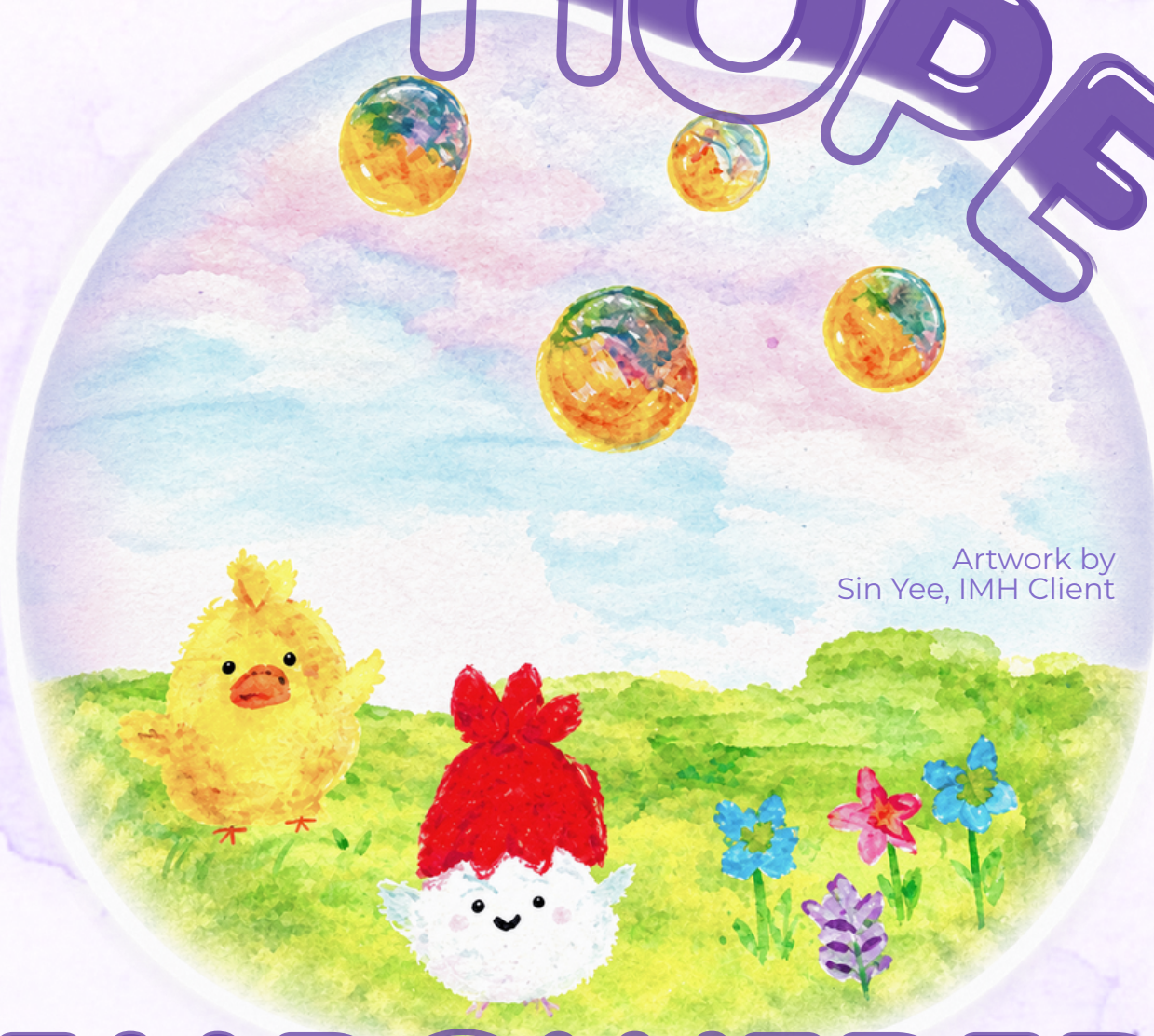


Woodbridge
Hospital
Charity Fund



Connected By
HOPE



Artwork by
Sin Yee, IMH Client

EMPOWERED

— **FOR TOMORROW** —

ANNUAL REPORT FOR FINANCIAL YEAR 2025
1 APRIL 2025 - 31 MARCH 2026

Sin Yee

***Dream, Little Girl*, 2026**

Watercolour on Postcard

"Oh to be able to have dreams that were innocent that were protected and pure. Never dismissed."

About The Artist

Growing up, I did not have a good childhood. I did not have an adult figure I could look up to. I did not feel like I belonged anywhere. I struggled with my mental health since young but, I did not get the help I needed.

Preparing for my N Level Art Examination also took a toll on my mental health. I could not really enjoy the process of artmaking. I even told myself not to pursue art in the future.

When I started to focus on my mental health by seeking the appropriate help, I was introduced to art therapy. I was not expecting the huge impact that creating art again would have on my life. With my art therapist's gentle encouragement to continue creating art, I was able to express myself when words were too difficult to find. I could even better regulate my emotions and understand myself better.

Even though I had promised myself not to pursue art in the future, being able to create art and focus on my mental health led me to pursue a Diploma in Fine Art at the Nanyang Academy of Fine Arts (NAFA).

No matter how hard it gets, I hope each of us can find what truly inspires us and hold onto it as something worth living for.



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About WHCF



The Woodbridge Hospital Charity Fund (WHCF) is a registered charity and Institution of a Public Character (IPC) under IMH. WHCF relies on donations from individuals, corporations, and community partners to sustain its work to support IMH's mission by providing financial assistance to patients who may otherwise be unable to access the care they need due to financial constraints. It also supports various patient programmes, education, and research initiatives aimed at improving patient welfare, rehabilitation, and reintegration into society.

Vision:

Creating opportunities for the advancement of mental healthcare in Singapore.

Mission:

The Woodbridge Hospital Charity Fund (WHCF) is established to receive contributions and donations for the promotion, development and provision of mental health-related services in Singapore, including:

- The pursuit of medical research and development;
- Programmes for continued medical, nursing, paramedical and related education and training;
- Publication of research and educational literature;
- Provision and improvement of equipment and facilities for research and development;
- Holding of conferences, seminars, and exhibitions;
- Provision of funded care to patients who are in need of financial assistance.

