

Annual Report 2022/23



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About Singapore Hospice Council

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

SHC is committed to improving the lives of patients with serious 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



Values

Love, Care, Compassion

Corporate Information

Charity Registration Number:

1194

Institution of a Public Character (IPC) Number:

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 Singapore Ltd

Independent Auditor:

Nexia Singapore PAC

Legal Counsel (Pro Bono):

TSMP Law Corporation (*till Aug 2022*)
Adsan Law LLC (*w.e.f. Sep 2022*)

Charity Trustee:

Dr Seet Ai Mee

Board Members (from 1 Jan 2023):**Chairman**

Mr Robert Chew

Vice-Chairman

Dr Chong Poh Heng

Honorary Secretary

Dr Wu Huei Yaw

Honorary Treasurer

Mr Albert Ching

Board Members

Dr Angel Lee
Dr Mervyn Koh
Sr Geraldine Tan
Mr Adrian Peh JP
Ms Wee Ai Ning
Mr Patrick Yong

Member Organisations

Ordinary Members



ST JOSEPH'S HOME
CATHOLIC WELFARE SERVICES



**SINGAPORE
CANCER
SOCIETY**



Ren Ci 仁慈



**ST. ANDREW'S
COMMUNITY HOSPITAL**



Tsao Foundation
Longevity is Opportunity



Special Members



**Alexandra
Hospital**



**Changi
General Hospital**
SingHealth



**KK Women's and
Children's Hospital**
SingHealth



**National Cancer
Centre Singapore**
SingHealth



**Ng Teng Fong
General Hospital**



**Sengkang
General Hospital**
SingHealth



**Singapore
General Hospital**
SingHealth



**SingHealth
Community Hospitals**



**Tan Tock Seng
HOSPITAL**
National Healthcare Group



**Woodlands
Health Campus**
National Healthcare Group

Affiliate Members



DukeNUS
Medical School



**Lien Centre for
Palliative Care**



PalC
THE PALLIATIVE CARE
CENTRE FOR EXCELLENCE
IN RESEARCH AND EDUCATION

A Message from Our Chairman

As we envision a future where every person facing life's end can do so with dignity, surrounded by love, care and compassion, we look forward to a productive and purposeful year ahead.

The financial year 22/23 has been a milestone year for the Singapore Hospice Council (SHC). To prepare SHC for its new chapter, the Council successfully restructured and elected a new Board to govern, strategise and chart directions for SHC. The Board and I are deeply honoured to be elected as the first SHC Board, bringing with us diverse expertise, vast networks and invaluable experience to work together to enhance the good work of our predecessors and to impact more lives.

Public education and awareness have been key pillars of our advocacy efforts. In the past year, we collaborated with communities who share our vision of dignified end-of-life care. As a result, SHC launched several initiatives; these include Palliative Care 101 Training, Ambassador Programme, and Community Signposts. We aim to scale up these programmes so that they cover all constituencies in the next five years. Through these outreach programmes, we aim to dispel misconceptions surrounding palliative care, ensuring that palliative care is accessible for everyone so that dignity and comfort at end of life are not a privilege, but a basic healthcare right.

Destigmatising and de-medicalising death and dying are also big parts of SHC's work. We are now embarking on a project to measure and raise

Singapore's death literacy level. Understanding death and dying will empower individuals and families to make informed decisions and approach the end of life with dignity and compassion with the support of the community. The team has started a Leaders Forum series that brings together change makers to collectively build a more death-literate and compassionate society.

Quality improvements in service development and delivery are another key pillar of our work. I wish to acknowledge the good work of the teams leading the work on the National Palliative Care Quality Improvement, the National Palliative Care Minimum Data Set, and Caregiver Survey.

We are also actively engaging clinicians in the primary care sector to be part of the palliative care network to cope with the ageing population. We are grateful for the fraternity's strong support of our initiatives and are backing us strongly with their deep involvement.

SHC extends its gratitude to the Ministry of Health for their continuous support of our work. We also appreciate the Ministry's heightened emphasis on palliative care. Our involvement in shaping national policies and sharing quality improvement practices continues.



The journey in the past few years by our 25 member organisations was marked by resilience, compassion, and an unyielding commitment to our mission. I want to take a moment to say a big thank you to my predecessor, Dr Patricia Neo, for her leadership during the pandemic. She now leads our Clinical Services Steering Committee with Dr Angel Lee, moving us closer to our vision of quality palliative care for everyone.

To the incredible individuals who have made this journey possible – our dedicated staff, our selfless volunteers, our compassionate donors and partners, and the countless individuals who have supported us in various ways – I extend my deepest gratitude.

As we envision a future where every person facing life's end can do so with dignity, surrounded by love, care and compassion, we look forward to a productive and purposeful year ahead. We hope you continue to join us in this shared journey.

Robert Chew

Chairman, Singapore Hospice Council

Our Board

The Singapore Hospice Council is led by board members who are all volunteers. They bring a wealth of experience and knowledge in their respective fields and professions, supporting the charity's journey to champion quality palliative care for everyone.



