



ANNUAL REPORT 2020 / 21

CARING FOR OUR SENIORS AMIDST COVID-19

ABOUT REN CI HOSPITAL 关于仁慈医院

The roots of Ren Ci (仁慈) traced back to 1994 with the primary mission of providing affordable medical, nursing and rehabilitative care services for the community, living 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 愿景

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

OUR MISSION 使命

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 核心价值

Teamwork 团队合作

Open-Minded 豁达开明

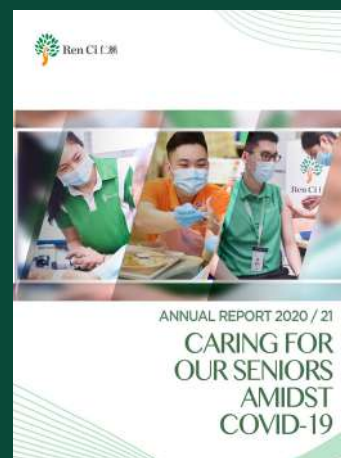
Compassion 慈爱之心

Alliance 联盟

Respect 尊重

Excellence 卓越

About the Cover



The year 2020 has been unprecedented but the unity within Ren Ci family ensures our delivery of consistent and dependable care across our facilities during the COVID pandemic.

Contents

REN CI ANNUAL REPORT 20/21

03	Chairman's Message
07	CEO's Message
11	Board of Directors
13	Committees and Advisors
15	Senior Management
16	Organisation Structure
17	At a Glance
19	Fundraising Events
21	Ren Ci 2025
25	Our Care - In a Pandemic Year
27	Our Community - Show of Care and Support
29	Our Volunteers - Serving in the Virtual Realm
33	Our People - Stand in Solidarity, Serve with Excellence
39	Our Motivation - With Heart & Hope
41	Corporate Governance Statement
49	Financial Statements
52	Overview of Charity

Chairman's Message

The unprecedented outbreak of COVID-19 pandemic and the ensuing swift implementation of various nationwide safe management measures impacted and challenged Ren Ci in ways we have never experienced before. Yet, every member of the Ren Ci family rose to the occasion and acted promptly and decisively to ensure the safety of patients, residents, clients, and fellow colleagues every step of the way. I appreciate the commitment, diligence and resilience of all Ren Ci staff.

This crisis has also enabled us to witness the generosity of our local community. I am deeply encouraged by the many heart-warming gestures and generous gifts from our staunch supporters and sponsors during this very challenging time. The outpouring of blessings and donations from various corporations, community groups and individuals not only enabled Ren Ci to keep up with our delivery of quality care across all our facilities, but it also reminded us we were not alone in the fight.

I would like to thank Foo Hai Ch'an Monastery and Kwan Im Thong Hood Cho Temple for their continued support and funding of our diverse programmes. Ren Ci is also grateful to have received donations from the management and associates of UOB Kay Hian Private

Limited and estate of the late Venerable Suit Woo Foong.

I am delighted to share that \$7.43 million in nett proceeds were raised through community-led virtual fundraising efforts as well as the inaugural Ren Ci Hospital Online Charity Concert that was innovatively co-organised by Hao Productions Pte Ltd and Old Hong Kong Kitchen.

Amidst the pandemic, Ren Ci did not only embrace new ways of fundraising,



but also rework our volunteering realm. As we minimised physical interactions in the nursing homes, our faithful volunteers were still able to virtually attend to the psychosocial needs of those under our care. Our volunteers' creativity enabled our residents to go on virtual trips via LIVE streaming or virtual reality and bring some degree of normalcy to our seniors. My heartiest congratulations to Shinnyoen Singapore, our volunteer partner since 2000, for winning the Friends of Community Care Awards organised by Agency for Integrated Care (AIC).

I would like to take this opportunity to thank a key group in Ren Ci's volunteer pool, the Board and Committees, who have worked tirelessly with me in

ensuring good corporate governance and transparency, as well as setting prudent and purposeful strategies for the organisation. This journey of driving continuous improvement in care delivery and serving alongside like-minded volunteers in the Board has been most rewarding to me.

When I first joined the Board in 2000, I witnessed how Ren Ci thoughtfully filled the healthcare gap for the chronic sick patients, and this mission resonated deeply with me. Healthcare in Singapore has since improved tremendously in the past two decades and I am immensely proud of how Ren Ci has continuously kept pace and expanded the spectrum of care services. Hearing from beneficiaries



Chairman, Dr Chua Tian Poh, presenting token of appreciation to Mr Dave Poh, (right) Hao Productions Pte Ltd

directly, such as the nursing home residents and next-of-kin of chronic sick patients – on how they have been helped and how much they appreciate the care – reinforces the importance and relevance of all our works at Ren Ci.

Since my appointment as the Chairman of the Board in 2007, succession planning has always been close to my heart. With the board renewal due in July 2021, I will relinquish my role as Chairman of Ren Ci Hospital. As part of the robust succession plan, Mr Seow Choke Meng has been named as the new Chairman and will lead the new Board in taking Ren Ci to greater heights.

The continued success of Ren Ci lies both in collaboration with the relevant ministries and agencies to provide better quality care, as well as partnerships with the community to build a stronger network. I invite our steadfast supporters and community partners to continue journeying with Ren Ci to deliver holistic care with loving kindness and compassion.

Dr Chua Thian Poh
Chairman
Ren Ci Hospital

冠状病毒(COVID-19)的肆虐以及随之而来的全国防疫安全管理措施,为仁慈医院带来前所未有的影响与挑战。然而,仁慈的每一个成员上下一心,挺身而出并迅速果断地采取行动,以确保医院病患、疗养院院友、日托中心的年长者以及员工、义工的安全。我感谢仁慈全体人员的奉献、勤奋及坚韧精神。

这场危机也使我们经历了社区的温暖关爱。尽管面临各自的挑战,但我们的长期支持者和捐助者仍慷慨解囊,使我深受鼓舞。来自各机构、社区团体和公众的祝福和捐款,也让仁慈能够在旗下所有设施单位继续提供优质护理,并且提醒我们在抗疫工作中并非孤军作战。

在此要特别感谢福海禅寺和观音堂佛祖庙的大力支持。仁慈也非常感谢大华继显管理层和工作人员的捐款以及已故悟峰长老的遗产捐赠。

我很高兴地分享仁慈在本财政年度通过各项网络筹款活动以及由豪艺制作有限公司和老香港小鲜联手举办的首场线上慈善音乐会,总共筹得743万元的善款。

Launching a fundraising campaign together with our beneficiary



仁慈努力阻断病毒但绝不阻断仁心慈爱的散播。我们不单是改变筹款方式，也重新规划义工服务，好让我们忠实的义工团队在疫情笼罩下，仍能通过创新方式继续地照顾年长者的心理需求。义工们通过网上直播及虚拟科技让院友展开虚拟旅行，一定程度上帮助院友重新感受过去的常态。我衷心祝贺“真如苑”获得了由互联中心颁发的“社区关怀之友奖”。“真如苑”义工队自2000年以来一直是仁慈医院的热心义工伙伴。

借此机会，我要感谢仁慈另一组重要义工，即董事及委员会成员。他们在幕后不遗余力地付出，与我并肩确保仁慈具有良好的企业治理和透明度，并为仁慈拟定战略性方针。我认为最有意义的，是能够与志同道合的董事及委员会成员，成功推动护理服务的改进。

2000年我加入仁慈董事会，了解到仁慈如何填补慢性病患的医疗及护理需求。这使命深深地引起了我的共鸣，而新加坡的医疗保健也在过去的20年中取得了长足进步。我很荣幸能率领仁慈，在这段时间内秉持使命，协助策划并扩大其护理服务范围。疗养院院友和长期病患的近亲，给予了我们很大的

肯定，让我们得知他们的家属如何在仁慈接受到良好的护理，进一步强化了仁慈的使命感。

2007年我接任董事会主席之后，开始逐步探讨接班计划。随着2021年7月董事会的更新，我将卸任仁慈医院董事会主席一职。我很高兴地宣布，萧作鸣先生将担任新董事会主席，并领导仁慈再攀高峰。

仁慈的成功，除了在于与相关部门和机构的紧密合作以提供更优质的护理，也在于加强与社区伙伴的友好合作。于此，我恳请所有支持者和社区伙伴继续携手仁慈，以仁心慈爱的理念为有需要的年长者提供全面护理。

蔡天宝博士
主席
仁慈医院

A visit to the nursing home



“

We have an important task to protect the seniors, the vulnerable group who are at the highest risk of being affected by COVID-19.

I deeply appreciate your sacrifices, commitment, courage, and selflessness to care for each senior across our facilities.

Thank you for taking care of their needs, while Ren Ci will take care of yours. I have every confidence that if we stay vigilant and united, we can overcome this challenge.

#STAY SAFE, STAY STRONG

”



Words of encouragement from the Board to the staff

CEO's Message

The year 2020 has truly been unprecedented for the world and the impact has been keenly felt at Ren Ci on many levels.

In the early part of the pandemic, advisories and circulars flowed fast and furious amidst uncertainties and fear. I am thankful that all of Ren Ci came together from the start and made remarkable effort to act promptly on the necessary Infection Prevention and Control (IPC) measures and safe management measures, sometimes even ahead of the curve. From instituting split zones for both staff

and patients, to relocating staff to safe accommodations, and implementing mandatory surveillance swab exercises, Ren Ci staff were dedicated, proactive, and adapted to the pressure with swift adjustments.

As the impact of the pandemic grew, we pivoted quickly and seized opportunities to augment our delivery of consistent and dependable care across our facilities. We were the first in community care sector to leverage on the service expertise of cabin crew from the Singapore Airlines Group and have them contribute as care ambassadors and triage staff at our community hospital and nursing homes. The quick adoption of virtual platforms and technology also enabled us to be agile and innovative, such as holding our first-ever recruitment webinar for our Resident Care Associate roles and participating in Healthcare Scholarships Virtual Experience organised by MOH Holdings Pte Ltd.