Overview of WHCF



The Woodbridge Hospital Charity Fund ("WHCF") was incorporated as a company limited by guarantee on 28 November 2019.

WHCF was registered as a charity under the Charities Act (Chapter 37) since 13 August 2021.

WHCF has been accorded IPC (Institution of a Public Character) status from 28 February 2024 to 27 February 2027.

WHCF has a Constitution as its governing instrument.

Since 2019, the WHCF has won the Charity Transparency Awards accorded by the Ministry of Culture, Community and Youth (MCCY).



Website:

<https://www.nhghealth.com.sg/imh/about-us/woodbridge-hospital-charity-fund>

Unique Entity Number (UEN):
201940371M

Bankers:
DBS, UOB & OCBC

Registered Address:
10 Buangkok View
Institute of Mental Health
Singapore 539747

Lawyers:
NHG Health Group Legal

Auditor:
Ernst & Young LLP

Corporate Secretary:
CorpServe – RSM Stone Forest

A Message From **MR LEE CHOW SOON**

Senior Partner, Tan Lee & Partners
Chairman, WHCF Board of Directors

Transforming mental health outcomes and supporting each individual's recovery journey is not something that can be achieved alone. Meaningful and lasting change is only possible through the collective efforts of a caring and committed community. On behalf of the Woodbridge Hospital Charity Fund (WHCF), I extend my deepest gratitude to our donors, partners, volunteers and supporters who continue to stand alongside us in this shared mission.

In FY2025, WHCF reached more than 18,000 beneficiaries, including patients of the Institute of Mental Health (IMH), their caregivers, and members of the wider community. Through your generosity, we were able to provide support across patient care, rehabilitation, youth mental health initiatives and community education. Behind every number is a life touched and a journey strengthened.

This year, our partnerships demonstrated the power of collaboration. Together with TeleChoice Limited, we supported programmes focused on youth mental health and environmental sustainability. Our collaboration with Luckin Coffee provided a meaningful platform to showcase patient artwork across outlets nationwide, helping to raise awareness and challenge misconceptions surrounding mental health. These achievements represent opportunities for individuals to find hope in their recovery journeys.

Looking ahead, WHCF remains committed not only to addressing today's mental health needs but also to supporting the future of mental healthcare in Singapore. In alignment with IMH's strategic priorities, we will continue to invest in innovative programmes, research, education and patient-centred initiatives that strengthen care and improve outcomes. WHCF seeks to foster stronger partnerships and engage more stakeholders in shaping a more inclusive, supportive and resilient community.

Each contribution, partnership and act of support makes a meaningful difference. Together, we are creating opportunities for individuals and families to move forward with dignity and confidence. On behalf of the WHCF Board of Directors, thank you for your unwavering support and for being part of this journey with us.

Mr Lee Chow Soon
Chairman
WHCF Board of Directors

A Message From **DR JAMIE MERVYN LIM**

**Chief Executive Officer, Institute of Mental Health
Member, WHCF Board of Directors**

Mental health recovery does not begin and end within the hospital. While clinical treatment is essential, long-term recovery is often shaped by what happens beyond hospital walls – at homes, schools, workplaces and in the communities.

This is where WHCF plays an important role. Beyond clinical care, WHCF complements IMH's mission and enables a holistic approach to mental health and well-being. In FY2025, WHCF continued to make a positive impact through strengthening support systems, reduce barriers to recovery and create opportunities for greater inclusion. This reflects the belief that recovery is not solely a clinical and treatment-focused journey, but a larger community effort.

I would like to express my sincere appreciation to our donors, volunteers, supporters, community partners and colleagues in IMH. None of this would be possible without your efforts and contributions. Every contribution of your time, treasure or talent strengthens the broader ecosystem of care that supports recovery and reflects a shared commitment to improving mental health outcomes in our community.

As IMH strengthens its role as Singapore's quaternary mental health institution, the strategic importance of WHCF continues to grow. The evolving mental health landscape requires us to respond to both present-day challenges and prepare for future needs. WHCF will continue to enable emerging priorities across patient care, community mental health, research, innovation and capability building through strong partnerships.

By working together, strengthening communities and keeping the needs of patients and families at the centre of our efforts, we can build a mental health ecosystem that is resilient, inclusive and compassionate. I am confident that WHCF will continue to engender hope, deepen partnerships and create opportunities for recovery and well-being for generations to come.

Dr Jamie Mervyn Lim

Chief Executive Officer, Institute of Mental Health
Member, WHCF Board of Directors

OUR COMMITMENT TO ESG

Environment, Social, and Governance

Environment

In line with the IMH Green Plan, 70 trees were planted within the hospital compound through the WHCF-TeleChoice ESG Fund. This initiative enhances the hospital's green environment, supporting mental well-being by creating restorative natural spaces. It also contributes to carbon reduction efforts and a more sustainable community.

REST for WellNess, a programme funded by WHCF, includes components that raise environmental awareness and knowledge among youths, while addressing environmental anxieties.



Social

WHCF-funded programmes deliver meaningful impact by supporting the recovery, well-being and resilience of IMH patients, caregivers and families. Beyond direct beneficiary support, these initiatives also advance mental health advocacy, education and public awareness efforts, helping to build a more informed, inclusive and supportive community.

Governance

Details of WHCF's Corporate Governance framework, policies and practices can be found on pages 37-47 of this Annual Report, reflecting the charity's commitment to transparency, accountability and responsible stewardship.

IMPACT IN FY2025

\$671,278

Donations Received



\$576,017

Grants Made

27

Programmes
Supported



Only 3%*

of Total Income Spent
on Governance &
Administrative Costs

18,357

Beneficiaries Reached



*The low spending on governance and admin is possible thanks to the donation in-kind support from IMH towards manpower costs. All staff remuneration are fully covered by IMH. As such, the amount of funds flowing directly to patient support and rehabilitation can be maximised.

WHCF Board of Directors

A Board of Directors (BOD) was appointed in November 2019 to exercise stewardship over the WHCF in compliance with the rules and regulations of the Ministry of Health, the Charities Regulations, and the Companies Act. BOD appointments are renewed, or members re-appointed, every two years.