Mr Robert Chew
Chairman



Dr Chong Poh Heng
Vice-Chairman



Dr Wu Huei Yaw
Honorary Secretary



Mr Albert Ching
Honorary Treasurer



Dr Angel Lee
Board Member



Dr Mervyn Koh
Board Member



Sr Geraldine Tan
Board Member



Mr Adrian Peh JP
Board Member



Ms Wee Ai Ning
Board Member



Mr Patrick Yong
Board Member

(w.e.f. 1 Jan 2023)



11

MDF* Sessions



3,570

MDF Attendees



9

“Live Well. Leave Well.”
Professional Series”
Webinar Sessions



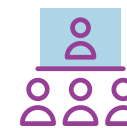
357

Webinar Attendees



13

Palliative Care 101
Sessions



536

Palliative Care
101 Attendees



Our Year in Numbers



47,548

SHC Resources
Distributed



37,669

SHC Website
Visitors



14,500

Average Monthly
Social Media Reach



119

Active Community
Volunteers



481

Community
Volunteering Hours

*MDF: Multidisciplinary Forum

Year in Review



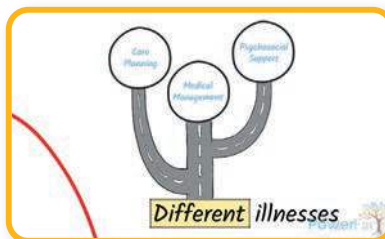
Year in Review

2022-2023



Restructuring and New Premises

FY 22/23 is a milestone year for SHC. We successfully completed the restructuring and elected our first Board. The new Board of ten led by Mr Robert Chew is made up of leaders in diversified fields and clinicians. SHC also moved to a new office space at GB Point, Kallang Bahru. We have since used the cosy space to host several volunteer briefings and staff training sessions.



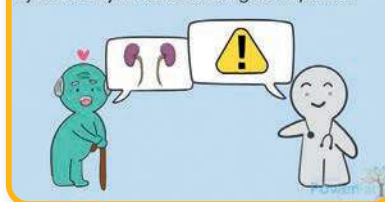
Scan to view



Scan to view



Myth: Elderly should not be given opioids.



Scan to view



Palliative Care Video Resources

SHC collaborated with Khoo Teck Puat Hospital to create a series of short animated video clips, titled PowerFacts, that educate healthcare workers about palliative and geriatric care. View them on our e-Library now!



“Die-logues: Building the Best Endgame” Exhibition

Thanks to an ongoing partnership with the National Library Board (NLB), our exhibition toured four public libraries to increase our reach to members of the public. The four locations included Bishan (April to May), Jurong West (June to July), Sembawang (August to September) and Geylang East (September to October). Visitors also picked up free SHC resources and over 5,000 people penned their thoughts on what a good death means to them on a special message board installation.

Year in Review



“Dear Life” Exhibition

SHC was invited by Project Happy Apples, a student-initiated project, to participate in their outreach event at JEM Mall and share our resources with the general public. Our SHC volunteers were also at the exhibition to interact with over 3,000 visitors.



Revamped SHC Website

Featuring a more user-centred design, visitors can now navigate for information and resources easily based on their needs, whether they are caregivers, healthcare professionals, or members of the public.



Scan to watch the video series

Award-winning “Palliative Care: What You Need to Know” Series

The three short videos were created to educate the public about the different palliative care settings: Home Hospices, Day Hospices and Inpatient Hospices and Palliative Care Wards in Community Hospitals. The series won a Silver Award in the Digital Health Awards 2023. The Digital Health Awards honours the best digital health resources developed for consumers and health professionals.

2022-2023



Continual Learning

Supported by Temasek Foundation, the SHC-SPCC Research Development Workshop saw young researchers in palliative care present their projects to the leading experts in the field. The esteemed panellists include Prof Won Chang Won (Korea), Prof Marie Bakitas (USA), A/Prof Andy Ho, Prof Koh Woon Puay and Prof Nicholas Graves.

Year in Review

2022-2023



Launch of Palliative Care 101 Training

Palliative Care 101 is a free course run by SHC to educate the general public on palliative care, end-of-life care matters and the relevant community resources available to support patients with life-limiting illnesses. The course can be conducted in English, Mandarin or Malay languages. SHC welcomes social service agencies, institutions, and corporations to organise the talk for their communities!



Launch of SHC Ambassador Programme

SHC aims to advance public understanding of hospice and palliative care through a team of committed and trained ambassadors. Every ambassador is a champion of palliative care and commits to reaching out to their communities to share the importance and benefits of palliative care. They will receive regular SHC training and be given outreach kits (brochures and booklets) to carry out advocacy work.



Launch of Community Signposts

To raise community awareness, education and access to hospice and palliative care, SHC launched the Community Signposts initiative to set up community-level voluntary support groups to provide palliative care resources to patients facing life-limiting illness, their families and caregivers. To date, three Community Signposts are located in Yio Chu Kang, Keban Baru and Mountbatten. The target is to have a Community Signpost in every constituency in five years.

Year in Review

2022-2023



Voices for Hospices 2022

To mark World Hospice and Palliative Care Day, SHC organised a special charity concert, Voices for Hospices, and raised \$500,000 to further Singapore's hospice and palliative care movement. We thank all sponsors, donors and partners for making this biennial fundraiser successful!



Live Well. Leave Well. Roadshow

As part of the community outreach for World Hospice and Palliative Care Day, SHC organised a roadshow that provided a glimpse into the multidisciplinary approach of palliative care through interactive activities and workshops. Visitors took part in art and speech therapy sessions as well as joined a cooking class that dispensed nutritional tips for caring for patients with advanced illnesses.



Outreach Booth at Health Institution

We joined our member organisation, Tan Tock Seng Hospital, at their public awareness event to mark World Hospice and Palliative Care Day. Besides running an resource booth, we also displayed our string art wall that invited members of the public to share their views and thoughts on end-of-life matters.



