagers for their care needs and training 50 barangay health workers in manual and digital blood pressure monitoring, the use of capillary blood glucose machines, basic wound care, and the seven steps of hand hygiene. Additionally, dental hygiene education was provided in one barangay. The team also gained valuable insights and reflections through conversations with health workers and local government units. Generous donations of soft toys and toothbrushes from the wider SHP family were brought along to gift to the villagers.



“ Our team gained a first-hand appreciation of global health during this elective. We were glad to serve the global health community and greatly enjoyed the variety of learning opportunities that we were privileged to experience. We are grateful for everyone who has organised, supportive and made this trip possible, and for the continual support of the SingHealth Family Medicine Residency ACP and the Family Medicine Residency Programme. ”

**Dr Wong Wei Teen**  
Consultant and Clinic Director of  
SingHealth Polyclinics, SHP

## Jong family donates \$1.5 million towards new Faculty Professorship

The Jong family, represented by Jason Jong, donated \$1.5 million to Duke-NUS Medical School, National University of Singapore, for the establishment of the Jong Soy Leong Faculty Professorship in Ophthalmology and Visual Sciences, in memory of his father Jong Soy Leong.

The Jong Soy Leong Faculty Professorship in Ophthalmology and Visual Sciences aims to recognise Assistant and Associate Professors who have made significant contributions to academic medicine and nurture emerging talents in their early to mid-academic careers under the Eye ACP.

“To support the advancement of eye care in Singapore, my family donated \$1.5 million to establish a Faculty Professorship in Ophthalmology and Visual Sciences, named in memory of my late father, Jong Soy Leong.”

Jason Jong

## Musim Mas donates \$1 million for Asian Mental Health Hub

Musim Mas Group generously contributed \$1 million to establish the first Asian hub for the Global Mental Health Innovation Network and to fund a regional fellowship programme. This pioneering hub will facilitate research, promote knowledge sharing, encourage the integration of findings into policy and practice, and enhance the visibility of mental health initiatives by engaging partners across South and Southeast Asia.

“With deep gratitude for the generous support from the Musim Mas Group, we're honoured to advance health and wellbeing and improve global health equity in Asia and beyond. Every dollar of their \$1 million gift will go towards developing future healthcare leaders through unique fellowship programmes which will create a platform for mutual learning and collaboration. The gift will also help establish the first Asian hub for the Mental Health Innovation Network – an initiative that is pivotal in addressing the significant yet often neglected issue of mental health across our region.”

Associate Professor Tan Hiang Khoon  
Deputy CEO, SGH, and SingHealth Duke-NUS Global Institute Director

## Raising the awareness of mental and social health issues in youth

CGH's Youth Outreach Programme (YoOP!) is about raising awareness of mental and social health issues among young people to promote a safe and healthy space in schools for conversations around mental health, and empowering those with mental health challenges to continue education and adolescent socialisation in a supportive school environment.

In 2023, videos were produced with a one-time \$16,000 grant from Health Promotion Board. Since its inception in 2022, YoOP! has reached 62 schools and Institutes of Higher Learning. Out of these, 18 institutions have established and coordinated a series of events, indicating a growing commitment to mental health awareness and support within the educational sector.

This initiative illustrates how targeted efforts and collaboration between healthcare professionals, educational institutions, and funding bodies can create a supportive environment for young people facing mental and social health challenges.

“We believe in the unique value that each individual contributes to family and community, and understand the impact that mental health conditions can have on individuals and their surroundings. The Changi General Hospital's Department of Psychological Medicine leverages clinical expertise, research and outreach activities to bring meaningful change to our patients and the wider population in the East.”

Clinical Assistant Professor Cheryl Loh  
Head and Senior Consultant, Department of Psychological Medicine and Director of Adolescent Psychiatry Service, CGH



## Talent Development Fund (TDF)

The TDF supports formal and non-formal training programmes to build SingHealth's human capital, equipping staff with skills and knowledge to hone expertise and technical capabilities.

1,500  
staff members  
completed  
training within  
FY23

### Talent Development Fund Allied Health Professional (TDF AHP)(Formal Programme)

“ Participating in the Masters in Palliative Care programme has been transformative in cultivating both compassion and expertise. The Talent Development Fund (TDF) award has empowered me to deliver compassionate support to individuals and families during their most vulnerable moments, reaffirming the profound impact of ongoing education. I have had the privilege to expand my knowledge base, refine my skills, and elevate my expertise in providing compassionate care to those in need.

**Ms Prabha D/O Techna Miti**  
Senior Medical Social Worker, SCH  
**Recipient of the TDF AHP award to pursue a Master of Palliative Care**

“ I am truly honoured and grateful to be chosen as one of the TDF awardees. I have successfully completed my course and received my Master of Science degree. I feel even more equipped now, and I believe that I am in a strong position to carry out my duties as an Educator Embryologist and as a SingHealth representative. This is especially important when I have invitations to meet our Ministers through routine engagement sessions as part of the Malay Muslim Professionals by Mendaki.

I bring back with me credible knowledge and valuable learning experiences to share with my fellow embryologists. My network has extended beyond borders as I have acquired new friends who share the same passion, as well as credible mentors and lecturers who are now friends.

With the opportunity provided by the TDF award, I have achieved significant milestones and gained the confidence to inspire others. I am humbly grateful. Thank you, Professor Alex Sia and the TDF team.

For me, TDF is: “Transforming potential into achievements. Fostering future leaders through support and opportunities.”

**Ms Farhana binte Mohamed Rafik**  
Embryologist, KKH  
**Recipient of the TDF AHP award to pursue a MSc Reproduction and Development**

### Talent Development Fund Medical Informatics (Formal Programme)

“ Digital transformation in healthcare involves the comprehensive integration of digital technologies, data analytics, and innovative processes to enhance the delivery of healthcare services. Healthcare professionals with multidisciplinary expertise across clinical, information technology, and management spheres are well-positioned to lead digital transformation efforts. The SingHealth Fund-Foundation (TDF) enabled me to pursue the Master of Management in Clinical Informatics (MMCi) programme at Duke University School of Medicine. It equipped me with a broad range of skills required to lead data-driven innovation in healthcare, including health information architecture, data science, health informatics and business strategy, healthcare finance, and leadership and management techniques. The one-year programme allowed me to work closely with teams at Duke Health on digital health projects and to build an enduring network of global contacts working in diverse roles across the healthcare ecosystem. I acquired valuable skills that will enable me to oversee and implement novel uses of technology to deliver cutting-edge healthcare and to build our clinical informatics community in Singapore.

**Dr Lam Yun Rui Amanda**  
Consultant, SGH  
**Recipient of TDF Medical Informatics award to pursue a Master of Management in Clinical Informatics (MMCi)**

## TDF Research (Formal Programme)

“ Thank you, TDF, for generously funding my MSc research study at King’s College London. I also want to extend my gratitude to the helpful and friendly HR colleagues who worked tirelessly to assist with the application process. Given the opportunity to participate in this overseas MSc programme, I challenged myself to undertake a computational genomics project in collaboration with researchers at Guy’s Hospital in London, despite my initial lack of knowledge in bioinformatics and programming.

The learning curve was steep at the beginning of the project. However, through dedication and hard work, I was able to acquire programming and data analysis skills by the end of the project. Additionally, I contributed to some significant findings regarding the pathogenesis of a rare skin disease, which were included in a manuscript that has been accepted for publication in a scientific journal.

**Mr Lim Zhao Qin**

Medical Laboratory Scientist, KKH

**Recipient of TDF Research award to pursue a MSc Biomedical & Molecular Sciences Research**

## Supplementary Health Manpower Development Plan (HMDP)

HMDP is a programme co-funded by the Ministry of Health to develop SingHealth staff to meet evolving healthcare needs, enabling staff to anticipate healthcare challenges of the future.

128

staff members  
completed  
HMDP training  
within FY23

### HMDP (Team-based)

“ I recently completed a six-week attachment at the Prince of Wales Hospital in Sydney as part of the HMDP programme in June 2023, focusing on chronic pain management.

During my attachment to the pain unit, I gained first-hand experience working alongside doctors, nurses, and allied health professionals. The programme included both in-patient and out-patient routines, as well as tele-consultations, patient education, and patient support groups. Additionally, I had the opportunity to visit various hospitals to observe and adopt best-practice standards. The wealth of information and knowledge shared by the various field experts was invaluable.

This experience provided a solid foundation for our team to implement a programme aimed at transitioning chronic pain patients to community-based care. We have already embarked on a pilot programme to facilitate this transition.

I would like to extend my gratitude to SingHealth for providing me with the opportunity to deepen my knowledge and enhance my clinical skills, enabling me to better serve the community.

**Ms Rafidah Binte Abdul Rahim**

Nurse Clinician, CGH

**Recipient of HMDP award to pursue overseas training in chronic pain management**

“ A comprehensive approach to patient care, integrating various disciplines, not only enhances the quality of care provided but also improves operational efficiency and satisfaction among patients and healthcare providers. The collaboration between the SGH's Ear, Nose, and Throat department and SNEC exemplifies this approach, particularly in the lacrimal service, which addresses complex nasolacrimal and paranasal conditions. This initiative was made possible through the Team HMDP award to the University of British Columbia in Vancouver, Canada. It underscores the importance of international partnerships in advancing healthcare. Through the transformative fellowship experience, the nursing team gained a deeper understanding of holistic patient care within a multidisciplinary context, positioning them to enhance the care provided to patients with complex conditions in Singapore.

**Ms Goh Hui Jin**

Assistant Nurse Clinician, SNEC

**Recipient of HMDP award to pursue Endoscopic Oculoplastic Surgery, Endoscopic Lacrimal Surgery, Endoscopic Orbital Surgery, Rhinology Skull Base Surgery**

“ This HMDP fellowship has enhanced my knowledge and skills in assessing caregiver mental health, supporting caregiver mentalisation and reflection, and promoting and developing the caregiver-child dyadic relationship. The knowledge and skills I have gained have better equipped me to perform my role as a clinician and leader. I am now more capable of establishing new services within the department and collaborating with other services and departments within SingHealth.

