

Annual Report 2024/25





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ABOUT US

ABOUT REN CI HOSPITAL

The roots of Ren Ci (仁慈) can be traced back to 1994 with the primary mission of providing affordable medical, nursing and rehabilitative care services for the community, living up to its name of "compassion" and "benevolence". This is driven by the principle of serving all with loving kindness and compassion, regardless of background, race and religion.

成立于1994年,仁慈医院是新加坡为数不多的医疗慈善机构。仁慈医院以仁心慈爱的原则为社会提供全面和实惠的医疗、护理和复健服务。仁慈也采用以人为本的护理服务理念,为病友提供优质的服务。

OUR VISION

Holistic care with loving kindness and compassion 仁心慈爱的全面护理

OUR MISSION

Partnering the community to provide inclusive healthcare for quality and meaningful living 与社区携手提供综合医疗服务,共同创造优质且有意义的生活

CORE VALUES

Teamwork 团队合作
Open-Minded 豁达开明
Compassion 慈爱之心
Alliance 联盟



CHAIRMAN'S MESSAGE



GG

Over the past 30 years, we grown in scale and capability. This would have been possible without the commitment of our staff, volunteers, and supporters.

Mr Seow Choke Meng Chairman

2024 marked a significant milestone for Ren Ci Hospital as an organisation. 30 years ago, in 1994, the charity was founded to provide affordable medical, nursing, and rehabilitative care services. From a Chronic Sick Unit of 174 beds in Buangkok, we grew to serve more than 4,300 patients, clients, and residents across four facilities today.

The highlight of our 30th Anniversary celebrations was the Gala Dinner held in October 2024. We were honored to have President Tharman Shanmugaratnam as our Guest-of-Honour. Thanks to the generosity of our donors and sponsors, we raised close to \$8.4 million, a sign of the trust the community places in our mission.

Over the past 30 years, we have grown in scale and capability. This would not have been possible without the commitment of our staff, volunteers, and supporters. Your dedication has allowed us to continue our mission; providing good quality and affordable healthcare to the elderly and vulnerable.

I would especially like to thank more than 730 regular volunteers that gave 40,000 hours to work with our residents. They are integral to the Ren Ci family, performing many roles, such as supporting our staff, organising activities for our residents, providing personal grooming, fundraising, or serving on our Board and committees.





🔳 Our performers receiving tokens of appreciation from President Tharman Shanmugaratnam and Ms Jane Ittogi during the Gala Dinner

To thank them, we held our Staff and Volunteer Appreciation Dinner in November 2024, during which we honored those who served the longest with Ren Ci, including four who served a full 30 years! We are thankful for their years of service.

Looking ahead, we remain committed to strengthening our services, deepening our community partnerships, and evolving to meet the challenges of an aging population. With your continued support, Ren Ci will continue to grow, staying true to our founding purpose.

As we mark the successful conclusion of Ren Ci Hospital's 30th anniversary celebrations, I am filled with deep pride and gratitude.

This milestone year has given us a chance to reflect on our path. Thank you for being part of this meaningful journey.



Volunteers receiving their 30-years long service award from Mr Lim Chai Boon, Chairman of the Community Engagement committee and Mr Seow Choke Meng, Ren Ci Board Chairman



Board Members with distinguished guests at the Gala Dinner

2024年标志着仁慈医院作为一个组织的重要里程碑。回溯 至1994年,本慈善机构宗旨在于提供可负担之医疗、护理 及康复服务。肇始于万国一间拥有174张病床之慢性病患 单位,如今本院已发展至在旗下四处设施中,为渝4.300 名病患、客户及院友提供服务。

我们30周年院庆活动的核心亮点之一, 乃是于2024年10 月隆重举行的慈善晚宴。我们深感荣幸能恭请尚达曼总 统莅临, 担任盛典之主宾。得益于捐赠者及赞助商之鼎 力襄助与慷慨解囊,本次活动成功筹集近840万新元,此 乃社区对本院使命深切信任之显著例证。

成长与承诺

过去三十年, 仁慈医院在规模及能力层面均实现了显著 飞跃。此等成就的取得,实有赖于全体员工、义工及支 持者所展现之坚定不移的承诺。正是诸位的无私奉献, 方使我们得以持续履行使命, 为年长及弱势群体提供优 质且经济可及的医疗保健服务。

我尤其要向超过730名长期义工致以诚挚的谢意,他们 累计贡献了40,000小时的服务,与院友共同协作。这些

义工是仁慈大家庭中不可或缺的组成部分,肩负着多元 且关键的职责,包括协助支持我们的员工、组织院友活 动、提供个人仪容护理、积极参与募捐活动,乃至在我 们的董事会及各类委员会中任职。他们所提供的全面照 护, 值得我们致以最崇高的敬意与感激。

感恩与展望

为表彰他们的杰出贡献, 我们于2024年11月举办了员工 与义工答谢晚宴。在此期间, 我们特别表彰了在仁慈服 务时间最长的员工, 其中四位更是服务满三十年! 我们 对其多年来忠诚的服务深表感谢。

展望未来, 我们矢志不渝地致力于强化各项服务、深化 社区伙伴关系,并积极应对人口老龄化所带来的挑战。 在您持续不断的鼎力支持下, 仁慈医院将持续拓展其社 会影响力与人文关怀广度,始终坚守创院之崇高宗旨。

在仁慈医院30周年庆典圆满落下帷幕之际,我内心深感 无比自豪与深切感激。这个具有里程碑意义的年份,为 我们提供了审视并反思过往历程的宝贵契机。谨此,衷 心感谢各位成为这段意义非凡旅程中不可或缺的一员。



CEO'S MESSAGE



GG

Thank you for the past 30 years, and we look forward to serving the community for the next 30 years and beyond.

575

Dr Jamie Mervyn Lim *Chief Executive Officer*

Ren Ci has been serving our beneficiaries for 30 years, building on a legacy of loving kindness and compassion. We have come a long way, growing from a single Chronic Sick Unit to becoming the only community care organisation in Singapore now that provides the full suite of post-acute care services across four facilities.

2024 has been another year of achievements, as befitting our 30 years of excellence.

We have received international and regional recognition, receiving the USA Touchstone Award for the Evidence-Based Human-Centered Design of our Community Hospital's renovation as well as being

named 2025 Operator of the Year (Hospital) and Finalist for Best Innovation Programme for Dementia Rehabilitation at the 13th Asia Pacific Eldercare Innovation Awards 2025.

Our efforts to achieve excellence have also been recognised as we received the Charity Transparency Award (CTA), our seventh consecutive award since the Award's inception. This year, Ren Ci also received a Special Commendation for Clarity of Strategy as part of the Charity Governance Awards platform. In addition, Ren Ci was certified A Great Place to Work® and achieved a high staff engagement score of 72% this year as compared to 40% in the previous survey.



■ Presentation of Charity Governance Award - Special Commendation for Clarity of Strategy and Charity Transparency Award

Beyond organisational accolades, the talent and dedication of our staff have also been recognised throughout this financial year. Among the prestigious awards that our staff garnered this year include:

- Promising Social Worker Award
- Healthcare Humanity Awards
- Nurses' Merit Award
- Tan Chin Tuan Award for Enrolled Nurses
- Singapore Health Quality Service Awards
- Community Care Manpower Development Awards
- Community Care Excellence Awards

2025 is also the concluding year of *Ren Ci* 2025, our 5-year strategic plan. We have met the goals that we set out to do, with initiatives to better care, serve, and empower our beneficiaries in five strategic areas: Products & Services, Processes, People, Partnership and Place. We are now ready to launch our strategic plan for the next 5 years, starting from a position of strength, and are actively charting our course for *Ren Ci* 2030.

None of this would be possible without the strong support and contributions from each and every one of you.

Thank you for the past 30 years, and we look forward to serving the community for the next 30 years and beyond.



仁慈医院秉持仁心与慈爱之传统,三十年如一日,悉心服务广大受惠群体,积累了深厚的历史底蕴。我们一路走来,从最初单一的慢性病患单位,逐步发展壮大,如今已成为新加坡唯一一家提供全方位急性后期护理服务之社区医疗机构。

业界认可

2024年,适逢仁慈医院建院三十周年,亦是我们卓越成就的丰收之年。我们荣获国际与区域性之广泛认可,其中包括:鉴于因社区医院翻新项目所采用的循证以人为本设计而荣膺"Touchstone Award"以及在第13届亚太乐龄护理大奖中,被授予"2025年度最佳营运商(医院)"也入围"失智症康复最佳创新项目"决赛。

我们追求卓越的努力也得到了认可,连续第七次荣获"慈善团体透明度奖",该奖项自设立以来我们从未间断。今年,仁慈医院还在"慈善团体监管奖"评选中,凭借其清晰的战略规划获得了"特别表彰奖"。此外,仁慈医院今年还获得了"卓越职场研究所"认证,员工敬业度评分高达72%。

除机构层面之荣誉外,我们的员工的才华和奉献精神也广受认可。今年,我们的员工荣获的诸多殊荣包括:

- 杰出社工奖 (Promising Social Worker Award)
- 仁心奖 (Healthcare Humanity Awards)
- 护士优异奖 (Nurses' Merit Award)
- 陈振传注册护士奖(优异奖)(Tan Chin Tuan Award for Enrolled Nurses)
- 新加坡保健优质服务奖 (Singapore Health Quality Service Awards)
- 社区护理人力发展奖与卓越奖(Community Care Manpower Development & Excellence Awards)

未来愿景

今年亦为仁慈医院五年战略规划 "仁慈2025" 之收官之年。在此规划指引下,我们已圆满达成既定目标,通过在产品与服务、流程、人员、合作伙伴关系以及地方此五大战略领域推行系列举措,旨在更完善地关怀、服务我们的受惠者。当前,我们已从优势地位出发,蓄势待发,积极谋划 "仁慈2030" 未来五年的战略蓝图。

所有辉煌成就之取得,皆离不开你们每一位社会各界人士之鼎力支持与无私奉献。我衷心感谢您在过往三十年 所给予的宝贵支持,并热切期盼在未来的三十年乃至更 长远的时间里,继续竭诚服务于广大社区。



■ Management retreat to discuss the Ren Ci 2030 strategic plan

BOARD OF DIRECTORS TERM 23/25



Chairman Mr Seow Choke Mena 萧作鸣先生

Business Consultant Cuscaden Peak Investments Pte Ltd (17 May 2004)



Vice-Chair Mr Lim Chai Boon 林财旻先生

President Swan & Maclaren Group (17 May 2004)



Vice-Chair Mr Neo Kah Kiat 梁佳吉先生

Founder, Chairman & Neo Group Ltd (1 Jul 2015)



Vice-Chair Ms Teo Kwee Yee. Claudia 赵贵仪女士

Partner Harry Elias Partnership LLP (1 Jul 2017)



