



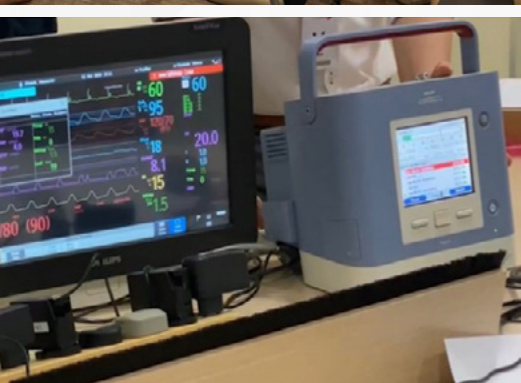
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REPORT

2023



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About Us

JurongHealth Fund (JHF) aims to promote all medical and health-related services that are exclusively charitable and for the benefit of the Singapore community.

The objectives of JHF are to support:



Needy Patients

To provide financial assistance to patients in need and who require healthcare services.



Community Care

To support community care outreach programmes and initiatives that enhance integration of care within the community.



Education

To fund training programmes and provide sponsorships for medical, nursing, paramedical and other healthcare related education.



Pilot and Quality Improvement Projects

To support pilot projects and quality improvement initiatives that improve patient-care services and patient safety.



Research

To support community health and bedside clinical research projects, including the publication of research and educational findings.

JurongHealth Fund aligns with the Vision, Mission and Core Values of the National University Health System (NUHS):

Vision

A Healthy Community
Shaping Medicine • Transforming Care



NUHS, as an Academic Health System, will improve the health of our community through better and more cost-effective care, nurturing the next generation of healthcare professionals, world class research and empowering people to take ownership of their health.

Mission

To advance health by synergising care, education and research, in partnership with patients and the community



We strive to improve the health of our community by combining and harnessing strengths in clinical care, education and research to deliver quality and value. We put patients first, and work closely with partners including families, volunteers and organisations.

Core Values



Teamwork

We depend on each other to get the job done, and others can count on us.



Respect

We value the contributions, views and interests of others, and treat all with dignity.



Integrity

We do the right thing, always.



Compassion

We understand what our patients and their loved ones are going through; we will do all we can to help them.



Excellence

We pursue the highest standards in all that we do; we continually learn and innovate for better outcomes.



Patient-Centeredness

We design and deliver care around the needs of our patients and their caregivers.

Overview of JurongHealth Fund

JurongHealth Fund was incorporated as a Company Limited by Guarantee on 4 August 2011.

Registered as a charity under the Charities Act (Chapter 37) on 26 August 2011, JHF has been accorded Institution of a Public Character (IPC) status since 29 August 2011. The current IPC status of JHF is from 1 September 2024 to 31 August 2027.

Auditors

MOHH Group Internal Audit
Ernst & Young LLP

Bankers

DBS Bank Ltd
United Overseas Bank Limited
Oversea-Chinese Banking Corporation Limited
Citibank N.A., Singapore Branch

Governing Instrument

Constitution

Unique Entity Number (UEN)

201118604G

Registered Address

1 Jurong East Street 21,
Singapore 609606

Investment Managers

Fullerton Fund Management Company Ltd
Nikko Asset Management Asia Limited
UOB Asset Management Ltd

Lawyers

NUHS Legal Office



Message from Chairman

As we reflect on the past year, I am pleased to share with you the progress and impact of our efforts at JurongHealth Fund (JHF) with the Annual Report for FY2023. JHF remained steadfast in supporting patients in need, patient care, the community, and healthcare workers under its five objectives. FY2023 has also been marked with significant achievements thanks to the hard work and dedication of our grantees and the generosity and championship of our donors and supporters.

With this year's theme of "Supporting JurongHealth Campus, promoting community care", we look at how a multitude of roles can come together to integrate care beyond the hospitals and promote a thriving healthy community.

A seamless care ecosystem in the community

Through collaborative efforts, a shared vision and a journey of six years, the Funding for Manpower for RHS Development programme successfully developed a township model of care in Bukit Batok. The team connected local resources such as social service agencies, primary care providers and grassroots organisations, to bring health to every home.

We co-created pilot models of care and enhanced care-giving capabilities with western region nursing homes through programmes such as Anchor and Integrate Care in the Community and Urinary Catheter Management for Western Region Nursing Homes. Residents can thus remain healthy for as long as possible in the community.

Future-proofing our workforce

The healthcare landscape is dynamic and constantly evolving with technological advancements and the changing needs of the population thus underscoring the importance of a future-ready workforce. In FY2023, the Talent Development Fund continued to support the capability building of our healthcare workers.

The new JurongHealth Service Academy opened its doors to provide service and lean management training for staff in patient-facing roles, enabling them to improve in the delivery of care, hospitality, and service.



Driving patient-care, safety and productivity

We have also made significant strides in pilot and quality improvement projects. The Support Patient and Caregiver Engagement Programme has converted under-utilised visitor lounges into mock-up home environments to provide patients and their caregivers a safe space to practice daily living activities prior to discharge. We also expanded the PreSAGE Bed Exit and Prediction System from Jurong Community Hospital to Ng Teng Fong General Hospital wards, benefiting more fall-risk patients.

Through the Initiatives and Innovations in Critical Care programme, we introduced Tele Non-Invasive Ventilator which provides real-time alerts of declining patient health status in Critical Care Unit. This will improve staff response time and efficiency.

The Core

Patients remain the core of everything we do. Through the Needy Patient Fund, we were able to provide last-mile support for those facing challenging circumstances. We were heartened by the outpour of support from donors, which enabled us to apply for dollar-matching under the Tote Board's Enhanced Fund-Raising Programme.

Through Patient Care Counselling programme, we provided a listening ear to patients facing psycho-emotional needs as they encounter crises, onset of medical conditions and as medical conditions deteriorate. We also assisted terminally ill patients with compassionate discharge and dignity in death by enabling them to spend final moments at home through the IAmGoingHome programme.



In the year ahead

With our contributions in shaping JurongHealth Campus in their formative years, JHF is poised to embark on a new, strategic chapter. We remain committed to our mission, driven by the belief that together we can create lasting change, improve lives in our community and beyond, and your involvement is invaluable to our success. In FY2023, two new programmes were awarded grants under Community Care and Education pillars. Albeit under different objectives, both programmes are united by its ability to empower the individual and I am certain that we will see a new, positive change ahead.

As I conclude my letter, I would like to extend a warm welcome to A/Prof Dan Yock Young, who takes the rein as Chief Executive Officer of Ng Teng Fong General Hospital and Jurong Community Hospital in FY2024.

Finally, on behalf of the JHF Board, my sincere thanks to our donors and other stakeholders whose unwavering support has enabled us to make a difference. May we continue onward and upward to create a healthier tomorrow.



Prof Lim Pin

Prof Lim Pin
Chairman
02 August 2024

Board of Directors

JurongHealth Fund is governed by a Board of Directors that oversees the strategic direction and management of JHF.

The Board of Directors is made up of 11 Board Members who are eminent persons of good repute. They are experienced practitioners from the public, private and healthcare sectors who are dedicated and passionate about transforming healthcare for the benefit of the Singapore community.

The Board is assisted by an Audit Committee that comprises three Board Members.



PROF LIM PIN
(Non-Independent Member)

Chairman, Appointed on 4 August 2017

*University Professor, National University of Singapore (NUS)
Emeritus Consultant, National University Hospital (NUH)*

Professor Lim Pin currently holds the appointments of Emeritus Consultant in Endocrinology in NUH and Professor of Medicine in NUS. His research specialties are calcium magnesium and bone metabolism, thyroid diseases and fuel metabolism in diabetes. He is concurrently the Chairman of NUHS Fund Limited.

For his many contributions, Prof Lim received the Republic of Singapore Public Administration Medal (Gold) in 1984, Republic of Singapore Meritorious Service Medal in 1990, Republic of Singapore Distinguished Service Order in 2000, NUS Outstanding Service Award in 2003, UMC Teaching Award in 2010, Best Tutor award in 2011, and Phase V Medicine Posting Teaching Award in 2013. He was also the Tun Dr Ismail Orator in 2006.



MRS DOROTHY CHAN
(Independent Member)

Board Member, Appointed on 8 June 2017

Patron, Ng Teng Fong General Hospital

Currently a Non-Executive Director of Tung Lok Restaurants (2000) Ltd and a Member of its Executive Committee as well as Remuneration Committee, Mrs Dorothy Chan (nee: Mdm Ng Siok Keow) was an Executive Director of Far East Organization and a Director of various unlisted companies in the Far East Organization Group. She was also formerly a Director of Far East Orchard Limited, Singapore Symphonia Company Limited and Singapore Dance Theatre.

In 2015, Mrs Chan was conferred the SG50 Outstanding Chinese Business Pioneers Award by the Singapore Chinese Chamber of Commerce & Industry in recognition of her contribution to Singapore in the real estate sector and to the community.



A/PROF CHEAH WEI KEAT
(Non-Independent Member)

Board Member, Appointed on 4 August 2020

Audit Committee Member, Appointed on 1 March 2022

Senior Consultant, Department of General Surgery, Ng Teng Fong General Hospital (NTFGH)

Associate Professor Cheah Wei Keat is a Senior Consultant, General Surgery at NTFGH. He was previously Head, Division of General Surgery at NUH. He graduated in medicine in Australia and completed his fellowship in General Surgery at the Royal Australasian College of Surgeons. He was subsequently elected to fellowship at the Academy of Medicine, Singapore and the American College of Surgeons. He completed his postgraduate general surgical training in Australia and his endocrine surgery fellowship in San Francisco, USA. His main clinical and academic interests are in minimally invasive surgery and endocrine surgery.

He is also currently a Senior Consultant and Visiting Surgeon at the Department of Surgery, NUH, and Associate Professor at the Yong Loo Lin School of Medicine, NUS. He previously served as Chairman of the Medical Board of Alexandra Hospital from 2010 to 2015 and Chairman of the Medical Board of NTFGH from 2015 to 2021, where he had overseen the development of clinical departments to provide for the safe and quality care of patients. In 2019, he received the Public Administration Medal (Silver) at the National Day Award.



MS LAURA KHO MIN ZHI
(Non-Independent Member)

Board Member, Appointed on 14 February 2020

Director, Finance, MOH Holdings (MOHH)

Ms Laura Kho leads the Central Treasury team of MOHH and oversees the funds and treasury investments of the MOH Holdings Group. The MOH Holdings Group is the holding company of the three public healthcare clusters of Singapore, namely the National Healthcare Group, National University Health System and Singapore Health Services. Prior to joining MOHH, Ms Kho worked in global banks, after beginning her career as an auditor with the Auditor-General's Office, Singapore.

From 2015 to 2021 Ms Kho served as a board member of Changi Health Fund (now known as CGH Health Fund). Currently she serves as a board member of Alexandra Health Fund Limited, JurongHealth Fund, National Healthcare Group Fund, NUHS Fund Limited, SingHealth Fund, and TTSH Community Fund, as well as Investment Committee member of National Kidney Foundation Singapore.



MR PETER LOW ENG HUAT

(Independent Member)

Board Member, Appointed on 1 January 2021
Audit Committee Chairman, Appointed on 4 December 2023

Retired Partner, PricewaterhouseCooper LLP

After over 30 years in audit practice, Mr Peter Low recently retired from partnership at PricewaterhouseCooper LLP (PwC).

Mr Low is an ex-officio board member of SUN-DAC, a non-profit social service agency that serves and cares for persons with disabilities. He was the Chairman of SUN-DAC until September 2023. He is a Fellow of the Institute of Singapore Chartered Accountants and an Associate of the Institute of Chartered Accountants in England and Wales.