**Associate Professor Pratibha Keshav Agarwal**

Senior Consultant, KKH

**Recipient of the HMDP award to pursue Mental Health Screening and Intervention for Mother-Child (Preschool) Dyad**

“ This HMDP highlighted that the relationship between parent and child is paramount. Focusing on and supporting this relationship has direct effects on the child's development, mental health, and behaviours, as well as on the caregiver's mental health, reflective ability, and parenting practices. It reinforced my belief and understanding of the importance of relationships and the central role they play in our work with families.

**Ms Tan Shiyun Charmain Samantha**

Senior Psychologist, KKH

**Recipient of the HMDP award to pursue Mental Health Screening and Intervention for Mother-Child (Preschool) Dyad**

“ The HMDP has motivated me to advocate for the integration of caregiver mental health screening and support services within the MSW team. This proactive approach aims to enhance mental health support for caregiver-child dyads and aligns with best practices.

**Ms Yeddanapalli Irudayam Majella**

Master Medical Social Worker, KKH

**Recipient of the HMDP award to pursue Mental Health Screening and Intervention for Mother-Child (Preschool) Dyad**

## HMDP (Individual)

“ The use of dynamic navigation is a novel technique in orthognathic surgery. The HMDP award allowed me to secure a fellowship at Heinrich Heine University in Düsseldorf, Germany, where I gained valuable knowledge and experience in this field. This opportunity has also contributed significantly to my personal growth and maturity. Returning from the fellowship, I feel enriched and empowered to advance orthognathic surgery within SingHealth and Singapore to the next level. ”

**Dr Leonardo Saigo**

Senior Consultant, NDCS

**Recipient of HMDP award to pursue overseas training in Orthognathic Surgery Using Patient-specific Implants and Navigational Surgery**

“ With an ageing population on the rise, the incidence of benign prostate hyperplasia (BPH) is expected to affect more men year after year. The fellowship training at Imperial College NHS Trust has offered me the opportunity to gain excellent hands-on experience with a vast array of technologies for the investigation and treatment of BPH. During my 12 months at the unit, I have been able to build valuable partnerships within the multidisciplinary team. With the knowledge and skills I have acquired, I am confident that I can better serve the aging male population in Singapore. ”

**Dr Lim Yong Wei**

Consultant, SKH

**Recipient of HMDP award to pursue overseas training in Advanced and Minimally Invasive Management of Benign Prostate Hyperplasia**

“ Precise molecular diagnosis is only the first step in offering patients who suffer from hereditary blindness answers as to why they lose vision. It also paves the way for better management of their lifestyle, family planning, and eventual hopes of a novel cure. My HMDP award, supported by the SingHealth Fund Foundation, enabled me to train in the area of ‘Inherited Neuro-ophthalmic Diseases’ at one of the leading neurogenetics clinics in the world, Moorfields Eye Hospital in London, UK. This experience provided me with in-depth, first-hand exposure to a multidisciplinary genetics service that collaborates closely with genetic counsellors, genetic scientists, and clinicians, all of whom play equally important roles in managing such patients. This training has been instrumental in helping me set up the Neuro-ophthalmology Genetics Clinic in Singapore and has fostered invaluable collaborations with a global community of teams working on developing novel treatments for these rare diseases. ”

**Dr Shweta Singhal**

Senior Consultant, SNEC

**Recipient of HMDP award to pursue overseas training in Inherited Neuro-ophthalmic Diseases**

“ Cerebrovascular and Endovascular Neurosurgery is a rapidly advancing field within the Neurosciences, focusing on the treatment of neurovascular diseases of the brain and spine, including both hemorrhagic and ischemic strokes. The HMDP award allowed me to secure a coveted combined Surgery and Endovascular fellowship training position with the Neurovascular Service at Sunnybrook Health Sciences Centre in Toronto. This newly formed combined service involved all three disciplines of the Neurosciences: Neurosurgery, Neuro-Radiology, and Neurology. ”

*I witnessed firsthand the immense benefits to patients resulting from the close collaboration of this multidisciplinary team. Additionally, I acquired new complementary surgical and endovascular skills, which have enabled me to establish a similar practice in Singapore. This experience has been instrumental in my efforts to help patients with potentially devastating neurovascular diseases.*

**Dr Han Xinguang, Julian**

Consultant, NNI

**Recipient of HMDP award to pursue overseas training in Combined Neurointerventional & Neurovascular Microsurgical**

## Training/Upgrading of Nursing Personnel Programmes

Scholarships for Advanced Practice Nurses to pursue a Doctor of Nursing Practice are awarded to develop recipients to their fullest potential and practise at the top of their license.

2  
graduated  
within FY23

4  
ongoing  
recipients  
(includes 2 new  
recipients awarded  
in FY23)

*“ It is vital that nurse leaders are capable of translating evidence into clinical practice to improve patient and population health outcomes and to transform the healthcare system to ensure quality and safety. The Alice Lee Foundation scholarship for the Doctor of Nursing Practice (DNP) at Duke University has provided me with a great learning experience from an international perspective. The knowledge and skills I have acquired have made me a more innovative practitioner, adept at tackling complex issues in the clinical setting. It has also equipped me with the capability to confidently bridge the gap between evidence and practice, and given me a stronger voice to drive advances in nursing practice.*

**Dr Zhang Di**  
Deputy Director, Nursing (APN), SKH  
**Recipient of the Alice Lee IAN Scholarship for the Doctor of Nursing Practice**

*“ The Alice Lee DNP Programme effectively prepares Advanced Practice Nurses to become clinical scholars skilled in translating research and other evidence into clinical practice, measuring patient outcomes, and transforming healthcare systems to ensure quality and safety. The Alice Lee Foundation enables graduates of the programme to become leaders who advocate for health policy to improve the nation’s health.*

**Dr Yang Jumei**  
Nurse Clinician I (APN), SGH  
**Recipient of the Alice Lee IAN Scholarship for the Doctor of Nursing Practice**

## Alice Lee IAN Graduate Diploma

This programme enables nursing degree graduates to achieve post graduate speciality qualification, and nurses working primarily with patients with chronic wounds to upskill their capabilities.

6  
graduated  
within FY23

20  
ongoing  
recipients  
(includes 11 new  
recipients awarded  
in FY23)

*“ I extend my heartfelt appreciation to the SingHealth Alice Lee IAN-Lee Foundation for sponsoring my attendance at the Alice Lee Graduate Diploma in Wound, Ostomy, and Continence Nursing. This opportunity has been instrumental in broadening my understanding of wound management and facilitating the application of theoretical knowledge into practical skills. Your generosity has not only enhanced my professional capabilities but has also empowered me to contribute meaningfully to patient care. Thank you for your unwavering support and belief in my potential.*

**Ms Lim Yijun Valerie**  
Senior Staff Nurse, CGH  
**Recipient of the Alice Lee IAN – Lee Foundation award to pursue a Graduate Diploma in Wound, Ostomy and Continence Practice**

# Patient Care

Gifts from our donors go a long way in complementing the care that SingHealth institutions provide by offering assistance when it matters most to our patients and their families.

## Printing a 3D heart to aid Shayaan's surgery

Shayaan, nine months old, is suffering from a medical condition of hypoplastic double outlet left ventricle with mitral and pulmonary atresia, atrial situs inversus, TAPVD (non-obstructed), and transposed great arteries. As part of a family of six, his 40-year-old father is the sole breadwinner, while his mother is a housewife and the primary caregiver for Shayaan and his siblings who are 11, 9 and 5 years old. Shayaan's congenital heart condition was an unexpected shock for his parents, especially since her pregnancy was unplanned.

At birth, Shayaan required a month-long hospital stay and an open-heart surgery. Before Shayaan's birth, the family managed their household expenses adequately. However, Shayaan's increased care needs have significantly strained their finances. The cost of Shayaan's 3D heart printing was particularly expensive, and the family could not afford it with their limited savings.



“ The assistance from KKH medical social worker has been invaluable in covering the costs of Shayaan's 3D heart printing, which is crucial for his upcoming heart surgery. This support has enabled the surgeons to thoroughly understand Shayaan's condition. Thank you! ”

**Shayaan's father**



## More than \$9 million raised to support the Ecosystem of Dementia Care

Dementia is a rapidly escalating public health crisis with profound physical, psychological, social, and economic impacts. It devastates the lives of over 80,000 people in Singapore, along with their caregivers and families. Recognising the urgent need for comprehensive care, Mr Cheng Wai Keung, Chairman, SingHealth, along with his network of friends and business associates, collectively raised more than \$9 million to support the “Ecosystem of Dementia Care” programme at NNI.



Launched in April 2023, this three-year programme aims to deliver life-transforming services and compassionate support across the continuum of care for individuals with dementia, their caregivers, and families. The programme encompasses a range of services, from community care and screening to rehabilitation and intervention, structured around five key pillars.

To date, 13 community partnerships and 4 industry partnerships have been established to support the dementia care ecosystem. Notably, the programme has also engaged younger patients with dementia in cognitive rehabilitation, addressing a previously unmet need in both community and public healthcare settings.

In the upcoming year, the team led by Associate Professor Adeline Ng and Professor Tan Eng King plans to extend the programme’s reach to additional partner institutions. This expansion aims to benefit even more patients with dementia and their caregivers, further enhancing the support network and care available to this vulnerable population.

## Brave six-year-old battles brittle bones

Sally\*, a six-year-old preschooler, is diagnosed with Type 3 Osteogenesis Imperfecta, restrictive lung disease, and restricted growth. Her parents divorced shortly after her birth, leaving her mother as the sole breadwinner supporting her and her nine-year-old sister as a single mother for many years before remarrying in 2022. Currently, both her mother and stepfather are in stable employment and have a one-year-old child together.

Due to Sally’s condition, she requires routine admissions for IV infusions and frequent surgeries to address her bone issues. These medical needs have made it challenging for her parents to manage the associated costs. Additionally, Sally requires a special diet to support her growth, which further adds to the financial burden.

The family received 100% assistance from SHF-KKH Health Fund for Sally’s special diet, which has been a significant relief.

