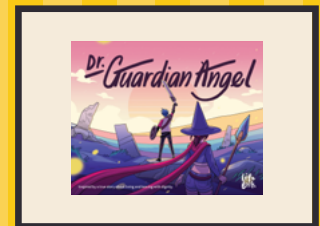
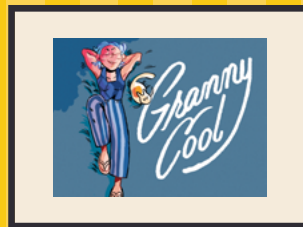
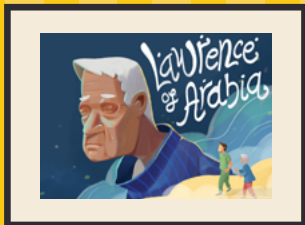


Annual Report *2021-22*



SINGAPORE
**HOSPICE
COUNCIL**

Living before Leaving

Content

About Us	1
Corporate Information	2
A Tribute to Professor Cynthia Goh	3
Message from Our Chairman	4
Council and Committees	5
Management and Staff	8
Year in Review	9
Key Events	10
Community Engagement	12
Public Education and Training	15
Resource Development	21
Quality Improvement	23
Survey Highlights	24
News and Media	26
Volunteer Management	27
Statement of Corporate Governance	28
Financial Highlights	37
How You Can Help	40

Singapore Hospice Council

Established in 1995, Singapore Hospice Council, is a registered charity and an Institution of Public Character (IPC). We are an umbrella body representing organisations that actively provide hospice and palliative care in Singapore.

Singapore Hospice Council is committed to improving the lives of patients with serious life-limiting illnesses and to giving support to the loved ones of these patients. It aims to promote hospice and palliative care; to advance public understanding; to enhance and support efforts in service quality improvement; to provide training for multidisciplinary team; and to act as the collective voice of hospice and palliative care.

Vision

Quality palliative care for everyone

Mission

Be the collective voice of the palliative care community to advance public understanding and champion for quality palliative care services



Corporate Information

Charity Registration No.:

1194

IPC No.:

HEF0026/G

Unique Entity No. (UEN):

S95SS0013E

**Registered Address and
Principal Place of Business:**

535 Kallang Bahru #03-09
GB Point, Singapore 339351

Bankers:

DBS Bank Ltd
CIMB Bank Berhad
MayBank

Independent Auditor:

Kerston Ardent CAtrust PAC

Legal Counsel (Pro Bono):

TSMP Law Corporation

Charity Trustees:

Dr Seet Ai Mee
Dr Goh-Fung Cynthia Ruth

Council Members:

The following nominees were appointed as Council Members of the 27th Council of the Singapore Hospice Council on 2 September 2021.

Chairman	Dr Neo Soek Hui
Vice-Chairman	Dr Chong Poh Heng
Honorary Secretary	Dr Norhisham bin Main
Honorary Treasurer	Mr Albert Ching
Council Members	Ms Choo Shiu Ling
	Dr Koh Yong Hwang Mervyn
	Dr Ong Qing Liang
	Dr Chia Bingzhu Dennis
	Dr Tan Hong Weng
	Dr Lee Onn Kei Angel
	Sr Tan Swee Hoon Geraldine Marie
	Dr Pope Andrew Villarosa Samson
	Ms Wong Suet Ling Jasmine
	Dr Edwin Lim Boon Howe
	Dr Yong Woon Chai
	Dr Koh Lip Hoe
	Dr Tan Lean Chin Laurence
	Dr Siti Nur Hanim Binte Buang
	Dr Yang Meijuan Grace
	Dr Lee Guozhang
	Dr Loo Yu Xian
	Dr Neo Han Yee
	Dr Ng Han Lip Raymond
Co-opted Member	Dr Goh-Fung Cynthia Ruth (up to 13 February 2022)

A Tribute to Professor Cynthia Goh (1949 - 2022)

A wonderful leader, teacher and friend of the palliative care community in Singapore.

The passing of Professor Cynthia Goh, a compassionate 'giant' in palliative care in Singapore, impacted everyone in the field deeply. Many remember Prof Goh as a passionate advocate who believed that patients deserved a dignified end in life, and hence worked tirelessly to improve quality of life for the terminally ill in Singapore. She was one of the first volunteer doctors who cared for dying patients at St Joseph's Home in 1986. Despite little knowledge and experience in palliative care then, Prof Goh learned quickly on the job and had consulted St Christopher's Hospice, the first modern hospice in the UK. She recalled, "The patients were our teachers, telling us how to control their symptoms, and how to administer drugs for their pain."

Soon after, she again led the Hospice Care Group (HCG), the first charitably funded home care volunteer group for the dying in Singapore, which was adopted by Singapore Cancer Society in 1987. Very quickly, HCG expanded and was eventually registered as Hospice Care Association (HCA) in 1989, with Prof Goh as its first president. HCA (now HCA Hospice Care) became the first independent and dedicated palliative care provider in Singapore, and is today the largest home hospice provider in the country.

By 1992, the hospice movement here gained momentum. However, the five hospice organisations at the time had operated autonomously. Prof Goh firmly believed that an umbrella organisation that consolidated and coordinated common needs would allow each hospice to focus on serving their patients. Singapore Hospice Council (SHC) was set up in May 1995 as a result. Prof Goh contributed as Chairperson from 2002 to 2004. The Council streamlined diverse activities across organisations, producing a common newsletter, providing education programmes and organising outreach activities. These evolved into our quarterly newsletter The Hospice Link, monthly Multidisciplinary Palliative Care Forum (MDF) for healthcare professionals, and the many community outreach events that SHC organises today. Prof Goh was also Chairperson of the committee that organised SHC's first conference "Hospice Care in Asia" in 1996. Prof Goh remained a Co-opted Council Member of SHC until her passing in February.

Her visionary achievements did not end there. Prof Goh was Head, Department of Palliative Medicine, National Cancer Centre Singapore when it first opened in 1999, which has since grown into a large consultative palliative care service at both National Cancer Centre Singapore and Singapore General Hospital. She was also Chair of the Asia Pacific Hospice Palliative Care Network from 2009, before moving to the advisory chair position in 2021.

Today, SHC continues to play an important role in representing palliative care locally, supporting policy making, upholding quality service provision across the sector, and advocacy through community engagement and public education. This is possible only because of steadfast efforts by pioneers like Prof Goh, who fervently believed in and delivered on the mission of the Council. This has inspired many of us who come after to continue the great work she started. Thank you and farewell, Prof Goh. You will be dearly missed.



Message from Our Chairman



*Dr Neo Soek Hui, Patricia
Chairman
Singapore Hospice Council*

As Singapore and rest of the world continues to adjust to living with Covid-19, on behalf of the council, I would like to thank all who have supported and contributed to Singapore Hospice Council during these challenging times.

At SHC, we continue to strive towards our vision of providing palliative care for everyone. Covid-19 has impacted how we deliver healthcare, and looking back, we have witnessed the fraternity and management team grow stronger, fueled by a common purpose and mission to provide the best care and support to patients and their caregivers.

