



ANNUAL REPORT

*Celebrating
Ten Years of
Making a
Difference*

FINANCIAL YEAR ENDED
31 MARCH 2021

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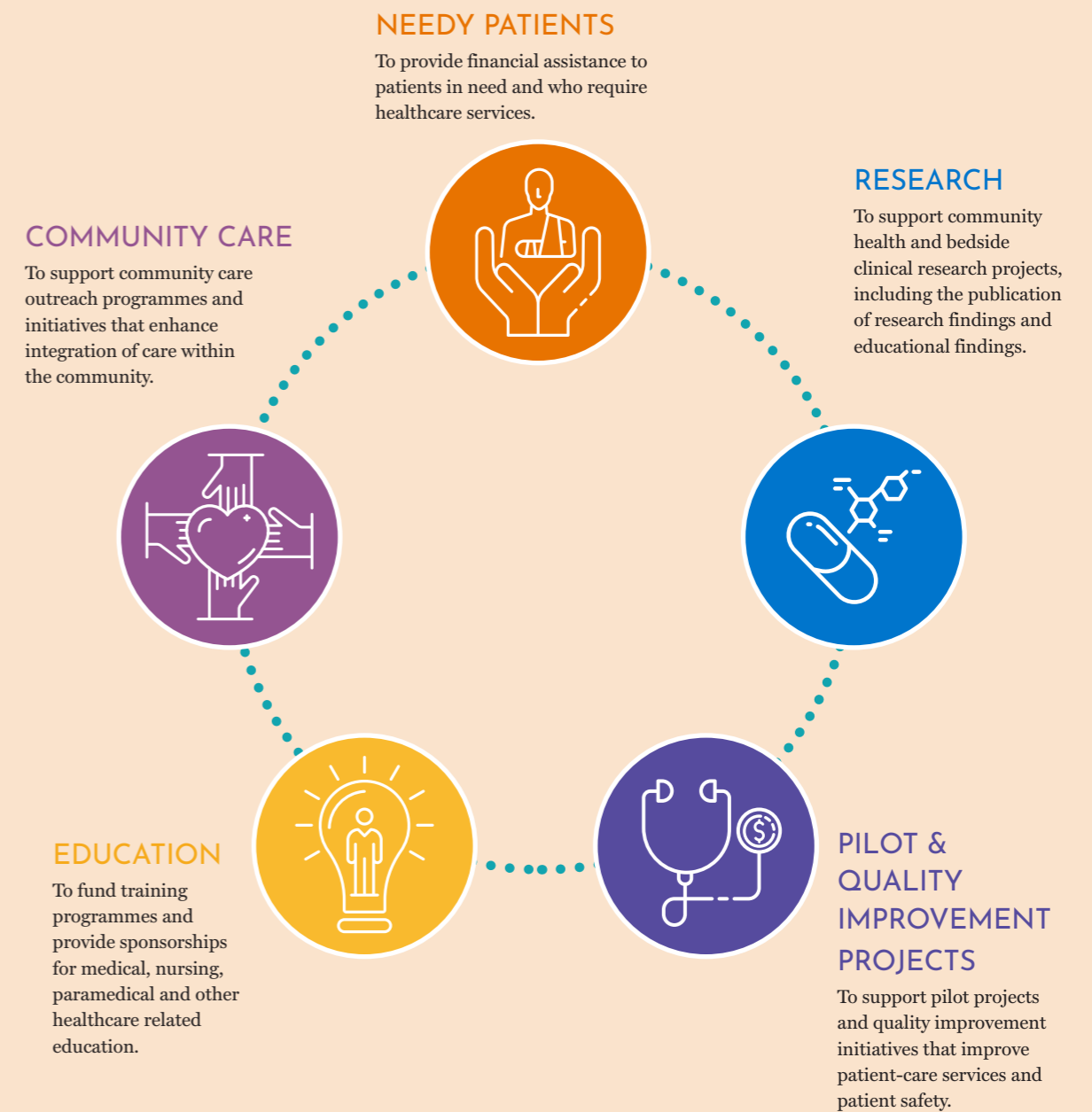
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About Us

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

JHF'S OBJECTIVES ARE TO SUPPORT:



JHF ALIGNS WITH THE VISION, MISSION AND CORE VALUES OF NATIONAL UNIVERSITY HEALTH SYSTEM (NUHS):

**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.

**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

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.

Compassion

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

Integrity

We do the right thing, always.

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.

VISION

MISSION

CORE
VALUES

*Overview
of JHF*

JurongHealth Fund (JHF) 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. JHF's current IPC status is from 1 September 2021 to 31 August 2024.

Governing Instrument

CONSTITUTION

Unique Entity Number (UEN)

201118604G

Registered Address

1 JURONG EAST STREET 21,
SINGAPORE 609606

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

Investment Managers

FULLERTON FUND
MANAGEMENT COMPANY LTD
UOB ASSET MANAGEMENT LTD

Lawyers

NUHS LEGAL OFFICE

CELEBRATING 10 YEARS OF MAKING A DIFFERENCE

2021 marks 10 years since the establishment of JurongHealth Fund (JHF). As we look back at a decade of making a difference to patients and the community, we are grateful for the tremendous philanthropic support that has enabled us to create such a positive impact to better the lives of patients, bring health to the community, build healthcare capabilities to provide quality care and transform care through innovations. Over the years, the 45 programmes funded by JHF have transformed the health and well-being of almost 100,000 patients, residents and partners in the community.

BETTER LIVES OF PATIENTS

From easing the financial burdens of needy patients, to empowering patients with chronic diseases to better self-manage their health, JHF has always prioritised its focus to fund programmes that improve the lives of patients. The number of patients who have benefitted from JHF has increased cumulatively over the years, from 64 in 2012 to over 7,000 in 2020. In recent years, the hospitals have seen an increase in the number of patients who needed help to cope with their medical expenses. JHF has since provided over 2,000 needy patients and their families with over \$900,000 in financial assistance that enabled them to access the care they need, continue their treatment and focus on recovery so that they can be reintegrated to the community. Other patients benefitted from integrated

*Message from
Chairman*

care pathways and innovative pilot programmes, to help them better manage their medical conditions and improve mental health and overall quality of life.

BRING HEALTH TO THE COMMUNITY

Enhancing the health of the community in the west is also a long-standing priority of JHF. Leveraging on the efforts of the Community Operations Department, the National University Health System Regional Health System and our many supportive social care and General Practitioner partners, JHF has played a key role in enabling care in the community. JHF has been funding holistic care programmes such as Live Well Get Well, which is designed to promote health and prevent diseases through education, care coordination and vaccinations for residents, especially seniors living in the west. Our community care programmes and various outreach initiatives have benefitted over 75,000 residents in the west. Through all these efforts and partnerships forged over the years, JHF has and will continue to enable our community and residents including those in nursing homes to remain healthy and safe.

BUILDING HEALTHCARE PROFESSIONALS CAPABILITIES

Growing the capability of our healthcare workers is crucial for them to respond to ever-evolving healthcare needs. JHF is committed to developing our healthcare professionals and has enabled a record number of over 17,000 staff to undertake training and education opportunities overseas and locally. The JurongHealth Simulation and Clinical Education Centre multi-disciplinary facility built with funding from JHF has equipped over 8,000 healthcare professionals with clinical and critical life-saving skills to better care for patients and to remain agile in this highly dynamic healthcare environment. JHF's commitment of \$19 million in staff development, scholarships and continuous education has made an enormous difference in the quality of nurses, doctors and allied health training, which has enhanced the safety and care of patients.

*Celebrating Ten Years
of Making a Difference*

STAYING RESILIENT AND CONTRIBUTING TO THE ONGOING FIGHT AGAINST COVID-19

The past year had been a challenging yet fulfilling year for JHF as we contributed on various fronts to support national efforts to combat the COVID-19 pandemic. A fundraising campaign was organised to support and appreciate healthcare workers tirelessly battling COVID-19 at the height of the pandemic. With generous donations from the public, staff and corporations, we were able to raise over \$120,000, which had also gone towards vaccinations and supplies for migrant workers and patients affected by COVID-19. We are heartened that despite the COVID-19 pandemic disruption, we are still able to continue our programmes, staying true to our mission to support and benefit the Singapore community, and keep our patients and vulnerable groups safe. These programmes included providing financial assistance to help needy patients, keeping the community healthy through the various outreach initiatives, and working with the Agency for Integrated Care to extend training to all nursing homes in the western region to protect their vulnerable residents. I am pleased to report that six new programmes were awarded under Community Care, Pilot and Quality Improvement Projects and Research. These intervention programmes and innovative research will help to bridge the gaps and transform care and patient experience.

MAXIMISING IMPACT FOR THE NEXT THREE YEARS

As we reflect on 10 years of JHF and the tremendous difference we have made to patients, their caregivers, healthcare professionals and community through the \$61 million funded programmes, we also look forward to what



we can contribute with your support in the next 10 years. The upcoming years will be exciting for JHF as the Board has approved the JHF three-year strategic plan to increase the visibility of JHF and to stretch and spread the funds to impact more beneficiaries. We are also pleased to share that JHF will commemorate its 10th anniversary this year with a series of activities such as the J. Walkers virtual campaign and a video showcasing our programmes to raise greater awareness of JHF. On behalf of the JHF Board, I thank our donors for their unwavering support and shared vision. Let us continue to strengthen and accelerate our efforts to support, promote and provide healthcare services, and advance medical education and innovations to improve patient and community care.

Prof Lim Pin
Chairman

6 July 2021

Message from Chief Executive Officer

ENTERING THE NEXT PHASE

In January 2021, I was appointed as the Chief Executive Officer of Ng Teng Fong General Hospital (NTFGH) and a board member of JurongHealth Fund (JHF). JHF was established in 2011 and its mission is to promote all medical and health-related services that are exclusively charitable and for the benefit of the community, specifically to support Needy Patients, Community Care, Education, Pilot and Quality Improvement Projects and Research. I am proud that we are able to witness many of our funded programmes that are aligned with our mission, taking shape in JurongHealth Campus and creating a positive impact to our beneficiaries, community and healthcare professionals in the long run.

CHARTING THE DIRECTIONS AND INTRODUCING NEW PROGRAMMES

FY2020 is a defining year for JHF as we charted our directions for the next three years with the launch of a strategic plan, which was approved by the JHF Board in March 2021. We are excited to embark on this plan as this will enable us to broaden and deepen the impact of JHF to benefit more patients and the community. There will be synergies across the campus to drive sustainable programmes and ensure robust governance while increasing its reach and benefitting more people. In order to build sustainability in the long run, JHF will strengthen existing strategic partnerships with funding agencies and progressively grow its individual donor base and develop a donor stewardship plan to cultivate and deepen relationships with donors.