*“ I am very grateful for the assistance as it has helped to lessen my burden in managing my daughter’s medical costs. It helps caregivers like me to feel more at ease in taking care of my child without the need to worry about the financial part and be able to support my child to be in good health and care. ”*

**Sally’s mother**

\*Not patient’s real name

## CGH's HomeCare Assist supports patients in need

HomeCare Assist (HCA) is a patient welfare programme supported by the CGH Health Fund. As an integral part of the hospital's patient-centric care, HCA offers interim assistance to needy patients with chronic illnesses or conditions. This support ensures that patients have the means to continue receiving care in their own homes after being discharged from CGH.

Mr Lee Ah Chye was diagnosed with cardiovascular disease in 2018. In 2022, he was also found to have Obstructive Sleep Apnea, a breathing disorder that causes excessive daytime fatigue and concentration loss. Today, in addition to managing arthritis and heart disease, Mr Lee needs daily Continuous Positive Airway Pressure (CPAP) therapy to aid his breathing and requires a personal mobility aid to get around.

In 2018, his employer abruptly dismissed him after learning about his condition. His family, including his two daughters, relied on his wife's monthly income of \$1,400 as a factory worker and occasional financial assistance from his siblings.

Timely financial relief from HCA provided him with a CPAP machine and a motorised wheelchair.

*“ We work closely with patients and their families to address psychosocial and practical concerns as they navigate their healthcare journey. Our team strongly believes that HCA is an essential fund that bridges funding gaps and provides timely assistance to those in need. ”*

**CGH Medical Social Workers**



*“ I didn't see this coming. It felt like my whole world had fallen apart. The support from the donors has been instrumental in encouraging patients like myself. ”*

**Mr Lee Ah Chye**

## A slip, a brace and a mother's sacrifice

Jernell Wong, a 17-year-old student, slipped on a wet floor, twisting and injuring her right knee. As a result, she requires a Breg brace to recover from the contusion of her lower limb. Jernell is the only child and currently lives with her mother and maternal grandmother. Her mother is the sole breadwinner for the three of them in the household. Despite working long hours, her mother's income barely covers the family's expenses. The cost of the Breg brace has added significant financial stress.

Fortunately, the KKH Needy Patient Fund was able to provide a one-time 75% assistance for the Breg brace, which costs \$334. Despite her financial challenges, the patient's mother agreed to the co-payment and expressed immense gratitude for the partial assistance.

*“ The assistance provided for the Breg brace has helped to reduce my financial burden from those extra cost on medical bills. ”*

**Jernell's Mother**

## Lung Cancer Education and Advocacy for Patients

MSD Pharma (Singapore) Pte Ltd, together with other donors, contributed over \$200,000 to the Lung Cancer Education and Advocacy for Patients (LEAP) programme. This programme aims to reach a wider patient population and the general public by creating more avenues for awareness. Efforts include maintaining and updating the LEAP website, publishing educational materials, hosting webinars, organising meetings and group activities, and supporting awareness month initiatives.



### SKH's Needy Patient Fund supports patients in need

SKH's Needy Patient Fund supports financially needy patients, aiding them with medical-related care and treatment items prescribed by doctors or allied health professionals. The assistance ensures that this group of patients continue to have access to medical treatment and care including treatment interventions, medical equipment, appliances, or medications that are not supported under formal government schemes but are basic or critical for patient care.

A total of 338 needy patients have benefited from this fund to receive necessary medical interventions. This support has also facilitated timely discharges, ensuring that patients can return home or to a more suitable care environment as soon as possible.

### NCCS Home Care Programme

Amgen Biotechnology Singapore Pte Ltd is a proud supporter to the Home Care Programme. Their contributions help cover the costs of home visits for NCCS patients, ensuring the continuity of this essential service.

### Bone health educational video series

A \$10,000 gift from Amgen Biotechnology Singapore Pte Ltd enabled NCCS to provide bone health education through short video formats. Accessible on various platforms such as NCCS YouTube page, website and Health Buddy, they will be recommended and publicised to all patients, with a particular focus on those undergoing endocrine therapy to prevent accelerated bone loss.

### SKH's Fight the Weight Programme

SWITCH is a multi-disciplinary approach at SKH to help individuals lead a healthy lifestyle and achieve long-term weight loss and maintenance. It provides a structured videoconferencing education programme under SWITCH to improve access to information and empower them with knowledge and tools to sustain health-seeking behaviours. Over time, this on-going programme can have a positive impact on the health and well-being of the patients.

### SHP's Self-Care Support Programme

The programme, initiated in 2020, assists needy patients in acquiring self-monitoring glucometers and necessary consumables at a lower cost from SHP. It specifically targets holders of CHAS orange/blue cards or specific permanent residents, as well as those on any Medical Assistance Fund drugs. By enabling these patients to own devices for monitoring their blood glucose levels, the programme aims to empower them to take an active role in managing their health.

The regular self-monitoring of blood glucose levels allows patients and care providers a better understanding of the patients' dynamic fluctuations of their health parameters, which hopefully leads to its improvement over time.

Since its inception, the programme has supported over 500 patients in kickstarting their self-monitoring journey by subsidising the cost of glucometers and consumables, such as test strips and lancets. Each patient is eligible to purchase only one device under this programme, ensuring that the benefits are distributed to as many individuals as possible.

## EnReach Retreat

The EnReach Retreat programme aims to broaden and clarify understanding about living with cancer through interactive psychoeducational talks. It promotes psychosocial well-being by facilitating group activities and sharing sessions. The programme also enhances bonding between patients and their family members, a crucial aspect often neglected while coping with cancer. Additionally, it connects patients and families with other cancer survivors and caregivers who share similar experiences and challenges.



## Patient education videos on contact lens care

A \$10,000 grant funded the production of patient education videos on contact lens care. Patients often find it overwhelming to retain all the information delivered during clinic sessions, which can last several hours. These videos are crucial for ensuring the safe use of contact lenses and preventing potentially sight-threatening conditions, such as eye infections.

SNEC successfully produced three educational videos accessible by a QR code on its website, for easy access by patients.

Since January 2024, the videos have significantly impacted new contact lens wearers. From January 2024, at least 100 patients viewed the videos. All respondents found the videos informative, easy to understand, and worth recommending. The videos have also boosted the confidence of new contact lens users in handling their lenses independently.

*“ We are sincerely grateful to everyone who helped us to successfully plan and produce these videos. We also appreciate the grant provided by SHF-SNEC, which enabled us to carry out this initiative to enhance patients’ learning journeys and care. ”*

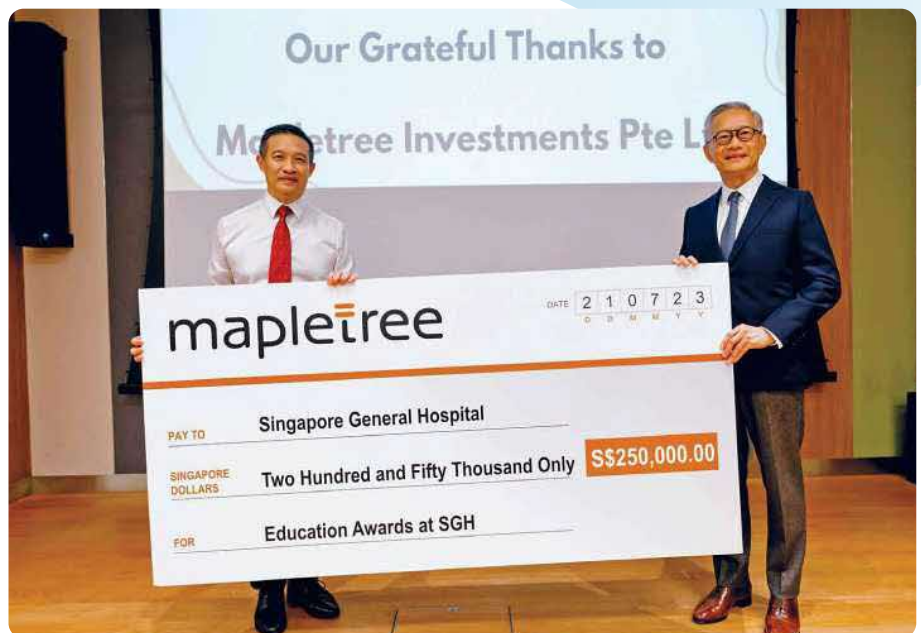
**Kelly Teo and Alexis Ng**  
Singapore National Eye Centre / Allied Health Professional

# Resilience

Since 2020, gifts from donors support initiatives to boost the resilience of healthcare workers, especially during times of health emergencies, so that they can give the best care to those who entrust their health to us.

## SGH-Mapletree Education Award

The SGH-Mapletree Education Award supported 34 children of SGH staff in their educational pursuits. The recipients received awards of up to \$5,000, providing significant assistance to the staff and their families.



“ On behalf of Mapletree, we express our gratitude to healthcare workers who have persevered through soldiered against the global health emergency for more than two years. We understand the challenges faced by lower-income households with healthcare workers. As an active contributor to the education landscape in Singapore and in line with the Group’s CSR framework, Mapletree aims to uplift the quality of education for the children of these healthcare workers from SGH. We believe this donation will inspire the recipients to discover new horizons. ”

**Mr Edmund Cheng**  
Chairman of Mapletree Investments

# Community Support

Each year SingHealth staff, patients, partners and friends in the community step forward in support of our various healthcare causes. Their generosity inspires us to achieve transformational change in the practice and delivery of medicine for generations to come.

## The Qiu Yong Ji Music & Opera Studio Charity Dinner



The Qiu Yong Ji Music & Opera Studio Charity Dinner held in Chui Huay Lim Club on 19 May 2023, led by a group of singing enthusiasts, raised a total of \$288,888 in support of the KKH Health Fund. Attended by more than 450 guests, the dinner was an exceptional evening filled with good food, singing, and laughter.