Appreciation for Palliative Care Teams

As part of our World Hospice and Palliative Care Day commemoration, SHC showed our appreciation and support for the palliative care teams by presenting handmade gifts and handwritten cards to our member organisations.



Appreciation and Networking Night

We ended our fiscal year with an evening of gratitude, networking and inspiration with the palliative care fraternity! Besides showing our appreciation to our volunteers and partners, our ED, Ms Sim Bee Hia, also shared our upcoming strategic and work plans. We look forward to partnering everyone in our shared journey!

Year in Review: Quality Improvement

National Palliative Care Quality Improvement (NatPallQI) Programme

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. This initiative was supported by the Ministry of Health.

A. The Minimum Dataset (MDS)

The National Palliative Care Minimum Data Set (MDS) provides data on patient demographics and primary diagnoses for specialised palliative care services at different levels – institutional, sectorial, and national.

For FY2022, key modifications were introduced to the data collection process to improve data completeness and quality, and in the data analysis, findings at the patient level were introduced, in addition to service-level analyses as in past editions.

The FY2022 annual MDS report was estimated to represent approximately 95% of the patients referred to palliative care services in Singapore. The findings have been invaluable in understanding the evolving palliative care needs in Singapore. Key findings in the FY2022 report were:

- In FY2021, 10,891 unique patients contributed 13,221 referral records from April 2021 to March 2022.
- The penetrance of specialist palliative care among decedents in Singapore was 32%, in contrast to a Lancet Global Health study projecting that by 2060, 53% of deaths in developed countries will involve serious health-related suffering and require palliative care.

- The median duration of palliative care before death was 22 days (interquartile range [IQR] 6–66 days), despite recommendations of multi-disciplinary care for 3–4 months in order to realise the full benefits of palliative care.¹
- The median duration of palliative care before death was 33 days (IQR 11–79 days) for cancer and 9 days (IQR 3–38 days) for non-cancer. Additionally, although cancer constituted 26% of all-cause mortality in Singapore in 2021, 60% of the MDS cohort had cancer, suggesting room for improving palliative care access for non-cancer patients.
- Among patients receiving specialist palliative care, 46% died in acute hospitals, 34% at home and 17% in inpatient hospices. However, 66% of home hospice patients achieved home deaths.
- After referral acceptance, the average assessment waiting time was 4.6 days (standard deviation [SD] 6.1 days) for home care and 3.6 days (SD 13.0 days) for IHPCS. Notably, some patients experienced longer waiting times, with 17% of home care patients and 10% of IHPCS patients waiting more than 7 days for assessment.

¹ Davis MP, Temel JS, Balboni T, Glare P. A review of the trials which examine early integration of outpatient and home palliative care for patients with serious illnesses. *Ann Palliat Med*. 2015;4(3):99–121. doi:10.3978/j.issn.2224-5820.2015.04.04

B. The Caregiver Survey (CGS)

The annual Caregiver Survey (CGS) measures the experiences of bereaved caregivers, evaluating the care provided to both the patients and caregivers during the final week of life across various settings.

In 2022, a new online platform was introduced for caregivers and service providers to submit data and for service providers to visualise their own survey results in real time. This eases response tracking, encourages timely quality assessment and improvement, and facilitates benchmarking against the national and service setting-specific results. In addition, the data submitted was subject to more rigorous data checks to improve data quality, and a breakdown of the results across the different palliative care service settings was newly introduced, along with comparison over the past 3 years.

A total of 23 service providers (7 home care services, 7 Inpatient Hospice Palliative Care Services and 9 acute hospitals) participated in the 2022 CGS report. The main findings in the 2022 report were:

- Caregiver satisfaction in 2022 remained high, but there was a general downward trend across most domains over the past 3 years.
- There was highest satisfaction with care in the home care setting, and lowest satisfaction in the acute hospital setting.
- There was low concordance with preferred place of death (PPOD) among hospital deaths.
- There is potential for improvement in information provision for funeral services and arrangements, especially in the acute hospital setting.
- There is greater grief and bereavement support needed, particularly in the IHPCS and acute hospital settings.

C. Quality Improvement (QI) Webinars

The following QI webinars were organised in FY2022:

1. “Leadership Engagement Session” on 26 July 2022 was attended by 85 participants from 25 institutions
2. “Bygones and Beyond - Empowering with Knowledge” on 27 September 2022 was attended by 96 participants from 21 institutions

SHC Strategic Priorities 2023-28



A More Death-Literate Population



Build Compassionate Communities

General
Public



Build a Singapore Palliative Care
Network



Build Capacity and Capabilities of
Palliative Care and Non-Palliative
Care Healthcare Professionals

Healthcare
Professionals



Enhance and Improve Service
Development and Delivery



IT/Digital Development
and Enhancement

Palliative Care
Fraternity
and Member
Organisations

2023 - 2024 Workplans



General Public



Live Well. Leave Well. Festival 2023

13 - 22 October at National Library Building,
The Plaza

NEW



Public Education and Training

(Palliative Care 101 and 201 Training,
Meet The Expert Series)

NEW



Recruitment of SHC Ambassadors and Setting Up of Community Signposts

NEW



Strengthening Position as a Resource Hub and Curation of Resources for Palliative Care



Media Campaigns, Social Media Strategies, Podcast, Coverage of Human Stories

2023 - 2024 Workplans



**Healthcare
Professionals**



**Engagement of GPs and Polyclinic doctors -
Qualitative and Quantitative Scans**

NEW



**Training of Non-Palliative Care Healthcare
Professionals**



**Mental Wellness of Palliative Care
Healthcare Professionals**

2023 - 2024 Workplans



Palliative Care Fraternity & Member Organisations



National Strategy for Palliative Care 2023



Harmonisation of Compassionate
Discharge Protocols

NEW



Hospice Capacity Tracking Dashboard
Phase 1 and Phase 2

NEW



Singapore Palliative Care Conference
Grief and Bereavement Conference
QI Conference

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 Board

Board Governance

The Board 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 Board

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.

