





Stronger Together

ANNUAL REPORT FY 20/21



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About Us



In keeping with Mr Tan Tock Seng's legacy of giving, Tan Tock Seng Hospital (TTSH) set up a charity arm, TTSH Endowment Fund (now known as TTSH Community Fund) in August 1995 to improve the quality of life of our patients and the community.

Our Charity disburses more than \$2 million each year to support over 2,000 needy patient cases, with a focus on the elderly.

From expensive non-standard medication to breathing equipment, mobility aids and dentures, TTSH Community Fund helps needy patients gain greater independence, improves their quality of life and enables them to integrate back into the community. Our Charity also supports healthcare research, innovation, and training for our staff and the community to deliver better patient care.

Our Vision

Adding years of healthy life.

Our Mission

Building on our tradition; reaching out to the community; doing our best to serve, care and heal; together, we aim for excellence in cost-effective healthcare, education and research.

Conflict of Interest Policy

TTSH Community Fund has established procedures to manage potential conflicts of interest.

Staff and Board members are required, on an annual basis, to declare any potential conflict of interest that may interfere with their employment or function in the Charity.

Personal Data Protection Policy

We have policies and procedures for the collection, use, disclosure and management of personal data, in accordance to the Personal Data Protection Act (PDPA). We also have appropriate administrative, physical and technical measures to safeguard personal data in our possession and/or under our control.

Our Charity is Data Protection Trustmark certified since January 2019.



Chairman

**Mdm Kay Kuok
Oon Kwong**
(Since 7 Feb 2014)

Directors

Mr Seow Choke Meng
(Since 7 Feb 2014)

Mr Yap Wai Ming
(Since 7 Feb 2014)

Ms Saw Phaik Hwa
(Since 7 Feb 2014)

Mr Tan Kia Tong
(Since 5 Mar 2014)

**Mr Deric Liang
Shih Tyh**
(Since 14 Apr 2015)

Dr Tan Chi Chiu
(Since 17 Aug 2017)

Mrs Eunice Toh
(8 Jan 2014 - 11 May 2016)
Re-appointed on 14 Sep 2018

Ex-officio & Management

Dr Eugene Fidelis Soh
Chief Executive Officer,
Tan Tock Seng Hospital

A/Prof Chin Jing Jih
Chairman,
Medical Board,
Tan Tock Seng Hospital

Mrs Eunice Toh
Executive Director,
TTSH Community Fund

Company Secretaries

**Ms Samantha Teo
Boon Khee**
(14 Sep 2018 to 30 Sep 2020)

**Ms Jocelyn Chong
Lin Lin**
(Since 1 Oct 2020)

Two Board Meetings were held in FY2020:
- 23 September 2020: full attendance
- 17 March 2021: Mr Deric Liang Shih Tyh was unable to attend the meeting

Highlights

2020 marked our Charity's 25 years of continuing our Mr Tan Tock Seng's legacy of giving. To commemorate this Silver Jubilee, we started the '25 Silver Nuggets' initiative, where individuals or groups organised their own fundraising campaigns to support our cause.

25 Silver Nuggets

Giving from the People Development Office

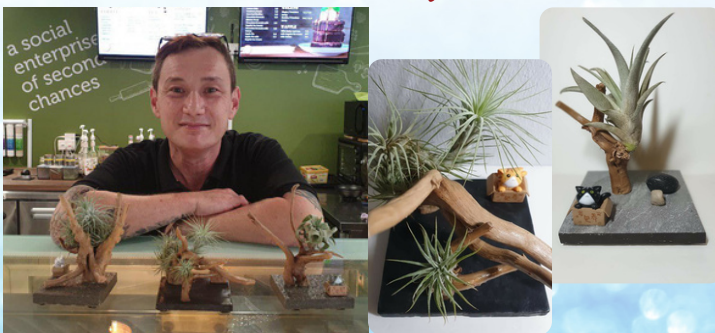
The People Development Office at Centre for Healthcare Innovation (CHI) has been actively supporting our fundraising efforts for the past few years. It was thus no surprise that they were the first team to support our 25 Silver Nuggets campaign.

The team placed our donation box in a prominent location within their office premise where there is high human traffic, to encourage staff giving.



The team from People Development and TTSH Community Fund

Bring Home a Gift of Love



Mr Bruce Mathieu hand-crafted air plant arrangements as tokens of appreciation for donors who supported his fundraising campaign.

"We help not because we have plenty. We help because we know how it feels to have little." - Bruce Mathieu

Bruce was the champion behind "Bring Home a Gift of Love" campaign between October and December 2020. By day, he works at a social enterprise in TTSH. By night, he handcrafts air plant arrangements, which were given out to donors as tokens of appreciation for contributions of \$250 or more towards this campaign.

Tina Dhingra and Her Passion to Help Others

Tina Dhingra was exploring ways to do good during COVID-19. She noticed that there were a lot of support for nurses and doctors, and not enough focus on needy patients whose lives have been made more challenging due to the pandemic.

Tina did some research and decided to support our needy patients because she resonated with our cause and decided to support our needy patients by creating a fundraising campaign on Giving.sg.

Hear it from Tina!

"I really wanted to help out during such **tough times**, especially due to the recent pandemic, **Covid-19**. I chose to get **involved**. I raised funds for TTSH Community Fund because it is a really great Charity and helps a lot of patients who don't have the resources they need to take care of themselves."

