

# ANNUAL REPORT

FY 2019 - 2020

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# CORPORATE INFORMATION

The Singapore Hospice Council (SHC) was established on 5 May 1995 as a society, and is registered under the Charities Act on 3 August 1996. It has been granted an Institution of a Public Character (IPC) status for the period from 1 October 2019 to 30 September 2021.

Charity Registration No.:	1194
IPC No.:	IHEF0026/G
Unique Entity No. (UEN):	S95SS0013E
Registered Address and Principal Place Of Business:	1 Lorong 2 Toa Payoh, #07-00 Braddell House Singapore 319637



## Charity Trustees

Dr Seet Ai Mee / A/Prof Goh-Fung Cynthia Ruth

## Council Members

The following nominees were appointed as Council Members of the 25th Council of the Singapore Hospice Council on 12 September 2019.

1. Chairman Dr Neo Soek Hui
2. Vice-Chairman Dr Chong Poh Heng
3. Honorary Secretary Dr Wu Huei Yaw
4. Honorary Treasurer Mr Chey Chor Wai
5. Council Member Ms Choo Shiu Ling
6. Council Member Dr Loo Yu Xian
7. Council Member Ms Lim Hwa Hiang Sandy
8. Council Member Dr Lee Bin Xuan Andy
9. Council Member Mr Albert Ching Liang Heng
10. Council Member Dr Lee Onn Kei Angel
11. Council Member Sr Tan Swee Hoon Geraldine Marie
12. Council Member Dr Pope Andrew Villarosa Samson
13. Council Member Dr Ng Wai Chong
14. Council Member Dr Edwin Lim Boon Howe
15. Council Member Dr Koh Lip Hoe
16. Council Member A/Prof James Alvin Low Yiew Hock
17. Council Member A/Prof Chan Mei Yoke
18. Council Member Dr Norhisham Bin Main
19. Council Member Dr Koh Yong Hwang Mervyn
20. Co-opted Member A/Prof Goh-Fung Cynthia Ruth
21. Co-opted Member Dr Ong Wah Ying

## Bankers

DBS Bank Ltd & CIMB Bank Berhad

## Independent Auditor

CA Trust PAC

## Lawyers

TSMP Law Corporation



## Objectives

- Coordinate and promote hospice and palliative care in Singapore.
- Provide and coordinate training in hospice and palliative care.
- Support efforts in improving the quality of hospice and palliative care.
- Undertake such activities which are incidental or conducive to the attainment of the above objects including:
  - a. to act as the representative body for hospice and palliative care in Singapore, nationally and internationally; and
  - b. to promote public awareness of hospices and palliative care services in Singapore.

## Reserve Policy

SHC will hold its reserves up to three years' operational expenses.

## Finance & Funding

SHC is funded by donations from the public, foundations, corporations and subscriptions from members of SHC as well as net surpluses generated from organising conferences and the Voices for Hospices Charity concerts. In addition, activities of SHC are supported partially by various grants from the Ministry of Health, Temasek Foundation, Community Foundation Singapore, Singapore Tourism Board and National Council of Social Service.

## Memberships

SHC is open for membership to any social service organisation running significant hospice programmes as 'ordinary' member or as a 'special' member if it is a restructured hospital or a medical centre with a palliative care unit. Other organisations with an interest in hospice or palliative care or are commercial organisations providing hospice care can apply to be 'affiliate' members. Each ordinary member and special member appoints one representative to the Council of SHC.

## Privacy Policy

To ensure that personal information is secure, SHC enforces the Privacy and Security guidelines according to the Personal Data Protection Act 2012.

## Governance Evaluation

SHC falls under the Enhanced Tier of Guidelines for the purposes of the Code of Governance (Code) for Charities and Institutions of Public Character as the Enhanced tier covers IPCs with gross annual receipts or total expenditure of \$500,000 to \$10 million in each of its two immediate preceding financial years. Compliance with the checklist can be viewed on the Charity Portal ([www.charities.gov.sg](http://www.charities.gov.sg)).

## Conflict of Interest Policy

All Council members are required to read and understand the conflict of interest policy in place. Council members are required to disclose fully any conflict of interest that they may or potentially have, whether directly or indirectly.

# STATEMENT OF CORPORATE GOVERNANCE

The Singapore Hospice Council (SHC), as an Institution of a Public Character (IPC) is committed to good governance and management practices and seeks to comply with the Charity and IPC regulations and Code of Governance for Charities and Institutions of a Public Character.



# 1. Governing Council

## Council Governance

The Council of SHC has the duty to ensure compliance with SHC's constitution and all the relevant laws and regulations. Its primary responsibility is to promote the interest of SHC in accordance with its objectives.

## Rules and Responsibilities of the Council

- 1.Ensure compliance with all regulations pertaining to good governance.
- 2.Oversee the strategy that ensure the objectives of SHC are met.
- 3.Account for SHC's performance so that the resources and efforts deliver the outcomes and benefits to the members of SHC, the community at large and SHC's role in the region.
- 4.Devise and solicit philanthropic giving and grants that help to meet the objectives of SHC.

## Council Composition

For the FY 2019 - 2020, the Council comprised of 19 representatives of member organisations and 2 co-opted representatives, A/Prof Goh-Fung Cynthia Ruth and Dr Ong Wah Ying.

The following are the member organisations and their representatives:

Organisation	Type of Member	Representative (Date appointed in Council)
Dover Park Hospice (DPH)	Ordinary (Founding Member)	Mr Chey Chor Wai (since 12 September 2019)
HCA Hospice Care (HCA)	Ordinary (Founding Member)	Dr Chong Poh Heng (since 13 August 2015)
Singapore Cancer Society (SCS)	Ordinary (Founding Member)	Mr Albert Ching Liang Heng (since 12 September 2019)
Catholic Welfare Services (CWS)/St Joseph's Home (SJH)	Ordinary (Founding Member)	Sr Tan Swee Hoon Geraldine Marie (since 31 July 1995)

Organisation	Type of Member	Representative (Date appointed in Council)
Assisi Hospice (AH)	Ordinary	Ms Choo Shiu Ling (since 29 August 2017)
Bright Vision Hospital (BVH)	Ordinary	Dr Loo Yu Xian (since 12 September 2019)
Metta Hospice Care (MHC)	Ordinary	Ms Lim Hwa Hiang Sandy (since 12 September 2019)
MWS Home Hospice (MWS)	Ordinary	Dr Lee Bin Xuan Andy (since 7 August 2018)
St Andrew's Community Hospital (SACH)	Ordinary	Dr Lee Onn Kei Angel (since 13 August 2015)
St Luke's Hospital (SLH)	Ordinary	Dr Pope Andrew Villarosa Samson (since 29 August 2017)
Tsao Foundation (TF)	Ordinary	Dr Ng Wai Chong (since 30 May 2019)
Tzu Chi Foundation (Singapore) / Buddhist Compassion Relief (TCF)	Ordinary	Dr Edwin Lim Boon Howe (since 30 May 2019)
Changi General Hospital (CGH)	Special	Dr Koh Lip Hoe (since 19 July 2012)
Khoo Teck Puat Hospital (KTPH)	Special	A/Prof James Alvin Low Yiew Hock (since 29 August 2017)
KK Women's & Children's Hospital (KKH)	Special	A/Prof Chan Mei Yoke (since 30 July 2009)
National Cancer Centre Singapore (NCCS)	Special	Dr Neo Soek Hui (since 28 July 2011)
Ng Teng Fong General Hospital (NTFGH)	Special	Dr Norhisham Bin Main (since 18 August 2016)
Tan Tock Seng Hospital (TTSH)	Special	Dr Koh Yong Hwang Mervyn (since 26 July 2013)
Woodlands Health Campus (WHC)	Special	Dr Wu Huei Yaw (since 30 May 2019)

The following have been on the Council for more than 10 consecutive years:

Council Member	Reasons for retention on the Council
A/Prof Goh-Fung Cynthia Ruth	One of the key founders of SHC and holds vast experience in the palliative care sector both locally and in the region.
Sister Tan Swee Hoon, Geraldine Marie	Nominated by member organisation. Founding Council member with experience in ILTC sector.
A/Prof Chan Mei Yoke	Nominated by member organisation. Possesses experience in specialised area of Paediatric Palliative Care.

## Enterprise Risk Management

The Council appoints the Audit Committee to oversee risk management. The Audit Committee reviews the overall adequacy and effectiveness of risk management and internal control systems. The Council and Management are responsible for the effective implementation of risk management strategies, policies and processes to facilitate the achievements of SHC's operational and strategic objectives. Key risks are identified, addressed and reviewed on an ongoing basis.