## Kidz Horizon Appeal Charity Golf



After a 10-year hiatus, the Kidz Horizon Appeal successfully organised a charity golf tournament on 26 January 2024 at Tanah Merah Country Club. The event attracted 104 golfers and raised over \$200,000 for the KKH Health Fund - Kidz Horizon Appeal Sub-Fund, benefiting child patients in need of financial support for their medical treatment. Additionally, part of the proceeds supported Child Life Therapy at KKH, enhancing the emotional and psychological well-being of young patients during their medical journey.

## SPETA Chinese New Year Celebration



The Singapore Precision Engineering & Technology Association (SPETA) organised a Chinese New Year Dinner Celebration on 23 February 2024, raising a total of \$78,038 for the Rare Disease Fund. More than 400 attendees, including members of the SPETA community, gathered for a vibrant and festive evening to generously support the cause. The event was graced by Mr Alvin Tan, Minister of State, Ministry of Culture, Community and Youth & Ministry of Trade and Industry.

## SGH Beyond 200



SGH Beyond 200 was led by the SGH CEO, Prof Kenneth Kwek, and the SGH Chairman of Medical Board, A/Prof Ruban Poopalalingam. Collectively, 27 cyclists cycled a total of 2,083.36km on 28 October 2023. This campaign helped raise over \$200,000, in support of the SGH Needy Patients Fund and other SGH causes. Since its inception in 2021, SGH Beyond 200 has helped more than 2,000 disadvantaged patients and their families, improving their access to necessary medical care and support services.

## Changi Run 2023



Changi Run 2023, an annual virtual event since 2021, was organised by CGH to raise funds and awareness for HCA, CGH Dementia and Delirium Fund, and CGH Sport and Exercise Medicine Fund.

Themed “We Dare to Care,” the Changi Run aimed to strengthen the solidarity of the eastern region in Singapore. It provides an opportunity to bring people together to celebrate the unique Changi identity while creating a brighter future for those in need. As a result, the event successfully raised \$178,226 with the support from 555 participants.

## iWalk 2024



iWalk 2024 was held on 15 March at Marina Barrage. It was SCH's first physical fundraising event post-COVID, supported by 1,165 donors and participants. The event featured 2.5km and 5km walks, followed by a picnic and performances. A total of \$186,842 was raised to support patients' journeys toward hope and recovery by improving clinical practices, expanding patient care initiatives, and enhancing overall health under the SCH Health Fund.

## Fashion for Cancer 2023

Born from a dream to bring hope and positivity to those fighting cancer, the Fashion For Cancer charity runway show was orchestrated by Senior Model and Founder Ms Ong Bee Yan, who had experienced the devastating effects of cancer in her family. This event has raised over \$130,000 for cancer research and patient support at NCCS. It was also a platform for cancer survivors to showcase their resilience, strength and courage in battling the disease.



## Pathology ACP 24-hour Treadmill Challenge



11 teams of clinicians, allied health professionals, nurses, and healthcare workers participated in the inaugural Pathology 24-Hour Treadmill Challenge to support research and education in pathology. Keeping their treadmills moving for 24 hours on 26 January 2024, supporters and families turned up in full force, basking in the team spirit and contributing to the fundraising efforts throughout the day. The event was a resounding success, raising close to \$160,000 and highlighting the dedication of all participants to advancing the field of pathology.

## Say It with Flowers – Name our Orchid 2023



To commemorate SKH's 5<sup>th</sup> anniversary, staff were encouraged to build a shared legacy by collectively naming a new orchid hybrid, Vanda Sengkang General Hospital. In celebration of this milestone, more than 300 staff enthusiastically participated and collectively raised over \$60,000 to support SKH needy patients.



## Cranes of Hope

The theme of the SingHealth HQ (SHHQ) Giving Challenge was “Cranes of Hope.” This edition of SHHQ’s annual staff giving campaign focused on raising funds for SingHealth’s needy patients. The campaign ran from 1 November to 29 December 2023, garnering support from more than 150 staff members to raise a total of over \$19,000. To double the impact, our corporate donor, SōngHè, did a dollar-for-dollar match, bringing the total funds raised to almost \$40,000.



Staff donors were encouraged to participate in an inter-department challenge which has two categories: “highest funds raised” and “best decorated office”. In the latter category, staff received an origami paper for every dollar donated. The paper was folded into cranes and used to decorate their offices. Many participants shared that they enjoyed the therapeutic activity, and one department even creatively repurposed their original decorations in early 2024 to mark the Year of The Dragon.

## NHCS Annual Giving 2023

As part of its annual engagement efforts, NHCS reached out to past donors and patients with a direct mail marketing campaign to support its Heart To Heart fund. The campaign ran for three months and raised \$38,104 from 77 donors.

## “Meals to Smile About” Cookbook



NDCS launched its Chinese “Meals to Smile About” recipe book, which raised \$22,785 between 1 November 2023 and 30 March 2024. This fundraising effort highlights the continued support and enthusiasm for this initiative, which aids patients in their recovery from dental treatments.

The “Meals to Smile About” English cookbook was launched on 14 July 2021. This thoughtfully curated compilation of 30 delectable and nutritious recipes address the challenges faced by patients recovering from dental procedures, who often struggle to find enjoyable and suitable meals.

## NHCS Jump for Heart 2023



NHCS, in partnership with Terumo Asia Holdings Pte Ltd, organised an online fundraising campaign from 14 August to 15 October 2023, which successfully raised \$17,315 for needy heart patients. The campaign also promoted awareness of heart disease to the online community and members of the public, and emphasised on the importance of physical exercise as a necessary step to combat heart disease. A total of 158 donors supported the campaign, of which those who contributed \$25 and above also received a set of jump rope, as a token of appreciation.

## Tour de Dyson 2023

On 7 September 2023, 59 Dyson employees in Singapore participated in a one-day cycling challenge, Tour de Dyson, to raise funds for their nominated charity, the NNI Fund, which supports medical research for conditions affecting the brain, spine, nerves, and muscles. Organised by Dyson’s employee network, Forward Dyson, and supported by the James Dyson Foundation, Tour de Dyson aims to foster meaningful employee engagement, enhance well-being, and promote charitable giving.



# **Corporate Governance**



# Particulars of the Charity

## Organisation Information

<b>Unique Entity Number (UEN)</b>	201624016E
<b>Registered Address</b>	10 Hospital Boulevard #19-01 Singapore 168582
<b>IPC status</b>	27 March 2022 to 26 March 2025
<b>Registered members</b>	1. Singapore Health Services Pte Ltd 2. Professor Ivy Ng Swee Lian 3. MOH Holdings Pte Ltd
<b>Bankers</b>	<ul style="list-style-type: none"><li>• DBS Bank Ltd</li><li>• United Overseas Bank Limited</li><li>• Oversea-Chinese Banking Corporation Limited</li><li>• Standard Chartered Bank (Singapore) Limited</li><li>• Australia And New Zealand Banking Group Limited</li></ul>
<b>Auditor</b>	ERNST & YOUNG LLP
<b>Fund Managers</b>	<ul style="list-style-type: none"><li>• Fullerton Fund Management Company Ltd</li><li>• UOB Asset Management Ltd</li><li>• Nikko Asset Management Asia Limited</li></ul>

## Description of Governing Instruments of the Charity

The objectives of SHF are:



1. promote, develop and provide health-related services to benefit the Singapore community as a whole;



2. promote the advancement of healthcare in Singapore by supporting research, education, innovation to improve patient-care services, patient safety and quality care of patients;



3. provide support and assistance (financial or otherwise, such as psychosocial support, education and training), to patients, their families and/or caregivers determined to be in need; and



4. promote the furtherance of education and training for healthcare workers (such as clinical, medical & paramedical, nursing, allied health, administrative officers).



5. provide support, assistance (financial or otherwise) and establish or promote programmes that contribute towards the wellness, and boost the resilience, of healthcare workers (including without limitation clinical, medical & paramedical, nursing, allied health as well as administrative officers) and their families.

## Commitment to Corporate Governance

The Board of Directors is committed to ensuring the strictest adherence to corporate governance guidelines in the stewardship of all funds managed by SHF. It embraces the responsibility of implementing good governance practices for the effective operations of SHF. The Board acts in the best interests of SHF, ensuring that the Fund is aligned to its mission to raise awareness about the need to promote and support medical research and education, professional development and resilience of healthcare workers as well as extend related patient care services and help to benefit Singaporeans and the local community.

The Board is guided by best practices in the corporate, non-profit and voluntary sectors, especially the Code of Governance for Charities and IPCs (2017) (“Code”) that was developed by the Charity Council. The new Code of Governance (2023) will be applicable for SingHealth Fund from 1 April 2024.

The Fund shall be managed in accordance with the relevant Acts, circulars and regulations (including any subsequent amendments thereto) under:

1. Charities Act 1994
2. Charities (Accounts and Annual Report) Regulations 2011
3. Charities (Fund-raising Appeals for Local and Foreign Charitable Purposes) Regulations 2012
4. Charities (Large Charities) Regulations
5. Charities (Registration of Charities) Regulations
6. Charities (Institutions of A Public Character) Regulations
7. Charities (Electronic Transactions Service) Regulations 2019
8. Code of Governance for Charities and IPCs (2017)
9. House to House and Street Collection (HHSC) Act
10. Code for commercial fund-raisers
11. Code of Practice for online charitable fund-raising appeals
12. Income Tax Act 1947
13. IRAS and MOH Circulars
14. Companies Act 1967

## Composition of the Board of Directors

To ensure diversity of viewpoints and expertise in governance, SHF's Board comprises distinguished individuals from the healthcare, financial, legal and business industries. The Board exercises stewardship over the Fund in accordance with its stated purpose as well as oversees corporate governance and reporting structures relating to it. The Board also ensures adequate and proper internal financial management, control and reporting in line with recognised standards and in accordance with applicable laws in effect.

To ensure adequate representation of members, the Board must comprise at least 10 members. The Board also maintains at least 50% of its directors being independent. Independence refers to not having any family, employment, business and other relationship with SingHealth institutions, or its officers that could interfere, or be reasonably perceived to interfere, with the exercise of the board members' independent judgement to safeguard the best interests of SHF. In addition, other members of management are invited from time to time to attend and make presentations at the Board and Board Committees (BC) meetings.