- Tina Dhingra

Ms Tina Dhingra created an online fundraising campaign on Giving.sg to help the beneficiaries of TTSH Community Fund.

Tina shared that if we are passionate about a specific cause and have the means to help, we should take the initiative to donate or volunteer; **"We have a responsibility to use our privilege to make our country a better place."** - Tina Dhingra

He Ain't Heavy, He is My Brother



Dr Chan Yeow's wish for his 50th birthday was to rally support for needy patients with breathing difficulties.

Dr Chan Yeow from Anesthesiology, Intensive Care & Pain Medicine department decided to celebrate his 50th birthday differently - instead of presents or treats, Dr Chan asked his friends, families, and colleagues to donate towards his online birthday fundraising campaign, "He Ain't Heavy, He is My Brother".

Funds raised went towards the Help Me Go Home programme, which subsidises the high cost of breathing equipment and consumables.

Home Run

"I run, you donate. It's not how much we give, but how much love we put into giving."

- Ms Peck Bee Siew

Four staff from different TTSH departments came together and turned their love of running into a fundraising campaign, "Home Run".

Collectively, they ran a total of 700km, starting on 19 October 2020.



From left to right: Ms Peck Bee Siew from ICU, Ms Kelly Cao from Anesthesiology, and Mr Tumadi Bin Kasmany from Facilities Management (Ms Anura Peters' photo is not available. She is from Respiratory Therapy)

Walk With Us



From left to right: Nurse Vicky, Nurse Azim, Sister Laura, Sister Rujia, and Nurse Mani

Five nurses from different disciplines initiated the “Walk With Us” campaign from 25 to 31 August 2020. They pledged to walk 250,000 steps in 25 days, and got their peers to donate to their cause.

Falala Charity Sale

From 11 to 22 December 2020, TTSH's Communications department sold dining vouchers at a discounted rate to TTSH staff. Proceeds from the voucher sales were donated to our Charity.

Thank You Ceremony for 25 Silver Nuggets

To round up our 25 Silver Nuggets initiative, thank you ceremonies were held to thank those who have helped us raise funds through their own fundraising campaigns. At the informal thank you sessions, Executive Director of TTSH Community Fund, Mrs Eunice Toh, presented each fundraiser with a certificate of appreciation, a 'silver nugget' hand-painted by our patient-volunteers and a 'rainbow' umbrella (sponsored by a donor). We thank all fundraisers and donors for supporting our 25 Silver Nuggets campaigns.



The team from Home Run and Walk with Us campaigns posing for a group photo during one of the Thank You sessions.

tABLE for 5

Since early 2020, Singaporeans have been living in the midst of an unprecedented crisis brought on by COVID-19. The Circuit Breaker period between April and June was especially challenging, with movement restriction and minimal social interaction.

So in late 2020 when the Singapore gradually eased into the Phase 2 reopening, TTSH Community Fund and Xi Yan restaurant organised the "Table for 5" campaign.

Besides marking Xi Yan's 15th and TTSH Community Fund's 25th anniversaries, the campaign's objective was to celebrate life and the resilience of the human spirit.

In appreciation to donors who contributed \$1,800 or more to this campaign we invited them to a private dining experience at Xi Yan Maxwell. The campaign provided a platform for donors to enjoy an intimate time of good food with family and friends for a good cause.





Ground-up Initiatives



As the saying goes, "More hands make the work lighter", and we thank the various community groups and entities that have been supporting our Charity for the past years. We also invite individuals, groups and organisations to organise their own fundraising campaigns, and donate the proceeds to us.



Art Bazaar

On 18 January 2020, before COVID-19 hit Singapore's shores, students from Hwa Chong Institution's Chinese Calligraphy Group held their annual fundraiser at TTSH. They sold their handwritten lunar new year couplets and donated the proceeds to our Charity.

Concurrently, a group of ceramists also supported our Charity by selling their handmade ceramic pieces, and donated a portion of the proceeds to us.

Project Hongbao 2020



Project Hongbao is an annual festive fundraiser. Primary school students were tasked to design their own red packets and write words of encouragement and lunar new year greetings to our beneficiaries! The students are also encouraged to donate a part of their 'hongbao money' or pocket money to our cause!

A huge thank you to Evergreen Primary School, Fern Green Primary School, Tampines Primary School, and Northland Primary School for their continuous support!

**Giving Can
Always Start from a
Young Age.**

To partner us for next year's Project Hongbao, please email donate@ttsh.com.sg or call 63572500.

Fun with Pottery

Arudio is our long-time community partner. They have been supporting us annually through their **Clay in Connection** exhibition, where ceramists sold their pottery pieces and donated a part of the proceeds to our Charity.

COVID-19 has hit many businesses hard, so we took the chance to pay it forward by helping Arudio promote their pottery classes to our 9,000-strong TTSH staff.

In turn, Arudio generously donated 25% of the proceeds to our Charity, in celebration of our 25th anniversary!



Tod's Charity Shopping Weekend



Tod's has been a supporter of our programmes for the past few years. They continued to support our Charity despite the difficulties faced by retailers during the COVID-19 pandemic.

During the **Tod's Charity Shopping Weekend** from 18 to 20 October, a portion of sales' proceeds from a selected collection was donated to our Helping Elderly Patients (HELP) programme.