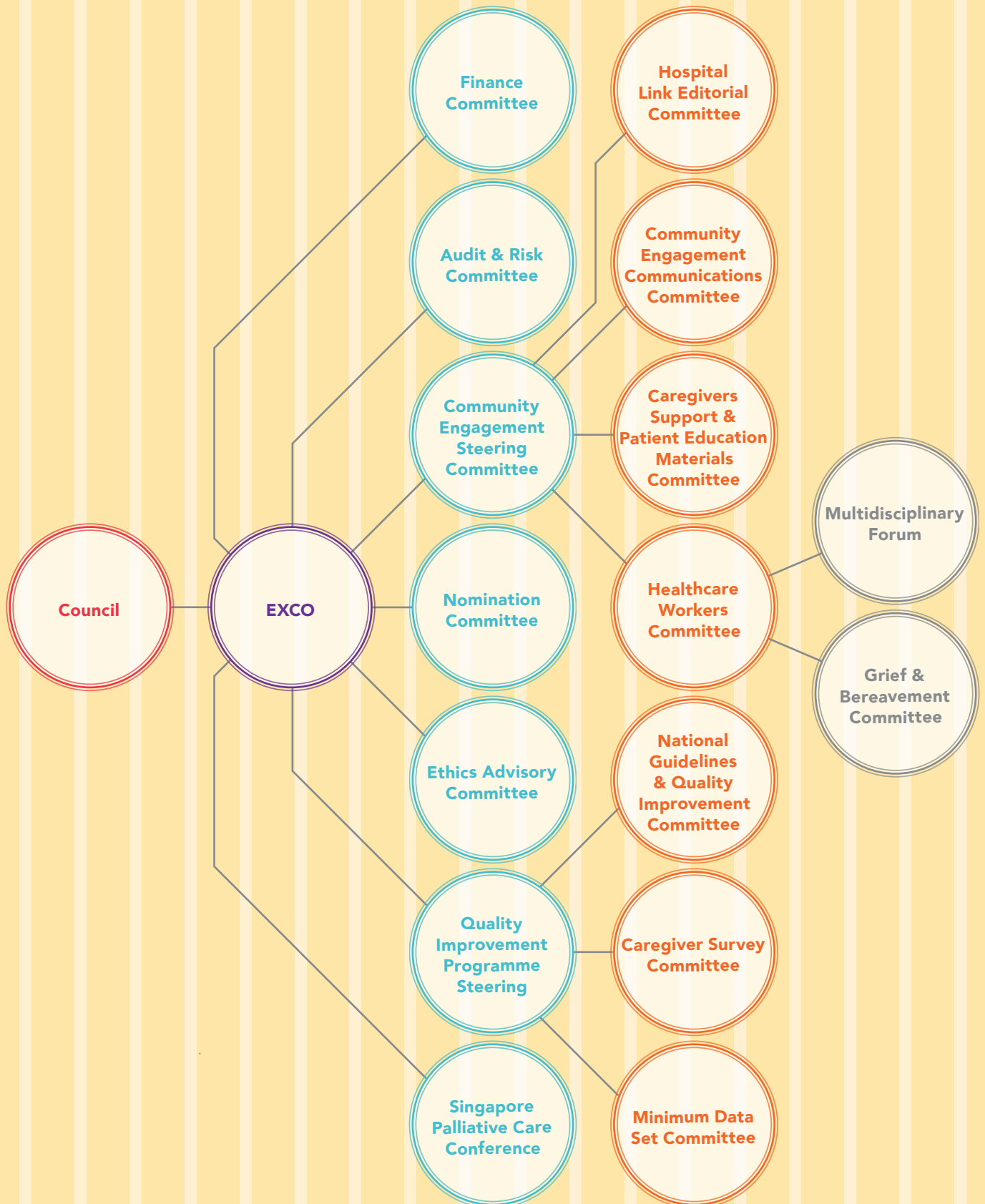
In the past year, SHC continued our advocacy work, public engagement as well as quality improvement efforts through various activities. We held two key conferences: the 7th Singapore Palliative Care Conference and SHC Grief and Bereavement Conference 2021. These events came to fruition after months of virtual meetings and coordination. I wish to commend the organising committees and management team for successfully pulling off these virtual events under such dynamic circumstances, a testament to their commitment and dedication.

SHC is also grateful to the Ministry of Health for their funding and support of our activities over the years, and for putting greater focus on palliative care in the Ministry's work plan this year. As the national umbrella body representing 25 organisations providing hospice and palliative care in Singapore, SHC plays a crucial role in steering the national development of palliative care and policy formulation with the Ministry of Health. With increasing palliative care needs from an ageing population coupled with shrinking healthcare manpower resources and family sizes impacting caregiving capabilities at home, the challenges ahead are immense. To provide high-quality and sustainable care, we need to turn to innovation to enable us to do more with less and encourage partnerships with other providers to provide generalist palliative care. This entails expanding healthcare professional training while ensuring continued quality palliative care provision, key areas in SHC's work ahead. By challenging the status quo, we strive to improve our care system and move closer to desired change.

On the community engagement front, we plan to expand our reach to benefit more people and become a one-stop information centre for those requiring information on palliative care and caregiver resources. Through our signature "Live Well. Leave Well" campaign, SHC will seek new approaches to palliative care advocacy to normalise end-of-life conversations as we aim to change the public mindset towards death and dying.

As we continue this journey, we are grateful to have our palliative care fraternity, volunteers, partners and donors onboard. Thank you for your unwavering support and confidence in SHC, as we continue to be the collective voice of the palliative care community in advancing awareness and championing quality palliative care. Together, we have achieved much over the years and will continue to do even more to ensure everyone has access to good palliative care and a dignified end-of-life journey.

Council and Committees



List of Committees and Members

Executive Committee

Dr Neo Soek Hui (NCCS) – Chair
Dr Chong Poh Heng (HCA) – Vice-Chair
Dr Norhisham bin Main (NTFH) – Honorary Secretary
Mr Albert Ching Liang Heng (SCS) –
Honorary Treasurer

Nomination Committee

Dr Neo Soek Hui (NCCS) – Chair
Dr Chong Poh Heng (HCA) – Vice-Chair
Dr Norhisham bin Main (NTFH) – Honorary Secretary

Finance Committee

Dr Tan Kee Wee – Chair
Mr Albert Ching Liang Heng (SCS)
Mr Richard Yap

Audit Committee

Mr Timothy Liu (DPH) – Chair
Mr Dennis Chia (MHC)
Ms Wee Ai Ning

Community Engagement Steering Committee (CESC)

Dr Chong Poh Heng (SHC Vice-chair)
Dr Edwin Lim (Tzu Chi)
Ms Sim Bee Hia (SHC)

Community Engagement and Communications Committee (CECC)

Ms Geraldine Tan-Ho (Co-chair)
Mr Seah Wee Thye (Co-chair)
Ms Cindy Chew
Ms Jacqueline Ong
Mr Richard Teo
Ms Sim Bee Hia (SHC)

Healthcare Workers Committee (HCWC)

Dr Peh Tan Ying (Co-chair)
Dr Chia Siew Chin (Co-chair)
Dr Jamie Zhou (NCCS)
Dr Ong Eng Koon (NCCS)
Dr Edward Poon (SLE)
Dr Loo Yu Xian (SCH)
Dr Tricia Yung (TTSH)
Mr Andy Sim (SCH)

Caregivers Support and Patient Education Materials Committee (CSPEM)

Dr Karen Liaw (SACH) – Chair
Dr Lee Sze Yi (NCCS) – Co-chair
Ms Candice Tan (TTSH)
APN Chia Gerk Sin (TTSH)
Ms Karen Choo (HCA)
Ms Liu Fang (AH)

Ethics Advisory Committee

Dr Lalit Krishna (NCCS) – Chair
Dr James Alvin Low (KTPH) – Co-chair
Dr Neo Han Yee (TTSH)
Dr Norhisham Bin Main (NTFH)
Ms Cheung Siew Li (SLH)
Dr Owen Schaefer (NUS)

Hospice Link Editorial Committee (as at 31 March 2022)

Ms Sim Bee Hia – Editor
Ms Anne Loh – English Associate Editor
Ms Sandra Zhang, Ms Sheena Koong – SHC Comms
Ms Koh Bee Yen – Chinese Translator
Ms Yvonne Lee – Alexandra Hospital
Ms Angela Yeo – Assisi Hospice
Ms Kwek Jingyi Buddhist Compassion Relief Tzu Chi
Foundation (Singapore)
Ms Rasidah bte Alias – Changi General Hospital
Ms Jenny Goo – Dover Park Hospice
Ms Toh Wei Shi – HCA Hospice Care
Ms Tricia Tan – Khoo Teck Puat Hospital
Ms Tang Swee Noi – Lien Centre for Palliative Care
Ms May Leh Khaing – Metta Hospice Care
Ms Michelle Aw – MWS Home Care & Home Hospice
Ms Chia Ying Mei Yong – Ren Ci Hospital
Ms Tan Li Kuan The Palliative Care Centre for
Excellence in Research and Education
Ms Farah Rahman – Sengkang General Hospital
Ms Kumudha Panneerchelvam –
Singapore Cancer Society
Ms Mavis Law – Singapore General Hospital
Mr Muhammad Azhar bin Abdul Rahim –
SingHealth Community Hospitals
Ms Peh Lay Koon – St Andrew's Community Hospital
Ms Shereen Ng – St Joseph's Home
Ms Chua Hwee Leng – St Luke's Hospital
Ms Candice Tan – Tan Tock Seng Hospital
Ms Ryp Yong – Tsao Foundation

National Palliative Care Quality Improvement (NatPallQI) Steering Committee

Dr Lo Tong Jen (NCCS) – Chair
 Dr Yee Choon Meng (TTSH) – Co-chair
 Dr Patricia Neo (SHC Council Chair)
 Dr Tan Hui Ling (TTSH)
 Dr Ho Si Yin (TTSH)
 Dr Grace Yang (NCCS)
 Dr Shirlyn Neo (NCCS)
 Dr Aw Chia Hui (WHC)
 Ms Goh Sock Cheng (HCA)
 Ms Peh Zi Xin (DPH)
 Ms Chee Wai Yee (SHC)

Singapore Palliative Care Conference 2021 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
 Dr Lee Guozhang (SGH) –
 Abstract Subcommittee, Vice-chair
 Dr Shirlyn Neo (NCCS) –
 Abstract Subcommittee, Vice-chair
 Ms Joyce Chee (APHN) –
 Logistics and Facilities Committee, Chair
 Ms Audrey Koh (NCCS) –
 Logistics and Facilities Committee
 APN Chia Gerk Sin (TTSH) – Scholarship and
 Bursary Subcommittee, Chair
 Dr Andy Ho (PalC) – Member
 Dr Chong Poh Heng (HCA) –
 Council Representative, Consultant
 Ms Evelyn Leong (SHC) – Secretariat
 Ms Jaclyn Phua (SHC)