In late December 2020, we started planning for the roll-out of COVID-19 vaccination as soon as we received news that the government had successfully brought in the vaccines. We are grateful to be the first in the Community Care Sector to receive the vaccination which enabled us to protect our staff and nursing home residents.





Singapore Airlines Group cabin crew turns care ambassadors and triage staff to support our operation



Leveraging on the support from Agency of Integrated Care to enhance care through innovation and technology

Against the backdrop of the COVID-19 pandemic, we maintained our focus on Ren Ci 2025 - to become a Leader in Community Care by 2025, and we kept up with developmental work when possible while staying ever vigilant.

One of the niche clinical area that Ren Ci has further developed during this period is that of palliative care where we launched the Inpatient Hospice Palliative Care Service (IHPCS) at our community hospital in February 2021. Ren Ci was also admitted as the 25th member of Singapore Hospice Council (SHC), the umbrella body that represent organisations actively providing hospice and palliative care in Singapore.

We have made progressive achievements because of the dedication and support

from everyone in Ren Ci. Truly, I have been blessed to be able to witness the best of the human spirit at work every day, tending with loving kindness and compassion, not just to the physical needs of our patients, residents and clients but also caring for their emotional and psychosocial needs. In fact, our delivery of psychosocial services has expanded over the years and the Head of our Psychosocial Service team, Ms Bridget Monica Das, was recognised for her significant contributions and conferred the prestigious Outstanding Social Workers Award 2020, which is the highest accolade for the social work profession in Singapore.

I am grateful to all our care staff, not forgetting our staff from overseas. They have given of themselves unconditionally

CEO, Mr Joe Hau receiving a token of appreciation from President Halimah Yacob, as Singapore Hospice Council 25th member



during this pandemic even as they miss and worry about their own families in their home countries. Therefore, we have honoured some 276 of our staff with the COVID-19 Heroes Award at the Singapore Health Quality Service Awards 2021. I thank all Ren Ci staff for living out our core values daily and serving with heart and hope in this exceptionally difficult year.

The importance of close collaboration and strong partnerships also became more evident with the curtailment of face-to-face interactions. I would like to take this opportunity to thank the many partners, volunteers and donors who have journeyed with us through 2020. I also look forward to your continued support so that we may

First in sector to roll-out of COVID-19 vaccination for nursing home residents



continue to deliver accessible, affordable and value-based care to those who need it.

Lastly, my heartfelt thanks to our Chairman, Dr Chua Thian Poh, for his invaluable contributions to Ren Ci over the years. His great leadership has been instrumental in leading our expansion, and in steering Ren Ci towards achieving numerous milestones in our journey. On behalf of the Ren Ci family, I wish him a wonderful retirement filled with health and happiness.

Mr Joe Hau
Chief Executive Officer
Ren Ci Hospital

2020年对于世界而言确实是史无前例的。仁慈在各个层面也受到影响。

在冠状病毒大流行初期，当局的咨询和通告迅速涌来。我很感激仁慈从一开始就团结一致，并做出了巨大的努力，迅速并提早采取必要的感染预防和控制以及安全管理措施。从为员工和疗养院院友设置分割区，到将员工安置到安全的住所，以及执行强制性的冠状病毒检验，仁慈员工都积极主动，敏捷及有高效率的调整和应变。

随着冠状病毒大流行的扩散，我们迅速采取行动并抓住机遇，以扩大我们在整个机构里提供一致和可靠的护理机会。我们是社区护理行业中第一个与新加坡航空公司集团合作，采纳乘务人员的专业服务，并让他们在我们的社区医院和疗养院担任护理大使。虚拟平台和技术的迅速采用也使我们变得更创新，例如举办首次网上招聘研讨会以及参与由MOH Holdings组织的网上医疗奖学金分享会。

在去年年底，我们接到政府已成功引入疫苗的消息后，便开始计划推出冠状病毒疫苗接种程序。我们很高兴成为社区护理领域中第一个为员工和疗养院院友接受疫苗接种的机构。

在大流行的背景下，我们继续关注仁慈的2025愿景，2025年 - 成为社区护理领域的领导者，并且在保持警惕的情况下尽可能跟上发展工作。

仁慈在这期间于社区医院扩展临床姑息护理与治疗。我们于2021年2月开始实行这项住院服务。仁慈因此被新加坡临终关怀理事会，一个代表新加坡积极提供临终关怀和姑息治疗服务的组织的机构，接纳为第25名会员。

我们取得所有成就的根本原因在于仁慈的每位成员携手合作团结一致的精神。我很幸运能够在疫情里见证温情。护理人员不仅要照顾病患和院友的护理需求，他们还需要关注本身的身心状态。仁慈社会心理服务部在2020年一直在扩展。其主任碧琪女士获得2020年杰出社工大奖。这奖项是医疗社会工作者在服务社会方面的最高荣誉。

我要感谢仁慈所有的护理人员，尤其是离乡背井到来工作的员工。这场突如其来的新型冠状病毒，让他们不能回到家里和家人团聚。他们即使很想念和担心在他国的家人，也无私为我们的患者奉献自己。因此，在2021年新加坡健优质服务奖，我们向276名服务卓越的员工致敬。我也感谢所有仁慈员工在这异常困难的一年坚守仁慈的核心价值观，并从心出发，全心全意为年长者带来希望的曙光。

随着面对面交流与互动大幅减少，仁慈更需要与合作伙伴、义工和捐款者保持超高水准的紧密关系，一同携手度过难关。我期待着您持续的支持，以便仁慈可以继续为有需要的年长者提供更优质的服务。

最后，我衷心感谢主席蔡天宝博士多年来对仁慈的贡献。在蔡主席的领导下，仁慈不断提高护理服务质量并在护理服务领域继续扩展。我谨代表仁慈全体工作人员祝他退休后健康和幸福。

侯自成先生
执行总监
仁慈医院

Board Of Directors

Chairman



Dr Chua Thian Poh

蔡天宝博士

Chairman & CEO
Ho Bee Land Limited
(24 Jul 2000)

Vice-Chairs



**Ms Chong Shiao Feng,
Rosemarie**

张少凤女士

Managing Director
CA Indosuez (Switzerland) SA,
Wealth Management
Singapore Branch
(1 Aug 2010)



Mr Lim Chai Boon

林财旻先生

Group Director
Swan & Maclaren Architects
Pte Ltd
(17 May 2004)



Mr Neo Kah Kiat

梁佳吉先生

Founder, Chairman & CEO
Neo Group Limited
(1 Jul 2015)



Mr Seow Choke Meng

萧作鸣先生

Business Consultant
Chinese Media Group &
Times Properties Pte Ltd,
Singapore Press Holdings Ltd
(17 May 2004)

Treasurer



Mr Tan Boon Hoo

陈文和先生

Corporate Advisor
TBH International Consulting
(29 Apr 2009)

Directors



Ms Ang Fung Fung

洪芳芳女士

Partner
KPMG LLP
(1 Jul 2017)



**Mr Chia Lee Meng,
Raymond**

谢礼铭先生

Executive Director & Group CEO
Chip Eng Seng Corporation Ltd
(1 Jul 2019)



**Prof Choo Wee Jin,
Philip**

朱伟仁教授

Group CEO
National Healthcare Group
(1 Jul 2013)



Ms Alice Chua

Former Senior Vice President
M&A Integration
Singapore Technologies
Engineering Ltd
(1 Jul 2015)



Dr Ee Chye Hua

俞再华医生

Consultant Geriatrician
ECH Consultancy
(1 Jul 2013)



**Ms Lee Joo Cheng,
Lillian**

李如贞女士

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



**Mr Leow Chin Hin,
Lawrence**

廖振兴先生

Chairman and CEO
Crescendas Group
(1 Jul 2017)



**Mr Lim Eng Koo,
Nelson**
林永车先生
Managing Director
JP Nelson Equipment Pte Ltd
(1 Aug 2010)



Mr Ng Tiong Gee
黄仲谊先生
Chairman
Yellow Pages Pte Ltd
(1 Jul 2019)



Mr Pang Lim
庞琳先生
CEO
Koufu Group Ltd
(1 Jul 2019)



Mr Seah Choo Meng
谢组明先生
Senior Advisor
GCEO's Office
Surbana Jurong Private Limited
(1 Jul 2013)



Mr Seah Kiat Seng
谢杰城先生
Managing Director
Millennia Investment
Management 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)



**Mr Tang Kok Kai,
Christopher**
邓国佳先生
Senior Advisor
Frasers Property Singapore
(1 Jul 2019)



**Ms Teo Kwee Yee,
Claudia**
赵贵仪女士
Partner
Harry Elias Partnership LLP
(1 Jul 2017)



**Mr Tor Teck Jin,
Bob**
杜德仁先生
Director
Lam International Corporation
Pte Ltd
(1 Jul 2013)



Mr Wong Hsien Xiong
王群雄先生
Consultant
(Director, Strategic Projects)
Pan-Pacific Energy Corp
(1 Jul 2019)



Mr Yap Wai Ming
叶伟明先生
Director
Morgan Lewis Stamford LLC
(29 Apr 2009)



**Mr Yeo Hung Chuan,
Jonathan**
杨汉泉先生
Vice President
Mitsubishi Electric Asia Pte Ltd
(1 Jul 2013)



Mr Zhong Ming
钟铭先生
Executive Director
Yanlord Land Group Limited
(1 Dec 2019)

() First date of appointment

Committees and Advisors

Audit Committee

Chairperson

Ms Ang Fung Fung (1 Jul 2015)