MR NAVEEN SASIDARAN

(Independent Member)

Board Member, Appointed on 8 June 2022

Partner, RSM Singapore

A partner with RSM Singapore since September 2020, Mr Naveen Sasidaran is responsible for auditing a diverse clientele, including public and private groups, emerging businesses and non-profit organisations.

He began his career with PwC Singapore where he spent 14 years — including three in London — providing audit and advisory services to clients. Thereafter, he spent over a year conducting internal audit at the Changi Airport Group (CAG). At both PwC Singapore and CAG, Mr Naveen spent significant time successfully driving transformation using data-enabled techniques to improve efficiency and quality in audits.

He is also an Independent Director of SUN-DAC, a non-profit social service agency that serves and cares for persons with disabilities, and SG Her Empowerment, a non-profit organisation that strives to empower girls and women through community engagements and partnerships.

DR QUEK LIT SIN

(Non-Independent Member)

Board Member, Appointed on 1 January 2021

Assistant Chief Executive, Clinical Quality and Patient-Centred Care, National University Health System (NUHS)



The Assistant Chief Executive at NUHS, Dr Quek Lit Sin was formerly Chief Executive Officer of Ng Teng Fong General Hospital (NTFGH).

The former Head of NTFGH Emergency Department and Co-Chair of the Emergency Preparedness Committee, he was also a member of the pioneer leadership team at NTFGH. In planning the Emergency Department, he embedded design features with infrastructural provisions within the hospital that enable NTFGH to cater to industrial and chemical mass casualty events and allow for the rapid conversion of spaces in response to pandemic surges.

Doctor Quek obtained his membership to the Royal College of Surgeons of Edinburgh for Accident and Emergency Medicine and Master of Medicine in Emergency Medicine in 2001. He completed a Disaster Medicine Fellowship in the Ronald Reagan Institute of Emergency Medicine at the George Washington University Medical Center, which is renowned for disaster planning, preparedness and response and the enhancement of emergency medical services.

He also serves on the Singapore Civil Defence Force's Medical Advisory Committee for the Ministry of Home Affairs, Singapore Armed Forces' Emergency Medicine Medical Advisory Panel for the Ministry of Defence and the Panel of Associate Mediators, Singapore Academy of Law. In recognition of his dedication to continually raise Singapore's standards of care and emergency preparedness, he was awarded the Public Administration Medal (Bronze) in 2020.



MR TAN KWANG CHEAK

(Independent Member)

Board Member, Appointed on 8 June 2022

Former Chief Executive Officer, Agency for Integrated Care

Formerly the Chief Executive Officer of the Agency for Integrated Care (AIC), Mr Tan Kwang Cheak's work experience spans over 25 years in the public, private and non-profit sectors. He was in the Singapore Administrative Service and held leadership appointments in the Ministry of Education, MINDEF, Ministry of Manpower and JTC Corporation. In the non-public sector, he held leadership positions in McDonald's Singapore, Singapore National Employers Federation and MOH Holdings Pte Ltd. He was also formerly the Chief Human Resources Officer at NTUC FairPrice Cooperative Ltd. In addition, he has served on various national and ministry-level committees and councils. He is a certified Institute for Human Resource Professionals (IHRP) Master Professional, the pinnacle recognition for top HR leaders in Singapore.



MR RAYMOND TONG

(Independent Member)

Board Member, Appointed on 4 December 2023
Audit Committee Member, Appointed on 4 December 2023

Partner, Rajah & Tann

In legal practice for over 30 years, Mr Raymond Tong is currently a partner in the Capital Markets/Mergers & Acquisitions group at Rajah & Tann.

He advises corporates (listed and private), investment banks and private equity investors in various areas, including fundraising (private and public), mergers and acquisitions, joint ventures and corporate governance. He has been involved in numerous transactions in various jurisdictions across Asia Pacific, Europe, Middle East and Africa (EMEA) and North America for diverse industries.

He is a board member of Sustainable Finance Institute Asia Limited and a member of the Audit Committee of the Methodist Welfare Society, the Equity Capital Markets Law Committee of the Law Society of Singapore, the Inquiry Panel of the Law Society of Singapore and the Disciplinary Committee of the Institute of Singapore Chartered Accountants.



MR WU TZU CHIEN

(Independent Member)

Board Member, Appointed on 8 June 2022

Retired Consultant, ST Engineering Ltd

From 2009 till 2018, Mr Wu Tzu Chien was a consultant at ST Engineering. He also chairs ST Engineering's Corporate Social Responsibility committee — a role he has held since 2006. Prior to this consultancy appointment, he was the President of ST Kinetics Ltd.

He joined Singapore Automotive Engineering (SAE) in 1986, which went on to list on the Singapore Exchange in 1991. He became Managing Director of ST Automotive Ltd in 1991.

Among his career highlights, he was responsible for integrating ST Automotive into ST Engineering. He subsequently led the merger of ST Automotive and Chartered Industries of Singapore with ST Kinetics. He was with the Ministry of Defence, Singapore, from 1975 to 1986. For his many contributions, he was conferred the May Day Medal of Commendation in 2006 by the National Trades Union Congress (NTUC).



A/PROF DAN YOCK YOUNG

(Non-Independent Member)

Board Member, Appointed on 1 April 2024

Chief Executive Officer, Ng Teng Fong General (NTFGH)
Hospital and Jurong Community Hospital (JCH)

Associate Professor Dan Yock Young is the Chief Executive Officer of NTFGH and JCH. A gastroenterologist by training, A/Prof Dan is also a clinician-scientist with special interests in liver stem cell and non-alcoholic liver disease. He joined NTFGH and JCH after completing a stint as Deputy Director-General of Health at the Ministry of Health, a post he assumed in 2020. As Deputy Director-General of Health (Health Services), A/Prof Dan oversaw healthcare services organisation and provision in public hospitals and primary care, as well as integration with community partners.

Executive Management

The Management team of JHF comprises the Company Secretary and Key Officer. The Key Officer is responsible for the general administration and management of JHF.



MS ROSELINE HOO KEE WEI

Company Secretary, Appointed on 1 April 2023

Head, Board Secretariat, National University Health System Pte. Ltd. (NUHS)

As Head, Board Secretariat of NUHS, Ms Roseline Hoo leads the Board Secretariat team in providing corporate governance support to the Board and Board Committees of NUHS and its entities. Roseline is also the Company Secretary of all NUHS entities.

A chartered secretary by training, Ms Hoo has over 24 years of experience in corporate secretariat profession, of which 12 were with Singapore Exchange-listed companies. In a career that spans industrial, healthcare and beverage industries, Ms Hoo was involved in various regional projects relating to restructuring, divestment, acquisition, joint venture, amalgamation, de-registration, liquidation and privatisation of listed subsidiaries.

Prior to joining NUHS, Ms Hoo was with multinational beverage company, Suntory, overseeing the corporate secretariat compliance and enterprise risk management of its companies in the Asia Pacific region.

Ms Hoo has a Master of Business Administration from University of Birmingham and is an Associate Member of Singapore Institute of Chartered Secretaries and Administrators.



MR DERRICK TAN MENG SOON

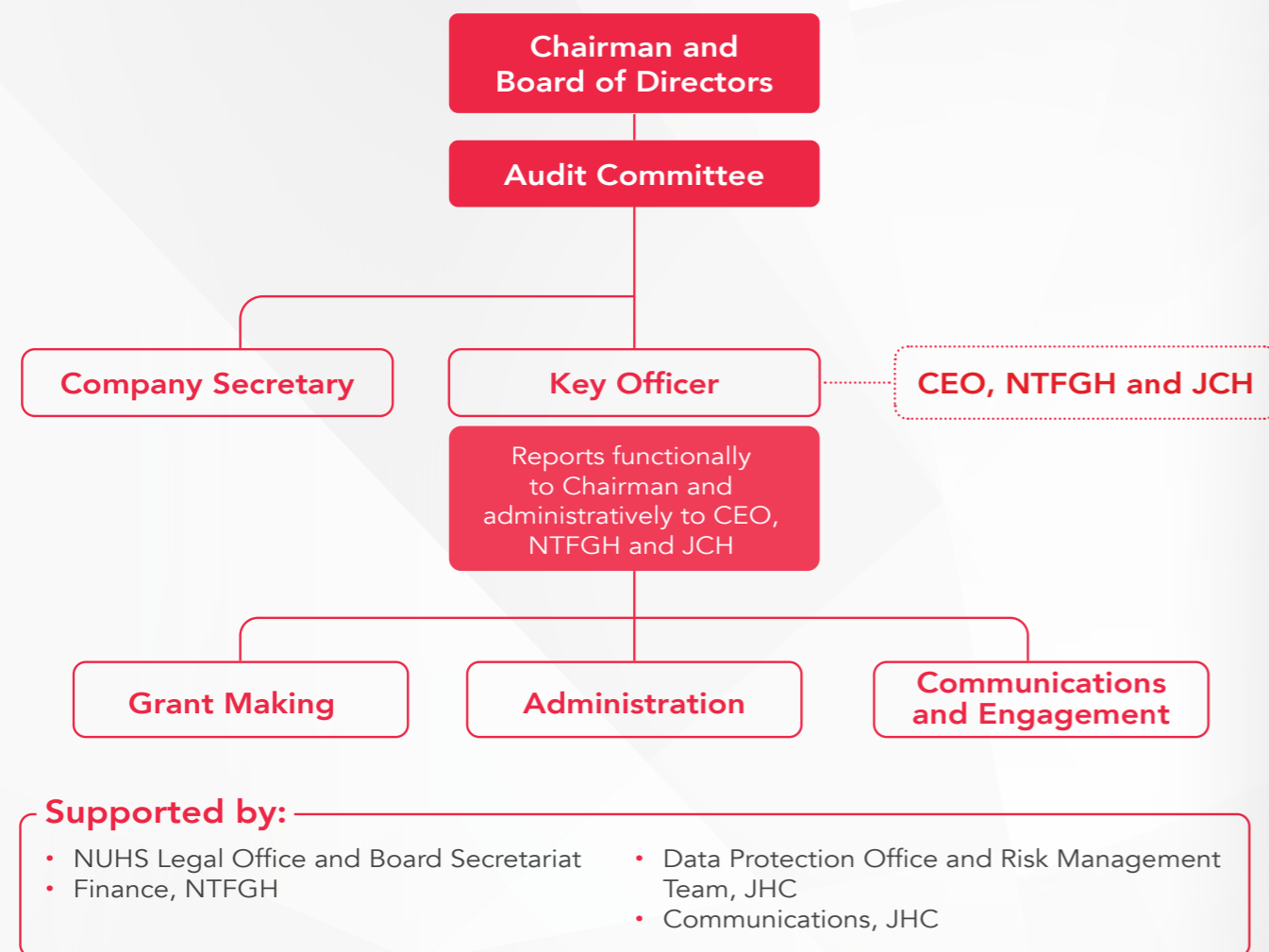
Key Officer, Appointed on 27 October 2021

As Key Officer, Mr Derrick Tan brings to the role over a decade's experience in diverse industries including fast-moving consumer goods, philanthropy and corporate social responsibility. He began his career as a custodian for oral healthcare and household food brands before joining the National Council for Social Service where he spent six years fundraising for more than 80 social service agencies. Following this, he moved to Temasek International where he managed community stewardship initiatives and communication with the organisation's stakeholders.

His last stint before joining JHF was with the Health Promotion Board where he worked with grassroots organisations, social service agencies and clan associations to promote evidence-based healthy living in the community.

He is also the Data Protection Officer and Chief Risk Officer of JHF.

