

JurongHealth  
Fund



# JurongHealth Fund

**ANNUAL REPORT**



*Financial Year Ended 31 March 2019*

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Since its inception in 2011, the JurongHealth Fund (JHF) has continued to support the Singapore community through its many programmes. I am pleased to report on the good work carried out by JHF-funded programmes in FY2018, which has resulted in positive impact and outcomes for patients, staff and the community through the many initiatives and new services. Programmes such as the Needy Patient Fund and Hearing Implant Programme address the needs of patients and are continuously funded, while other programmes have closed the gaps for patients before government funding comes in, such as Funding for Direct-Acting Antivirals for Hepatitis C Treatment and Regional Health System Project Seed Fund. Programmes that have shown significant impact and results such as the Community Arts and Health Programme have also been renewed.

## IMPACT AND OUTREACH IN FY2018

To meet the financial needs of patients so they can better access medical services and devices, and medications, JHF funds various programmes to support needy patients. The Needy Patient Fund complements government funding and assists patients facing financial challenges to access the necessary services, equipment and supplies as well as transport to and from the hospital, so that they are better able to manage their health condition and alleviate the stress of care. Needy patients with chronic hearing conditions are supported through the Hearing Implant Programme, with implantable hearing devices and hearing rehabilitation. The Funding for Direct-Acting Antivirals for Hepatitis C Treatment has enabled needy chronic hepatitis C virus infection patients access to new oral medications with cure rates of 90-100% and which are

# Chairman's Message

relatively free of side effects, before government funding kicks in. Overall in FY2018, over 300 needy patients benefitted from JHF funding.

Improving patients' and caregivers' experiences through a healthcare environment that is welcoming and healing, the Community Arts and Health Programme collaborated with local artists and the community and created over 450 vibrant original artworks that are currently displayed in the wards, clinics and walkways of Ng Teng Fong General Hospital (NTFGH) and Jurong Community Hospital (JCH) to bring colour and cheer to patients and visitors. The programme also carried out weekly ward-based art and music programmes and therapies—for patients to improve their social interaction, confidence, expression and overall emotional well-being, monthly concerts and the annual Arts&Health Festival. The programme reached out to close to 10,000 patients, caregivers, staff and visitors in FY2018; and has been renewed for another three years.

JHF also funds programmes which recruit talents and support the training and professional development of staff, to develop a capable team of healthcare professionals and increase the capabilities of the healthcare team, for the benefit of patients. The \$19m Talent Development Fund, which awards scholarships and sponsorships to students and staff, benefitted close to 600 recipients in FY2018. The recently completed \$5m JurongHealth Simulation and Clinical Education Centre, where over 2,500 participants were trained in FY2018, is now fully equipped for simulation-based, life support and surgical skills training. Educational materials such as videos and posters on fall prevention were also produced in FY2018 with JHF funding to enhance nursing education and increase caregivers' awareness on bedside and toilet fall prevention safety measures.

With the goal of bringing healthcare beyond the hospital and into the community, JHF funded the Regional Health System Project Seed Fund to support pilot projects that test new models of care transition for patients

from the hospital to the community, and on preventive care and wellness. One of the pilot projects provided subsidised medications for patients so that they could be transitioned to receive care under a general practitioner nearer their homes, prior to the Ministry of Health's national Outpatient to Community programme. JHF also funds a core team that manages the initiatives by JurongHealth Campus under the Regional Health System of National University Health System (NUHS), where in FY2018 over 4,000 benefitted from various initiatives including talks, public forums, health fairs, support groups, befrienders and an inter-generational health programme.

Research to improve patient care and patient safety continues to be a focus of JHF. One of JHF's JurongHealth Research and Development Fund-supported research projects had resulted in improvement of the efficiency of healthcare professionals, and another research project had won recognition from peers within the NUHS cluster. Under Pilot Projects, a new service on patient care counselling piloted in JCH with the support of JHF had benefitted over 120 patients in coping with their illnesses.

## MOVING FORWARD

In the coming years, JHF expects to support more programmes that cut across the member institutions of NUHS—involving NTFGH and JCH in collaboration with partner institutions to leverage on each other's strengths and expertise, ultimately benefitting the patients, residents and community in the western region of Singapore. I also expect to see more community health preventive and management programmes, to identify health risks early and for the community and patients to stay healthy in the community.

## Prof Lim Pin

Chairman  
8 July 2019

# FY2018 Year in Review

  
**\$4.4M**

was disbursed to support programmes that benefitted the Singapore community

Over   
**300**  
*needy patients*  
 were assisted

Over   
**14,000**  
*patients, caregivers and members of the public*  
 benefitted from community care initiatives

Over   
**3,000**  
*healthcare professionals and students*  
 benefitted from training and educational opportunities

Over   
**120**  
*patients*  
 were touched by a new patient care programme

**5**   
*research outputs*  
 were produced in terms of publications, conference presentations, improved healthcare policy formulation and improved healthcare practices

# About Us

JurongHealth Fund (JHF) was incorporated as a Company Limited by Guarantee on 4 August 2011, registered as a charity under the Charities Act on 26 August 2011 and accorded Institution of a Public Character status on 29 August 2011.

JHF is a subsidiary of National University Health Services Group Pte. Ltd. (NUHSG), part of the National University Health System Pte. Ltd. (NUHS) public healthcare cluster under MOH Holdings Pte. Ltd. (MOHH).

<b>Governing Instrument</b>	Constitution
<b>Unique Entity Number (UEN)</b>	201118604G
<b>Registered Address</b>	1 Jurong East Street 21, Singapore 609606
<b>Auditors</b>	MOHH Group Internal Audit KPMG LLP
<b>Bankers</b>	DBS Bank Ltd United Overseas Bank Limited Oversea-Chinese Banking Corporation Limited Citibank N.A., Singapore Branch
<b>Investment Managers</b>	Fullerton Fund Management Company Ltd UOB Asset Management Ltd
<b>Lawyers</b>	NUHS Legal Office

## RELATED ENTITIES

- Alexandra Hospital (AH)
- Jurong Community Hospital (JCH)
- Jurong Medical Centre (JMC)
- MOH Holdings Pte. Ltd. (MOHH)
- 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
- NUH Referral Laboratories Pte. Ltd.
- NUHS @ Alexandra Pte. Ltd.
- NUHS Fund Limited (NFL)
- NUS Faculty of Dentistry
- NUS Saw Swee Hock School of Public Health
- NUS Yong Loo Lin School of Medicine & Alice Lee Centre for Nursing Studies

## FUNDING SOURCES

- JHF's funds are mainly made up of donations from Far East Organization that are designated for NTFGH and JCH, both of which are located on the JurongHealth Campus of NUHS.
- Other funds are from donations by JurongHealth Campus staff, doctors, patients and the general public.