Multidisciplinary Forum

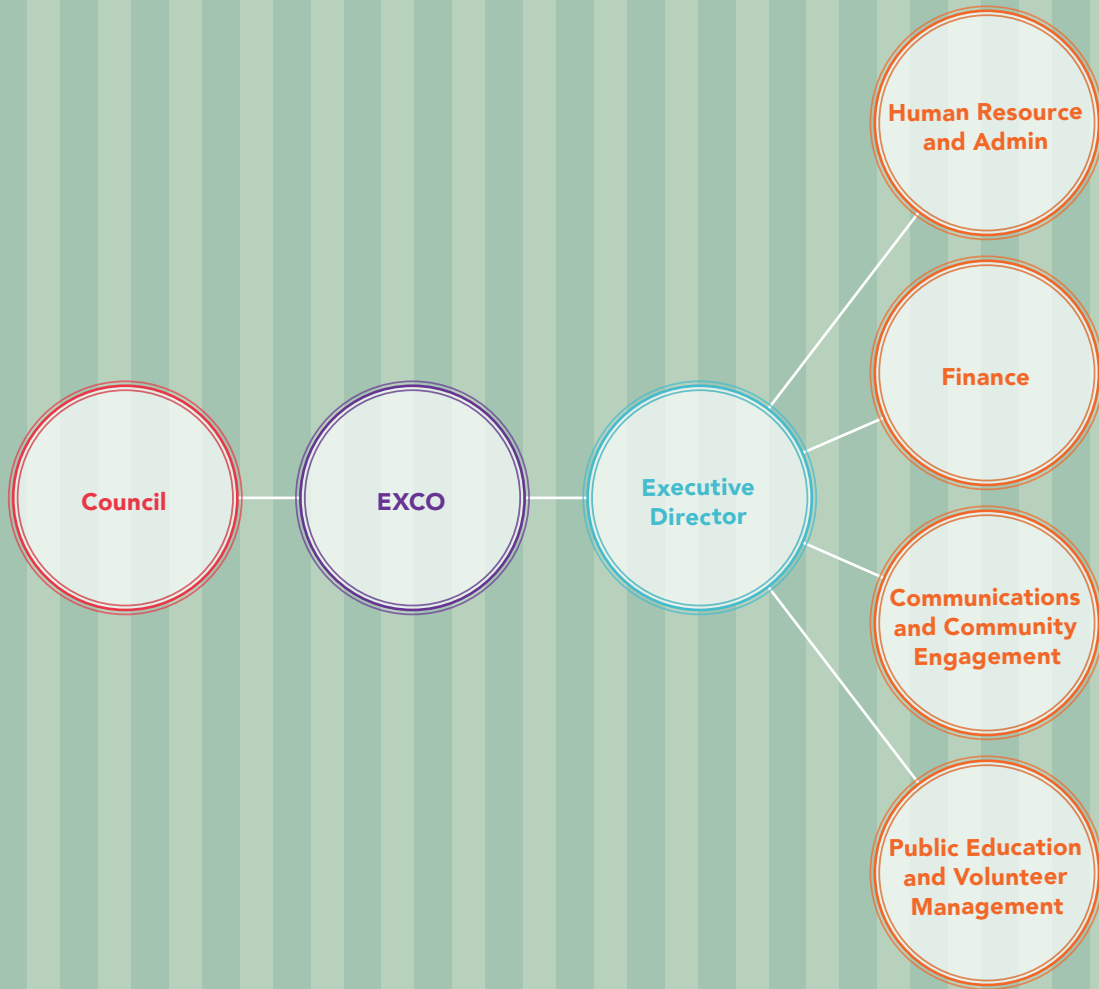
Dr Ong Eng Koon (NCCS)

Medical Student Programme

Dr Tricia Yung (TTSH)

Management and Staff

Management Structure



Year in Review



Key Events

Singapore Palliative Care Conference 2021



The 7th Singapore Palliative Care Conference was held virtually on 9 and 10 December 2021, with three additional workshops conducted between 7 to 17 December 2021. The conference, with the theme “Embrace. Engage. Envision.”, aimed to provide a platform for academic learning, collaborative discussions, presentation of local research and sharing exciting developments in the sector.



The event was graced by Health Minister Ong Ye Kung who shared during his speech on the Government’s continuous support for caregivers, expansion of palliative care capacity to

meet the growing demand, and raising palliative care capabilities by training competent and qualified healthcare professionals. During the opening ceremony, the Lifetime Achievement Award 2021 was presented to the late Associate Professor Cynthia Goh, an exemplary leader and pioneer in palliative care in Singapore for her outstanding contribution to palliative care in Singapore and internationally.

A total of 487 delegates registered for the conference, with some attending from overseas, hearing from a stellar line-up of 75 overseas and local speakers. A virtual exhibition hall was also created to showcase the products and services of conference sponsors and exhibitors, and display the 145 abstract posters received. The recording of most sessions were made available on-demand for participants who missed the sessions of interest.



Grief and Bereavement Conference 2021

Following the successful inaugural Grief and Bereavement Conference in 2018, the SHC Grief and Bereavement Conference 2021 was held virtually from 22 to 24 September 2021. The conference included two pre-conference workshops, 'Grief and Bereavement 101' and a Masterclass. The Conference was graced by Guest of Honour Mr Titus Lee, Director of Aged Care Services, Ageing Planning Office, Ministry of Health and featured 7 international speakers, 16 local speakers, and 14 oral presenters, attended by over 300 attendees, invited guests and speakers.



Day 1: Keynote address by Professor Margaret Stroebe, Utrecht University, University of Groningen, The Netherlands



Day 3: Keynote address by Associate Professor Lauren J Breen, Curtin University, Australia



Community Engagement

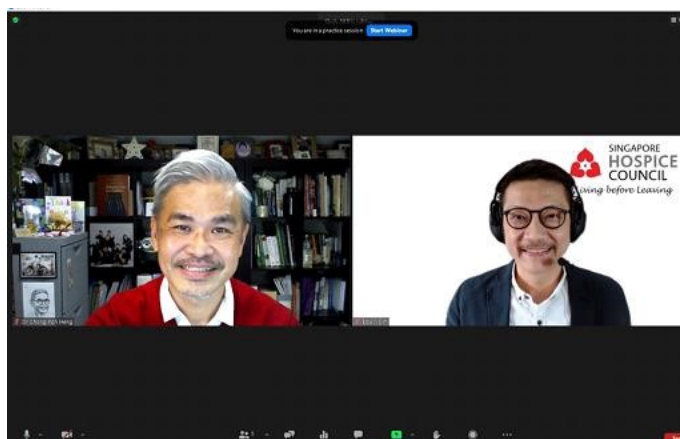
National Library Board/Exhibitions



From April to November, SHC partnered with National Library Board (NLB) and held exhibitions at four public libraries. With the display of educational information about palliative care and the distribution of free resources, the exhibitions aimed to educate the community on palliative care and the importance of end-of-life planning. The exhibitions were held at libraries in Ang Mo Kio, Marine Parade, Toa Payoh and Jurong East. Physical copies of SHC's collaterals and books were displayed for the public to take home. Visitors who preferred electronic versions were directed to SHC eLibrary website to download e-copies. SHC distributed a total of 8,184 copies during the exhibition period.

National Library/Night at the Library

As part of the National Library Board's annual 'Night at the Library', SHC screened a short film 'Sketchbook' in line with the year's theme of 'Certainty Among Uncertainty'. The guest speaker was Dr Chong Poh Heng with SHC Volunteer Edwin Sim moderating the event. The event held on 29 October 2021 drew more than 200 participants with many participants giving positive and encouraging feedback.



World Hospice and Palliative Care Day 2021

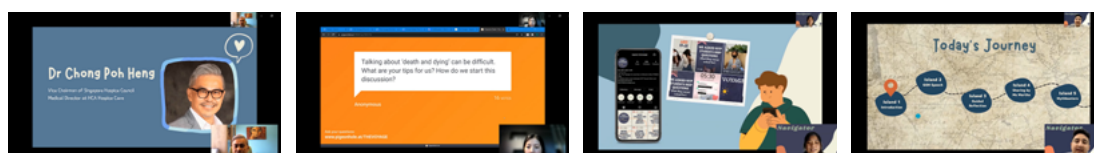
On 9 October 2021, the annual World Hospice and Palliative Care Day (WHPCD) was celebrated with the theme of “Leave No One Behind”. SHC’s held a TikTok dance competition which saw special appearances by local celebrity Jin Yinji performing the National Day Parade 2021 dance. The online event was held in partnership with South West Community Development Council (CDC). Mayor Low Yen Ling and Dr Chong Poh Heng shared their thoughts and launched the “Living Game”. There was sharing about palliative care services, programmes, and activities available in South West CDC. There were also special performances by volunteer Tan Yu Qing and her sisters, and Daniel Ong who wrote a song aptly named after the event theme. The event finale was a video by the SHC team and volunteers, showing appreciation to the palliative care heroes for their contribution to the provision and improvement of palliative care in Singapore.



Nanyang Polytechnic Community Engagement Event

A group of Year 2 Social Work students from Nanyang Polytechnic (NYP), created an online community engagement event named ‘The Voyage’. The event sought to spread awareness, educate and break the stigma and misconceptions on palliative and hospice care among Singaporean youths aged 17-25. On top of an online programme, the students created a series of TikTok videos and Instagram posts to generate interest in the event. The event was featured on Money Mind on CNA938, with Dr Chong Poh Heng, Vice-Chairman of SHC and Adilah, a NYP social work student sharing about ‘The Voyage’.