Organisation Chart



Related Entities

- Alexandra Hospital (AH)
- ALPS Pte. Ltd.
- Artemis SG Pte. Ltd. (Artemis)
- Centre for Chronic Disease Prevention and Management
- Centre for Functional Mobility and Enabling Technologies
- Centre for Healthy Longevity
- Centre for Healthy Professionals Training
- Centre for Innovation in Healthcare
- Jurong Community Hospital (JCH)
- Jurong Medical Centre (JMC)
- Mind Science Centre
- National University Cancer Institute, Singapore (NCIS)
- National University Centre for Oral Health, Singapore (NUCOHS)
- National University Health Services Group Pte. Ltd. (NUHSG)
- National University Health System Pte. Ltd. (NUHS)
- National University Heart Centre, Singapore (NUHCS)
- National University Hospital (Singapore) Pte. Ltd. (NUH)
- National University of Singapore (NUS)
- National University Polyclinics (NUP)
- National University Primary Healthcare Pte. Ltd.
- Ng Teng Fong General Hospital (NTFGH)
- NUH Health Research Endowment Fund
- NUH Referral Laboratories Pte. Ltd.
- NUHS Diagnostics
- NUHS Pharmacy
- NUHS Fund Limited (NUHS Fund)
- NUS Faculty of Dentistry
- NUS Saw Swee Hock School of Public Health
- NUS Yong Loo Lin School of Medicine and Alice Lee Centre for Nursing Studies

FY2023 Highlights

Financial State of JHF

Total Income

\$8,297,739



Income increased by **\$7,777,662** from the last financial year due to more donations received and a higher gain in fair value from investment in unit trusts in FY2023.

Total Expenditure

\$10,005,191



Expenses in FY2023 decreased by **\$3,080,381** from the last financial year in spite of higher grant claims. This decrease is due to higher gain from investment in unit trusts.

Major Financial Transactions



Claims from funded programmes accounted for the bulk of the expenditure at **\$9,461,728.**

Purpose of Assets Held



Investments in unit trust funds ensures adequate returns on reserves to sustain the operations of JHF.

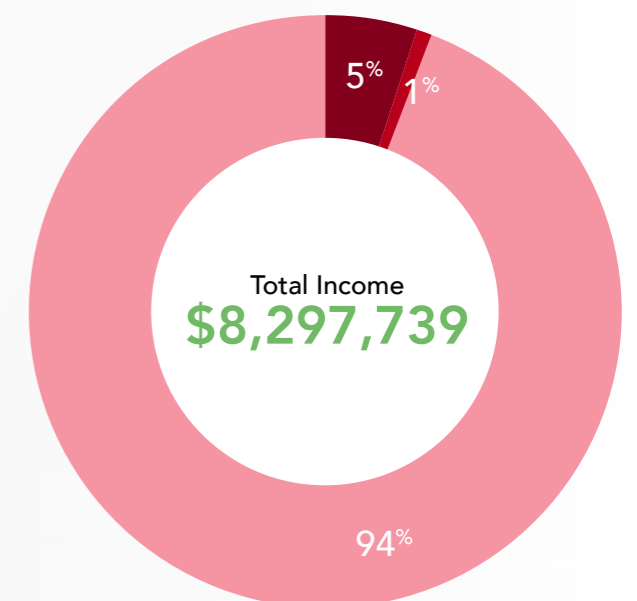
Principal Funding Source



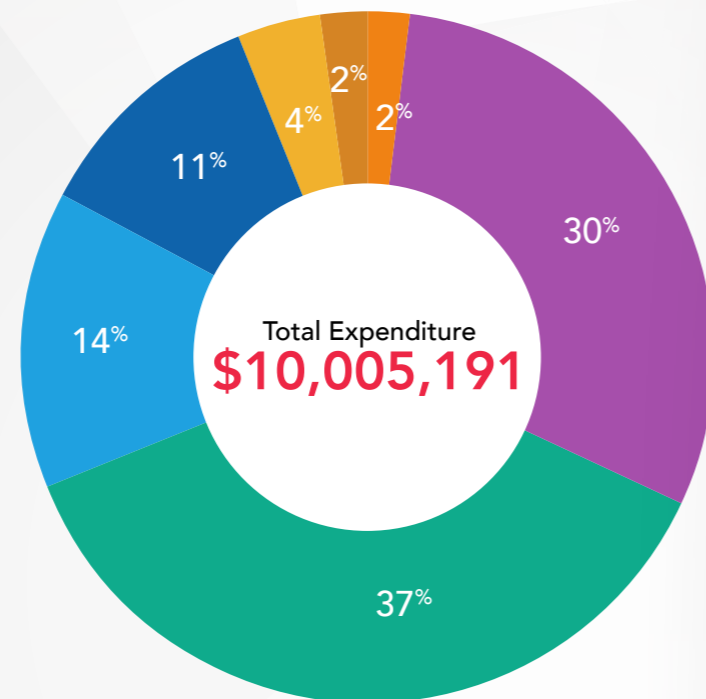
JHF's funds are mainly made up of donations from Far East Organization.

Summary of Financial Performance

- Donations **\$450,623**
- Matching grant from Community Silver Trust **\$48,664**
- Investment Income **\$7,798,452**



- Needy Patients Programmes
\$188,704
- Community Care Programmes
\$3,008,459
- Education Programmes
\$3,701,316
- Pilot and Quality Improvement Projects
\$1,414,488
- Research Programmes
\$1,148,761
- Manpower Costs
\$389,156
- Others
\$154,307



Overall Impact in FY2023



Disbursed **\$9.4m** to support programmes benefiting the Singapore community.



Assisted over **300** **needy patients** through medical and healthcare services.



Benefitted over **6,000** **patients, community partners and members of the public** through community care programmes and health initiatives.



Invested in over **900** **healthcare workers** with continuing education, professional development and service training opportunities.



Piloted new spaces for home-style rehabilitation and introduced artificial intelligence and non-invasive technology to improve patient outcomes and provide enhanced quality care.



Produced **3** **research publication outputs** to improve delivery of care and benefit our patients and the community.

Programmes and Activities

Activities in FY2023

In FY2023, JHF funded 22 programmes.

For the benefit of the Singapore Community

By promoting all medical and health-related services through supporting:



Needy Patients

- Hearing Implant Programme
- Needy Patient Fund



Community Care

- Anchor and Integrate Care in the Community
- Community Arts and Health Programme
- Diabetic Health and Resource Centre
- Funding for Manpower Plan to support RHS Development
- Patient Care Counselling in JurongHealth Campus
- Spine Care in the Community Programme
- Urinary Catheter Management for Western Region Nursing Home Programme



Education

- JHC Nursing Empowerment Programme
- JurongHealth Service Academy
- Talent Development Fund



Pilot and Quality Improvement Projects

- Emergency Laparotomy and Post-Operative Delirium in JurongHealth Campus
- Hospital and Community Transitional Care Models in JurongHealth Campus
- Implement American College of Surgeons, Surgical Quality Improvement Program at General Surgery
- Initiatives and Innovations in Critical Care in JurongHealth Campus
- Orthopaedic Integrated Clinical Pathways
- PreSAGE Bed Exit Prediction and Detection System in JCH
- Support Patient and Caregiver Engagement (SPACE) @ JCH



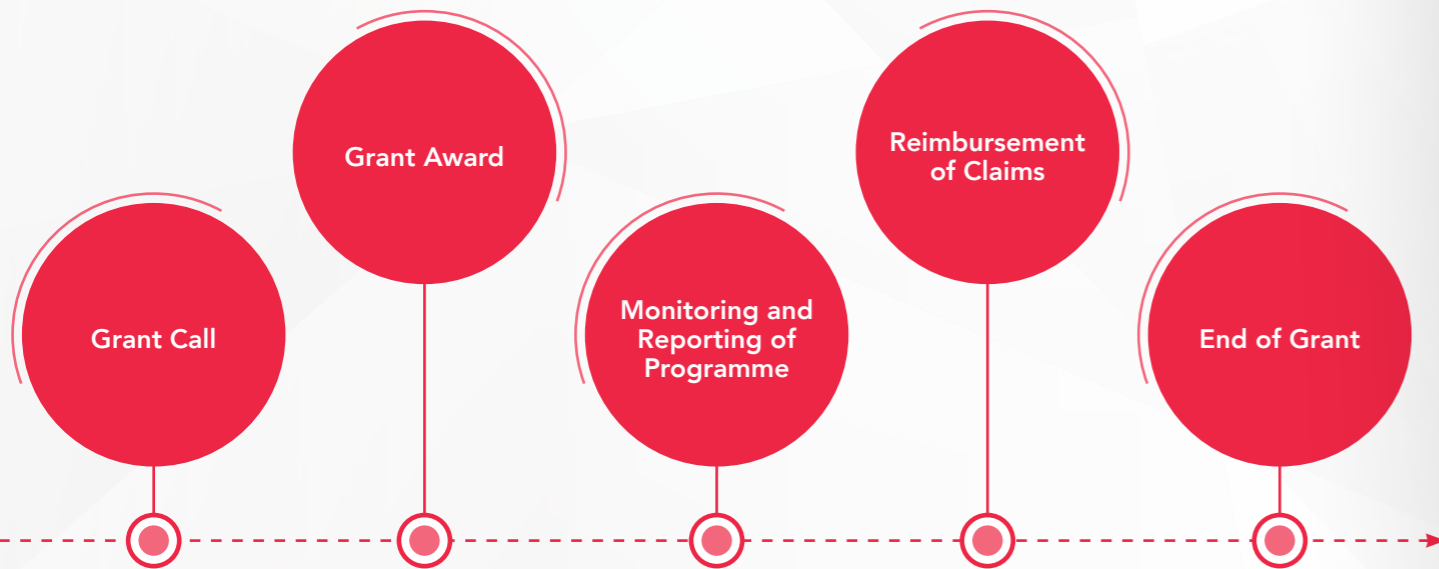
Research

- BREast screening Tailored for HEr
- Effects of Implementing a Common EMR across Primary and Acute Care Settings in Separate Institutions under NUHS
- Programme Evaluation of Value Driven Outcome Projects



Compliance to Regulations

Tapping on JHF Grant Funding



Donations

Fundraising and receipt of donations

Reserves

Management of cashflow and reserves

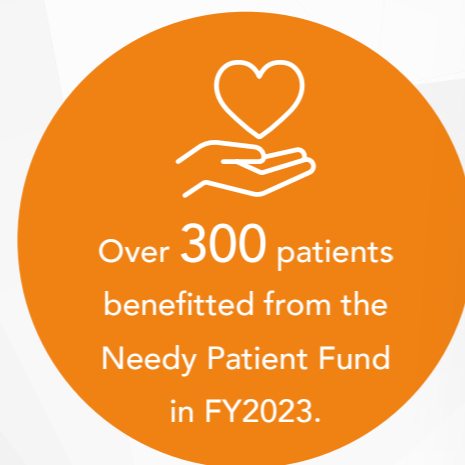
Needy Patients



Supporting the financially challenged in footing medical bills and accessing services

The Needy Patient Fund

The Needy Patient Fund supports financially challenged patients by defraying their medical expenses. By doing this, the Fund allows patients to have access to full medical and healthcare services as well as equipment that would enable them to manage their conditions better and recover well. In FY2023, the Fund supported areas where financial assistance was most needed, namely haemodialysis, transportation to and from treatment centres and the purchase of respiratory support devices.



Improving quality of life and easing caregiver burden

Diagnosed with obstructive sleep apnea, Ms Tan Lee Chin uses a bilevel positive airway pressure (BiPAP) machine to help her breathe when she sleeps. Unfortunately, her five-year-old machine developed a fault. Replacing the machine was financially challenging for the 28-year-old who also has a pre-existing mental health condition that requires full-time care. This was provided by her unemployed father, Mr Tan. The family depends on social assistance to get by daily.