# Objectives

JHF aims to promote all medical and healthcare-related services that are exclusively charitable and for the benefit of the Singapore community.

## OBJECTS AND STRATEGY

JHF funds programmes towards fulfilling its five objectives of



### Helping *Needy Patients*

By supporting patients who are in need of financial assistance for healthcare services



### Improving *Community Care*

By supporting community care and outreach, and care integration initiatives



### Supporting *Education*

By funding education and training for doctors, nurses, allied health and other healthcare workers



### Funding *Pilot Projects*

By funding projects that test new and improved ways of patient care and safety of care



### Supporting *Research*

By funding community health and bedside clinical research projects

Through funding the programmes, JHF supports the work of JurongHealth Campus and NUHS, and its Vision and Mission, and Core Values.

## **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-Centredness***

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

# Board of Directors

JHF is governed by an 11-member Board of Directors that comprises eminent persons of good repute and experienced practitioners from the public and private sectors, and who are dedicated and passionate about transforming healthcare for the benefit of Singaporeans.



## Prof Lim Pin

**Chairman**

*Appointed on 4 August 2017*

*University Professor, National University of Singapore*

*Emeritus Professor and Senior Consultant, National University Hospital*

Prof Lim currently holds the appointment of Emeritus Consultant in Endocrinology in NUH and Professor of Medicine in NUS, and is concurrently the Chairman of NUHS Fund Limited. His research specialties are calcium magnesium and bone metabolism, thyroid diseases, and fuel metabolism in diabetes. For his many contributions, Prof Lim received the Republic of Singapore Public Administration Medal (Gold), 1984, Republic of Singapore Meritorious Service Medal, 1990, Republic of Singapore Distinguished Service Order, 2000, NUS Outstanding Service Award, 2003, Tun Dr Ismail Orator, 2006, UMC Teaching Award, 2010, Best Tutor, 2011, and Phase V Medicine Posting Teaching Award, 2013.

## Mrs Dorothy Chan

**Board Member**

*Appointed on 8 June 2017*

*Patron, Ng Teng Fong General Hospital  
Executive Director, Far East Organization*



Mrs Chan is currently an Executive Director of Far East Organization and a Director of various unlisted companies in the Far East Organization Group. She is also a Non-Executive Director of Tung Lok Restaurants (2000) Ltd and a Member of its Executive Committee. Mrs Chan was 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.





## Mr Chua Song Khim

### Board Member

*Appointed on 8 April 2013*

*Deputy Chief Executive, National University Health System*

Mr Chua has more than 30 years of management experience spanning across the acute, long-term and community care sectors. He held various senior management positions in Singapore including CEO of NUH, Group CEO of ECON Healthcare and CEO of NTUC Health. Mr Chua is a Board Member of St Luke's Hospital, and chairs Ministry of Health Healthcare Productivity Implementation Taskforce. He was the Chairman of Agency for Integrated Care's Strategic Advisory Committee for Quality Improvement (Intermediate and Long-Term Care sector) and a member of Ministry of Health's City for all Ages Committee. For his many contributions to public healthcare, he received the National Day Commendation Medal, Ministry of Health's Health Leader Award and NTUC Commendation Medal.

## Mr Foo Hee Jug

### Board Member

*Appointed on 4 August 2011*

### Audit Committee Member

*Appointed on 25 June 2013*

*Deputy Chief Executive, National University Health System  
Chief Executive Officer, Ng Teng Fong General Hospital*



Mr Foo manages JurongHealth Campus of NUHS and the Intermediate and Long-Term Care sector collaborations of NUHS Regional Health System. Mr Foo had held various senior positions as COO of Changi General Hospital, COO of Singapore General Hospital, and Group COO and Group Chief Procurement Officer of SingHealth. He received the National Day Commendation Medal for his key role during the SARS outbreak in 2003, and received the Republic of Singapore Public Administration Medal (Silver) and Public Service Medal in 2017. Mr Foo serves on the South West Development Council, Nanyang Polytechnic's School of Health Sciences Advisory Committee and Ministry of Home Affairs' Public Entertainment Appeal Board.



## Mr Deric Liang Shih Tyh

### Board Member

*Appointed on 1 May 2015*

*Chief Financial Officer and Chief Operating Officer, MOH Holdings*

Mr Liang is concurrently the CFO and COO of MOH Holdings Pte. Ltd. as well as the Managing Director of Health and Medical Practice Insurance Pte. Ltd. Mr Liang has many years of experience in the areas of finance, investments, mergers and acquisitions with leading organisations within the financial, media, supply chain management and public healthcare sectors. He serves on the Board of several other Institutions of a Public Character namely Alexandra Health Fund Limited, National Healthcare Group Fund, NUHS Fund Limited, SingHealth Fund, The Courage Fund Limited and TTSH Community Fund.

# Board of Directors



## Mr Lim Joo Boon

### Board Member

*Appointed on 4 August 2011*

*Board Member, National University Health System  
Retired Senior Partner, Accenture Singapore*

Mr Lim is an Adjunct Associate Professor at the Department of Accounting, NUS Business School. He had served as a Senior Partner of Accenture Singapore where he held various senior leadership positions locally and in the Asia-Pacific region. His professional expertise is in organisational transformation, business process re-engineering and large-scale mission critical information technology system implementation. Mr Lim has served and continues to serve on several charitable and not-for-profit organisations. He is also Chairman of Singapore Turf Club and a Director of NUHS, Mapletree Logistics Trust Management Ltd. and Sentosa Development Corporation.



## A/Prof Lim Swee Hia

### Board Member

*Appointed on 1 March 2013*

*President, Singapore Nurses Association*

A/Prof Lim has enjoyed a distinguished career in nursing spanning 40 years. She actively shares and contributes her nursing experience and expertise as a member with appointments in many healthcare committees including those at Duke-NUS Graduate Medical School, Yong Loo Lin School of Medicine, Nanyang Polytechnic, Ngee Ann Polytechnic, Singapore Institute of Technology and Curtin University, Western Australia. Her passion for nursing and relentless pursuit in advancing the profession over the years has won her several international and national awards, notably the International Nursing Leadership Award in the SEA region, presented by the Government of Western Australia's Department of Health, President's Award for Nurses, SARS Commendation Medal and Her World Woman of the Year Award.