Members

Mr Lim Chin Sen (1 Apr 2011)

Mr Neo Sing Hwee (9 Sep 2019)

Mr Tang Kok Kai, Christopher
(9 Sep 2019)

Mr Yap Wai Ming (1 Apr 2011)

Mr Yee Chia Hsing (1 Apr 2011)

Building Committee

Chairman

Mr Seah Choo Meng (1 Jul 2013)

Members

Mr Chia Lee Meng, Raymond
(1 Jul 2019)

Mr Lim Chai Boon (1 Apr 2011)

Mr Lim Eng Koo, Nelson
(1 Apr 2011)

Mr Seow Choke Meng
(1 Apr 2011)

Mr Zhong Ming (1 Dec 2019)

Community Engagement Committee

Chairman

Mr Lim Chai Boon (1 Apr 2011)

Co-Chairman

Mr Neo Kah Kiat (1 Jul 2017)

Members

Mr Chia Lee Meng, Raymond
(1 Jul 2019)

Mr Leow Chin Hin, Lawrence
(1 Jul 2017)

Mr Muhammad Nadjad (1 Jul 2015)

Mr Ng Hock Chuan (1 Apr 2011)

Mr Pang Lim (1 Jul 2019)

Mr Seah Kiat Seng (1 Jul 2013)

Dr See Long Hian, Aaron
(1 Apr 2011)

Mr Tan Aik Hock (1 Jul 2017)

Mr Tor Teck Jin, Bob (1 Jul 2013)

Mr Wong Hsien Xiong (1 Dec 2016)

Human Resource Committee

Chairperson

Ms Lee Joo Cheng, Lillian
(1 Jul 2017)

Members

Prof Choo Wee Jin, Philip
(1 Jul 2013)

Mr Paul O'Malley (1 Jul 2019)

Mr Yap Eu Win (1 Jul 2017)

Investment Committee

Advisor

Dr Chua Thian Poh (1 Apr 2011)

Chairperson

Ms Chong Shiao Feng,
Rosemarie (1 Apr 2011)

Members

Mr Simon Ip (1 Apr 2011)

Mr Seah Kiat Seng (1 Jul 2015)

Mr Seow Choke Meng (1 Jul 2019)

Ms Teo Kwee Yee, Claudia
(1 Apr 2011)

Mr Wong Hsien Xiong (1 Dec 2016)

Medical Advisory Committee

Advisor

Dr James Khoo (1 Jul 2013)

Chairman

Dr Ee Chye Hua (1 Jul 2013)

Members

Prof Choo Wee Jin, Philip
(1 Jul 2013)

Dr Lee Liang Tee (1 Jul 2013)

Dr Ng Wai Chong (1 Jul 2013)

Dr Kenneth Tan (1 Jul 2013)

A/Prof Tan Thai Lian (1 Jul 2013)

Mr Tong Shao Chuen (1 Apr 2011)

Ms Wee Fong Chi (1 Jul 2019)

Prof Alan Wong (1 Jul 2015)

Governance & Risk Committee

Chairman

Mr Yap Wai Ming (1 Jul 2015)

Vice-Chairperson

Ms Alice Chua (1 Jul 2015)

Members

Mr Seah Kiat Seng (1 Jul 2013)

Mr Tan Boon Hoo (1 Jul 2015)

Ms Teo Kwee Yee, Claudia
(1 Jul 2017)

Nominating Committee

Chairman

Dr Chua Thian Poh (1 Apr 2011)

Members

Ms Chong Shiao Feng,
Rosemarie (1 Jul 2013)

Mr Lim Chai Boon (1 Apr 2011)

Mr Neo Kah Kiat (1 Jul 2017)

Mr Seow Choke Meng (1 Apr 2011)

Mr Yap Wai Ming (1 Apr 2015)

Honorary Advisors

Mr Ch'ng Jit Koon

庄日昆先生

Prof Tommy Koh

许通美教授

Dr Lim Chun Leng, Michael

林俊龙医生

Mr Ong Pang Boon

王邦文先生

Mr Teo Chong Tee

张宗治先生

Mr Yeo Guat Kwang

杨木光先生

Mrs Yu-Foo Yee Shoon

符喜泉女士

Religious Advisor

Venerable Shi Yin Yuan

释印愿法师

Senior Management



Chief Executive Officer
执行总监
Mr Joe Hau 侯自成先生
(1 May 2018)



Chief Operating Officer
营运总监
Mr Albert Hong 康广裕先生
(22 Jun 2017)



Clinical Director
医务总监
Dr Lee Liang Tee 李良智医生
(1 Feb 2011)



Clinical Director (Designate)
医务总监 (候任)
Dr David Ng Wei Han 黄维翰医生
(6 Apr 2020)



Chief Nurse 护理主任
Executive Director, Ren Ci Learning Academy
仁慈培训学院总监
Ms Sim Teck Meh, Jenny 沈德妹女士
(21 Aug 2013)



Director, Community Engagement
社区互动总监
Ms Chong Pei Lan 钟佩兰女士
(2 Feb 2015)



Director, Corporate Services
企业服务总监
Ms Bek Siew Lian, Karen 麦秀莲女士
(6 Jan 2021)



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)



Director, Clinical Quality Management Unit
临床质量管理组总监
Co-Executive Director, Ren Ci Learning Academy
仁慈培训学院联合总监
Dr Kalaimamani d/o Kanagasabai
(1 Dec 2006)



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)

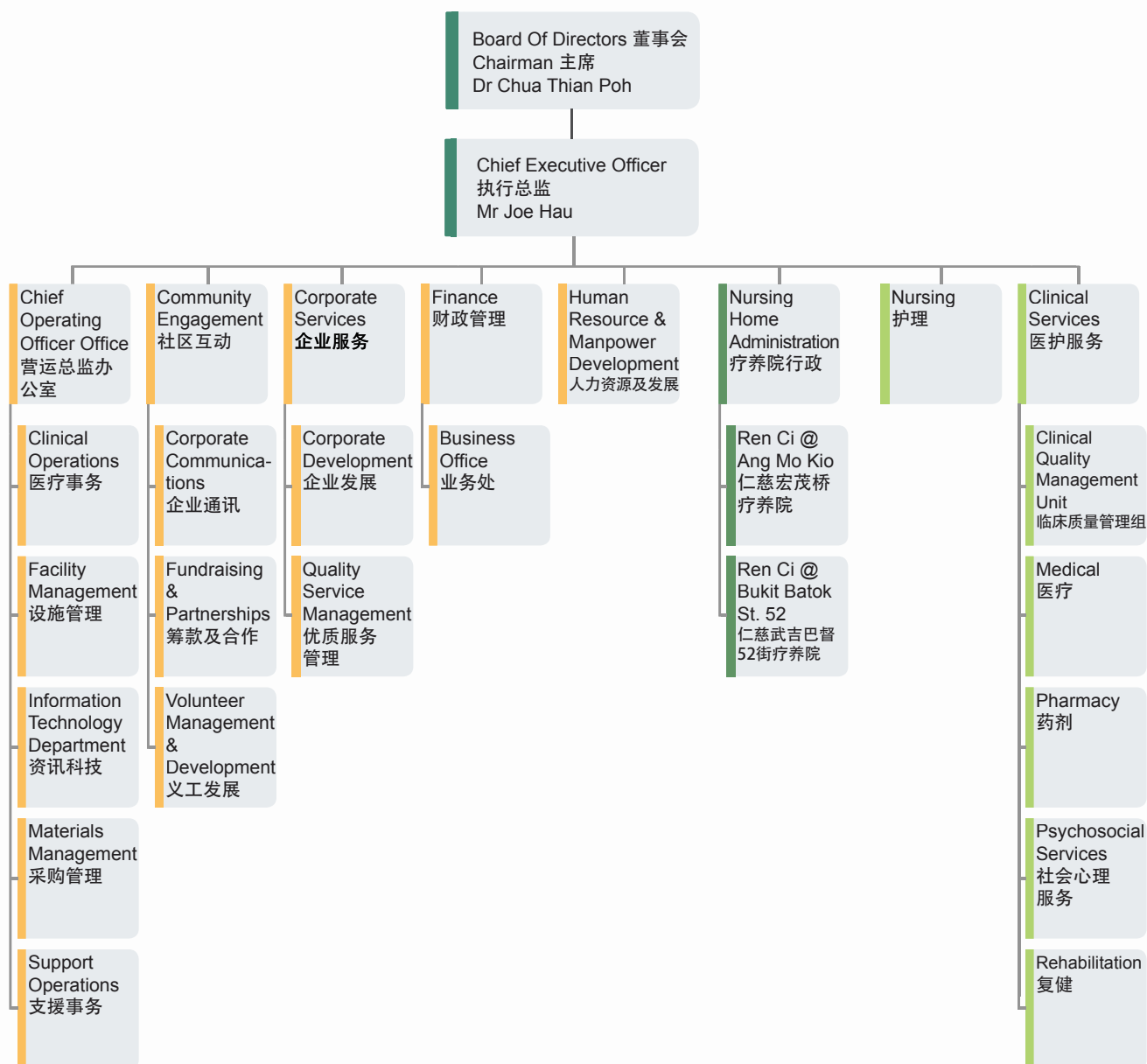


Executive Director,
Ren Ci @ Ang Mo Kio
仁慈宏茂桥疗养院总监
Mr Teo Lay Hong 张丽芳女士
(3 Aug 2018)



Executive Director,
Ren Ci @ Bukit Batok St. 52
仁慈武吉巴督52街疗养院总监
Mr Ong Eng Hua 王荣华先生
(21 Feb 2020)

Organisation Structure



OPERATING UNITS

Ren Ci Community Hospital
仁慈社区医院

Community Hospital
社区医院 (121 Beds)