Feedback showed an increase in knowledge about broaching conversations on palliative care and end-of-life matters, as well as their willingness to talk about them after the event.

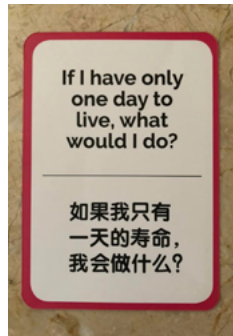
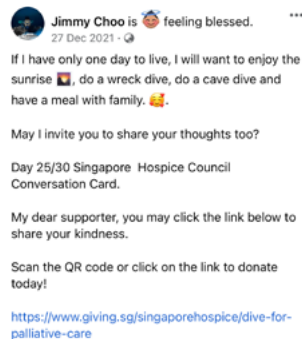


“Diving for a Cause” Campaign

This is a collaborative effort by the diving community to raise funds for SHC in December 2021. It comprised of a two prong-approach:

→ 30-days Conversation Card Campaign

Ex-naval diver Jimmy Choo attempted the SHC conversation card by posting his answer to each question, one per day on his Facebook from 2-31 December. This encouraged him as an individual to discover his values, motivations, beliefs and life-goals through the conversation card, and to stir interest in this conversation among his loved ones and friends on social media.



→ Facebook Live Event

A programme was put together by SHC and a group of divers and swimmers, creating a one-hour Facebook live event on 18 December 2021 to raise funds. Hosted by SHC then-Chief Executive Evelyn Leong, the online audience enjoyed an exciting lineup of performance by mermaid free-divers from Global Aquatic, drown proofing exercise by Jimmy Choo and special appearance by Benson Tan, 2011 Special Olympics Gold Medalist and 14-time ASEAN Para Games medalist, who had his first scuba diving experience shared on screen. Additional elements were added during the show to increase awareness of SHC and educate the audience on end-of-life matters. A video featuring some of the work done by our Member Organisations and their palliative care professionals were also featured. The programme ended with the screening of short film “Er Jie”.

DIVE INTO THE SPIRIT OF GIVING

DIVING FOR A CAUSE

Saturday, 18 December 2021 | 11am

Our programme will start in

04:48

Now till 31 December 2021
Scan QR code or visit
[giving.sg/singaporehospice/dive-for-palliative-care](https://www.giving.sg/singaporehospice/dive-for-palliative-care)

Leave Well

Brought to you by:
SINGAPORE HOSPICE COUNCIL

Venue Sponsor
SMTC GLOBAL
SMTC Global Inc.

Try Scuba Sponsor
SCUBA KNIGHTS

Public Education and Training

Public Care Communicator Course (PCC)

The Palliative Care Communicator Course aims to help individuals learn how to start a conversation with their loved ones on palliative care and end-of-life matters and develop the skills to use the community engagement kits to help the recipients reflect on life and end-of-life matters. Between April and November 2021, the total recorded attendance was 424 which saw a 62% increase compared to the period November 2020 to March 2021.

Number of sessions	26
Partners	Apex Harmony Lodge, Ambulance Wish Singapore, Jurong Spring Zone E RC, Nanyang Polytechnic, National Library Board, St Andrew's Senior Centre
Total attendance	424

Public Education Talks

The purpose of the Public Education Talk is to equip the public on how to start discussions on end-of-life matters with their loved ones and to help the public learn about palliative care.

Date	Co-Organiser	Event	Language	No. of Attendees
3-Apr-2021	SHC	Public Talk on Palliative Care	Chinese	29
13-Apr-2021	Canberra Secondary School	SHC Talk – Intro to Palliative Care	English	300
17-Apr-2021	SHC	Public Talk on Palliative Care	English	8
24-Apr-2021	National Library Board	SHC Talk – Intro to Palliative Care	English	48
8-May-2021	SHC	Public Talk on Palliative Care	Chinese	25
22-May-2021	SHC	Public Talk on Palliative Care	English	8
26-Jun-2021	National library Board	SHC Talk – Intro to Palliative Care	English	18
3-Jul-2021	SHC	SHC Talk – Intro to Palliative Care	Chinese	43
7-Jul-2021	SHC & Amalgamated Union of Public Employees	SHC Talk – Intro to Palliative Care	English	50
17-Jul-2021	SHC	SHC Talk – Intro to Palliative Care	English	48
31-Jul-2021	Southwest CDC	SHC Talk – Intro to Palliative Care	English	36

Date	Co-Organiser	Event	Language	No. of Attendees
7-Aug-2021	SHC	SHC Talk – Intro to Palliative Care	Chinese	5
21-Aug-2021	SHC	SHC Talk – Intro to Palliative Care	English	23
4-Sep-2021	SHC	SHC Talk – Intro to Palliative Care	Chinese	4
18-Sep-2021	SHC	SHC Talk – Intro to Palliative Care	English	11
2-Oct-2021	SHC	SHC Talk – Intro to Palliative Care	Chinese	7
16-Oct-2021	SHC	SHC Talk – Intro to Palliative Care	English	22
20-Oct-2021	SHC	SHC Talk – Intro to Palliative Care	English	5
25-Nov-2021	National Library Board	SHC Talk – Intro to Palliative Care	English	28
17-Dec-2021	Temasek Polytechnic	SHC Talk – Intro to Palliative Care & Sharing on the Future of Palliative Care	English	50
9-Feb-2022	NUS Centre for Pro Bono and Clinical Legal Education	SHC Talk – Intro to Palliative Care	English	20
Total Attendees				788

In June 2021, SHC organised storytelling sessions for the students from Anglo-Chinese Junior College (ACJC) at five Methodist Welfare Services (MWS) Seniors Centres. The sessions included an educational talk on Palliative Care conducted by SHC staff where students used the SHC's conversation cards to discuss Advance Care Planning and ended the sessions with two interactive games with the seniors.

Date	Co-Organiser	Language	No. Of Attendees
2-Jun-2021	SHC, MWS Kebun Baru, ACJC	Chinese	11
3-Jun-2021	SHC, MWS Wesley, ACJC	Chinese	6
3-Jun-2021	SHC, MWS Wesley, ACJC	English	5
3-Jun-2021	SHC, MWS Golden Lily, ACJC	English	6
3-Jun-2021	SHC, MWS Teck Ghee Vista, ACJC	English	3
4-Jun-2021	SHC, MWS Greentops, ACJC	Chinese	7
15-Jun-2021	SHC, MWS Greentops, ACJC	English	11
18-Jun-2021	SHC, MWS Golden Lily, ACJC	Chinese	5
6-Dec-2021	MWS Charis ACE – Geylang East (ACJC)	English	18
Total Attendees			72

Multidisciplinary Forum (MDF)

All the 11 Multi-Disciplinary Forums (MDF) were held virtually between April 2021 and March 2022. The speakers included consultants, physicians, social workers, therapists, pharmacists and foreign experts. The total attendance of the SHC MDF was 2,965 and the average recorded attendance was 270.

Date	Topic	Speakers	No. of Attendees
6-Apr-2021	A Closer look at Art Therapy Practice in the Hospice	Mr Calvin Pang <i>Art Therapist</i> <i>Assisi Hospice</i> Ms Gillian Ong <i>Art Therapist</i> <i>Dover Park Hospice</i>	123
4-May-2021	“What Palliative Care Teams Can Learn From Bereaved Family Users - Case Studies From A Community Bereavement Centre”	Ms Chee Wai Yee <i>Programme Director</i> <i>SHC</i> Moderator: Ms Venus Ther <i>HCA Hospice Care</i>	286
6-Jul-2021	Frailty and Palliative Care	Dr Lee Hsien Xiong, Raphael <i>Consultant</i> <i>Woodlands Health Campus</i> Dr Goh Wen Yang <i>Consultant</i> <i>Tan Tock Seng Hospital</i> Dr Ho Si Yun <i>Consultant</i> <i>Tan Tock Seng Hospital</i> Moderator: Dr Neo Han Yee <i>Senior Consultant</i>	315
3-Aug-2021	Myth Busting From A Multidisciplinary Palliative Care Team In The Community Hospital	Dr Loo Yuxian <i>Consultant</i> <i>Outram Community Hospital</i> Ms Lynn Chong Lai Har <i>Senior Medical Social Worker</i> <i>Sengkang Community Hospital</i> Mr Jonathan Koh <i>Pharmacist</i> <i>Outram Community Hospital</i> Ms Ng Xue Ying Tricia <i>Senior Occupational Therapist</i> <i>Outram Community Hospital</i> Ms Kua Pei San <i>Dietitian</i> <i>Outram Community Hospital</i>	239