## Council Meetings

The Council meets quarterly during the work year that starts after the AGM of each year. The Council has met on the following dates:

1. 12 September 2019
2. 28 November 2019
3. 17 March 2020 (via email circular)
4. 23 July 2020

The Council members' attendance at the Council meetings for the period of September 2019 to August 2020 are as follow:

	Name of Council Member	Meetings Attended
1	Dr Neo Soek Hui (Chairman)	4/4
2	Dr Chong Poh Heng (Vice-Chairman)	4/4
3	Dr Wu Huei Yaw (Honorary Secretary)	4/4



	<b>Name of Council Member</b>	<b>Meetings Attended</b>
4	Mr Chey Chor Wai (Honorary Treasurer)	4/4
5	Ms Choo Shiu Ling	2/4
6	Dr Loo Yu Xian	3/4
7	Ms Lim Hwa Hiang Sandy	2/4
8	Dr Lee Bin Xuan Andy	4/4
9	Mr Albert Ching Liang Heng	3/4
10	Dr Lee Onn Kei Angel	4/4
11	Sr Tan Swee Hoon, Geraldine Marie	4/4
12	Dr Pope Andrew Villarosa Samson	4/4
13	Dr Ng Wai Chong	2/4
14	Dr Edwin Lim Boon Howe	4/4
15	Dr Koh Lip Hoe	3/4
16	A/Prof James Alvin Low Yiew Hock	3/4
17	A/Prof Chan Mei Yoke	3/4
18	Dr Norhisham Bin Main	3/4
19	Dr Koh Yong Hwang Mervyn	3/4
20	A/Prof Goh-Fung Cynthia Ruth (co-opted)	3/4
21	Dr Ong Wah Ying (co-opted)	4/4

## 2. Affiliate Members

Organisations who have an interest in hospice and palliative care or, commercial organisations providing hospice care can apply to be Affiliate Members. Affiliate Members may appoint one representative to attend General Meetings of SHC in accordance with Article 12.6 of the constitution but they have no voting rights.

Lien Centre for Palliative Care (LCPC) is an Affiliate Member of SHC.

# 3. Roles and Responsibilities of Sub-committees and Programme Leads

## Governance

### Executive Committee (EXCO)

1. Oversees the operations of SHC.
2. Reviews and approves all matters submitted by the various programme leads and others such as annual budget, strategies and policies before they are tabled for Council's approval.
3. The Chief Executive reports to the EXCO and updates them on the operations and development of SHC.
4. Evaluates the performance of the Chief Executive.

### Financial Committee

1. Review budgets prepared by staff to help develop appropriate procedures for budget preparations consistent with the Council's plans.
2. Ensure regular and accurate monitoring and accountability for funds and report to the Council on any financial irregularities and concerns.
3. Recommend financial guidelines to the Council (such as to establish a reserve fund or to obtain a line of credit for a specified amount).
4. Work with staff to establish finance processes and procedures.
5. Work with staff on financial reports and ensure that reports are accurate and timely.
6. Oversee short and long-term investments, unless there is a separate investments committee.
7. Advise the Chief Executive and other appropriate staff on financial priorities and information systems.



## Audit Committee

1. Oversee annual financial statements preparation and integrity.
2. Review the results of the audit of financial statements and consider significant findings and recommendations of the Independent Auditor and management's responses.
3. Review the adequacy and effectiveness of internal control systems regarding compliance with finance manual, relevant statutes and regulations.
4. Review independence and objectivity of the Independent Auditor annually.
5. Recommend to the Council the appointment, re-appointment and removal of the Independent Auditor and approving the remuneration and terms of engagement of the Independent Auditor.
6. Review the Independent Auditor's evaluation of the system of internal controls and consider the effectiveness of responses and actions taken on the audit observations and recommendations.
7. Review arrangements by which staff may, in confidence, raise concerns about possible improprieties in matters of financial report.
8. Oversee the Enterprise Risk Management Framework.

## Programmes and Services

The programmes and activities conducted by SHC to fulfill its objectives are overseen by committees or representatives from its members. In the FY 2019 - 2020, these were the committees and programmes of SHC and the roles and responsibilities of the committees or the appointed representative.

## Caregivers Support and Patient Education Materials Committee (CSPEM)

1. Review caregivers support and patient education materials.
2. Write and edit content for caregivers support and patient education materials.

# Community Engagement Committee & Communications Committee

## *Steering Committee*

1. Direct, lead and manage the 3-year Community Engagement project which is funded partially by the Ministry of Health (MOH CE project).
2. Develop a 3-year strategy to achieve and deliver all key performance indicators agreed in the MOH CE project.
3. Develop a public communications strategy and plan.
4. Oversee the work of the Healthcare Workers Workgroup (HCW), the Public Workgroup (PW) and the Grief and Bereavement workgroup (GB).
5. Assess and manage external service providers or contracts. E.g. media consultants/PR firms/survey/project consultants.
6. Advise and make recommendations to Council with regards to community and media arrangements.
7. Develop strategic relationships with government agencies, ministries, grassroot organisations, NGOs and service providers.
8. Prepare financial and update reports to the Council and MOH every six monthly.

## *Public Education Workgroup (PW)*

This workgroup reports to the Steering Committee. PW helps to reach out to the public to raise awareness and understanding of palliative care and fulfil the key performance indicators in the MOH project.

1. Write and develop a community engagement toolkit for use by SHC member organisations' staff and other community workers to reach out to senior citizens.
2. Work with external media consultants in engaging the media and journalists' enquiries, provide human interest stories to pitch to media to raise public awareness.
3. Partner and organise with all SHC member organisations and other VWOs that are working with seniors to roll out the community engagement kit.
4. Partner with AIC's Living Matters to promote Advance Care Planning in the community.
5. Update the Steering Committee and Council regularly of its work.

### *Healthcare Workers Workgroup (HCW)*

This workgroup reports to the Steering Committee.

Plan, coordinate, and manage all community engagement activities in reaching out to healthcare professionals and students (e.g. doctors and nurses in acute hospitals, medical and nursing students, general practitioners etc.) to raise awareness and understanding of palliative care and fulfil the key performance indicators in the MOH CE project.

1. Assist and advice Steering Committee as subject matter experts, work with external media consultants in engaging the media and journalists' enquiries, provide human interest stories to pitch to media to raise public awareness.
2. Write, develop content and collaterals suitable in reaching out to this target group.
3. Contribute content for the creation of a community engagement kit for the public.
4. Work with tertiary institutions and residency programmes to weave palliative care and end-of-life issues into the training curriculum.
5. Organise and conduct forums, talks and conferences to increase awareness.
6. Update the Steering Committee and Council regularly of its work.

### *Grief and Bereavement Workgroup (GB)*

1. Assess gaps in the provision of grief work for palliative care patients and their families.
2. Identify the range, type and extent of bereavement intervention available and required in Singapore for families who have access to palliative care.
3. Recommend how bereavement service may be delivered to caregivers who are users of palliative care.
4. Develop minimum data set and outcome measures for bereavement work provided by grief/bereavement workers.
5. Make recommendations on grief and bereavement education for the public and service providers.

### *Ethics Advisory Committee*

1. Discuss ethical issues raised by the members of SHC and make necessary recommendations.
2. Prepare and explain position statements on ethical issues on behalf of the Council of SHC.
3. Recommend means to promote an awareness of ethical principles and practices in palliative care amongst healthcare workers in palliative care.

### *Hospice Link Editorial Committee*

1. Provide editorial support for Hospice Link.
2. Serve as liaison between staff of SHC and member organisations on news-worthy and educational items.
3. To ensure timely production and circulation of Hospice Link.

### *Quality Improvement (QI) Committee*

1. Review national guidelines for palliative care every 2 years.
2. Conduct 2-yearly self-assessment of palliative care providers using the national guidelines self-assessment workbook, including benchmarking of quality indicators and identifying priority areas for improvement.
3. Develop and administer yearly caregiver survey to caregivers of patients to determine satisfaction with care and identify areas of needs of caregivers.
4. Report on yearly minimum dataset collection.
5. Develop training programmes to support palliative care providers in embarking on quality improvement.
6. Support community palliative care providers in initiating and completing at least 5 quality improvement projects in priority areas for improvement, each project involving two or more collaborating providers.

## *Singapore Palliative Care Conference (SPCC) 2020 Organising Committee*

1. Plan, oversee and organise the conduct of the SPCC 2020.
2. Ensure that the rolling out of the plans for the conference is on track.
3. Make policies to guide the overall running of the conference, e.g. on registration fees, sponsorship conditions for speakers, trade exhibition participants, fund-raising and other financial policies.
4. Appoint committees and the respective chairs with specific functions pertinent to running a good conference.
5. Appoint the Professional Conference Organiser (PCO) and ensure adequate supervision and liaison with the PCO.
6. Appoint a Treasurer, who shall chair and form the SPCC 2020 Finance Committee, keep adequate control over the finances of the conference and ensure good governance of all funds received and dispensed.

## *Multidisciplinary Forum (MDF)*

1. Ensure the relevancy of the programme for the MDF submitted by member organisations.
2. Monitor feedback from the participants and propose changes to the programme or organisation of the Multidisciplinary Forum.

## *Medical Student Programme*

1. Ensure the smooth running of the Medical Student Programme.
2. Serve as liaison between the SHC member organisations and the Yong Loo Lin School of Medicine.

## 4. Whistleblowing Policy

SHC has a whistleblowing policy to allow staff, suppliers, contractors, partners and other stakeholders to raise concerns or report malpractices and misconduct to the relevant authority in SHC. The policy aims to encourage the reporting of such matters in good faith, with the confidence that persons making such reports will be treated fairly and with due follow-up action. All whistleblowers will be treated with confidentiality. There is no known whistleblow report in the FY ended 31 March 2020.

## 5. Disclosure and Transparency

The annual report is prepared to include information on its programmes, financial affairs, governance, Council and its management. Audited Financial Statements are available on SHC's website and information on SHC's financials can be found in the Commissioner of Charities website.