Treasurer Mr Tang Kok Kai, Christopher 邓国佳先生

Former CEO Frasers Property Singapore (1 Jul 2019)



Ms Ang Fung Fung 洪芳芳女士

Former Partner KPMG LLP (1 Jul 2017)



Mr Cheok Bok Sim, Philip 石耀心先生

Faxolif Industries Pte (1 Jul 2023)



Mr Chia Lee Meng, Raymond 谢礼铭先生

Executive Director & **Group CEO** Acrophyte Pte Ltd Singhaiyi Group Pte Ltd (1 Jul 2019)



Prof Choo Wee Jin, Philip 朱伟仁教授

Senior Advisor NHG Health (1 Jul 2013)



Mr Chua Leong Chuan, Jeffrey 蔡隆川先生

Singapore University of Social Science (1 Jul 2021)



Ms Lee Joo Cheng, Lillian 李如贞女士

Former Senior Vice President Group Human Resource Sembcorp Industries Ltd (1 Jul 2017)



Ms Lee Pei Yun, Gladys 李珮瑜女士

Managing Director Group Audit DBS Bank Ltd (1 Jul 2023)



Mr Lim Jit Yaw, Jeremy 林日耀先生

Cortina Watch Singapore Pte Ltd (1 Jan 2024)





Mr Lim Yew Soon 林有顺先生

Managing Director EL Development Pte Ltd (1 Mar 2024)



Mr Anthony Mallek

Former CFO Singapore Press Holdings Ltd (1 Jul 2021)



Mr Ng Tiong Gee 黄仲谊先生

Chairman Yellow Pages Pte Ltd (1 Jul 2019)



Mr Pang Lim 龐琳先生

CEO Koufu Pte Ltd (1 Jul 2019)



Mr Seah Choo Meng 谢组明先生

Chairman DLS Consultancy Pte Ltd (1 Jul 2013)



Dr See Long Hian, Aaron 施龍現博士

Managing Director Ch'an Yun Buddhist Pte Ltd (17 May 2004)



Assoc Prof Tan Thai Lian 陈筛廉副教授

Divisional Chairperson, Division of Medicine Woodlands Health Campus (1 Jul 2023)



Ms Tan Yee Peng 陈燕萍女士

Former Partner KPMG LLP (1 Jul 2023)



Prof Teoh Tiong Ghee 赵忠义教授

Director and Senior Consultant, Division of Obstetrics and Gynaecology KK Women's and Children's Hospital (1 Jan 2025)



Mr Wong Hsien Xiong 王群雄先生

Vice President, Strategic Planning Clean Hydrogen Works LLC (1 Jul 2019)



Mr Yap Wai Ming 叶伟明先生

Consultant Harry Elias Partnership LLP (29 Apr 2009)



Mr Zhong Ming 钟铭先生

Executive Director Yanlord Land Group Ltd (1 Dec 2019)

COMMITTEES

AUDIT COMMITTEE

Chairperson Ms Tan Yee Peng

Members

Mr Cheok Bok Sim, Philip

Mr Lim Chin Sen

Mr Neo Sing Hwee

Mr Yap Wai Ming

Mr Yee Chia Hsing

BUILDING AND TENDER COMMITTEE

Chairman

Mr Chia Lee Meng, Raymond

Members

Mr Chua Leong Chuan, Jeffrey

Ms Lee Joo Cheng, Lillian

Mr Lim Chai Boon

Mr Seah Choo Meng

Mr Zhong Ming

COMMUNITY ENGAGEMENT COMMITTEE

Chairman

Mr Lim Chai Boon

Co-Chairman

Mr Neo Kah Kiat

Members

Mr Chia Lee Meng, Raymond

Ms Goh Mui Fong

Mr Lim Choon Hock, Andrew

Dr Muhammad Nadjad Abdul Rahim

Mr Ng Hock Chuan

Mr Pang Lim

Dr See Long Hian, Aaron

Mr Tan Aik Hock

Ms Tay Lay Hong

Mr Wong Hsien Xiong

GOVERNANCE & RISK COMMITTEE

Chairman

Mr Yap Wai Ming

Vice-Chair

Ms Lee Pei Yun, Gladys

Members

Mr Shum Wai Keong

Mr Tang Kok Kai, Christopher

Ms Teo Kwee Yee, Claudia

HUMAN RESOURCE COMMITTEE

Chairperson

Ms Lee Joo Cheng, Lillian

Members

Mr Ang Heng

Prof Choo Wee Jin, Philip

Ms Yalung Arlene Valoria

INVESTMENT COMMITTEE

Advisor

Mr Seow Choke Meng

Chairman

Mr Anthony Mallek

Members

Mr Kam Kah Ken

Mr Neo Kah Kiat

Mr Tan Yoke Tarng, Justin

Mr Tang Kok Kai, Christopher

Ms Teo Kwee Yee, Claudia

Mr Wong Hsien Xiong



MEDICAL ADVISORY COMMITTEE

Advisor

Dr Khoo Chee Min, James

Chairman

Assoc Prof Tan Thai Lian

Members

Prof Choo Wee Jin, Philip

Dr Ee Chye Hua

Dr Lee Liang Tee

Dr Ng Wai Chong

Dr Kenneth Tan

Prof Teoh Tiong Ghee

Mr Tong Shao Chuen

Ms Wee Fong Chi

Prof Alan Wong

NOMINATING COMMITTEE

Chairman

Mr Seow Choke Mena

Members

Mr Lim Chai Boon

Mr Neo Kah Kiat

Ms Teo Kwee Yee, Claudia

Mr Yap Wai Ming

SUSTAINABILITY COMMITTEE

Chairperson

Ms Ang Fung Fung

Members

Mr Cheok Bok Sim, Philip

Ms Cherine Fok

Mr Lim Chai Boon

FACILITY MEDIFUND COMMITTEE

Chairman

Mr Pek Ee Perh, Thomas

Members

Ms Cheung Siew Li

Ms Han Yah Yee

Ms Kuah Boon Theng

Mr Tang Kok Kai, Christopher

IT STEERING COMMITTEE

Chairman

Mr Ng Tiong Gee

Members

Mr Chua Chee Yong

Mr James Woo

Mr Michael Yap

REN CI ASSISTANCE SCHEME COMMITTEE

Chairman

Mr Tang Kok Kai, Christopher

Members

Mr Cheok Bok Sim, Philip

Dr See Long Hian, Aaron

Ms Tan Yee Peng

HONORARY MEMBERS



Honorary Chairman 荣誉主席

Dr Chua Thian Poh 蔡天宝博士



Religious Advisor 宗教顾问

Venerable Shi Yin Yuan 释印愿法师

Honorary Members

荣誉成员

Ms Chong Shiao Feng, Rosemarie 张少鳳女士

Dr Ee Chye Hua 俞再华医生

Dr Khoo Chee Min, James 邱志民医生

Mr Leow Teng Hock, Vincent 廖丁福先生

Mr Tan Boon Hoo 陈文喝先生

Mr Tan Huay Lim 陈怀林先生

Mr Yap Eu Win 叶英云先生

Mr Yeo Hung Chuan, Jonathan 杨汉泉先生

Mr Lim Eng Koo, Nelson 林永车先生



SENIOR MANAGEMENT

* RCLA - Ren Ci Learning Academy
CQMU - Clinical Quality Management Unit



Chief Executive Officer 执行总裁

Dr Jamie Mervyn Lim 林世权博士 (1 Jan 2023)



Chief Operating Officer 营运总裁

Ms Bek Siew Lian, Karen 麦秀莲女士 (6 Jan 2021)



Clinical Director 医务总监

Dr Ng Wei Han, David 黄维翰医生 (6 Apr 2020)



Chief Nurse 护理总监

Ms Kuttiammal d/o Sundarasan (3 Jan 2022)



Executive Director, Ren Ci @ Ang Mo Kio 仁慈宏茂桥疗养院执行总监

Mr Au Yeong Khaee, Darren 欧阳奇先生 (23 Aug 2023)



Executive Director, Ren Ci @ Bukit Batok St. 52 仁慈武吉巴督52街疗养院执 行总监

Mr Lim Kong Beng 林光明先生 (2 Apr 2012)



Executive Director, Ren Ci @ Woodlands 仁慈兀兰疗养院执行总监

Mr Choo Jui Sheng 朱锐诚先生 (1 Jan 2023)



Executive Director, RCLA* 仁慈培训学院执行总监 Director, Operations 营运总监

Mr Ong Eng Hua 王荣华先生 (21 Feb 2020)



Co-Executive Director, RCLA* 仁慈培训学院联合执行总监 Director, CQMU* 临床质量管理组总监

Dr Kalaimamani d/o Kanagasabai (1 Dec 2006)



Director, Finance 财务总监

Ms Quak Jin Fen, Jean 郭仁芬女士 (15 Mar 2007)



Director, Human Resource & Manpower Development 人力资源与发展总监

Ms Nuryasmin Hannah (25 Jun 2018)



Deputy Director, Community Engagement 社区互动副总监

Mr Sim Puay Ngee, Philip 沈倍毅先生 (26 Dec 2023)



Head, Community Engagement (Volunteer & Fundraising) 社区互动主任(义工与筹款)

Ms Tan Su San 陈苏珊女士 (23 May 2022) "Resigned on 31 May 2025



Head, Corporate Services 企业服务主任 Assistant Director of Finance (Special Projects) 财务副总监(特别项目)

Ms Chan Wei Li, Dawn 曾薇莉女士 (1 Apr 2023)



Head, Psychosocial Services 社会心理服务主任

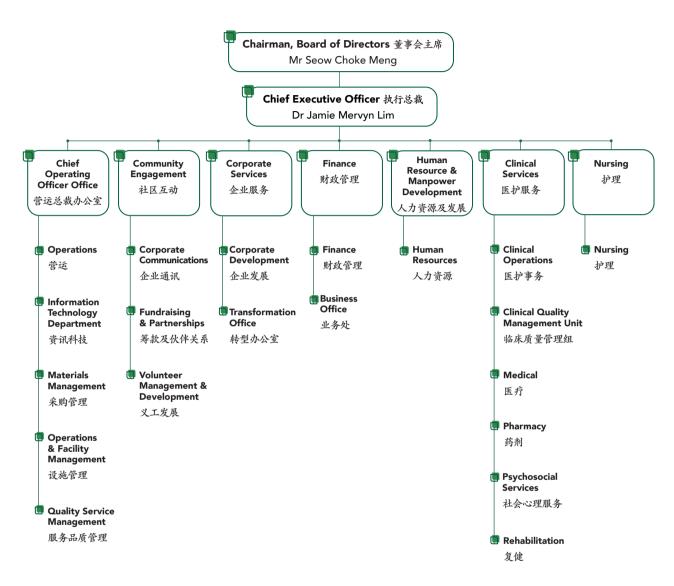
Ms Bridget Monica Das 碧奇女士 (8 Mar 2010)