Date	Topic	Speakers	No. of Attendees
14-Sep-2021	Driving National Improvement Using Patient-Centred Outcomes: The Road Ahead	<p>Dr Barbara Daveson National Director, Palliative Care Outcomes Collaboration Senior Research Fellow Australian Health Services Research Institute University of Wollongong, Australia</p> <p>Moderator: Clinical Assistant Dr Shirlynn Ho Senior Consultant and Deputy Head Division of Supportive & Palliative Care National Cancer Centre Singapore</p>	563
5-Oct-2021	Exploring New Frontiers: Telemedicine and Tele-therapy in Dover Park Hospice	<p>Ms Katherine Lim, Nurse Clinician, Dover Park Hospice</p> <p>Ms Camellia Soon, Music Therapist, Dover Park Hospice</p> <p>Ms Clara Kong, Medical Social Worker, Dover Park Hospice</p> <p>Moderator: Dr Yee Choon Meng Head, Home Care Service</p>	192
2-Nov-2021	Palliative Care at a Distance: Teaching, Guiding and Providing Palliative Care to Nursing Home during the Pandemic	<p>Ms Lim Yu Jun Asst Manager GeriCare</p> <p>Dr Magpantay Gerlie Conteras Clinical Educator Gericare</p> <p>Sister Sim Lai Kiow Nurse Clinician Khoo Teck Puat Hospital</p> <p>Moderator: Dr Laurence Tan Deputy Director, Gericare Consultant, Geriatric Medicine Khoo Teck Puat Hospital</p>	144

Date	Topic	Speakers	No. of Attendees
8-Feb-2022	Whose Life Is It Anyway? – Lessons From Our Journey With A Unique Patient	<p>Dr Aye Khine Thwin Senior Staff Physician Medical Services, Yishun Community Hospital</p> <p>Ms Teoh Ai Lin Occupational Therapist Yishun Community Hospital</p> <p>Ms Lim Siao Ee Senior Medical Social Worker Medical Social Services Yishun Community Hospital</p> <p>Dr Ng Xiao Ting Consultant Psychological Medicine, Khoo Teck Puat Hospital</p> <p>Ms Chia Bee Gek Constance Marie Clinical Psychologist Khoo Teck Puat Hospital</p> <p>Moderator:</p> <p>Dr Chua Zi'en Ruth Consultant Palliative and Supportive Care Services, Department of Geriatric Medicine Khoo Teck Puat Hospital</p>	182
1-Mar-2022	Responding to Spiritual Care Needs at the End-of-Life: "Where Do We Start?"	<p>Prof Anne Vandenhoeck Associate Professor, Faculty of Theology and Religious Studies Head, Academic Centre for Practical Theology and European Research Institute for Chaplains in Healthcare (ERICH) Katholieke Universiteit Leuven (KU Leuven), Belgium</p> <p>Moderator:</p> <p>Mr Andy Sim Principal Medical Social Worker (Educator) Singapore General Hospital Co-Director, Education, SingHealth Duke- NUS Supportive and Palliative Care Centre</p>	673
Total Attendees			2965

National Library Board

As part of SHC's continuing efforts to educate the community on palliative care and end-of-life planning, SHC partnered with National Library Board (NLB) to hold dialogues and experiential learning sessions for the public and healthcare professionals to openly discuss palliative care-centric topics. From January to March 2022, there were a total of 102 participants and this collaboration will be till December 2022.

Date	Co-Organiser	Language	No. Of Attendees
24-Jan-2022	SHC-NLB Live Well. Leave Well. Professional Series: Ask a Doctor	English	39
28-Feb-2022	SHC-NLB Live Well. Leave Well. Professional Series: Ask a Doctor	Chinese	22
28-Mar-2022	SHC-NLB Live Well. Leave Well. Professional Series: Ask a Music Therapist	English	41
Total Attendees			102

LCPC-SHC Postgraduate Course in Palliative Medicine

This 3-day course in the principles and practice of palliative medicine is specially designed for doctors across all settings. It aims to equip participants with generalist palliative care skills and knowledge to integrate into their practice in the care of patients with serious life-limiting illnesses. The Faculty comprises an interdisciplinary team of specialists in palliative medicine, psychiatry and internal medicine as well as allied health and nurses working in palliative care. A total of 97 doctors attended the postgraduate course during the period April 2021 to March 2022.

The Living Game

The Living Game is an interactive story game, consisting of three episodes launched respectively in October 2021, December 2021 and February 2022. The first episode 'Hope for Life' is about a youth who is very active in sports and was diagnosed with lung cancer. The second episode, Care for Life is about a father-daughter pair opening up to discuss palliative care options. Lastly, 'Gift for Life' is about a volunteer in the palliative care space. The user will need to make key decisions as he/she selects the game scenarios and learns about the various outcomes. The purpose of this role playing game is to educate youths and young adults aged 18 to 35 years about living well, to help enhance their understanding about palliative care and to better support their loved ones to live well and eventually leave well. To promote Living Game, "The Backstage Bunch" Youtube channel created a 2-episode SHC series titled "Just Life".

Resource Development

The Hospice Link

From April 2021 to March 2022, four issues were produced and a total of 20,120 physical copies were printed and distributed. Close to 6,000 individuals subscribe to the quarterly publication online. The themes for the publications were as follows:



Life Films

Following the inaugural short film production titled 'The Sketchbook' in FY2020, mm2 Entertainment Pte Ltd was re-appointed to produce two short films. The impact achieved from the inaugural film showed that the short film was an effective communication tool to reach all age groups in the community. The story's narrative also sparked important conversations as families and individuals review their life journeys.

→ Story 2 – Er Jie

Story 2 highlights the importance of 4 crucial statements, "I love you", "I'm sorry", "Please forgive me", and "Thank you". Seen through the eyes of the younger generation, the film shows how palliative care could support patients and their families reconciliation through the 4 precious statements. The dynamics of a big family and how the eldest sibling had to make sacrifices for the younger sibling and the resentment that arose. The film also explores how one can spend quality time with loved ones, and how one can make the best of the remaining days and to leave in peace with no regrets.

→ Story 3 – My Wish List

My Wish List celebrates a well lived life for the person who took efforts to conceive End-of-Life plans. Sometimes life does not go the way we planned and one must plan for unforeseen or unfortunate circumstances. We follow the protagonist and observe how he planned the last moments of his life and how he wanted to be celebrated after death.

Nutrition Videos with South West CDC

The videos feature a speech therapist and two cooking demonstrations from a Chef, provide swallowing exercise demonstrations that can help patients suffering from swallowing difficulties and explain how food can be modified to cater for different conditions so that sick patients can continue to enjoy food. The video is produced in collaboration with South West CDC, Caregiving@South West and Keat Hong Community Club.

Launch of SHC Library website

SHC revamped the Library website to make hospice and palliative care resources easier to access online. The resources are categorised according to difference audience groups namely, healthcare professionals, caregivers, patients and general public.

Frequently Asked Questions on Palliative Care

As part of SHC's efforts to create resources to improve the overall palliative care literacy among healthcare professionals, an FAQ document was produced and made available on the SHC Library website. The topics covered include palliative care types, referral process and palliative care training and education.

Life Book audiobooks

In collaboration with Republic Polytechnic, eight students from the School of Technology for the Arts created the audio book for all three SHC Life Books – Granny Cool, Lawrence of Arabia and Dr Guardian Angel, in Malay and Tamil as their final year project. Both Life Book e-books and audiobooks are available on StoryTel.



Quality Improvement

National Palliative Care Quality Improvement (NatPallQI) Programme

Supported by Ministry of Health, the National Palliative Care Quality Improvement (NatPallQI) Steering Committee partnered palliative care institutions to improve the quality of care for patients and their loved ones.

A. Revision to the National Guidelines for Palliative Care (NGPC)

Psychosocial and spiritual support for persons with palliative care needs were the focus of the review for the 4th version of the National Guidelines for Palliative Care. In 2021, the psychosocial guidelines were enhanced with major revisions made to guideline 4 (Timely Identification), guideline 7 (Care in the Last Days of Life), guideline 8 (Caregiver Support), and guideline 9 (Bereavement Care). A total of 27 service providers (8 home care, 8 Inpatient Hospice Palliative Care Services and 11 acute hospitals) participated in the 2021 NGPC self-assessment audits. Over the last few years, data collected has helped service providers implement measures to close gaps and incorporate best practices into their clinical workflow.

B. The Minimum Dataset (MDS)

The National Palliative Care Minimum Data Set (MDS) provided institution-, sector- and national-level data on the demographics and primary diagnosis profile of patients referred to specialist palliative care services. For the past six years, the data collection has given us invaluable information about the evolving palliative care service needs in Singapore. The number of participating institutions rose by six in the past year to 19 institutions.

C. The Caregiver Survey (CGS)

The Caregiver Survey (CGS) is an annual survey which measures the experience of bereaved caregivers with regards to the care given to the patient and their caregivers in the last week of life in different settings. In the latest survey, new questions related to caregivers' experience with grief and bereavement support were added. A total of 17 service providers (7 home care, 4 inpatient hospice palliative care services and 6 acute hospitals) had participated in the CGS, giving us invaluable insight into the needs of patients and caregivers, and facilitating quality improvement efforts.