Christmas Gift Exchange



Meaningful gifts do not have to come in fanciful cards and wrapping papers. One of our donors wanted an 'eco-friendly' gift exchange for Christmas; instead of buying presents for her colleagues, she made multiple donations in denominations of \$10, \$20, and \$50. Her colleagues were then gifted small greeting cards, thoughtfully prepared by TTSH Community Fund, each stating the amount that was donated in their name.

We love this thoughtful gift exchange idea! Christmas is, after all, a season of giving. Make your gifts meaningful by supporting a good cause while you're at it! We would love for more donors to join in on this movement!

Beneficiary Story

Mr Cheong's Heartfelt Wishes

After being diagnosed with advanced nasopharyngeal cancer, Mr Cheong experienced a loss in independence. His sense of hearing and speech worsened, and he felt like he lost his role as a breadwinner, husband, and father. As a result, his mood was greatly affected and he became increasingly withdrawn. He was reluctant to engage in activities and was often seen lying in bed and staring into space.

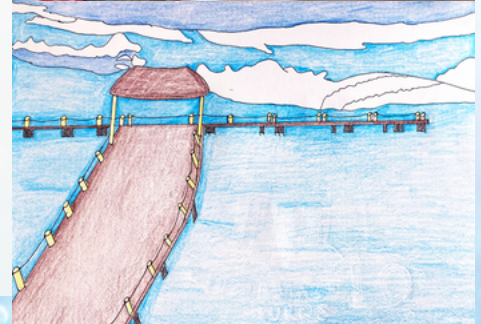
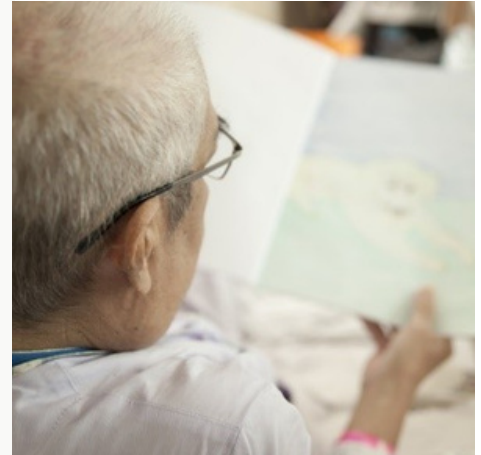
Mr Cheong was first introduced to art therapy in September 2019 in an attempt to lift his spirits. He was initially hesitant, but eventually found himself inspired by abstract artworks.

As the weeks passed, Mr Cheong started looking forward to art therapy sessions and became more engaged with his speech, physio, and occupational therapists. From sitting out of bed to walking small distances with assistance, Mr Cheong was able to confidently navigate around independently, and found pleasure in creating art.

Mr Cheong's artwork tells an ongoing story of his healing and self-actualisation. In his younger days, he learnt art in school and used to draw on kitchen walls, wood, living room walls, and study tables.

During his stay in the hospital, Mr Cheong drew inspirations from his environment; from bedside curtains, flower motifs on tissue boxes and red packets, to postcards, magazines and physical photographs. He also found his personal style through the use of colour pencils, as this gave him a sense of control and satisfaction.

The online gallery can be found at:
www.cheongkumwah.wordpress.com



Stories of Giving

Stories of Giving is another of our 25th Anniversary campaign, where we featured individuals (community partners, donors, beneficiaries and staff) who have been part of our journey in improving the lives of needy patients. These stories were featured on our website and Facebook page to inspire others to do likewise.

Committed to Doing Good



“Doing good doesn’t mean giving big amounts of money. The intention must be for the good of others. Hence, it is my desire to support smaller charities on an annual basis so that the charities can focus on helping the beneficiaries, instead of worrying about cash flow. This is why I choose to pledge an annual contribution to TTSH Community Fund.”

- Mr Alfred Tay

Having overcome various hardships throughout his life, Mr Tay desires to help those in need. As a business owner, he believes that the trials he faced has strengthened him and gave him the impetus to support TTSH Community Fund.

A Gift of Gratitude

“As a child, I witnessed how my mum saved up her coins so that she can buy food for our needy neighbours. Our family was living in poverty, but that did not stop my mum from doing good. This has left a deep impression on me. Even though I may not be able to donate a big amount, whatever I can give, I will give.” - Ms Woo Mei Ling

Every year, Ms Woo sets aside money to donate to TTSH Community Fund. She does this not only out of gratitude for having the means to improve her family’s financial situation, but also because she witnessed firsthand, the repercussions of illnesses on a family. She hopes the money she has donated can help needy patients age with dignity in the midst of their health challenges.

Anyone Can Make a Difference



“We believe Singaporeans are generous and are forthcoming with their support when they see how they can contribute to a cause that is close to their hearts.” - Fern Green Primary School

The Chinese saying 前人栽树，后人乘凉 was the motivation behind Fern Green Primary School's support towards TTSH Community Fund's Project Hongbao campaign for the past few years. Translated, the Chinese saying means that the tree planted by the previous generation is now providing shade for the current generation. By the same token, Singapore's younger generation is benefitting from the efforts of the pioneer generation.

Therefore, TTSH Community Fund's cause of helping elderly patients resonated strongly with the students and teachers.