The following nominees were elected and took office as Board Members on 1 Jan 2023.

Chairman	Mr Robert Chew
Vice-Chairman	Dr Chong Poh Heng
Honorary Secretary	Dr Wu Huei Yaw
Honorary Treasurer	Mr Albert Ching
Board Member	Dr Angel Lee
Board Member	Dr Mervyn Koh
Board Member	Sr Geraldine Tan
Board Member	Mr Adrian Peh JP
Board Member	Ms Wee Ai Ning
Board Member	Mr Patrick Yong

Enterprise Risk Management

The Board 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 Board 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 Composition

For the FY 2022-2023, the Council comprised of 23 representatives of member organisations.

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)	Dr Mervyn Koh (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 (since 12 September 2019)
Catholic Welfare Services (CWS)/ St Joseph's Home (SJH)	Ordinary (Founding Member)	Sr Geraldine Tan (since 31 July 1995)

Assisi Hospice (AH)	Ordinary	Ms Choo Shiu Ling <i>(since 29 August 2017)</i>
Metta Hospice Care (MHC)	Ordinary	Ms Felicia Wee <i>(since 1 July 2022)</i>
MWS Home Care and Home Hospice (MWS)	Ordinary	Dr Dennis Chia <i>(since 24 September 2020)</i>
Ren Ci Hospital (RCH)	Ordinary	Dr Tan Hong Weng <i>(since 21 January 2021)</i>
St Andrew's Community Hospital (SACH)	Ordinary	Dr Angel Lee <i>(since 13 August 2015)</i>
St Luke's Hospital (SLH)	Ordinary	Dr Pope Andrew Villarosa Samson <i>(since 29 August 2017)</i>
Tsao Foundation (TF)	Ordinary	Ms Jasmine Wong <i>(since 24 September 2020)</i>
Tzu Chi Foundation (Singapore) / Buddhist Compassion Relief (TCF)	Ordinary	Dr Edwin Lim <i>(since 30 May 2019)</i>
Alexandra Hospital (ALEXANDRA)	Special	Dr Yong Woon Chai <i>(since 23 July 2020)</i>
Changi General Hospital (CGH)	Special	Dr Koh Lip Hoe <i>(since 19 July 2012)</i>
Khoo Teck Puat Hospital (KTPH)	Special	Dr Laurence Tan <i>(since 2 September 2021)</i>
KK Women's & Children's Hospital (KKH)	Special	Dr Siti Nur Hanim Binte Buang <i>(since 2 September 2021)</i>
National Cancer Centre Singapore (NCCS)	Special	Dr Patricia Neo <i>(since 28 July 2011)</i>
Ng Teng Fong General Hospital (NTFGH)	Special	Dr Norhisham Bin Main <i>(since 18 August 2016)</i>

Sengkang General Hospital (SKH)	Special	Dr Shirlyn Neo <i>(since 1 April 2022)</i>
Singapore General Hospital (SGH)	Special	Dr Natalie Woong <i>(since 1 August 2022)</i>
SingHealth Community Hospitals (SCH)	Special	Dr Loo Yu Xian <i>(since 12 September 2019)</i>
Tan Tock Seng Hospital (TTSH)	Special	Dr Neo Han Yee <i>(since 1 August 2020)</i>
Woodlands Health (WH)	Special	Dr Raymond Ng <i>(since 2 September 2021)</i>

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

Council Member	Reasons for retention on the Council
Sr Geraldine Tan	Nominated by Member Organisation. Founding Council member with experience in ILTC sector.
Dr Patricia Neo	Nominated by Member Organisation. Current Council member since 28 July 2011.
Dr Koh Lip Hoe	Nominated by Member Organisation. Current Council Member since 19 July 2012.

Council Meetings

The Council meets quarterly during the work year that starts after the AGM of each year. Prior to the appointment of the Board Members on 1 January 2023, the Council has met on the following dates:

1. 28 April 2022
2. 21 July 2022
3. 22 Sep 2022
4. 27 Nov 2022

The Council Members' attendance at the 28th Council meetings are as follows:

Name of Council Member	Meetings Attended
Dr Patricia Neo (Chairman)	4/4
Dr Chong Poh Heng (Vice-Chairman)	4/4
Dr Norhisham Bin Main (Honorary Secretary)	3/4
Mr Albert Ching (Honorary Treasurer)	3/4
Ms Choo Shiu Ling	3/4
Dr Mervyn Koh	3/4
Ms Felicia Wee	4/4
Dr Dennis Chia	3/4
Dr Tan Hong Weng	4/4
Dr Angel Lee	3/4
Sr Geraldine Tan	4/4
Dr Pope Andrew Villarosa Samson	4/4
Ms Jasmine Wong	3/4
Dr Edwin Lim	4/4
Dr Yong Woon Chai	2/4
Dr Koh Lip Hoe	4/4