We also continued to advance our mission and have awarded six new programmes in FY2020. Under Community Care, we have two new programmes, namely, Spine Care in the Community Programme (SpineCom) at \$786,000 and Urinary Catheter Management for Western Region Nursing Home Programme (NH Cath Care) at \$180,452. The SpineCom will develop a new model of care to right site NTFGH spine patients who do not require surgical intervention to NUHS Primary Care Network General Practitioners be co-managed by, while maintaining the patients' access to specialist spine care at subsidised rates and with shorter appointment lead time should the need arise. The NH Cath Care is another programme to support the Nursing Homes in the west. The programme plans to expand the competency of Nursing Homes nurses by upskilling them to handle catheter related issues and develop their skillsets to manage male catheterisation, to improve the quality of care in the NHs as part of care in the community under Regional Health System for the Western region of Singapore. Under quality and improvement projects, we have a new programme, "Implement American College of Surgeons, Surgical Quality Improvement Programme" at General Surgery is supported with a funding of \$1.3 million to enable surgeons to understand their clinical outcomes and improve surgical quality, streamline treatment protocols and reduce costs. Under Research, three new research projects were funded, namely, "BREAsT screening Tailored for HEr (BREATHE)" at \$3.3 million to test the feasibility and cost-effectiveness of a risk-based



breast cancer screening approach as compared to current age-based practice; "Programme Evaluation of Value Driven Outcome Projects" at \$1.6 million for incorporating patient-reported outcome measures to assess the effectiveness of value-driven project interventions; and "Effects of Implementing a Common EMR Across Primary and Acute Care Settings in Separate Institutions under NUHS" at \$165,000 on the impact of the Next Generation Electronic Medical Records implementation on the referral process, physicians' productivity and quality of care.

CELEBRATING JHF 10TH ANNIVERSARY

FY2021 marks the 10th anniversary of JHF. We will embark on a virtual celebration to showcase 10 years of contributions to improve the health of patients and the community, and to appreciate and thank our donors who have journeyed with us. We are making marvellous progress in this journey. Let us remain united in our common purpose and extend our outreach, and enable our programmes to translate into positive outcomes and benefit our patients, community and hospitals.

Dr Quek Lit Sin
Chief Executive Officer
6 July 2021

Board of Directors

JurongHealth Fund (JHF) is governed by a Board of Directors who 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 and experienced practitioners from the public, private and healthcare sectors, dedicated and passionate about transforming healthcare for the benefit of the Singapore community.

The Board is assisted by an Audit Committee which comprises three (3) Board Members.



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 appointments 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.



A/Prof Cheah Wei Keat

Board Member

Appointed on 4 August 2020

*Senior Consultant, Department of General Surgery,
Ng Teng Fong General Hospital*

A/Prof Cheah Wei Keat is a Senior Consultant, General Surgery at Ng Teng Fong General Hospital. He was previously the Head, Division of General Surgery at the National University Hospital (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 of 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.

A/Prof Cheah's main clinical and academic interest is 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, National University of Singapore.

He previously served as Chairman of Medical Board, Alexandra Hospital from 2010 to 2015 and Chairman Medical Board of Ng Teng Fong General Hospital from 2015 to 2021, and he had overseen the development of Clinical Departments to provide for safe and quality care of patients. In 2019, he received the Public Administration Medal (Silver), National Day Award.



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 has 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 member of Republic Polytechnic School of Sports, Health and Leisure's Advisory Committee. He chairs Ministry of Health's Healthcare Productivity Implementation Taskforce, and represents the Healthcare sector in the Future Economy Council (FEC) Health and Human Potential (HHP) Sub-Committee. He was the Chairman of the Agency for Integrated Care's Strategic Advisory Committee for Quality Improvement (Intermediate and Long-Term Care sector). For his many contributions to public healthcare, he received the National Day Commendation Medal, Ministry of Health's Health Leader Award and the NTUC Medal of Commendation (Gold) Award 2021.

Ms Laura Kho Min Zhi

Board Member

Appointed on 14 February 2020

Director, Finance, MOH Holdings

Ms Kho leads the Central Treasury team of MOH Holdings (MOHH), and oversees the funds and treasury investments of the MOHH Group of three public healthcare clusters of Singapore – National Healthcare Group, National University Health System and Singapore Health Services. Prior to joining MOHH, Ms Kho has worked in global banks and started her career as an auditor with the Auditor-General's Office, Singapore. Ms Kho has served as a Board Member of Changi Health Fund since 2015 and was appointed a Board Member of SingHealth Fund in December 2019, and more recently in 2020 as a member of the Boards of Alexandra Health Fund and NUHS Fund Limited.

A/Prof Lim Swee Hia

Board Member

Appointed on 1 March 2013

Past President (March 2012 to June 2020), Singapore Nurses Association

A/Prof Lim has enjoyed a distinguished career in nursing spanning 40 years. She actively shares her experience and expertise as an appointed member in many healthcare committees, including SIT and Curtin University. Instrumental in helping Singapore General Hospital obtain the Magnet Accreditation, the highest accolade for nursing excellence and leadership, she also led SingHealth Alice Lee Institute of Advanced Nursing to become the first in Asia to earn American Nurses Credentialing Center's recognition as a Continuing Nursing Education Provider. She was the President at Singapore Nurses Association from March 2012 and retired in June 2020. Her passion and relentlessness in advancing the nursing profession has won her several awards, notably the International Nursing Leadership Award in the SEA region presented by Western Australia's Department of Health, President's Award for Nurses, SARS Commendation Medal and Her World Woman of the Year.





Mr Peter Low

Board Member

Appointed on 1 January 2021

Audit Committee Member

Appointed on 1 January 2021

Partner, PricewaterhouseCooper LLP

Mr Peter Low is a partner with PricewaterhouseCooper LLP (PwC) with over 30 years of experience in the audit and advisory practice. Mr Low is the Lead Assurance Partner in the PwC Pharma and Healthcare Industry Specialist Group in Singapore. He is currently the Chairman of SUN-DAC, a non-profit Social Service Agency which serves and cares for persons with disabilities. Mr Low is a Fellow of the Institute of Singapore Chartered Accountants and an Associate of the Institute of Chartered Accountants in England & Wales.



Dr Quek Lit Sin

Board Member

Appointed on 1 January 2021

Chief Executive Officer, Ng Teng Fong General Hospital

Dr Quek obtained his membership to the Royal College of Surgeons, Edinburgh for Accident & Emergency 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, renowned for disaster planning, preparedness and response and the enhancement of emergency medical services.

As the former Head of NTFGH's ED and Co-Chair of the Emergency Preparedness Committee, he was a member of the pioneer leadership team. When planning the ED, he embedded hospital design features with infrastructural provisions which enabled NTFGH to cater to industrial, chemical mass casualty events and allowed for rapid conversion of spaces to respond to pandemic surge.

He also serves on SCDF's Medical Advisory Committee for the Ministry of Home Affairs, SAF's Emergency Medicine Medical Advisory Panel for the Ministry of Defence and the Panel of Associate Mediators, Singapore Mediation Centre, 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.

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 50 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 Law Society 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 Chairman

Appointed on 1 May 2021

Retired 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. He is also an independent director of School of the Arts and Pilgrim Asia Pte Ltd.



Executive Management

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

Ms Wendy Kwok

Key Officer

Appointed on 23 June 2021

Wendy was formerly the Assistant Director, Medical Affairs in JurongHealth Campus and the Key Lead for the portfolios of Clinical Governance, Policies and Standards. She played a key role in supporting the Chairman of the Medical Board in the creation and on-going reviews of the Medical Board strategies and the conceptualisation and implementation of clinical governance frameworks and processes. She also had management oversight in clinical policy-making to ensure that the suite of Clinical Policies adhere to Legislative and Ministry's requirements, and effectively translated to hospital practice for compliance. In addition, she was responsible for the Credentialing & Privileging of medical practitioners in Ng Teng Fong General Hospital and Jurong Community Hospital. She had also concurrently supported NUHS Clinical Projects such as the NUHS Credentialing & Privileging Project and the NUHS Clinical Policies Harmonization across various institutions in NUHS.

RELATED ENTITIES

- Alexandra Hospital (AH)
- ALPS Pte. Ltd.
- Centre for Chronic Disease Prevention & 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 (NCIS)
- National University Centre for Oral Health (NUCOHS)
- National University Health Services Group Pte. Ltd. (NUHSG)
- National University Health System Pte. Ltd. (NUHS)

Ms Jacqueline Loh

Company Secretary

Appointed on 1 April 2019

Deputy Group General Counsel, National University Health System

Ms Loh, Deputy Group General Counsel, NUHS was formerly the Principal Legal Counsel for JurongHealth Campus. She assists the Group General Counsel, NUHS in leading the Legal Office to provide legal support to the NUHS Board, Executive Group, Corporate Office and all NUHS entities including JHF. Jacqueline has more than 15 years of legal counsel experience in the public healthcare setting. She started her career in public healthcare 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. Following the merger of JurongHealth with NUHS in 2018, she and her team joined the NUHS legal team to form the present NUHS Legal Office.

- National University Heart Centre (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 & Alice Lee Centre for Nursing Studies

Through the Years

2011
AUGUST

JurongHealth Fund (JHF) was established as a grant making organisation.



2011
SEPTEMBER

Far East Organization pledged the sum of \$125 million over five years to JHF for the purpose of supporting JurongHealth Campus (JHC) in the promotion and development of health-related services that are exclusively charitable and for the benefit of the community.



2013
JUNE

SMRT Corporation Ltd (SMRT) donated \$49,000 as part of the Gift of Mobility Programme to support the transport needs of JurongHealth Campus' financially-needy patients, who require point-to-point taxi transfer services for medical treatment.

2014
JULY

SMRT donated a sum of \$500,000 to JHF for the construction of the Mobility Park at Jurong Community Hospital. Launched in 2016, the Mobility Park features life-size public transportation models to help with patients' rehabilitation.



2019
MARCH

JHF's first signature health promotion and community care programme, **J.Walkers**, was launched by Ms Grace Fu, former 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 JHC Senior Management. **300 walkers participated at the launch.**



2020
MAY-JULY

JHF started a fundraising campaign to boost our healthcare workers' support on the frontline and the migrant workers affected by COVID-19.