The Best Thing in Life is to be Able to Lift Somebody Up

“The best thing in life is to be able to lift somebody up. Both medicine and charity give you this opportunity. If each of us can do that, it will be good for the needy.” - Professor Low Cheng Hock

Emeritus Consultant Prof Low Cheng Hock is a familiar face and a well-respected figure in Tan Tock Seng Hospital. In his 38-year career at TTSH, Prof Low has served on various clinical and medical boards, volunteered actively with St. John Ambulance and received countless accolades, one of which is the Knight of Grace of the Order of St. John by Her Majesty Queen Elizabeth II.

Prof Low's motto is that “Knowledge makes one a doctor, but compassion makes one a healer.”

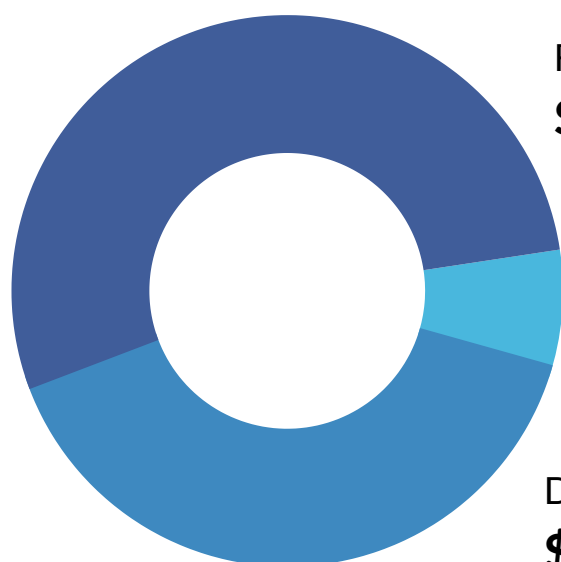
Prof Low's compassion extends beyond his medical practice. He is a regular donor of our Charity and he hopes that more doctors will follow in his footsteps to support our Charity, which, in his words, “has been doing so much to help our needy patients.”



2020 in Numbers



We received



Finance Income*

\$4,209,143

Programme Fee, Grants,
Government Subvention

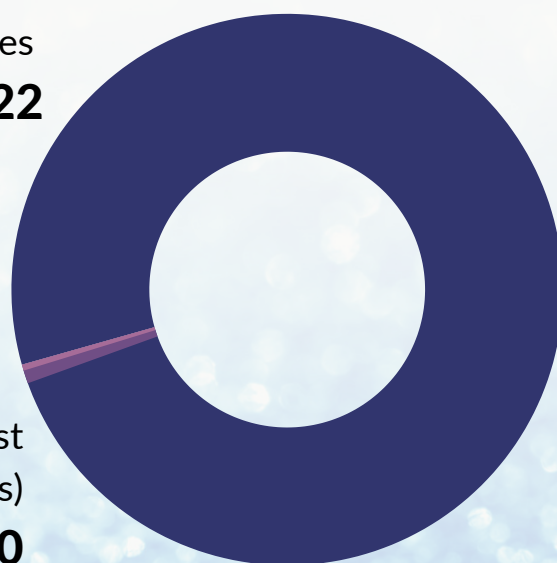
\$531,514

Donations

\$3,570,797

(including in-kind donation of \$429,132)

We used the funds for



Charitable Activities

\$3,443,222

Fundraising Expenses

\$26,788

(Fundraising Efficiency Ratio^ of 2.7%)

Governance Cost

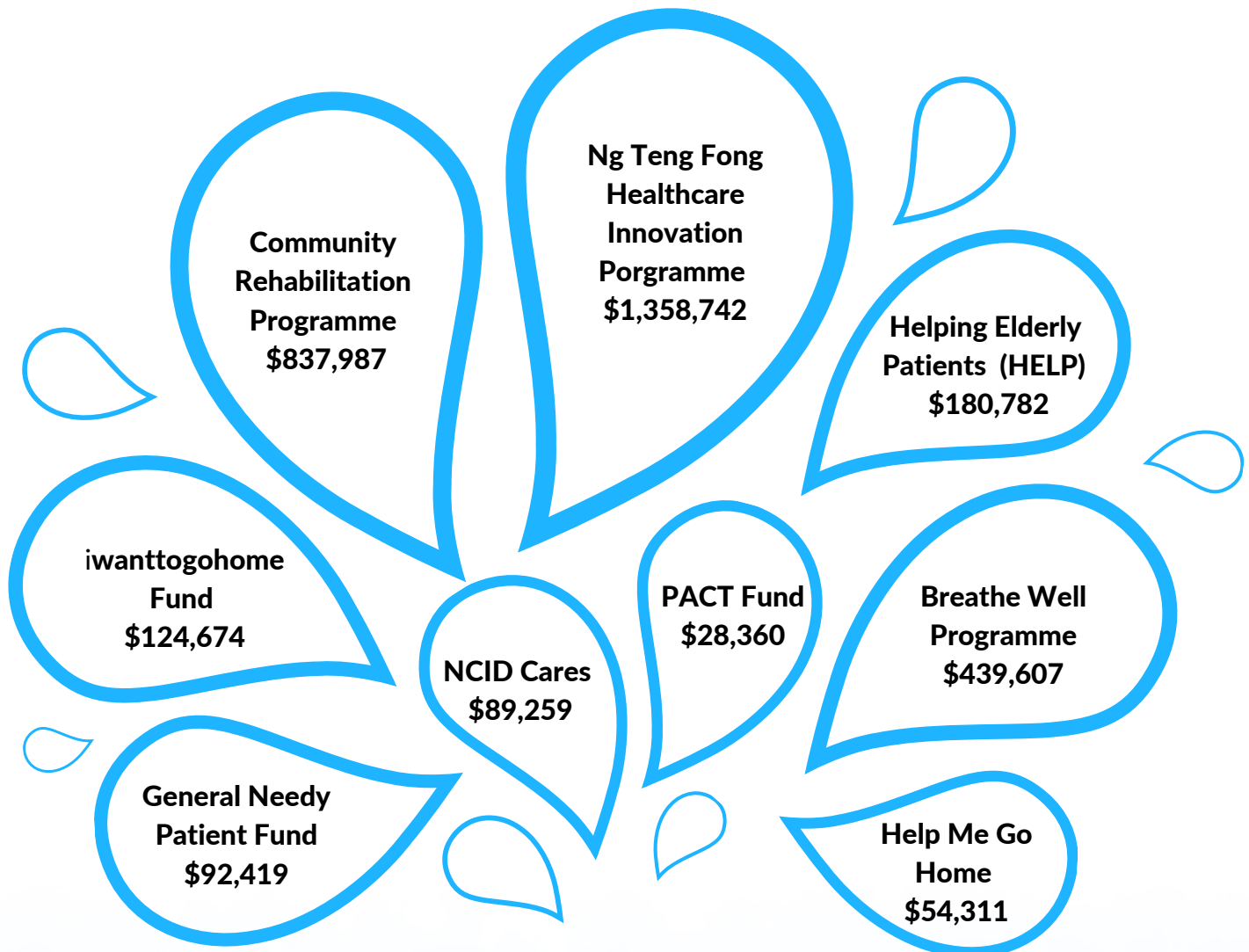
(e.g. audit fees and bank charges)