Our Board ensures a good balance between continuity, renewal and compliance with charity regulations. The Board has a formalised process for the appointment/re-appointment of board members, including the Chairman and members of BCs.

Each term of office for a director is up to three years. A director shall retire after the expiry of each term. A retiring director may be reappointed for another term. The Board may reappoint the retiring directors who have served a maximum tenure of nine consecutive years after a lapse of at least two years. In addition, no director holding the treasurer position (or equivalent appointment such as a Finance Committee Chairman or a person on the Board responsible for overseeing finance matters) may hold his office for more than four years. The reappointment of such a person in a similar appointment may be considered after a lapse of at least two years.

## Roles and Responsibilities

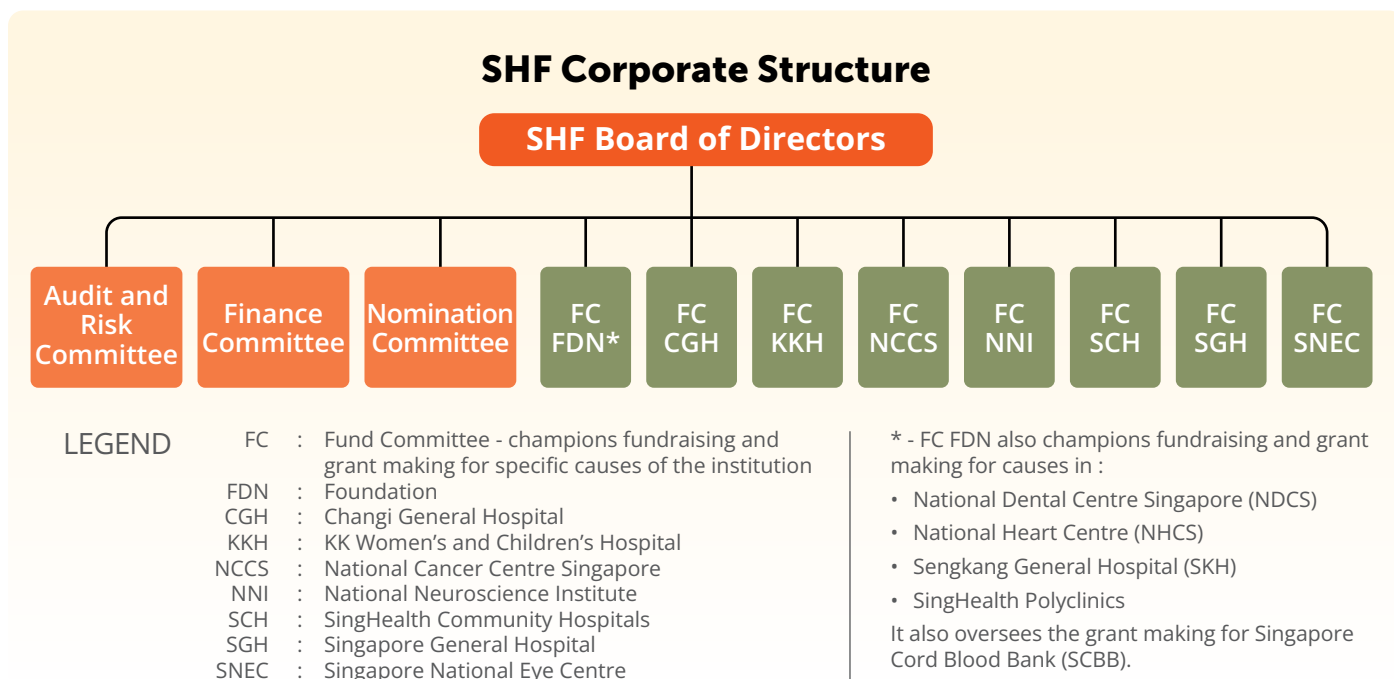
Chief amongst the Board's roles and responsibilities is to ensure stewardship over the Fund in accordance with its stated purpose and all applicable laws, regulations, guidelines and best practices. The Board also oversees the corporate governance and reporting structures relating to SHF and ensures that there is adequate internal financial management, controls and reporting that are in line with recognised standards and all applicable laws in effect.

In the area of fundraising, the Board ensures that proper fundraising practices are adopted in areas of fundraising disclosure, financial controls, accounting, adherence to obligations to donors and fundraising efficiency. The Board also looks into the evaluation and review of grants.

Investments are made by respective institution Fund Committees (FCs). The Board will be updated on the financial and investment performance of SHF. Any investment made is guided by the principles of financial prudence, which includes the principle of capital preservation and liquidity to mitigate investment risks.

## Organisation and Governance Structure

The Board comprises 19 members and is chaired by Prof Tan Ser Kiat. Under the Board, there are the Audit and Risk, Finance and Nomination Committees and eight Fund Committees.



## Board Meetings

The Board meets at least three times annually as and when required. During the financial year, the Board met on 21 August 2023, 20 November 2023 and 18 March 2024.

The matters that were deliberated by the Board included:

- approval of deed For Transfer of Bright Vision Hospital Assets to SingHealth Fund;
- approval of the FY2022 audited financial statements and FY2022 governance evaluation checklist;
- approval of revision to policies, namely,
  - Gift
  - Fundraising
  - Grant Making
- approval of appointment/re-appointment of Board, BC members and Company Secretary;
- approval of Governance Evaluation Checklist;
- approval of SHF Enterprise Risk Management Implementation;
- approval of update on SHF Constitution;
- approval of FY2024 SingHealth Fund and Institution Funds' Consolidated Budget;
- approval of SingHealth Fund FY2024 Operating Budget and Cost Allocation.

The Board was also updated on the financial and investment performance of SHF as well as reports from the FCs. SHF Board conducts a self-evaluation to assess its performance and effectiveness every three years. Board members may seek training to bridge competency gaps, adopt best practices or where appropriate, appoint new board members with the relevant expertise.

## Composition of the Board

Name	Date of First Appointment	Attendance at Board Meetings FY2023	Designations Key Directorships & Appointment *(related companies)
<b>Prof Tan Ser Kiat</b> <ul style="list-style-type: none"> <li>SHF Board Chairman</li> <li>Foundation FC Chairman</li> <li>KKH FC Chairman</li> <li>NCCS FC member</li> </ul>	2-Sep-16	3/3	<ul style="list-style-type: none"> <li>Emeritus Consultant, Singapore Health Services Pte Ltd *</li> <li>Director of Bright Vision Hospital *</li> <li>Chairman of Positron Tracers Pte Ltd</li> </ul>
<b>Prof Kenneth Kwek Yung Chiang</b> <ul style="list-style-type: none"> <li>SHF Board member</li> <li>SHF Nomination Committee Chairman</li> <li>SGH FC member</li> </ul>	2-Sep-16	2/3	<ul style="list-style-type: none"> <li>Deputy Group CEO (Digital Health), Singapore Health Services Pte Ltd *</li> <li>CEO, Singapore General Hospital Pte Ltd *</li> </ul>
<b>Mr Tony Chew Leong Chee</b> <ul style="list-style-type: none"> <li>SHF Board member</li> <li>SGH FC Chairman</li> </ul>	2-Dec-16	3/3	<ul style="list-style-type: none"> <li>Executive Chairman, Asia Resource Corporation Pte Ltd</li> </ul>
<b>Ms Ho Ai Lian</b> <ul style="list-style-type: none"> <li>SHF Board member</li> <li>SHF Audit and Risk Committee member</li> <li>SHF Nomination Committee member</li> <li>SGH FC member</li> </ul>	2-Dec-16	3/3	<ul style="list-style-type: none"> <li>Chartered Accountant &amp; former Managing Partner of Ernst &amp; Young</li> </ul>
<b>Mr Reto Albert Isenring</b> <ul style="list-style-type: none"> <li>SHF Board member</li> <li>SHF Finance Committee member</li> <li>SNEC FC member</li> </ul>	2-Dec-16	2/3	<ul style="list-style-type: none"> <li>Director, My Private Jeweler Pte Ltd</li> </ul>
<b>Dr Caroline Low Bee Leng</b> <ul style="list-style-type: none"> <li>SHF Board member</li> <li>KKH FC member</li> </ul>	2-Dec-16	1/3	<ul style="list-style-type: none"> <li>Clinical Director, SLS Group Pte Ltd</li> </ul>
<b>Dr Low Lip Ping</b> <ul style="list-style-type: none"> <li>SHF Board member</li> <li>SHF Nomination Committee member</li> <li>Foundation FC member</li> </ul>	2-Dec-16	2/3	<ul style="list-style-type: none"> <li>Cardiologist, Low Cardiology Clinic</li> <li>Emeritus Chairman, Board of Directors, Singapore Heart Foundation</li> </ul>
<b>Mr Ng Boon Yew</b> <ul style="list-style-type: none"> <li>SHF Board member</li> <li>NCCS FC member</li> </ul>	2-Dec-16	2/3	<ul style="list-style-type: none"> <li>Executive Chairman, Raffles Campus Foundation Ltd Group</li> </ul>
<b>Mr Seng Han Thong</b> <ul style="list-style-type: none"> <li>SHF Board member</li> <li>NNI FC member</li> </ul>	2-Dec-16	3/3	<ul style="list-style-type: none"> <li>Former Chairman, Singapore Taxi Academy</li> </ul>
<b>Mr Phillip Tan Eng Seong</b> <ul style="list-style-type: none"> <li>SHF Board member</li> <li>SHF Audit and Risk Committee Chairman</li> <li>Foundation FC member</li> </ul>	2-Dec-16	3/3	<ul style="list-style-type: none"> <li>Group Finance Director, Citystate Capital Pte Ltd</li> <li>Chairman, Yellow Ribbon Singapore</li> </ul>
<b>Mdm Ho Geok Choo Madeleine</b> <ul style="list-style-type: none"> <li>SHF Board member</li> <li>NCCS FC Chairwoman</li> </ul>	1-Sep-18	3/3	<ul style="list-style-type: none"> <li>Founder &amp; CEO, Human Capital (Singapore) Pte Ltd</li> <li>Chairman, Board of Trustees, National Cancer Centre of Singapore Pte Ltd</li> <li>Adjunct Professor, Singapore University of Social Sciences</li> <li>Advisor, HR Powerbank</li> <li>Chairwoman, SkillsFrontier Solutions Pte Ltd</li> <li>Advisor, Nanyang Tong San Association Singapore</li> <li>Vice-Chairwoman, Board of Directors, Temenggong Artists-In-Residence Ltd</li> <li>Nominee Director, KPC Pipeline Pte Ltd</li> </ul>