Dr Laurence Tan	2/4
Dr Siti Nur Hanim Binte Buang	0/4
Dr Shirlyn Neo	2/4
Dr Natalie Woong	2/4
Dr Loo Yu Xian	2/4
Dr Neo Han Yee	0/4
Dr Raymond Ng	2/4

Board Meetings

The Board has met on the following dates:

1. 7 December 2022
2. 2 February 2023

The Board Members' attendance are as follows:

Name of Board Member	Meetings Attended
Mr Robert Chew (Chairman)	2/2
Dr Chong Poh Heng (Vice-Chairman)	2/2
Dr Wu Huei Yaw (Honorary Secretary)	2/2
Mr Albert Ching (Honorary Treasurer)	2/2
Dr Mervyn Koh	1/2
Dr Angel Lee	1/2
Sr Geraldine Tan	1/2
Mr Adrian Peh JP	2/2
Ms Wee Ai Ning	1/2
Mr Patrick Yong	2/2

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 (PaIC) are Affiliate Members of SHC.

3. Roles and Responsibilities

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 Board'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. Review new candidates for election as Board Members so as to satisfy the objective of having the right mix of skills, experience and competency in the Board.
2. Review candidates' suitability for co-option to the Board to fill board vacancies as and when they arise.
3. Recommend to the Board concerning the re-election/re-appointment of Office Bearers and Board Members to chair committees of the Board, pursuant to the Corporate Governance Code, Charity Council or equal.

Finance Committee

1. Review budgets prepared by the Secretariat.
2. Establish finance processes and procedures.
3. Ensure regular and accurate monitoring and accountability for funds and report to the Board on any financial irregularities and concerns.
4. Recommend financial guidelines to the Board (such as to establish a reserve fund or to obtain a line of credit for a specified amount).
5. Work with the Secretariat 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 Secretariat on financial priorities.

Audit and Risk Committee

External Audit

1. Recommend to the Board the appointment, reappointment and termination of the External Auditor, and approving the remuneration and terms of engagement of the External Auditor.
2. Oversee annual financial statement preparation and integrity.
3. Review and approve the external auditor scope of the audit.
4. Review the results of the audit of financial statements and consider significant findings and recommendations of the External auditors and management's responses.
5. Approve the audited financial statements before it is tabled and approved by the Board.
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. Liaise with the External auditors on any significant matters arising.
10. Report to the Board of any financial irregularities, concerns and opportunities.

Internal Audit

1. Recommend to the Council the appointment, reappointment and dissolution 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 undertake specific work.
3. Review the results, effectiveness and objectivity of the internal auditors' reports and findings including recommended response on the audit finding to the Board.
4. Review 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.

Clinical Services Steering Committee (CSSC)

1. Advocate and facilitate sustainable efforts to achieve SHC's vision of quality palliative care for everyone.
2. Act as a collective voice for the strategic vision of clinical services in palliative care in Singapore.
3. Co-ordinate, recommend and review service standards and benchmarking to improve quality of palliative care services amongst its Member Organisations.
4. Strategize on growing, building capacity and capabilities of healthcare professionals in palliative care;
5. Oversee the following Committees and any other Committees as approved by the Board:
 - a. National Palliative Care and Quality Improvement Committee
 - b. Healthcare Professionals Committee
 - c. Ethics Advisory Committee
 - d. Caregiver Support and Patient Education Resource Committee
3. Enhance QI capabilities of palliative care providers through QI training activities and mentorship for QI projects
4. Develop national benchmarking measures for the palliative care sector, so as to foster sharing of best practices to achieve sector wide improvement.
5. Provide guidance on the development of new services, enhancement of existing services in the palliative care sector, and establishing manpower norms.
6. Oversee the following subcommittees
 - a. National Guidelines for Palliative Care (NGPC)
 - b. Minimum Data Set (MDS)
 - c. Caregiver Survey (CGS)
 - d. Benchmarking and Service Development

National Palliative Care Quality Improvement (NatPallQI) Committee

This committee reports to the CSSC.

1. Implement National Guidelines for Palliative Care (NGPC) and Caregiver Survey (CGS) to assess quality of care and recommend measures to improve care sector-wide.
2. Implement Minimum Data Set (MDS) to identify trends for the purpose of policy making, service development and quality improvement

Healthcare Professionals Committee (HPC)

This committee reports to the CSSC.

1. Advise the Board 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. Advocate and facilitate the establishment of the Singapore Palliative Care Network under SHC.
7. Collate figures and statistics including but not limited to training of healthcare professionals in palliative care, for reporting as and when required, for example by government or grant agencies.

Caregiver Support and Patient Education Resources (CSPER) Committee

This committee reports to the CSSC.

1. Identify and curate content for caregiver support and patient education materials to fill gaps identified; and
2. Review caregiver support and patient education materials targeted at the general public for accuracy and fact checks.

Ethics Advisory Committee (EAC)

This committee reports to the CSSC.

1. The Ethics Advisory Committee (EAC) will provide oversight on behalf of Singapore Hospice Council (SHC) on matters relating to acceptable palliative care practices at regular intervals. The committee will help ensure that the queries on ethical issues raised are addressing correctly.
2. The EAC will work closely to:
 - a. Foster ethical issues raised by the Singapore Hospice Council and to make recommendations to it;
 - b. Prepare and explain position statements on ethical issues to the Singapore Hospice Council; and
 - c. Recommend means to promote an awareness of ethical principles and practices in palliative care amongst healthcare workers in palliative care.