In view of their limited financial resources, the Needy Patient Fund supported Ms Tan by paying for the cost of a new machine. This sponsorship meant that she can continue to sleep soundly and safely. It also removed the stress Mr Tan was facing over the financial cost of her medical equipment and allowed him to focus on dealing with his own health condition.

Quelling the anxiety of looming medical bills

Mr Ismail Bin Soari, 70, requires haemodialysis and transportation assistance thrice a week. He has difficulty however affording both because his CPF savings are limited. To add to his quandary, he receives minimal social support which barely covers his medical expenses; his two daughters are no longer in touch with him while his son is still serving National Service.

Given Mr Ismail's socioeconomic situation, the Needy Patient Fund paid for both his dialysis treatments and transportation fees for a period of three months. With this, he was able to receive necessary and timely treatment without worrying over his medical bills.



Community Care



Providing our patients with emotional support

Patient Care Counselling in JurongHealth Campus

The Patient Care Counselling in JurongHealth Campus programme supports the emotional and spiritual health of patients who have experienced trauma, ill health or crises. The programme provides patients with coping strategies so that they can better manage their mental health while grappling with challenges in their lives. Through this, the Patient Care Counsellor not only offers a listening ear to his patients and caregivers, he also guides them on their journey to recovery.

Since its debut as a pilot programme in FY2018 at JCH, the programme has benefitted more than 1,300 patients and families. It is currently offered as a mainstream service in both hospitals.

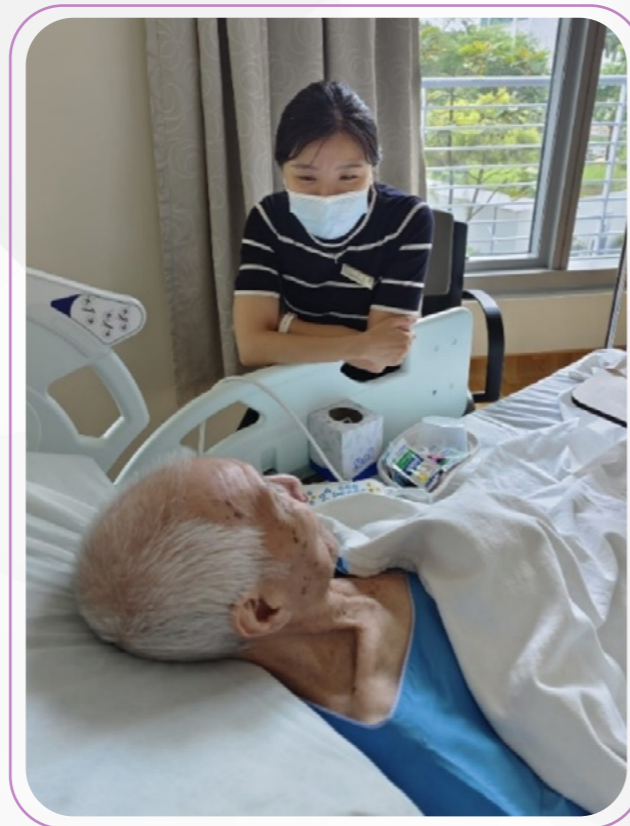


Boosting the resilience of our patients

A 61-year-old diabetic patient Mr S* was admitted to Jurong Community Hospital with an abscess wound. He was referred to a Patient Care Counsellor when a medical staff observed him being listless and had difficulty eating and sleeping.

During the counselling sessions, Mr S repeatedly expressed his anxiety and stress over having to stay in a hospital and requested to go home. The counsellor empathised with Mr S but explained gently that his foot needed professional medical care in the hospital until the wound is deemed suitable to be managed at home. The counselling sessions not only clarified the situation for Mr S, they were an avenue for Mr S to share his worries and fears regarding his chronic illness and life ahead. With that, Mr S was able to set his fears aside and focus on recovery.

*Name removed to ensure patient confidentiality



Bringing health to every home

Funding for Manpower Plan to Support RHS Development

Started in FY2015, the Funding for Manpower Plan to Support for RHS Development programme established the Bukit Batok Township Model of Care. It involves a team of healthcare professionals at JurongHealth Campus working together to create a seamless ecosystem of care that connects NTFGH with local resources such as social service agencies, general practitioners and grassroots organisations in the Bukit Batok Single Member Constituency. The goal of the programme is to promote active ageing, prevent diseases and integrate care within the community.

Over the years, the Funding for Manpower Plan to Support for RHS Development programme has launched pioneering initiatives addressing issues related to preventive and population health. They are ahead of the introduction of the Regional Health System (RHS) and Healthier SG concepts and initiatives.

In FY2023, the programme focused on sustainable engagement with the community. This includes building partnerships, training community partners to take care of residents and increasing residents' health literacy.



Bukit Batok Township – My Health Map

My Health Map (MHM) is an application that enables senior residents in the Bukit Batok Township to access health advice and other useful resources such as counselling, helplines and financial assistance. In FY2023, the programme team engaged 1,245 Bukit Batok residents via telehealth communications and house visits. During the engagement sessions, residents were offered suitable recommendations on My Health Map such as screenings and vaccination assistance.



When residents see us at their doorstep, they warm up to us. This familiarity and our approachable demeanour help them to open up to us and share their concerns with us, so we are able to find suitable solutions together. The relationship we have is beneficial to them and meaningful to me.

Naseema Banu
Care Coordinator

Chronic Disease Self-Management Programme (CDSMP)

The Chronic Disease Self-Management Programme is a licensed programme under the My Health Map initiative. It empowers residents suffering from chronic illnesses such as diabetes and hypertension with the skills to better manage their conditions. Residents acquire skills like goal setting, problem solving and plan making through talks on symptom management, nutrition and exercise, effective communication, emotion management and self-management skills. In FY2023, 44 participants benefitted from the CDSMP programme.

Improving his quality of life in his golden years

In September 2022, Mr Ahmad Yusoff Bin Mahmood joined CDSMP. Being hesitant at first, he was persuaded by his care connector to try the programme. He attended sessions conducted in Malay that were facilitated by two Singapore University of Social Sciences postgraduate volunteers. He found the young facilitators engaging and he liked learning from them. In particular, the session on healthy eating prompted him to change his diet.

For Mr Ahmad, the journey to wellness extends beyond the CDSMP programme. He grew to be more health conscious and took up cycling. To further safeguard his health, his care connector also encouraged him to take regular pneumococcal and influenza vaccinations to boost his immunity and protect himself from lung and flu-related infections and complications. Today, Mr Ahmad is determined to keep himself in good physical condition.



Active ageing sessions

To foster a healthy lifestyle among Bukit Batok residents, the programme team worked with community partners such as the Tzu Chi Senior Engagement & Enabling Node (SEEN) to organise monthly small-scale immersion exercises. Care connectors or speakers also taught residents on health and lifestyle-related topics covering nutrition, physical wellness, mental health and preventive care. More than 100 Bukit Batok residents benefitted from these monthly health awareness talks and activities in FY2023.



Intergenerational Health Programme

A ground-up initiative, the Intergenerational Health Programme offers seniors the opportunity to interact with young people through social activities. One particular focus of the programme is heart health. Community partners such as the Tzu Chi Senior Engagement & Enabling Node (SEEN), St Luke's ElderCare (Bukit Batok), Prince Siddhattha Child Care Centre (Bukit Batok) and PCF Sparkletots (Bukit Batok Block 178) regularly sign up their seniors and little ones for activities where they learn about heart-healthy diets, exercising, blood pressure monitoring, heart attack detection and more. In FY2023, 14 such events were held where over 200 seniors and children learnt how to reduce sugar intake, increase protein intake and identify Healthier Choice food labels.



Inter-Disciplinary Group

The Bukit Batok Inter-Disciplinary Group (IDG) is a platform for healthcare professionals and community partners to discuss care plans for residents with complex medical and social issues.

In FY2023, the Group convened over four sessions with 53 attendees from 26 community partners. The sessions proved fruitful; 15 newly identified high-risk cases were discussed in depth and areas of care focus and potential interventions proposed. These interventions will enable identified residents to remain healthy in the community for as long as possible.

Providing Better Care for the Community

The Providing Better Care for the Community training series aim to equip community partners with the knowledge and skills to better care for the community. These partners include Fei Yue Active Ageing Centre, Seniors Engagement & Enabling Node @Bukit Batok, Fei Yue Family Service Centre and Club Heal. The interactive training sessions conducted cover topics such as fall management, mental health and the Vulnerable Adult Act and feature interactive discussions and hands-on activities.

Another feature of the series is practical sessions where staff of neighbouring social service agencies and other organisations are invited to apply what they learn during the training events. This ultimately enhances the care community partners offer to Bukit Batok residents.





Elevating capability and quality of care in our partner nursing homes

Anchor and Integrate Care in the Community

The Anchor and Integrate Care in the Community (AICC) programme is a model of care where emphasis is placed on capability building within nursing homes so as to reduce acute hospital utilisation and readmissions.

In this pilot programme, community nurses from the National University Health System provide proactive training and education to nursing home staff and augment the care transition of patients. The team is working with staff from NTUC Health Nursing Home (Jurong West) and St Andrew's Nursing Home (Taman Jurong) on palliative care and improving care pathways for pneumonia, urinary tract infection (UTI) and fall patients.

Palliative Care

In FY2023, a team comprising community nurses, NTFGH's palliative consultant, locum general practitioner, Advanced Care Planning care coordinator and a training team came together to develop a shared care model for NTUC Health Nursing Home (Jurong West) staff team, with the goal of instituting early intervention for select residents. The team carried out a series of training for nursing home staff on palliative care and the use of a particular screening tool to identify residents for early intervention.

The training sessions were customised for greater relevancy to the nursing home staff and conducted onsite for enhanced interactivity. Onsite training also allowed greater opportunity for roleplaying between the trainer and participants. Meanwhile the screening tool was modified for local use from a United States validated tool.

As of end FY2023, 17 staff of NTUC Health Nursing Home have been recruited to provide early intervention and end-of-life care, with palliative care jointly undertaken by both NTUC Health Nursing Home and the team. This recruitment is an ongoing process.

The palliative care model is new to nursing homes in the western region of Singapore.



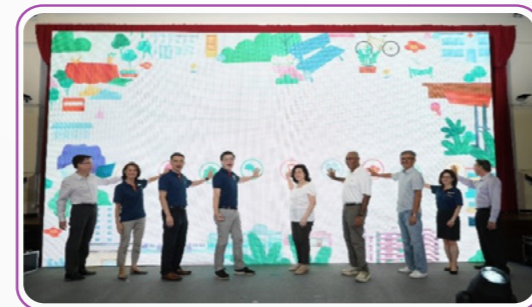
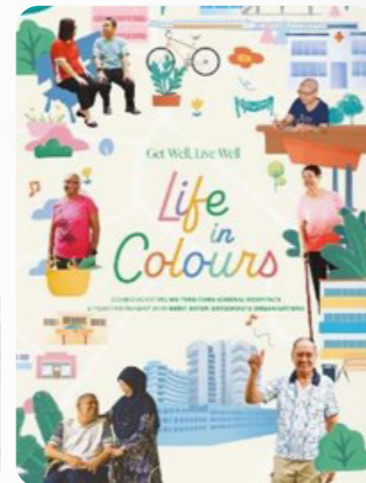
Studying the NUKA Model of Care

A team of 10 staff visited the Southcentral Foundation in Alaska to study the Nuka System of Care, a healthcare model where patients are viewed as "customer-owners". The vision and mission of this model centre around promoting the physical, mental, emotional and spiritual wellness of patients, and working together as a community. This framework fosters an environment for creativity, innovation and continuous improvement. The model has received international recognition for its results and impact on population health.