\$12,390

**Interest income on funds invested and fair value gains on financial assets*

^ Total fundraising expenses to total gross receipts from fundraising for the financial year. All charities and Institutions of a Public Character (IPCs) are expected to keep their fundraising efficiency ratio below 30%.

Key Programmes



Community Rehabilitation Programme (CRP)

Rehabilitation is a crucial part of a patient's recovery. However, patients who are unable to afford rehabilitation therapies end up forgoing it.

CRP is a home rehabilitation service for low-income patients who are physically unable to access services in hospitals or day rehabilitation centres, and are not able to afford private home-based rehabilitation services.

CRP helps patients move around and integrate back into the community through home management and rehabilitation programmes tailored to their needs.



IWantToGoHome Fund

The IWanttoGoHome Fund (IWGH Fund) provides financial assistance to needy patients, for them to afford services and equipment required for timely discharge from the hospital. Some of these services and equipment include assistive and mobility devices, interim care services, medical consumables, transportation for discharge and medical appointments.



NCID Cares

HIV/AIDS affects patients both physically and emotionally. Besides having to cope with the physical impact of the virus that destroys their immune system, many patients also face discrimination and isolation due to the social stigma and myths associated with HIV/AIDS. NCID Cares looks after the physical and emotional well-being of HIV/AIDS patients and provides support for their families.

Helping Elderly Patients (HELP)



Many of the needy patients under our Helping Elderly Patients (HELP) Programme have no income, little savings, and limited family support. Our Programme helps these elderly patients aged 55 and above with out-of-pocket expenses such as adult diapers, wound dressings, nutrition, interim dialysis, mobility aids and dentures.

Programme of All Inclusive Care for the Terminally Ill (PACT)

PACT supports and cares for terminally ill patients and their families. We provide interim funding for the expenses needed to care for patients in their homes and daily lives. We also fund activities aimed at improving the quality of life of patients in palliative care, such as art therapy and music therapy sessions.

Ng Teng Fong Healthcare Innovation Programme

Ng Teng Fong Healthcare Innovation Programme (NTF HIP) was established through a generous gift of \$52 million from the family of the late Mr Ng Teng Fong to Tan Tock Seng Hospital (TTSH).

The aim of NTF HIP is to drive innovation in healthcare, to benefit and enhance the health of our patients and the population we serve. This programme takes a broad perspective and multi-level approach to drive innovation.

Since its inception in 2015, NTF HIP has funded training candidates, innovation projects, and community projects, all with positive outcomes. List below and on the following pages are some of the projects.

Track 1: Strategic Training

Project: Developing Clinical Staff's Capabilities for Managing Patients with Critical Physiological Derangements through Simulation-based Training

A simulation-based experimental training session was conducted for Medical Officers, residents, and students. This training develops capabilities required to manage patients with physiological derangements. Using a portable vital sign simulator, staff undergo in-situ simulation-based training to mimic real clinical environment.



Track 2: Innovation

Project: Emergency Department Interventions for the Frail Elderly (EDIFY)

EDIFY aims to pilot a protocol of comprehensive geriatric assessment on pre-frail to frail elderly persons at the Emergency Department (ED) so as to activate appropriate early intervention. This project has concluded, with promising results of reducing the number of preventable hospitalisation, as well as sustaining patient functionality with lower risk of adverse outcomes.