For the FY ended 31 March 2020, Council members were all volunteers and were not remunerated for their services to SHC. There is no staff serving as a Council member.

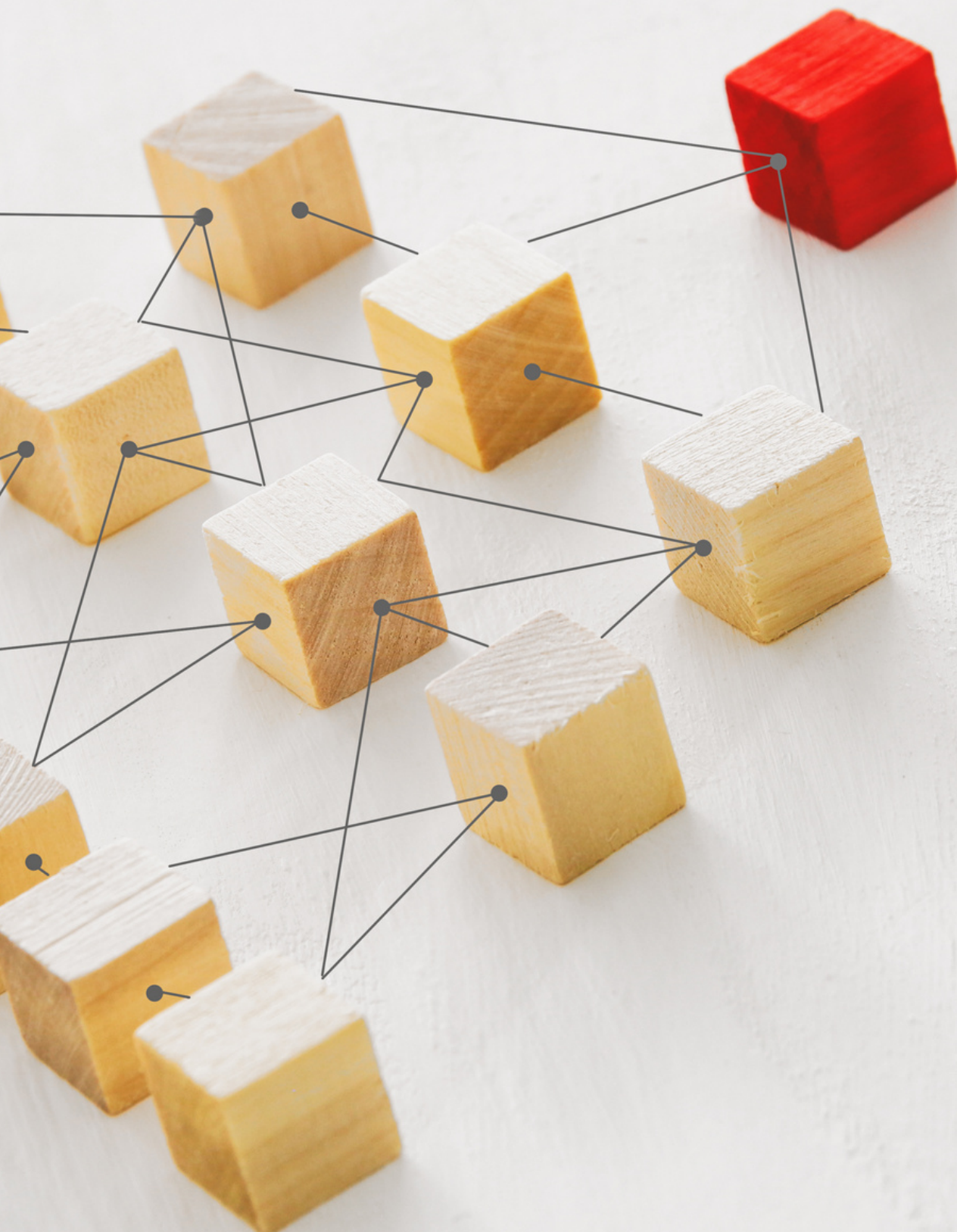
All Council members declared that they were neither undischarged bankrupts or had been convicted of any offence in a court of law.

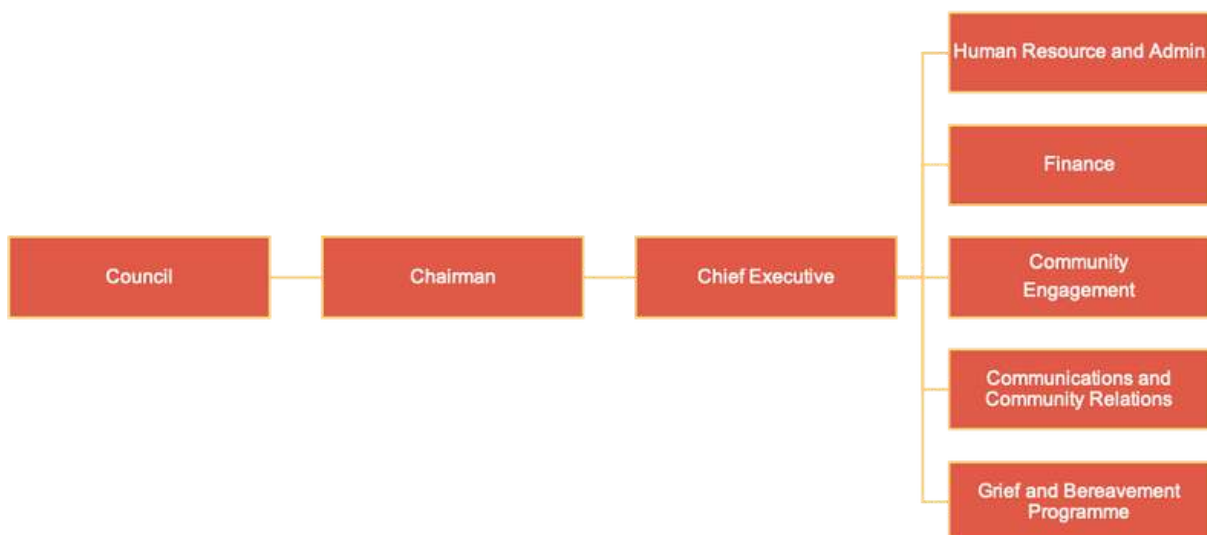
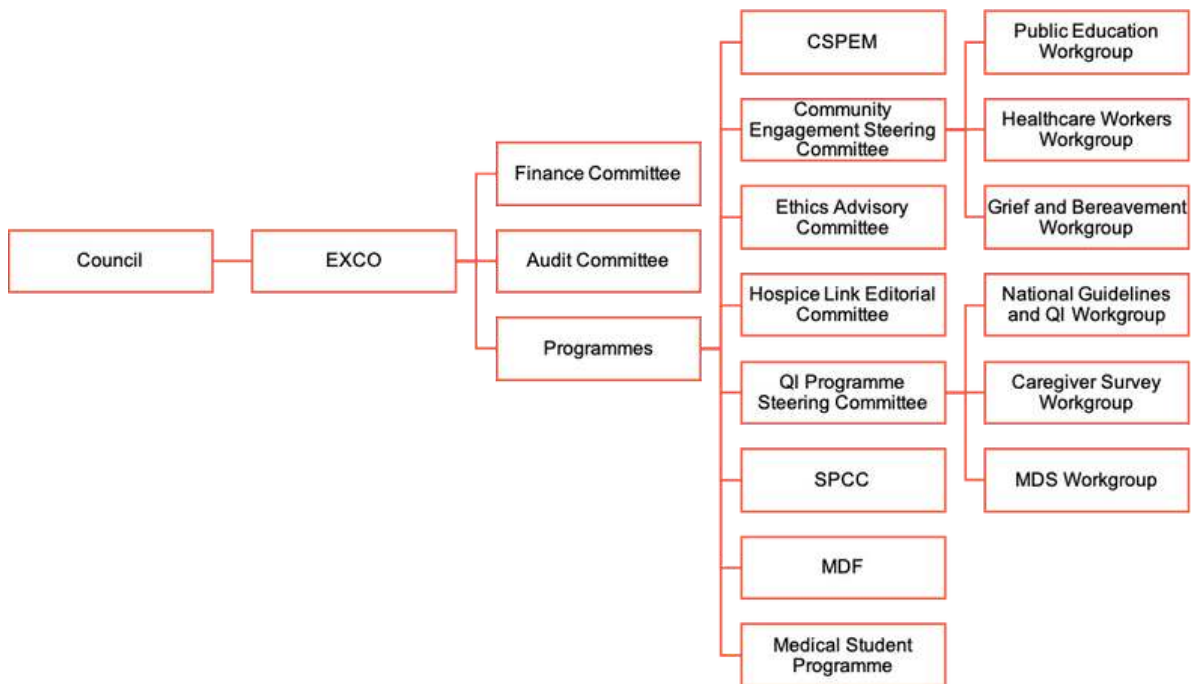
Only one staff had remuneration of more than \$100,000.

No paid staff is a close member of the family of the Chief Executive or Council member.