Get Well, Live Well Health Carnival

The Get Well, Live Well Health Carnival was held on 26 August 2023 at Bukit Batok Community Centre to commemorate the sixth anniversary of partnership between NTFGH and Bukit Batok Single Member Constituency. At the carnival, grassroots organisations, social service agencies and other community partners showcased their services revolving around healthy living and social connectivity. The event attracted more than 600 Bukit Batok residents.

A commemorative book, "Life in Colours - Get Well, Live Well" was also launched to celebrate partnerships. The book features success stories of residents who were part of the programme's efforts.



In FY2023, more than **3,300** residents benefitted from programmes and activities under the Bukit Batok Township Model of Care.



Spanning a period of six years, the model has helped more than **20,000** residents stay active and live well in the community.

Improving care pathways of pneumonia, UTI and falls

In a bid to improve the care pathways of pneumonia, UTI and fall cases, AICC community nurses regularly take part in discussions with ward leaders of nursing homes on topics related to pneumonia, UTI and fall prevention and on complex cases. An infection tracking sheet was implemented to allow nursing home staff to closely track infection cases and properly identify residents who meet the infection criteria and require interventions. In FY2023, this programme resulted in an improvement in the identification of patients with infections. The success of the programme bolstered by 15% the confidence among the staff of nursing homes in their ability to manage residents on the infection care path.



Urinary Catheter Management for Western Region Nursing Homes Programme

Introduced in FY2020, the Urinary Catheter Management for Western Region Nursing Homes Programme aims to improve the capability of nursing homes in urinary catheter care through training. The goal is to reduce the incidence of catheter-related issues at the Emergency Department of NTFGH as well as to allow nursing home residents to remain well in the community.

In FY2023, the Urology team at NTFGH carried out clinical training for 14 staff from four nursing homes. In the same year, the average self-reported confidence of nursing home staff in handling catheter-related issues increased from 74% to 77%.



As of end FY2023, seven nursing homes have enrolled for the capability-building programmes and **259** nursing home staff have benefited from the training lectures.

Raising awareness of chronic diseases

Diabetes and Health Resource Centre

More than 400,000 people in Singapore live with diabetes and this number is projected to rise to a million by 2050. Diabetes is a major problem in Singapore and it is important to increase awareness of this chronic disease and promote better lifestyle habits to reduce the burden of the disease and keep Singaporeans healthy as they age. Officially opened on 28 October 2023, the Diabetes and Health Resource Centre at Bukit Batok East seeks to do that by promoting awareness about diabetes and offering resources to support the prevention of diabetes. The centre is a collaboration between NTFGH and grassroots organisations.

One of the services offered is diabetes screening. Residents aged between 18 to 39 who are not previously diagnosed with pre-diabetes or diabetes and first-degree relatives of Bukit Batok East residents who have been diagnosed with diabetes may take the non-fasting glycated haemoglobin (HbA1c) test at the centre. The centre also works with other healthcare institutions and grassroots organisations to educate residents on healthy eating, healthy lifestyle and management of weight and chronic diseases.



151 Bukit Batok East residents underwent diabetic screening in FY2023.



The facilities are very modern, and I like the fast and efficient results provided by the analyser.

Mdm Lee, Y.C



The staff were very patient and helpful in addressing my concerns.

Mr S.Tamil



A vibrant and healing environment for all with the arts

Community Arts and Health Programme

The Community Arts and Health Programme aims to integrate art into healthcare settings to provide a healing environment and positive experience for patients, families, staff, and visitors. It achieves this by collaborating with the community in the west to co-create art in various forms.

In FY2023, the team celebrated the inspiring journey of the Arts&Health initiative since inception with an e-publication titled, "Co-Created: The Making of Healing Arts". Since it began in 2014, the Arts&Health programme has been successful in harnessing the collective creativity of local artists, performing groups and volunteers to foster a healthy and caring community in the west.



The publication features the stories and inspirations behind the over 800 artworks displayed in clinics, wards and public spaces across JurongHealth Campus.

Another calendar event was the return of the Arts&Health Festival in September 2023. Featuring the theme of "Small Wonders", the seventh edition of the three-day festival explored the little things, moments and memories that spark happiness. It also boasted a variety of activities like art workshops and performances, art exhibitions for patients, staff and visitors, and an art competition that garnered overwhelming responses from all over Singapore.

A vibrant, buzzing showcase of the creativity of local talents and the community, the festival reached out to over 1,000 community partners, staff, youth and seniors in the community. One of the festival's patient-based exhibitions titled, "PortrAlts: Small Things That Matter" was also exhibited in a community setting at the Science Centre, Singapore.



Education



In FY2023, the programme engaged more than **2,500** patients and members of the community.



Fulfilling the professional aspirations of our healthcare workers

Talent Development Fund

Today's evolving healthcare landscape offers infinite possibilities to improve patient care, patient safety and health outcomes through innovation and knowledge creation. To realise these possibilities, it is imperative that healthcare organisations nurture a workforce that has relevant skills and capabilities and that is agile and innovative to meet tomorrow's challenges. The Talent Development Fund bolsters the capability building efforts of JurongHealth Campus by supporting the professional development of healthcare workers.



Over 400 staff of JurongHealth Campus received opportunities for professional development in FY2023.

Advanced Diploma in Nursing (Medical-Surgical)

I joined JurongHealth Campus 11 years ago as an Enrolled Nurse. Now as a Staff Nurse I, my daily work entails taking cases, administering medication, performing wound care, assisting in procedures, educating patients and collaborating with other healthcare professionals on patient care.

My career with the campus has been one filled with enriching exposure and abundant opportunities for professional development.

At the peak of the COVID-19 pandemic, for example, I was deployed across many different wards and got to nurse patients from both medical and surgical wards. This exposure taught me to be adaptable. At the same time, it motivated me to pursue an Advanced Diploma in Nursing (Medical-Surgical) as the course would allow me to care for patients across disciplines.

I was delighted when I was offered the opportunity to pursue an Advanced Diploma in Nursing (Medical-Surgical) at Nanyang Polytechnic as a Talent Development Fund scholar as the course would give me an in-depth understanding of the medical and nursing management of patients in wards and in high dependency environments.

After completing my diploma course, I was deployed to the Intensive Care Unit (ICU) for two months. The knowledge I gained from this stint helped me improve the care I provide for patients as I could now detect early signs of deterioration.

Going forward, I aspire to be a wound nurse and to continue to pursue knowledge by enrolling in a master's programme. My career has taught me one thing: Hard work does indeed pay off! Never be disheartened if your journey takes longer than you planned.

JASPREET KAUR
(Staff Nurse I, Ward B10 (Private))



Bachelor's in Business Studies

I am an Associate Patient Service Coordinator and Team Leader at the Specialist Outpatient Clinic at NTFGH. I have been with the clinic for over eight years.

I count the COVID-19 pandemic as one of my biggest professional challenges. As a patient service coordinator, I had to reschedule appointments and prioritise serious cases during the "Circuit Breaker" period. Manpower was then stretched tight as many patient service coordinators were deployed to migrant worker dormitories to carry out serology tests.

Currently I am enrolled as a Talent Development Fund scholar in the Bachelor in Business Studies programme at the Singapore University of Social Sciences. Studying business will help me realise my professional goals. I aspire to climb the career ladder so that I can improve clinical workflow processes.

Going back to school after a long time is a challenge. It means that I have to juggle work and my part-time studies. Furthermore, business studies is new to me and it requires me to adjust my mind-set.

To my juniors who wish to develop their professional capabilities but are hesitating and doubting themselves, I say this: "You'll be surprised by what you are capable of."

NUR SUHAILAH BINTE OSMAN
(Associate Patient Service Coordinator,
Specialist Outpatient Clinic)





Master of Science in Applied Gerontology

I joined JurongHealth Campus in June 2019. My day-to-day work is varied, from helping patients to apply for monetary and community support, to risk assessment of patients admitted due to domestic violence or suicide attempts. I also work alongside multidisciplinary teams, patients and their families on care and discharge plans.

I was immensely grateful when I was given the opportunity to pursue a Master of Science in Applied Gerontology at Nanyang Technological University as a Talent Development Fund scholar. While the programme was challenging, it allowed me to gain a deeper insight into ageing and different perspectives on the subject.

My newfound knowledge helps me understand the experiences and needs of elderly patients better. This helped me to develop a clinical pathway supporting caregivers, which led to the introduction of a pilot caregiver intervention programme. I look forward to incorporating the programme into our day-to-day practice. In future, I hope to establish a sustainable clinical pathway for caregiver interventions, so as to standardise our assessment on caregiver burden and appropriate interventions.

PHILIP CHAN
(Senior Medical Social Worker,
Medical Social Services)



Master of Business Administration

I joined NTFGH prior to its opening. It was immensely exciting to be a part of the opening process as it meant plenty of learning exposure. Since then, my role has evolved from overseeing clinic operations to collaborating with clinicians on new services and projects.

I was elated to be given the opportunity to be a Talent Development Fund scholar and opted to pursue the Master of Business Administration (MBA) programme at Singapore Management University for professional growth and to gain a broader understanding of the industry landscape of different industries. The course provided me with a well-rounded education covering a wide range of topics from operations to finance, strategic thinking and communications. I was able to draw directly on what I learnt and apply it to my own professional domain.

Having completed the course, I am excited to contribute to the hospital in different roles, to participate in strategic planning and to make significant contributions on a broader scale. Embarking on the journey of higher education is not just about acquiring a certificate; it is a profound investment in yourself, your skills and your future. It is a decision that might require some adjustment and sacrifices, but the rewards are immeasurable.

YEO SHU QI
(Assistant Director, Specialty Operations)