## Mr Ng Tiak Soon

### Board Member

*Appointed on 1 May 2012*

### Audit Committee Chairman

*Appointed on 25 June 2013*

*Retired Senior Partner, Ernst & Young*

Mr Ng has over 30 years of experience in the audit, commercial and industrial sectors. After nearly two decades with Ernst & Young where he held various positions including Head of Banking, Head of an Audit Group, Partner-in-charge of Audit Quality Review, and Chief Financial Officer, he retired as Senior Partner in 2005. Mr Ng is currently an Independent Director of 800 Super Holdings Limited, Eurosports Global Limited. and Parkson Retail Asia Limited, all of which are listed on the Singapore Stock Exchange. He is also a Director of Kinergy Corporation Ltd., a Singapore incorporated company listed on The Stock Exchange of Hong Kong Limited.



## Prof Robert Pho Wan Heng

### Board Member

*Appointed on 1 March 2013*

### Audit Committee Member

*Appointed on 25 June 2013*

*Emeritus Professor, National University of Singapore*

*Emeritus Consultant, National University Hospital*

Prof Pho is the Father of Hand Surgery and Reconstructive Microsurgery in Singapore and founding Chief of the Department of Hand and Reconstructive Microsurgery at NUH. He is actively involved in training at all levels and serves as an inspiring mentor to many consultant surgeons. World renowned for his surgery and research, Prof Pho is a much sought-after speaker at many international meetings. For his immense contributions to teaching, research and clinical medicine, Prof Pho was awarded the title of Emeritus Professor by NUS, the first surgeon in Singapore to receive this honour. He was also awarded the Lifetime Achievement Award by the National Healthcare Group for his clinical work.

## Mrs Arfat Selvam

### Board Member

*Appointed on 1 March 2013*

*Managing Director, Duane Morris & Selvam LLP and Selvam LLC*



With over 40 years in legal practice as one of Singapore's top corporate finance lawyers, Mrs Selvam has been closely involved in the legal changes driving the legal financial services sectors in Singapore. Mrs Selvam serves the community through her participation as Director of JurongHealth Fund, a Board Trustee of Rahmatan Lil Alamin Foundation Ltd., Director of Hope Villages Fund Pte. Ltd., President of the Muslim Financial Planning Association, and as Board Member of the Law Society of Singapore Pro Bono Services (the charity arm of The Law Society of Singapore).



## Mr Timothy Teo Lai Wah

### Board Member

*Appointed on 4 December 2014*

### Audit Committee Member

*Appointed on 21 June 2016*

*Chairman, St Luke's ElderCare*

Mr Teo has led an illustrious career in risk management, foreign exchange, money market, gold and commodities management in various top investment banks and organisations such as JP Morgan and the Government of Singapore Investment Corporation, both locally and overseas. During his tenure in the Boards of Singapore Land Authority, National Library Board and St Luke's Hospital, he also held concurrent appointments as Chairman or Member of their Investment, Finance or Audit Committees. Mr Teo currently sits on the Boards of GuocoLand Limited and GL Limited.

# Board of Directors

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

- The Chairman and members of the Board of Directors are nominated by NUHSG and approved by the Board of Directors. No staff sits on the Board.
- Incoming Board Members receive an induction on the Terms of Reference for the Board of Directors which includes the duties as a Board Member and how to discharge those duties. An introduction to JHF, its work and governance policies is also conducted for new Board Members as part of an orientation programme.
- An annual Board Evaluation Survey is carried out to assess the Board's performance and effectiveness, and the sixth Board evaluation exercise was carried out in April 2019 for FY2018.

## ***Roles and Responsibilities of the Board***

- The Board provides oversight on the strategic directions of JHF.
- The Board ensures that JHF stays true to its charitable purposes and that programmes funded meet JHF's objectives.
- The Board ensures that the funds and the assets of JHF are properly accounted for and safeguarded.

## ***Matters Requiring Board Approval***

- The Board awards grants for programmes aligned to JHF's objectives.
- The Board approves JHF's policies, annual budgets, investments, authorised signatories for bank and investment accounts, and approval authority for expenses and payment.
- The Board approves the Audited Financial Statements, Annual Report and Governance Evaluation Checklist for submission to the Commissioner of Charities.

## ***Oversee of Finances***

- Chairman oversees the finances, supported by the Finance team of NTFGH.
- In accordance with the Code of Governance for Charities and IPCs, the maximum term limit for the Treasurer (or equivalent) is four consecutive years.

## ***Remuneration***

- In accordance to the Constitution of JHF, the Board Members do not receive any remuneration for their Board services.

## COMMITTEE

The Board is assisted by an Audit Committee which comprises four Board Members.

### *Audit Committee's Terms of Reference*

- The Audit Committee reviews the adequacy of JHF's internal control system with JHF's internal and external auditors.
- The Audit Committee approves internal audit projects of JHF by MOHH Group Internal Audit, reviews the internal audit reports and in turn reports to the Board.
- The Audit Committee reviews with the external auditors their audit scope, the impact of any new or proposed changes in accounting principles or regulatory requirements, the auditors' report and the financial statements of JHF.
- The Audit Committee provides oversight on the adequacy of risk management, regulatory compliance and whistle-blower guidelines. It reports any financial irregularities and concerns to the Board.

## BOARD AND COMMITTEE MEETINGS

There were three Board meetings and three Audit Committee meetings in FY2018. Attendance at the meetings by the Board of Directors is shown in the table below.

Name of Director	Number of Board Meetings Attended	Number of Audit Committee Meetings Attended
Prof Lim Pin (Chairman)	3 out of 3	-
Mrs Dorothy Chan	2 out of 3	-
Mr Chua Song Khim	1 out of 3	-
Mr Foo Hee Jug	3 out of 3	2 out of 3
Mr Deric Liang Shih Tyh	2 out of 3	-
Mr Lim Joo Boon	2 out of 3	-
A/Prof Lim Swee Hia	2 out of 3	-
Mr Ng Tiak Soon	3 out of 3	3 out of 3
Prof Robert Pho Wan Heng	2 out of 3	3 out of 3
Mrs Arfat Selvam	2 out of 3	-
Mr Timothy Teo Lai Wah	3 out of 3	2 out of 3

# Executive Management

The Management team of JHF comprises the Key Officer and the Company Secretary.