A total of \$121,293 was raised.



Celebrating **10** Years of Making A Difference

2021

Celebration of **JHF 10th anniversary**. Launch of **J.Walkers+** Virtual walk campaign on 10 October 2021 to raise the profile of JHF.



Contributions and Impact

10 YEARS OF MAKING A DIFFERENCE TO PATIENTS AND THE COMMUNITY

Over the past 10 years, our donors' generosity contributed to the mission of JurongHealth Fund (JHF) and funded 45 programmes that:



Build capabilities to provide quality care



Transform care through research and innovations



Better the lives of patients



Improve community health

DISBURSED

\$960,000

TO HELP OVER

2,000 

NEEDY PATIENTS WITH MEDICAL EXPENSES

ADMINISTERED OVER

1,800

VACCINATIONS IN THE COMMUNITY



SCREENED OVER

9,000

RESIDENTS IN THE COMMUNITY FOR CHRONIC DISEASES AND CANCERS



SUPPORTED

34 

RESEARCHES AND INNOVATIONS THAT IMPROVED CARE AND SAVED LIVES

RAISED

\$120,000

TO SUPPORT HEALTHCARE HEROES AND VULNERABLE PATIENTS DURING COVID-19



IMPROVED HOSPITAL EXPERIENCE OF

10,000

PATIENTS AND VISITORS WITH UPLIFTING MUSIC AND HEALING ARTS EVERY YEAR



BUILT THE SIMULATION AND CLINICAL EDUCATION CENTRE AND TRAINED OVER

8,000 

HEALTHCARE PROFESSIONALS

INVESTED

\$19mil 

TO DEVELOP STAFF TO PROVIDE HIGH-QUALITY CARE

More information at: JHCampus_JHF@nuhs.edu.sg

All numbers correct at 31 March 2021.

Highlights of FY2020

FINANCIAL STATE OF JHF

TOTAL INCOME:

\$14,345,258

Income increased by \$13,294,711 from the last financial year due to a higher investment return of income in FY2020.

TOTAL EXPENDITURE:

\$5,363,192

Expenses decreased by \$110,585 from the last financial year due to lower claims from funded programmes, and the Donation and Grant Management System had fully depreciated and/or amortised.

MAJOR FINANCIAL TRANSACTIONS:

Claims from funded programmes accounted for the bulk of the expenditure at \$4,970,857

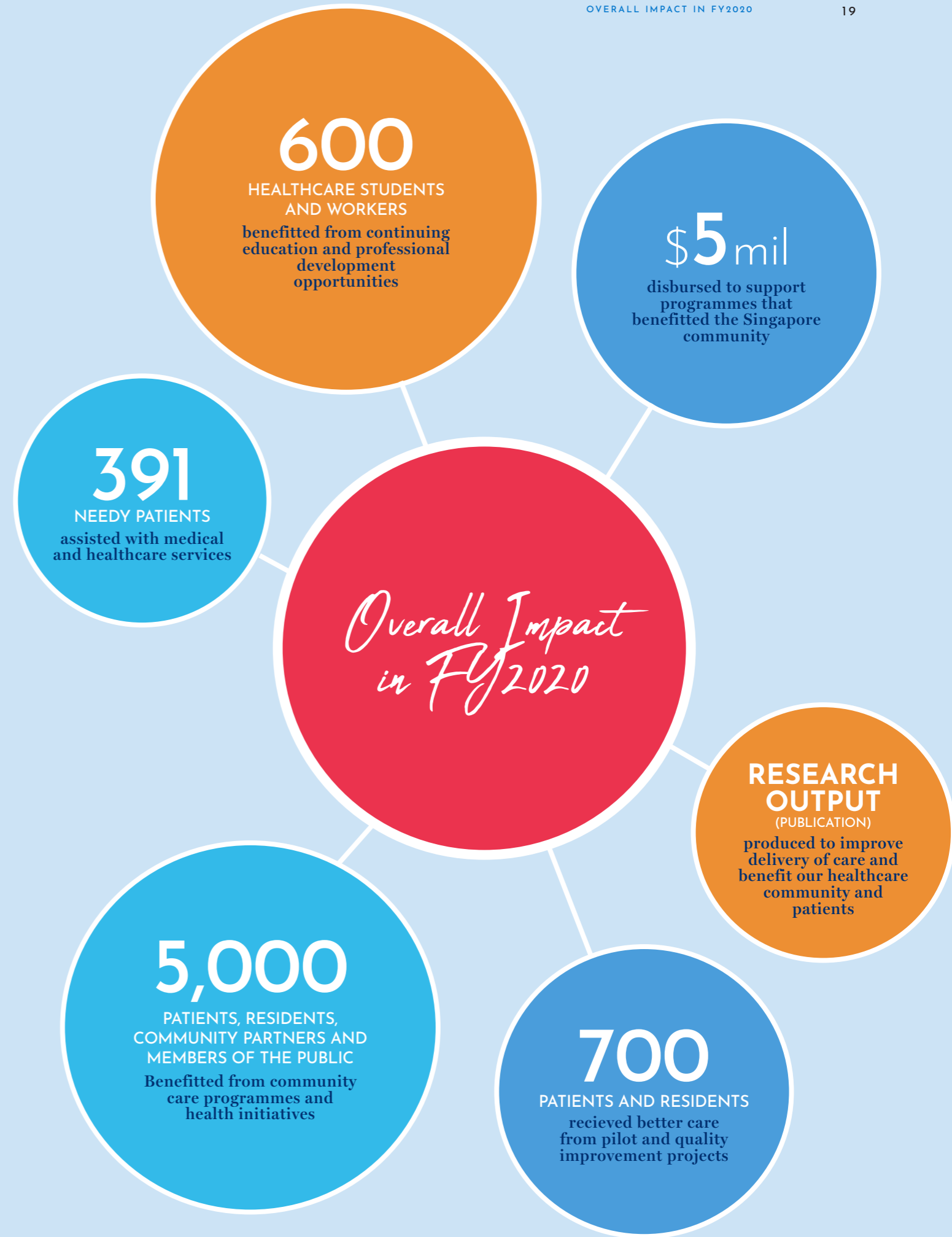
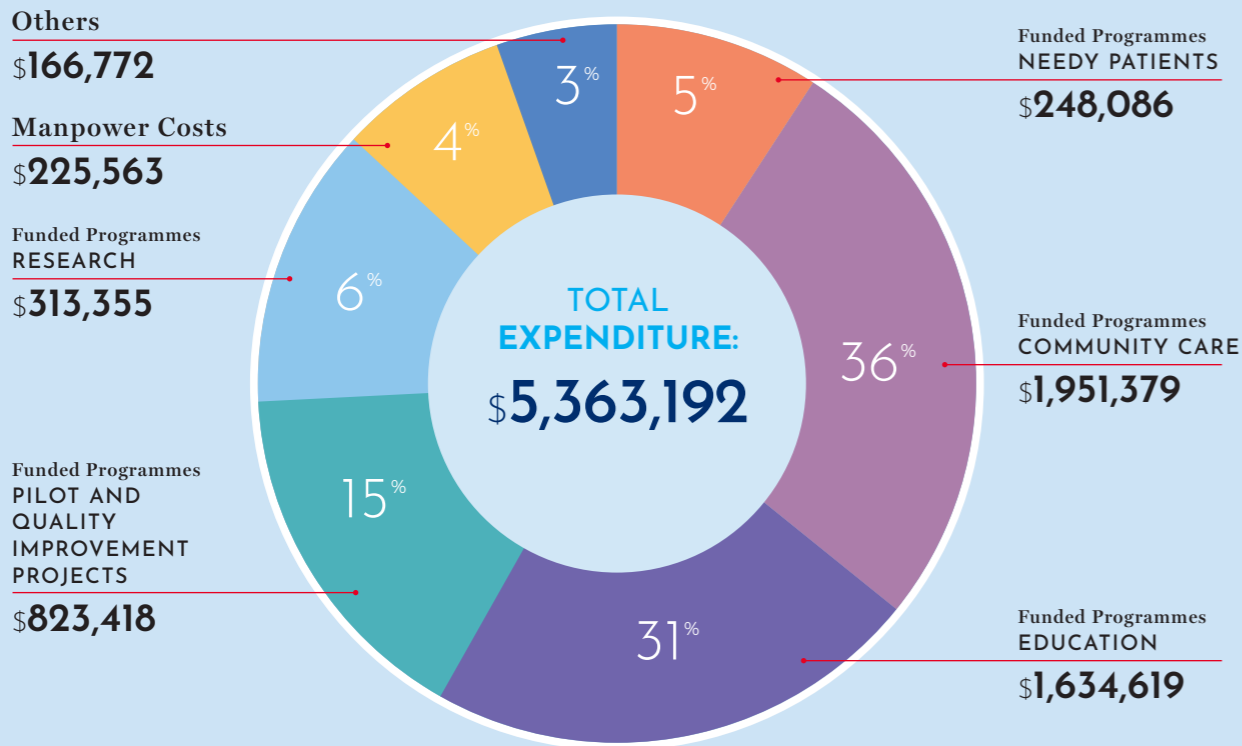
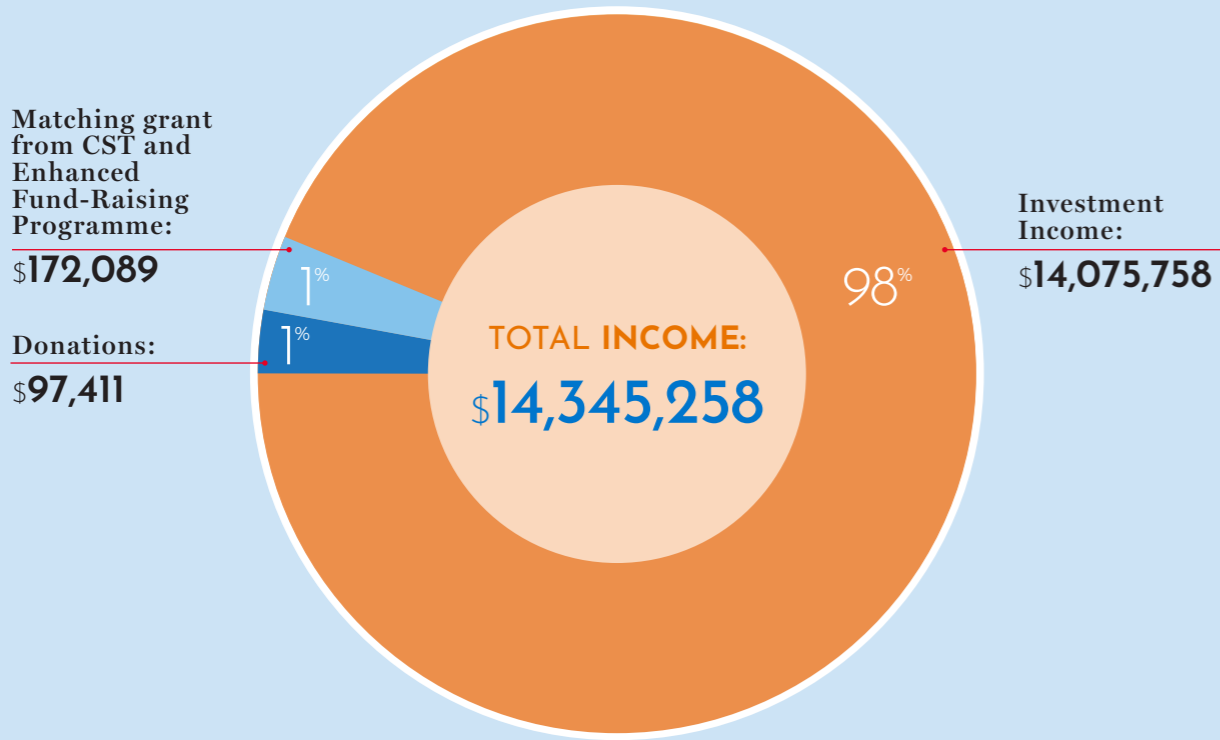
PURPOSES OF ASSETS HELD:

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

PRINCIPAL FUNDING SOURCES:

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

Summary of Financial Performance



Programmes & Activities

In FY2020, JHF funded 18 programmes which met its objectives of supporting Needy Patients, Community Care, Education, Pilot and Quality Improvement Projects and Research. Due to COVID-19, many of the programmes were disrupted. While most of the programmes resumed gradually in tandem with the easing of COVID-19 restrictions, the community care programmes remained suspended in FY2020. For example, the signature JHF community care and health promotion programme, J.Walkers, was suspended in FY2020 and will move to a virtual platform in end 2021. JHF will continue to support these programmes when restrictions are lifted.

COMPLIANCE TO REGULATIONS

GRANTS & PROGRAMMES

- Grant applications
- Review of programmes
- Approval and award of grants
- Monitoring and reporting
- Verification and reimbursement of claims
- End of grant

DONATIONS

Fundraising and receipt of donations

RESERVES

Management of cash flow and reserves

JHF'S ACTIVITIES

FOR THE BENEFIT OF THE SINGAPORE COMMUNITY

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

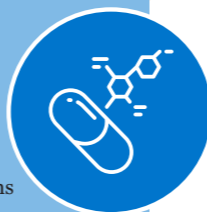


NEEDY PATIENTS

- Needy Patient Fund
- Hearing Implant Programme

RESEARCH

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



PILOT & QUALITY IMPROVEMENT PROJECTS

- Geriatric Oncology Longitudinal End to eNd (GOLDEN) Programme
- Implement American College of Surgeons, Surgical Quality Improvement Programme at General Surgery
- Immunisation Support for Nursing Homes (ISNH) Pilot Project
- Patient Care Counselling – A Pastoral Care Programme @ JCH

EDUCATION

- Talent Development Fund



COMMUNITY CARE

- Funding for Manpower Plan
- Urinary Catheter Management for Western Region Nursing Home Programme
- Infectious Diseases Community Programme (IDCP) v2.0
- Diabetes Reinforcement, Empowerment and Motivation (DREAM) Programme
- Spine Care in the Community (SpineCom) Programme
- Learn @ LIFEHub & J.Walkers
- Community Arts and Health Programme

Needy Patients



We believe that no one should be denied access to treatment because they cannot afford it. Providing financial assistance to needy patients through our various programmes makes a difference to our patients as we enable them to focus on regaining their health and not on the bills.

In FY2020, NPF provided financial assistance to

391

Patients

NEEDY PATIENTS FUND

Patients from lower income groups often worry about their medical conditions and the financial burden that arises from medical bills. The Needy Patient Fund is an ongoing programme that started in FY2012 to provide financial assistance to needy patients of Ng Teng Fong General Hospital and Jurong Community Hospital. With the assistance provided, our needy patients are able to have access to full medical and healthcare services they require to manage their health conditions independently and improve their overall well-being. Most of the assistance was given to patients who required interim private haemodialysis, respiratory devices and mobility aids.

Making a Difference to Patients who Cannot Afford Treatment

Mr Zai, 39 years old, is married with two teenagers. As the sole breadwinner for his family, he took on two jobs and neglected his health, resulting in his health deteriorating and was eventually diagnosed with kidney failure. As he needed to go on dialysis frequently, it affected his income. Through the referral from the medical social worker, he received help for haemodialysis for the interim period before he was accepted into the voluntary dialysis programme at the National Kidney Foundation. Assistance was also extended to Mr Zai's mother with multiple medical conditions to fund her diabetes consumables so she can better self-manage her chronic conditions. This has further eased the burden of Mr Zai.

Despite Mr Zai's circumstances, he remains motivated to manage his health and also found the strength to care for his mother. Mr Zai and his mother continue to encourage each other to stay healthy.

HEARING IMPLANT PROGRAMME

The Hearing Implant Programme (JHIP) was started in FY2015 to provide financial assistance for patients diagnosed with severe to profound hearing loss to access the latest hearing technologies and hearing rehabilitation. These implants not only help these patients to regain their hearing capabilities and independence but also improve their quality of life and promote active ageing.

In FY2020

6

Patients benefitted from the programme

Improving Quality of Life for Patients with Hearing Loss



Madam Lee, 49 years old, started her cochlear implant journey with JHIP in 2019. She suffered profound hearing loss in both ears in her 30s and could not hear for over 10 years. She relied mainly on lip reading and hand gestures to communicate with her family members. Her hearing loss affected her ability to live and work independently as even taking a phone call proved to be an uphill task for her. This loss of independence had a huge impact on her self-confidence and social life. In recent years, Madam Lee decided to seek help for her hearing loss so that she could return to the workforce and regain her self-independence.

Madam Lee was initially apprehensive about the benefits of cochlear implant and also the cost associated with it. With the team's assurance and encouragement and funding from JHF, Madam Lee decided to undergo cochlear implantation. Life has significantly turned around for her as she has regained her sense of hearing and ability to communicate with others through rehabilitative care. She immensely appreciates the ability to enjoy the simple joys of life, like listening to music and connecting with her family and friends on the phone. She has since rejoined the workforce.

“
Madam Lee's enthusiasm for living her life to the fullest inspires us, and it heartens us to be able to help her improve her quality of life and regain her independence in life.

”

- Hearing Implant Programme team supporting the patient

Mr Lai was diagnosed with meningitis, an infection of the membranes surrounding the brains and spinal cord. This caused him to lose his hearing in both ears completely. With support from the Hearing Implant Programme, he underwent cochlear implantation, which changed his life.

“I am thankful to be able to communicate with others once again without having to rely on written information. Although the sound of the implant is different from natural hearing, I could make out the speech after some time. Follow-up appointments with my audiologist and speech therapist helped me to get used to the new sounds and improve my speech understanding.”



Community Care



JHF has funded various programmes and outreach initiatives to enhance integration of care in the community. Through these integrated care models and health initiatives, we enable our patients and residents to have strong support for their health and well-being and continue to be cared for in the community

Extending healthcare beyond the walls of our hospitals

FUNDING FOR MANPOWER PLAN TO SUPPORT RHS DEVELOPMENT

Prevention is better than cure. With this principle in mind, screening programmes for the early detection of diseases and programmes on health management were launched as part of the strategy to extend healthcare beyond hospital walls to keep the community healthy. These programmes focus on preventive health and wellness by promoting the importance of health screening and lifestyle intervention. The Funding for Manpower Plan to support Regional Health System (RHS) Development was introduced in FY2015 to fund the manpower cost of maintaining a core team of staff at JurongHealth Campus to operationalise RHS initiatives and implement population health initiatives at the campus level and in the community.

Mr M, 78 years old, stays in a rental flat. He shared that he has not gone for chronic disease screening since 2013 as he has felt healthy all along. He was also unaware of health recommendations for individuals his age. Katherine, the Care Connector from JurongHealth Campus, recommended appropriate health screenings and vaccinations and also shared the importance of continuous follow up with the NUHS Primary Care Network doctor to keep his health in check. Through the chronic disease screening, Mr M found that he has diabetes and high cholesterol levels. Mr M is now more careful of what he eats and tries to control his diet. He also received his flu vaccination, pneumococcal vaccination and taken a screening test for colon cancer.

Bukit Batok Township - My Health Map

The team continued their efforts to implement the Bukit Batok Township – My Health Map (previously known as Prescriptive Plan) pilot initiative that uses a set of evidence-based interventions to delay onset of frailty and keep the Bukit Batok residents healthy in the community. In FY2020, the Community Operations team faced constraints in their outreach efforts due to COVID-19 and incorporated telecommunications as their primary communication mode to maintain their engagement with the participants, and provide them with various preventative health services and interventions to achieve holistic health. The team advocated My Health Map to Bukit Batok residents and connected them to beneficial community services in the community through the various small scale immersion sessions organised in partnership with their Bukit Batok community partners (Fei Yue, a new community partner; Concern and Care Society; and Tzu Chi). Besides these outreach events, the team also supported various community events and programmes, including a health event (Get well, Live Well virtual health engagement event), vaccination dialogues, telecommunication calls and home or hospital visits to impart health knowledge and keep the adult and senior population well in the community. All these efforts resulted in 76 additional residents being successfully enrolled into My Health Map.



In FY2020, RHS Manpower engage
4,186
participants in the community, and enrolled additional 76 residents in my health map to help them achieve holistic health.



Get Well, Live Well (Virtual Health Event)

The “Get Well, Live Well” virtual health engagement event organised in partnership with Bukit Batok Grassroots Organisations was successfully held on 20 March 2021. At the event, Dr Quek Lit Sin, Chief Executive Officer of Ng Teng Fong General Hospital, and Mr Murali Pillai, Member of Parliament for Bukit Batok Single Member Constituency, highlighted the Community Operation team’s ongoing efforts over the past two and a half years in keeping Bukit Batok residents healthy. The event was broadcasted live through a Zoom webinar and Facebook to allow residents to join remotely in the comfort of their homes and from Fei Yue Senior Activity Centres, Concern and Care and Tzu Chi. The programme highlights included an exercise session led by our physiotherapists and a healthy cooking demonstration featuring a recipe co-created by our dietitian. Overall, the event reached out to 1,782 participants.