Cultivating excellence in service

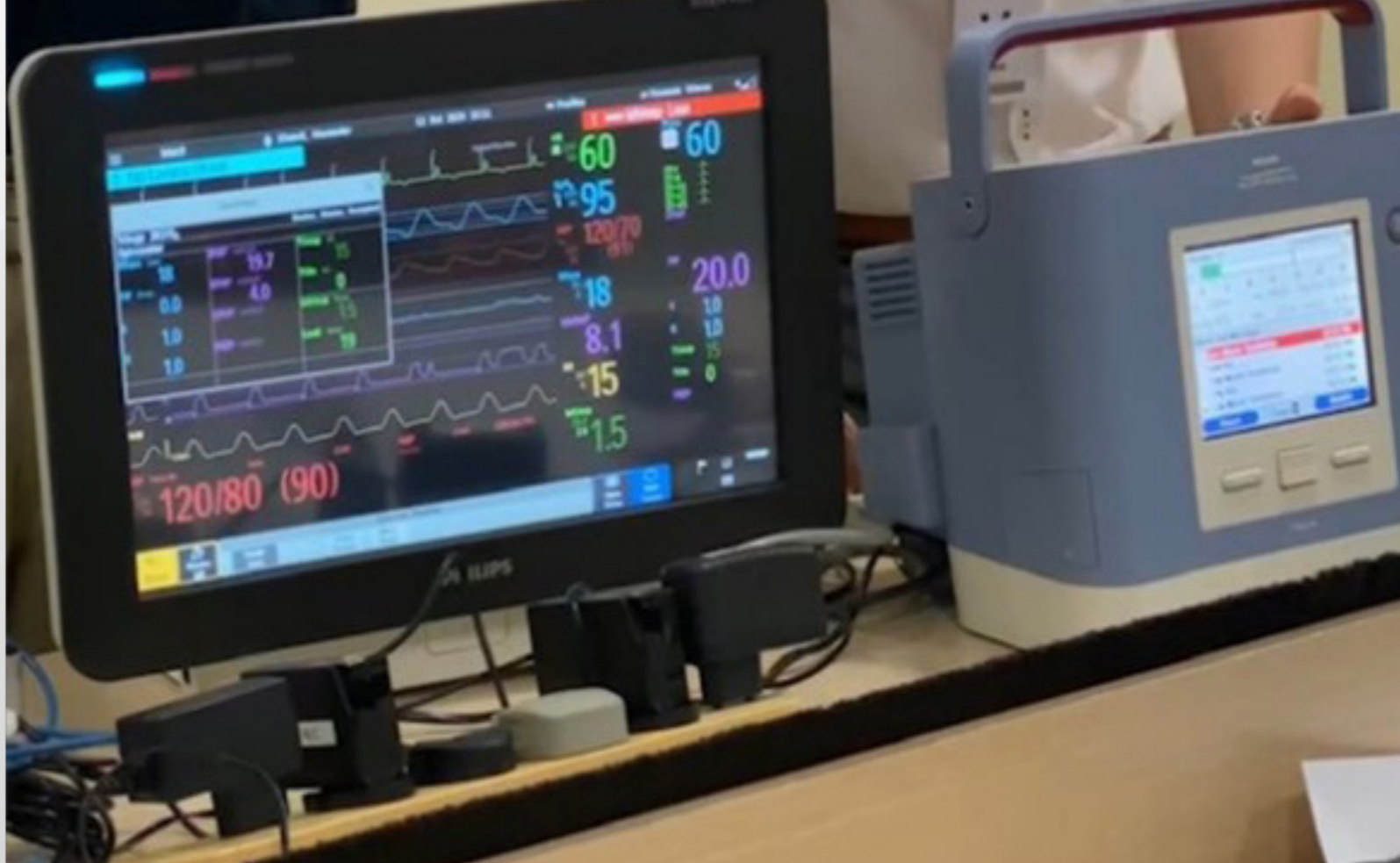
JurongHealth Service Academy

Established in FY2022, JurongHealth Service Academy offers customised training for patient-facing staff to complement their existing expertise in hospital operations and clinical skills. The academy offers programmes and workshops that are designed to meet two distinct training objectives: service excellence and lean management. These workshops are attended by participants from cross-functional departments such as Bed Management Unit, Call Centre, Dentistry, Group Hospitality, Nursing, Patient Services, Pharmacy, Radiology and Security.

The academy intends to partner with other institutes of higher education to deliver relevant workplace learning initiatives so as to develop a future-ready workforce for tomorrow.



More than 500 staff benefitted from attending the Service Excellence and Lean Management courses in FY2023.



The course reminded me that first impressions matter. As counter staff, we should maintain a pleasant image with light make up and looking professional at all times.

Ms Saraswathy Ayan, Patient Service Associate, with her feedback on the Grooming and Etiquette Workshop



I learnt how to identify causes and use the question 'why' to find solutions.

Ms Manisha, Patient Service Associate, with her feedback on the Lean Management Training

Pilot and Quality Improvement Projects



A holistic rehabilitation setting for our patients and their caregivers

Support Patient and Caregiver Engagement (SPACE) @ Jurong Community Hospital

To prepare patients for the challenges of daily life when they get back home, patients should ideally practice essential daily activities such as performing bed-to-chair transfer and doing household chores in a home-like environment. At JCH, these rehabilitation sessions take place in three settings: within areas designated for rehabilitation, at LifeHub (a mock-up of a three-room HDB apartment) or at Mobility Park, which allows safe practice in outdoor space within a simulated public transport setting.

To offer a more realistic setting for patient rehabilitation, JCH piloted SPACE@JCH in FY2022. Housed within a visitor ward lounge, SPACE@JCH is innovative in being the first to create a home-like environment within a ward. This environment facilitates patient and caregiver learning as it gives patients the opportunity to practice repetitively home-based functional skills in an authentic setting and empowers caregiver with the knowledge and space to facilitate skill acquisition. This enables patients to receive a holistic rehabilitation while bolstering their confidence in their ability to transition smoothly from hospital to home.

Patients and caregivers were found to perform home-based functional activities well. Patients feedback that the programme gave them confidence to perform similar tasks at home. They also readily interacted with their physiotherapists during the rehabilitation sessions, asking questions about how they could modify tasks to suit their ability. Physiotherapists also shared that the proximity of SPACE@JCH to hospital wards saves travel time for the physiotherapists, the patients and their caregivers. This increases productivity and meant that patients get more time to learn and practice.



In FY2023, the programme scored **83%** in terms of improvement in patient experience. Physiotherapists also reported an increase in their productivity.

With the success of the pilot, six other visitor ward lounges at JCH have since been converted to home-like environments along with digital infrastructure for teleconsultation for follow-ups post discharge.



Prioritising patient safety

PreSAGE Bed Exit Prediction and Detection System

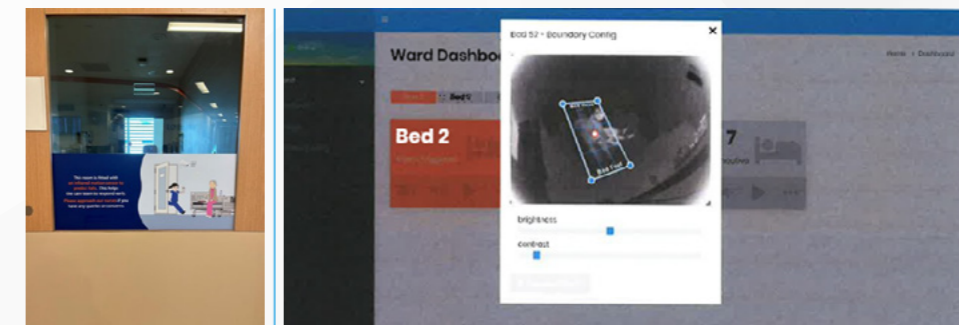
Inpatient falls affect patients of all age groups, especially elderly patients who form the bulk of patients in JCH. Falls in older adults are associated with functional and cognitive impairment, multiple co-morbidities, delirium and confusion.

To reduce the occurrence of falls, in FY2021 JCH implemented the PreSAGE Bed Exit Prediction and Detection system in its single and isolation rooms for patients deemed at high risk for falls. The system predicts bed exits and abnormalities and alerts nurses to respond promptly and check on patients at risk of falling.

The success of this system has prompted an expansion of this initiative to NTFGH wards, to cater to a wider pool of patients.



In FY2023, there were **0** fall incidences in wards retrofitted with PreSAGE.



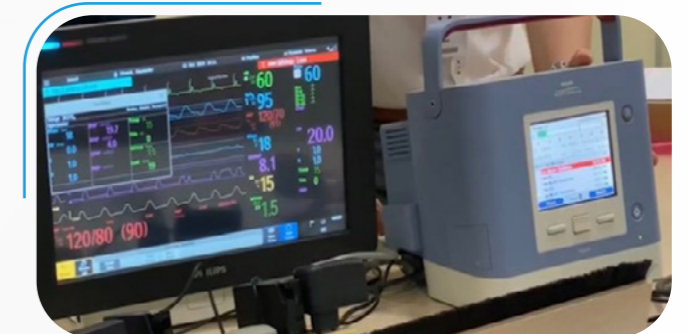
Using technology to improve critical care and offer terminally ill patients dignity in death

Initiatives and Innovation in Critical Care in JurongHealth Campus

Introduced in FY2022, the Initiatives and Innovation in Critical Care in JurongHealth Campus programme aims to introduce new approaches that improve care of Combined Intensive Care Unit (ICU) patients by leveraging technology and artificial intelligence (AI). The goal of the programme is to improve the holistic care of ICU patients, to help them regain the level of health they had prior to hospitalisation and to offer terminally ill patients dignity in death. The three-year programme also involves an evaluation of the initiatives and innovations and the establishing of a formal framework to study, evaluate and improve critical care in hospitals.

Using Tele Non-Invasive Ventilator

The Tele Non-Invasive Ventilator (Tele-NIV) is a smart system that provides remote monitoring and real-time alerts for abnormal patient parameters so that nurses are able to respond faster to exigent situations. Since its implementation, over 304 out of 900 general ward nurses (34%) have been trained on using the Tele-NIV.



Specialised Palliative Organ Support and Intervention at End of Life (Good Death Programme)

The Good Death Programme facilitates compassionate discharge so that terminally ill ICU patients can get to spend their final moments at home. Also known as IAmGoingHome, this project was introduced due to the increase in the number of requests by family members of terminally ill patients to bring their loved ones home so that they could have a peaceful passing. The programme allows patients to have a dignified passing and enables family members to fulfill the wish of their loved one to die at home surrounded by those who love them. NTFGH is the first hospital in Singapore to offer this structured initiative for the terminally ill.



The project has facilitated the discharge of 18 terminally ill patients and has garnered positive feedback from both families of the patients and the general public. More is being done ahead to ensure a wholly seamless compassionate discharge of patients and the provision of support thereafter.

Dignity in death

Whenever he was hospitalised, 83-year-old Mr Hong Kaw would feel uncomfortable and would express his longing to be home. On 4 November 2022, when he could not be roused from his nap, Mr Hong Kaw was rushed by ambulance to the hospital. There, his heart stopped beating. Although his heart was resuscitated by means of cardiopulmonary resuscitation, Mr Hong Kaw did not regain consciousness. Still his loved ones wanted to give him a fighting chance and decided to have him admitted to the ICU.

When Mr Hong Kaw's family finally accepted the fact that he was not going to regain consciousness, they decided to fulfil his wish to die in his favourite recliner chair at home. Within 1.5 hours of reaching home after his compassionate discharge, he passed away peacefully in his recliner chair, surrounded by loved ones.

Credit: This story was originally published on 3 May 2023 in The Straits Times article titled, "Leaving ICU to die at home, surrounded by family and familiar comforts".



Post-ICU Follow-Up Clinic

A new service offered at NTFGH, the Post-ICU Follow-Up Clinic reviews the overall health and wellbeing of discharged ICU patients on a weekly basis. The clinic provides patients with a brief description of events that occurred during their ICU stay and refers patients on to specialist clinics where necessary.

Since its launch, 43 patients have benefited from this service. Moving forward, the team is looking to improve outcome and service delivery. There are also plans to launch a hybrid clinic for patients who are unable to attend the clinic physically.

Over **300** general nurses have been trained on the Tele-NIV. Eighteen terminally ill patients have received compassionate discharge and **43** discharged critical care patients have benefited from the services provided by the Post-ICU Follow-Up Clinic.

Enhancing public understanding of hospital and transitional care with AI

Hospital and Community Transitional Care Models in JurongHealth Campus

Initiated in January 2023, the Hospital and Community Transitional Care Models in JurongHealth Campus programme seeks to enhance public understanding of hospital and community transitional care. The programme also aims to address technological barriers to implementing and fostering integration between the hospital and the community for vulnerable patients. Three projects are currently being carried out under the programme. The three are: the AI Triage Tool project, the Case Management for At-Risk Patients in the Emergency Department (CARED) Programme and the Hospital-to-Home Transitional Care Interventions project.

AI Triage Tool

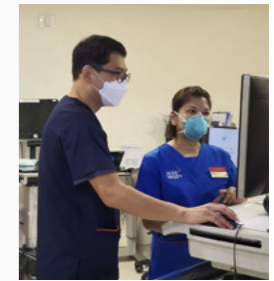
The AI Triage Tool project seeks to develop a health index that will provide a summary measure of health characteristics to help with decision making for hospital admissions. The index will also help healthcare providers provide appropriate care and interventions, so as to prevent unnecessary and avoidable hospital readmissions and Emergency Department re-attendances.