## Ms Gisele Lin Jun Mei

### Key Officer

*Appointed on 23 March 2017*

Ms Lin was previously with the Ministry of Culture, Community and Youth's National Youth Council, heading the Grant Management Department in charged of the \$100m National Youth Fund and other grant schemes under the National Youth Council. She was formerly from the banking industry before managing and administering funding to industry partners and training providers under the Employment and Employability Institute of the National Trades Union Congress.

## Ms April Jacqueline Loh

### Company Secretary

*Appointed on 22 March 2019*

### Deputy Group General Counsel, NUHS

Ms Loh, Deputy Group General Counsel, NUHS was formerly the Principal Legal Counsel for JurongHealth Campus. She assists in leading the Legal Office to provide legal support to the NUHS Board, Executive Group, Corporate Office and all NUHS entities including JurongHealth Fund. Jacqueline has more than 14 years of legal counsel experience in the public healthcare setting. She started her career with SingHealth before joining JurongHealth in 2010 to set up the legal support services to her present team providing the complete range of legal and corporate secretarial services at JurongHealth Campus.

## Organisation Structure

- The Key Officer reports functionally to Chairman of the Board of Directors, and administratively to CEO, NTFGH.
- The Key Officer is responsible for JHF's key activities of receipt of donations, grant management, claim reimbursement, and reserves and investment management.
- The Key Officer is also responsible for compliance with the Personal Data Protection Act (PDPA) as its Data Protection Officer, and JHF's risk management as Chief Risk Officer.
- The Key Officer is supported by NTFGH Finance, JurongHealth Campus Communications, Risk Management and Data Protection Office, and NUHS Legal Office and Board Secretariat.

## 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.
- Staff remuneration is determined by the JHF-adopted NUHS Human Resource policies and procedures on compensation and benefits.
- In FY2018, only one JHF staff, the Key Officer, received an annual remuneration of more than \$100,000. The Company Secretary is a staff of NUHS supporting JHF, and is not a staff of JHF.
- The Key Officer received in FY2018 an annual remuneration in the band of \$100,000 to \$200,000, and does not serve as a governing Board Member of JHF.
- There is no paid staff, being a close member of the family belonging to the Executive Head or a governing Board Member of JHF, who has received remuneration exceeding \$50,000 during the financial year.

# Governance

As an Institution of a Public Character, JHF is committed to maintaining high standards of governance so as to preserve the trust and confidence of its donors, beneficiaries and stakeholders. It has put in place policies and procedures, and where appropriate has adopted NUHS policies. Its policies and procedures are regularly reviewed to ensure that they stay relevant and up-to-date.

JHF neither makes loans nor donations to external parties.

## 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 grant-funding priorities which are the five objectives that funds are allocated to, eligibility for funding, application and approval process, and authorisation for approval of grants and grant variations.
- The policy also covers monitoring and reporting of grants and funded programmes, as well as the submission of expenses and reimbursement.

## Managing Fundraising, Donations and Receipts Policy

- The Managing Fundraising, Donations and Receipts Policy provides guidelines for JHF to adopt charity best practices and engage the donor community in a professional and accountable fashion, so as to instil a high level of public confidence.
- The policy covers fundraising, donor and donation management including issuance of tax deductible receipts, and proper accounting of funds from donations.

## Reserves Policy

- The Reserves Policy provides clarity on the management of cash holdings and ensure adequate reserves to sustain the operations of JHF.
- The policy covers the segmentation of funds into

operating cash to cover projected expenses, and short to mid-term investment in fixed deposits for funds earmarked for up to three years for approved programmes.

- For funds needed in the longer term of more than three years and residual surplus funds, they are to be invested in the MOHH Common Investment Programme comprising two unit trust funds.
  - The investment in the unit trusts of MOHH Common Investment Programme has to be approved by the Board.
  - The guiding principles for the unit trusts of MOHH Common Investment Programme are wealth preservation instead of profit maximisation, and risk management has the highest priority.

*For information on the level and purpose of reserves and restricted funds, when the restricted funds are likely to be used and the reserves ratio, please refer to Financial Highlights on page 34-35.*

## Conflict of Interest Policy

- The Conflict of Interest Policy serves to protect JHF's interests by providing guidelines to identify, disclose and resolve actual, perceived, or potential conflicts of interest.
- Board Members and staff must declare to the Board of Directors any actual, perceived or potential conflict of interest as soon as it is known.
- On an annual basis, members of the Board of Directors and key staff are required to sign the Conflict of Interest Disclosure

Statement that they agree to comply with the Conflict of Interest Policy and disclose any relationships, positions, or circumstances in which they are involved that could contribute to a conflict of interest.

- For Board Members' conflicts of interest, the Board Member should neither participate in the discussion nor vote on the transaction.

## NUHS Human Resource, Procurement, Personal Data Protection and Whistle-Blowing 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.
- The NUHS Personal Data Protection Policy sets out the obligations under the PDPA, and the processes for compliance to the Do Not Call and Data Protection provisions of the PDPA.
- The NUHS Whistle-Blowing Policy covers the whistle-blowing channels, confidentiality and protection of whistle-blowers, the investigation process and reporting.

# Programmes and Initiatives

## Activities in FY2018

JHF had funded 11 programmes of JurongHealth Campus in FY2018, across JHF's five objectives of helping Needy Patients, improving Community Care, supporting Education, funding Pilot Projects and supporting Research.