RHS Manpower also joined hands with the Community Relations department in the JHC corporate social responsibility initiative, “Healthy Home, Healthy Family”. This is a staff volunteers outreach programme at a 300-unit rental block at Block 210A at Bukit Batok St 21 where a Fei Yue Senior Activity Centre is situated at the void deck. Some 40 staff volunteers and Care Connectors conducted home visits to understand the residents’ physical and mental health conditions and needs before recommending interventions and rolling out customised personalised health plans. The Get Well, Live Well event was well-received and garnered extensive media coverage.



In FY2020, RHS Manpower’s Get Well, Live Well virtual health engagement reached out to
1,782
participants and helped them stay healthy in the community.

Flu Vaccination Drive (Pilot Programme)

To increase awareness of the importance and benefits of vaccinations, the Community Operations team piloted a flu vaccination drive in Bukit Batok in October 2020. Besides providing public education on how vaccines can reduce the risk of infection, this pilot initiative aimed to reduce the number of illnesses due to vaccine-preventable influenza infections. The team partnered with Dr Stanley Peck, one of NUHS Primary Care Network doctors, to create an educational video to promote flu vaccination uptake and address common myths. The video was subsequently broadcasted on the Bukit Batok, Facebook page to reach out to residents. A total of 10 General Practitioners from the NUHS Primary Care Network in Bukit Batok were engaged for the vaccine administration and provision of follow-up post-vaccination care where required by residents.



In FY2020
184
eligible Bukit Batok residents received vaccinations under this pilot initiative

Intergenerational Health Programme

The Intergenerational Health Programme aims to encourage and empower both the elderly and young children to lead a healthy lifestyle through instilling healthy eating habits. Due to COVID-19, the Community Operations team worked with their community partners to innovate the teaching materials and delivery methods and conducted one complete run via Zoom in FY2020. Dietitians taught 38 pre-school children from My First Skool (Yung An) and 22 seniors from NTUC SilverACE (Taman Jurong) the importance of healthy eating and exercising through a series of interactive activities. The post-programme evaluation conducted for the programme showed that the seniors and children could recall learning about healthy eating through hands-on activities. The evaluation revealed that 93% of the parents agreed that the programme is useful for their child. All the parents surveyed articulated at least one piece of information their child has learned and shared with them, and at least one healthy eating habit their child encouraged them to adopt. These healthy eating habits included choosing food with a healthier choice symbol, eating more fruits, and reducing sugar and bad fat intake. The programme on-boarded two new partners (PCF Sparkletot and St Luke's Eldercare (Bukit Batok)) and kickstarted the second run in March 2021.



In FY2020, the programme benefitted
91
pre-school children and
75
seniors

Through the intergenerational health programme, children were able to bring healthy eating habits into everyday life by offering advice to avoid unhealthy food and explaining how sugar and fat affect the heart.

- Children of Intergenerational Health Programme

Enhancing capabilities of Nursing Homes in infection control and management

INFECTIOUS DISEASES COMMUNITY PROGRAMME (IDCP) V2.0

More than half of the transfers from nursing homes to acute hospitals are due to infections. The Infectious Diseases Community Programme (IDCP) v2.0 was introduced in FY2019 to partner with nursing homes to improve infection control protocol and manage infectious diseases in the community. During the COVID-19 pandemic, the IDCP v2.0 team adapted quickly to support their nursing home partners and ensure the nursing home staff continued to receive essential training to protect their vulnerable residents and be better prepared for outbreaks. The programme had on-boarded 10 non-private nursing homes in the western region of Singapore since the start of the programme. In FY2020, the team conducted tiered training and trained 289 nursing home staff in infection control through Zoom to improve the nursing homes capabilities to equip them with evidence-based infection prevention and control knowledge and practices. A number of nursing homes have feedbacked that the clinical pathways were particularly useful during the pandemic. It has helped them minimise the risk of viral transmission and keep the nursing home residents safe.

In FY2020, IDCP v2.0 provided infection control training to **289** nursing home staff in **7** nursing homes, and **6** nursing homes started utilising the clinical pathways developed by the programme.

“

The IDCP V2.0 is updated with current Infection Prevention and Control practices. This puts me in a better position to guide my team of healthcare staff in effective infection prevention and control. It also helps me implement an Infection Control dashboard to prevent and manage an outbreak.

”

- Azizah Binti Mohamed Yunos (Nursing Officer), MWS Bethany Nursing Home - Choa Chu Kang



“

I would definitely recommend this course for others to attend. Infection prevention and control is timeless and is a perennial process in many nursing procedures. Hand hygiene is truly relevant regardless of a global pandemic. This training has enhanced my knowledge and background on hand hygiene, especially in a residential care setting

”

- Senturias Daisy (Enrolled Nurse), Vanguard Bukit Batok Care Home

A New Model of Care in the Community

“

I have been following up with my General Practitioner (at Princeton Family Clinic) for back pain. It is good that it is convenient, I can walk from my house, and I can choose any time to visit. My GP is also good and listens well to me. The price is also okay, and medicines are delivered to my house from the hospital pharmacy. I will go back every three months to follow up and get my medicines.

”

“

Dr Tan (Keat Hong Family Medicine Clinic) is very sincere, and I have been seeing him for a long time. It is also convenient to go there, just three bus stops away from my house.

”

- Patients of Spine Care in the Community (SpineCom) Programme

SPINE CARE IN THE COMMUNITY (SPINECOM) PROGRAMME

The Spine Care in the Community (SpineCom) Programme is a new community care programme that aims to right site non-surgical spine patients by co-managing them with the NUHS Primary Care Network General Practitioners, while maintaining access to subsidised specialist spine care with a shorter lead time. In FY2020, 101 patients were enrolled in the programme. Through this programme, patients can enjoy seamless care and continue to benefit from the long-term care and follow-up visits in the community while enjoying the subsidised rates offered by the Community Health Assist Scheme. In addition, shifting care from hospital to community enables patients with urgent needs to access specialists care with a shorter lead time. The programme received numerous positive feedback from patients who had their follow-up visits with their preferred General Practitioners



In FY2020, the SpineCom Programme benefitted

184

patients from the co-management of care.

Tapping on the therapeutic potential of arts and music to create healing environment

“

Thank you for all that you have done. We deeply appreciate your selfless work and bravery. Every single one of you is an inspiration to all of us. You are NOT in this alone. We Singaporeans will be fighting alongside you. Stay safe and healthy, and you are loved

”

- Contributor of heartfelt message to Ng Teng Fong General Hospital Healthcare workers

In FY2020, CAHP benefitted over

800

community partners, patients and families and staff and improved their well-being and hospital experience.

COMMUNITY ARTS AND HEALTH PROGRAMME

The therapeutic potential of arts and music has been proven to improve patients' physical and emotional well-being. The Community Arts and Health Programme (CAHP) is an ongoing programme that started in FY2014 to create a healing, soothing and supportive environment to enhance hospital experience for patients, families, visitors and staff by integrating different art forms into the healthcare setting. In FY2020, the programme continued to organise community visual art projects and provided Art and Music-on-the-Move programmes remotely to engage patients. These programmes provided patients with a therapeutic and expressive tool to reduce stress, and increase social engagement and well-being. One of the community visual arts projects arising from public response during the pandemic was GRIT. The project featured an exhibition of 100 artworks and heartfelt well wishes selected from more than 10,000 cards and artworks received by Ng Teng Fong from the public to pay tribute to our healthcare heroes. Overall, the team collaborated with 80 community art partners including volunteers and performers, and reached out to over 700 patients. There was a drop in outreach numbers compared to previous years due to COVID-19 measures.



Improving the quality of Nursing Home care through upskilling

“

We are indeed grateful to be offered a collaborative partnership with the programme in supporting our staff to be male catheterisation competent. This skill is instrumental in keeping our residents grounded in the nursing home where they can have the catheter inserted by trained staff. In addition, the urology lectures provided by experts and experienced staff were interesting and insightful. It has increased our understanding and application relevance to the management of residents with catheters

”

- Mr Chan Wah Tiong (Chief Executive Officer (Nursing Home cluster) of St. Andrew's Nursing Home) and Ms Joan Lee (Director of Nursing of St. Andrew's Nursing Home (Queenstown))

“

We were enriched with the experience of on-going practices and gained insightful tips in troubleshooting a blocked catheter. The ability to execute the male catheterisation with competence has lifted our confidence in effective catheter management.

”

- David Saw (Nurse Manager) and Peconcillo Gian Paulo Adriano (Staff Nurse undergoing clinical attachment at Ng Teng Fong General Hospital Urology clinic)

URINARY CATHETER MANAGEMENT FOR WESTERN REGION NURSING HOME PROGRAMME

Upskilling healthcare professionals in nursing homes is an important way to improve the quality of care and anchor care in the community as part of the Regional Health System for the population in the west. The Urinary Catheter Management for Western Region Nursing Home Programme (NH Cath Care) is a new programme that aims to deepen the nursing homes' capabilities in urinary catheter care, to reduce the incidence of catheter related issues and thereby enabling the nursing home residents to remain well in the community. In FY2020, two non-private nursing homes in the western region of Singapore were on-boarded onto NH Cath Care. The team started their first run with one nursing home in the last month of FY2020. About 30 nursing home staff benefitted from the two urinary catheter lectures conducted, two of whom underwent clinical attachment at Ng Teng Fong General Hospital Urology clinic to enhance their knowledge through practical and real-life experience.



In FY2020, NH Cath Care delivered **2** urinary catheter lectures to about **30** nursing home staff, and **2** nursing staff were selected for the clinical attachment.

DIABETES REINFORCEMENT, EMPOWERMENT AND MOTIVATION (DREAM) PROGRAMME

Diabetes is a worldwide epidemic, and the number of people living with diabetes in Singapore has been increasing. Poorly controlled diabetes can lead to severe complications such as stroke, blindness, kidney failure and lower-limb amputations. The Diabetes Reinforcement, Empowerment and Motivation (DREAM) Programme started in FY2019 aims to reinforce diabetes self-management knowledge and skills to diabetes patients to empower them to better manage their condition. Due to the COVID-19 pandemic and restrictions on group activities, the team only started the second run in the last few months of FY2020. The team modified the delivery method via Zoom to comply with COVID-19 measures. The team received positive feedback from the participants despite the virtual engagement and noticed they remained engaged in the programme, and committed to self-manage their diabetes and maintain a healthy lifestyle.