Name	Date of First Appointment	Attendance at Board Meetings FY2023	Designations Key Directorships & Appointment *(related companies)
<b>Prof Fong Kok Yong</b> <ul style="list-style-type: none"> <li>• SHF Board member</li> <li>• SNEC FC Chairman</li> </ul>	1-Apr-19	1/3	<ul style="list-style-type: none"> <li>• Deputy GCEO (Medical &amp; Clinical services), Singapore Health Services Pte Ltd *</li> <li>• Chairman, Singapore Cord Blood Bank *</li> <li>• Governing Board member, Duke-NUS Medical School *</li> <li>• * Director of: <ul style="list-style-type: none"> <li>- Singapore General Hospital Pte Ltd</li> <li>- KK Women's and Children's Hospital Pte Ltd</li> <li>- National Cancer Centre of Singapore Pte Ltd</li> <li>- National Dental Centre of Singapore Pte Ltd</li> <li>- National Heart Centre of Singapore Pte Ltd</li> <li>- National Neuroscience Institute of Singapore Pte Ltd</li> <li>- Singapore National Eye Centre Pte Ltd</li> <li>- Aescapulus Holdings Private Limited</li> </ul> </li> </ul>
<b>Ms Laura Kho Min Zhi</b> <ul style="list-style-type: none"> <li>• SHF Board member</li> </ul>	2-Dec-19	3/3	<ul style="list-style-type: none"> <li>• Director, Finance, MOH Holdings Pte Ltd *</li> </ul>
<b>Mr Ang Hao Yao</b> <ul style="list-style-type: none"> <li>• SHF Board member</li> <li>• SHF Finance Committee Chairman</li> <li>• Foundation FC member</li> </ul>	1-Apr-21	3/3	<ul style="list-style-type: none"> <li>• Chairman, Credit Counselling Singapore</li> </ul>
<b>Mr Lim Cheng Teck</b> <ul style="list-style-type: none"> <li>• SHF Board member</li> <li>• SCH FC Chairman</li> </ul>	1-Apr-22	2/3	<ul style="list-style-type: none"> <li>• Chairman of Bright Vision Hospital *</li> <li>• Independent Director of RHB Bank Sdn Bhd and SDX Financials Pte Ltd</li> <li>• Former Vice Chairman of Standard Chartered Bank ASEAN</li> </ul>
<b>Ms Dilys Charmaine Boey Mengyi</b> <ul style="list-style-type: none"> <li>• SHF Board member</li> </ul>	1-Sep-22	2/3	<ul style="list-style-type: none"> <li>• CEO and Board Member, Workforce Singapore</li> <li>• Board Member, Singapore Cancer Society</li> <li>• Board Member, Special Needs Trust Company Limited</li> <li>• Board Member, SG Enable</li> </ul>
<b>Ms Michelle Liem Mei Fung</b> <ul style="list-style-type: none"> <li>• SHF Board member</li> </ul>	1-Sep-22	3/3	<ul style="list-style-type: none"> <li>• Chair and CEO, Nuri Holdings (S) Pte Ltd</li> <li>• Director, Tuan Sing Holdings Limited</li> <li>• Director, Giti Tire Pte. Ltd.</li> <li>• Honorary Consul, Consulate of the Grand Duchy of Luxembourg in Singapore</li> <li>• Patron, Bukit Timah Citizens' Consultative Committee, Holland Bukit Timah GRC, Singapore</li> <li>• Trustee, Singapore LSE Trust</li> <li>• Council Member, University of Chicago Booth School of Business</li> </ul>
<b>A/Prof Siau Chuin</b> <ul style="list-style-type: none"> <li>• SHF Board member</li> </ul>	2-Sep-22	2/3	<ul style="list-style-type: none"> <li>• Chairman, Medical Board, Changi General Hospital *</li> </ul>
<b>Mr Sushil Nair</b> <ul style="list-style-type: none"> <li>• SHF Board member</li> <li>• KKH FC member</li> </ul>	1-Dec-23	1/1	<ul style="list-style-type: none"> <li>• Deputy Chief Executive Officer, Drew &amp; Napier LLC</li> </ul>

There are no board members who have served on the Board for more than ten consecutive years.

## Board Committees

To assist the Board in making better decisions and improve its management oversight and its accountability to stakeholders, the Board has established several BCs.

All BCs have written terms of reference which were approved by the Board. All BC Chairmen and members must be appointed by the Board. Members of all BCs are recommended by the respective Chairman, reviewed by the Nomination Committee and approved by the Board. Minutes of all BCs' meetings are circulated and noted by the Board.

## Audit and Risk Committee

The Audit and Risk Committee (ARC) assists the Board in fulfilling its corporate governance and oversight duties in relation to its financial reporting, internal control systems, risk management systems, and its internal and external audit functions.

During the year, the ARC meetings were convened on 3 July 2023 and 16 November 2023. Besides review of the FY2022 audited financial statements for recommendation to the Board for approval, the ARC also approved both the external and internal auditors' FY2023 audit plans, as well as reviewed the FY2022 internal audit progress report. In addition, the ARC also reviewed the risk reports of the FCs.

Name	Date of First Appointment	Attendance at ARC Meetings FY2023	Designations Key Directorships & Appointment *(related companies)
<b>Mr Phillip Tan Eng Seong (Chairman)</b>	1-Apr-17	2/2	• Group Finance Director, Citystate Capital Pte Ltd
<b>Ms Ho Ai Lian</b>	1-Apr-17	1/2	• Chartered Accountant & former Managing Partner of Ernst & Young
<b>Mr Kaka Singh</b>	1-Apr-17	2/2	• Chairman, RSM SG Assurance LLP
<b>Mr Winston Ngan Wan Sing</b>	1-Apr-22	2/2	• Retired partner of Ernst & Young
<b>Mrs Laura Hwang Cheng Lin</b>	1-Apr-23	1/2	• Director, Linyi Investments Pte Ltd • Director, Memories of the East Pte Ltd
<b>Mr Maurice Loh Seow Wee</b>	1-Apr-23	2/2	• Partner, PricewaterhouseCoopers LLP
<b>Mr Hoon Tai Ming</b>	1-Apr-23	2/2	• Senior Consultant, RHTLaw Asia LLP
<b>Mr Ong Sim Ho</b>	1-Apr-23	2/2	• Director, Bluefield Renewable Energy Pte Ltd • Director, Bluefield Ventures Pte Ltd • Director, AIA Singapore Private Limited • Director, 2 Friends Investment Pte Ltd • Director, Drew & Napier LLC • Director, Bukit Sembawang Estates Limited • Director, Bright Vision Hospital • Director, Haw Par Corporation Limited
<b>Mr Mak Keat Meng</b>	1-Apr-24	(a)	• Director & Audit Committee Chairman, Income Insurance Ltd • Director & Audit Committee member, Mapletree Pan Asia Commercial Trust Ltd

(a) Appointment is after 31-Mar-24

## Finance Committee

The Finance Committee is responsible for reviewing budgets in relation with SHF objects and fundraising plans, ensuring regular, accurate and timely monitoring and accountability of funds, reviewing financial guidelines and governance policies, monitoring performance of the portfolios managed by investment advisers, reviewing investment strategy, and making recommendations to the Board.

During the financial year, the Finance Committee met on 21 June 2023, 23 October 2023 and 8 March 2024 to review the financial and investment performance. The Finance Committee also reviewed and recommended the FY2024 budget for the Board's approval.

Name	Date of First Appointment	Attendance at FC Meetings FY2023	Designations Key Directorships & Appointment *(related companies)
<b>Mr Ang Hao Yao (Chairman)</b>	1-Apr-21	3/3	• Chairman, Credit Counselling Singapore
<b>Mr Reto Albert Isenring</b>	1-Apr-21	2/3	• Director, My Private Jeweler Pte Ltd
<b>Mr Chay Yee Meng</b>	1-Apr-17	3/3	• Chairman, Autoscan Technology Pte Ltd • Director and AC Chair, Equal-Ark Singapore Ltd • Director and AC Member, Dingyi Music Company Ltd
<b>Prof Mak Yuen Teen</b>	1-Apr-17	3/3	• Professor, National University of Singapore • Director, Corporate Monitor Limited

## Nomination Committee

The Nomination Committee (NC) makes recommendations to the Board for suitable candidates for appointment to positions on the Board and BCs, ensuring a good balance of expertise, skills, diversity, sectorial knowledge and international membership. During the financial year, the NC had nominated the Company Secretary, Board and BC members for Board's approval.

Name	Date of First Appointment	Attendance at NC Meetings FY2023	Designations Key Directorships & Appointment *(related companies)
<b>Prof Kenneth Kwek Yung Chiang (Chairman)</b>	2-Sep-16	3/3	• Deputy Group CEO (Digital Health), Singapore Health Services Pte Ltd * • CEO, Singapore General Hospital Pte Ltd *
<b>Dr Low Lip Ping</b>	2-Sep-16	3/3	• Cardiologist, Low Cardiology Clinic
<b>Ms Ho Ai Lian</b>	2-Sep-16	3/3	• Chartered Accountant & former Managing Partner of Ernst & Young

## Fund Committee

Each Fund Committee (FC) champions fundraising and grant making for the specific causes under its ambit as well as reviews policies for accountability and monitoring of the financial aspects of its fund(s) and reports any non-compliance, irregularities or concerns to the Board. The FCs also oversee and review the placement and redemption of investment funds.