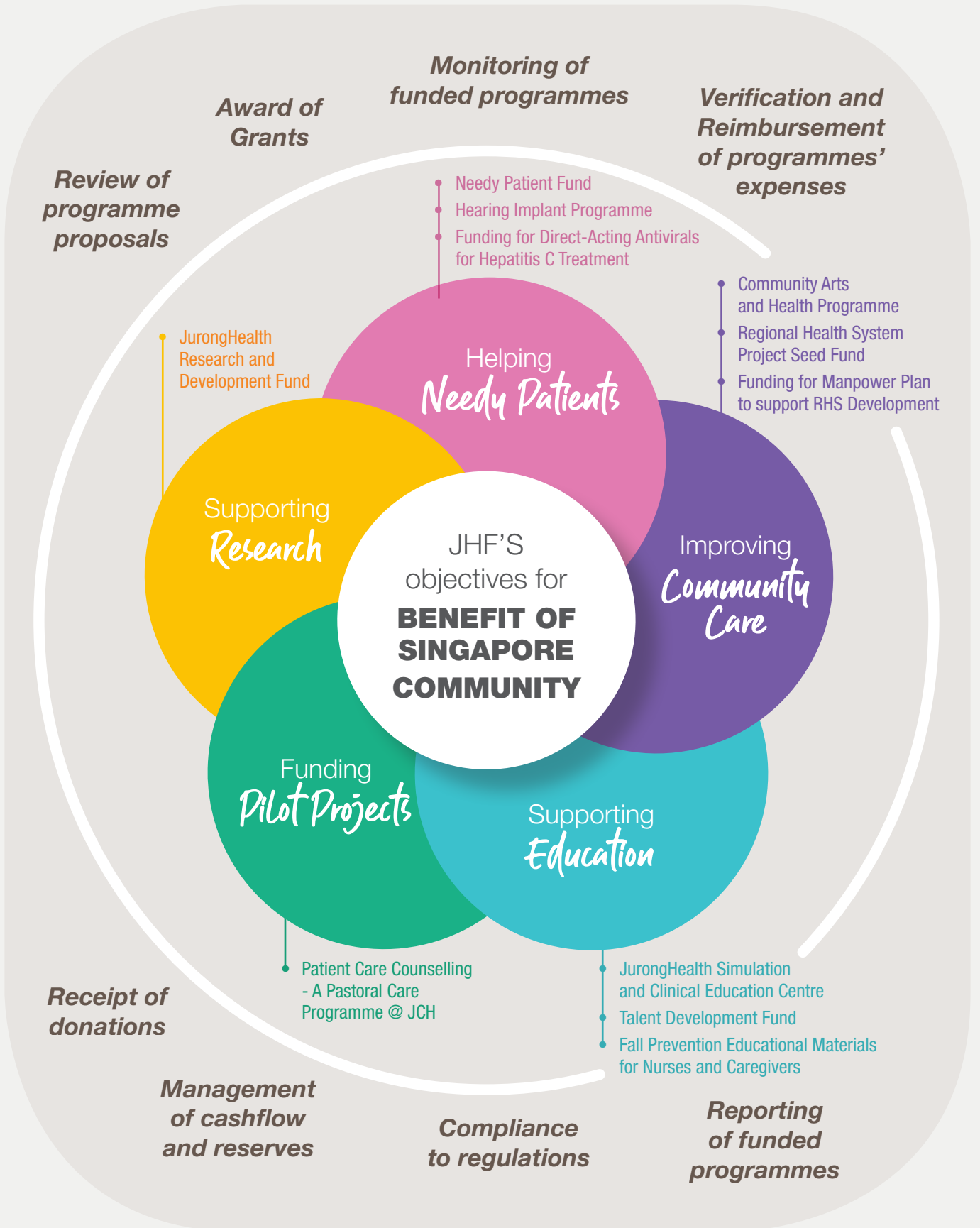
JHF had also launched its first signature programme, the J.Walkers, a mall-walking programme for patients and residents to keep active, in FY2018.

JHF did not conduct any fundraising activities in FY2018.





# JHF's Activities



# Needy Patients



# Needy Patient Fund

The Needy Patient Fund, set up to help needy patients access services and procure devices that complement treatment at the hospital, enabling them to better manage their health in the community and remain well at home, had assisted a total of 308 patients in FY2018, an increase of 25% from FY2017. Assistance provided to needy patients included transport to and from their medical appointments at the hospital, which is important in helping them manage their conditions well, as well as podiatric consumables for needy patients to receive proper foot care to expedite wound healing and prevent amputation. Needy patients were also assisted with respiratory devices at home hence their stay at the hospital could be shortened and readmission to the hospital reduced.

assisted  
**308**  
patients

## **Independent living for basker**

*A 52-year-old man who is divorced with no children lives in a rented one-room flat with a flatmate. As he nurses multiple medical conditions and has been certified unfit for work, he depends on ElderShield monies received for his daily upkeep. Despite his disabilities and being reliant on a wheelchair for mobility, he does some basking to supplement his ElderShield monies. In view of his financial situation, he is reimbursed each time he travels to the hospital to attend his medical appointments. Extending financial assistance on transport enables him to attend his medical appointments and adhere to the treatment regimens prescribed. In so doing, he is able to live independently in the community.*

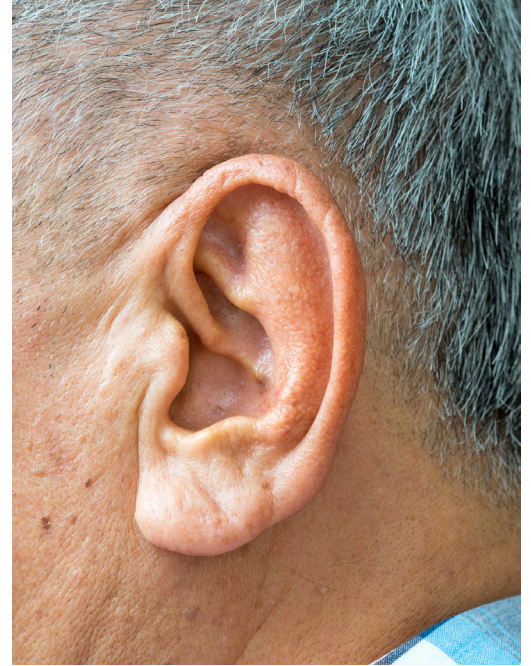


Oxygen concentrator

# Needy Patients

## Hearing Implant Programme

The Hearing Implant Programme supports needy patients in regaining their hearing and improving their quality of life. In FY2018, three patients were assisted by the programme for their hearing implants, an increase of 50% from FY2017.



### **Regaining her independence**

A 57-year-old lady who works as a cleaner has had complete hearing loss in her left ear following surgery 30 years ago and also has right-sided hearing loss. She was unable to wear her hearing aid on the right side due to recurrent discharge from her ear. Unable to communicate with people, she became very dependent on her sister to go out with her. She had to strain to hear her loved ones and did not speak to anyone at work. She received a bone conduction implant supported under the Hearing Implant Programme. Since then, her quality of life has improved in many areas. She has become much more independent and is able to go out and about without her sister accompanying her. She no longer has to focus on listening and can engage in conversations.

### **Hear and tell**

A 65-year-old man who works as an inspector in oil and gas has had hearing loss since undergoing an ear operation and was unable to wear a hearing aid successfully. He was frustrated by his constant struggle to hear family, friends and colleagues. After receiving a bone conduction implant supported under the Hearing Implant Programme, he is now able to hear very clearly with the implant and is very happy with his hearing. He is frequently asked about the device on his head and is very proud to explain to enquirers what it is and how it helps him.