The project team has established an initial framework to enhance the existing 30-Day Readmission model. The framework is built upon five identified domains: Physical, Social, Cognition, Mood and Clinical (Medical). In addition, the team has developed a preliminary model for the Social domain and is currently looking to collaborate with other healthcare institutions to refine the model.

Case Management for At-Risk Patients in the Emergency Department (CARED) Programme

The CARED programme aims to frontload case management services in the Emergency Department (ED) and right-site at-risk patients. Frontloading refers to having most of the case management services carried out in the ED, while right-siting is having patients treated in the most appropriate locations by medically-competent teams at the lowest possible cost. Frontloading and right-siting will reduce unnecessary ED re-attendances and hospital readmissions and improve patient satisfaction scores.



Under the CARED programme, patients are screened by an ED case manager who provides a holistic assessment and arranges for multidisciplinary interventions when required.

More than 2,025 ED patients have been screened to date under the programme. Due to the overwhelming volume of patient enrolled in the programme, ED nurses are currently being trained to be proficient in screening.



The programme has delivered positive results. A 19% decline in 30-day and 60-day ED re-attendances was observed among patients enrolled in the programme, compared with non-enrolees. Similarly, a 25% and 30% decline in 30-day and 60-day ED readmissions respectively were observed among patients enrolled in the programme. Data from the project will continue to be tracked to ensure that the programme fully achieves its target.

The results of the programme were presented at Singapore Health & Biomedical Congress 2023 where it bagged the Singapore Clinical Investigator Award (Silver), a national-level award for outstanding research.

Hospital-to-Home Transitional Care Interventions for JurongHealth Campus patients

The Hospital-to-Home Transitional Care Interventions programme is a multidisciplinary home care programme for frail, complex-case patients following their discharge from hospital. The goal of the programme is to reduce acute care use, trim healthcare costs and improve patients' physical and mental well-being.

The project is currently in the initial phase of planning and study design. The project team has met with relevant stakeholders to scope out the work for next year.



Research



Developing a risk-based breast cancer screening method for women

Breast Screening Tailored for Her

Breast cancer accounts for 29.7% of all cancers diagnosed in Singapore women and the chance of contracting breast cancer increases with age. To improve current screening rates, BREast screening Tailored for HER (BREATHE) was launched to look into developing a personalised breast screening programme for women in Singapore. The BREATHE study looks at augmenting the current screening guidelines to a risk-based approach, by estimating a woman's risk for developing breast cancer (based on genetic and non-genetic lifestyle and environmental risk factors) and translating that into a guideline on her appropriate age to start screening.

It is the first risk-based breast cancer programme in the Singapore public healthcare sector.

In FY2023, the team recruited more than 5,000 participants for the study. In the same year, two articles on the study were successfully published in four peer-reviewed journals: Psycho-Oncology, Preventive Medicine, The BMJ and Behavioral Medicine. One more is in the process of being published.

Preliminary data on women's perceived and predicted risks was also presented to the Health Promotion Board and the Ministry of Health. The results revealed varying differences in women's perception of their risk of contracting breast cancer versus their predicted risk. Some research participants, for instance, perceived themselves as at high risk for breast cancer but were found to be low risk.

In the same year, the programme received a grant from National Health Innovation Centre I2Adopt to evaluate the use of AI to improve efficiency in identifying normal mammograms, and the cost-effectiveness and sustainability of the present public screening programme. A roundtable discussion was also held to brainstorm ideas for the next research study involving BREATHE that would yield further benefits for Singapore's general female population aged 35 to 39.

In FY2023, the team achieved its target of screening over **5,000** participants and published two publications in peer-reviewed journals



Donations, Grants and Fundraising



In FY2023, JHF received donations totalling
\$450,623
from supporters.



In addition, JHF received a matching grant of
\$48,664
from Community Silver Trust and
\$216,056
from Tote Board Enhanced Fundraising Grant.



An online fundraising campaign was held from November 2023 to January 2024 for Needy Patient Fund.
A total of
\$216,056
was raised with a fundraising efficiency ratio of
1%.



The Year Ahead

JurongHealth Fund will continue to support programmes that are in line with its objective of promoting all medical and health-related services that are exclusively charitable and for the benefit of the Singapore community.

Beyond existing programmes, JHF will work with potential grantees to deepen the impact it creates on the healthcare sector.



Future plans

Approved by the JHF Board in FY2020, JHF's strategic three-year plan (FY2021 to FY2023) comprises two overarching strategic decisions: to increase visibility and elevate the status of the fund, and to stretch and spread the funds to benefit more people. The fund will review the strategic plan at the end of FY2023 to ensure that the plan retains its relevancy in these changing times.



Commitments

As indicated in the Audited Financial Statements (Note 12), JHF has commitments in the form of grants awarded for programmes but with claims yet to be made.



Fundraising plans

JurongHealth Fund has stepped up its publicity and outreach efforts to elevate the visibility of the fund. Donor engagement, fundraising and communication activities will be a mainstay of its operations. In addition, JHF will continue to leverage on appropriate events and opportunities for fundraising. The fund will also work with other grant bodies for sustained funding.



Expenditure plans

In addition to supporting new and existing programmes, JHF will implement communication and engagement activities to strengthen the brand. The fund will also continue to bear the costs of its operating expenses including manpower, information technology and governance.

Governance

As an Institution of a Public Character, JHF is committed to maintaining high standards of governance to preserve the trust and confidence of its donors, beneficiaries and stakeholders. Besides adhering to its Constitution and the Code of Governance for Charities and Institutions of a Public Character, JHF has put in place policies and procedures and, where appropriate, adopted National University Health System (NUHS) policies to ensure good organisational governance. These policies and procedures are regularly reviewed to ensure that they stay relevant and updated.

JurongHealth Fund neither makes loans nor donations to external parties.

Role of the Board of Directors

The Board's role is to provide general oversight on the strategic directions, objectives and programmes of JHF, with particular focus on good governance within JHF.

Roles and Responsibilities/ Matters Requiring Board Approval

- The Terms of Reference of the Board cover the duties and responsibilities of the Board. They ensure that JHF stays true to its charitable purposes and complies with its Constitution and all relevant laws and regulations, and that adequate resources are effectively managed to sustain the operations of JHF and are properly accounted for.
- The Board approves JHF's policies, annual budgets, financial projections, investments and withdrawals, bank and investment account authorised signatories, expenditure and payment approval authority, and grant awards for programmes in line with JHF's objectives.
- The Board approves Audited Financial Statements, Annual Reports and Governance Evaluation Checklist for submission to the Commissioner of Charities.

Board Selection and Recruitment, Induction, Training and Evaluation of Board Effectiveness

- The Chairman of the Board of Directors is appointed from among and by the Board of Directors. Board Members are appointed by the Board of Directors, which also determines their term of office. No staff sits on the Board.
- Incoming Board Members receive an induction on the Terms of Reference for the Board of Directors, including their responsibilities, powers and duties and the Code of Conduct. An introduction to JHF, its work and governance practices is also conducted for new Board Members as part of an orientation programme.
- A Board Evaluation Survey is carried out every two years to assess the Board's performance and effectiveness. For FY2022 the Board Evaluation Survey was carried out in May/June 2023. The evaluation was based on a new set of Mercer-type of questionnaire adopted from NUHS.

Term Limit of Board

- To enable steady renewal of the Board, Board Members are appointed for up to three (3) years for each term of office, and the appointment is renewable up to a maximum tenure of nine (9) consecutive years. A Director shall only submit himself or herself for re-appointment to the Board after at least a lapse of two years from the maximum tenure of nine (9) consecutive years of service.

Audit Committee

- All appointments to the Audit Committee are approved by the Board.
- The Terms of Reference of the Audit Committee cover the duties and responsibilities of the committee such as review of internal and external audit plans and results, review of the financial statements of JHF and oversight on the adequacy of risk management, regulatory compliance and whistle-blowing guidelines.
- The Audit Committee is updated half yearly on JHF's risk management framework and key risks including mitigating controls and measures and is updated on any whistle-blowing reports.

Frequency of and Attendance at Board and Committee Meetings

Name of Board Member	Number of Board Meetings Attended	Number of Audit Committee Meetings Attended
Prof Lim Pin (Chairman)	3 out of 3	-
Mrs Dorothy Chan	3 out of 3	-
A/Prof Cheah Wei Keat	3 out of 3	3 out of 3
A/Prof Dan Yock Young ¹	-	-
Ms Laura Kho Min Zhi	3 out of 3	-
Mr Peter Low Eng Huat	3 out of 3	2 out of 3
Mr Naveen Sasidaran	3 out of 3	-
Dr Quek Lit Sin	3 out of 3	-
Mr Tan Kwang Cheak	3 out of 3	-
Mr Timothy Teo Lai Wah ²	2 out of 3	2 out of 3
Mr Raymond Tong Wei Min ³	1 out of 3	1 out of 3
Mr Wu Tzu Chien	3 out of 3	-

- There were three (3) Board meetings and three (3) Audit Committee meetings in FY2023.

Disclosure of remuneration

In accordance with the Constitution of JHF, members of the Board of Directors do not receive any remuneration for their Board services. However, they are offered medical benefits capped at designated amount at the discretion of JHF.

Staff Performance and Remuneration

- Staff performance is reviewed and assessed based on a structured performance review and appraisal process that was put in place and provided by JurongHealth Campus of NUHS.
- Remuneration of staff including key staff is based on JHF-adopted NUHS Human Resource policies and procedures on compensation and benefits adopted by JHF.

Annual Remuneration of Staff Exceeding \$100,000

Remuneration Band	Number of Staff
Between \$100,000 and \$200,000	1

- No staff serves as a Board Member of JHF

Conflict of Interest Policy

The Conflict of Interest Policy applies to all Board Members. The NUHS Conflict of Interest Policy applies to all NUHS staff supporting JHF. The Policy provides guidelines on the identification, disclosure and resolution of actual, perceived and potential conflicts of interest.

¹ Associate Professor Dan Yock Young was appointed as a Board Member on 1 April 2024, after all three Board Meetings in FY2023 were held.

² The retirement of Mr Timothy Teo Lai Wah as Board and Audit Committee Member took place on 3 December 2023, before the last Audit Committee meeting in FY2023 was held.

³ The appointment of Mr Raymond Tong Wei Min as a Board and Audit Committee Member took place on 4 December 2023, after two Board and Audit Committee meetings in FY2023 were held.

Procedures to deal with conflicts of interest among staff

- Staff are required to disclose, *inter alia*, any relationships, positions or circumstances that they are involved in that could give rise to an actual, perceived or potential conflict of interest with the Fund.
- On an annual basis, all staff supporting JHF are required to make declarations vis-à-vis the NUHS Conflict of Interest Disclosure Statement and they must agree to comply with the NUHS Conflict of Interest Policy.
- Any actual, perceived or potential conflicts are discussed by JurongHealth Campus and/or NUHS management, as appropriate, which will then provide decisions and directions on the steps to be taken.
- Any staff who may be in a position of conflict in any matter involving the Fund must not participate in discussions or meetings, make decisions or vote on the matter concerned and must recuse himself or herself from discussions or meetings relating to the matter concerned.

Procedures to deal with conflicts of interest among Board Members

- Board Members are required to disclose, *inter alia*, any relationships, positions or circumstances that they are involved in that could give rise to an actual, perceived or potential conflict of interest with the Fund.
- On an annual basis, each Board Member is required to make declarations vis-à-vis the JHF Conflict of Interest Disclosure Statement.
- Board Members must declare to the Board of Directors any actual, perceived or potential conflict of interest as soon as it is known.
- Any actual, perceived or potential conflict involving Board Members is discussed by the Board of Directors, which will provide decisions and directions on the steps to be taken.