# ORGANISATION CHART







# COMMITTEES AND STAFF



# Governance

## Executive Committee

Dr Neo Soek Hui (NCCS) - Chair  
Dr Chong Poh Heng (HCA) - Vice-Chair  
Mr Chey Chor Wai (DPH) - Honorary Treasurer  
Dr Wu Huei Yaw (WHC) - Honorary Secretary

## Finance Committee

Mr Goh Kok Huat - Chair  
Mr Chey Chor Wai (DPH)  
Dr Tan Kee Wee

## Audit Committee

Mr Albert Ching Liang Heng (SCS) - Chair  
Ms Josephine Tan (BVH)  
Mr Timothy Liu (DPH)

# Programmes

## Caregivers Support and Patient Education Materials Committee (CSPEM)

Dr Karen Liaw (SACH) - Chair  
Dr Lee Sze Yi (NCCS) - Co-Chair  
SNC Susan Chan (DPH)  
Ms Candice Tan (TTSH)  
Ms Karen Choo (HCA)  
Dr Winston Chin

## Community Engagement Committee & Communications Committee

### *Steering Committee*

Ms Evelyn Leong (SHC) - Chair  
Ms Juliet Ng (AH) - Co-Chair  
Ms Chee Wai Yee (SHC)  
Dr Ong Wah Ying (DPH)  
Dr Peh Tan Ying (NCCS)  
Dr Angel Lee (SACH) - Council Representative  
Dr Jamie Zhou (NCCS)  
Dr Yeo Su Lin (SMU)  
Ms Christina Wee (SHC)

### *Public Education Workgroup*

Mr Samuel Ng (Montfort Care) - Chair  
Ms Fan Loo Ching (AIC)  
APN Kahvidah Nathan (SACH)  
Ms Violet Yang (SHC)  
Mr Howard Wong (SLEC)  
Ms Chen Ting (SHC)

### *Healthcare Workers Workgroup*

Dr Ong Wah Ying (DPH) - Chair  
Dr Peh Tan Ying (NCCS) - Co-chair  
Dr Yee Choon Meng (TTSH)  
A/Prof Edward Poon  
Dr Kok Jaan Yang

### *Grief & Bereavement Workgroup*

Ms Chee Wai Yee (SHC) - Chair  
Dr Ivan Woo (TTSH) - Co-Chair  
Mrs Lee Lay Beng  
Ms Grace Ong (AH)  
Dr Carolyn Ng  
SNC Susan Chan (DPH)  
Dr Khemlani Mansha Hari (KTPH)  
Dr Gilbert Fan (NCCS)  
Ms Tan Yee Pin (NCCS)  
Ms Terina Tan (NUH)  
Dr Lee Geok Ling  
Ms Leong Kwai Theng (SACH)  
Mr Andy Sim (SGH)  
Ms Candice Tan (TTSH)  
Prof Amy Chow (HKU) - Advisor  
Dr Neo Soek Hui (NCCS) - Advisor

## **Ethics Advisory Committee**

A/Prof Lalit Kumar Radha Krishna (NCCS) - Chair  
A/Prof James Alvin Low (KTPH) - Co-chair  
A/Prof Cynthia Goh (NCCS)  
Dr Neo Han Yee (TTSH)  
Ms Lai Bew Meng (MWS)  
Ms Cheung Siew Li (SLH)  
Dr Calvin Ho Wai-Loon (NUS)  
Dr Norhisham Bin Main (NTFGH)

## Hospice Link Editorial Committee

Ms Christina Wee (SHC) - Editor  
Ms Anne Loh - Associate Editor  
Ms Angela Yeo (AH)  
Mr Muhammad Azhar bin Abdul Rahim (BVH)  
SSN Rasidah Bte Alias (CGH)  
Ms Jenny Goo (DPH)  
Ms Toh Wei Shi (HCA)  
Ms Ong Min Li (KTPH)  
Ms Madhurima Bagchi (LCPC)  
Ms Souriyasack Sinnie Julie Anne (MHC)  
Ms Nicole Andrea Tan (MWS)  
Ms Kumudha Panneerchelvam (SCS)  
Ms Peh Lay Koon (SACH)  
Ms Shereen Ng (SJH)  
Ms Chua Hwee Leng (SLH)  
Dr Ho Si Yin (TTSH)  
Ms Sheena Koong (SHC)

## Quality Improvement Programme and Steering Committee

### *Steering Committee*

Dr Tan Hui Ling (TTSH) - Chair  
Dr Neo Soek Hui (NCCS) - Co-Chair  
APN Sylvia Lee (DPH)  
Ms Chee Wai Yee (SHC)  
Dr Lo Tong Jen (NCCS)  
Dr Yee Choon Meng (TTSH)  
Dr Shirlyn Neo (NCCS)  
Dr Grace Yang (NCCS)  
Dr Laurence Tan (KTPH)

## *National Guidelines for Palliative Care and QI Workgroup*

Dr Lo Tong Jen (NCCS) - Chair  
Dr Lee Chung Seng (TTSH)  
Dr Teoh Ren Shang (SCS)  
NC Tan Yung Ying (NCCS)  
NC Wong Yoke Ping (CGH)  
Dr Gillian Phua (NCCS)

## *Caregiver Survey Workgroup*

Dr Yee Choon Meng (TTSH) - Chair  
Dr Shirlyn Neo (NCCS) - Co-Chair  
Ms Peh Cheng Wan (AH)  
Ms Wong Yin Yee (AH)  
APN Ng Wan Ru (HCA)  
Dr Andrew Samson (SLH)  
Dr Irene Hii (SLH)  
NC Sim Lai Kiow (KTPH)

## *Minimum Data Set (MDS) Workgroup*

Dr Grace Yang (NCCS) - Chair  
Dr Laurence Tan (KTPH) - Co-Chair  
Ms Lim Hui Ling (HCA)  
Mr Ying Shaowei  
Dr Shermin Tan

# Singapore Palliative Care Conference 2020 Organising Committee

Dr Neo Han Yee (TTSH) - Chair

Dr Shirlynn Ho (NCCS) - Vice-Chair

Dr Yee Choon Meng (TTSH) - Treasurer, Sponsorship and Finance  
Committee, Chair

Dr Edwin Lim Boon Howe - Sponsorship and Finance Committee,  
Vice-Chair

Dr Grace Yang (NCCS) - Scientific Committee, Chair

APN Sylvia Lee (DPH) - Scientific Committee, Vice-Chair

Dr Jamie Zhou (NCCS) - Social Committee, Chair

Dr Vengadasalam Murugam (NTFGH) - Social Committee, Vice-Chair

Dr Tricia Yung (TTSH) - Abstract Subcommittee, Chair

Ms Joyce Chee (APHN) - Logistics and Facilities Committee, Chair

APN Chia Gerk Sin (TTSH) - Scholarship and Bursary Subcommittee,  
Chair

Dr Chong Poh Heng (HCA) - Council Representative

Ms Evelyn Leong (SHC)

## Multidisciplinary Forum

Dr Ong Eng Koon (NCCS)

## Medical Student Programme

Dr Tricia Yung (TTSH)

# Our Staff

As of 1 April 2019 to 31 March 2020, there are three full-time staff, four contract staff.

## Full-time

Chief Executive - Ms Yeo Tan Tan (last day 30 June 2019) & Ms Evelyn Leong (wef 22 May 2019)

Senior Finance and Administrative Executive - Ms Veronica Chee (wef 28 January 2019)

## Contract

Senior Human Resource & Administrative Executive - Ms Nancy Lee (wef 14 August 2017)

Community Engagement Executive - Ms Chen Ting (wef 1 December 2017)

Community Engagement Manager - Ms Violet Yang (wef 2 July 2018)

Communications & Community Relations Manager - Ms Christina Wee (wef 17 July 2018)

Communications Executive - Ms Leo Wan Ling (last day 31 July 2019) & Ms Sheena Koong (wef 1 October 2019)



# ACTIVITIES







*Live Q&A segment during the “Live Well. Leave Well. A Caregiving Community” event .*

# I. Community Engagement

## A. Community Engagement Event – “Live Well. Leave Well. A Caregiving Community”

11 & 12 May 2019 at Westgate

This was SHC’s third large scale community engagement event held since the beginning of the MOH-supported CE Programme. The Guest of Honour was Mr Edwin Tong, Senior Minister of State, Ministry of Health and Ministry of Law. The host is Ms Low Yen Ling, Mayor of South West Community Development Council.

During the opening ceremony, we launched three Caregiver Resource Booklets (Nutrition in Advanced Illness, Understanding the Final Hours, Caring for Yourself after a Death) and our Second Life Book entitled “Granny Cool”. This Life Book is an illustrated book based on a true life story to help readers understand more about palliative care, celebrate the lives and legacies that palliative care patients leave behind.

More than 1800 people attended this event.