### **In tune with life again**

A 67-year-old man experienced gradually progressive deterioration in his hearing in both ears over many years. He said he was not enjoying life due to his hearing loss. He found it very difficult to communicate with his wife; both of them had become very frustrated that she had to repeat what she said all the time and their communication had been reduced to the bare minimum. He previously loved listening to music but had become unable to do so due to the severe distortion. With support from the Hearing Implant Programme, he received a cochlear implant. He is still in the early stages of rehabilitation but has already noticed a vast improvement in his quality of life and ability to communicate with loved ones. Recently he started listening to the Bee Gees again and is working hard at his rehabilitation to enable him to enjoy music like he used to.

## Funding for Direct-Acting Antivirals for Hepatitis C Treatment

The Funding for Direct-Acting Antivirals for Hepatitis C Treatment offers needy patients the ability to access the prohibitively expensive new oral medications, the Direct-Acting Antivirals, that has revolutionised the treatment landscape of chronic hepatitis C virus infection. In the past, treatment would require a combination of injection and oral medication over six to 12 months with cure rates of 40-80% accompanied by significant side effects. The Direct-Acting Antivirals has shortened the treatment duration to three months with significantly higher cure rates of 90-100% and is relatively free of side effects. In FY2018, 13 patients with hepatitis C virus infection benefitted under this programme and received the Direct-Acting Antivirals treatment. All 13 patients completed treatment and 11 patients were tested and achieved treatment success defined as undetectable hepatitis C viral load at three months after treatment completion which is considered a cure from the infection.



higher cure rates of  
**90-100%**

# Community Care



FIRE FIGHTING ACCESS  
DO NOT OBSTRUCT



# Community Arts and Health Programme

The Community Arts and Health Programme helps to integrate creativity into healthcare settings to provide a healing, soothing and supportive environment—for patients, families, and their loved ones as well as staff—where the inherent healing qualities of the arts have proven to improve health and well-being. Harnessing the collective creativity of local visual artists, musicians and communities in the western region of Singapore, the Community Arts and Health Programme which encompasses four main components—Community Visual Arts, Performing Arts, Art and Music-on-the-Move, and Creative Art and Music Therapies—connects and builds partnerships to foster a healthy and caring community. As part of the Community Visual Arts initiative, over 450 original artworks were co-created by local artists and communities and are on display at JurongHealth Campus.

*benefitted close to*  
**10,000**  
*patients, caregivers,  
 staff and visitors*



FY2018 saw the Community Arts and Health Programme benefitting close to 10,000 patients, caregivers, staff and visitors through the weekly Art and Music-on-the-Move programmes, Creative Art and Music Therapies for patients with dementia, monthly concerts as well as completion of four community art projects which culminated in the week-long annual Arts&Health Festival, packed with community and patient-based exhibitions, activities and performances. This was made possible with the help of volunteers, students, seniors and residents from educational institutions, voluntary welfare organisations and grassroots organisations who contributed their artistic talent and time to bring uplifting music, performances and engaging arts and crafts activities that benefitted patients.

# Community Care

## Regional Health System Project Seed Fund

**17**  
*patients received  
training and  
assistance*

The Regional Health System (RHS) Project Seed Fund provided seed funding for programmes that test new models to shift care from the hospital to the community and build capabilities in community care. In FY2018, the third and fourth runs of the seed funded Diabetes Reinforcement, Empowerment And Motivation Programme saw 17 patients receive training and assistance in managing their health conditions. The patients completed a workshop on diabetes self-management and were each assigned a case manager who followed up with them over the course of the six-month programme and at 12 months post-programme. Another 17 patients were supported under the seed funded Care in the Community Programme with subsidised medications to enable them to continue the arrangement of seeing a general practitioner close to their homes, instead of going to the hospital. This programme has enabled the patients to be taken care of by general practitioners in the community, with the support of specialists and case managers from NTFGH. The programme ended in December 2018 and the patients were transferred to the Ministry of Health's Outpatient to Community Programme.





# Funding for Manpower Plan to support RHS Development

The Funding for Manpower Plan to support RHS Development supports the manpower cost of a core team of staff at JurongHealth Campus to develop initiatives for the NUHS RHS in collaboration with general practitioners, family medicine clinics, nursing homes and other community partners to provide integrated care to the community. A population-based preventative and management plan for adults and seniors was developed by the team for Bukit Batok residents in FY2018. The pilot initiative aims to keep the selected population healthy and delay the onset of disease and frailty through early identification of chronic diseases and provision of a suite of evidence-based preventative health services and interventions. To achieve this, opportunistic chronic disease screening was offered to residents and evaluated, and plans were developed to roll out other components of the prescriptive plan such as cancer screening and functional screening.

*community events  
and programmes  
reached out to about*

# 4,000

*members of the public*



In FY2018 the team also contributed to various community events and programmes, totalling 26 talks, two public forums, six health fairs and two support groups, reaching out to about 4,000 members of the public. Notable initiatives included the Monthly LIFE Hub Talks which were targeted at the general public, patients and caregivers, and delivered by allied health professionals and clinicians in their specific expert domains, with the aim to provide clinical and experiential knowledge in health-care and caregiving.

Besides medical care, social care is also an important aspect of community care. The team developed the Befrienders Programme to support patients who require short-term befriending services after their discharge from hospital. A total of 24 Friends of JurongHealth Campus volunteers were trained as befrienders in FY2018 and with the support of these befrienders, 30 patients benefitted. The team also piloted an inter-generational health programme which brought together pre-school children and the elderly in the community over a series of sessions to participate in interactive activities educating them on heart health. The social connections made with young children brought joy to the elderly and helped curb feelings of isolation and loneliness, reducing risks of depression. A total of 59 elderly and pre-school children participated in the sessions in FY2018.

# Education



## JurongHealth Simulation and Clinical Education Centre

The JurongHealth Simulation and Clinical Education Centre was built with a grant of over \$5m from JHF to house facilities and equipment for simulation-based, life support and surgical skills training. The JurongHealth Simulation and Clinical Education Centre aims to deliver training to improve teamwork and decision-making in patient care, and to enhance safety standards. Since opening in April 2016 to the end of JHF's funding in October 2018 with the completion of the centre, a total of 8,018 participants had benefitted of which 2,579 were trained in FY2018. With the centre fully equipped, the JurongHealth Simulation and Clinical Education Centre will further support training for doctors, nurses, and allied health professionals for the delivery of safe and effective care to patients.