Chronic Sick Unit
慢性病患单位 (120 Beds)

Senior Care Centre
乐龄护理中心

Integrated Home and Day Care
综合居家和日间护理

Ren Ci @ Ang Mo Kio
仁慈宏茂桥疗养院

Nursing Home
疗养院 (472 Beds)

Senior Care Centre
乐龄护理中心

Ren Ci @ Bukit Batok St. 52
仁慈武吉巴督52街疗养院

Nursing Home
疗养院 (256 Beds)

Senior Care Centre
乐龄护理中心

Ren Ci Learning Academy
仁慈培训学院

At a Glance



2,631

Patients, Residents & Clients served

1,194	Community Hospital	174	Senior Care Centre @ Novena
155	Chronic Sick Unit	147	Senior Care Centre @ Ang Mo Kio
464	Ren Ci @ Ang Mo Kio	166	Senior Care Centre @ Bukit Batok St. 52
286	Ren Ci @ Bukit Batok St. 52	45	Short Stay Unit *



969

Beds

121	Community Hospital	88%
120	Chronic Sick Unit	90.5%
472	Ren Ci @ Ang Mo Kio	92.2%
80	Short Stay Unit *	
256	Ren Ci @ Bukit Batok St. 52	97.5%

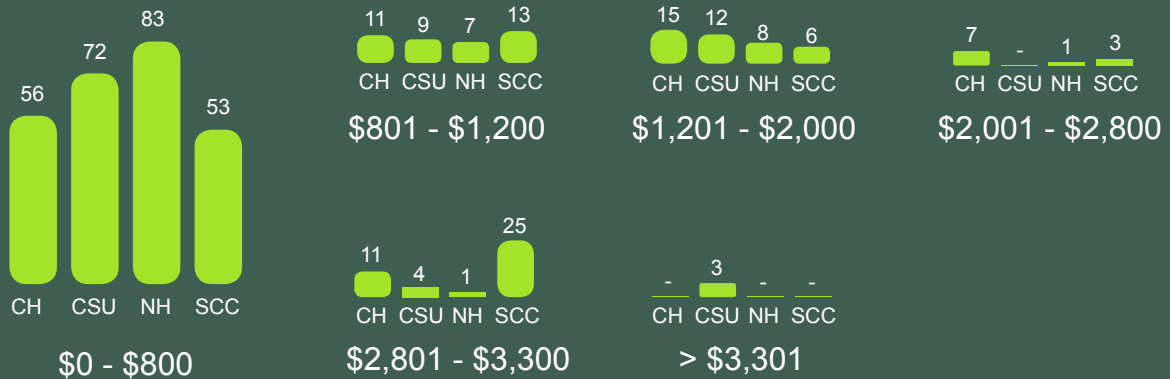


27,763

Rehab Sessions from 3 Senior Care Centres

6,928	Novena	11,405	Ang Mo Kio	9,430	Bukit Batok St. 52
--------------	--------	---------------	------------	--------------	--------------------

Patients' Per Capita Family Income Tiers (%)



Ren Ci Learning Academy

56 Courses

50 External Organisations



865

Staff

52% Foreign

48% Local

62% Nursing & Resident Care Associate

18% Doctor & Allied Health

20% Administration & Ancillary Support



700

Regular Volunteers

818 Hours of Online Volunteering Activities

* Short Stay Unit has ceased operations in Nov 2020

Fundraising Events

FUNDRAISING IN THE DIGITAL SPACE

When all planned physical fundraising activities had to be curtailed, Ren Ci immediately explored fresh ways of online fundraising such as organising campaigns on Giving.sg. It has been a steep learning curve and we have many things to be grateful for. We are thankful for the additional matching given by the Government and Tote Board Enhanced Fundraising Programme (EFR) dollar-for-dollar funding via digital platform. We are also grateful for the partnership of volunteer fundraisers who stepped forth gamely to help us raise funds for our patients. Finally, we are ever appreciative of our donors who have continued to

believe and support us in our cause by giving generously.

新冠疫情的爆发对全球造成严重的混乱，对慈善机构也带来不小的影响。仁慈传统的筹款活动无法开展，立即探索在Giving.sg开始网上筹款活动。我们感谢政府和新加坡赛马博彩管理局的额外匹配一元对一元筹款方案，支持非营利组织在抗疫期间继续为社群提供援助。我们也感谢一班义工筹款者自动自发为仁慈在线上举办一系列的筹款活动。我们衷心感谢所有捐款者，相信我们的使命，继续为仁慈慷慨解囊。



Our residents folding origami hearts in support of the Tree of Heart and Hope campaign



Jeff Chang



Joanna Dong



David Tao

The Singapore Ren Ci Hospital Online Charity Concert

The first-ever Ren Ci Hospital Online Charity Concert was broadcasted and live-streamed from Singapore and Taiwan on the AsiaOne Facebook and YouTube on 19th September 2020.

Jointly organised by Hao Productions Pte Ltd and Old Hong Kong Kitchen, Ren Ci Hospital was nominated as the sole beneficiary. The two-hour plus online concert raised \$508,419 to support Ren Ci's ongoing care delivery.

《爱你,爱我》新加坡仁慈医院慈善筹款线上音乐会

2020年9月19日, 仁慈医院首次举办让新台两地歌手红人连线的线上慈善音乐会。这场由豪艺制作有限公司和老香港小鲜的携手合作举办的线上慈善音乐会, 成功筹得50万8千419元的善款。

Ren Ci 2025

STRATEGY TO BECOMING A LEADER IN COMMUNITY CARE



Charting a 5-year strategy during a pandemic was challenging but necessary. The Ren Ci 2025 strategy was mapped after rounds of dialogue sessions with different stakeholders, with the united goal of propelling Ren Ci from being one of the few good hands in the sector, to becoming a leader in community care.

We aspire to develop staff to perform at their best, to achieve the best outcomes at

a sustainable cost. To do so, Ren Ci has set out to develop people with heart and hope by supporting staff with better career and development opportunities. We will push for stronger staff engagement and to attract and retain talent.

We also envision to be the leader in the industry known for value-based care, and driving transformation in the sector through levelling up the workforce and





Ren Ci @ Woodlands (Photo: Woodland Health Campus)

adopting innovation and technology to enhance productivity.

One of our focus is for better care integration within our spectrum of services at various facilities, which includes Community Hospital, Nursing Home, Centre based services, Home Care and Palliative Care. This would drive better outcomes for patients, residents and clients at a lower cost. We will be looking at deploying a new



model of care at our new nursing home in Woodlands Health Campus.

We will also strategise to be a forerunner in psychosocial care for patients, residents and their families, by providing a full-spectrum of psychosocial care that is strongly supported by multi-disciplinary and specialty teams, volunteers and partner organisations.

The above intentions and goals are



encapsulated into five workstreams or **5P - People, Partnership, Products & Services, Place and Process**, which serve as the overarching strategic themes that will guide Ren Ci to work towards its aspirations and vision for 2025.

在抗疫期间制定未来五年的策划方针和行动计划是有挑战性但必要的。仁慈医院董事和管理层经过一系列的集思营、对话和会议制定名为仁慈2025愿景，目标是将仁慈全方位提升到一个新水平，成为社区护理领域的领导者。

我们要为员工提供职业培训，发展员工的职业能力，使其更好地胜任现在的日常工作及未来的工作任务。我们也制定清晰和结构化的职业发展蓝图，提供员工更多晋升的机会。此外，我们将加强与员工的互动，吸引和留住人才。

我们将采用创新的技术来提高生产率及推动行业转型，从而成为社区护理领域的领导者。

转型护理服务是仁慈2025愿景的重点之一。仁慈是首家提供社区医院、疗养院、乐龄中心和临终关怀等各种设施的综合服务业者。这将为患者、院友和乐龄中心的年长者提供更好的体验和完善

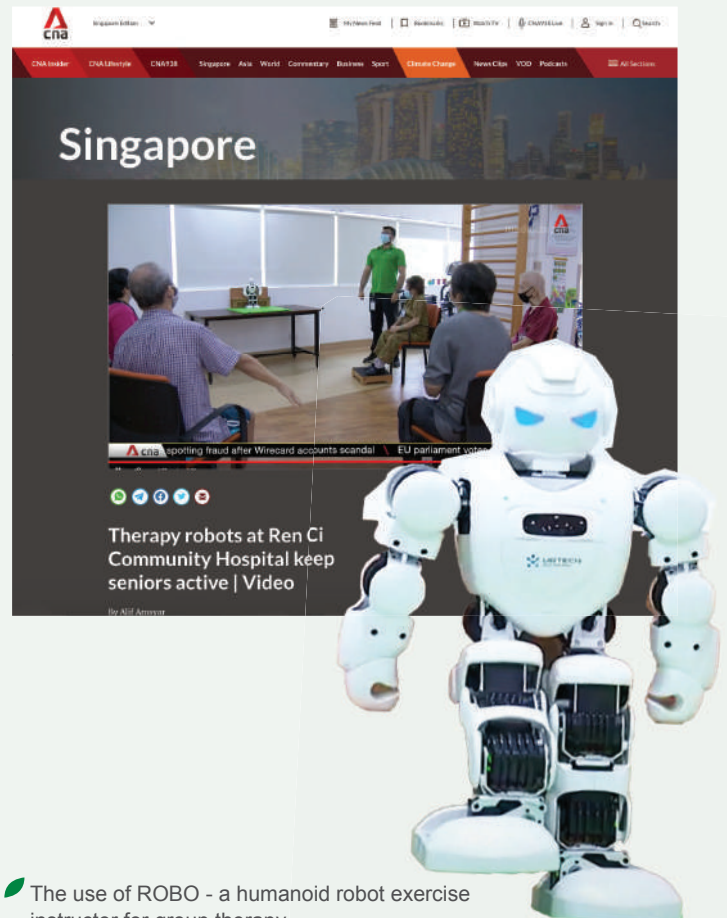


Staff dialogue session

的服务。接着我们也策划在仁慈位于兀兰医疗保健园的新疗养院部署新的护理模式。

此外，我们会为患者、院友及家属提供心理关怀服务并成为提供此服务业者里的佼佼者。这项服务是由医生、护士、治疗师、医疗社工等跨部门的专业团队与义工和合作伙伴携手提供全方位的服务。