Head, Rehabilitation 复健主任

Ms Nur Amalina (2 Jun 2015)

ORGANISATION STRUCTURE



OPERATING UNITS





FY24/25 AT A GLANCE



4,247
PATIENTS, RESIDENTS, AND CLIENTS SERVED





4 ACILITIES





SPECTRUM OF CARE

LOCATION	BEDS	OCCUPANCY RATE
COMMUNITY HOSPITAL	121	87%
CHRONIC SICK UNIT	120	74%
REN CI @ ANG MO KIO	472	96%
REN CI @ BUKIT BATOK ST. 52	256	96%
REN CI @ WOODLANDS	332	76%

FUNDRAISING



For every dollar raised through our fundraising activities,

97 CENTS

went towards patient and resident care

HOME CARE

CLIENTS SERVED	HOME MEDICAL	HOME NURSING	HOME PERSONAL CARE	HOME THERAPY	MEDICAL ESCORT & TRANSPORT
535	652	2,301	27,559	2,395	1,280
CLIENTS	sessions	sessions	ноигs	sessions	trips

SENIOR CARE CENTRE

LOCATION	CLIENTS	ATTENDANCE
NOVENA	301	3,834
ANG MO KIO	462	2,796
BUKIT BATOK	420	2,944
WOODLANDS	283	2,858

UTILISATION RATE AS OF MAR 2025

81% NOVENA

78% ANG MO KIO

84% **BUKIT BATOK**

35% **WOODLANDS***

* OFFICIALLY OPENED IN JULY 2024

ACTIVE AGEING CENTRE (CARE)

PARTICIPANTS	AVERAGE DAILY ATTENDANCE	MEMBERS WHO VOLUNTEER WITH REN CI
1,297	51	70

100%

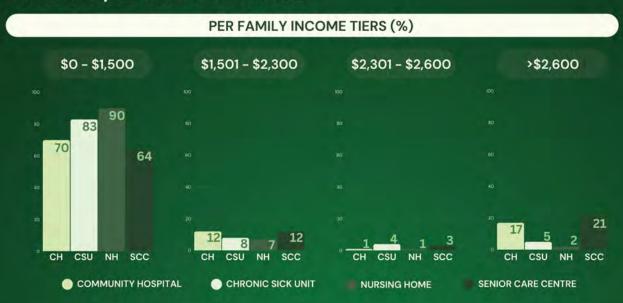
SENIORS SATISFACTION INDEX (PROGRAMMES)

100%

SENIORS SATISFACTION INDEX (ASSISTANCE RENDERED)



PATIENTS / RESIDENTS PROFILE



REN CI LEARNING ACADEMY

COURSES	PARTICIPANTS	NO. OF ORGANISATIONS WHO SENT THEIR STAFF
82	1,219	83

STAFF



VOLUNTEERING

ULAR & AD HOC /OLUNTEERS	VOLUNTEER ACTIVITIES	VOLUNTEER HOURS	PARTNERS	
5,730	3,700	>40,000	>130	

MILESTONES





Founding of **Ren Ci Hospital**

Founded by Venerable Shi Ming Yi of Foo Hai Ch'an Monastery, Ren Ci Hospital was established as a charity hospital with 174 Chronic Sick Unit beds at the former Woodbridge Hospital in Hougang.

1999



Opening of **Moulmein Nursing Home**

Ren Ci expanded its bed capacity to deliver nursing home services with the addition of seven pavilion wards in Moulmein.

2002



Reaching out to the community for support

Ren Ci held the inaugural "Ren Ci Vegetarian Food Fiesta" at Suntec City, which became one of Ren Ci's signature annual events.



2015



Opening of Ren Ci @ Bukit Batok St. 52

Ren Ci's 256-bed nursing home in the heartland of Bukit Gombak has a dementia ward and a senior care centre that provides elder day care, dementia day care and day rehabilitation services.





Opening of Ren Ci @ Ang Mo Kio

Ren Ci started operating a second nursing home in the community at Teck Ghee, Ang Mo Kio. This 472-bed facility adopted the household cluster living concept to give residents a greater level of privacy, dignity and autonomy in the home.

2019



Start of Ren Ci **Learning Academy**

RCLA seeks to help meet the increasing demand for better care in the Intermediate and Long Term Care sector by upskilling the existing workforce as well as cross-training care staff so that they can perform expanded scope of value-added services for patients.



2010



Opening of Ren Ci Community Hospital

Ren Ci Community Hospital started operations and served it's first rehabilitative patient referred from Tan Tock Seng Hospital (TTSH).

2013



Supporting ageing in place

A new Day Rehabilitation Centre service was launched within the Community Hospital to provide continual rehabilitative care for discharged patients so that they can better reintegrate into the community.

2014



Rebrand to serve with heart and hope

Refreshed logo, vision and mission to reflect the organisation's new direction.

2022



Relaunch of Ren Ci Home Care Services

Ren Ci Home Care services were re-launched to meet the demands and needs of an ageing population. This service enables seniors to age-in-place and provides a continuum of care to frail seniors who prefer to age with dignity in their own homes.

2024



Opening of Ren Ci @ Woodlands

The 332-bed Ren Ci @ Woodlands is the third nursing home operated by Ren Ci, and the first to be located within a health campus. Its location within Woodlands Health Campus allows for seamless transition across the various care settings according to patients' needs.

30 YEARS OF HEART AND HOPE



仁慈三十周年庆晚宴

Ren Ci 30th Anniversary Gala Dinner

Guest-of-Honour President Tharman Shanmugaratnam

12 October 2024



Board Members and distinguished quests with President Tharman Shanmugaratnam on stage for cake cutting

Ren Ci 30th Anniversary Gala Dinner

2024 marked the 30th anniversary since the establishment of Ren Ci, and a slew of programmes and initiatives were launched to commemorate this milestone. The anniversary celebrations had one primary aim – to bring the organisation together through strengthening the sense of pride and belonging as one Ren Ci.

The highlight of the year was the 30th Anniversary Gala Dinner, with President Tharman Shanmugaratnam gracing the event as our Guest-of-Honour, together with Ms Jane Ittogi. During the Gala Dinner, Chairman Mr Seow Choke Meng announced the plans to grow our palliative care services and focus on mental health. He also announced the results of a study we conducted to better understand the palliative wishes and current understanding of the seniors we serve, to better align our programmes and services with their needs. This includes strong components of psycho-social support.



Scan here to watch the Ren Ci 30th Anniversary Gala Dinner highlights



Scan here to watch the performance by Ren Ci residents and clients











- 1 Guest-of-Honour President Tharman Shanmugaratnam and his wife Ms Jane Ittogi on stage at the Gala Dinner
- 2 CEO Dr Lim and Board Chairman Mr Seow with Gala Dinner Organising Committee Co-Chair & Chairman Mr Neo Kah Kiat and Mr Raymond Chia
- Ren Ci residents and clients performing a medley
- Nagomi art done by seniors, volunteers and staff as door gifts
- 5 (From left) Mr Seah Kian Peng, Mr Seow Choke Meng, President Tharman, Ms Jane Ittogi and Dr Chua Thian Poh























ANNIVERSARY CELEBRATION





















ANNIVERSARY CELEBRATION



















Ren Ci Giving Squad

At the start of the year, we called out for volunteers to join the Ren Ci Giving Squad. Staff volunteered with different charities each quarter. Ren Ci has been blessed with the strong support from the community and we want to return that kindness. Throughout 2024, our staff volunteered with Care Corner Woodlands, Autism Awareness Project, Singapore Council of Women's Organisations (SCWO) and Big Heart Student Care.























Ren Ci Giving Squad volunteering at the various charities

Threads of Unity

In the spirit of fostering togetherness, our staff, volunteers and seniors worked on the Threads of Unity project where 30 patchwork blankets were made and sold to raise funds for patient care. Our residents' legacies were also celebrated as Ren Ci's Psychosocial Services department curated the Life in Full Bloom art show, which showcased the art and fashion of the sisters Diana Chan Phoe and the late Evelyn Chan who are our nursing home residents.



















Staff, volunteers and seniors contributed to the Threads of Unity project

Staff & Volunteers Appreciation Dinner

Anniversaries are not complete without a good party, so we had more than one! Each nursing home had its own celebration, with the main Staff and Volunteer Appreciation Dinner held on 22 November 2024. We honoured long serving staff and volunteers, the longest of whom had been with Ren Ci for 29 and 30 years respectively.

We are immensely grateful for the support that we have received over the past 30 years. We have grown from strength to strength, and will continue to strive to provide holistic care for our beneficiaries.



Staff having fun participating in games during the dinner



■ Group photo with Community Engagement Committee Chairman Mr Lim Chai Boon



ANNIVERSARY











- Board members and senior management leading a celebratory toast
- Ms Susan Toh, Ms Ma Kyu Kyu, Ms Tin Tin Wai and Ms Lee Ching Leng receiving their long-service awards from Board Chairman Mr Seow and CEO Dr Lim
- 3 Staff enthusiastically joining in the games
- A Ren Ci Senior Management performing for staff and volunteers
- 5 Volunteers dressed to the theme for the appreciation dinner

VOLUNTEERS

Ren Ci's pool of regular volunteers is one of the key pillars that enables us to provide enhanced care and support to our patients, residents and clients. We do our best to ensure that our volunteers feel that this a meaningful endeavour for them.

As part of the Ren Ci family, our volunteers were a vital part of the 30th anniversary celebrations. Not only did they train our seniors to create the Nagomi pastel art that was given as door gifts during the Gala Dinner, they also played a huge part in the Threads of Unity project where 30 patchwork blankets were made and sold to raise funds for patient care.

The Ren Ci Staff and Volunteer Appreciation Dinner was held as part of the anniversary celebrations on 22 November 2024 at Fairmont Singapore.

Over 220 of our regular volunteers attended the dinner, and we honoured our longserving volunteers.

Of special note were the three volunteers who have been with Ren Ci right from the very beginning. They are:

- Mr Ho Seng Yuen (Compassion Group)
- Mdm Choo Sai Kiew (Benevolence Group)

- Mr Ng Hock Chuan (Volunteer Leader & Community Engagement Committee Member)
- Mdm Yeo Tiew Phong (Compassion Group)

They received their long-service awards for having volunteered with Ren Ci for a full 30 years! For volunteers who weren't able to make it for the main celebration, we held mini celebrations at each facility so that more volunteers were included.

Our appreciation for our volunteers goes beyond ceremony. We conducted training for volunteers to upskill and support their personal growth and development, such as workshops on Programme & Activity Design. Conducted by the Rehabilitation team, volunteers learnt the principles behind designing programmes and activity planning to ensure that their activities are beneficial to our seniors.

We also organised Zentangle sessions conducted by a certified instructor, providing participants with a meditative outlet and the chance to connect across different groups.