The Talent Development Fund aims to build a continuous talent pipeline of healthcare professionals for the long term capability of JurongHealth Campus, through pre-service scholarships and sponsorships, and formal qualifications for staff to enhance clinical quality, patient safety, risk management and patient-communication skills, and to support leadership development. In FY2018, a total of 586 students and JurongHealth Campus staff benefitted from the Talent Development Fund. They were sponsored to pursue formal qualifications or professional development at local and overseas educational institutions and conferences. With the knowledge and skills gained, staff were able to stay relevant and updated in their clinical skills and keep themselves abreast of higher quality assurance and clinical governance standards, and strengthen their patient communication and leadership competencies.

## Talent Development Fund

## Fall Prevention Educational Materials for Nurses and Caregivers

The Fall Prevention Educational Materials for Nurses and Caregivers was an initiative in FY2018 by the JurongHealth Campus Falls Safety Sub-Committee, under the Patient Safety Committee, which oversees, develops and implements inpatient and outpatient fall prevention initiatives. Under the initiative, a video for nursing education and another for caregivers on fall prevention, that is currently being played on 53 public-facing digital screens across JurongHealth Campus, were developed, and 59 falls posters were installed in NTFGH and JCH wards to increase caregivers' and the public's awareness on fall prevention. The fall prevention educational materials have helped to strengthen nursing capability and confidence in handling common high fall risk situations by the bedside and in the toilet, and promoted fall safety awareness amongst caregivers in the wards and fostered a sense of shared responsibility for patient's safety and well-being.

# Pilot Projects



# Patient Care Counselling - A Pastoral Care Programme @ JCH

The Patient Care Counselling programme, introduced at JCH in July 2018, complements the existing biomedical services to patients as they recuperate while undergoing rehabilitation at the community hospital. The intervention by the patient care counsellor provides psycho-emotional support that enables patients to make meaning out of their illnesses and diseases, and to better cope despite their circumstances. In FY2018, the Patient Care Counselling programme benefitted 129 patients, where patients felt listened to and were better able to focus during therapy sessions, and some patients had also found resolution to personal issues.



## **Never too old to start anew**

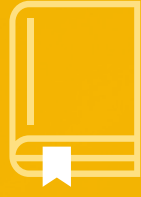
An 83-year-old man, a retired primary school teacher, suffered a fractured toe when a glass panel from a cabinet fell on his foot. Estranged from his wife who had previously taken a Personal Protection Order against him to seek protection from spousal violence, he has lived alone in a rented room for almost two decades. Despite his strained relationship with his wife, his children continued to care and support him financially. Initially when spoken to by the patient care counsellor, the man did not maintain eye contact however he articulated well of his achievements at work, spoke well of his daughter who supported him and of his son who was living in USA, but made no mention of his wife. As the patient-counsellor relationship developed, he was more willing to be engaged and had noticeably more eye contact during conversations. He also shared details of his family and eventually voiced his wish to be reconciled with his wife and to be able to move back to his matrimonial home. His wish was conveyed to his daughter who was then guided by the patient care counsellor to facilitate reconciliation between him and his wife.

benefitted

129

patients

# Research



# JurongHealth Research and Development Fund

The JurongHealth Research and Development Fund provides seed funding for research and development with the aim of contributing to knowledge and improve delivery of care in JurongHealth Campus. Of the research projects funded since the start of the fund in April 2016, five research outputs were produced in FY2018, achieving a total of 26 research outputs in terms of publications, conference presentations, improved healthcare policy formulation and improved healthcare practices.

achieved  
**26**  
research  
outputs  
since the  
start of  
the fund

For one of the funded research projects—**Early Warning Score and Critical Care Outreach**—the data from the project enabled a reduction in the number of cardiac arrests in NTFGH and improved the overall survival rate for cardiac arrests. This endeavour was recognised with a NUHS-Mochtar Riady Pinnacle Award (Team Award—Peri-Arrest Criteria for Code-Blue Activation) that was conferred at the NUHS Tribute Night 2019.

Another project—**Innovative Mobile Devices Application to Empower Users and Improve Patient Care**—had resulted in a locally developed mobile application, LabMed, that enables healthcare professionals in JurongHealth Campus to access laboratory tests related information at their fingertips, with features such as a laboratory catalogue, real-time notifications and quick guides.

The MOH Office for Healthcare Transformation's Integrated Health Promotion Division referenced the published paper of another research project—**Evaluation of Primary Prevention Programmes**—and visited NTFGH to learn about the programme in depth to develop an integrated health promotion approach and policy at the national level.



# Other Initiative - J.Walkers

The J.Walkers programme, supported by the Communications team of JurongHealth Campus, was launched on 30 March 2019 by Ms Grace Fu, Minister for Culture, Community and Youth, Mdm Rahayu Mahzam, Member of Parliament for Jurong GRC and Mr Murali Pillai, Member of Parliament for Bukit Batok, together with JHF Board Members and JurongHealth Campus Senior Management. This unique all-weather programme takes advantage of the seamless connectivity between JurongHealth Campus' hospitals and the surrounding malls to motivate patients, caregivers and residents to keep active rain or shine via a mall walk programme. 300 walkers participated at the launch.



# Future Plans

JHF will continue to support the programmes of JurongHealth Campus including in partnership with institutions of NUHS, which meet the objectives of JHF for the benefit of the Singapore community.





# Donations

In FY2018, JHF received donations totalling **\$6,497**

**A/Prof Gerald Chua** made a donation of **\$5,339**

**Mr Chen Jian Xing** made a donation of **\$1,000** for the areas of Needy Patients and Community Care.

The remaining donations were received from patients.