4. 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.

5. Disclosure and Transparency

The annual report is prepared to include information on its programmes, financial affairs, governance, Board/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 2023, Board/Council members were all volunteers and were not remunerated for their services to SHC. There is no staff serving as a Board/Council member.

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

The annual remuneration of the 3 highest paid staff (classified by remuneration band) is set out below:

Annual Remuneration	2023
- between \$200,001 and \$300,000	1
- between \$100,001 and \$200,000	1

No paid staff is a close member of the family of the Executive Director or Board/Council member.

List of Committees

Executive Committee

Mr Robert Chew – *Chairman*
 Dr Chong Poh Heng – *Vice-Chairman*
 Dr Wu Huei Yaw – *Honorary Secretary*
 Mr Albert Ching – *Honorary Treasurer*

Nomination Committee

Dr Wu Huei Yaw – *Chairman*
 Mr Robert Chew

Finance Committee

Mr Albert Ching – *Chairman*
 Dr Tan Kee Wee
 Mr Adrian Peh

Audit and Risk Committee

Ms Wee Ai Ning – *Chairman*
 Mr Dennis Chia
 Mr Patrick Yong

Clinical Services Steering Committee (CSSC)

Dr Patricia Neo – *Chairman*
 Dr Angel Lee – *Co-chair*
 Dr Laurence Tan
 Ms Felicia Wee
 Dr Shirlyn Neo
 Dr Teoh Ren Shang
 Dr Loo Yu Xian
 Sr Geraldine Tan
 Dr Pope Andrew Villarosa Samson
 Dr Edwin Lim
 Dr Aw Chia Hui
 Dr Natalie Woong
 Dr Norhisham Bin Main

Dr Dennis Chia
 Dr Tan Hong Weng
 Dr Neo Han Yee
 Dr Mervyn Koh
 Dr Allyn Hum
 Dr Ron Ng
 Dr Siti Nur Hanim Binte Buang
 Ms Choo Shiu Ling
 Dr Koh Lip Hoe
 Dr Yong Woon Chai

National Palliative Care Quality Improvement (NatPalQI) Committee

Dr Lo Tong Jen – *Chairman*
 Dr Yee Choon Meng – *Co-chair*
 Dr Dennis Chia
 Dr Grace Yang
 Dr Laurence Tan
 Dr Zhuang Qingyuan
 Dr Ho Si Yin
 Dr Aw Chia Hui
 Ms Lily Li
 Ms Jacinta Phoon

Healthcare Professionals Committee (HPC)

Dr Peh Tan Ying – *Chairman*
 Dr Chia Siew Chin – *Co-chair*
 Dr Ong Eng Koon
 Mr Andy Sim
 Dr Loo Yu Xian
 A/Prof Edward Poon
 Dr Tricia Yung
 Dr Jamie Zhou
 Ms Tan Li Kuan
 Ms Candice Tan
 Ms Roxanne Foo

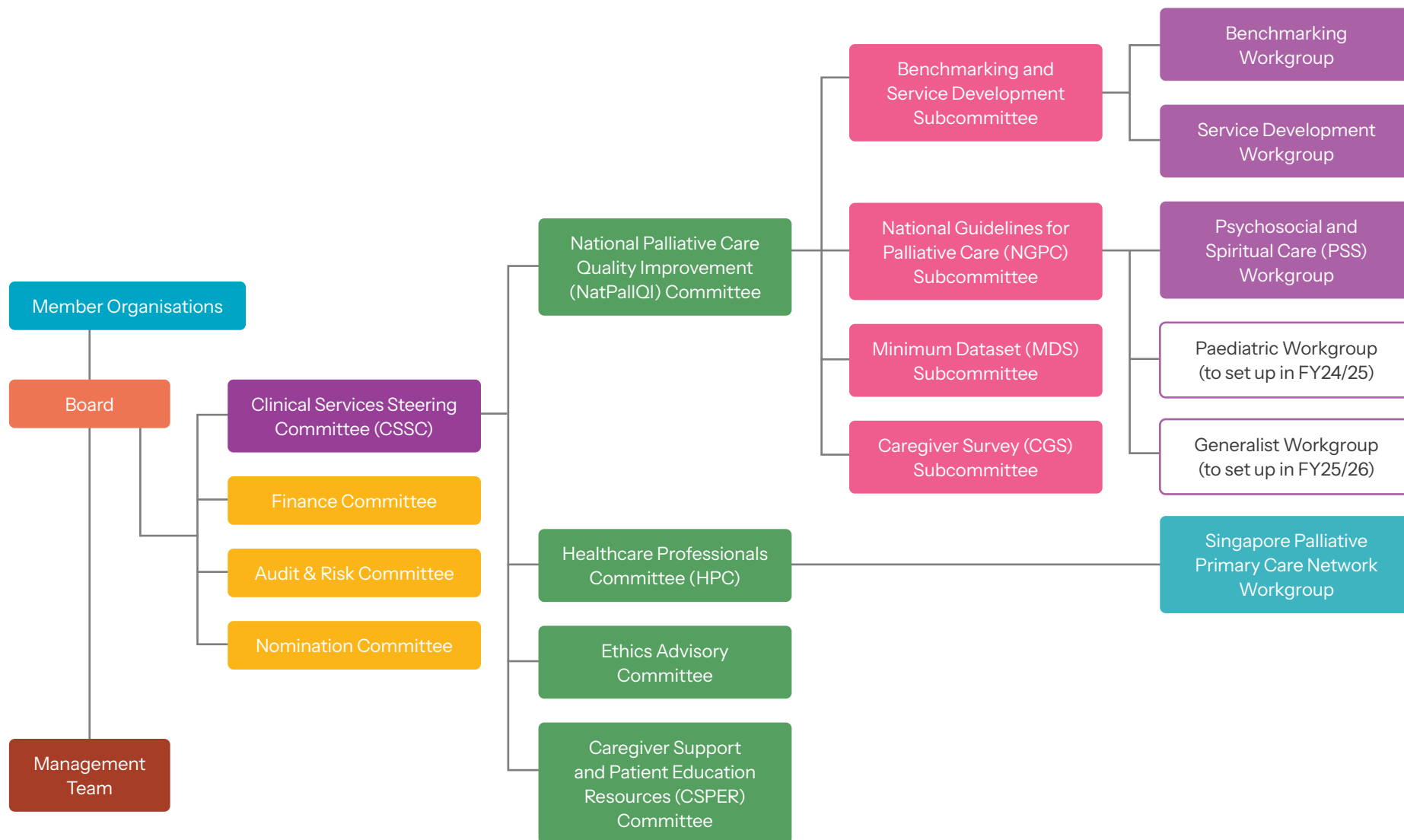
Caregiver Support and Patient Education Resources (CSPER) Committee