Our heartfelt thanks go out to our volunteers for their steadfast support.





 $\hfill \blacksquare$ Volunteers in action throughout the year

AWARDS AND ACCOLADES

Ren Ci strives for excellence in the care that we provide. The awards we received during the financial year are testament to the success of our ongoing efforts. Ren Ci clinched several international and national firsts this year, including the Operator of the Year (Hospital), Touchstone Award (Silver); Charity Governance Award - Special Commendation for Clarity of Strategy; Promising Social Worker Award and Tan Chin Tuan Award for Enrolled Nurses (Merit).



INTERNATIONAL AWARDS

Operator of the Year (Hospital)

Ren Ci Hospital was awarded the Operator of the Year (Hospital) at the 13th Asia Pacific Eldercare Innovation Awards 2025. The award recognises the best eldercare service provider.



INTERNATIONAL AWARDS

US Center for Health Design Touchstone Award

Ren Ci Community Hospital's ward renovation project was recognised with the Touchstone Award (Silver) by the US-based Center for Health Design. This award recognises exemplary use of evidence-based design (EBD) in the built environment, and our team was commended for the planning and considerations that went into the renovations of our community hospital.





NATIONAL AWARDS



Charity Governance Award Special Commendation for Clarity of Strategy

Ren Ci was awarded the Charity Governance Award – Special Commendation for Clarity of Strategy for the first time this year. This is conferred on charities with exemplary practices in particular areas of governance as part of the Charity Governance Award platform and we were the only community care organisation recognised in this category.

NATIONAL AWARDS

Charity Transparency Award

Ren Ci takes good financial stewardship and governance seriously. We received the Charity Transparency Award in 2024 for the 7th time in a row – every year since the Award's inception.



NATIONAL AWARDS

Great Place to Work®

Ren Ci was certified a Great Place to Work®, with 65% of employees agreeing that it is a great place to work in the employee engagement survey. 84% of employees also agreed that they feel good about the ways we contribute to the community, highlighting the value and pride our staff feel about the work that we do.





NATIONAL AWARDS

17th Singapore HR Awards

Ren Ci was honoured with two awards at the 17th Singapore HR Awards. We received an Excellence in Employee Experience & Well-Being Award (Bronze), and was also the only recipient for the Excellence in Transformation & Innovation Award.

NATIONAL AWARDS

Progressive Wage Mark Plus

As a mark of Ren Ci's commitment to our staff, we were accredited with the Progressive Wage Mark Plus. We adopted the Tripartite Standard on Advancing Well-being of Lower-Wage Workers to provide better workplace support for lower-wage workers.





NATIONAL AWARDS

Innovative Programme for Dementia Care

Ren Ci @ Bukit Batok St. 52 emerged as a finalist for Innovative Programme for Dementia Care at the 13th Asia Pacific Eldercare Innovation Awards 2025. Having adopted the Humanitude care method for persons with dementia, staff are better trained to provide specialised dementia care.



INDIVIDUAL AWARDS

Promising Social Worker Award

The Promising Social Worker Award (PSWA) accords recognition to Social Workers who are newer in the field but have nonetheless made a difference in the lives of their clients as well as the community. Medical Social Worker Louisa Bielig was awarded the PSWA for her significant contributions to eldercare and dementia care. Her dedication to patient-centered care and professional development has led to the introduction of therapeutic activities, such as expressive arts and reminiscence modalities to enhance the well-being of both clients and caregivers.







Ms Kristine Ang



Ms Louisa Bielig



■ Ren Ci Home Care Team representatives

Healthcare Humanity Awards

Ren Ci received four awards at the prestigious Healthcare Humanity Awards 2024. The Ren Ci Home Care team received the Team Award, while Ms Kristine Ang, Ms Louisa Bielig and Ms Priscilla Chng received Individual Awards in the Selflessness and Resilience Categories for going above and beyond to deliver care not only to beneficiaries but also fellow colleagues.





INDIVIDUAL AWARDS

Nurses' Merit Award

Senior Nurse Manager Varadhan Arivazhagi was awarded the MOH Nurses' Merit Award 2024 for her significant contributions to the profession and constantly demonstrating her commitment and passion for delivering exceptional care, with a strong interest in the field of dementia care.

INDIVIDUAL AWARDS

Tan Chin Tuan Award for Enrolled Nurses

The Tan Chin Tuan Award for Enrolled Nurses represents the pinnacle of distinction for Enrolled Nurses. Senior Enrolled Nurse Khin Lay Nwe received the Merit award for her dedication, warmth and compassion for the patients under her care.



INDIVIDUAL AWARDS

Community Care Excellence Awards

Ren Ci had a strong showing with 1 Team Gold Award, 1 Individual Gold Award and 25 Individual Silver Awards. Our Business Office Executive Na Ling Ling received her Individual Gold Award for her use of robotic process automation to automate time-consuming financial daily counselling documents, freeing up time to engage with the next-of-kin of our seniors. The Gold team award was presented to members of our Psychosocial Services department, for their HERE Together programme, which brings together multisensory, psychological and spiritual components to enhance the quality of life for persons who are bed-bound and no longer verbally communicative.



INDIVIDUAL AWARDS



Community Care Manpower Development Awards

Five Ren Ci staff received the Community
Care Manpower Development
Award to further develop themselves
professionally. The CCMDA caters for
entry and advanced skills training in a
range of clinical and non-clinical areas.







Singapore Health Quality Service Awards 2025

Ren Ci received 97 Silver, 35 Gold, 5 Star and 1 Superstar awards for a total of 138 winners at the Singapore Health Quality Service Awards 2025. Senior Community Care Associate Rachel Soh was Ren Ci's Superstar for the year, in recognition of her keen observation skills, attention to detail and creative modes of engaging our seniors.

REN CI 2025 STRATEGIC PLAN

Since 2020, the Ren Ci 2025 strategy advanced our vision of being a leader in the community care sector through its five strategic pillars: Products & Services, Process, People, Partnership and Place. As we wrap up this five-year plan, we recount the significant milestones achieved by each of the five pillars in the last financial year.

PRODUCTS & SERVICES

Enhancing our quality of care for beneficiaries through a diverse suite of programmes and services remains a key priority for Ren Ci. This year, significant strides were made by the Products and Services Workstream in the areas of palliative care, rehabilitation technology and psychosocial support.

The C-Care Programme, an early palliative rehabilitation initiative for patients with heart failure, has served 70 patients since its inception. The programme achieved a preliminary 30-day re-admission rate of 20.9%, better than international benchmarks of between 24% to 25%. This programme has since been integrated into mainstream care to extend its benefits to more patients with end-stage heart failure.

We further strengthened our commitment to dignified end-of-life care by facilitating Advance Care Planning (ACP) discussions across our facilities and conducting a palliative care awareness survey to find out the key concerns of our patients, residents, clients and next-of-kin at end-of-life. Results from the survey informed our development and provision of palliative care services.

Humanitude, a care philosophy focusing on fostering positive relationships and dignity for individuals living with dementia, was implemented by our care team at Ren Ci @ Bukit Batok St. 52 with promising results.

To further improve patient outcomes, we also embraced new technologies such as the Exomotus M4 Exoskeleton for gait and verticalisation training.



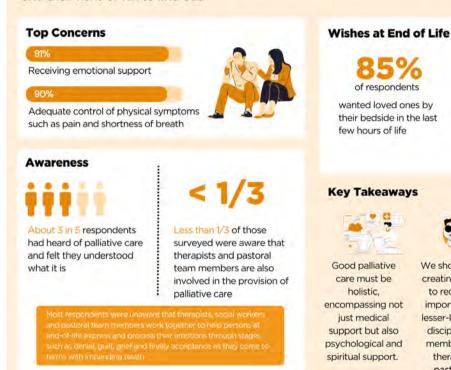
A family portrait taken during Shared Memories

Our Psychosocial Services (PSS) team continued to build upon existing care services. The "Shared Memories" programme, which facilitates legacy building and family bonding,



Ren Ci Palliative Care Awareness Survey 2024

With an ageing population, emphasis on ageing in place and focus on palliative care, what are the key concerns of Singaporeans at end of life? Ren Ci reached out to almost 500 patients, residents, clients and their next-of-kin to find out.



further integrated music, art and spiritual elements to encourage engagement and connection between family members and residents. This has positively impacted 63 residents and 179 family members to date.

Ren Ci had the opportunity to share about the Music Therapy Group Intervention for Persons with Disorders of Consciousness (PDOC) programme at the Future of Music and Arts in Medicine and Health Conference in 2024. Started in August 2022, the programme allows Chronic Sick Unit residents to experience enhanced levels of arousal and responsiveness while exposed to curated music stimuli familiar to them. This has also provided family members with a new way of

We should continue

creating awareness

to recognise the

importance of the

lesser-known multi-

disciplinary team

members such as

therapists and

pastoral team

members

connecting with residents.

agreed that top priorities in

included creating memories and celebrating special occasions with loved ones

Early intervention is

crucial in providing

emotional support, to

have sufficient time to

discuss and

understand the

patient's values,

beliefs and care goals

and work towards

achieving them

last few months of life

At Ren Ci's 30th Anniversary Gala Dinner on 12 October 2024, a group of 30 seniors from our four facilities performed a heartfelt medley of oldies to the delight of our donors, partners and guests, including President Tharman Shanmugaratnam and his wife Ms Jane Ittogi. Guided by our Music Therapists, our seniors started vocal and instrument practice nine months prior to the event.

Last but not least, we held our inaugural Ren Ci Caregiver Carnival in March 2025. Aimed at better supporting caregivers, attendees benefited from panel discussions and booths set up by organisations including Agency for Integrated Care, Active Global, Red Cross and Caregiver Alliance, providing a wealth of information on support services available to caregivers.



Panelists at the inaugural Caregiver Carnival

PROCESS WORKSTREAM

The Process Workstream continued to build a culture of improvement and enhanced effectiveness and efficiency in clinical, operational and service realms. A significant advancement in our innovation journey was the establishment of the GRowth, Innovation and Transformation (GRIT) committee in April 2024. Supported by a dedicated Transformation Office, GRIT helps lead and drive Ren Ci's adoption of technology in the evolving healthcare landscape.

Under the GRIT committee, Ren Ci has piloted technologies and systems with the objective of improving care, reducing manpower reliance and optimising processes. One major initiative was the implementation of a centralised document management system for better management and tracking of contracts and their expiry. This was a critical addition as the operationalisation of Ren Ci @ Woodlands led to a significant increase in the numbers of contracts to manage and track.

In our bid to enhance patient care, Ren Ci also piloted two innovations for Nursing Care - Nasogastric Tube (NGT) placement visualiser guided and intravenous cannulation technology. The NGT placement which uses electromagnetic guidance, has greatly reduced the time and discomfort associated with NGT insertions. Meanwhile, guided intravenous cannulation improved the accuracy of vein identification especially for geriatric patients residents, reducina unsuccessful and attempts and minimising pain, anxiety and complications.