仁慈2025愿景包含5项大纲 - 人员、合作伙伴关系、产品与服务、地方与环境 and 流程。这5项大纲将指引仁慈实现2025愿景。



The use of ROBO - a humanoid robot exercise instructor for group therapy

OUR CARE

- In A Pandemic Year

Prompt relocation of staff to temporary safe accommodations



Pivoted volunteering activities onto virtual platforms



Established connection between patients and their loved ones via video calls



Kept our residents safe in the nursing home



First in community care to partner SIA cabin crew to assist in triage and care duties



Celebrated festive and major events with our seniors

Organised periodic surveillance swab exercises



Conducted various activities with residents



Piloted "Bus to Nowhere" trips for our residents



Hosted inaugural virtual recruitment webinar and sharing



First nursing home to provide vaccination for staff and residents

OUR COMMUNITY


- Show of Care and Support

While our engagement with the community had to take a step back in last financial year due to the COVID-19 pandemic, the community-at-large came forward and reached out to express their support for our work as healthcare workers. Ren Ci is grateful for the outpouring of love and care from our generous donors, selfless volunteers, and kind well-wishers. From surgical masks and hand sanitisers to meal sponsorships, our Donation-in-Kind value surged approximately 400% as compared to past years.

We continued to update our community on the happenings in our work via our social

media channels. On the professional front, we shared frequently with our peers on our learnings and experiences such as how care ambassadors programme can support our daily operation so that the sector could improve together.

When Phase 3 of re-opening was announced, we promptly explored how we could operate our Keep Fit Centre (KFC) at Ren Ci @ Bukit Batok St. 52 such that the Bukit Gombak residents would be able to utilise KFC safely to stay active. KFC was reopened on 19 March 2021.

 The re-opening of Keep Fit Centre (KFC) at Ren Ci @ Bukit Batok St. 52 in tandem with Phase 3 of re-opening



2019冠状病毒疾病疫情蔓延，许多医护人员不辞劳苦加班抗疫。社区里的公众在抗疫期间不忘向仁慈献爱心，捐助许多物资给我们，支持医护人员。在本财政年度里，仁慈的实物捐赠价值比往年高出四倍。从口罩到洗手液甚至到膳食赞助。仁慈感谢慷慨的捐赠者、无私的义工和所有支持者的善意与关怀。

这段期间，我们继续通过社交媒体频道向社区更新我们工作的进展。此外，我们与不同的医疗机构和领域分享我们的知识和经验。这包括仁慈如

何与新加坡航空公司合作加入“关怀大使计划”，聘请新航乘务员到社区医院和疗养院担任“关怀大使”，执行基本护理、提供餐点和管理低危病房中的患者需求。

当我们迈入解封第三阶段后，我们立即探索如何重新开放于仁慈武吉巴督52街疗养院的健身中心，以让附近的居民能够安全地使用健身设施。健身中心于2021年3月19日重新开放。



OUR VOLUNTEERS

- Serving in the Virtual Realm

Volunteers play a crucial role in supporting Ren Ci to care for our nursing home residents and patients.

With all physical volunteering activities halted at the onset of COVID-19, our pool of unfaltering volunteers wasted no time to adapt their activities so that they can continue to connect with the residents across our facilities. The tech-savvy ones took the lead in rolling out virtual programmes while those less familiar with technology persevered and learnt to use online conference channels such as Zoom so that together, we can connect as one Ren Ci in the virtual realm.

A large number of our volunteer groups either successfully channelled their activities online or were able to redesign existing programmes to reach out to the residents in a contactless mode. The online activities organised range from exercises such as yoga and pilates to befriending through games, art and music activities. Elaborate planning allowed for simultaneous online cooking competitions, festive and birthday celebrations, and LIVE streaming of guided tours where the nursing home residents could experience the outdoors through the lens of the volunteers' phones. The volunteers from childcare centres, schools, and religious

 The resumption of pet therapy by Love Kuching at Ren Ci @ Bukit Batok St. 52



groups were also able to foster inter-generation bonding and provide spiritual support to our seniors in the virtual realm. All in, they have created over 800 hours of virtual activities.

Ren Ci also stepped up and maintained connection with the volunteers through regular updates via messaging and provision of online trainings. We also held regular dialogue sessions with volunteer leaders to obtain their feedback so that we could help them continue their good work.

Our heartfelt thanks to the pool of over 700 remarkable volunteers who are pillars in our mission to deliver holistic care for quality and meaningful living.

义工朋友在仁慈为院友提供仁心慈爱的全面护理里扮演着举足轻重的角色。

疫情当下，为减少病毒传播风险，仁慈和各家医疗机构一样，暂停义工的志愿服务项目。仁慈的义工朋友在这段期间积极构思许多线上活动，通过科技继续与院友保持沟通。义工通过视讯通话或社交平台组织活动，在抗疫期间，线上传温情。

大部分的义工团体把他们的活动转换到线上，重新设计现有的计划，以远程方式，在线上与院友交流。这些线上活动包括运动、瑜伽、游戏和音



Aspiration Group volunteers resuming the essential hair-cutting services



Befriending session by Hwa Chong Institution students

乐等节目。经过精心的策划，在线同步烹饪比赛、节日欢庆和庆生活动都成功进行。义工开始以视讯通话的方式与病友互动，“带”在疗养院里的院友到新加坡各个角落游览。义工团体如托儿中心、学校和宗教团体也能够虚拟领域促进与年长者的代际联系。

在这一年度，义工们总共为院友进行了超过800小时的线上活动。

仁慈在这段期间也不断加强和保持和义工的联系。我们定期更新义工的一切动态。此外，我们为义工提供线上培训和学习课程，让他们在这段期间自我提升。我们也定期与义工组长进行对话会议，征求他们的意见和反馈，改进义工和仁慈的服务。

我们衷心感谢仁慈700多位杰出的义工，继续成为我们的支柱，为年长者提供有意义的生活。



Mid-Autumn celebration by volunteers from FairPrice Group



Beautiful Sunday volunteers serenading the residents live from their homes



Lunar New Year Celebration by Zoe Tay and artistes from Mediacorp



Religious Leaders from Ar-Raudhah Mosque providing religious support to our Muslim residents



Vesak Day celebration by Buddhist Fellowship volunteers



Weekly seated Pilates by Clara (Certified Pilates instructor) and team



Intergeneration activity between residents and children from Sparkletots Preschool



Dog therapy by volunteers and dogs from SOSD Healing Paws



Sunny Sunday volunteers with the Community Hospital patients



Organised by Wildlife Reserves Singapore, residents got to meet the trainers and animals live



Live tour of Jewel Changi Airport by volunteers from CloverHearts Group



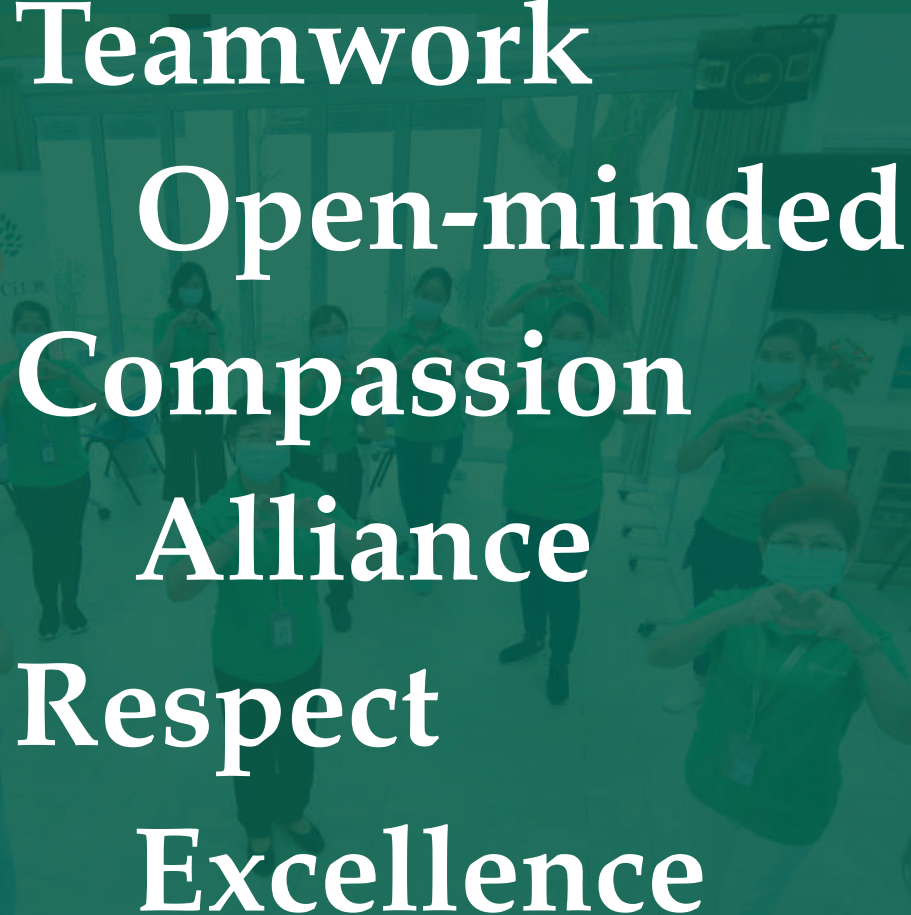
Zentangle activity by volunteers from TangleHearts

OUR PEOPLE

- Stand in Solidarity, Serve with Excellence

Since the onset of COVID-19, we stepped up on our precautionary measures across our facilities to ensure that our patients, residents and clients were kept safe during this pandemic. As healthcare workers, we leverage on resilience to serve with heart and live the core values of Teamwork, Open-minded, Compassion, Alliance, Respect and Excellence and were recognised at various award platforms for making a difference in the lives of those we care for and serve.