Name	Date of First Appointment	Occupation	Attendance at FY2025 Board Meetings
Mr Lee Chow Soon	Chairman 28 Nov 2019	Senior Partner, Tan Lee & Partners	3/3
Mr Francis Tan	Treasurer & Director 15 Jan 2020	Group Director, Corporate Services, National Environment Agency	3/3
Ms Tina Hung	Director 28 Nov 2019	Senior Consultant, National Council of Social Service	2/3
Mr Keith Chua	Director 28 Nov 2019	Executive Chairman, ABR Holdings	3/3
Ms Nancy Pangestu Tabardel	Director 28 Nov 2019	Managing Director, ANB Investment Pte Ltd	2/3
Appointed Within FY2025			
Ms Ng Bee Lan	Treasurer & Director 1 Jul 2025	Retiree	2/2
Dr Chua Siew Eng	Director 23 Oct 2025	Senior Consultant, Raffles Medical Group	0/1
Dr Jamie Mervyn Lim	Director 1 Feb 2026	Chief Executive Officer, Institute of Mental Health	1/1

Name	Date of First Appointment	Occupation	Attendance at FY2025 Board Meetings
Resigned Within FY2025			
A/Prof Daniel Fung	Director <i>Appointed From</i> 26 Nov 2023 - 31 Jan 2026	Senior Consultant, Institute of Mental Health	2/2
Mr Leong Yew Meng	Director <i>Appointed From</i> 1 Jul 2024 - 31 Jul 2025	Independent Director, Asia Medic Limited	1/1

Executive Management

WHCF is supported by IMH's Executive Management Team, which provides leadership and oversight in the stewardship of the Fund.

Name	Designation
Dr Jamie Mervyn Lim	Chief Executive Officer <i>Appointed Since 1 Feb 2026</i>
Ms Yan Yan	Chief Operating Officer <i>Appointed Since 1 Jan 2026</i>
Ms Tracia Lam	Chief Financial Officer <i>Appointed Since 1 Mar 2025</i>
A/Prof Swapna Verma	Chairman, Medical Board <i>Appointed Since 1 Dec 2020</i>
Ms Joanna Tan	Director, Woodbridge Hospital Charity Fund (WHCF) <i>Appointed Since 1 Jun 2026</i>

WHCF operates through a lean team responsible for leadership and governance, finance, fundraising, donor and volunteer engagement, outreach, communications, and operations.

OUR PROGRAMMES

NEEDY PATIENTS

Supporting financially vulnerable patients to access treatment and live independently in the community.

PATIENT WELFARE FUND

1,106

Lives Transformed
with financial assistance



Helps patients attend medical appointments and better manage their health.



Home Improvement

21

Helps patients remain well, independent and maintain stability in the community.



Helps patients maintain employment and lead active, fulfilling lives.

For Paul*, instead of comfort, his home became a source of anxiety.

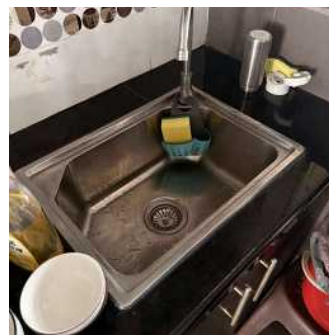
Living alone and estranged from his family, he was unable to manage and maintain his living environment. His sink started to leak, fearing that it will fall off all together. He used masking tape in his attempt to prevent a cockroach infestation.

As a full-time student relying on rental income, he worried constantly that his tenant would leave.

*Not his real name



BEFORE



AFTER

With support from his Medical Social Worker and generous donations through WHCF, Paul's home received essential repairs. His damaged kitchen countertop and sink were fully replaced, and the rubbish chute was properly sealed to prevent further pest infestations.



Paul, Late-30s

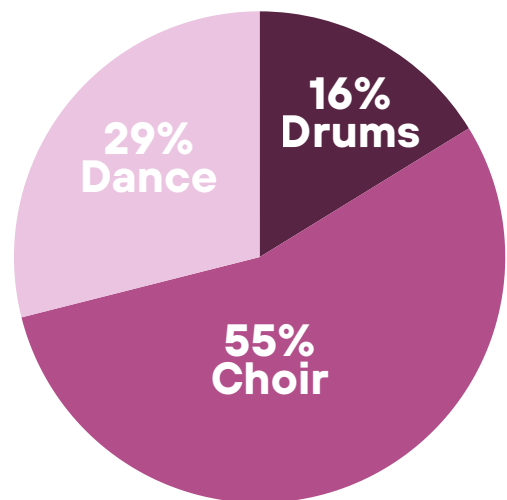
As a full-time student, I can focus better on my studies. Because of your generosity, I am much less anxious.

CREATIVE ARTS

Using music, movement, and performance to support recovery, confidence, self-expression, and social inclusion.

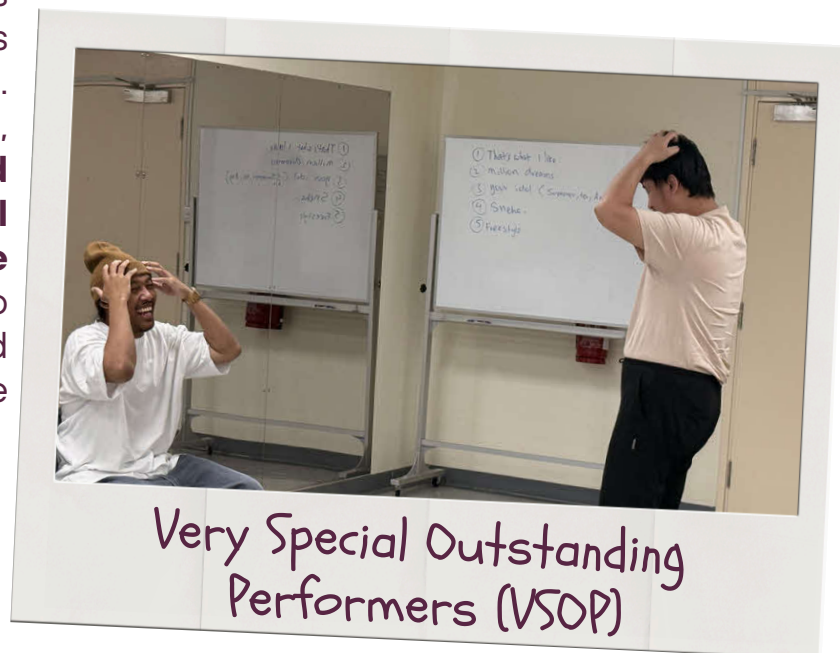


**228 Patients
Trained &
Participated in the
Performing Arts**



IMH patients are given opportunities to explore the performing arts through WHCF-funded programmes. Beyond developing their talents, **these programmes build confidence, foster meaningful connections, and create a sense of belonging.** Participants have also performed for audiences within and beyond IMH, using their performance to demonstrate that

persons with mental illness are beyond their diagnosis.