Ren Ci has also embraced Robotic Process Automation (RPA), empowering departments to streamline processes. Our Business Office, which plays a vital role in managing patient financial counselling, was one of the first to make full use of RPA. Adopting the Plan-Do-Study-Act (PDSA) framework and RPA, our Business Office completed the automation



of routine processes within three months. This is estimated to save the department 564 staff hours annually, eliminate transcription errors and reduce paper usage by 33%.

Under GRIT, the existing Clinical Improvement Project Repository was also enhanced to include common key performance measurements such as changes in clinical outcomes, cost savings and manhour reductions. In December 2024, its scope was expanded to include all Innovation, Transformation and Service improvement projects under a consolidated library repository for cross learning and sharing between project groups.

We have trained an additional 170 staff in basic improvement methodology and another 50 in intermediate improvement methodology. 22 improvement projects were completed including projects in Ren Ci @ Ang Mo Kio and Ren Ci @ Bukit Batok St. 52 to reduce incidence of falls and pressure



■ A nurse setting up the gravity feeding technique

ulcers respectively. A new gravity feeding technique was introduced, saving time and freeing care staff for procedures requiring more hands-on care. Efforts were also made to streamline administrative processes such as using RPA to manage patient admission forms and invoice processing. At Ren Ci @ Woodlands, we continue to use technology to improve our care and resident safety. Facial recognition technology is used for access control, while the piloting of the "My Wellness" application and electronic tablets maximises the number of residents who can participate in virtual activities.

We celebrate innovation work and value across all four of our sites by holding an annual Value Carnival. The theme for the event was "Transformation Inferno!" signifying Ren Ci's continued commitment to improving and transforming care for our patients. Staff and management alike benefited from sharing and discussing various innovation projects. The Ren Ci Team Excellence Awards for Service and Quality were also presented to encourage staff.



Booth by the Infection Prevention & Control Committee during the Value Carnival

PEOPLE WORKSTREAM

Ren Ci remains committed to being an employer of choice, underpinned by a competent, caring and engaged workforce. In line with this vision, the People Workstream continues to champion staff-centric initiatives and programmes that support professional development, career advancement pathways, staff engagement and talent retention.



 Staff attending internal training conducted by Nursing's Training & Education team

We take pride in being the first organisation in the sector to implement job redesign for Community Care Associates (CCAs) across nursing homes and senior care centres. As at end 2024, we had concluded the job redesign initiative with AIC, with 289 direct care staff having completed the training conducted by Ren Ci Learning Academy. Alongside, we also developed and introduced a new career track and roles like Community Care Executive (CCE) and Care Manager (CM).

We continue to upskill our nurses as a key pillar of our workforce. As of April 2025, 36 staff have taken up sponsorship opportunities, a 44% year-on-year increase. This year, we also saw three nurses and two medical social workers take up training sponsorships for an Advance/Specialist Diploma in Nursing (Palliative Care) and Certificate in Palliative Care for Social Workers respectively, further augmenting our capabilities in palliative care.

Following Humanitude training, 18 Ren Ci @ Bukit Batok St. 52 staff completed Level 1 and two staff advanced to Level 2 training. The knowledge gained has equipped our staff to train others. This initiative has strengthened care delivery and staff resilience, with 95% of trained staff compliant in adopting practice of care delivery for nursing home residents. Notably, at the 13th Asia Pacific Eldercare Innovation Awards 2025 awards. emerged as a finalist in the Innovation of the Year - Dementia Rehabilitation category. In a historic win, Ren Ci Hospital was also named Operator of the Year (Hospital) at the same platform, underscoring our commitment to



Staff at an Ask Jamie dialogue session



providing a holistic ecosystem of services that caters to the unique and changing needs of our beneficiaries.

Ren Ci honoured with was two awards 17th prestigious the at Singapore HR Awards. We won the Excellence in Employee Experience & Well-Being Award and were the only recipient for the Excellence in Transformation & Innovation Award. We have also been certified A Great Place to Work®. These awards are a testament to Ren Ci's relentless commitment to excellence.

Ren Ci also proudly launched its Ren Ci Seedlings Programme to identify and develop high-potential staff for future leadership roles. For its inaugural run, 11 staff were selected through a rigorous process. The programme offers robust training and development, job rotations and exposure to overseas conferences. Ren Ci also launched the complementary Ren Ci Seeds Programme, designed to bring high-calibre local university graduates into the community care sector.

The signature Ask Jamie initiative – group coffee sessions with CEO Dr Jamie Mervyn Lim – remains a cornerstone of employee engagement, facilitating transparent dialogue that has generated more than 300 pieces of feedback over 22 sessions.

Ren Ci also saw marked improvements to its engagement score, achieving 72%

in 2024, up from 40%. Acting on insights from our annual Employee Engagement Survey, we implemented a comprehensive leadership development programme for approximately 100 leaders through a series of five Leadership Accelerated workshops. Furthermore, we embarked on a strategic Organisation Development programme, via a series of workshops designed to equip our senior and middle management with the necessary frameworks and tools to navigate the changing healthcare landscape and foster greater collaboration across the organisation.



We are deeply committed to being an inclusive employer, welcoming graduates from the Movement for the Intellectually Disabled of Singapore (MINDS) and APSN to our family.

We continued to care for our staff mental wellness, introducing access to confidential, professional counselling through the 'Safe Space' platform, complementing our existing in-house peer support network.

PARTNERSHIP WORKSTREAM

The Partnership Workstream seeks to build strong and lasting relationships with donors, volunteers and social & community partners. Today, a whole-of-organisation approach enables Ren Ci to cultivate relationships at multiple levels, where the community engagement team works with key donors, volunteers and social & community groups at the organisation level while facility-based teams directly engage stakeholders located around their region.

FY24/25 marked a key milestone for Ren Ci as we celebrated our 30th anniversary. The highlight of the year was our 30th Anniversary Gala Dinner, graced by President Tharman Shanmugaratnam and his wife, Ms Jane Ittogi. It was attended by Ren Ci's donors, partners and supporters. We also celebrated the 20th year of our iconic annual Vegetarian Food Fiesta.

In November 2024, we also celebrated the contributions of our volunteers at the Staff and Volunteers Appreciation Dinner. A total of 220 volunteers attended the dinner and 95 volunteers were accorded long service awards. Our vibrant community of over 700 regular volunteers remains an integral part of our organisation.

At the new Ren Ci@ Woodlands, we continued outreach efforts to engage and strengthen collaborations with government agencies, social and community partners, schools,

faith-based organisations and corporations. To date, more than 100 volunteers from these organisations have organised or attended the



■ Volunteers organising games with residents at Ren Ci @ Woodlands

activities at Ren Ci @ Woodlands. The Home Care services team at Ren Ci @ Woodlands has also grown their pool of volunteers.

Our commitment to being an integral part of the neighbourhoods we serve has significantly strengthened. In April 2024, Ren Ci @ Bukit Batok St. 52 was accredited as an Active Ageing Centre (Care), expanding our mandate to serve nearly 1,300 seniors in the vicinity.



Active Ageing Centre (Care) members during a craft session



PLACE WORKSTREAM

The Place Workstream strives to build a better healing environment to support the health and well-being of our beneficiaries, their loved ones and Ren Ci staff.

A significant milestone was the commencement of a major, six-phase renovation project at Ren Ci Community Hospital on 18 November 2024.

We took proactive measures on worksite safety as well as engaging patients and family members on the renovation, including offering weekly meal delights for affected patients to minimise disruption. The project was also awarded the Touchstone Award (Silver) by the US-based Center for Health Design.

In line with our commitment to sustainability, we have also formally embarked on our Environmental, Social and Governance (ESG) journey. Besides educating our workforce on plastic pollution, encouraging staff to increase their recycling efforts with new recycling bins, we launched a paperless

initiative in October 2024, which is projected to save approximately 3,000 pages of paper annually.

A Sustainability Committee was also established. The Committee would provide guidance on our sustainability strategy and efforts.

Another landmark event for the year was the joint official opening of Ren Ci @ Woodlands with Woodlands Health on July 13, 2024, an event graced by Guest-of-Honour, Senior Minister Lee Hsien Loong.



The committee collaborates on site, discussing key aspects of the renovation project

IN CONCLUSION

Ren Ci 2025 was launched in 2020 amidst the unprecedented challenges of the COVID-19 pandemic, but we have successfully achieved our strategic initiatives, positioning us well for a stronger future. As this chapter concludes and we chart our course towards 2030, we are gratified to have been recognised at the Charity Governance Awards 2024 with the Special Commendation for Clarity of Strategy for our planning of the 2030 strategy. We continue building upon these achievements to better serve the community.

A BETTER HEALING ENVIRONMENT

Ren Ci Community Hospital began operations in 2008, and the healthcare landscape has changed dramatically since. To meet the needs of our patients, we underwent a major ward redesign and renovation project with the aims of improving patient care and the healing environment, improving staff productivity and increasing the safety of patients and staff. These objectives were met, and the new wards were designed to have increased daylight and cross ventilation, segregated clean and dirty zones for smoother outbreak management, and better line of sight for staff, among other improvements. Key to the ward renovation is a hybrid ventilation system. This sustainable building strategy combines natural ventilation, outdoor conditions and automated windows with mechanical ventilation in one system.

Our design was recognised by the US-based Center for Health Design and was awarded the Touchstone Award (Silver) in 2025.









Our staff are back in action after the renovation







■ Pre-renovation wards with an open lift lobby area had insufficient ventilation and lacked natural light



ENVIRONMENTAL, SOCIAL & GOVERNANCE

As Ren Ci's ESG journey continues, we mark our commitment to building a more sustainable and social organisation with strong governance. The Sustainability Committee was set up in October 2024 to guide the organisation's sustainability strategy and initiatives.



■ The new Contract Management System improves operational efficiency

CONTRACT MANAGEMENT SYSTEM (CMS)

As part of our ESG efforts to digitalise manual processes and improve operational efficiency, the CMS, jointly developed by the Materials Management Department and Information Technology Department, was implemented to streamline contract administration. The system tackles challenges such as manual tracking, inconsistent documentation, and limited contract visibility. By automating workflows, centralising contract information, and reducing reliance on documentation, CMS helps save paper and space, eases administrative workload, and enhances collaboration—supporting more sustainable and efficient business practices.



■ Cooling paints selected for the facade of Ren Ci @ Bukit Batok St. 52

COOLING PAINTS

Cooling paints are specially formulated to reflect sunlight and dissipate heat from surfaces, significantly reducing heat absorption and lowering surface temperatures. This helps to improve thermal comfort, especially in urban environments.

As part of our cyclical maintenance work, Ren Ci @ Bukit Batok St. 52 has adopted the use of cooling paint for our façade.