Dr Karen Liaw – *Chairman*
 Dr Lee Sze Yi – *Co-chair*
 Dr Jennifer Guan
 Ms Liew Tse Pei
 Ms Angela Tan
 Ms Peh Zi Xin

Ethics Advisory Committee

Prof Lalit Krishna – *Chairman*
 Dr James Low – *Co-chair*
 Dr Neo Han Yee
 Dr Norhisham Bin Main
 Ms Cheung Siew Li
 A/Prof Owen Schaefer
 Dr Shaun Nathan
 Mr Adrian Peh JP

Our Organisational Structure





Review of Financial Affairs

Result of Financial Year (1 April 2022 - 31 March 2023)

The net surplus for the financial year ended 31 March 2023 was \$177,906.

	FY2023 (\$)	FY2022 (\$)
Total Income	1,857,994	2,015,710
Total Expenditure	1,680,088	1,694,911
Surplus / (Deficit)	177,906	320,799

General Fund

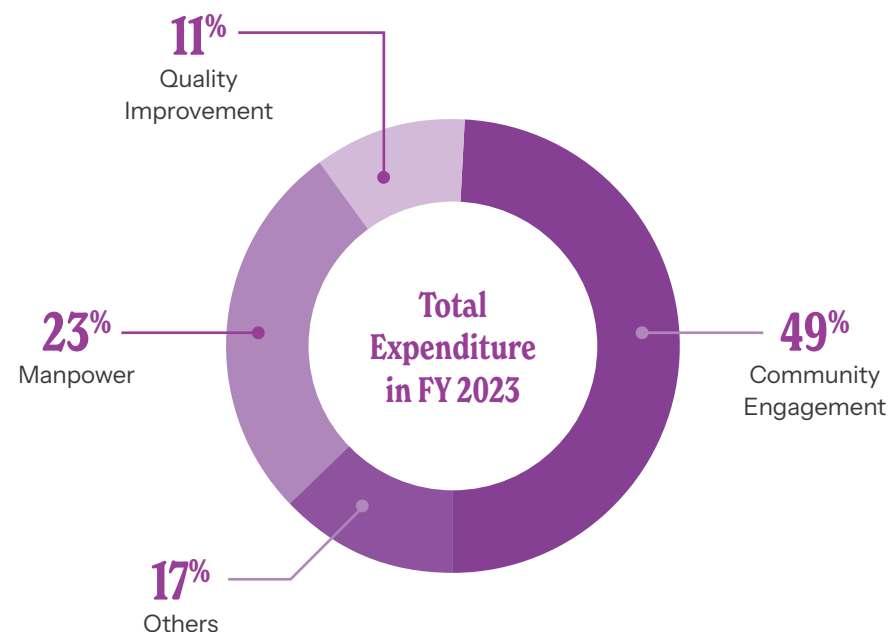
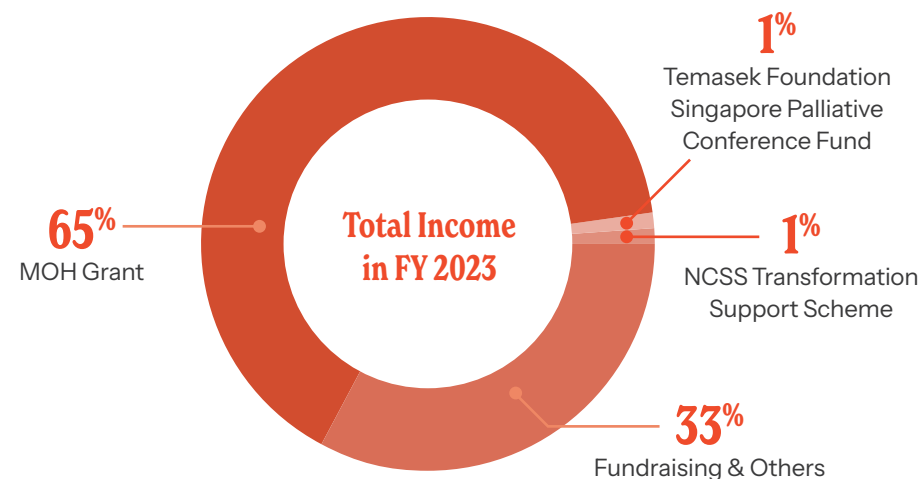
The total surplus for the financial year ending 2023 was \$177,906 which include the surplus from the MOH Community Engagement ("CE") and Quality Improvement ("QI") Grant of \$200,187, deficit from the utilisation of Invictus Fund of \$27,656 and the President's Challenge fund of \$94,101. The net surplus for SHC is \$99,476.