SN	Fund Committee	Members	Chairman	Date of First Appointment	No. of times Committee met
1	Foundation FC	5 Independent 4 Non-Independent	Prof Tan Ser Kiat	1-Apr-17	3
2	CGH FC	4 Independent 2 Non-Independent	Dr Gerard Ee Hock Kim	1-Dec-17	3
3	KKH FC	6 Independent 2 Non-Independent	Prof Tan Ser Kiat	2-Sep-22	3
4	NCCS FC	9 Independent 3 Non-Independent	Mdm Ho Geok Choo	1-Sep-18	3
5	NNI FC	5 Independent 3 Non-Independent	A/Prof Au Wing Lok	1-Jul-17	3
6	SGH FC	4 Independent 1 Non-Independent	Mr Tony Chew Leong Chee	1-Apr-17	2
7	SNEC FC	4 Independent 3 Non-Independent	Prof Fong Kok Yong	15-Nov-18	3
8	SCH FC	4 Independent 1 Non-Independent	Mr Lim Cheng Teck	1-Apr-22	3

# Report by the Board of Directors

## Policies and Procedures

SHF has formalised policies and procedures to ensure that the requirements for IPC are met. The following sets of policies and procedures have been established:

1. Authorised Bank Signatories
2. Authorised Signatures for Expenditures
3. Code of Conduct
4. Conflict of Interest
5. Donation Income and Recognition
6. Finance
7. Fundraising
8. Gift
9. Grant Making
10. Investment
11. Media and Communication
12. Nomination
13. Purchasing
14. Reserves
15. Whistleblowing
16. Anti-Money Laundering
17. Risk Management

The overriding rules and regulations, including board governance, fundraising and other operating requirements presented in the Constitution reflect the current regulatory requirements. The Board reviews policies and procedures regularly to ensure that these policies remain relevant, effective and contributory to preserving the trust and confidence of our stakeholders.

## Conflict of Interest

SHF maintains a Conflict of Interest policy to assist the Board, employees, consultants, vendors, volunteers and major donors to identify and manage situations that may present potential conflict of interest. Each member of the Board, BCs, FCs and other committees, management, staff and volunteers of SHF provides a disclosure of all potential conflicting relationships upon appointment, prior to the beginning of every financial year, as and when any conflict occurs or may potentially occur. All declaration of interests by member of the Board, BCs, FCs and key officers are filed with the Board.

## Review and Changes in Policy

During the year, the following revised policies were approved by the Board:

1. Gift
2. Fundraising
3. Grant Making

## Management

The Executive Director, Ms Audrey Lau Li Phing, Director, Ms Ong Hua, and the Company Secretary, Mr Johnny Quah Seng Huat who is subsequently succeeded by Mr Sia Kheng Hong from 1 January 2024 have been given the responsibilities of implementing policies and directions laid down by the Board. All volunteer their services and have been attending the Board Meetings. Both the Executive Director and Director attend as well the meetings of Board Committees such as the Audit and Risk Committee, Finance Committee and SHF-Foundation Fund Committee.

## Annual Remuneration Disclosure

Under the revised Code of Governance for Charities and IPCs (2017), it is recommended that charities disclose the remuneration\* of the three highest paid staff who each received remuneration exceeding \$100,000, in bands of \$100,000. The remuneration in bands of the three highest paid staff are:

Remuneration in bands		Number of staff
Below \$100,000	:	2
\$100,000 - \$200,000	:	-
\$200,001 - \$300,000	:	1

*\* Comprised salary and bonus including employer's CPF contribution.*

There are no paid staff who are close members of the family of the Executive Director or board members, and whose remuneration each exceeds \$50,000 during the year. Staff are not involved in setting their own remuneration.

The Board does not receive any fees for board services, nor any other services rendered during the year.

All SHF, employees and volunteers supporting SHF are governed by the SingHealth Code of Ethics and Standards of Conduct and the SHF Code of Conduct in the workplace as well as in their personal capacity.

## Reserves Policy

SHF has a reserves policy to ensure the stability of its operations and that there are sufficient resources to balance and fulfil its current and future commitments. SHF targets to maintain a reserve level of at least three years of financial stability and the means to carry out the charitable activity. The reserve level is reviewed annually by the Finance Committee.

SHF has a reserve level of about seventeen years to meet its operational needs.

	<b>FY2023</b> (\$ million)	<b>FY2022</b> (\$ million)
<b>General/Unrestricted Funds (Reserves) (A)</b>	\$101.94	\$50.33
<b>Restricted/Designated Funds</b>	\$541.04	\$469.49
<b>Annual Operating and Fundraising Expenditure (B)</b>	\$6.02	\$5.64
<b>Ratio of Reserves (A)/(B)</b>	16.93	8.92

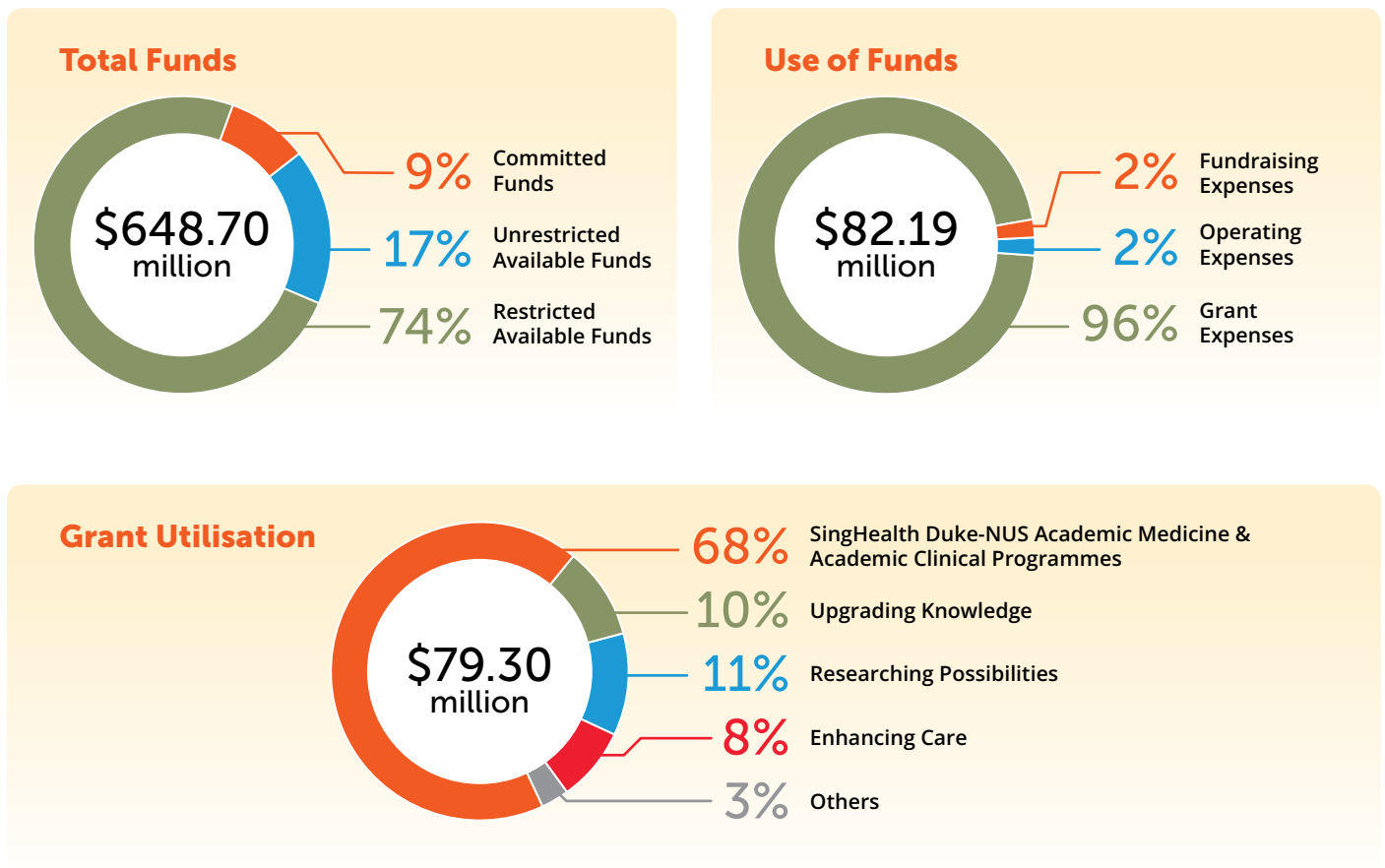
### Notes:

1. Reserves comprise unrestricted uncommitted fund balance excluding unrealised gains/loss in the fair value of investments in unit trusts.
2. Unrestricted funds are funds that are expendable at the full discretion of the Board in furtherance of SHF's objectives.
3. Restricted/Designated funds comprise earmarked funds that are required to be used for particular purposes within SHF's objectives, such as Academic Medicine and Academic Clinical, Research, Education and Patient Care programmes. The earmarked funds will be expended and utilised as and when SHF is satisfied that the requests for use of funds in keeping with donors' intents and the terms and conditions imposed upon the organisation making the claims for these particular purposes are met.
4. Restricted funds include endowed funds of \$148.81 million (FY2022: \$138.00 million).
5. Annual expenditure includes operating expenses as well as proforma fundraising manpower costs.