This initiative supports our commitment to creating a more comfortable and sustainable environment for our patients, staff, and visitors.





■ Turning off the lights in our offices in support of Earth Hour

REN CI'S SUPPORT FOR EARTH HOUR

Earth Hour is an annual global event that encourages individuals, communities, and businesses to dedicate an hour for the planet by switching off non-essential lights. This year, Earth Hour took place on Saturday, 22 March 2025.

As part of our commitment to environmental sustainability, Ren Ci pledged our support on 21 March 2025 by encouraging all office staff to turn off lights for one hour. This collective effort reflects our dedication to promoting eco-conscious practices in the workplace and beyond.

LIGHTING

Improvement was made to Ren Ci Community Hospital's Multipurpose Hall lighting to reduce the usage of energy. By replacing existing Cool White bulbs with Day Light colour temperature bulbs, only 80% of downlights need to be turned on to achieve the same lux level, leading to an energy saving of 20%.



New Day Light colour temperature bulbs installed in the multipurpose hall

WARD RENOVATION ESG MEASURES



■ Enlarged windows with actuators in the newly renovated wards

During the design stage of our ward renovations, the project team explored opportunities to increase energy efficiency while enhancing health and safety in the workplace for staff, all while improving patient comfort without compromising on sustainability.

To address environmental considerations, a hybrid ventilation system was implemented. This system is programmed to respond to ambient temperature: when the temperature exceeds 28°C, the windows automatically close and the system distributes pre-cooled air evenly throughout the ward. This smart system balances thermal comfort with energy efficiency, minimising energy consumption when conditions allow for natural ventilation.

On the social front, the design prioritizes a safer and more resilient workplace, particularly by being pandemic-ready. Key features include the segregation of clean and dirty zones to reduce cross-contamination risks and improve infection control.

Patient and visitor experience has also been enhanced through improved visibility of patients from the nurse station for better care and monitoring; a more therapeutic ward environment, including upgraded areas for activities; and better human traffic flow, facilitated by the addition of a new set of low-rise lifts.

These ESG-driven design considerations reflect our ongoing commitment to sustainability, workplace well-being, and patient-centred care.





29,010 kwh

SOLAR ENERGY GENERATED



11.77 ton

CO2 EMISSION AVOIDED*

39

Internships and attachments

12

PWD hires in service

2

PWD interns

39y/o

Average age of workforce

18

Staff >20 years of service

100% Staff eligible for post-retirement contract have been re-employed

70% Female volunteers

56% Female participation in Senior Management

20% Female participation in Board

17% of workforce >50 years old

11% of workforce have between 10 to 20 years of service

100%

compliance with the Code of Governance C

cases of misconduct, corruption or fraud Charity Transparency Award 2024 Charity Governance Award 2024

Special Commendation for Clarity of Strategy

^{*} Based on the latest Grid Emission Factor (GEF) for Singapore, as published by the Energy Market Authority (EMA), is 0.4057 kg CO2/kWh.

STORIES OF HEART AND HOPE

Over the course of caring for our patients, residents and clients, we often come across truly inspiring expressions of love, compassion and dedication. Here are just a few examples of how our service has made a difference in the lives of our seniors and their families.

FOUND FAMILY

When Mdm Ang was admitted to Ren Ci @ Woodlands nursing home in June 2024, her advanced dementia meant that she was frightened by the new environment and loud noises. She faced difficulties settling in and would even pull her nasogastric tube (NGT) out in her distress. The care staff took Mdm Ang under their wing and did their best to make her comfortable. As Mdm Ang's daughter and husband visit her every day, they actively partnered our care staff to help Mdm Ang settle in.

Our care staff's attention led them to realise that Mdm Ang seemed keen to try eating on her own. After discussing this with Mdm Ang's family, our staff managed to successfully transition Mdm Ang to oral feeding! Our staff also suggested trying to wean Mdm Ang off her urinary catheter. Initially hesitant, Mdm Ang's daughter agreed after our care staff promised to ensure high hygiene standards for Mdm Ang. This was another success! Mdm Ang is now happily settled in, with many new "children" and "grandchildren".

TOWARDS GREATER INDEPENDENCE

Mdm J is a day care client. As a diabetic, she sometimes feels numbness in her feet. She was stuck in a vicious cycle where the numbness made her reluctant to engage in physical activity, which adversely affected her ability to walk.

When she first joined our day care in December 2024, she was not able to walk for more than 5 metres. Concerned for her wellbeing, Mdm J's son discussed her physical needs with our staff. At their recommendation, she joined our Day Rehabilitation Centre to focus more on her physical strength.

Our staff engaged her with strengthening and stretching exercises, and within 3 months she was able to walk independently at home without walking aids.

She is now on a weight management programme while at day care, with a nurse monitoring her nutritional intake. She hopes to be able to manage her weight and walk even further.







Mdm Letchimi's discharge from the Chronic Sick Unit

Home visit by our Nurse Manager and Medical Social Worker

FULFILLING FINAL WISHES

Mdm Letchimi was on palliative care when she was admitted to our Chronic Sick Unit. Suffering from Amyotrophic Lateral Sclerosis, she required a ventilator constantly and assistance with all her Activities of Daily Living.

Although unable to communicate verbally, she was able to write, draw, gesture and even use WhatsApp. She constantly shared her heartfelt wish to be discharged home both with our staff as well as her family. Due to her high care needs, this proved to be a huge undertaking.

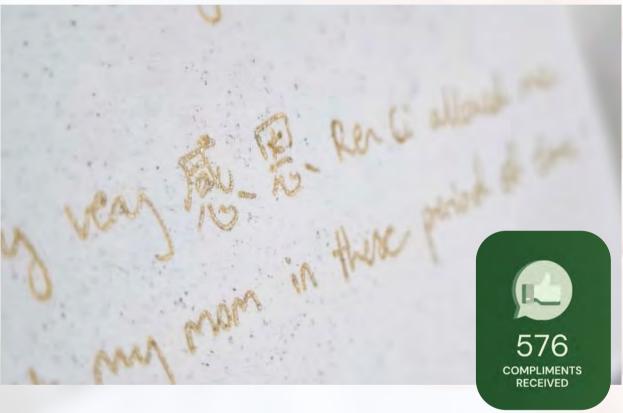
Our team reached out to Tan Tock Seng Hospital's Home Ventilation and Respiratory Support Service (HVRSS) to plan for Mdm Letchimi's discharge. The multi-disciplinary team came together to help Mdm Letchmi fulfil her wish. Our doctor, nurse manager, medical social worker and physiotherapist together with TTSH's HVRSS team met with Mdm Letchmi's family and worked out the details of the support she would need. From caregiver training for her family to the consumables she would need, every detail was ironed out.

As the first CSU resident on a ventilator to be successfully discharged, Mdm Letchmi's discharge was truly proof that great challenges can be surmounted with sufficient care, effort and cooperation.

Mdm Letchmi passed away earlier this year, having fulfilled her wish of spending as much time as possible with her family.

COMPLIMENTS FROM THE HEART

Receiving words of affirmation and having our work recognised by our beneficiaries and their families makes all the hard work worthwhile. Thank you for the kind words that spur us on to continue serving with heart and hope.



Senior Care Centre @ Ang Mo Kio

Thanks to all of you for including my mom in Ren Ci's 30th Anniversary Gala performance. She was so grateful to have this opportunity to do something meaningful at her old age. She was so happy from practice to performance. Because of the performance, she kept reminding me to make appointment to perm her hair. She wanted to thank both teachers and the team for teaching her how to sing and perform.

I saw how the team treated all the folks with kindness, care, love and joy. It touched me and motivated me to be a better caregiver. As a caregiver, we really have a lot to learn from all you. Salute to all of your passion for kindness and care for the folks. I sincerely wish all of you happiness and good health always.



Ren Ci @ Bukit Batok St. 52

My heartfelt thanks to all, you've showered so much love and care for my mum. It has been 7 years since her admission... From her initial strong resistance with uncooperative behaviours and aggressiveness, you remained patient and took good care of her. Even when higher levels of care were needed, you still continued your good care of her. It is indeed really not easy.

When I requested for home leave, each time, you took care to see that all requirements were met. My deepest appreciation for letting me bring her home, it meant a lot to me, and I'm sure to my mum as well.

Words alone are not enough to express my gratitude to you, the sisters in the ward that take care of my mother. I'm sure as she is now in heaven, she is thanking God for the blessings you've shown to her in the last years. May the LORD bless you for your labour of love.

Ren Ci @ Woodlands

I would like to thank Ren Ci Woodlands Nursing Home and especially the HH5C care team and Mr James Soh for their diligent care of my mum and sincere friendship extended to her during her stay there. Not just about boarding, meals & meds, the staff make extra efforts to coordinate and run recreation & exercise activities for the residents, which enabled my mum to have a good time and laugh.

Despite their long hours of work, staff of Household 5C made a trip to the hospital after duty to visit my mum when she was warded for palliative care. I personally met two of them one night when I was in my mum's ward and the two tried to cheer up my mum by saying, "Ah ma, you come home ok? We play mahjong." This speaks of the bond between them and my mum, who likes mahjong but none in our family knew this game so we did not play with her. Please convey my commendation and respect to these angels. I wish you and everyone in Ren Ci all the best.

Home Care

I would like to extend my deepest gratitude to all of you for the compassionate and dedicated care you provided to my mum in 2024. Your unwavering support meant so much to our family, especially as we navigated the challenges of her advanced dementia, bedridden condition, and serious bedsores. My mum passed away on 19 January 2025, but we will always remember and cherish the kindness and care you showed her. Thank you for making such a meaningful difference in her final year.

Ren Ci Community Hospital

My mum and I would like to express our heartfelt gratitude for her rehabilitation care she received during her recent stay at Ren Ci Community Hospital.

The compassion, professionalism, dedication provided to her has made a difference in her recovery. Your doctors, nurses, medical social workers and Allied Health and Support Staff had performed an important role in ensuring my mum gets excellent quality healthcare attention. Both my mum and I are delighted to be serviced by an excellent team of staff.

For this, we would like to extend our appreciation to the following personnel. We will always appreciate and remember the healthcare service provided. Despite her age (95 years old) I am glad that she has made some progress in her recovery even though her road to recovery will still be a long one.

My dad was transferred from TTSH where he had been admitted due to stroke. After his admission to Ren Ci Community Hospital, he received personalised physiotherapy and education on how to manage his condition.

The staff were very understanding even though my dad wasn't being an ideal patient – they always tried to cater to our requests and would address our concerns. Even though my dad was discharged just before CNY, during an extremely busy period, they made sure to be available to answer our anxious questions. The care didn't end upon discharge, as the nurses and social worker did everything they could to cover my dad's care.

Our family was extremely moved by the efforts of everyone to help my dad get better. For his birthday, I chose to purchase a charity certificate from Ren Ci to gift to him as a token of our appreciation and gratitude.