Track 3: Community Enabling

Changing Needs of Patient Care

Care and well-being consists of more than just physical health. To ensure that the needs of our patients are being met as a whole, we need to take a holistic, interdisciplinary approach to patient care.

CAPE

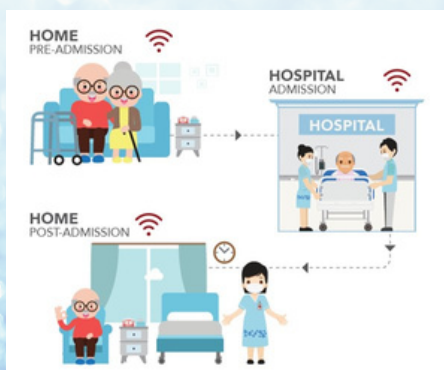
The Centre for Allied Health & Pharmacy Excellence (CAPE) was established to provide an exciting platform for spurring innovation, collaboration and training in integrating health and social care. CAPE aims to promote living independence and improve quality of life. We also hope to constantly innovate and improve our care models to anticipate and meet the demands of future needs. Since CAPE's launch, they have organised several events.



Track 4: Strategic Innovation

Ward Without Walls (Wow) : Transforming Care Beyond Boundaries

Ward without Walls aims to transform inpatient care through digitalization, guided by three patient-centric thrusts, namely, Care Follows You; Anticipative Care by Your Side; and Empowered People, Empowered Decisions.



Clinic Without Walls (COW) : Care Anytime, Anywhere

Clinic without Walls leverages care redesign, digital technology and workforce transformation to deliver person-focused care across the care continuum - beyond the hospital walls and into the community. It aims to activate patients to own and manage their health, and enable them to access care on-the-go seamlessly, so that care follows the patients.



Financial Statements



Balance Sheet

Statement of financial position As at 31 March 2021

	Note	2021 \$	2020 \$
Assets			
Other investments	4	34,249,905	30,299,940
Non-current asset		34,249,905	30,299,940
Cash and cash equivalents	5	43,240,891	42,596,153
Inventories	6	644,224	–
Interest receivables		40,579	147,612
Prepayments		781	50
Current assets		43,926,475	42,743,815
Total assets		78,176,380	73,043,755
Liabilities			
Trade and other payables	7	496,835	837,488
Deferred income	8	644,224	–
Grant received in advance		16,478	16,478
Current and total liabilities		1,157,537	853,966
Net assets		77,018,843	72,189,789
Funds:			
Restricted funds			
Main Fund			
- Needy Patients fund	9(a)(i)	4,639,928	4,394,443
- Medical Education fund	9(a)(ii)	2,122,070	2,165,664
- Medical Research fund	9(a)(iii)	1,162,715	1,046,693
- Patient Care fund	9(a)(iv)	3,487,499	2,948,587
- Central Health Enabling fund	9(a)(v)	4,104,387	4,083,124
Ng Teng Fong Healthcare Innovation Program	9(b)	54,243,539	51,544,190
		69,760,138	66,182,701
Unrestricted fund			
General fund		7,258,705	6,007,088
Total funds		77,018,843	72,189,789

Income & Expenditure Statement

Statement of comprehensive income For the financial year ended 31 March 2021

	Note	2021				2020			
		Restricted Funds		Unrestricted Funds	Total Funds	Restricted Funds		Unrestricted Funds	Total Funds
		Ng Teng Fong Healthcare Innovation Program \$	Main Fund \$	Main Fund (General) \$	\$	Ng Teng Fong Healthcare Innovation Program \$	Main Fund \$	Main Fund (General) \$	\$
Incoming resources									
Incoming resources from:									
- Voluntary income	10	-	1,477,030	678,514	2,155,544	2,000,000	1,455,610	281,787	3,737,397
- Income from fund-raising activities	11	-	221,116	765,005	986,121	-	478,116	332,503	810,619
Deferred income - In-kind donation	8	-	429,132	-	429,132	-	-	-	-
Grant income		-	211,635	-	211,635	-	200,000	-	200,000
Government subvention		-	205,523	-	205,523	-	186,898	-	186,898
Incoming resources from charitable activities		-	114,356	-	114,356	-	298,814	-	298,814
Total incoming resources		-	2,658,792	1,443,519	4,102,311	2,000,000	2,619,438	614,290	5,233,728
Resources expended									
Costs of generating funds:									
- Fund-raising expenses	11	-	(333)	(26,455)	(26,788)	-	(32,863)	20,711	(12,152)
Charitable activities		(1,358,742)	(2,084,480)	-	(3,443,222)	(872,582)	(2,199,883)	(5,435)	(3,077,900)
Governance costs		(241)	346	(12,495)	(12,390)	(289)	(7,271)	(35,742)	(43,302)
Total resources expended		(1,358,983)	(2,084,467)	(38,950)	(3,482,400)	(872,871)	(2,240,017)	(20,466)	(3,133,354)
Finance income	12	4,058,332	103,763	47,048	4,209,143	529,052	212,781	75,854	817,687
Net incoming resources, representing total comprehensive income for the year	13	2,699,349	678,088	1,451,617	4,829,054	1,656,181	592,202	669,678	2,918,061

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

Reserves Policy

	As at 31 Mar 2021 \$000	As at 31 Mar 2020 \$000	% Increase / (Decrease)
Unrestricted Funds (Reserves)	7,259	6,007	20.84%
Restricted / Designated Funds Main Fund	15,517	14,639	6.00%
Total Funds (Main Fund) (A)	22,776	20,646	10.31%
Annual Operating Expenditure (Excludes fundraising expenses and expenses incurred from NTF HI Programme and CHEF)	2,090	2,251	-7.70%
Ratio of Reserves to Annual Operating Expenditure for Main Fund	3.47	2.67	29.96%
Ng Teng Fong Healthcare Innovation Programme (B)	54,244	51,544	5.24%
Total Funds (A + B)	77,020	72,190	6.69%

our funds and ensure we have enough resources to continue running existing programmes and support other operational needs. Major operating expenses such as administrative, manpower and operating costs are supported by our holding company, Tan Tock Seng Hospital Pte Ltd.