<b>No. of SHC members participated</b>	8								
<b>List of Organisations</b>	Assisi Hospice, Dover Park Hospice, HCA Hospice Care, Methodist Welfare Services, National University Health System, Singapore Cancer Society, St Joseph's Home and St Luke's Hospital.								
<b>No. of non-SHC members participated</b>	3								
<b>List of Organisations/Individuals</b>	Agency for Integrated Care, Mr Tay Kuang Teck and Ms Melisa Quek.								
<b>No. of Sponsors</b>	5								
<b>List of Sponsors</b>	In Memory of Mrs Bebe Lee, Food Republic, Lee Foundation, NTUC FairPrice Foundation and Pua Loong Trading Company.								
<b>No. of SHC Volunteers</b>	<table border="1"> <thead> <tr> <th>Date</th><th>No. of Volunteers</th></tr> </thead> <tbody> <tr> <td>Sat, 11 May</td><td>43</td></tr> <tr> <td>Sun, 12 May</td><td>33</td></tr> <tr> <td><b>Total</b></td><td><b>76</b></td></tr> </tbody> </table>	Date	No. of Volunteers	Sat, 11 May	43	Sun, 12 May	33	<b>Total</b>	<b>76</b>
Date	No. of Volunteers								
Sat, 11 May	43								
Sun, 12 May	33								
<b>Total</b>	<b>76</b>								



*Launch of SHC's "Dr. Guardian Angel" Life Book at the "Voices of My HeART" event with Guest-of-Honour Mr Desmond Choo, Mayor of North East District & Assistant Secretary-General, National Trade Union Congress.*

## B. WHPC Day 2019 – Voices of My HeART

### 5 October 2019 at SCAPE, Orchard Road

In celebration of World Hospice and Palliative Care Day, SHC partnered with 17 organisations/individuals to raise awareness among youths and young adults about palliative care and caregiving support resources through creative arts such as a songwriting competition, showcase of various dance performances, movie screening followed by forum panel discussion, hospice photo documentary and doodling sessions.

The event was attended by 700 visitors and the Guest-of-Honour was Mr Desmond Choo, Mayor of North East District & Assistant Secretary-General, National Trade Union Congress.

This event also allowed SHC to implement the use of VR goggles to enable visitors to journey in a hospice. This non-intrusive journey allowed SHC to correct mindset, misconceptions and reiterated the importance of early planning for their palliative care needs.

At the opening ceremony, SHC's third illustrated Life Book called "Dr. Guardian Angel" was launched. This Life Book depicts the story of a teenage gamer, Zach, who battles cancer with a positive attitude and the constant strength from his palliative care doctor.

No. of SHC members participated	8															
List of Organisations	Changi General Hospital, Dover Park Hospice, HCA Hospice Care, Metta Welfare Association, National University Health System, Singapore Cancer Society, St Joseph's Home and Tzu Chi Foundation.															
No. of non-SHC members participated	9															
List of Organisations/Individuals	Band of Doodlers, Children's Cancer Foundation, HE:ART Matters, Maddspace, Mind Palace (Vendor), Ngoh Shian Bang, Singapore Film Society, Urban Terrain Groovers and LianHe Zaobao.															
No. of Sponsors	6															
List of Sponsors	AV One, Food Republic, Lee Foundation, Pure Ocean, The PlayNation and Subway.															
No. of Volunteers	<div>110</div> <table><tr><th>Name</th><th>Member</th><th>Non-Member</th></tr><tr><td>Booth</td><td>36</td><td>13</td></tr><tr><td>Performance</td><td>14</td><td>32</td></tr><tr><td>SHC volunteers</td><td>15</td><td>0</td></tr><tr><td>Total</td><td>65</td><td>45</td></tr></table>	Name	Member	Non-Member	Booth	36	13	Performance	14	32	SHC volunteers	15	0	Total	65	45
Name	Member	Non-Member														
Booth	36	13														
Performance	14	32														
SHC volunteers	15	0														
Total	65	45														





Happenings at SHC's booth during the "Grandparents' Day" event on 24 November 2019.

## C. Other Community Engagement Events

Date	Organiser	Venue	Public Engagement Event	Total Attendance
7 April 2019	Jamiyah and SWCDC	West Coast CC	World Health Day	621
7 May to 16 May 2019	Ng Teng Fong General Hospital	NTFGH Travelator	"Lawrence of Arabia" Lifebook Panel Exhibition	464
28 May 2019	St Andrew's Cathedral	St Andrew's Cathedral	Talk on Lasting Power of Attorney cum Booth	32
8 & 9 June 2019	South West Community Development Council	Yuhua CC	Merdeka Generation Party	874
25 June 2019	National Council of Social Services	Lifelong Learning Institute	Integrated Eldercare Network Meeting	59
14 July 2019	South West Community Development Council	West Coast Community Club	Seniors' Health Carnival	166
21 July 2019	Hindu Endowment Board	Serangoon Road Temple	Annual Health Festival	152
31 August & 1 September 2019	Project Happy Apples	Rivervale Plaza	Public Exhibition End Game 2: What's your game plan?	1041
7 September 2019	Care Community Services Society	CareElderly SAC@Golden Ginger centre	CCSS Volunteers' Training	21
10 September 2019	Institute of Elderly	Trinity Theological College	"End of Life Care" Seminar	250
27 September 2019	St Peter's Church	St Peter's Church	A Christian Perspective on Grief & Bereavement	150
11 October 2019	Lien Centre for Palliative Care	Grand Corphorne Waterfront	LCPC's 10 <sup>th</sup> Anniversary Conference "Delivering Value at End-of Life"	59
24 November 2019	SG Assist	Short Street	Grandparents' Day	220
30 November 2019	NCCS CEIS	Academia	Multinational Association Supportive Care in Cancer (MASCC) Seminar	255
4 December 2019	Ng Teng Fong General Hospital	NTFGH	Good Neighbour Day	200
			<b>Total</b>	<b>4564</b>



Launch of SHC's 3 Caregiver Resource Booklets and "Granny Cool" Life Book at the "Live Well. Leave Well. A Caregiving Community" event with Guest of Honour Mr Edwin Tong, Senior Minister of State, Ministry of Health and Ministry of Law.

## D. Production of Collaterals for Community Engagement

The following were produced in the run-up to the community engagement event in May 2019.

### 1. Caregiver Resource Booklets (in English)

#### a. Nutrition in Advanced Illnesses

Factors to consider to maximise your loved ones' nutrition, comfort and quality of life especially when your loved ones have lost their appetite and is losing weight. Also included are a few food recipes.

#### b. Understanding the Final Hours

The "final hours" refers to the period just before death occurs. It may range from the last hours to short days. This brochure will walk one through the process as one prepares to bid goodbye to his/her loved one.

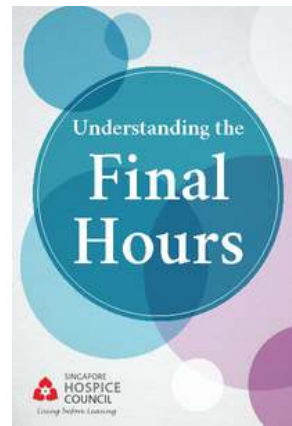
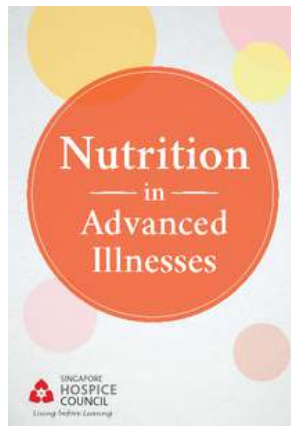
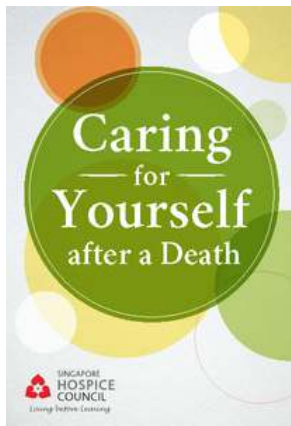
#### c. Caring for Yourself After a Death

Grief is a natural response to loss. This material provides tips on how to help oneself as one grieves.

### 2. Life Book, "Granny Cool" (in 4 languages)

This is an illustrated book based on a true life story to help readers understand more about palliative care and to celebrate the lives and legacies that palliative care patients leave behind. "Granny Cool" is the second book of the series of three Life Books.

Electronic versions of the caregiving materials and the Life Book can be found at SHC's website at [singaporehospice.org.sg](http://singaporehospice.org.sg).



*SHC's 3 Caregiver Resource Booklets in English.*

## E. Caregivers Support and Patient Education Materials Committee (CSPeM)

This Committee was formed in January 2019 to help prepare caregiver resources on behalf of the Singapore Hospice Council and assist in the development of the My Legacy under the Moments of Life initiative set up by Ministry of Health, GOV TECH, Public Service Division and Smart Nation & Digital Development Office. The information has been uploaded to [mylegacy.gov.sg](http://mylegacy.gov.sg).

### **Production of Collaterals for Caregivers**

The following were produced in the run-up to the community engagement event in May 2019.

#### **1. Caregiver Resource Booklets**

- a. "Nutrition in Advanced Illnesses" by TTSH dietitian, SACH and SHC (in English)
- b. "Understanding the Final Hours" by SACH and SHC (in English)
- c. "Caring for Yourself after a Death" is an edited extract of the SHC book "Caring for Yourself & Others After a Death" (in English)

There are 4050 hard copies printed for each title and e-copies are downloadable from SHC's website. South West Community Development Council, our co-organiser for the Westgate CE event, contributed to the printing of 2000 hard copies for each title.

The electronic and printed copies of the three Caregiver Resources Booklets into Chinese, Malay and Tamil are available since June 2020.





*Palliative Care Educational Talk in-session for members of CDAC@Bukit Panjang on 5 November 2019.*

## F. Palliative Care Communicator Training (PCC) and Palliative Care Educational Talks

The Palliative Care Communicator Training aims to help staff gain knowledge on how to start conversations with their service recipients on palliative care and end-of-life matters and to develop skills in using the community engagement kit to help the service recipients reflect on life and end-of-life matters. The training received positive feedback from the attendees, with 88% of the trainees finding the training useful for their work and having gained confidence to discuss with their beneficiaries on end-of-life matters.