*Empowering
Individuals to
Improve Health and
Self-managed Care*

“

Thanks so much for putting me on this programme. Credits to everyone in the DREAM team who organised such a wonderful and impactful programme. Special mention to Sister Fadilah, Hui An and Gabriel. I enjoyed talking to them!

”

- Participant of Diabetes Reinforcement, Empowerment and Motivation (DREAM) Programme

In FY2020,
DREAM Programme
benefitted

8

patients

OTHER COMMUNITY CARE PROGRAMMES

The Learn @ LIFEHub & Mobility Park Programme and JHF's J.Walkers remain suspended due to COVID-19 in FY2020.

Education



Providing funding to upskill healthcare professionals



“

As the eldest daughter from a single-parent family, I juggled a part-time job initially to fund my studies. The opportunity of being a recipient of the JurongHealth Campus Nursing Sponsorship through the Talent Development Fund allowed me to focus more on my studies. I have been working in the Operating Theatre at Ng Teng Fong General Hospital for two years. My greatest achievement thus far was when I assisted in an Endovascular Repair of Abdominal Aortic Aneurysm procedure. It is not just the adrenaline surge, but also the opportunity to be part of the journey in saving people's lives through surgery that have been keeping me motivated at work and further pursuing my nursing degree.

”

- Brenda Yong (Staff Nurse I),
JurongHealth Campus Nursing
Sponsorship (Diploma)

Healthcare professionals should constantly upgrade themselves through training and learning. The support towards training-related programmes is a testament of our commitment towards the provision of training and education opportunities for our healthcare professionals.

“

I was extremely excited when I was awarded a sponsorship under the Talent Development Fund to pursue a Master of Science in Trauma Science at the University of Birmingham. As the only Singaporean and Occupational Therapist that has ever applied for this programme, I was filled with lots of uncertainty due to its extremely rigorous content-based curriculum. However, I was beyond blessed to meet very nice coursemates who eased me into the programme and guided me along in the new environment. I also got to learn and work alongside clinicians from Queen Elizabeth Hospital, one of the major trauma centers in the UK. It was very enriching to gain insights outside of my area of expertise; something not easily attainable when working full-time as a clinician. This course widened my perspective in the management of trauma cases. I was very inspired and excited to bring back my knowledge, knowing they can help elevate the quality of OT services in the management of trauma cases. Although my clinical experience was disrupted due to the COVID-19 situation, and I had to fly back halfway through the program, the time that I had to be a student once again was nothing less than fruitful and timely. It was and has been, to date, a journey to remember.



”

- Pamela Lee Wanzhen (Senior Occupational Therapist),
Master of Science in Trauma Science

“

I had an enriching experience these past two years studying for a Master of Business Administration (Part-Time) at NUS Business School. However, it has been an intense journey juggling work and studies. Classes were conducted mainly using case studies and group exercises, enhancing the learning experience. The academic faculty members are experienced and passionate, and they also act as facilitators during class discussions. There was much to learn from the peers as the cohort comes from diverse nationalities and industries, and they bring with them substantial working experience. COVID-19 had an impact as classes went fully online for several months, after which we transitioned to a hybrid model. Despite some early hurdles, the online/hybrid models worked well and did not compromise the learning experience greatly. I believe there is much we can learn from other industries to overcome challenges with innovation, and I am looking forward to applying what I have learned in public healthcare.

”

- Muthukumaran Govindasamy (Principal Pharmacist),
Master of Business Administration

TALENT DEVELOPMENT FUND

Healthcare professionals strive to provide safe and quality care for our patients. Building our talent pool and growing the capabilities of our healthcare professionals are crucial. The Talent Development Fund (TDF) was introduced in FY2016 to build the talent and leadership pipelines and increase the capability of healthcare professionals in JurongHealth Campus. In FY2020, TDF remained committed to nurture the next generation of healthcare professionals through funding scholarships and sponsorship for Allied Health and Nursing Students to pursue professional qualifications. Healthcare professionals were provided various development opportunities through online and physical courses to deepen their skills and knowledge, including areas like data analytics and informatics in healthcare to advance patient care and improve patient outcomes. In addition, several online leadership courses were held to build middle management leadership capability and lead successful changes.

“

Apart from supporting my tuition fees, the scholarship through the Talent Development Fund has provided me with valued learning opportunities by sponsoring my overseas exchange programme and professional conferences. These opportunities have allowed me to gain insights into the diverse domains in radiography and gain exposure beyond the curriculum, which all augmented my professional growth at an early stage.

”

- Amanda Chiam (Diagnostic Radiographer),
MOHH Healthcare Merit Award



In FY2020,
TDF empowered

614

students and staff
with professional
development and
leadership
opportunities.

Pilot & Quality Improvement Projects



PATIENT CARE COUNSELLING - A PASTORAL CARE PROGRAMME @ JCH

Attending to the emotional health of a patient, in addition to physical health, is crucial to achieving holistic healthcare, especially when patients are faced with trauma, ill health, and/or crises. The Patient Care Counselling – A Pastoral Care Programme @ JCH (PCC) is a programme that attends to the emotional health of patients and assists them in enhancing their coping strategies so that they can better manage and adjust to their illnesses or diseases. Under this programme, the Patient Care Counsellor provides a listening ear to patients and their families, enables them to focus on recovery, and boost their confidence to take an active role in managing their health. Since the programme was first piloted in FY2018 till the end of funding in FY2020, it had benefitted a total of 462 patients and families. In FY2020, 111 patients and their families received care and counselling.

Caring for patients' emotion and spiritual health to enhancing resilience

Mr Moon, 57 years old, was admitted to Jurong Community Hospital for sub-acute care to continue intravenous antibiotics and Vacuum-assisted Closure therapy after toe amputation. He was working full-time and everything was going well until the sudden onset of bullous pemphigoid, and he had to undergo amputation of his toes. He struggled with accepting his medical conditions and had difficulties managing his care needs, resulting in an anxiety and emotional breakdown. Beyond his medical conditions, Mr Moon had other concerns. He desired to continue being a provider for his wife but he felt miserable when he realised it would require an extensive amount of time to recuperate and return to his pre-morbid lifestyle. Demoralised and stressed by his loss of independence, he went through many sleepless nights during his stay. Realising that Mr Moon experienced anxiety throughout the day, the Patient Care Counsellor recommended deep breathing exercises to complement medical intervention, which helped him participate actively in his rehabilitation. He also managed to regain independence and although he still faced challenges returning to work, Mr Moon is now more calm and less anxious.

In FY2020,
PCC supported

111

patients and their families
and attended to their
emotional needs.



Innovations are required to provide enhanced and quality patient care, and continual improvement in the safety of care. By extending funding to pilot and quality improvement programmes, we support the goal of achieving excellence in healthcare.

“

Chemotherapy is never easy. Initially, I felt very stressed during my first visit to the clinic. Being a patient-centric doctor, Dr Angela Pang understood my personality and situation. She addressed my treatment holistically, both physically and psychosocially. Everyone I have met in this team was attentive to my needs and care. After being seen in the service, they have created a homey environment that was very comforting whenever I arrived at the clinic. I have come to appreciate the Geri-oncology service, and I am proud to say that it has been helpful in creating a safe environment and a better place for elderly patients, like myself.

”

- Patient from Geriatric Oncology Longitudinal End to eNd (GOLDEN) Programme

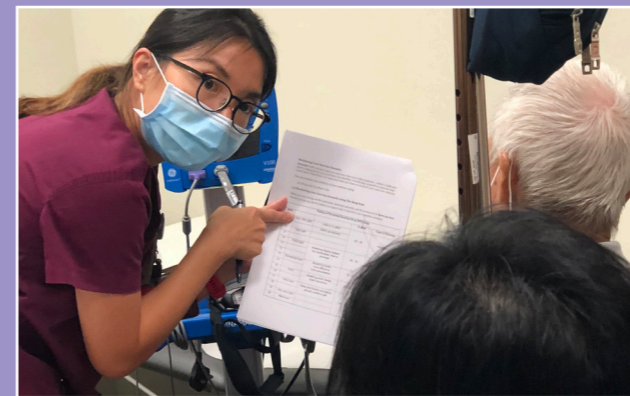
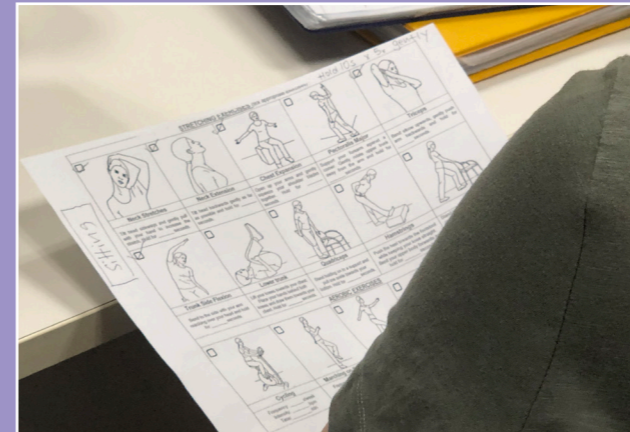
Provision of Geriatric Oncology service for elderly cancer patients

“

The Geriatric Oncology service at NTFGH is an indispensable service. It provides an objective, independent assessment of patients who are at greater risk of toxicities and poorer cancer outcomes. It has improved both patient and oncologists' confidence and is a service that I heavily rely on. The multidisciplinary nature of the Geriatric Oncology team promotes holistic oncology care which in turn results in better patient selection for cancer directed treatments as well as more appropriate treatments for patients. Recommendations about dose adjustments, regime selection, mobility and dietary assessment, co-morbidity management, assessment for drug interactions as well as activation of social services are just some of the contributions of the Geriatric Oncology Service to our patients without increasing the number of patient appointments. I will continue to refer patients to this programme and sincerely hope that the Geriatric Oncology service will continue to expand and develop at NTFGH.

”

- Doctor from Geriatric Oncology Longitudinal End to eNd (GOLDEN) Programme



In FY2020,
GOLDEN Programme
provided upstream
interventions to

301
elderly cancer patients.