新冠疫情爆发以来，我们迅速采取必要的感染预防和控制以及安全管理措施。作为医护人员，我们凭着团队合作、豁达开明、慈爱之心、联盟、尊重及卓越的核心价值观，继续用“心”为我们的病友服务。仁慈在各种奖项平台上获得认可。



Teamwork
Open-minded
Compassion
Alliance
Respect
Excellence

Outstanding Social Worker Award 2020

With 20 years of social work experience under her belt, Ms Bridget Monica Das, Head of Psychosocial Services, was one of two recipients of the Outstanding Social Worker Award 2020. This award is the highest accolade given to social workers for their exemplary achievements in serving the community. At Ren Ci, Bridget has introduced new approaches and programmes for Ren Ci's patients and clients. Together with her teammates, they developed the OASIS Programme (Older Adults Supporting in Sharing) to enable our nursing home residents in Ren Ci to derive a sense of meaningful living. 拥有20年社工经验的社会心理服务主管碧琪女士是2020年杰出社工大奖的得奖者之一。这奖项是医疗社会工作者在服务社会方面的最高荣誉。在仁慈，碧琪激发整个团队的活力及提升她们的动力并创建“Older Adults Supporting in Sharing (Oasis)”计划，给院友的生活添加更多的意义。



MOH Nurses' Merit Award 2020

Nurse Manager, Ms Lingaraj Prabha was encouraged by her father to join the nursing profession. She has since dedicated the past 17 years to her calling and supported countless patients on their road to recovery. Her passion for caring beyond her duty was appreciated by her patients and families and recognised by the well-deserved award. 护士长Lingaraj Prabha女士年轻时在父亲的鼓励下加入护理行业。此后的17年里，她一直致力于实践她的志愿，协助无数的病友康复回家。她对病友的关怀和热情获得他们和家属的赞赏，并最终获得卫生部优异护士奖的表扬。



Resident Physician, Dr Nyunt Thaw



Senior Medical Social Worker,
Ms Quek Bee Geok

The Courage Fund Healthcare Humanity Award 2020

Resident Physician, Dr Nyunt Thaw and Senior Medical Social Worker, Ms Quek Bee Geok were recognised at the Healthcare Humanity Award 2020 for their passion and commitment to serve. Dr Thaw has been looking after chronic ill patients, who often present with multiple medical conditions and various levels of disabilities since 2002. Bee Geok works tirelessly with her clients and their families to ensure a smooth discharge and transition back to the community.

医务主任，Nyunt Thaw医生和高级医疗社工郭美玉女士，获得国立健保集团举办的2020年仁心奖。他们凭着不遗余力地照顾慢性疾病院友及给予院友悉心和贴心的关怀而获得这份荣誉。

Community Care Excellence Award 2020

Ren Ci bagged 60 awards from the individual and team categories at the Community Care Excellence Award 2020 organised by the Agency of Integrated Care.

Medical Social Worker, Ms Nur Sahara B Kamsani clinched the individual Gold award for her commitment to support caregivers beyond the call of duty, along with 58 Silver awards and one Team award under client experience improvement category.

仁慈在2020年社区护理卓越奖获得60个奖项。这当中包括医疗社工Nur Sahara女士凭着敬业乐业的态度，成为今年社区护理卓越奖其中一名得奖者。接着是58个银奖和1个客户体验改进类别的团队奖。





Mayor Low Yen Ling (center) presented the Community Spirit Award 2020 to Ren Ci CEO, Joe Hau and Executive Director, Ong Eng Hua

Community Spirit Awards 2020 (Merit Award)

Mayor Low Yen Ling presented the Community Spirit Award 2020 by the People's Association to Ren Ci, in recognition of our contribution and strong partnership with South West Community Development Council such as organising 'Care for Elderly with Dementia' talk in Bukit Gombak constituency in 2019.

贸工部兼文化、社区及青年部政务部长刘燕玲颁发社区精神奖给仁慈，以表彰及答谢仁慈与西南社区发展理事会的紧密伙伴关系和在社区服务所做的贡献。当中包括仁慈于2019年在武吉甘柏选区举办的讲座。

MSF Community Cares Award 2021

Ren Ci Hospital was presented with The Ministry of Social and Family Development (MSF) Community Cares Award by Minister Masagos Zulkifli in recognition for our contribution in journeying with them to drive social change, do good for society and inspire the community. This award recognised our effort to be an inclusive employer and role model in the community care sector.

仁慈医院获得了社会和家庭发展部所颁发的社区关怀奖以表彰仁慈与社会和家庭发展部一起推动社会变迁，造福社会和激励社区方面的贡献。





Singapore Health Quality Service Award 2021

To honour outstanding individuals who have gone the extra mile in the fight against COVID-19, Singapore Health Quality Service Award (SHQSA) 2021 individual awards were conferred at two levels: - COVID-19 Healthcare SuperHero and Hero awards.

Senior Nurse Manager, Ms Toh Cheng Yen, was given the SuperHero Award (Nursing Category) for the masks she painstakingly sewed for colleagues and patients to ensure that everyone was masked up properly and comfortably. She also single-handedly raised a sum of \$3,300 by selling hand-made masks as a fund-raising effort. Ren Ci is proud to have 275 COVID-19 Heroes recognised at SHQSA 2021 for demonstration of quality care and excellent service in the past pandemic year.

为了表彰对抗疫情付出努力的医疗人员,新加坡卫生质量服务奖(SHQSA)2021设立两个级别的英雄奖项。仁慈医院高级护士长卓清燕被授予冠病医疗超级英雄奖。清燕在阻断期间挺身而出,上网学习如何缝制口罩并分发给身边的人,也把售卖所得的款项,共3千300元捐献给仁慈医院。此外,仁慈共有275名员工获得英雄奖。



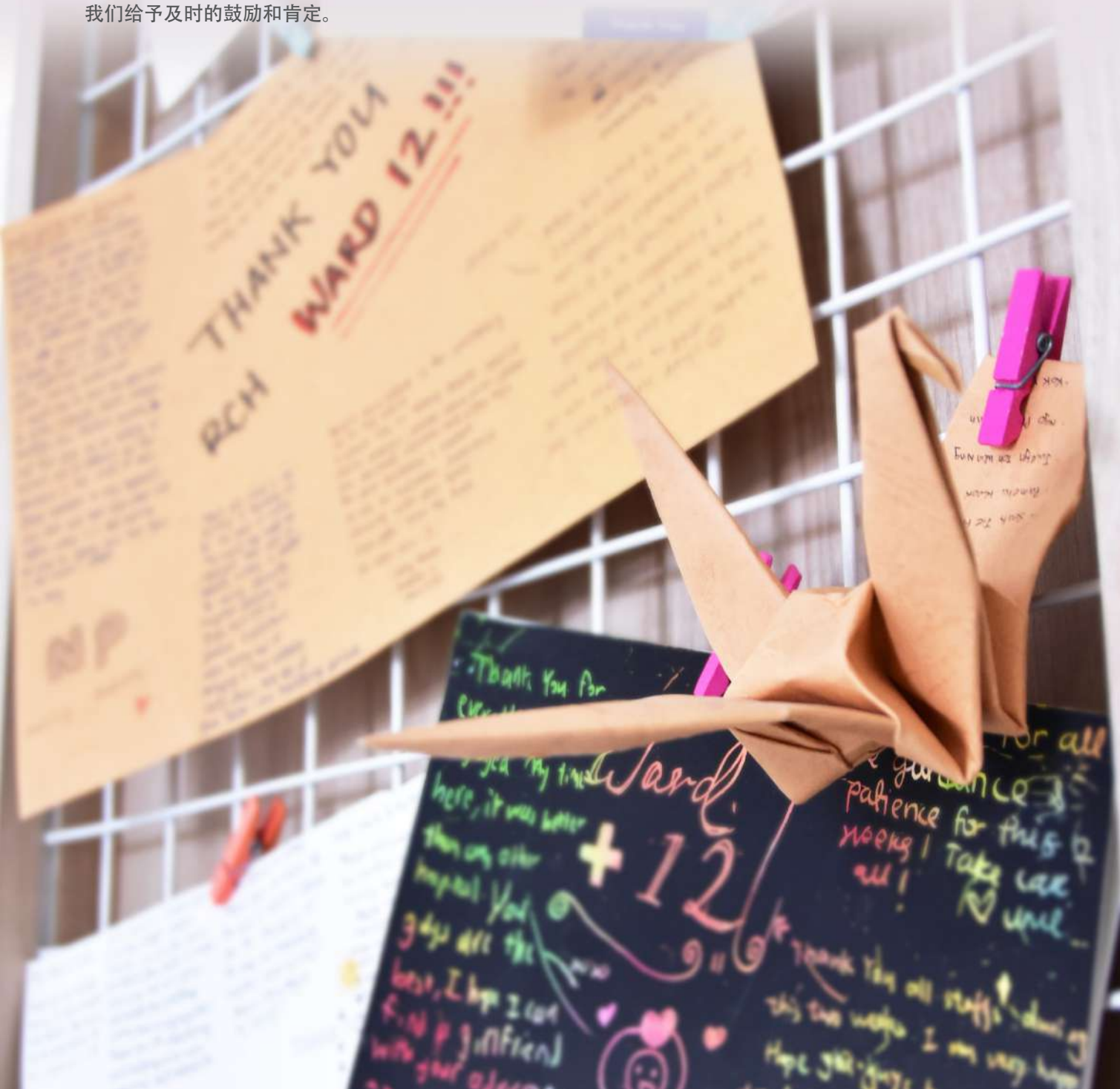


OUR MOTIVATION

- With Heart & Hope

Like other healthcare workers in Singapore, we take the stress and impact of the pandemic in our stride, knowing we first made the choice to serve. Heartfelt appreciation by families and our beneficiaries reaffirmed our commitment to always serve with heart and hope.