The Palliative Care Educational Talk's objective is to equip the public on how to start discussions on end-of-life matters with their loved ones and to help the public understand palliative care. 85% of the attendees found the talk useful for them.

A total of 49 talks to the general public through Social Services Agencies continued from April 2019 to early February 2020. There were 6 scheduled talks and 1 PCC training session in the month of February and March 2020 postponed due to the COVID-19 pandemic.

Title	No. of Sessions	No. of Participants
Palliative Care Communicator Training	12	222
Palliative Care Talks	49	1852



*The Hospice Link (March 2020) issue "Caring For Patients With Serious Illnesses" in English and Chinese.*

## G. The Hospice Link (HL)

From April 2019 to March 2020, 5 issues of HL were produced and a total of 26,880 copies were printed and distributed (14,440 English and 12,440 Chinese versions). This was a drop from 43,685 copies distributed during the same period in the previous FY, i.e. a decrease of 38.5%, as there was a bulk distribution of 15,000 copies to NLB subscribers in the previous FY.

However, there was a 36.5% increase in the subscription for electronic versions: 4,526 subscribers (3,813 English and 713 Chinese versions) versus 3,315 subscribers during the same period in the previous FY.

The titles for the different issues were as follows:

1. March 2019 - Reaching out to the Neglected Caregiver
2. June 2019 - Snapshots of Love
3. September 2019 - Honouring the Multidisciplinary Team in Hospice Care
4. December 2019 - Leaving with Peace of Mind
5. March 2020 - Caring for Patients with Serious Illnesses

## 调查：超半数国人愿意谈论临终课题

来自 / 联合早报

文 / 黄贝盈

发布 / 2019年10月6日 3:30 AM



SHC was featured in a Lianhe Zaobao article titled "调查：超半数国人愿意谈论临终课题" on 6 October 2019.

## H. News & Media

As a result of the collaborative efforts between SHC staff and member organisations, the following news were generated through the various media channels to increase awareness of hospice and palliative care in the financial year.

No.	Date	Media	Content
1	7 May 2019	Lianhe Zaobao (print)	Interview with Dr Jamie Zhou from National Cancer Centre Singapore about caring for terminally ill patients and Ms Melisa Quek about her journey as caregiver to her late grandmother.
2	11 May 2019	U-Weekly (print)	Complimentary full page write-up about Palliative Care – Have you heard of it?
3	11 May 2019	Lianhe Zaobao	Dr Neo Soek Hui, Chairman of SHC was interviewed about palliative care.
4	12 May 2019	Lianhe Zaobao (print)	Free caregiving booklets by SHC to help caregivers understand patients with terminal illnesses and interview with Dr Neo Soek Hui about palliative care.



No.	Date	Media	Content
5	18 May 2019	Mothership (online)	The photographer behind the #LendYourInstagram viral campaign shares his experiences, reflections & personal story.
6	21 September 2019	CNA938 (radio)	Interviewed live by DJ Susan Ng, Ms Gerk Sin, Advanced Practice Nurse (APN) in Palliative Medicine at Tan Tock Seng Hospital, talked about how palliative care can help people with serious illness, most common misconceptions about palliative care from her own experience and also to drive traffic to WHPCD - "Voices of My HeART" event on Sat 5 Oct 2019.
7	30 September 2019	SPH Radio 96.3FM	Pre-recorded interview with SHC Community Engagement Manager, Ms Violet Yang by SPH producer, Mr Quan Bin.
8	6 October 2019	Lianhe Zaobao (print)	Study: More than 50% of Singaporeans are willing to discuss about pre-death matters
9	10 October 2019	Channel 8	Hello Singapore - 10 Minute Live Interview with SHC Chief Executive, Ms Evelyn Leong: Know more about Palliative Care and key findings from SMU survey.
10	11 October 2019	CNA938	Live interview with Dr Jamie Zhou representing SHC by DJ Lance Alexander and Melanie Oliveira.
11	18 October 2019	Lianhe Zaobao (online)	Ken recommended the winning song of the "创新声：艺心一意" songwriting competition which took place at the Voices of My HeART event, 《阿嬷的歌》, in the 【创新声 Playlist】 podcast. Songwriters Daniel Ong and Seow Ting talked to Ken about the song and their motivations behind writing it.
12	18 October 2019	Lianhe Zaobao Entertainment	Brief introduction about the "创新声：艺心一意" songwriting competition and what Daniel's winning song 《阿嬷的歌》 is about.
13	30 October 2019	ST Forum	How SHC has intensified efforts to strengthen public awareness and knowledge of palliative care over the recent years, in response to 23 Oct article by Mr Chen Jiayi 'More public education on end-of-life planning needed'.
14	13 December 2019	ST Online	Ms Chee Wai Yee, senior director at Monfort Care and programme director at Singapore Hospice Council, was interviewed about Grief Matters, a centre run by Monfort Care which specialises in bereavement support. Grief Matters provides free services on grief counselling, works with dying patients to prepare for their impending death and promotes grief literacy.
15	12 March 2020	ONE FM91.3	Pre-recorded interview with patient, caregiver and MSW from Assisi Hospice by DJ Simon Lim.  Mr Raymond Balakrishnan, patient, shared his experience of suffering heart attacks, coming out from coma and having to learn to walk again. Raymond has chronicled his journey in a book titled "My Heart Will Go On". Simon also spoke with Raymond's son, Jackson, who is his caregiver and MSW Ms Kalpana.



*At the Opening Ceremony of the "National Palliative Care Quality Improvement Conference 2019" on 22 & 23 August 2019, with Guest-of-Honour Mr Titus Lee, Director of Aged Care Services, Ageing Planning Office, Ministry of Health (MOH).*

## II. Quality Improvement

### National Palliative Care Quality Improvement (NatPallQI) Programme

#### A. Audit on National Guidelines for Palliative Care

The Self-Assessment Workbook was formulated to allow palliative care providers to conduct self-assessment of their service. A total of 27 service providers (8 home care, 8 Inpatient Hospice Palliative Care Services and 11 acute hospitals) participated in the 2019 NGPC self-assessment audits. Data collected was analysed and submitted to MOH in May 2020.

## B. Development of a Minimum Dataset (MDS)

A REDCap database was set up and a data sharing agreement was drawn up to facilitate data sharing and collation of data. A total of 14 organisations participated and provided FY2018 data. Data analysis was performed and the report was submitted to MOH in May 2020.

## C. Caregiver Survey

The team reviewed caregiver satisfaction/experience surveys used by the organisations locally and internationally. Caregiver survey questions were adapted to the local context and to reflect the information needed by the organisations in different settings. A total of 12 organisations participated in the phase 2 Caregiver Response Experience Survey (CaRES). Data analysis was performed and the report was submitted to MOH in May 2020.

## D. Quality Improvement Mentorship Programmes

Phase 1	Organisation	Project
From March 2018	Assisi Hospice	Implementation of PCOC (Palliative Care Outcome Collaboration) Symptom Assessment Scale
	Changi General Hospital	Medication Administration (Reduce air columns and/or closed clamps during subcutaneous infusion)
	Dover Park Hospice	Falls Management (To reduce falls in patients in inpatient hospice ward)
	Tan Tock Seng Hospital	Transition of Care (Reduce time for transfer from hospital to inpatient hospice)



Phase 2	Organisation	Project
From July 2018	National Cancer Centre Singapore, Assisi Hospice	Transition of Care (Expedite transfer of patients from hospital to inpatient hospice)
	St Andrew's Community Hospital	Medication Safety (conduct analysis of medication safety and administration issues)
	Khoo Teck Puat Hospital	Medication Administration (Timely administration of breakthrough doses of opioids)
Phase 3	Organisation	Project
From March 2019	HCA Hospice Care	Improving Hand Hygiene

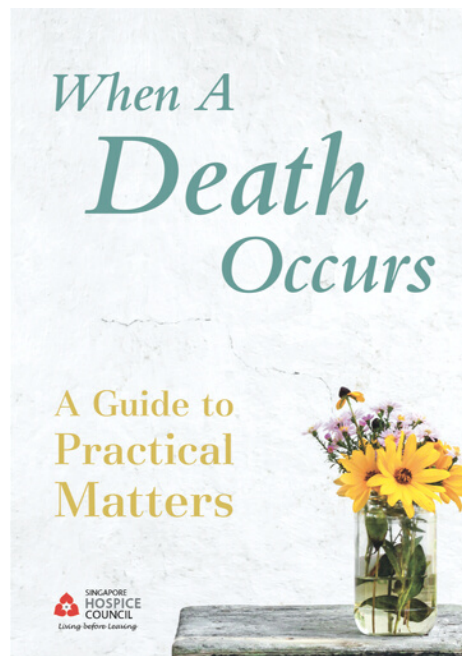
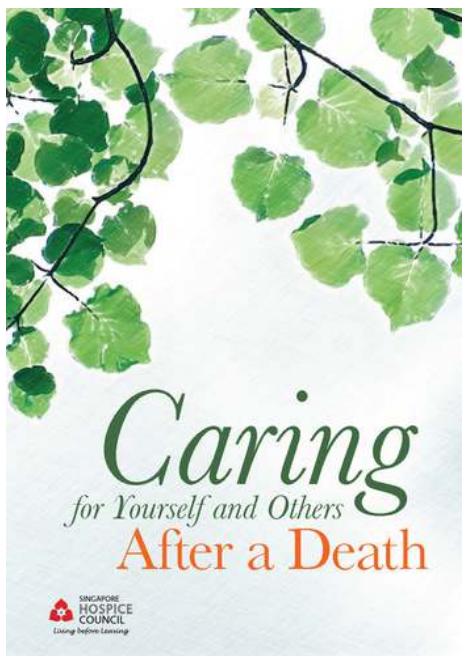
## E. Quality Improvement Workshops/Sessions

Date	Event	Number of Participants
12 February 2019	Measurement of Quality	18 participants from 10 Institutions
17 April 2019	Medication Safety RCA	44 participants from 15 Institutions
14 & 31 October 2019	Engagement Session	35 participants from 16 Institutions
12 November 2019	Human Factor Workshop	30 participants from 13 Institutions

## F. Quality Improvement Conference

Date	Event	Number of Participants
21 August 2019	Pre-conference	39 participants from 12 Institutions
22-23 August 2019	Main conference	169 participants from 27 Institutions
23 August 2019	Leadership Session	29 participants from 21 Institutions
12 November 2019	Human Factor Workshop	30 participants from 13 Institutions





SHC's Grief and Bereavement Publications "*Caring for Yourself and Others After a Death*" and "*When A Death Occurs: A Guide to Practical Matters*" in English.