Our current year unrestricted funds (reserves) at \$7.2 million will only be able to fund about three years of projected annual operating expenditure.

The fund may selectively invest its reserves subject to:

- (a) Approval from the Board;
- (b) TTSH's/ NHG's financial policies and practices; and
- (c) MOHH's Common Investment Mandate and policy.

The Board reviews the amount of reserves on a yearly basis to ensure that there are adequate funds to support key charitable programmes and operational needs.

List of Related Entities

S/N	Name of Entity	UEN	Relationship
1	MOH Holdings Pte Ltd	198702955E	Intermediate Holding company
2	National Healthcare Group Pte Ltd	200002150H	Intermediate Holding company
3	Tan Tock Seng Hospital Pte Ltd	199003683N	Immediate Holding Company
4	Admiralty Medical Centre Pte Ltd	201618776K	Related Company
5	Alexandra Health Fund Ltd	201427909W	Related Company
6	Alexandra Health Pte Ltd	200717564H	Related Company
7	Central-North Primary Care Network Pte Ltd	201229016M	Related Company
8	Geriatric Education and Research Institute Ltd	201502154R	Related Company
9	Hougang Family Medicine Clinic Pte Ltd	201526353R	Related Company
10	Johns Hopkins Singapore International Medical Centre Pte Ltd	199805214Z	Related Company
11	National Healthcare Group Fund	201623926M	Related Company
12	National Primary Care Pte Ltd	201228999C	Related Company
13	National Skin Centre	198801862W	Related Company
14	National Skin Centre Health Endowment Fund	T00CC1423K	Related Company
15	Woodbridge Hospital Charity Fund	T01CC1489K	Related Company
16	WoodlandsHealth Pte Ltd	201426682D	Related Company
17	Yishun Community Hospital Pte Ltd	201333346W	Related Company

Governance Evaluation Checklist

S/N	Code Guideline	Code ID	Response	Explanation
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")		Yes	
2	Staff does not chair the Board and does not comprise more than one third of the Board.	1.1.3	Complied	
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	Complied	
4	The Treasurer of the charity (or any person holding an equivalent position in the charity, e.g. Finance Committee Chairman or a governing board member responsible for overseeing the finances of the charity) can only serve a maximum of 4 consecutive years. If the charity has not appointed any governing board member to oversee its finances, it will be presumed that the Chairman oversees the finances of the charity.	1.1.7	Complied	
5	All governing board members must submit themselves for re-nomination and re-appointment, at least once every 3 years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Is there any governing board member who has served for more than 10 consecutive years? (skip item 7 if "No")		No	
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	Board members are given a copy of the Fund's Memorandum of Association, Articles of Association and the Operating rules
Conflict of Interest				
9	There are documented procedures for governing board members and staff to declare actual or potential conflicts of interest to the Board at the earliest opportunity.	2.1	Complied	
10	Governing board members do not vote or participate in decision making on matters where they have a conflict of interest.	2.4	Complied	
Strategic Planning				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the charity's activities are in line with the charity's objectives.	3.2.2	Complied	

This Governance Evaluation Checklist is based on the template available on the Charity Portal.

Governance Evaluation Checklist

S/N	Code Guideline	Code ID	Response	Explanation
Human Resource and Volunteer² Management				
12	The Board approves documented human resource policies for staff.	5.1	Not Complied	There is no paid staff in the charity, all staff are from TTSH, the hospital.
13	There is a documented Code of Conduct for governing board members, staff and volunteers (where applicable) which is approved by the Board.	5.3	Complied	For staff, the charity does not have a separate code. The charity leans on the policy and code of conduct of TTSH & NHG
14	There are processes for regular supervision, appraisal and professional development of staff.	5.5	Complied	In accordance with TTSH processes
	Are there volunteers serving in the charity? (skip item 15 if "No")		No	
15	There are volunteer management policies in place for volunteers.	5.7		
Financial Management and Internal Controls				
16	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	
17	The Board ensures that internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures that reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, and regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	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 21 if "No")		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	In accordance with MOHH investment mandate
Fundraising Practices				
	Did the charity receive cash donations (solicited or unsolicited) during the financial year? (skip item 22 if "No")		Yes	
22	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 23 if "No")		Yes	
23	All donations in kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
Disclosure and Transparency				
24	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	