*We extend our thanks to all donors  
for their generosity and support*

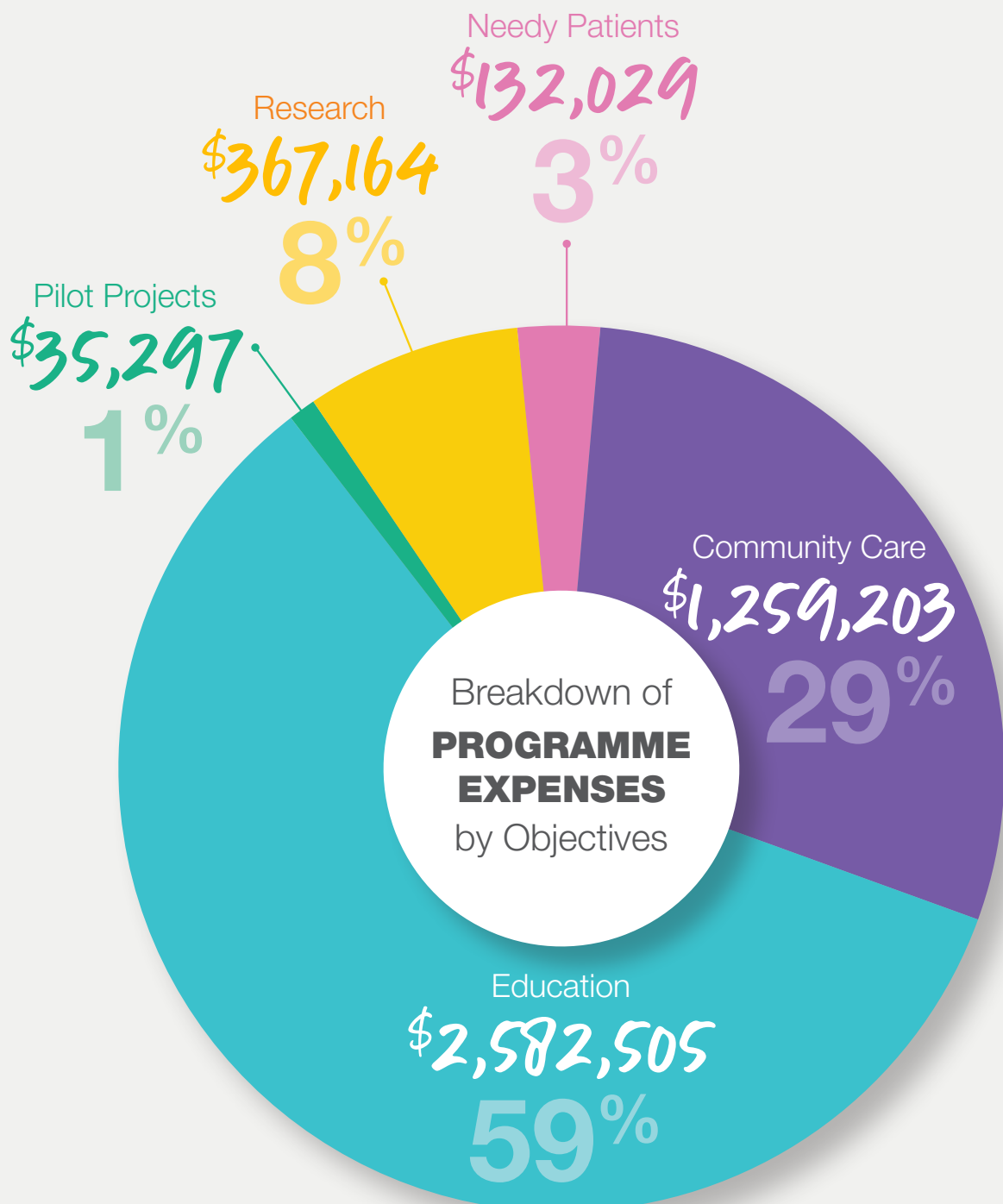


# Financial Highlights

The full set of FY2018 Audited Financial Statements can be found at [www.juronghealthfund.com.sg](http://www.juronghealthfund.com.sg) under Annual Reports.

## FINANCIAL PERFORMANCE AND MAJOR FINANCIAL TRANSACTIONS

- JHF had a total incoming resources of \$1,589,115 as at end of FY2018, derived mainly from investments. Investment income comprised fair value gains/losses on investment in unit trusts and interest income.
- Total resources expended was \$4,670,307 as at end of FY2018. Grants made accounted for the bulk of the expenditures at \$4,376,198 (94%) for reimbursement of funded programmes' expenses.



## ASSETS, COMMITMENTS, RESERVES AND RESTRICTED FUNDS

- JHF’s assets are mainly in investments of unit trust funds with a fair value of \$106,625,664 as at end of FY2018. The assets are held to optimise returns on reserves and funds to be utilised including outstanding commitments of \$29,349,082 for grants awarded to multi-year programmes yet to be paid out as at end of FY2018.
- JHF’s reserves are held for funding of programmes towards fulfilling the five objectives of helping Needy Patients, improving Community Care, supporting Education, funding Pilot Projects and supporting Research. The reserves are classified as Unrestricted Funds which are donations not specified for any use and can be used at the discretion of the Board of Directors to fund programmes and for JHF’s operating and administrative expenses.
- Restricted Funds are donations that have been specified for use towards one of JHF’s objectives.

**Total Accumulated Funds** as at 31 March 2019 (end of FY2018):

**\$121,807,356**

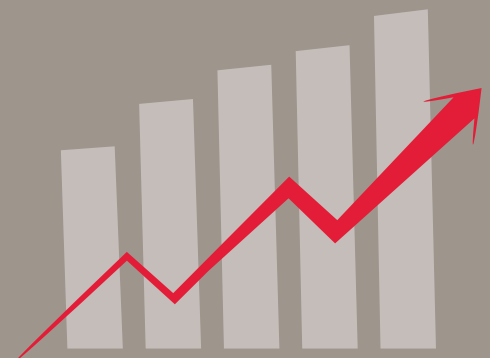
<b>Unrestricted Funds</b>	<b>\$121,421,111 (99.7%)</b>	<b>Reserves Ratio<sup>2</sup></b> <b>26.2</b>
<b>Restricted Funds<sup>1</sup></b>	<b>\$386,245 (0.3%)</b>	

<sup>1</sup> Restricted Funds comprise mainly remaining funds of \$357,936 as at end of FY2018 from donations specified for the Hearing Implant Programme, to be used by the Hearing Implant Programme from FY2019 to FY2025.

<sup>2</sup> Reserves Ratio is derived from the amount of Unrestricted Fund’s reserves as at end of FY2018 of \$121,421,111 to the total resources expanded from Unrestricted Funds in FY2018 of \$4,643,086.

## FUNDRAISING PLANS AND EXPENDITURE FOR THE FOLLOWING YEAR

- JHF plans to list on the online donation platform Giving.sg to enable interested donors to donate online. A fee of 3% of the donation amount plus the prevailing Goods and Services Tax will be incurred for donations received through the platform.
- JHF also plans to ride on JurongHealth Campus’ Good Neighbour Day and other campaigns including joint institutional campaigns to create awareness among staff and the general public. Expenses that will be incurred include design fees and tokens of appreciation for donors.



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