VSOP Rehearsals



Drumming Rehearsals

“What I hear in the music, and what I feel, it just comes out through my body. Being a part of VSOP, allowed me to go back to my first love, dance.”

VSOP Participant (since late 2023)

Music and dance are powerful catalysts for growth, engagement and recovery.

DANCE THERAPY



Sharing a moment of connection
through dance expression

428

Attendances Recorded
in FY2025

A weekly dance movement therapy programme where patients get to express difficult emotions through movement.

Average Improvements Reported by Programme Participants



Mood

69%
improvement



Expression of
Emotions

68%
improvement



Energy

73%
improvement

I remember one patient who took many sessions before she felt comfortable. She was afraid of embarrassing herself.

After a few sessions, she created a simple movement, emulating a phoenix rising. It was a beautiful moment to witness.

She shared that emulating a phoenix allowed her to recognise her own strength despite her challenges with Bipolar Disorder.

- Shi Han, Dance Movement Therapist



Embodying positive impact as
a dance movement therapist

YOUTH & CHILDREN

Supporting the mental health and well-being of children, adolescents and young adults.

REST FOR WELLNESS

559

Youths Reached
in FY2025

10

Schools and Community
Organisations Reached in FY2025

REST for WELLness is a mental health literacy programme that empowers youth to take charge of their mental wellbeing and support peers in distress. Drawing on IMH REACH's (Response, Early intervention and Assessment in Community Mental Health) evidence-based Mentally-LIT curriculum and a Total Wellness Initiative Singapore's holistic 10-dimensional wellness framework, the programme fosters resilience, promotes help-seeking, and strengthens peer support networks.

Key Outcomes Achieved



Improved Mental Health Knowledge



More Positive Attitudes Towards Mental Health



Stronger Help-Seeking Behaviours



Greatest Improvement in Confidence to Support Peers

WE ENABLE DAY CAMP

108 2 Camps

Children & Parents

Conducted in June and November 2025



Kayaking @ Lazarus Island

"The way I saw my child transformed after this camp. It may look like just a series of activities, but it became a journey of discovery and deeper connection for both of us."



Rock climbing @ HomeTeamNS Bedok

We ENABLE Day Camp is for children with Attention-Deficit/Hyperactivity Disorder (ADHD) and/or Autism Spectrum Disorder (ASD) and their parents. This camp equips parents to better understand their child's sensory needs and improve their ability to use appropriate leisure activities to support their child's behaviour.

Watching my child over the weekend was an eye-opening experience. I saw him try kayaking with a confidence and enthusiasm that surprised me. It was a side of him I have never seen before.

Our bond was strengthened and I could see his strengths and capabilities beyond our usual routine. From watching him, I learned how to take a step back, trust in his abilities and give him more space to grow independently.

Meeting families who understood our journey was extremely meaningful. Our shared experiences reminded me that we are not alone.

- Parent Participant, We ENABLE Day Camp, June 2025

RESEARCH & CLINICAL CARE

Delivering programmes and interventions that improve recovery outcomes and quality of life.

EPIP (EARLY PSYCHOSIS INTERVENTION PROGRAMME) PSYCHOSOCIAL INITIATIVES



1,235

Beneficiary Engagements
Across All Initiatives

This programme offers activities for young people experiencing or at risk of psychosis. Through life skills workshops, programmes to keep fit, community outings, and family-inclusive programmes, participants have opportunities to build confidence, develop meaningful connections, and engage with communities.

*I feel less alone.
I have my own Hero story.
I finally know that recovery is
indeed possible.*

Our daughter lost her self-confidence and trust in humanity after a series of events, including going through a difficult divorce. She would sleep up to 18 hours a day, had halted speech, moved very slowly and had suicidal ideations. She did not see recovery as possible and she could only rely on my wife and me.

Through EPIP Psychosocial Initiatives, and the support from her care team, she now can attend therapy independently. She has even picked up hobbies like yoga, dance and volunteering, which she can attend all by herself! Though her recovery took some time, this programme is rebuilding my daughter's resilience.

So long as she is at peace with herself, doing things she enjoys and regaining a sense of meaning and purpose in her life, we will feel blessed. She is trying, and this gives us hope and joy.

- Mr & Mrs R, Parents of A Participant of EPIP Psychosocial Initiatives

DIALECTICAL BEHAVIOUR THERAPY INTENSIVE OUTPATIENT PROGRAMME (DBT IOP)

DBT IOP is a three-month intensive therapy programme for young adults that equips them with skills to manage overwhelming emotions, strengthen coping strategies, and build resilience through an intensive phase featuring weekly individual therapy and twice-weekly skills groups, followed by fortnightly individual therapy, ongoing telephone coaching, and therapist consultation support.

Key Outcomes Achieved



Recovery Confidence

→ 90% of participants rated the programme helpful and useful

Emotional Wellbeing

→ Improvements in emotional regulation and mindfulness, and reduced shame, were observed



TECHNOLOGY

Harnessing digital innovation to strengthen rehabilitation, independence, and employability.

PRUST (PSYCHIATRIC REHAB UTILISING SMART TECH) PILOT PROGRAMME

PRUST is a pilot programme that uses smartphones and computers to help patients in psychiatric rehabilitation build digital literacy, strengthen cognitive skills, and enhance employment readiness as they prepare for community living.

"The handphone knows me, I don't know him," Ms. X, a 60-year-old patient, shared her discomfort and hesitation in using new technology.

Through PRUST, Ms. X not only improved her digital skills but also gained confidence and independence. One key milestone was travelling on her own from the ward to a mall to purchase a new mobile phone. While it may seem like a simple task, it became a powerful symbol of her growth and confidence in the digital world.