仁慈与新加坡其他医疗机构的医护人员一样，在抵抗疫情这段路上面临的工作压力和影响都比较大，心理和身体的负荷都达到了一定极限。在这段期间得到病友及家属的表扬和慰问，是我们最大的推动力。这也对无私奉献的我们给予及时的鼓励和肯定。



Community Hospital / Chronic Sick Unit



Although I missed home during my stay in Ren Ci, the staff have made my stay an invaluable experience. I do not like to be hospitalised but I would definitely miss your staff. They are an excellent team of healthcare personnel – their team spirit and camaraderie are above excellent. I also want to give special credits to the Rehab team as every one of them were very professional. Thank God for your wonderful and incredible service to the community – keep it up!

- Ms Heng -

Senior Care Centre @ Ang Mo Kio



My family and I would like to express our gratitude for your kindness and concern that you had showered my mum and my dearest grandma with. Your staff are incredibly knowledgeable and managed my mum and late grandma's needs extremely well. They went the extra mile to serve our family, and we believe that their care went beyond the call of duty. Even after my grandma had passed on, they called to check on us. My family is so full of praises for Ren Ci, and we are thankful beyond words. May God bless you in abundance!

- Ms Jaysutha -

Ren Ci @ Ang Mo Kio



Thanks to the Medical Social Worker for all the updates on changes in condition and information, for caring, for being kind and always going to the extra mile to meet our needs promptly. The household staff and security are caring, friendly and polite.

- Ms Goh -

Ren Ci @ Bukit Batok St. 52



Thank you so much for taking good care of my grandmother. She has been so happy as your smiles and patience have cheered her up. I can see a big difference in her mood, and she smiles when she talks about you. Thank you once again.

- Ms Sharifa -

Senior Care Centre @ Novena



Grateful thanks to the therapists, admin and transport staff for their dedication, care and concern to my mother.

- Ms Tan -

Senior Care Centre @ Bukit Batok St. 52



Thanks to the team for doing an awesome job taking care of my grandma. The nurses have all been kind towards her. Without their help, my family would have been stressed for weeks. I want to thank the Medical Social Worker and nurses there who have helped with my family situation. The transport drivers are all friendly too. We are very grateful for your help.

- Ms Siti -

CORPORATE GOVERNANCE STATEMENT

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 Hospital towards fulfilling its vision and mission through good corporate governance and sustainability. As part of its role, the Board also approves all budgets prior to the beginning of financial year and monitors the expenditure against the approved budget at every quarterly Board meeting.

The Board currently comprises 26 members. They include businessmen and professionals, 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 Hospital, 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 Dr Chua Thian Poh, the Board is committed to upholding the public image of the Hospital, and representing the interests of the Hospital 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 the members of the Board have also declared that during the period under review and while holding their appointment as directors, they have had no personal or vested interest in any of the business transactions, contracts or joint ventures into which the Hospital 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 Guideline 1.1.6 of 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 respectively. In addition, the Hospital neither makes loans nor donations.

Ren Ci believes that competent, experienced and committed Board members will ensure that we continue to be relevant and sustainable for the future and as such, we should retain the services of such volunteers for as long as possible, instead of limiting their tenure of service. To support succession planning and renewal of Board, Ren Ci is constantly on the lookout for volunteers with diverse skill-sets to contribute insights from multiple perspectives.

The Board term is 2 years starting 1 July (first financial year) to 30 June (second financial year). The Board held a total of 4 meetings in FY2020 / 2021:

BOARD MEMBER	DESIGNATION	BOARD ATTENDANCE
Dr Chua Thian Poh (DUBC), (JP), (BBM)	Chairman	4 of 4
Mr Seow Choke Meng (BBM)	Vice-Chairman	4 of 4
Ms Chong Shiao Feng, Rosemarie (PBM)	Vice-Chairman	4 of 4
Mr Lim Chai Boon	Vice-Chairman	4 of 4
Mr Neo Kah Kiat (PBM)	Vice-Chairman	4 of 4
Mr Tan Boon Hoo	Treasurer	4 of 4
Ms Ang Fung Fung	Director	4 of 4
Mr Chia Lee Meng, Raymond (PBM)	Director	3 of 4
Prof Choo Wee Jin, Philip	Director	4 of 4
Ms Alice Chua	Director	3 of 4
Dr Ee Chye Hua (BBM)	Director	4 of 4
Ms Lee Joo Cheng, Lillian	Director	4 of 4
Mr Leow Chin Hin, Lawrence (PBM)	Director	2 of 4
Mr Lim Eng Koo, Nelson (PBM)	Director	4 of 4

BOARD MEMBER	DESIGNATION	BOARD ATTENDANCE
Mr Ng Tiong Gee	Director	4 of 4
Mr Pang Lim (BBM)	Director	4 of 4
Mr Seah Choo Meng	Director	4 of 4
Mr Seah Kiat Seng	Director	4 of 4
Dr See Long Hian, Aaron	Director	4 of 4
Mr Tang Kok Kai, Christopher	Director	4 of 4
Ms Teo Kwee Yee, Claudia	Director	4 of 4
Mr Tor Teck Jin, Bob	Director	4 of 4
Mr Wong Hsien Xiong	Director	4 of 4
Mr Yap Wai Ming	Director	4 of 4
Mr Yeo Hung Chuan, Jonathan (PBM)	Director	4 of 4
Mr Zhong Ming	Director	4 of 4

SUB-COMMITTEES

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

1. Audit Committee
2. Building Committee
3. Community Engagement Committee
4. Governance & Risk Committee
5. Human Resource Committee
6. Investment Committee
7. Medical Advisory Committee
8. Nominating Committee

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

1. AUDIT COMMITTEE

The Audit Committee (“AC”) has 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 reviewed the overall scope of both the external and internal audits and met with the auditors to discuss the results of their examinations and their evaluation of the Hospital’s system of internal controls. The AC also reviewed the financial statements of the Hospital.

During the last financial year, the Hospital has established a control self-assessment (“CSA”) framework, which is an initiative by the Hospital to strengthen internal control processes, create a stronger awareness of risk practices and establish a clearer line of accountability for controls.

The ongoing CSA process reviews were delayed during the financial year as the AC noted in March 2020 that the hospital had to channel its resources to handle the COVID-19 pandemic. In September 2020, the hospital continued the outstanding CSA process reviews according to staggered revised timelines. In February 2021, the internal auditor Ernst & Young Advisory Pte Ltd (“EY”) developed, completed and validated the Inventory Management process review. The results of the CSA validation were discussed and shared with the AC.

Over the course of the last two financial years, the Hospital has developed and completed the CSA questionnaires on five out of seven key processes, and EY has validated all the questionnaires under the completed key processes.

In addition, during the financial year, EY performed an audit on the hospital’s network security. The results of the review were shared and discussed with the AC.

The AC, and together with IT Steering Committee and Board, ensured that the network security findings were progressively resolved from a monitoring perspective with regular updates from IT Department on the progress of the implementation of the recommended action plans.

2. BUILDING COMMITTEE

The Building Committee reviewed and endorsed the contract for the provision of electricity supply from the Open Electricity Market for Ren Ci Hospital. The Committee provided guidance on the approach for carrying out the Cyclical Maintenance Works in Ren Ci Community Hospital (RCCH). The Committee also provided guidance for handling the M&E maintenance issues in RCCH building.

3. COMMUNITY ENGAGEMENT COMMITTEE

The Community Engagement Committee carried out oversight of the various fundraising initiatives and management and development of volunteers. The Committee also reviewed key corporate collaterals such as the annual report. During the pandemic year, the Committee endorsed the cancellation of physical fundraising activities and supported the move to virtual fundraising as well as virtual volunteering activities.

4. GOVERNANCE & RISK COMMITTEE

The Governance & Risk Committee reviewed the policies on [Documentation] and [Board Renewal and Performance Evaluation] to ensure that they remain relevant to support a strong governance and enhance the operating performance and efficiencies of the organisation.

The Committee also provided guidance over the development of a new policy on [Data Classification and Management] for enhancing the efforts in safeguarding of data, as well as endorsed the Governance Statement and the online governance evaluation submitted to the Charity Portal for which all areas in the checklist were met.

In 2019, the Charity Council refined the Charity Transparency Framework to enhance its relevance and alignment to the Code of Governance issued in 2017. Therefore, Charity Transparency Award took a hiatus in 2020 and 2021 and will resume in 2022. In the meantime, the Committee reviewed the changes to the Framework and endorsed the implementation approach.

5. HUMAN RESOURCE COMMITTEE

The Human Resource Committee reviewed human resources policies and processes, and aligned some of the best practices from the sector. The Committee reviewed and endorsed the remuneration adjustments and bonus pay out on annual basis. To further enhance talent attraction and retention, the Committee reviewed and endorsed Management's proposal for benchmarking of salary structure initiatives and market adjustments for all family groups.

As part of leadership development, the committee endorsed Management's update on the Succession Planning and Development for critical positions in the organisation.

6. INVESTMENT COMMITTEE

During the year, the Investment Committee, which was appointed by the Board, has provided guidance and feedback on matters relating to investments and investment policies for the Hospital.