Total income has reduced as compared from previous financial year. The total income received was \$1,857,994 which comprised of MOH Grant of \$1,206,454, Temasek Foundation (TF) Singapore Palliative Conference Fund of \$22,000 and Transformation Support Scheme Fund of \$18,618. The balance amount of \$610,922 comprised donations, Tote Board grant and NCSS grant.

Total expenses have decreased as compared from the previous financial year. The main bulk of the expenditure was expenses under the MOH CE QI Grant of \$1,006,267 which made up of 60% of the total expenses in the financial year. The second largest expense item was Salary and Wages at \$381,091 (23% of the total expenses). This is followed by expenses incurred for Voices of Hospices of \$76,830 (5% of the total expenses).

Fund Balance

The total fund balance carried forward from FY2022 was \$2,160,932. With the net surplus of \$177,906, the total fund balance was \$2,338,838 as of 31 March 2023. The ratio of funds to annual operational expenditure for FY2023 was 3.59 (FY2022 was 3.71).



Our Valued Partners

We are incredibly grateful to our donors and partners for supporting our work that ensures everyone has access to quality hospice and palliative care.

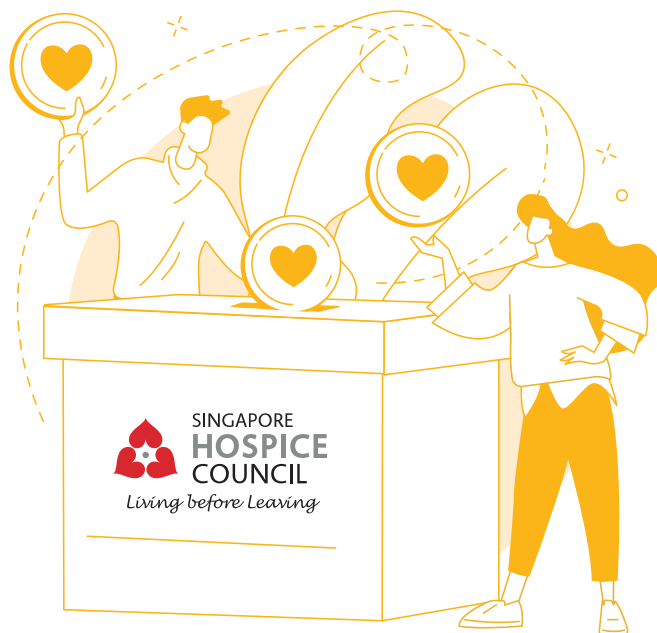
Below are our donors who have gifted \$1,000 and above from 1 April 2022 to 31 March 2023.

Individuals

Chang Wan Loong Thomas
Chong Poh Heng
Chua Seng Chong
Chua Wei Lien Richardo
Koh Lee Cheng
Lama Kalsang
Lee Onn Kei Angel
Lim Hui Xian
M K Chang
Ng Yan Cheng Simonn
Noreen Chan
Pemmaraju Narayan Pant
Poh You De
Tan Chuan-Jin

Organisations/Groups

Daxin Marine Pte Ltd
Link (THM) BIZ MS Pte Ltd
Ming Chung Pte Ltd
MYP Ltd
Neo Group Ltd
Pan Pacific Van & Truck Leasing Pte Ltd
The Community Foundation of Singapore
Sin Chew Woodpaq Pte Ltd
Singapore Totalisator Board
Temasek Foundation
Xian Mi Du Mu Lin Buddhist Association
Yeoman Capital Management Pte Ltd



Below are our community partners who have volunteered at or supported our community outreach or public education campaigns and events, or provided pro bono professional services to the Council.

Adsan Law LLC
Agency for Integrated Care Pte Ltd
An-Nur Mosque
Anglo-Chinese School International
BFT Geylang Bahru
Eunoia Junior College
HMI Institute
Kebun Baru Community Club
Life Point - Society of Sheng Hong Welfare Services
mm2 Asia
Mountbatten Active Ageing Committee
Mountbatten CC Senior Citizens Executive Committee
Nanyang Polytechnic
National Library Board
Pallipals
PAP SG
Potong Pasir Community Club
Project Gift of Song
Project Happy Apples
Raffles Institution
Republic Polytechnic
SG Assist
SingHealth Group
Temasek Polytechnic
TSMP Law Corporation
Vivid Media Pte Ltd
Wisma Geylang Serai
Women's Integrated Network Council
Woodlands Galaxy Community Club
Yio Chu Kang CCC

How Can You Help?

As the collective voice of the hospice and palliative care community, Singapore Hospice Council actively raises awareness about palliative care and advocates the importance of early end-of-life care planning.

Your support will also help us to continue our efforts in improving the overall quality of palliative care services, to train more 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.






Living before Leaving

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