## Fundraising Activities

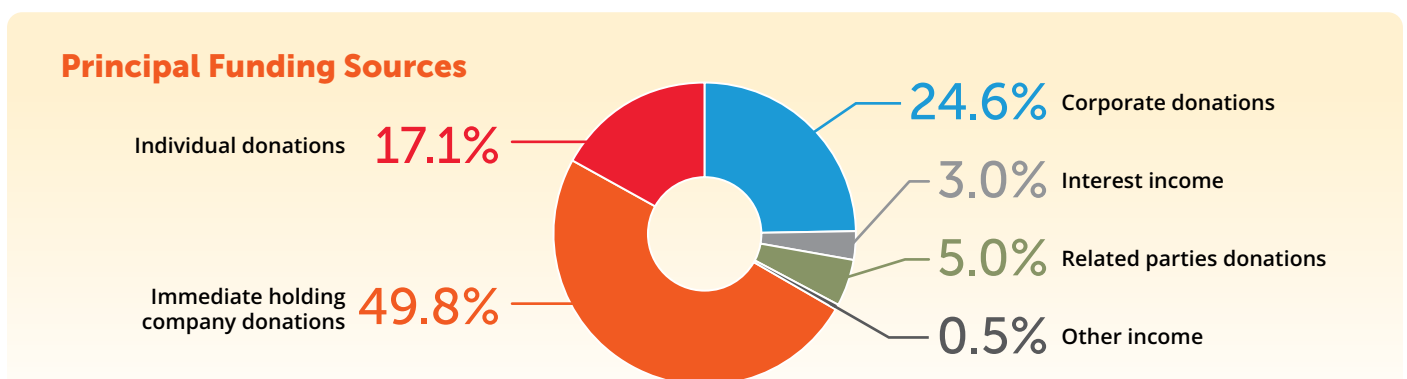
Throughout the year, our fundraising activities have been met with resounding success, reflecting the unwavering support of our generous donors and the dedication of our fundraising team. We have managed to meet our fundraising targets and surpassed the previous year's funds raised, thanks to innovative virtual events, targeted outreach campaigns, and strategic partnerships. A total of \$6.85 million was raised with an overall fundraising efficiency ratio of 9%. Our efforts have enabled us to secure vital funds to support our mission and initiatives, ensuring continued impact and positive change in our community.

## Financial Highlights



## Principal Funding Sources

Donated funds come from individuals, corporates and foundations through fundraising events and donation appeals.





## Future Plans and Commitments

SHF remains committed to our raison d'être to bring together like-minded individuals and organisations who believe in our causes and support us in groundbreaking medical research, nurturing tomorrow's healthcare leaders through education and training, building resilience of healthcare professionals and new programmes and initiatives that improve the quality of care for patients as well as enhancing care accessibility and building a healthier population.

To drive our vision and mission, we will continue to work closely with the SHF Boards and Fund Committees of the respective SingHealth institutions to align our organisational and philanthropic goals. Our aim is to build a sustainable pipeline of philanthropic funding to support SingHealth's strategic thrusts, developed to advance academic medicine and improve our community's health. Hence, our key focus is on supporting SingHealth's partnership with Duke-NUS Medical School to be a world-class academic medical centre. We will also remain agile and responsive to meet the financial and psychosocial needs of our patients and their caregivers.

SHF is very honoured to receive both the Charity Transparency Award 2023 and Special Commendation Award for Succession Planning. We will continue to work closely across all levels from SHF Board and Fund Committees of respective SingHealth institutions to operational staff involved in the full spectrum of fundraising and grant making endeavours, to align our organisational and philanthropic goals.

We will continue to hold ourselves to strict adherence to sound corporate governance, high standards of professionalism and accountability to our donors and beneficiaries. By adopting such best practices, we can then demonstrate to donors the impact of their gifts and seek their continued support.

## IPC's fundraising plan for the next two financial years

Given the ongoing challenges posed by an aging population and rising costs in healthcare, the government will continue to prioritise healthcare with aims to enhance innovation, sustainability and equitable access to healthcare services. SingHealth Fund, through its constitution will continue its fundraising efforts to support these objectives.

Funds raised had helped to establish new and support ongoing programmes which promote the advancement of healthcare in Singapore through research, education and innovation. They have also provided an ecosystem of support and assistance to patients, their families and/or caregivers determined to be in need and in addition, contributed to the enhancement of wellness and resilience of healthcare workers.

Future fundraising plans will see familiar annual signature fundraising campaigns and other major events which are milestone anniversary celebrations:

- SHP – Mad Hike
- NNI – NNI 25th Anniversary Gala Dinner
- CGH – Changi Run
- SCH – iWalk
- SKH – Running Men – The Race for Men's Health
- NHCS – Heart To Heart Gala
- KKH – Kidz Horizon Appeal Gala and Golf Event
- SingHealth – Singhealth Duke-NUS Charity Golf and Gala
- NNI – Chiong Ah! Charity Race
- SHP – SHP 25th Anniversary Gala

Looking ahead, we remain committed to building, fostering stronger relationships with donors, and exploring new avenues for fundraising to further advance our cause. SHF will continue to stay engaged with regular third party fundraisers, grateful patients and their families who have been forthcoming in initiating fundraising campaigns to support the causes they believe in. Crowd funding giving platforms like Giving.sg and Give.asia having provided a safe and easy fundraising platform played a role in the increase of such initiatives. Other fundraising plans include major donors appeals, the participation of the annual national campaign: Breast Cancer Awareness Month to raise awareness and funds to help support life saving, life changing research and support.

## Code of Governance

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Board Governance</b>				
1	<p><b>Induction and orientation</b> are provided to incoming governing board members upon joining the Board.</p> <p><b>Are there governing board members holding staff<sup>1</sup> appointments? (skip items 2 and 3 if “No”)</b></p>	1.1.2	Complied	
2	Staff does <b>not chair</b> the Board and <b>does not comprise more than one third</b> of the Board.	1.1.3		
3	There are written job descriptions for the staff’s executive functions and operational duties, which are distinct from the staff’s Board role.	1.1.5		
4	<p>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) <b>can only serve a maximum of 4 consecutive years.</b></p> <p>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.</p>	1.1.7	Complied	
5	All governing board members must submit themselves for <b>re-nomination and re-appointment</b> , at least once every 3 years.	1.1.8	Complied	
6	<p>The Board conducts <b>self evaluation</b> to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.</p> <p><b>Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if “No”)</b></p>	1.1.12	Complied	
7	The charity discloses in its annual report the <b>reasons for retaining the governing board member who has served for more than 10 consecutive years.</b>	1.1.13		
8	There are <b>documented terms of reference</b> for the Board and each of its committees.	1.2.1	Complied	
<b>Conflict of Interest</b>				
9	There are documented procedures for governing board members and staff to declare actual or potential <b>conflicts of interest</b> to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members <b>do not vote or participate</b> in decision making on matters where they have a conflict of interest.	2.4	Complied	
<b>Strategic Planning</b>				
11	The Board <b>periodically reviews and approves the strategic plan</b> 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 <b>develop the capacity and capability</b> of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
<b>Human Resource and Volunteer<sup>2</sup> Management</b>				
13	The Board approves <b>documented human resource policies</b> for staff.	5.1	Complied	
14	There is a <b>documented Code of Conduct</b> 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. <b>Are there volunteers serving in the charity? (skip item 16 if "No")</b>	5.5	Complied Yes	
16	There are <b>volunteer management policies</b> in place for volunteers.	5.7	Complied	
<b>Financial Management and Internal Controls</b>				
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 <b>internal controls for financial matters</b> in key areas are in place with <b>documented procedures</b> .	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 <b>identify, and regularly monitor and review</b> the charity's <b>key risks</b> .	6.1.4	Complied	
21	The Board approves an <b>annual budget</b> for the charity's plans and regularly monitors the charity's expenditure. <b>Does the charity invest its reserves (e.g. in fixed deposits)? (skip item 22 if "No")</b>	6.2.1	Complied Yes	
22	The charity has a <b>documented investment policy</b> approved by the Board.	6.4.3	Complied	
<b>Fundraising Practices</b>				
	<b>Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")</b>		Yes	
23	All collections received (solicited or unsolicited) are <b>properly accounted for</b> and <b>promptly deposited</b> by the charity. <b>Did the charity receive donations in kind during the financial year? (skip item 24 if "No")</b>	7.2.2	Complied Yes	
24	All donations in kind received are <b>properly recorded and accounted for</b> by the charity.	7.2.3	Complied	
<b>Disclosure and Transparency</b>				
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. <b>Are governing board members remunerated for their services to the Board? (skip items 26 and 27 if "No")</b>	8.2	Complied No	
26	<b>No</b> governing board member is involved in setting his own remuneration.	2.2		
27	The charity discloses the <b>exact</b> remuneration and benefits received by each governing board member in its annual report. OR The charity discloses that no governing board member is remunerated. <b>Does the charity employ paid staff? (skip items 28, 29 and 30 if "No")</b>	8.3	Yes	

S/N	Code guideline	Code ID	Response (select whichever is applicable)	Explanation (if Code guideline is not complied with)
28	No staff is involved in setting his own remuneration.	2.2	Complied	
29	<p>The charity discloses in its annual report —</p> <p>(a) the total annual remuneration for <b>each of its 3 highest paid staff</b> who each has received remuneration (including remuneration received from the charity's subsidiaries) <b>exceeding \$100,000</b> during the financial year; and</p> <p>(b) whether any of the 3 highest paid staff also serves as a governing board member of the charity.</p> <p>The information relating to the remuneration of the staff must be presented in bands of \$100,000.</p> <p><u>OR</u></p> <p>The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.</p>	8.4	Complied	
30	<p>The charity discloses the number of paid staff who satisfies all of the following criteria:</p> <p>(a) the staff is a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> 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><u>OR</u></p> <p>The charity discloses that there is <b>no</b> paid staff, being a close member of the family<sup>3</sup> belonging to the Executive Head<sup>4</sup> or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied	
<b>Public Image</b>				
31	The charity has a <b>documented communication policy</b> on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

Notes:

- <sup>1</sup> 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.
- <sup>2</sup> Volunteer: A person who willingly serves the charity without expectation of any remuneration.
- <sup>3</sup> 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.
- <sup>4</sup> Executive Head: The most senior staff member in charge of the charity's staff.

Gifts from like-minded individuals and organisations who share in our vision allow SingHealth Fund to pursue medical breakthroughs, nurture talent and raise the bar in patient care.

If you would like to renew your support to SingHealth Fund this year, please do so using one of the following methods:



Make a gift online at  
[www.giving.sg/singhealth-fund](http://www.giving.sg/singhealth-fund) or  
email to [giving@singhealth.com.sg](mailto:giving@singhealth.com.sg)



To all our donors,  
a heartfelt  
*thank you*



**SINGHEALTH FUND**

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📍 [www.singhealth.com.sg/giving](http://www.singhealth.com.sg/giving)

✉ [info.shfund@singhealth.com.sg](mailto:info.shfund@singhealth.com.sg)