"Every small success built towards a larger sense of independence, and seeing her take ownership of her decisions and engage with the community more confidently has been incredibly rewarding." – Suhailah, Occupational Therapist-In-Charge

Key Outcomes Achieved



80%
**Improved Digital
Independence**

Participants in Smart Technology groups became more confident using digital tools independently.



100%
**Improved
Cognitive Function**

Participants in Cognitive Remediation Therapy demonstrated measurable improvements in cognitive performance.

ADVOCACY

Promoting mental health awareness, reducing stigma, and empowering people through lived experience.

VOICES OF EXPERIENCE

This programme provides a platform for persons with lived experience of mental health challenges to share their recovery journeys with students, volunteers, caregivers, and the wider community. The programme creates opportunities for learning, reflection, and meaningful conversations about mental health.

875

Engagements

17

Advocate Sharing
Sessions

73

Peer Support
Group Sessions



Julius Tan,
Mental Health Advocate

*I choose to share my
story to normalise
help-seeking.
All in all, I hope that
participants cling onto
hope, and remember
that life is worth
living for.*

- Julius Tan, Mental Health Advocate

"I learned the essence of the word "resilience." I gained hope and invaluable insights from the advocates as they shared how they overcame addictions despite relapsing multiple times."

- Person in Recovery, Peer Support Group Session Participant

VOLUNTEERS

Bringing companionship, meaningful engagement, and community support to patients through volunteer-led initiatives.



1,677

Volunteers

11,325

Beneficiaries Served

> 20k

Hours

The success of volunteer programmes is made possible by individuals who dedicate their time and effort to supporting patients and contributing to a caring hospital environment. Their commitment helps bring these programmes to life and create positive experiences for those they serve.

Ms Lilian Liew, a retired IMH nurse, continued to serve for over 20 years, maintaining meaningful relationships with patients.

Many patients look forward to her visits. Through her consistent support and presence, she has helped foster dignity, hope and a sense of connection among those she serves.



Lilian Liew connecting with a patient during a Mobile Canteen session.



Yong Kwon Seng introducing The Achievers during volunteer orientation

Mr Yong Kwon Seng was highlighted as a dedicated volunteer who has spent the past 15 years volunteering with IMH patients.

“The friendships and bonds with our special friends and the staff keeps me going. I never once considered dropping this.”

Our Community

FRIENDS OF WHCF

WHCF's Partners & Supporters

World Mental Health Day 2025

Partnership with TeleChoice International Limited



On 10 October 2025, IMH and TeleChoice International Limited celebrated World Mental Health Day, themed around youth mental wellness and sustainability. A tunnel covered with over 1,000 green ribbons bearing handwritten messages of support from youths, patients, staff, families, and members of the public was unveiled during the event.

Through WHCF, the TeleChoice ESG Fund also supported other patient-centred programmes, demonstrating the impact of corporate philanthropy in enabling care and promoting dignity and inclusion. The event also highlighted the vital role of community partners in promoting early mental health support for youths. In FY2025, TeleChoice International Limited raised \$100,000 to support programmes Green for Wellness, a tree planting initiative to contribute to IMH's healing environment, and REST for Wellness, a youth outreach programme that equips youths with practical knowledge, peer support skills, and coping strategies.

UNSEEN // SEEN

Merchandise Collaboration with Luckin Coffee



The partnership between Luckin Coffee and WHCF represents an innovative approach to corporate social responsibility, where merchandise becomes a vehicle for creative expression and charitable giving. IMH clients' artwork was showcased as merchandise at Luckin Coffee outlets, encouraging public appreciation of patients' talents and reducing stigma through everyday visibility of recovery stories.

Through a meaningful collaboration, Luckin Coffee raised over \$19,000 in support of WHCF through sales proceeds and an additional dollar per item sold. This demonstrated Luckin Coffee's commitment to supporting mental health.

Art Appreciation Evening



The Art Appreciation Evening served as both a cultural event and a fundraising opportunity, highlighting the therapeutic value of artistic expression in mental health recovery. The evening's centrepiece was the unveiling and tour of "Grounding Points," two sculptures by artist Aki Hassan, generously loaned to IMH through the collaboration with Aki, Yeo Workshop and DUO Collection. The evening also provided a platform for IMH's talented clients to showcase their artwork created through therapeutic programmes or in their own time, connecting directly with potential supporters while generating proceeds for WHCF.

WHCF'S CHAMPIONS

Community Empowers Community

Beyond the hard work that IMH Staff do each day, they choose to contribute their time, talent and treasure to give back to the IMH community.

IMH Staff Week: Volunteer Carnival



As part of IMH Staff Week in October 2025, the Volunteer Programme team and Human Resources co-organised a volunteer-led carnival that provided staff members with an opportunity to experience volunteering within their own workplace.

IMH staff, alongside our existing volunteers, facilitated games, activities and befriending sessions for 40 patients. The event fostered greater empathy, inclusion and community spirit across the IMH community.

Building IMH as One NHG Health



This collaborative project embodies the spirit of collective achievement and shared purpose. This initiative is particularly meaningful as it engages the entire IMH community – patients, volunteers, and staff, in a creative, hands-on activity that builds both a physical representation of the hospital and stronger interpersonal connections.

The "brick by brick" approach serves as a powerful metaphor for recovery, community building, and the incremental progress that characterises both individual healing journeys and institutional development. By involving multiple stakeholder groups in this project, WHCF created an inclusive fundraising platform that celebrates the diverse contributions of everyone within the IMH community whilst generating support for ongoing charitable programmes.



APPRECIATING OUR DONORS

Behind every programme and every life touched is the generosity of our donors. We are deeply grateful to the individuals, organisations, and community partners whose support sustains our work and strengthens our impact. The following donor listings recognise and celebrate the different levels of contribution that have helped make a difference in the lives of our beneficiaries.

For Donations Received in FY2025

Radiance of Hope

\$50,000 AND ABOVE

STT Communications Ltd

Spark of Joy

\$10,000 TO \$49,999

Singapore Rubber Millers Association

Tay Teck Guan Patrick

Angkana Phisanuwongrak

Nous Realty Pte Ltd

Luckin Coffee (SGP)

Dymon Asia Capital (Singapore) Pte Ltd

Tan Chuan Yong

In Loving Memory of Ryan Pau

Tech Data (Singapore) Pte. Ltd.