■ Ward staff are recognised with the internal Care+ award to recognise excellence

CORPORATE GOVERNANCE

Board of Directors

The Board's role is to provide strategic direction and oversight of Ren Ci's functions and goals, and to steer the organisation towards fulfilling its vision and mission through good corporate governance and sustainability. As part of its role, the Board also approves the budget prior to the beginning of the financial year and monitors the expenditure against the approved budget at every quarterly Board meeting.

The Board currently comprises 25 members. They include businessmen and professionals of diverse backgrounds, experiences and disciplines, as well as representatives from Foo Hai Ch'an Monastery.

The appointment and composition of the Board of Directors is in accordance with the Memorandum and Articles of Association (MAA) of Ren Ci Hospital:

- The Board of Foo Hai Buddhist Cultural & Welfare Association (the "Association") shall appoint up to half of the Board of Directors (the "Board") of the organisation, including the Board Chairman who shall be appointed in consultation with the Ministry of Health (Article 44).
- The Directors appointed by the Association shall, amongst themselves, elect a Nominating Committee. This Nominating Committee shall be responsible for the appointment of the remaining Directors of Ren Ci Hospital (Article 45).

Led by Chairman Mr Seow Choke Meng, the Board is committed to upholding the public image of Ren Ci, and representing the interests of Ren Ci to the best of its abilities.

The Board accepts its role without remuneration, and pledges not to accept personal favours or gifts from any interest groups, so as to maintain the integrity of serving for public trust and community good.

All members of the Board are committed to promptly and fully disclose, in accordance with the procedures laid down by the organisation, all interests (actual or potential) which could conflict with their duties and shall not in any way be involved in the transaction, or influence the outcome of the transaction. During the period under review, all members of the Board have done the



necessary declaration to affirm that there were no conflicting personal or vested interest in any of the business transactions, contracts or joint ventures into which Ren Ci had entered.

The roles and responsibilities of the Board Chairman and the CEO are kept separate in order to maintain effective oversight. The CEO and senior management consult with relevant Board members and the Sub-Committees where advice is sought through meetings, telephone calls and electronic mails.

In keeping with the good practice as set out in the Code of Governance for Charities and Institutions of a Public Character, the term limits for Treasurer and the Chairpersons of the Audit Committee and the Investment Committee do not exceed four consecutive years. In addition, Ren Ci neither makes loans nor donations.

Ren Ci believes that competent, experienced and committed Board members are crucial for its continued relevance and sustainability. Board members who have served on longer terms would have acquired the relevant experience and industry knowledge during this period particularly on the complex landscape and evolving trends in the healthcare industry, having regard to the needs of an ageing society, can provide valuable insights and guidance to the charity. Notwithstanding, in recognition of the principle of compliance with the Code of Governance for Board renewals, balancing the demand for specific insights in the healthcare industry, Ren Ci continuously seeks volunteers with diverse skill-sets to contribute and has been actively refreshing its Board composition. In FY2024/2025, 1 new member joined the Ren Ci board. With 19 of 25 (76%) board members having served less than 10 years, Ren Ci will continue to periodically renew its board membership by adopting a phased renewal approach to allow a seamless transition and sharing of expertise and experience with incoming directors.

The Board term of 2 years started on 1 July 2023 and will end 30 June 2025.

In FY2024/2025, the Board held a total of 4 meetings:

Board Member	Designation	Board Attendance
Mr Seow Choke Meng (BBM L), (BBM), (PBM)	Chairman	4 of 4
Mr Lim Chai Boon	Vice-Chair	4 of 4
Mr Neo Kah Kiat (BBM), (PBM)	Vice-Chair	2 of 4
Ms Teo Kwee Yee, Claudia	Vice-Chair	2 of 4

Board Member	Designation	Board Attendance
Mr Tang Kok Kai, Christopher	Treasurer	4 of 4
Ms Ang Fung Fung	Director	2 of 4
Mr Cheok Bok Sim, Philip	Director	4 of 4
Mr Chia Lee Meng, Raymond (PBM)	Director	1 of 4
Prof Choo Wee Jin, Philip	Director	3 of 4
Mr Chua Leong Chuan, Jeffrey	Director	4 of 4
Ms Lee Joo Cheng, Lillian	Director	3 of 4
Ms Lee Pei Yun, Gladys	Director	4 of 4
Mr Lim Jit Yaw, Jeremy	Director	1 of 4
Mr Lim Yew Soon (PBM)	Director	2 of 4
Mr Anthony Mallek	Director	4 of 4
Mr Ng Tiong Gee	Director	2 of 4
Mr Pang Lim (BBM)	Director	3 of 4
Mr Seah Choo Meng (PBM)	Director	4 of 4
Dr See Long Hian, Aaron	Director	3 of 4
Assoc Prof Tan Thai Lian	Director	3 of 4
Ms Tan Yee Peng	Director	3 of 4
Prof Teoh Tiong Ghee#	Director	0 of 1
Mr Wong Hsien Xiong	Director	4 of 4
Mr Yap Wai Ming	Director	3 of 4
Mr Zhong Ming	Director	2 of 4

Appointed on 1 January 2025 #

Sub-Committees

The Board has established Sub-Committees, each chaired by a Board member to assist in the execution of its responsibilities. The nine Sub-Committees are:

- 1. **Audit Committee**
- 2. **Building & Tender Committee**
- 3. **Community Engagement Committee**
- Governance & Risk Committee 4.
- 5. **Human Resource Committee**

- 6. **Investment Committee**
- 7. **Medical Advisory Committee**
- 8. **Nominating Committee**
- 9. **Sustainability Committee**



The activities of each of the Sub-Committees during the financial year are as follows:

1. Audit Committee

The Audit Committee ("AC") held four meetings since the date of the last Directors' report and carried out the functions of an audit committee as specified in the terms of reference approved by the Board of Directors. In carrying out its functions, the AC assessed the overall scope of both the external and internal audits and engaged with the auditors to review their findings and evaluation of Ren Ci's system of internal controls.

Ren Ci engaged internal auditor Baker Tilly Consultancy (Singapore) Pte. Ltd. (Baker Tilly) to review and ensure continued validation on the adequacy and operating effectiveness of Ren Ci's internal controls.

During the year, Baker Tilly performed the following audits:

- 1. Control Self-Assessment at Bukit Batok Nursing Home in respect of:
 - a. Patient Admission and Ward Operations
 - b. Patients' Collection and Accounts Receivable
- 2. Internal audit on Collection and Recording of Donations
- 3. Internal audit on Procurement to Payment

Baker Tilly presented its findings and recommendations to the AC and the Board. The Board has adopted Baker Tilly's recommendations, and the Hospital is in the process of implementing the recommendations.

The AC also reviewed the whistleblowing incidents log and disclosure on related party transactions.

During the year, as our commitment to governance, Ren Ci also invited several audit firms to submit and present their proposals to be our external auditors. After due evaluation, the AC recommended the re-appointment of RSM SG Assurance LLP as the external auditors for the Hospital.

2. Building & Tender Committee

During the financial year, Tender Committee (TC) endorsed one Waiver of Competition for the Provision of Medication Carts at AMKNH and one RFP for the Provision of General Cleaning Services for Ren Ci Hospital in July 2024.

In October 2024, TC and Building Committee (BC) merged to form the Building and Tender Committee ("BTC").

BTC continued to provide strategic guidance on various aspects of the Ren Ci Hospital Wards Additions & Alteration Works. It ensured proper evaluation and selection processes, and endorsed recommendations for RFPs not under the purview of other sub-committees. The Committee is committed to the promotion of sustainable practices in building development and operations, while ensuring all procurement activities align with the General Purchasing Policy and serve the best interests of the Hospital.

Following the merger, BTC endorsed the Provision of General Waste Collection Services for Ren Ci Community Hospital and Nursing Homes, and the Provision of Transport Services for Ren Ci Clients, in meetings held in October 2024 and February 2025 respectively.

3. Community Engagement Committee

The Community Engagement Committee ("CEC") oversees fundraising, volunteer management and corporate communication functions. CEC played an active role during our 30th Anniversary Celebration and worked closely with other key Board Members to raise funds during our major fundraising activities. At the same time, CEC provided oversight of the various fundraising initiatives, development of volunteers and reviewed key corporate collaterals such as the annual report, as well as ensured the existing policies in the areas of fundraising, volunteer development and corporate communications remain relevant. CEC also participated in volunteer leaders dialogue sessions and events to better engage our various stakeholders.

4. Governance & Risk Committee

At its yearly meeting, the Governance & Risk Committee ("GRC") provided guidance on the review of the Ren Ci 2025 Risk Register and Terms of Reference for Board Subcommittees to ensure that they remain relevant to support strong governance.

During the year, GRC endorsed the Governance Statement and the online Governance Evaluation Checklist (GEC) submitted to the Charity Portal for which all areas in the checklist were met. Ren Ci remains in full compliance with the revised Code of Governance.

The GRC recognises the importance of upholding transparency and maintaining accountability to Ren Ci's stakeholders. In 2024, Ren Ci was accorded the Charity



Governance Awards (Special Commendation for Clarity in Strategy); the only recipient in this category. We also received the Charity Transparency Award, our seventh in a row since the inception of this award. Being accorded with both awards is testament to Ren Ci's continued commitment to good stewardship, ethical practices and organisational excellence.

5. Human Resource Committee

The Human Resource Committee ("HRC") supported a series of human resource policy reviews and initiatives consistent with the best practices in the sector.

This year, HRC endorsed the Management's proposal for remuneration adjustments and bonus payout. In addition, taking into consideration employees' retention, the HRC also endorsed a special bonus payout. The annual leave entitlement was reviewed to keep Ren Ci competitive and attractive in the sector. The shared parental leave was updated to align with statutory requirements, supporting our employees with families. To ensure transparency in allowance payout, a set of 12 allowances was reviewed and endorsed by HRC. This provided clarity to employees.

On manpower development, HRC provided guidance on appraisal and promotions. The leadership development programmes, Seedlings and Seeds, for in-service employees and fresh graduates respectively, were presented and endorsed by HRC. Succession planning for key leadership positions was also discussed at HRC.

6. Investment Committee

During the year, the Investment Committee ("IC") met quarterly to assess the fund managers' performance in the context of macro-economic conditions. Fund managers were required to present their investment strategies, performance outcomes, and future performance forecasts to the IC. This process facilitates a thorough analysis of investment performance and ensures that the portfolios are managed in accordance with Ren Ci's overall investment objectives and guidelines as established by the Board.

The IC continues to offer guidance and feedback on investment matters and policies to the Board.

7. Medical Advisory Committee

The Medical Advisory Committee ("MAC") reviewed and provided guidance on the

improvement of services, patient safety and collaboration with healthcare partners aligned with the Nation's Healthier SG strategy. Areas included review of clinical collaboration between Woodlands Health and Ren Ci @ Woodlands Nursing Home as part of an integrated campus, medication management services in nursing homes and patient safety indicators across Ren Ci facilities.