## III. Grief and Bereavement Programme

### A. Embarking on the translation of the two publications

The English version of the two publications for bereavement care - "*Caring for Yourself and Others After a Death*" and "*When a Death Occurs - A Guide to Practical Matters*" were very well received and within months of the launch, the first print of the books was snapped up, with demand from service providers and members of the public for the Mandarin version. In total, close to 5000 books were distributed for "*Caring for Yourself and Others After a Death*" and 5000 books were distributed for "*When a Death Occurs - A Guide to Practical Matters*", with a reprint of 3000 books for "*Caring for Yourself and Others After a Death*". Care partners who requested for the publications included hospitals, hospices, social service agencies, schools and religious organisations. There were in total 500 downloads and views of the online copies of both the publications. Efforts were undertaken to have both the publications translated to Mandarin to reach a wider audience. The Mandarin translations of the publication are planned for distribution in FY 2020 - 2021.

## **B. Forming of the Psychosocial & Spiritual (PSS) Workgroup to deliberate on quality measures for the NGPC**

Since the adoption of the National Palliative Care Guidelines, service providers have participated in self-audit of their service provision from 2015. As part of the ongoing effort to refine measures to guide the provision of palliative care across all settings, a workgroup was formed to strengthen the current measures of psychosocial and spiritual care provision by specialist palliative care teams. The workgroup members will review overseas guidelines for the provision of psychosocial and spiritual care, make recommendations for measures of service provision, before engaging service providers to adopt the measures. The workgroup aims to introduce the new measures by end of 2020.

## **C. Developing a community palliative care training curriculum on Psychosocial Care for the Generalist**

In addition to educating members of the public about palliative care, SHC has embarked on a new project to fill a gap of learning for social service agencies and community healthcare institutions who are actively involved in the provision of care for community dwellers living with a life-limiting condition. These providers play an important role in the early identification of patients who may need palliative care and are ambassadors to introduce palliative care to family caregivers and advocates for patients to access palliative care. The curriculum will strengthen the psychosocial care provision of patients who do not require specialist palliative care. The first run of the course is targeted at the end of 2020.



*At the Multidisciplinary Forum (MDF) about "Enhancing Resiliency of Care Providers in the Face of Death, Dying and Suffering" on 9 January 2020.*

## IV. Training

### A. Medical Student Programme

The 3rd year Yong Loo Lin School of Medicine's Palliative Medicine Programme under Family Medicine Module is currently helmed by Dr Noreen Chan and Dr Tricia Yung with SHC as the administrator for community attachments. It is a 4-day programme where medical students are attached to hospital-based palliative care services, palliative homecare services and inpatient hospices in addition to a one-day classroom teaching.

Funding was provided under the Pre-Employment Clinical Training (PECT) Fund, which provided for \$300 per student for the Clinician Educator's fee for Hospitals, \$150 per student for Homecare and \$78 for Other Operating Expenditure (OOE). 30% of the OOE was given to SHC for administrative support of the Programme.

For the FY ended 31 March 2020, there were a total of 3 batches and 220 students. The 4th batch of students were not attached to the organisations due to COVID-19 pandemic. Member organisations involved in the teaching include:

1. In-patient hospice and Palliative Care Services: Assisi Hospice, Dover Park Hospice, St Andrew's Community Hospital and Yishun Community Hospital.
2. Home care: MWS Home Hospice, Assisi Hospice, Dover Park Hospice, HCA Hospice Care, Metta Hospice Care and Singapore Cancer Society.

3. Hospital based palliative care (Direct payment from NUS to hospitals): Khoo Teck Puat Hospital, National Cancer Centre Singapore, Tan Tock Seng Hospital and National University Cancer Institute.

## B. Professional Training Activities

### *LCPC-SHC Postgraduate Course in Palliative Medicine*

The 35th LCPC-SHC Postgraduate Course in Palliative Medicine, was held from the 24th to 26th April 2019. A total of 54 doctors attended the course.

### *Multidisciplinary Forum (MDF)*

A total of 8 SHC-LCPC MDFs were organised between April 2019 and March 2020. The topics were wide-ranging and included non-cancer palliative care, nephrology palliative care, enhancement of resilience in caregivers and decision making, research and medical education. The speakers included physicians, nurses, social workers, pharmacists and foreign experts.

The average recorded attendance was 108 which was higher than the average attendance of 93 in FY 2018 - 2019. On-going efforts are required to curate topics to ensure relevance to the community. We received 111 online feedbacks from our 868 attendees of our MDF. Out of the attendees who provided the feedback, 36 attendees indicated that they strongly agree and 61 agreed that the session is relevant and useful to their work. Thus, there was a total of 97 (87%) who found benefits of the sessions.

The scheduled sessions in February and March 2020 were cancelled due to the COVID-19 pandemic.

No.	Date	Venue	Topic	Speaker/Facilitator	Attendance
1	30 April 2019	Tan Tock Seng Hospital	Non-cancer Palliative Care: Lessons learnt 18months into Programme IMPACT	<b>Speakers:</b> 1) Dr Lee Khar Suan, Resident Physician, Dept of Palliative Medicine, Tan Tock Seng Hospital  2) Dr Wu Huei Yaw, Senior Consultant, Dept of Palliative Medicine, Tan Tock Seng Hospital	148



No.	Date	Venue	Topic	Speaker/Facilitator	Attendance
2	28 May 2019	HCA Hospice Care	Holistic Management of Delirium at the EOL	<b>Speaker:</b> Dr Kan Adrian David, Principal Resident Physician, HCA Hospice Care  <b>Facilitator:</b> Dr Chong Poh Heng, Medical Director, HCA Hospice Care	72
3	30 July 2019	St Andrew's Community Hospital	The Right To Decide	<b>Speakers:</b> 1) Dr Yoong Chee Seng, Senior Consultant, Anaesthesia and Surgical Intensive Care, Changi General Hospital  2) Miss Sumytra Menon, Senior Assistant Director, Centre for Biomedical Ethics (CBmE)  <b>Facilitator:</b> Dr Yap Su Yan, Associate Consultant, Changi General Hospital	121
4	21 August 2019	Assisi Hospice	Quality Improvement Measurement tools in Palliative Care: A problem of too many choices?	<b>Speaker:</b> Professor David Currow, Professor of Palliative Medicine, Improving Palliative Aged and Chronic Care through Clinical Research and Translation (IMPACCT), Faculty of Health, University of Technology Sydney, Australia	93
5	24 September 2019	Assisi Hospice	Interface between Nephrology and Palliative Care	<b>Speakers:</b> 1) Dr Caroline Whitworth, Consultant Physician in Renal Medicine in the Royal Infirmary of Edinburgh Hospital  2) Ms Johanna Mackenzie, Renal Nurse Specialist in the Royal Infirmary of Edinburgh  <b>Facilitator:</b> 1) Dr Alethea Yee, Senior Consultant, Division of Supportive and Palliative Care, National Cancer Centre Singapore  2) Dr Lee Guozhang, Associate Consultant, Department of Internal Medicine, Singapore General Hospital	107

No.	Date	Venue	Topic	Speaker/Facilitator	Attendance
6	29 October 2019	Assisi Hospice	Shared Decision Making at the End-of-Life	<p><b>Speaker:</b> Professor Hilary Bekker, Chair of Medical Decision Making, Leeds Institute of Health Sciences, University of Leeds</p> <p><b>Facilitator:</b> Dr Semra Ozdemir, Assistant Professor, Lien Centre for Palliative Care &amp; Health Services and Systems Research, Duke-NUS Medical School</p>	89
7	26 November 2019	Bright Vision Hospital	<p>"Taking Baby Steps For Palliative Care"</p> <p>– Sharing from Palliative Care Providers in Community Hospitals Setting</p>	<p><b>Speakers:</b> 1) Dr Luke Low Sher Guan, Head and Consultant, Post-Acute and Continuing Care, Sengkang Community Hospital</p> <p>2) Lin Xiu Ting, Senior Pharmacist, Bright Vision Hospital</p> <p>3) Jessica Chong Ji Lin, Pharmacist, Bright Vision Hospital</p> <p><b>Facilitator:</b> Dr Yee Wenjun Gabriel Gerald, Senior Staff Registrar, Post-Acute and Continuing Care, Bright Vision Hospital</p>	117
8	9 January 2020	Assisi Hospice	Enhancing Resiliency of Care Providers in the Face of Death, Dying and Suffering	<p><b>Speakers:</b> 1) Professor Susan Gerbino, Clinical Professor, New York University, Silver School of Social Work</p> <p>2) Dr Esther Chachkes, Past Director of Social Work, New York University, Medical Center</p> <p><b>Facilitator:</b> Mr Andy Sim, Principal Medical Social Worker, Singapore General Hospital</p>	121
<b>Total</b>					<b>868</b>
<b>Average Attendance</b>					<b>108/session</b>



*SHC Volunteers (in blue lanyards) at the "Survey & Goody Bag" booth at SHC's "Live Well. Leave Well. A Caregiving Community" event on 11 & 12 May 2019 .*

## V. Volunteer Management

A formal Volunteer Management System has been started in September 2019 and the SHC Volunteer Handbook was officially launched in March 2020. All new volunteers are provided with an orientation of SHC and the roles of volunteers.