Samsung Electronings Singapore Pte. Ltd.

TeleChoice International Limited

Winston Engineering Corpn (Pte) Ltd

First Ray

\$1,000 TO \$9,999

Soh Jin Ting

In the Name of the Late Tan Hai Seng and Tan Hai Poh

Huawei International Pte. Ltd.

Pangestu Family

Watson EP Industries Pte Ltd

Dr & Mrs Choy Kai Meng

People's Association Staff Club

Aginode Singapore Pte Ltd

Chng Chee Kiong

Alison Yap Sze Ling

A/Prof Swapna Kamal Verma

Yap Ce Phei

3P POWER PTE LTD

Filipino Ladies Group (Singapore)

Herman Wijaya

Julka Roopal

Leeflyn

PW Connect Pte Ltd

Suryaprakash SO Rajandran

APPRECIATING OUR VOLUNTEER PARTNERS

Through volunteer-led activities and celebrations, these partnerships created meaningful opportunities for connection, inclusion, and recovery. Together, we are empowering each individual, reminding them that they do not walk alone.



Boehringer Ingelheim
Prepared carnival games for patients



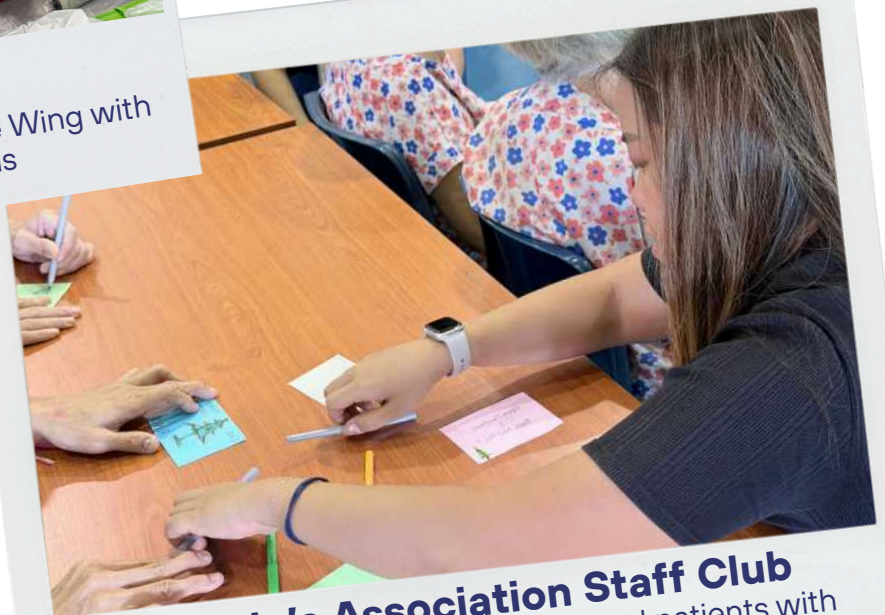
JPMorganChase
Made National Day-themed craftwork with patients



Luckin Coffee
Organized a mini-Sports Day for patients



PartnerRe
Brightened the IMH Sunrise Wing with community murals



People's Association Staff Club
Fundraised for WHCF and entertained patients with games and a magic show

Financial Highlights

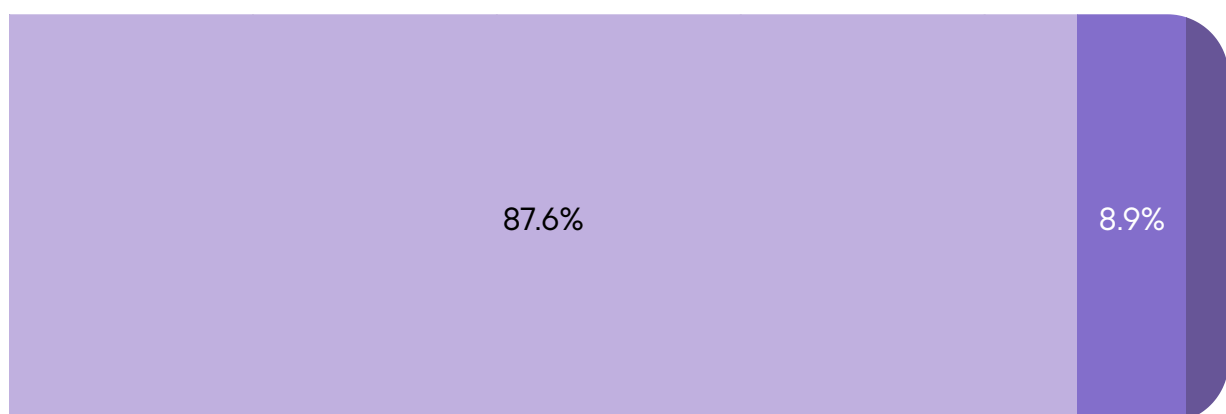
INCOME: \$727,669

● General Donations ● Fundraising Initiatives ● Interest ● Others



EXPENDITURE: \$657,303

● Grants Made ● Fundraising ● Governance Costs



Reserves Policy

WHCF aims to maintain a reserve ratio of three years' expenditures which is deemed sufficient to fund its ongoing programmes and to meet its operational needs, while exploring ad hoc fundraising opportunities to support its medium- to long-term sustainability.

Reserves Ratio

As at 31 March 2026, WHCF maintained an unrestricted designated reserve fund balance of \$2,906,732 and expended \$657,303. This represents a reserves ratio of 4.42 years.

WHCF is embarking on a transition towards expanding the scale and impact of its programmes in the years ahead. In preparation for this growth, the level of reserves reflects our commitment and strategic focus in ensuring the financial capacity to create meaningful and lasting impact for our beneficiaries. While reserves may moderate over time as WHCF broadens and advances its mandate, WHCF will continue to strengthen its fundraising efforts and steward resources responsibly to ensure the sustainability of its programmes.

Designated Fund Balances

WHCF administers a number of designated and restricted funds to support specific programmes and initiatives in accordance with donor intent and approved funding purposes.