Nominating Committee 8.

As part of good governance and in alignment with the Charity Transparency Framework, the Nominating Committee ("NC") complies with the Board renewal and Performance Evaluation policy which includes:

- Nomination and renewal of Board every 2 years,
- Board skills matrix as part of succession planning,
- Timely orientation and induction of new Board members, and
- Annual Board Self-Assessment exercise to gauge the effectiveness of the Board's performance. The assessment results were discussed at the subsequent Board meeting to identify areas of improvement.

NC met 1 time in FY2024/2025, and made several key recommendations:

- Approved 2 nominations as member of Investment Committee effective 1 October 2024
- Approved the merger of Building and Tender Committees into a new Building & Tender Committee effective 1 October 2024
- Approved the formation of a new Sustainability Committee effective 1 October 2024
- Supported 1 nomination as new Board member for Board term 2025/2027
- Supported the appointments of a new Treasurer and Investment Committee Chair for Board Term 2025/2027
- Supported the retirement of 3 existing Board members Mr Lim Chai Boon (21 years), Dr Aaron See (21 years) and Mr Seah Choo Meng (12 years) when their term ends on 30 June 2025

With the stepping down of Mr Lim Chai Boon, Dr Aaron See and Mr Seah Choo Meng, only 3 other Board members have served more than 10 years on the Board. NC will continue to periodically renew its board membership by adopting a phased renewal approach to allow a seamless transition and sharing of expertise and experience with incoming directors.



9. Sustainability Committee

The Sustainability Committee ("SC") was newly set up in October 2024 to steer the organisation's sustainability strategy and initiatives.

In collaboration with relevant Board Sub-Committees, the SC provides guidance in:

- Promoting environment stewardship through our consumption and actions;
- Advancing social responsibility as an active contributor to the community; and
- Upholding strong governance to ensure our ongoing ability to drive positive impact.

These efforts are aligned with our Environmental, Social & Governance (ESG) framework.

The Committee approved a list of shortlisted topics for further assessment for materiality. A high-level approach as well as Sustainability Principles to adopt for the organisation were discussed.

Working Committees

From time to time, the Board establishes Working Committees to provide further guidance and oversight in specific areas. There are currently three Working Committees, the IT Steering Committee ("ITSC"), Facility Medifund Committee ("FMC") and Ren Ci Assistance Scheme Committee ("RCAS").

The ITSC guides the development of IT strategy, policy and architecture to improve security, productivity, resiliency and cost effectiveness of Ren Ci's IT operations. The ITSC met three times during the year to discuss and endorse key projects such as Transport and Fleet Management System, Server Room relocation at Ren Ci Community Hospital, implementation of National Healthcare Integrated Pharmacy System (NHIPS) and infrastructure tech refresh at Bukit Batok Nursing Home. ITSC also provided guidance on data and cyber security for the organisation, to respond to the upcoming Health Information Bill instituted by MOH.

The FMC which oversees the Government Medifund, Medifund Silver and Financial Assistance schemes for Ren Ci beneficiaries, met twice last year.

The RCAS meets annually to review and approve additional financial aid for beneficiaries requiring support beyond existing subsidy schemes.

Governance Evaluation

Ren Ci submitted a declaration of its extent of compliance with the Code of Governance for Charities and IPCs (2017) ("the Code") via the charity portal in July 2024.

The GRC is pleased to report that the organisation and Board have complied with the guidelines of the Code. The level of compliance by the organisation can be viewed at www.charities.gov.sg.

The Board also conducts annual self-evaluation to assess its performance and effectiveness.

Policy on Conflict of Interest

Since 2008, the Board has put in place a policy where all members of the Board, Sub-Committees, staff or volunteers (collectively the "Members"), when acting on behalf of Ren Ci, must ensure that the deliberations and decisions made, including transactions, are in the interest of the organisation.

All Members shall promptly and fully disclose, in accordance with the procedures laid down by the organisation, all interests (actual or potential) which could conflict with their duties and shall not in any way be involved in the transaction, or influence the outcome of the transaction.

Code of Business Conduct

Since 2012, Ren Ci has in place a Code of Business Conduct that is applicable to all Members. The code requires Members to observe high standards of professional, personal ethics and integrity. It sets out guiding principles and desired behaviours that Members are expected to abide by in situations, such as when representing Ren Ci, using Ren Ci's resources or communicating with external parties on behalf of Ren Ci. Violation of the code may result in disciplinary action such as termination of employment or appointment or even civil legal action.

Whistleblowing Policy

Ren Ci also has in place, a Whistleblowing policy since 2008. To develop a culture of accountability and transparency, this policy addresses the organisation's commitment to ethical behaviour where employees and external parties such as volunteers and contractors are encouraged to report concerns of misconducts without fear of reprisal or unfair treatment. Ren Ci has established:

- Reliable and safe channels for Ren Ci's internal and external stakeholders to report concerns or suspected concerns,
- Structure to ensure fair investigations of reports, and
- Arrangements to support learnings and continuous improvements to achieve strong governance.



The policy encourages the whistleblowers to identify themselves but allows for anonymous complaints. It makes available the contact of the AC Chairperson and the Board Chairman by the following channels:

- AC Chairperson's email at whistleblow@renci.org.sg
- Board Chairman's email at boardchair@renci.org.sg
- Sealed report in an envelope marked 'Private & Confidential' and mail to:

Chairman, <Audit Committee or Board>
c/o Ren Ci Hospital
71 Irrawaddy Road
Singapore 329562

The AC has the authority and responsibility to commission and review investigations and their findings of the complaints, with the full co-operation of management and use of other resources, where necessary.

One case of whistleblowing was made known to Management. AC Chairperson and Board Chairman were duly informed. An internal Board of Inquiry was formed and the investigation revealed that the allegations were unsubstantiated. The case was closed.

Reserves Policy

The reserves of the organisation provide financial stability and serve to meet future increases in healthcare operating expenses.

The current year's reserves of \$209 million is estimated to be adequate to fund about 1.8 years of annual operating expenses, basing on operating expenses in the financial year ended 31 March 2025.

The Board of Directors reviews the level of reserves regularly for the organisation's continuing obligations.

Part of the reserves is placed with financial institutions and is managed in accordance with the organisation's investment policy which is approved by the Board. This helps to preserve the purchasing power of the funds while ensuring sufficient liquidity for operational contingencies.

FINANCIAL STATEMENT

REN CI HOSPITAL

Statement of Financial Activities and Other Comprehensive Income Year Ended 31 March 2025

	<u>2025</u> \$'000	<u>2024</u> \$'000
Incoming resources		
Voluntary income - donations	4,321	4,843
Government subvention grants	89,385	68,202
Fund raising income	7,916	1,537
Interest & investment income	7,493	11,326
Income from charitable activities	21,348	18,875
Other income	3,992	3,441
Total incoming resources	134,455	108,224
Less: resources expended		
Cost of generating funds	480	299
Investment expenses	430	479
Charitable activities expenses	108,639	87,228
Other operating and administration expenses	7,218	6,169
Allowance for impairment on trade receivables – reversal	(271)	(1,032)
Total resources expended	116,496	93,143
Net surplus for the year Attributed to General fund Attributed to Sinking fund Attributed to Kwan Im Thong Hood Cho Temple Medical	17,702 237	14,992 157
Assistance Project	20	(68)
Attributed to Community Silver Trust Fund	47.050	45.004
Total surplus for the year	17,959	15,081
Other comprehensive income Attributed to Kwan Im Thong Hood Cho Temple Medical Assistance Project - Fair value changes on debt		
instruments	25	51
Total other comprehensive income	25	51
Total comprehensive income	17,984	15,132
Total funds brought forward		
General fund	186,111	171,119
Sinking fund	5,453	5,296
Kwan Im Thong Hood Cho Temple Medical Assistance		
Project	1,517	1,534
Total funds carried forward	211,065	193,081
Community Silver Trust Fund	18,632	17,983
Total funds for the Hospital as at year end	229,697	211,064



REN CI HOSPITAL

Statement of Financial Position As at 31 March 2025

	<u>2025</u> \$'000	2024 \$'000
ASSETS	4 565	4.000
Non-current assets		
Plant and equipment	2,425	4,014
Right-of-use assets	10,709	15,469
Intangible assets	2,747	2,944
Total non-current assets	15,881	22,427
Current assets		
Inventories	248	275
Trade and other receivables	23,353	13,170
Other assets	2,353	2,589
Investment securities	156,607	151,128
Cash and cash equivalents	67,733	64,549
Total current assets	250,294	231,711
Total assets	266,175	254,138
FUNDS AND LIABILITIES Non-current liabilities Financial liabilities - lease liabilities	4,024	9,141
Total non-current liabilities	4,024	9,141
Current liabilities	"Maga	100 000
Trade and other payables	22,560	20,007
Financial liabilities - lease liabilities	5,606	7,893
Other liabilities	4,204	5,838
Derivative financial instruments	84	195
Total current liabilities	32,454	33,933
Total liabilities	36,478	43,074
The Funds of the Hospital		
Restricted funds	20,194	19,500
Unrestricted funds	209,503	191,564
Total funds	229,697	211,064
Total funds and liabilities	266,175	254,138

Please refer to www.renci.org.sg for the full financial statement report.

OVERVIEW OF CHARITY

Banker | Auditor | Investment Advisors

Banker

Oversea-Chinese Banking Corporation Limited

Auditor

RSM SG Assurance LLP

Investment Advisors

BNP Paribas Wealth Management Lion Global Investors Limited Avanda Investment Management

Charity Status

Charity Registration (ACRA) No.

201018593M

Charity Registration Date

8 Nov 2010

Constitution

Company Limited by Guarantee

IPC STATUS

IPC (General Fund) Acc Registration No.

201018593M

Sector Administrator

Ministry of Health



THANK YOU

Our sincere thanks to all donors, supporters and well-wishers.

We look forward to your continued support and partnership in growing with us.

We would also like to thank our patients, residents, clients, staff and volunteers who have consented to be photographed for the purpose of this annual report.

仁慈由衷感谢长期以來一直支持我们的捐赠者和善长仁翁。 期待在我们成长的过程中持续获得您的鼎力支持和信赖。

我们也要感谢愿意为本年度报告而同意拍照的 患者、院友、客户、员工和义工。



Ren Ci Community Hospital 71 Irrawaddy Road Singapore 329562

T 6385 0288



Ren Ci @ Ang Mo Kio 10 Ang Mo Kio Avenue 8 Singapore 567727 T 6665 2035



Ren Ci @ Bukit Batok St. 52 31 Bukit Batok Street 52 Singapore 659251 T 6355 6316



Ren Ci @ Woodlands
17 Woodlands Drive 17
Tower E Singapore 737628
T 6028 8910