The Investment Committee also evaluated the appointed fund managers' strategies and assessed their performances on a quarterly basis to ensure the investment portfolios meet the overall investment objectives and guidelines of the Hospital.

7. MEDICAL ADVISORY COMMITTEE

The Medical Advisory Committee reviewed patient care-related incidents and complaints with particular emphasis on recommendations for prevention and improvement. Besides review of the clinical quality indicators, the Committee provided valuable insights on the improvement of clinical practices and services as well as encouraged continuing collaboration with healthcare partners. Collaborative research projects with healthcare partners like TTSH were also reviewed to ensure safety and compliance to ethical standards.

8. NOMINATING COMMITTEE

As part of good governance and to voluntarily comply with the recommendations of the Charity Transparency Framework, the Nominating Committee complies with the Board renewal and Performance Evaluation policy which included the:

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

GOVERNANCE EVALUATION

The Hospital carried out an online governance evaluation on the extent of its compliance with the essential guidelines in the Code of Governance for Charities and IPCs ("the Code") via the charity portal in Nov 2020.

The Governance & Risk Committee is pleased to report that the Hospital and Board have complied with the guidelines of the Code.

The level of compliance by the Hospital 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 the Hospital, must ensure that the deliberations and decisions made are in the interest of the Hospital, and the interest of the Hospital is protected when entering into a transaction, contract or arrangement.

All members shall promptly and fully disclose, in accordance with the procedures laid down by the Hospital, 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, the Hospital has in place a Code of Business Conduct (“Code”) that is applicable to the directors of the Board, members of the Sub-Committees, employees and volunteers (collectively the “Members”). The code requires Members to observe high standards of professional and personal ethics and which covers standards in integrity, impartiality, discretion, duty of loyalty, courtesy & respect, diversity, accountability, confidentiality, use of the Hospital’s resources and electronic media, intellectual property rights, communication with external parties and media, contractual relations, acceptance of gifts & tips, health & safety, use of illegal drugs, engaging in political activities, conflict of interest, conduct outside work hours, secondary employment and business practices. Violation of the code will subject Members to disciplinary action such as termination or criminal prosecution.

WHISTLEBLOWING POLICY

The Hospital also has in place a Whistleblowing policy since 2008. To develop a culture of accountability and transparency, this policy addresses the Hospital’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. The Hospital aims to establish:

- Reliable and safe channels for RCH'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 of internal controls to achieve strong governance.

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

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

The Audit Committee 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.

RESERVES POLICY

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

The current year's reserves of \$168m is estimated to be adequate to fund about 2.5 years of annual operating expenses, basing on operating expenses in the financial year ended 31 Mar 2021.

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

Part of our reserves is placed with financial institutions and is managed in accordance with our 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 STATEMENTS

Statement of Financial Activities and Other Comprehensive Income Year Ended 31 March 2021

	<u>2021</u> \$	<u>2020</u> \$
<u>Incoming resources</u>		
Voluntary income - donations	5,746,399	3,430,477
Government subvention grants	57,351,696	45,906,284
Fund raising income	1,941,693	9,490,117
Interest & investment income / (loss)	15,796,841	(974,939)
Charitable income	17,023,048	17,340,523
Other incoming resources	2,494,566	3,441,714
Total incoming resources	<u>100,354,243</u>	<u>78,634,176</u>
<u>Less: resources expended</u>		
Cost of generating funds		
- Fund raising expenditure	230,852	964,988
- General donations	26,710	26,277
Investment expenses	394,739	249,350
Charitable activities expenses	64,226,405	62,060,855
Other operating and administration expenses	4,171,688	3,860,660
Allowance of impairment on trade receivables	628,247	289,312
Total resources expended	<u>69,678,641</u>	<u>67,451,442</u>
Net surplus for the year	30,675,602	11,182,734
<u>Other comprehensive income / (loss)</u>		
Fair value changes on debt and equity instruments	97,875	199,007
Reclassification adjustments for gains included in statement of financial activities	—	(638,880)
Other comprehensive income / (loss)	<u>97,875</u>	<u>(439,873)</u>
Total funds brought forward	<u>143,517,625</u>	<u>132,774,764</u>
Total funds carried forward	<u>174,291,102</u>	<u>143,517,625</u>
Total funds carried forward	174,291,102	143,517,625
Community Silver Trust Fund	15,840,778	12,942,503
Total funds for the Hospital as at year end	<u>190,131,880</u>	<u>156,460,128</u>

Statement of Financial Position
As at 31 March 2021

	<u>2021</u> \$	<u>2020</u> \$
ASSETS		
<u>Non-current assets</u>		
Plant and equipment	1,372,038	1,321,886
Right-of-use assets	7,572,275	1,178,975
Intangible assets	3,533,469	3,730,050
Total non-current assets	<u>12,477,782</u>	<u>6,230,911</u>
<u>Current assets</u>		
Inventories	34,017	32,334
Trade and other receivables	8,753,305	10,809,461
Other assets	483,725	479,059
Investment securities	118,655,137	103,793,186
Cash and cash equivalents	75,973,560	54,007,252
Total current assets	<u>203,899,744</u>	<u>169,121,292</u>
Total assets	<u>216,377,526</u>	<u>175,352,203</u>
FUNDS AND LIABILITIES		
<u>Non-current liabilities</u>		
Financial liabilities - lease liabilities	4,542,664	—
Total non-current liabilities	<u>4,542,664</u>	<u>—</u>
<u>Current liabilities</u>		
Trade and other payables	14,045,404	11,833,904
Financial liabilities - lease liabilities	3,162,644	1,209,929
Other liabilities	4,494,934	5,848,242
Total current liabilities	<u>21,702,982</u>	<u>18,892,075</u>
Total liabilities	<u>26,245,646</u>	<u>18,892,075</u>
<u>The Funds of the Hospital</u>		
Restricted funds	22,591,162	19,522,231
Unrestricted funds	167,540,718	136,937,897
Total funds	<u>190,131,880</u>	<u>156,460,128</u>
Total funds and liabilities	<u>216,377,526</u>	<u>175,352,203</u>

Statement of Cash Flows

Year Ended 31 March 2021

	<u>2021</u> \$	<u>2020</u> \$
<u>Cash flows from operating activities</u>		
Surplus for the year	30,675,602	11,182,734
Adjustments for:		
Gains related to restricted fund	(72,781)	(118,211)
Dividend income	(390,619)	(576,987)
Interest income	(3,392,629)	(3,259,020)
Amortisation of intangible assets	1,218,090	1,218,436
Depreciation of plant and equipment	1,664,285	1,976,857
Amortisation of government grants	(2,202,874)	(2,529,829)
Depreciation of right-of-use assets	3,266,929	3,363,690
Interest on lease liabilities	311,730	143,844
Fair value (gains) / losses on investment securities	(9,317,823)	4,000,721
(Gains) / losses on disposal of investment securities	(2,573,645)	945,011
Gain on disposal of plant and equipment, net	(577)	(19,418)
Operating cash flows before changes in working capital	19,185,688	16,327,828
Inventories	(1,683)	747
Trade and other receivables	(1,036,878)	1,450,636
Other assets	(4,666)	151,861
Trade and other payables	2,211,500	1,514,621
Other liabilities	533,388	539,087
Net cash flows generated from operating activities	20,887,349	19,984,780
<u>Cash flows from investing activities</u>		
Net purchase of investments by fund managers	(2,856,501)	(27,563,091)
Purchase of plant and equipment	(1,672,227)	(1,677,815)
Proceed from disposal of investments	–	2,000,000
Proceed from disposal of plant and equipment	1,587	25,794
Government grants on capital expenditure	1,138,145	591,657
Dividends received	407,300	567,339
Interest received	3,498,254	3,067,044
Net cash flows from / (used in) investing activities	516,558	(22,989,072)
<u>Cash flows from financing activities</u>		
Lease liabilities – principal portion paid	(3,164,850)	(3,332,736)
Interest on lease liabilities	(311,730)	(143,844)
Net cash flows used in financing activities	(3,476,580)	(3,476,580)
Net increase / (decrease) in cash and cash equivalents	17,927,327	(6,480,872)
Cash and cash equivalents, statement of cash flows, beginning balance	35,096,798	41,577,670
Cash and cash equivalents, statement of cash flows, ending balance	53,024,125	35,096,798

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

OVERVIEW OF CHARITY

BANKER | AUDITOR | INVESTMENT ADVISORS

银行 | 会计事务所 | 投资顾问

Banker 银行

Oversea-Chinese Banking Corporation Limited

Auditor 会计事务所

RSM Chio Lim LLP

Investment Advisors 投资顾问

BNP Paribas Wealth Management

Lion Global Investors Limited

CHARITY STATUS

慈善注册资料

Charity Registration (ACRA) No 慈善 (ACRA) 注册号码

201018593M

Charity Registration Date 慈善注册日期

8 Nov 2010

Constitution 类别

Company Limited by Guarantee

IPC STATUS

公益机构资料

IPC (General Fund) Acc Registration No. 公益机构(普通基金) 帐户注册号码

201018593M

Sector Administrator 领域监管单位

Ministry of Health

THANK YOU 衷心鸣谢

Our sincere thanks to all donors, supporters and well-wishers. We look forward to your continued support and partnership in growing with us.

Special thanks to Mrs Ho Woon Ho for proofreading the translation of this report. We would also like to thank our patients, residents, staff and volunteers who have consented to be photographed for the purpose of this annual report.



Ren Ci @ Bukit Batok St. 52

31 Bukit Batok Street 52
Singapore 659251
T 6355 6316

Ren Ci @ Ang Mo Kio

10 Ang Mo Kio Avenue 8
Singapore 567727
T 6665 2035

Ren Ci Community Hospital

71 Irrawaddy Road
Singapore 329562
T 6385 0288