GERIATRIC ONCOLOGY LONGITUDINAL END TO END (GOLDEN) PROGRAMME

A geriatric screening and assessment at the time of diagnosis to allow for tailoring of cancer treatment may potentially decrease the length of hospital stay and readmissions, hence resulting in a lower cost to the patient and improved quality of life. The Geriatric Oncology Longitudinal End to eNd (GOLDEN) Programme is a service that was started in FY2019 at both Ng Teng Fong General Hospital and National University Hospital. The programme personalises the management of elderly cancer patients and integrates geriatric and oncology treatment principles to improve patient care and outcome. This programme caters to elderly cancer patients' needs with upstream identification of frail patients through a Comprehensive Geriatric Assessment (CGA) at the time of cancer diagnosis to tailor cancer treatment and improve the transitions of care. Despite the COVID-19 pandemic disrupting the programme, the team devised a hybrid telehealth model to ensure the continuity of this service. A total of 500 patients were screened and referred to the Geriatric Oncology Clinic, out of which 330 patients had CGA performed, and 318 patients had upstream interventions identified.

IMMUNISATION SUPPORT FOR NURSING HOMES (ISNH) PILOT PROJECT

Pneumococcal Disease (PD) is a cause of morbidity and mortality worldwide, and is the most common cause of community-acquired pneumonia. Vaccination is known to be one of the most cost-effective methods of prevention against vaccine-preventable PD. The Immunisation Support for Nursing Homes (ISNH) Pilot Project was introduced in FY2019 to support nursing homes in keeping their residents well within the community by encouraging preventive care and protecting them against vaccine-preventable pneumococcal disease related conditions. This is imperative as older adults have a higher rate of morbidity and mortality when infected by pneumococcal disease related conditions such as pneumonia which is the top diagnosis for admissions from nursing homes to acute hospitals and the second leading cause of death in Singapore. Since the start of the programme, eight (8) non-private nursing homes in the western region of Singapore joined the programme and enabled 1,238 nursing home residents to benefit from the vaccinations, 338 of whom were vaccinated in FY2020.

Preventive care to keep residents well within the community

The Immunisation Support for Nursing Homes (ISNH) Pilot Project received positive feedback from the nursing home residents and staff. They were thankful to have benefitted from ISNH as the vaccines protected the Nursing Home residents from vaccine-preventable infectious diseases like pneumonia and has enabled them to remain well in the community. One resident received the vaccination has not been hospitalised since. Prior to that he had frequent admissions to the hospital for pneumonia.

- Nursing Home Residents and Staff,
MWS Nursing Home - Yew Tee

In FY2020,
ISNH Pilot Project
vaccinated

338

nursing home
residents.

Promote continuous improvements to deliver high quality and cost effective care

IMPLEMENT AMERICAN COLLEGE OF SURGEONS, SURGICAL QUALITY IMPROVEMENT PROGRAMME AT GENERAL SURGERY

The "Implement American College of Surgeons, Surgical Quality Improvement Programme" at General Surgery is a new programme that aims to build a clinical database to enable surgeons to understand their clinical outcomes, and promote continuous quality assessments and improvements to deliver higher quality care and produce cost-savings to patients. The programme uses risk-adjusted data to produce meaningful and objective assessments that directly measure the performance of care delivered. Such transparency will facilitate the identification and implementation of appropriate Quality Improvement initiatives and benefit General Surgery patients.

Research



We recognise that research enables the creation of new knowledge that can translate into better patient care, healthcare policies and practices. By funding programmes that promote research and development, we can help transform the future of healthcare for the benefit of the population.

Building a holistic breast screening programme for every woman

BREAST SCREENING TAILORED FOR HER (BREATHE)

Preventive health such as screening has long been recognised as an effective strategy against illnesses. Timely screening allows for earlier detection, better management of illnesses, saving lives and reducing healthcare expenses. The Breast screening Tailored for Her (BREATHE) is a new five-year research project that aims to develop a personalised screening programme for women and improve the current national breast screening programme. Resources from the National Breast Screening Programme may have been underutilised. Only 66% of the target group have reported ever had a mammogram, and half of them do not adhere to recommended screening guidelines. Additionally, the current screening programme often misses women of higher risk as these women are often diagnosed at a younger age. Hence, this project will test the feasibility of a risk-based breast cancer screening approach and evaluate the cost-effectiveness of the approach as compared to current age-based practice.

Realising the potential of new ideas and pushing the frontiers of healthcare

“

Working as a collaborator of the grant was a rewarding experience! Apart from the core deliverables of the project, we also generated new knowledge, published our work, and planned follow-up studies which were directly and indirectly made possible by the grant.

”

- Dr. Samandika Saparamadu

JURONGHEALTH RESEARCH AND DEVELOPMENT FUND

Staying at the cutting edge of healthcare requires investment in research and development capabilities. To enable JurongHealth Campus team to stay at the forefront of healthcare delivery, the JurongHealth Research and Development (R&D) Fund was established in FY2016 to strengthen JurongHealth Campus' core research manpower, and research and development capacity and capabilities through seed funding for selected research and development ideas with potential. Thus far, the R&D Fund has funded 25 research projects, which produced 34 research outputs in terms of publications, conference presentations, improved healthcare policy formulation and improved healthcare practices, out of which one was produced in FY2020.



Laboratory's Innovative Mobile Devices App to Empower Users and Improve Patient Care research project was published in the *Journal of Medical Internet Research mHealth and uHealth*. This research is based on a user-centred design-based approach to build a mobile health (mHealth) app for healthcare professionals. Many current mHealth interventions for healthcare-related issues are based on existing healthcare systems and may not be as effective as those that involve end users in the design process. In recent times, user-centred design-based approaches have been used for building mHealth apps. Little is known about the unique challenges and opportunities for applying user-centred design to build apps for healthcare professionals. The team's objective was to generate a simple and functional user-centred design process for mHealth apps. In their publication, they shared their key learnings from design activities. Their findings are drawn upon a real-world design process where they employed a participatory design-based user-centred design approach to build an mHealth app targeting healthcare professionals. The team has contributed to the pool of knowledge needed to empower healthcare professionals and improve patient care.

PROGRAMME EVALUATION OF VALUE DRIVEN OUTCOME PROJECTS

Value-based healthcare measures the clinical indicators and cost of care indicators of specific procedures or medical conditions, and when incorporated with Patient-Reported Outcome Measures (PROMs), the effectiveness of such value driven interventions can be assessed to improve healthcare quality and value to patients. The Programme Evaluation of Value Driven Outcome Projects is a new research project which conducts programme evaluation of the Value Driven Outcome (VDO) projects in Ng Teng Fong General Hospital utilising both clinical indicators and PROMs to assess the effectiveness and cost-effectiveness of VDO interventions, in order to improve healthcare quality and the value to patients. Nine VDO PROMs projects will be carried out from FY2020 to FY2024. This project will also help to build JurongHealth Campus in-house capabilities in evaluating programmes, patient-reported outcome measures, and health economics. In FY2020, the programme started collecting and analysing patient-reported outcome measures for two VDO projects (Total Knee Replacement and Emergency Surgical Unit).

*Programme evaluation of value
driven projects for informed decisions
and better care models*

Two projects (Total Knee Replacement (TKR), Emergency Surgical Unit (ESU)) was kicked off from 1 October 2020, with an additional three projects to roll out in FY2021. PROMs embody a patient-centred approach to healthcare and provide a holistic review to evaluate patients from different dimensions, which can be leveraged to inform quality to inform quality improvement efforts and support efforts for care redesign. Through the programme, the first-cut baseline analysis has been completed for the TKR and ESU VDO PROMs projects, which have been shared with the respective clinician leads for intervention planning.

In FY2020, a total of

135
TKR patients and
357

ESU patients were enrolled and interviewed for the study from October 2020 to March 2021. The preliminary results from the study showed improvements in the patients' health related quality of life as well as functional outcome.

Evaluating the impact of Next Generation Electronic Medical Records implementation

“

Through the preliminary findings, some of the benefits observed include ability to see notes across institutions allows for better care coordination between primary, tertiary and long-term care facilities; Referrals were easier to process in an integrated system and linked appointments are easier to manage; and Reduction in duplicate tests/ imaging as seen in the integrated system. The team also noted areas for improvements such as information overload as users had to be trained to set up filters and medication reconciliation across facilities.

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EFFECTS OF IMPLEMENTING A COMMON EMR ACROSS PRIMARY AND ACUTE CARE SETTINGS IN SEPARATE INSTITUTIONS UNDER NUHS

The Effects of Implementing a Common EMR across Primary and Acute Care Settings in Separate Institutions under NUHS (EASI) is a new four-year research project. It is a multi-centre observational study of the effects on referral workflows between National University Polyclinics and Ng Teng Fong General Hospital Specialist Outpatient Clinics, and the impact on physician productivity and quality of care. The study aims to improve coordination of care between the sites and identify crucial factors that influence physician behaviour and productivity, hence leading to greater access to care by patients and higher satisfaction amongst EMR users. In FY2020, the team completed the study of Pre Go-Live data with preliminary findings and completed three training sessions on qualitative interviewing skills.

Fundraising

SUPPORT OUR JURONGHEALTH CAMPUS HEALTHCARE WORKERS & PATIENTS' CAMPAIGN

In FY2020, at the peak of COVID-19 pandemic in Singapore, JurongHealth Fund (JHF) started a campaign to raise funds to support JurongHealth Campus healthcare workers in their battle against COVID-19 and also for patients affected by COVID-19. The donations would fund initiatives to improve the well-being of staff and patients, including migrant workers from dormitories and community care facilities supported by the NTFGH team. The campaign which was started from May to July 2020, received generous support from 124 donors, including staff and corporates (individuals, foundations and corporates). The majority of the donations were from Far East Organization. JHF also obtained a matching grant from the Singapore Totalisator Board through the Enhanced Fund-Raising Programme. Overall, the campaign raised \$121,293 and enabled JHF to make a tremendous impact on the well-being of JurongHealth Campus healthcare workers and supported them as they fought courageously at the frontline against COVID-19, as well as to help patients and migrant workers.

There was no cost involved as JHF leveraged on Giving.sg to collect the donations and the transaction fees were waived in 2020.



The Year Ahead

JurongHealth Fund (JHF) supports the programmes of JurongHealth Campus comprising Ng Teng Fong General Hospital and Jurong Community Hospital, including strategic partners and member institutions of NUHS, in line with JHF's objectives and for the benefit of the Singapore community.

The 17 on-going programmes will continue to be funded in addition to the new programmes in the following year.

FUTURE PLANS

JHF has a three-year strategic plan from FY2021 to FY2023 approved at the third Board meeting in FY2020. The overarching strategic directions are to increase visibility of JHF, elevate the status of the fund, and to stretch and spread the funds to enable more people to benefit. The two strategic priorities will be on increasing grant-making opportunities and building JHF's sustainability in the long run.