As at 31 March 2026, designated fund balances totalled at \$378,202. These balances will be utilised progressively to support approved programmes in the coming financial years.

Fund	Balance
ESG Fund	\$148,070
Building IMH as One NHG	\$54,552
Caring Beyond Cures	\$46,616
Trees Planting Initiative	\$33,640
Patient Care Programme	\$25,961
Project SAFE	\$20,000
We are a Resilient Family Programme	\$18,884
Mobile Coffee Barista Cafe	\$14,427
Others (6 funds)	\$16,052
Total	\$378,202

Investment Policy

This policy ensures that WHCF adopts a prudent investment approach guided by the principles of generating returns while protecting capital. All investment of reserves and surplus funds must be in low risk, safe and conservative instruments, such as fixed deposits and/or government bonds, with all interest income derived from the investment instruments being credited back to WHCF.

Major Financial Transactions

WHCF's principal financial activity during the year was the continued rollover of its Treasury bill investments in accordance with the Board-approved Investment Policy. Funds were maintained in low-risk, capital-preserving instruments to safeguard capital while generating modest returns. No fixed deposits were placed during the year.

Charitable Assets Held

WHCF remains committed to the responsible stewardship of charitable assets, ensuring that funds are managed prudently while maintaining sufficient liquidity to support programme delivery and operational requirements.

Cash and Bank Balances

Cash and bank balances were maintained to support the Fund's working capital requirements, including near-term programme disbursements, grant commitments, and operating needs.

Other Financial Assets – Treasury Bill Investments

Treasury bill investments were held in accordance with the Board-approved Investment Policy to preserve capital while generating modest interest income. These investments support the Fund's reserves and enhance the long-term sustainability of its charitable programmes and activities.

No Funds in Deficit

The Fund remained financially sustainable throughout the financial year, with no deficit funds recorded as at 31 March 2026. All programme and operational commitments were supported by available funding resources.

Policies on Accounting and Internal Control of The Fund

WHCF complies with all applicable laws and regulations to put in place accounting policies, disclosure practices and internal control system that are reliable and with high integrity. An internal audit is conducted at least once every three years to focus on internal control in key areas, such as donations, procurement and payments, etc. Any material non-compliance or lapses together with corrective measures are to be reported to the Board on a timely basis.

Disbursement Policy

WHCF has a clear disbursement policy to ensure that all donations received are utilised in accordance with donor intentions where specified, or otherwise in support of WHCF's objectives. The Board approves the annual budget and ensures that no loans or donations are made to external parties. All disbursements are also to be approved according to NHG Health's delegation of authority.

Anti-Money Laundering and Countering the Financing of Terrorism Policy

WHCF will take preventive measures to combat the potential for loss through terrorist financing activities or money laundering. This includes putting in place policy and processes to ensure that the charity is not used to launder money or finance terrorist activities.

Donation Income

For the Financial Year Ended 31 March 2026

	2026	2025
	\$	\$
Voluntary Income:		
• Tax-deductible Donations	232,616	594,573
• Other donations	206,650	53,591
	439,266	648,164
Income from fundraising activities:		
• Tax-deductible Donations	218,738	149,800
• Other donations	13,274	1,900
	232,012	151,700
Total Donation income	671,278	799,864
Fundraising expenses	58,489	36,367
Fundraising efficiency ratio	25%	24%

Balance Sheet

For the Financial Year Ended 31 March 2026

	2026	2025
	\$	\$
Assets:		
• Other receivables	-	545
• Prepayment	1,385	-
• Cash and bank balances	424,890	600,718
• Other financial assets	2,994,020	2,690,821
Current and total assets	3,421,295	3,292,084
Liabilities		
• Other payables	28,062	13,339
• Amount due to Institute of Mental Health	56,645	5,659
• Amount due to Immediate Holding Company	426	11,082
• Accrued charitable expenses	47,690	44,297
• Accrued operating expenses	3,538	3,139
Current and total liabilities	136,361	77,516

Net assets	3,284,934	3,214,568
Represented by		
Funds:		
Restricted funds		
IMH Volunteer Programme	1,461	–
Rehabilitation of Patients from the Department of Recovery Care	339	387
Adult Psychiatric Rehabilitation Programme	5,188	10,334
Vocational Rehabilitation for People with Mental Illness Programme	–	1,015
Very Special Outstanding Performers (VSOP) Programme	–	5,138
Patient Welfare Fund	1,787	4,410
Facilities for Sedap Café	2,211	2,211
WE Enable Day Camp	–	9,525
Environmental, Social and Governance (ESG) Fund	148,070	100,030
Design and Production of Mental Health Art & Heritage Wall	–	14,225
Edible Garden Programme at Child and Adolescent Ward	5,066	10,000
Mobile Coffee Barista Café for Clients in Recovery	14,427	24,000
Frailty Programme for Geriatric Inpatient Service	–	10,000
Patient Care Programme	25,961	15,000
Caring Beyond Cures	46,616	390
We are a Resilient Family Programme	18,884	–
Building IMH as One NHG Health	54,552	–
Trees Planting Initiative	33,640	–
Project SAFE	20,000	–
	<u>378,202</u>	<u>206,665</u>
Unrestricted fund		
General fund	2,906,732	3,007,903
Accumulated funds	<u>3,284,934</u>	<u>3,214,568</u>

Statement of Comprehensive Income

For the Financial Year Ended 31 March 2026

	2026			2025		
	Restricted funds	Unrestricted fund	Total	Restricted funds	Unrestricted fund	Total
	\$	\$	\$	\$	\$	\$
Incoming Resources						
• Donation income	123,875	315,391	439,266	91,061	557,103	648,164
• Income from fundraising activities	158,811	73,201	232,012	128,390	23,310	151,700
• Interest income	-	53,573	53,573	-	82,366	82,366
• Other income	-	2,818	2,818	-	2,350	2,350
Total incoming resources	282,686	444,983	727,669	219,451	665,129	884,580
Resources expended						
• Grants made	(86,932)	(489,085)	(576,017)	(65,148)	(422,072)	(487,220)
• Fundraising expenses	(24,217)	(34,272)	(58,489)	(8,066)	(28,301)	(36,367)
• Governance costs	-	(22,797)	(22,797)	-	(22,299)	(22,299)
Total resources expended	(111,149)	(546,154)	(657,303)	(73,214)	(472,672)	(545,886)
Net income resources / (outflow of) for the year, representing total comprehensive income for the year	171,537	(101,171)	70,366	146,237	192,457	338,694
Accumulated fund brought forward	206,665	3,007,903	3,214,568	60,431	2,815,443	2,857,874
	-	-	-	(3)	3	-
Accumulated fund carried forward	378,202	2,906,732	3,284,934	206,665	3,007,903	3,214,568