D. Quality Improvement (QI) Webinars

Date	Title	No. Of Attendees
12-Oct-2021 19-Oct-2021	Post-Grief and Bereavement Conference Sharing Sessions	36 participants from 19 institutions
9-Dec-2021 10-Dec-2021	2 live sessions at Singapore Palliative Care Conference covering the following topics: a) Engaging the Loved Ones: Phase 4 National Care Giver Survey b) Embracing the Current Landscape: National Minimum Dataset c) Envisioning the Future as a Fraternity: National Palliative Care Guidelines	Day 1: 457 attendees, Day 2: 439 attendees

Survey Highlights

Community Engagement Perception Survey

A public perception survey was done to measure effectiveness and impact of SHC's Community Engagement, Public Education and Publicity efforts. The survey was done between 27 September and 15 October 2021, gathering data from than 1,000 respondents.

The findings showed that the current efforts of SHC are effective as a good portion of respondents have seen SHC ads and publicity materials and have participated in SHC's events, initiatives or community engagement programmes.

Objectives

Mapped into 3 gaps using the funnel model

- Awareness: Understand awareness levels and effectiveness of SHC's publicity efforts
- Consideration: Measure effectiveness of SHC's events, initiatives, programmes and publicity efforts
- Action: Measure impact of SHC's events, initiatives, programmes and publicity efforts

Period

- 27 Sep to 15 Oct 2021

Sample Size & Method

- **Online panel:** 1000 general public and 59 from SHC's database
- **In-depth Interview:** 9 SHC respondents

Key Findings

Awareness Gap

- **37%** are aware of SHC and **55%** have seen at least one of SHC's ads/publicity materials
- **>70%** find SHC's events, initiatives or programmes effective in starting end-of-life (EOL) preparations and providing information on hospice and palliative care
- Online platforms are most effective with **74%** regular usage

Consideration Gap

- SHC visual and video resources are effective with The Sketchbook short film having the most impact
- Brochures and Life Books: Most effective visual resource among youths
- Fear approach scenarios for videos would be more effective

Action Gap

- **44%** have spoken to their loved ones about EOL preferences
- **86%** are aware of Advance Care Planning (ACP), Lasting Power of Attorney (LPA), Advance Medical Directive (AMD), Will and **~25%** have completed at least 1 of them
 - Top 2 influences: SHC's brochure/resources and commercial/video
 - Top motivations: Recommended by friend/family, Due to personal experience or External prompts (e.g. video)
 - Top barriers: Too young/busy, Afraid to think about it or Don't want to talk about it

Recommendations

#1 Focus publicity efforts to online/social media channels

- Use facts and statistics in messaging and campaigns

#2 Fine-tune effective resources: brochures and short films

- Create resources for different ages, languages and cultures

#3 Adopt objectivity and factual scenarios for video resources

- Show real-life situations for fear approach scenarios
- Focus on objectivity and factual messaging to mitigate morbidity

#4 Improving access to information, resources and service through a one-stop website

- More resources in hospitals and polyclinics
- Collaborations can push down information to relevant target audiences

#5 Creating talking points/opportunities conversations

- Design card games, videos, talks to get people talking in a light-hearted manner
- Conversation starters: Personal experience, Direct and objective discussions and Impromptu conversations



News & Media

Print

1. 规划晚期照顾 人生不留遗憾 | Health No. 1, Mar 2022
2. Forum: Society has much more to learn about end-of-life issues | The Straits Times, 17 Feb 2022
3. As Singapore ages, end-of-life care must evolve faster: Experts | The Straits Times, 7 Feb 2022
4. Raising awareness on palliative care | BRIDGE, Jan 2022
5. 活得精彩, 走得自在! | Health No. 1, Dec 2021
6. 慈怀疗护 别让爱迟到! | UWeekly, 11 Dec 2021
7. Ye Kung: Pemerintah tingkat usaha sokong golongan penjaga paliatif | Berita Harian, 10 Dec 2021
8. 慈怀机构日间护理名额四年来增六成 | Lianhe Zaobao, 10 Dec 2021
9. Palliative care services to be boosted; topic of death needs open discussion: Ong Ye Kung | The Straits Times, 9 Dec 2021
10. 慈怀疗护 好好说再见 | UWeekly, 26 Nov 2021
11. 慈怀疗护 人生不留遗憾 | UWeekly, 13 Nov 2021
12. Doctor who helps terminally ill kids among winners of President's Volunteerism and Philanthropy Awards | The Straits Times, 11 October 2021
13. 为慈善机构再次跳舞 | Shin Min Daily News, 23 Sep 2021
14. Art show among events leading up to bereavement conference in September | The Straits Times, 25 Aug 2021

Radio

1. Money Mind with Stanley Leong | CNA938, 11 Jan 2022
2. Singapore Today with Lance Alexander and Melanie Oliveiro | CNA938, 10 Dec 2021
3. Weekend Life with Susan Ng and Justine Moss | CNA938, 16 Oct 2021
4. Our Town with Susan Ng | CNA938, 6 Jun 2021

Television

1. Singapore Tonight | Channel News Asia, 9 Dec 2021
2. CH 5 News Tonight | Channel 5, 9 Dec 2021
3. Tamil Seithi | Vasantham, 9 Dec 2021
4. Hello Singapore | Channel 8, 9 Dec 2021 Berita | Suria, 9 Dec 2021

Online

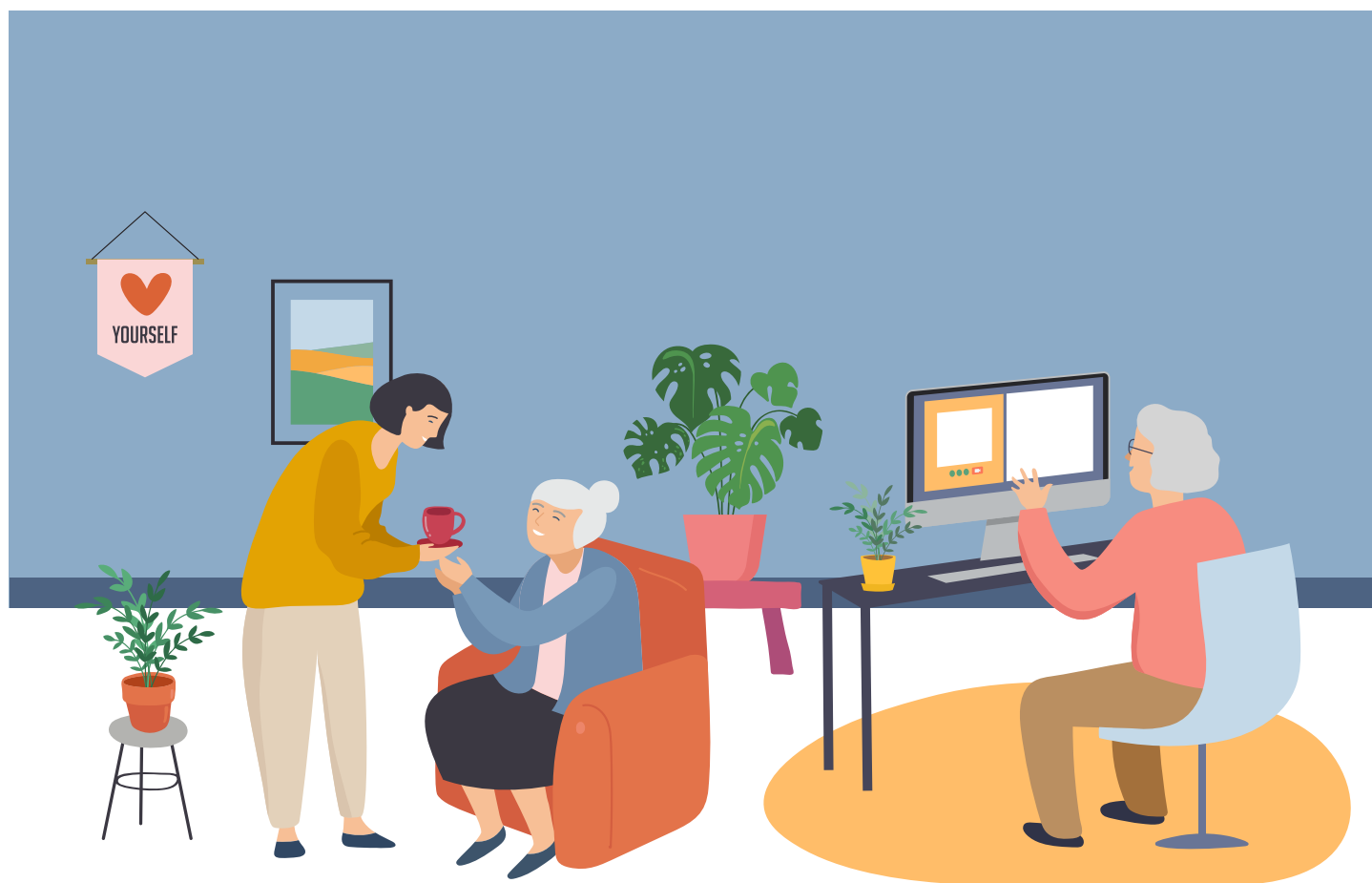
1. From Kahoot quiz to alternative rock music in the background: Singapore youths share their 'dream funeral' | Asiaone, 1 Mar 2022
2. Palliative Care – What it Entails and How the Law May Assist | NUS, Faculty of Law, 21 Feb 2022
3. Forum: Society has much more to learn about end-of-life issues | The Straits Times, 17 Feb 2022
4. As Singapore ages, end-of-life care must evolve faster: Experts | The Straits Times, 7 Feb 2022
5. Life, death and dignity | TheHomeGround Asia, 29 Dec 2021
6. Reconciling relationships and respecting choices: How hospice care revitalised family ties for this 53-year-old Singaporean | Asiaone, 13 Dec 2021
7. 慈怀机构日间护理名额四年来增六成。 | Lian He Zao Bao, 10 Dec 2021
8. Palliative care services to be boosted; topic of death needs open discussion: Ong Ye Kung. | The Straits Times, 9 Dec 2021
9. Why it's never too early to start planning for palliative care | The Straits Times, 17 Nov 2021
10. My dying wish? I hope I'm lucky enough to have a living funeral. | Mothership, 27 Oct 2021
11. Learn more about palliative care on World Hospice and Palliative Care Day | Youthtopia, 7 Oct 2021
12. You might not live to see the next day. Wouldn't you want your important affairs sorted out? | Mothership, 27 Sep 2021

Volunteer Management

Due to Covid-19 pandemic, most on-site activities have become online events, including engagement with volunteers through training and orientation sessions.