Twenty volunteers participated in the NCSS Volunteer Engagement Tool Survey in August 2019. 85% of those surveyed will recommend volunteering to their family and friends and 95% of them will continue to serve in SHC. Out of a 10-point score, volunteers gave a score of 9.2 for appreciation of volunteers by SHC.

SHC was also invited to participate in the Focus Group Discussion organised by National Council of Social Service's (NCSS) Volunteer Optimisation Resources on the roadmap to guide SSAs in selection and implementation of a Volunteer Management System.

Total number of Volunteers in database as of 31 March 2020:

Category	Number
Volunteers	109
Corporate organisations / groups	10



Total number of Volunteers served from 1 April 2019 to 31 March 2020:

Category	Total Unique Number served	Total number of hours served
Individual Volunteers	89	1,032
Corporate Volunteers	118	3,364
<b>Total</b>	<b>207</b>	<b>4,396</b>

Breakdown of roles from 1 April 2019 to 31 March 2020:

Category	Number of Volunteers	Number of Sessions	Total number of hours served
Photographers	6	8	53
Videographers	22	22	491
Goodie-bag packers	5	6	25
Design workers	8	8	2,315
Writers / Editors	0	0	0
Event Ushers	17	24	161
Event Advocates ( <i>Booth</i> )	67	100	695
Event Advocates ( <i>Emcee</i> )	3	6	37
Event Advocate ( <i>interviewee for video</i> )	1	1	2
Logistic / Transport Support	1	3	6
Stage Management	2	2	9
Stage Performances	32	32	64
Administrative	52	52	538
<b>Total</b>	<b>216*</b>	<b>264</b>	<b>4,396</b>

\* This figure will not tally with the unique number of volunteers, as volunteers play different roles at different events.

## VI. Others

## A. Communicable Diseases in Palliative Care Workgroup

With the increasing prevalence of multidrug-resistant organisms (MDROs), the need to isolate and cohort colonised patients leads to delay in transition of patients and sub-optimal utilisation of inpatient palliative care facilities. Dr Mervyn Koh proposed the formation of the workgroup to address this issue. A proposal was put forth by the workgroup which was endorsed by SHC in August 2018 and subsequently submitted to the Ministry of Health for its consideration.

The MOH subsequently proposed that the workgroup work with Adj A/Prof Brenda Ang, Infectious Disease Senior Consultant at TTSH, to address the problems arising from the colonisation of patients with MDROs. This workgroup was subsequently chaired by Dr Ong Wah Ying.

## B. Singapore Palliative Care Conference 2020



The Organising Committee was formed in August 2018 to commence the planning of SPCC 2020. The theme chosen is Embrace - Engage - Envision. Ace:Daytons Direct (Int'l) Pte Ltd has been appointed as the POC and conference venue as Marina Bay Sands. The event was rescheduled due to COVID-19 till end December 2021.

Poster of SPCC 2020 (before reschedule).

# REVIEW OF FINANCIAL AFFAIRS





# I. Result of Financial Year (1 April 2019 - 31 March 2020)

The net deficit for the financial year ended 31 March 2020 was \$187,293.

	FY2020 (\$)	FY2019 (\$)
<b>Total Income</b>	2,072,023	1,755,424
<b>Total Expenditure</b>	2,259,316	2,146,012
<b>(Deficit)</b>	(187,293)	(390,588)
	FY2020 (\$)	FY2019 (\$)
<b>(Deficit) of MOH CE &amp; QI Grant</b>	(119,215)	(295,671)
<b>(Deficit) of TFC-GB Fund</b>	-	(31,705)
<b>Surplus of Community Chest Charity Support Fund</b>	24,265	-
<b>(Deficit) SHC General Fund</b>	(92,343)	(63,212)
<b>Net (Deficit)</b>	(187,293)	(390,588)

## II. General Fund

The Net Deficit for the financial year ended 31 March 2020 was \$187,293 which include the deficit of \$119,215 from the utilisation of the MOH Community Engagement (CE) and Quality Improvement (QI) Grant and surplus of \$24,265 from the Community Chest Charity Support. The deficit that SHC has to bear is \$92,343.

Total income has increased as compared with the previous financial year. The total income received (Figure 1) was \$2,072,023 which comprised of the MOH Grant of \$1,498,224 and the Community Chest Charity Support Fund of \$50,000. General donations, subscription income, other income and income from Medical Student Programme amounted to \$523,799. There was no other significant source of income, resulting in the net deficit of \$187,293 for the year.

Total expenses have also increased as compared with the previous financial year. The main bulk of the expenditure (Figure 2) was expenses under the MOH CE QI Grant of \$1,617,439 which made up 72% of the total expenses in the financial year. The second largest expense item was employee benefits expenses at \$398,191 (18% of the total expenses). This is followed by expenses incurred from the Medical Student Programme of \$150,848 (7% of the total expenses).

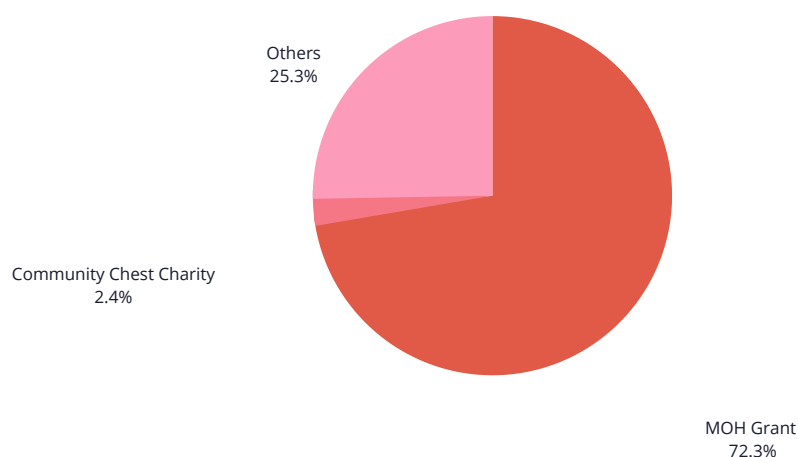


Figure 1. Total Income in FY2020.

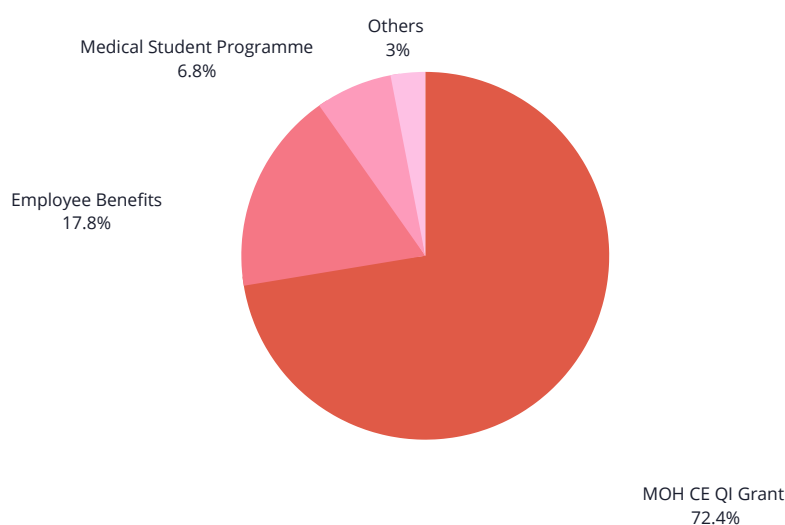


Figure 2. Total Expenditure in FY2020.

### III. Fund Balance

The total fund balance carried forward from FY 2019 was \$1,606,054. With the net deficit of \$187,293 and the return of the excess funds under TFC-GB Fund of \$38,970, the total fund balance was \$1,379,791 as of 31 March 2020.

### IV. Reserve Ratio

As of 31 March 2020, SHC has accumulated unrestricted fund of \$874,326. Total operational expenditure for the FY ended 31 March 2020 from the accumulated fund was \$616,142. The ratio of accumulated unrestricted fund to operational expenditure as of 31 March 2020 was 1.42 (compared to 1.61 in FY 2019).



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