EVENT & FUNDRAISING PLANS

A key highlight of JHF 10th anniversary will be the launch of JHF Virtual JWalkers+ extended route, which dovetails with the existing JWalkers. This event will profile JHF's impact in improving the health and well-being of patients and the community. JHF will continue to leverage on appropriate events for fundraising.

COMMITMENTS

JHF has commitments in terms of grants awarded for programmes with Claims yet to be made by the funded programmes. JHF has disclosed its commitments in the Audited Financial Statements, Note 12, page 24.

EXPENDITURE PLANS

JHF will continue to fund the existing programmes, including manpower cost during the ongoing COVID-19 pandemic period. JHF will also incur expenses for its 10th anniversary celebration as well as operational costs for manpower, IT and JWalkers, and governance costs such as audit fees. The expenditure for fundraising is expected to be minimal in view of fundraising via online channels.

Governance

As an Institution of a Public Character, JurongHealth Fund (JHF) is committed to maintaining high standards of governance so as 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 has adopted NUHS policies. These policies and procedures are regularly reviewed to ensure that they stay relevant and updated.

JHF neither makes loans nor donations to external parties.

ROLE OF THE BOARD OF DIRECTORS

The Board provides general oversight on the strategic directions, objectives and programmes of JHF, with focus on ensuring 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 and ensures that JHF stays true to its charitable purposes, 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 the Audited Financial Statements, Annual Report 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 amongst and by the Board of Directors. Board Members are appointed by and their term of office determined 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 include 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 (2) years to assess the Board's performance and effectiveness.

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 renewable up to a maximum tenure of nine (9) years.

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 the internal and external audit plans and results, the financial statements of JHF, and oversight on the adequacy of risk management, regulatory compliance and whistle blower 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 whistleblowing 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	2 out of 3	-
Mr Chua Song Khim	3 out of 3	-
A/Prof Cheah Wei Keat ¹	2 out of 3	-
Ms Laura Kho Min Zhi	2 out of 3	-
A/Prof Lim Swee Hia	3 out of 3	-
Mr Peter Low ²	1 out of 3	1 out of 3
Dr Quek Lit Sin ³	1 out of 3	-
Prof Robert Pho Wan Heng	3 out of 3	3 out of 3
Mrs Arfat Selvam	3 out of 3	-
Mr Timothy Teo Lai Wah	3 out of 3	3 out of 3

¹A/Prof Cheah Wei Keat was appointed as a Board Member on 4 August 2020, after one Board meeting in FY2020 was held.

²Mr Peter Low was appointed as a Board Member on 1 January 2021, after the two Audit Committee and Board meetings in FY2020 were held.

³Dr Quek Lit Sin was appointed as a Board Member on 1 January 2021, after the two Board meetings in FY2020 were held.

- There were three (3) Board meetings and three (3) Audit Committee meetings in FY2020.

DISCLOSURE OF REMUNERATION

In accordance with the Constitution of JHF, the Board of Directors does not receive any remuneration for their Board services.

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.

Annual Remuneration of Staff exceeding \$100,000

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

CONFLICT OF INTEREST POLICY

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

Procedures to declare actual or potential conflicts of interest

- Board Members and staff must declare to the Board any actual, perceived or potential conflict of interest as soon as it is known.
- On an annual basis, all Directors and staff of JHF including NUHS and JurongHealth Campus staff supporting JHF, save for staff below the designation of Executive, 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.

Procedures to deal with the conflict of interest of Board Members

- For Board Members' conflicts of interest, the Board Member must neither participate in the discussion nor vote on the matter and should recuse himself or herself from the meeting.

RESERVES AND INVESTMENT POLICY

JHF has a Reserves and Investment Policy for long-term stability of JHF's operations and charitable activities, ensuring that there are sufficient resources in the event of unforeseen circumstances, and to optimise the management of cash holdings and ensure adequate returns on funds and reserves to sustain the operations.

Level and Purpose of Reserves

- The level of reserves to be held is the five-year financial projection reviewed and approved by the Board annually.
- The purposes of reserves are to provide financial stability and the means for the development of JHF's aim and for JHF to achieve its objectives.

JHF's Reserves Position

	FY2020 (At 31 March 2021)	FY2019 (At 31 March 2020)
[A] Unrestricted Funds (reserves)	\$125,988,078	\$117,034,738
[B] Restricted Funds		
• Hearing Implant Programme (to be used from FY2020 to FY2025)	\$284,420	\$305,923
• Helping our migrant workers/Welfare of the migrant workers	\$ 34,544	\$0
• Other Donations	\$59,150	\$43,465
Total Accumulated Funds {[A] Unrestricted Funds + [B] Restricted Funds}	\$126,366,192	\$117,384,126
	FY2020 (1 April 2020 to 31 March 2021)	FY2019 (1 April 2019 to 31 March 2021)
[C] Annual Operating Expenditure expanded from Unrestricted Funds	\$5,132,851	\$5,421,764
Reserves Ratio {[A] Total Unrestricted Funds / [C] Annual Operating Expenditure expanded from Unrestricted Funds}	24.6	21.6

- JHF has disclosed its Restricted Funds in the Audited Financial Statements, Note 8, page 22. Please refer to the Audited Financial Statements for more information.
- There are no funds of JHF which 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 principles for the unit trusts are wealth preservation instead of profit maximisation, and risk management has the highest priority.

WHISTLE-BLOWING POLICY

The Conflict of Interest Policy applies to all Board Members and staff of JHF, JHF has adopted 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, the investigation process and reporting.

OTHER POLICIES

JHF maintains and has adopted other policies for the operations of JHF and ensures that internal control systems are in place with documented procedures.

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 to achieve its objectives of supporting Needy Patients, Community Care, Education, Pilot and Quality Improvement Projects and Research. It also covers the grant application and approval process, approving limits, and monitoring and reporting.

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 guidelines, donor and donation management including issuance of tax-deductible receipts, and proper accounting and disclosure of funds from donations.

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 provides staff and users with guidance on their roles and responsibilities in relation to data access, retrieval, sharing, retention, and destruction to ensure proper management and protection of data is maintained.

GOVERNANCE EVALUATION CHECKLIST

Advanced Tier for FY2020 (1 April 2020 To 31 March 2021)

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 ¹ appointments? (skip items 2 and 3 if "No")			No	
2	Staff ¹ does not chair the Board and does not comprise more than one third of the Board.	1.1.3	-	
3	There are written job descriptions for the staff's executive functions and operational duties, which are distinct from the staff's Board role.	1.1.5	-	
4	There should be a maximum limit of four consecutive years for Board members holding the Treasurer position (or equivalent appointment like a Finance Committee Chairman or person on the Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances. Re-appointment to the Treasurer position (or equivalent) can be considered after a lapse of at least two years .	1.1.7	Not Complied	JHF does not intend to formally appoint a Treasurer. The Treasurer's following 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, MOH Group Internal Audit and the auditors of JHF to: a) maintain oversight of a finance and accounting system and procedures, including procurement, receipting and payment processes b) establish strong checks and balances in the finance and accounting system to mitigate potential risks, oversee financial sustainability and financial reporting of the Charity, and c) ensure that financial reporting is true and fair, in accordance with the relevant accounting standards, and completed/filed within the legal deadlines. 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 MOH Group Internal Audit to ensure compliance and good corporate governance. Therefore, the aforementioned fulfills the requirement of appointing a Treasurer and the Chairman should not be assumed to oversee the finances in absence of the appointment of a Treasurer pursuant to Guideline 1.1.7 since the present governance framework adequately takes care of all potential risks.
5	All governing board members must submit themselves for re-nomination and re-appointment , at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self-evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	

¹ Staff: Paid or unpaid individual who is involved in the day-to-day operations of the charity, e.g. an Executive Director or administrative personnel.

S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")			No	
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 ¹ to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
STRATEGIC PLANNING				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	
12	There is a documented plan to develop the capacity and capability of the charity and the Board monitors the progress of the plan.	3.2.4	Complied	
HUMAN RESOURCE AND VOLUNTEER MANAGEMENT				
13	The Board approves documented human resource policies for staff ¹ .	5.1	Complied	
14	There is a documented Code of Conduct for governing board members, staff ¹ and volunteers ² (where applicable) which is approved by the Board.	5.3	Complied	
15	There are processes for regular supervision, appraisal and professional development of staff ¹ .	5.5	Complied	
Are there volunteers ² serving in the charity? (skip item 16 if "No")			No	
16	There are volunteer management policies in place for volunteers ² .	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	
19	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	

² Volunteer: A person who willingly serves the charity, without expectation of any remuneration.

GOVERNANCE EVALUATION CHECKLIST (CONT'D)

Advanced Tier for FY2020 (1 April 2020 To 31 March 2021)

S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
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 (e.g. in fixed deposits)? (skip item 22 if "No")			No	
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? (skip items 28, 29 and 30 if "No")			Yes	
28	No staff ¹ is involved in setting his own remuneration.	2.2	Complied	

³ Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity –
(a) who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or
(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:
(a) the child or spouse of the Executive Head or governing board member;
(b) the stepchild of the Executive Head or governing board member;
(c) the dependent of the Executive Head or governing board member;
(d) the dependent of the Executive Head's or governing board member's spouse.

⁴ Executive Head: The most senior staff member in charge of the charity's staff.

S/N	Code Guideline	Code ID	Response	Explanation (if Code guideline is not complied with)
29	The charity discloses in its annual report – (a) the total annual remuneration for each of its 3 highest paid staff¹ who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff ¹ also serves as a governing board member of the charity. The information relating to the remuneration of the staff ¹ must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff ¹ receives more than \$100,000 each in annual remuneration.	8.4	Complied	
30	The charity discloses the number of paid staff ¹ who satisfies all of the following criteria: (a) the staff ¹ is a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity; (b) the staff ¹ has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff ¹ must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff ¹ , being a close member of the family ³ belonging to the Executive Head ⁴ or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	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	

Donations & Grants

In FY2020, JHF received donations totalling \$97,411. This included donations of \$71,293 from the fundraising campaign to raise funds to support the well-being of healthcare workers and staff volunteers of JurongHealth Campus, and to support the work carried out at the Dormitories and Community Care Facility including necessities needed by patients.

In addition, JHF received a matching grant of \$122,089 from the Community Silver Trust, and \$50,000 from the Singapore Totalisator Board's Enhanced Fund-Raising Programme.

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



ANNUAL REPORT

FINANCIAL YEAR ENDED
31 MARCH 2021

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