Reserves and Investment Policy

A Reserves and Investment Policy is in place to safeguard the long-term stability of JHF's operations and charitable activities. The policy ensures that there are sufficient resources in the event of unforeseen circumstances. The policy also ensures that the management of cash holdings is optimised and the Fund has adequate returns on funds and reserves to sustain its operations.

Level and Purpose of Reserves

- The level of reserves to be held is dictated by the five-year financial projection figure. This is reviewed and approved by the Board annually.
- The purposes of the reserves are to provide financial stability and ensure that JHF has the means to achieve its objectives.

JHF's Reserves Position

	FY2023 (At 31 March 2024)	FY2022 (At 31 March 2023)
[A] Unrestricted Fund (reserves)	\$102,184,884	\$104,317,914
[B] Restricted Funds		
• Hearing Implant Programme (to be used from FY2020 to FY2025)	\$209,377	\$214,584
• Helping out migrant workers/welfare of the migrant workers	\$23,480	\$23,480
• JHC Nursing Empowerment Programme	\$200,000	-
• Other donations	\$323,608	\$92,823
Total Accumulated Funds {[A] Unrestricted Fund + [B] Restricted Funds}	\$102,941,349	\$104,648,801
	FY2023 (1 April 2023 to 31 March 2024)	FY2022 (1 April 2022 to 31 March 2023)
[C] Annual Operating Expenditure expanded from Unrestricted Fund	\$9,951,320	\$12,668,316
Reserves Ratio {[A] Total Unrestricted Fund / [C] Annual Operating Expenditure expanded from Unrestricted Fund}	10.2	8.2

- JHF has disclosed its Restricted Funds in the Audited Financial Statements, Note 8, page 20 Please refer to the Audited Financial Statements for more information.
- There are no funds of JHF that are in deficit.

Investment Guidelines

- The policy covers the segmentation of funds into operating cash to cover projected expenses, short- to medium-term investment of funds ring-fenced for up to three (3) years in fixed deposits, and long-term investment of funds needed in the longer term of more than three (3) years and residual surplus funds in the MOHH Common Long-Term Investment Programme.
- The MOHH Common Long-Term Investment Programme comprises two unit trust funds and all investments and withdrawals have to be approved by the Board. The guiding principle for the unit trusts is wealth preservation instead of profit maximisation. Hence risk management is given the highest priority.

Whistle-Blowing Policy

JHF adopts the NUHS Whistle-Blowing Policy, which sets out a whistle-blowing framework for reporting of concerns on actual or suspected wrongdoings for investigation and corrective actions. The policy covers the whistle-blowing channels, confidentiality and protection of whistle-blowers and the investigation process and reporting.

Other policies

JHF maintains other policies relating to the operation of JHF that ensure that internal control systems are in place and that procedures are properly documented.

Grant Making Policy

- The Grant Making Policy establishes grant making guidelines that are consistent with the operating rules and regulations governing JHF.
- The policy covers the grant making priorities of JHF so as to achieve its objectives of supporting needy patients, community care, education, pilot and quality improvement projects and research. The policy also covers the grant application and approval process, approving limits and monitoring and reporting of the grant process.

Managing Fundraising, Donations and Receipts Policy

- The Managing Fundraising, Donations and Receipts Policy steers JHF on adopting charity best practices and engaging the donor community in a professional and accountable fashion, so as to instil a high level of public confidence.
- The policy covers fundraising guidelines, donor and donation management (including issuance of tax-deductible receipts), and the proper accounting and disclosure of donated funds.
- Under the policy, donations may be subjected to anti-money laundering procedures prior to acceptance to ensure their legitimacy of origin.

NUHS Human Resource, Procurement and Data Governance and Protection Policies

- The NUHS Human Resource policies and procedures cover areas such as recruitment, compensation, benefits and staff welfare, learning and development, performance management, staff discipline and employment matters.
- The NUHS Procurement Policy establishes the principles and procedures of procurement, the role and responsibility of staff in the process and the Code of Conduct and Ethics. In addition, JHF has an approval matrix with different levels of authorisation for different tiers of expenditure.
- The NUHS Data Governance and Protection Policy guides staff and users on their roles and responsibilities in relation to the access, retrieval, sharing, retention and destruction of data to ensure that data is properly managed and protected.

GOVERNANCE EVALUATION CHECKLIST

Advanced Tier for FY2023 (1 April 2023 to 31 March 2024)

S/N	Code Guideline	Code ID	Response	Explanation (if code guideline is not complied with)
BOARD GOVERNANCE				
1	Induction and orientation are provided to incoming governing Board Members upon joining the Board.	1.1.2	Complied	
Are there governing Board Members holding staff ⁴ appointments? (skip items 2 and 3 if "No")			No	
2	A staff ⁴ does not chair the Board and staff do not comprise more than one third 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	The Treasurer of the Charity (or any person holding an equivalent position in the Charity, for example, the Finance Committee Chairman or a governing Board Member responsible for overseeing the finances of the charity) can only serve a maximum of four consecutive years . If the Charity has not appointed any governing Board Member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Not Complied	JHF does not intend to formally appoint a Treasurer. The Treasurer's responsibilities are currently fulfilled by the JHF Board of Directors and supported by the Finance Team of Ng Teng Fong General Hospital/National University Health System, MOHH Group Internal Audit and the auditors of JHF. These responsibilities are to: a) maintain oversight of the finance and accounting system and procedures, including the procurement, receipting and payment processes.

⁴ Staff: Paid or unpaid individual who is involved in the day-to-day operations of the charity, e.g. an Executive Director or administrative personnel.

S/N	Code Guideline	Code ID	Response	Explanation (if code guideline is not complied with)
				<p>b) establish strong checks and balances in the finance and accounting system to mitigate potential risks and oversee financial sustainability and financial reporting of the Charity; and</p> <p>c) ensure that financial reporting is true and fair, in accordance with the relevant accounting standards, and completed/filed within the legal deadlines.</p> <p>The Audited Financial Statements are presented to the Audit Committee annually for review, in accordance with the relevant accounting standards, and thereafter recommended for board's approval. Processes and policies are also the subject of audits by the MOHH Group Internal Audit to ensure compliance and good corporate governance.</p> <p>Therefore, the aforementioned fulfills the requirement of appointing a Treasurer. The Chairman should not be assumed to be overseeing the finances in the absence of an appointed Treasurer pursuant to Guideline 1.1.7 since the present governance framework adequately takes care of all potential risks.</p>
5	All governing Board Members must submit themselves for re-nomination and re-appointment , at least once every three years.	1.1.8	Complied	
6	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every three years, whichever is shorter.	1.1.12	Complied	
Is there any governing Board Member who has served for more than 10 consecutive years? (skip item 7 if "No")			No	

S/N	Code Guideline	Code ID	Response	Explanation (if code guideline is not complied with)
7	The Charity discloses in its annual report the reasons for retaining the governing Board Member who has served for more than 10 consecutive years.	1.1.13		
8	There are documented terms of reference for the Board and each of its committees.	1.2.1	Complied	
CONFLICT OF INTEREST				
9	There are documented procedures for governing Board Members and staff ⁴ to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing Board Members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
STRATEGIC PLANNING				
11	The Board periodically reviews and approves the strategic plan for the Charity to ensure that the Charity's activities are in line with the Charity's objectives.	3.2.2	Complied	
12	There is a documented plan to develop the capacity and capability of the Charity and the Board monitors the progress of the plan.	3.2.4	Complied	
HUMAN RESOURCE AND VOLUNTEER⁵ MANAGEMENT				
13	The Board approves documented human resource policies for staff ⁴ .	5.1	Complied	
14	There is a documented Code of Conduct for governing Board Members, staff ⁴ and volunteers ⁵ (where applicable) which is approved by the Board.	5.3	Complied	
15	There are processes for regular supervision, appraisal and professional development of staff ⁴ .	5.5	Complied	
Are there volunteers ⁵ serving in the Charity? (skip item 16 if "No")			No	
16	There are volunteer⁵ management policies in place for volunteers ⁵ .	5.7	-	
FINANCIAL MANAGEMENT AND INTERNAL CONTROLS				
17	There is a documented policy to seek the Board's approval for any loans, donations, grants or financial assistance provided by the Charity which are not part of the Charity's core charitable programmes.	6.1.1	Complied	
18	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	

⁵ Volunteer: A person who willingly serves the charity, without expectation of any remuneration.

S/N	Code Guideline	Code ID	Response	Explanation (if code guideline is not complied with)
19	The Board ensures that reviews on the Charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
20	The Board ensures that there is a process to identify, and regularly monitor and review the Charity's key risks.	6.1.4	Complied	
21	The Board approves an annual budget for the Charity's plans and regularly monitors the Charity's expenditure.	6.2.1	Complied	
Does the Charity invest its reserves (for example, in fixed deposits)? (skip item 22 if "No")			Yes	
22	The Charity has a documented investment policy approved by the Board.	6.4.3	Complied	
FUNDRAISING PRACTICES				
Did the Charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 23 if "No")			Yes	
23	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the Charity.	7.2.2	Complied	
Did the Charity receive donations in kind during the financial year? (skip item 24 if "No")			No	
24	All donations in kind received are properly recorded and accounted for by the Charity.	7.2.3	-	
DISCLOSURE AND TRANSPARENCY				
25	The Charity discloses in its annual report – (a) the number of board meetings in the financial year; and (b) the attendance of every governing Board Member at those meetings.	8.2	Complied	
Are governing Board Members remunerated for their services to the Board? (skip items 26 and 27 if "No")			No	
26	No governing Board Member is involved in setting his own remuneration.	2.2	-	
27	The Charity discloses the exact remuneration and benefits received by each governing Board Member in its annual report. OR The Charity discloses that no governing Board Member is remunerated.	8.3	-	
Does the Charity employ paid staff ⁴ ? (skip items 28, 29 and 30 if "No")			Yes	
28	No staff ⁴ is involved in setting his own remuneration.	2.2	Complied	

S/N	Code Guideline	Code ID	Response	Explanation (if code guideline is not complied with)
29	<p>The Charity discloses in its annual report –</p> <p>(a) the total annual remuneration for each of its three highest paid staff⁴ who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and</p> <p>(b) whether any of the three highest paid staff⁴ also serves as a governing Board Member of the Charity.</p> <p>The information relating to the remuneration of the staff⁴ must be presented in bands of \$100,000.</p> <p>OR</p> <p>The Charity discloses that none of its paid staff⁴ receives more than \$100,000 each in annual remuneration.</p>	8.4	Complied	
30	<p>The Charity discloses the number of paid staff⁴ who satisfies all of the following criteria:</p> <p>(a) the staff⁴ is a close member of the family⁶ belonging to the Executive Head⁷ or a governing Board Member of the Charity;</p> <p>(b) the staff⁴ has received remuneration exceeding \$50,000 during the financial year.</p> <p>The information relating to the remuneration of the staff⁴ must be presented in bands of \$100,000</p> <p>OR</p> <p>The Charity discloses that there is no paid staff⁴ who is a close member of the family⁶ belonging to the Executive Head⁷ or a governing Board Member of the Charity who has received remuneration exceeding \$50,000 during the financial year.</p>	8.5	Complied	
PUBLIC IMAGE				
31	The Charity has a documented communication policy on the release of information about the Charity and its activities across all media platforms.	9.2	Complied	

⁶ Close member of the family: A family member belonging to the Executive Head or a governing Board Member of the 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 is defined as any of 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 dependent of the Executive Head or governing Board Member;
- (d) the dependent of the Executive Head's or governing Board Member's spouse.

⁷ Executive Head: The most senior staff member in charge of the Charity's staff.

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