Governance Evaluation Checklist

S/N	Code Guideline	Code ID	Response	Explanation
	Are governing board members remunerated for their services to the Board? (skip items 25 and 26 if "No")		No	
25	No governing board member is involved in setting his own remuneration.	2.2		
26	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 27, 28 and 29 if "No")		No	
27	No staff is involved in setting his own remuneration.	2.2		
28	The charity discloses in its annual report — (a) the total annual remuneration for each of its 3 highest paid staff who each has received remuneration (including remuneration received from the charity's subsidiaries) exceeding \$100,000 during the financial year; and (b) whether any of the 3 highest paid staff also serves as a governing board member of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its paid staff receives more than \$100,000 each in annual remuneration.	8.4		
29	The charity discloses the number of paid staff who satisfies all of the following criteria: (a) the staff 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 has received remuneration exceeding \$50,000 during the financial year. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that there is no paid staff, being a close member of the family belonging to the Executive Head or a governing board member of the charity, who has received remuneration exceeding \$50,000 during the financial year.	8.5		
Public Image				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

Notes:

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

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

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

(b) who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.

A close member of the family may include the following:

- (a) the child or spouse of the Executive Head or governing board member;
- (b) the stepchild of the Executive Head or governing board member;
- (c) the dependant of the Executive Head or governing board member.
- (d) the dependant of the Executive Head's or governing board member's spouse.

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



How You Can Help



\$800

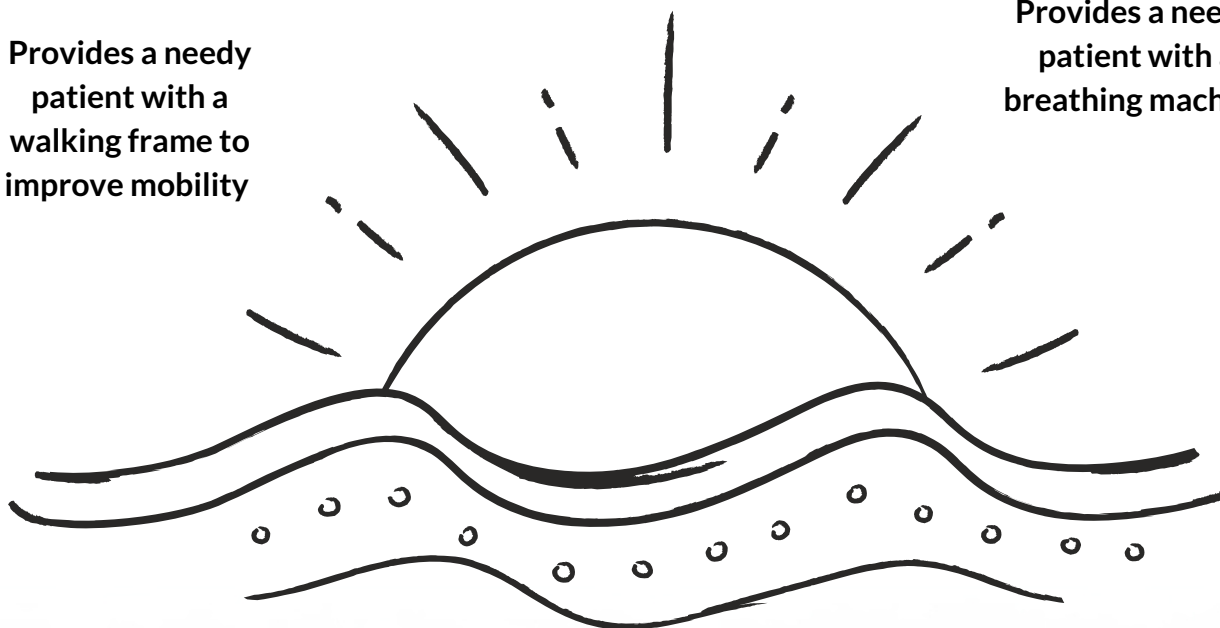
Supports a needy patient's
interim dialysis / care services

\$50

Provides a needy
patient with a
walking frame to
improve mobility

\$2,500

Provides a needy
patient with a
breathing machine



Make an Outright Donation via:

1. **Giving.sg** (www.giving.sg/web/ttsh-community-fund)

2. **Donation Form** (website URL: npo.sg/DcssXDM)

3. **PayNow**

Launch the bank app on your device, and select 'Scan & Pay'
to scan the QR code or enter UEN 201400920N;

For tax exemption, enter OD <space> full NRIC/FIN/UEN
<space> Name in the 'Reference Number' field.

E.g. OD S1234567Z John Tan



Support Our Fundraising Campaigns

1. Stronger Together Campaign

The COVID-19 pandemic has certainly been a challenging time for many of us. However, in times like these, we have learnt that the biggest impact is made when we join our hands together, so that we are Stronger Together.

Besides helping our needy patients with their out-of-pocket expenses, donations will also support healthcare research, innovation and training to improve patient care.

Your donation towards this campaign will be matched dollar-for-dollar under Tote Board's Enhanced Fundraising Programme*.

2. TikTok Challenge

The 'Mask Up, Cases Down' campaign is a TikTok dance challenge involving social media influencers. It aims to reach out to the digital natives who are always online, and at the same time reinforce the message of social responsibility during a pandemic.

Follow us on Facebook / Instagram to find out more.

**capped at \$250,000 per charity*





TTSH Community Fund
Tan Tock Seng Hospital
11 Jalan Tan Tock Seng Singapore 308433



6357 2500



donate@ttsh.com.sg



npo.sg/Nciulm3



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