Total Number of volunteers as at 31 March 2021

Number of Individual volunteers	203
Number of corporate groups	16
Number of volunteering hours served	1020.6



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.

Roles 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 2020-2021, the Council comprised of 23 representatives of Member Organisations and one co-opted representative, A/Prof Goh-Fung Cynthia Ruth.

The following are the Member Organisations and their representatives:

Organisation	Type of Member	Representative (Date Appointed)
Dover Park Hospice (DPH)	Ordinary (Founding Member)	Dr Koh Yong Hwang Mervyn (since 2 September 2021)
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)
Assisi Hospice (AH)	Ordinary	Ms Choo Shiu Ling (since 29 August 2017)
Metta Hospice Care (MHC)	Ordinary	Dr Ong Qing Liang (since 23 July 2020)
MWS Home Care and Home Hospice (MWS)	Ordinary	Dr Chia Bingzhu Dennis (since 24 September 2020)

Organisation	Type of Member	Representative (Date Appointed)
Ren Ci Hospital (RCH)	Ordinary	Dr Tan Hong Weng (since 21 January 2021)
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	Ms Wong Suet Ling, Jasmine (since 24 September 2020)
Tzu Chi Foundation (Singapore) / Buddhist Compassion Relief (TCF)	Ordinary	Dr Edwin Lim Boon Howe (since 30 May 2019)
Alexandra Hospital (ALEXANDRA)	Special	Dr Yong Woon Chai (since 23 July 2020)
Changi General Hospital (CGH)	Special	Dr Koh Lip Hoe (since 19 July 2012)
Khoo Teck Puat Hospital (KTPH)	Special	Dr Tan Lean Chin Laurence (since 2 September 2021)
KK Women's & Children's Hospital (KKH)	Special	Dr Siti Nur Hanim Binte Buang (since 2 September 2021)
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)
Sengkang General Hospital (SKH)	Special	Dr Yang Meijuan Grace (since 23 July 2020)
Singapore General Hospital (SGH)	Special	Dr Lee Guozhang (since 23 July 2020)
SingHealth Community Hospitals (SCH)	Special	Dr Loo Yu Xian (since 12 September 2019)
Tan Tock Seng Hospital (TTSH)	Special	Dr Neo Han Yee (since 1 August 2020)
Woodlands Health Campus (WHC)	Special	Dr Ng Han Lip Raymond (since 2 September 2021)
National Cancer Centre Singapore (NCCS)	Co-opted	Dr Goh-Fung Cynthia Ruth (Since 31 July 1995)

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

Council Member	Reasons for Retention
Sr Tan Swee Hoon, Geraldine Marie	Nominated by Member Organisation. Founding Council member with experience in Intermediate and Long Term Care (ILTC) sector.
Dr Neo Soek Hui	Nominated by Member Organisation. Current Council Chairman since 12 September 2019

Enterprise Risk Management

The Council appoints the Audit and Risk Committee to oversee risk management. The Audit and Risk 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 met on the following dates:

1. 2 September 2021
2. 27 January 2022
3. 28 April 2022
4. 21 July 2022

The Council members' attendance at the 27th Council meetings for the period of September 2021 to July 2022 are as follows:

	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 Norhisham bin Main (Honorary Secretary)	3/4
4	Mr Albert Ching Liang Heng (Honorary Treasurer)	3/4
5	Ms Choo Shiu Ling	4/4
6	Dr Koh Yong Hwang Mervyn	3/4
7	Dr Ong Qing Liang	3/4
8	Dr Chia Bingzhu Dennis	3/4
9	Dr Tan Hong Weng	4/4
10	Dr Lee Onn Kei Angel	2/4
11	Sr Tan Swee Hoon, Geraldine Marie	3/4
12	Dr Pope Andrew Villarosa Samson	4/4
13	Ms Wong Suet Ling Jasmine	3/4
14	Dr Edwin Lim Boon Howe	3/4
15	Dr Yong Woon Chai	3/4
16	Dr Koh Lip Hoe	3/4
17	Dr Tan Lean Chin Laurence	4/4
18	Dr Siti Nur Hanim Binte Buang	1/4
19	Dr Yang Meijuan Grace	1/4
20	Dr Lee Guozhang	3/4
21	Dr Loo Yu Xian	2/4
22	Dr Neo Han Yee	2/4
23	Dr Ng Han Lip Raymond	3/4
24	Dr Goh-Fung Cynthia Ruth (co-opted)	1/2

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) and The Palliative Care Centre for Excellence in Research and Education (PaC) are Affiliate Members of SHC.

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

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 Executive Director reports to the EXCO and updates them on the operations and development of SHC.
4. Evaluates the performance of the Executive Director.

Nomination Committee

1. Undertake an annual review of the Council's succession plans, taking into consideration, the structure and composition of the Council, EXCO and sub-committee as well as the required mix of skills, experience and competency required and make recommendations to the Council with regard to any adjustments that are deemed necessary.
2. Responsible for reviewing the new candidates for Council membership nominated by the Member Organisations so as to satisfy the objective of having the right mix of skills, experience and competency in the Council, and to discuss with Member Organisations on their nominations to achieve this objective.
3. The committee shall review the candidates suitable for co-option to the Council to fill vacancies as and when they arise.
4. Ensure that orientation and induction programmes are provided for new members so that all new Council Members are inducted and orientated in their roles.
5. Recommend to the Council concerning the re-election/re-appointment of Office Bearers and Council Members to chair committees of the Council, pursuant to the Corporate Governance Code, Charity Council or equal.

Finance Committee

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

Audit and Risk Committee (ARC)

External Audit

1. Recommend to the Council the appointment, reappointment and termination of the External Auditor, and approving the remuneration and terms of engagement of the External Auditor.
2. Oversee the financial reporting and disclosure process, and monitor the choice of accounting policies and principles.
3. Review and approve the External Auditor's scope of the audit.
4. Review the results of the audit of financial statements and consider significant findings and recommendations of the External Auditor's and management's responses.
5. Approve the audited financial statements before it is tabled and approved by the Council.
6. Review independence and objectivity of the External Auditor annually.
7. Review and consider the results and effectiveness of the external audit.
8. Periodically review and assess the performance of the External Auditor.
9. Report to the Council of any financial irregularities, concerns and opportunities.
10. Liaise with the External Auditors on any significant matters arising.

Internal Audit

1. Recommend to the Council the appointment, reappointment and termination of the Internal Auditor, and approving the remuneration and terms of engagement of the Internal Auditor.
2. Review and approve the internal audit programme and request where appropriate that Internal Auditor undertakes specific work.
3. Review the results, effectiveness and objectivity of the Internal Auditor's reports and findings including recommended response on the audit finding to the EXCO.
4. Reviewing the effectiveness and performance of the service provided by Internal Auditor.

Whistle-blowing and Fraud

1. The Committee Chair shall be notified of all reports on whistleblowing matters and together with the ARC will arrange for independent investigation of such matters and appropriate follow-up action.
2. Review arrangements by which staff may, in confidence and without fear, raise concerns about possible improprieties in matters of financial reporting or other matters (such as commitment to quality work, professional judgement and values). Also, ensure arrangements are in place for the proportionate and independent investigation of such matters and for appropriate follow-up action.
3. Consider other topics, as defined by the Council, such as the policies for preventing or detecting fraud, its code of corporate conduct/business ethics and its policies for ensuring compliance with relevant regulatory and legal requirements.

Enterprise Risk Management

1. Determine whether SHC has in place an effective and appropriate risk management framework, under which all significant or material risks are identified, analysed, managed and reported to Council.
2. Management is responsible for the effective implementation of risk management strategies, policies and processes to facilitate the achievement of SHC's operations and strategic objectives. Key risks are identified, addressed and reviewed on an ongoing basis, and mitigated where possible. These risks are then reported to the ARC.
3. Perform any other oversight functions requested by the Council or undertake any special investigations.

Other Matters

1. The Committee may request the participation of advisors from time to time, including but not limited to SHC employees, management, or external consultants, to provide advice or information to the Committee or to its members independently, with respect to any matter before or related to the Committee, at SHC's expense.

Community Engagement Steering Committee (CESC)

1. Recommend and lead Community Engagement and Communication strategies.
2. Update Council (and relevant funding agencies) on curated approaches to community engagement (including budget).
3. Work closely with its sub-committees in development and implementation of projects or initiatives.
4. Align and synergise all work of its sub-committees.
5. Support Executive Director and secretariat in delivering key performance indicators for funded projects.

Hospice Link Editorial Committee

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

Community Engagement and Communication Committee (CECC)

This committee reports to the CESC.

It plans, coordinates and manages community engagement activities among members of the general population. The latter will include youths, students in institutes of higher learning, working adults and the elderly. The objective is to raise overall awareness and understanding of palliative care in the nation.

1. Formulate community engagement strategies targeted at the general population.
2. Develop a customised and coherent public communications plan.
3. Assess and manage contracted external service providers e.g. media consultants/PR firms/project consultants.
4. Advise the CESC concerning community events planning, including any related media engagement.
5. Develop strategic relationships with ministries and relevant government bodies, corporates, community and grass root organisations, NGOs and other service providers.
6. Create and produce community engagement kits. This may include material on caregiving.
7. Collate statistics for reporting to Steering Committee and Council (six monthly).

Caregivers Support and Patient Education Materials Committee (CSPEM)

This committee reports to the CESC.

Work closely with the CECC to design content for caregiver support and patient education. The objective is to raise overall awareness and understanding of palliative care and assist those in the system to provide better support in caregiving.

1. Review caregivers support and patient education materials.
2. Write, curate or produce content for caregivers support and patient education materials.
3. Report to the CESC on progress.

Healthcare Workers Committee (HCWC)

This committee reports to the CESC.

Plan, coordinate and manage community engagement activities among healthcare workers and students (e.g. doctors, nurses and social workers in acute hospitals or community services; medical, nursing and social work students; general practitioners etc) with the objective to raise overall awareness and understanding of palliative care.

1. Advise steering committee and SHC secretariat as subject experts in palliative care, including acting as liaison to practitioners and/or stories in relation to public media work where relevant.
2. Guide content and collaterals development, as SHC reaches out to specific target groups across different categories of health and social care, or allied health providers.
3. Catalogue and signpost different streams of palliative care education in support of diverse learning needs; the latter can come from services, tertiary institutions or residency programmes.
4. Organise forums, workshops and talks on palliative care, for knowledge transfer and to enhance competencies among different disciplines and classes of providers.
5. Raise awareness and understanding of palliative care and its supporting services in Singapore, to improve overall palliative care literacy among providers, with the view to facilitate patient access.
6. Collate figures and statistics for reporting to CESC and Council (six monthly) when required.

Multidisciplinary Forum (MDF)

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

Ethics Advisory Committee

1. Foster ethical issues raised by the Council of the Singapore Hospice Council and to make recommendations to it.
2. Prepare and explain position statements on ethical issues to the Singapore Hospice Council.
3. To recommend means to promote an awareness of ethical principles and practices in palliative care amongst healthcare workers in palliative care.

National Palliative Care Quality Improvement (NatPallQI) Steering Committee

Quality Improvement (QI) Committee

1. Conduct 2-yearly self-assessment audits across all SHC Member Organisations
2. Implement revised psychosocial guidelines
3. Mentor 2 Quality Improvement Projects
4. Conduct annual collection of Minimum Data set
5. Conduct annual Caregiver Survey
6. Pilot outcome measure in value-driven care domain
7. Conduct 4 QI workshops/seminars
8. Report to the Council of any financial irregularities, concerns and opportunities.
9. Liaise with the External Auditors on any significant matters arising.

Singapore Palliative Care Conference (SPCC) 2021 Organising Committee

1. Plan, oversee and organise the conduct of the SPCC 2021.
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 Organizer (PCO) and ensure adequate supervision and liaison with the PCO.
6. Appoint a Treasurer, who shall chair and form the SPCC 2021 Finance Committee, keep adequate control over the finances of the Conference and ensure good governance of all funds received and dispensed.

4. Memberships

SHC is open for membership to any social service organisations running significant hospice programmes as Ordinary Member or as a Special Member if it is a restructured hospital of 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.

5. 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)

6. Reserve Policy

The reserves of SHC provide financial stability and the means for the development of SHC's activities. SHC intends to maintain the reserve at a level sufficient for its operating needs. SHC holds its reserves close to three year's operating expenses.

7. Privacy Policy

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

8. 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.

9. Whistleblowing Policy

SHC has a whistleblowing policy to allow staff, suppliers, contractors, partners and other stakeholders 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 2022.

10. 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 on the Charity Portal.

For the FY ended 31 March 2022, 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 Executive Director or Council member.

Financial Highlights



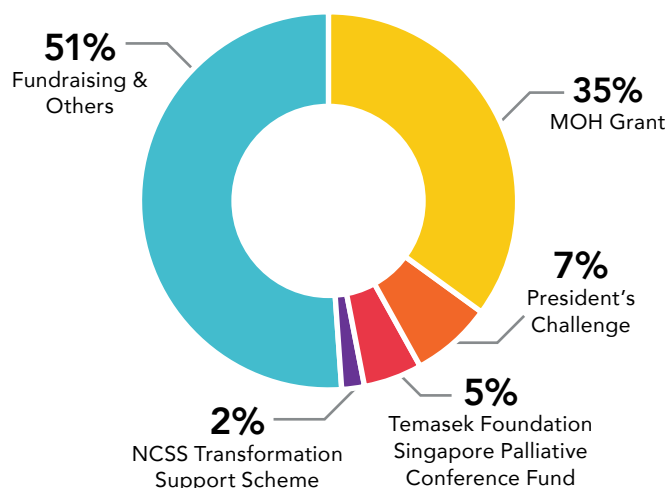
Fiscal Year 1 April 2021 – 31 March 2022

Financial Result

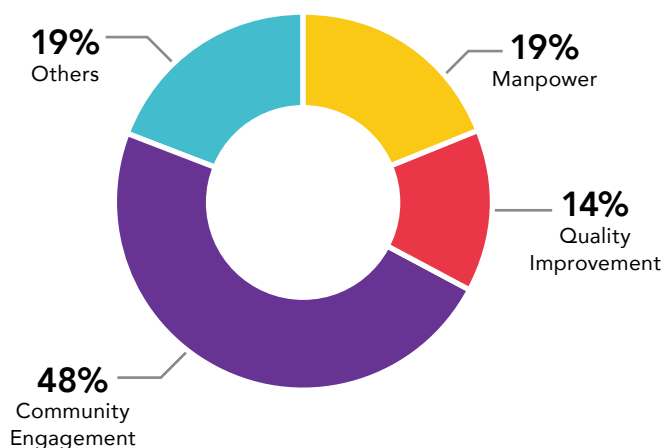
The net surplus for the financial year ended 31 March 2022 was \$320,799.

	FY2022 (\$)	FY2021 (\$)
Total Income	2,015,710	1,894,871
Total Expenditure	1,694,911	1,434,529
Surplus/(Deficit)	320,799	460,342

Total Income in FY2022



Total Expenditure in FY2022



General Fund

The total surplus for the financial year ending 31 March 2022 was \$320,799 which include the deficit from the utilization of the MOH Grant of \$335,350, Invictus Fund of \$18,695, Community Chest Charity Support fund of \$22,993 and surplus from the President's Challenge fund of \$142,257. The net surplus for SHC is \$555,580.

Total income has reduced as compared from previous financial year. The total income received was \$2,015,710 which comprised of MOH Grant of \$708,911, President's Challenge Fund of \$147,250, Temasek Foundation (TF) Singapore Palliative Care Conference Fund of \$100,000, Transformation Support Scheme Fund of \$36,254. The balance amount of \$1,023,295 comprised donations, Bicentennial grant and NCSS grant.

Total expenses have increased as compared from the previous financial year. The main bulk of the expenditure was expenses under the MOH Grant of \$1,044,261 which made up 61% of the total expenses in the financial year. The second largest expense item was Salary and Wages at \$265,168 (16% of the total expenses). This is followed by expenses incurred for Singapore Palliative Care Conference of \$107,500 (6% of the total expenses).



Fund Balance

The total fund balance carried forward from FY 2021 was \$1,840,133. With the net surplus of \$320,799, the total fund balance was \$2,160,932 as of 31 March 2022. The ratio of funds to annual operational expenditure for FY2022 was 3.71 (FY2021 was 2.37).

How you can help



As the collective voice of the hospice and palliative care community, the Singapore Hospice Council actively raises awareness about palliative care and advocates the importance of early end-of-life care planning amongst Singaporeans so that they can eventually

Live Well. Leave Well.



Your support will also help us to continue our efforts in improving the overall quality of palliative care services, to train more professional palliative care professionals to better equip them to care for patients with life-limiting illnesses and provide support to their families.



Donate

singaporehospice.org.sg/donation




Volunteer

singaporehospice.org.sg/volunteer


Email info@singaporehospice.org.sg to discuss any fundraising or partnership opportunities.



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