Statement of Cash Flows

For the Financial Year Ended 31 March 2026

	2026	2025
	\$	\$
Cash flows from operating activities		
Net incoming resources	70,366	338,694
Adjustments for:		
Interest income	(53,573)	(82,366)
	<u>16,793</u>	<u>256,328</u>
Changes in working capital:		
Decrease in other receivables	545	249,455
Increase in prepayment	(1,385)	-
Increase/(decrease) in other payables	14,723	(3,054)
Increase/(decrease) in amount due to Institute of Mental Health	50,986	(37,660)
(Decrease)/increase in amount due to Immediate Holding Company	(10,656)	11,082
Increase in accrued charitable expenses	3,393	21,410
Increase in accrued operating expenses	399	1,126
Net cash flows generated from operating activities	<u>74,798</u>	<u>498,687</u>
Cash flows from investing activities		
Interest received	70,546	92,801
Placement of treasury bill	(5,650,161)	(5,113,463)
Placement of fixed deposit	-	(5,000,000)
Receipt of treasury bill	5,329,989	2,454,125
Receipt of fixed deposit	-	7,500,000
Net cash flows used in investing activities	<u>(249,626)</u>	<u>(66,537)</u>
Net (decrease)/increase in cash and cash equivalents	(174,828)	432,150
Cash and cash equivalents at beginning of year	600,718	168,568
Cash and cash equivalents at end of year	<u>425,890</u>	<u>600,718</u>

Looking Ahead

In FY2025, IMH started to develop Centres of Excellence (CoEs) to strengthen our expertise and outcomes across key mental health conditions and population needs. We endeavour to bring together clinical excellence, research, education and innovation, while strengthening connections with partners across the wider care ecosystem. In the coming year, IMH will continue to develop the CoEs and identify opportunities to translate specialist expertise into better care. WHCF will play an important role by enabling areas where philanthropic funding can accelerate innovation, capability development, research and patient- and caregiver-centred initiatives, beyond what core healthcare funding may ordinarily provide.

WHCF will be focusing our efforts on key strategic areas to better support IMH's mission and vision. We will continue to focus on strengthening and diversifying our fund sources to ensure long-term sustainability and to support meaningful programmes that benefit our beneficiaries and community. Key fundraising efforts, through focused campaigns and events, strategic partnerships and grant funding, will establish resilient and sustainable sources of support.

WHCF will also further foster a culture of giving through initiatives that strengthen engagement with donors, volunteers, corporate partners and the broader community. Dedicated resources will be strategically and responsibly allocated to strengthen stewardship efforts, deepen engagement, enhance public reach and communicate our impact through storytelling.

Corporate Governance

Terms of Reference for Board & Committees

The role of the Board of Directors is to oversee the running and management of the Fund to ensure that funds are allocated judiciously, following Ministry of Health guidelines.

The Board is governed by terms of reference that define their roles, duties and responsibilities. These include ensuring WHCF's compliance with statutory requirements, judicious allocation and use of funds, appropriate checks and balances, and assisting in fundraising.

The Board is also committed to active participation and effective governance. Members are expected to attend meetings regularly and contribute their skills, knowledge and networks to support informed decision-making and advance WHCF's mission.

Board Selection & Recruitment Policy

WHCF is governed by a Board of Directors responsible for providing strategic oversight and stewardship. Board appointments are made in accordance with established governance procedures, with requirements to ensure an appropriate mix of skills, independence, and accountability.

The Board comprises at least three members, with a majority of Singapore Citizens or Permanent Residents and independent directors represented (determined in accordance with the Charities (Institutions of a Public Character (IPC)) Regulations), and safeguards in place to prevent undue influence from executive management.

Re-Nomination & Re-Appointment Process

WHCF is committed to maintaining a diverse and effective Board, with balanced representation in terms of gender, experience, and expertise in the charity and mental health sectors.

Board renewal is supported through defined term limits and re-appointment provisions to promote fresh perspectives while ensuring continuity. The term of each appointment shall not exceed 2 years. The Treasurer may serve a maximum of four consecutive years, while other Directors may serve up to five terms, not exceeding a total of 10 years. Former Directors may be considered for re-appointment following a minimum two-year break in service. Any extension beyond the 10-year maximum tenure is subject to deliberation and approval at a general meeting, with the rationale and appropriate disclosure properly documented in the Annual Report.

Board Training & Evaluation of Effectiveness Policy

WHCF is committed to strengthening Board effectiveness through structured induction programmes, ongoing education, and regular updates on key mental health initiatives and developments. Directors are encouraged to participate in board governance, risk management, and strategy-related courses and workshops to remain aligned with best practices that are consistent with the Code of Governance for Charities and IPCs. Annual Board evaluations are also conducted to assess effectiveness and identify areas for continuous improvement in governance.

Remuneration Policy

WHCF board members serve on a voluntary basis and do not receive any remuneration or benefits from WHCF, so as to maintain the integrity of serving for public trust and community good instead of personal gain.

WHCF does not have any directly employed staff, with operational and administrative support provided by IMH under NHG Health at no cost to the Fund.

GOVERNANCE POLICIES

Corporate Governance Framework & Statement

The Board remains committed to complying with all applicable laws, regulations, and guidelines, including those issued by the Commissioner of Charities and the Charity Council of Singapore, such as the Charities Act and the Charities (Institutions of a Public Character) Regulations.

Board members are also guided by WHCF's governing documents, including its Constitution and any relevant IMH policies, and shall act in accordance with them.

The Corporate Governance Statement of the Fund is available on the website of the Institute of Mental Health (<https://www.nhghealth.com.sg/imh/woodbridge-hospital-charity-fund/whcf-governance>).

Code of Conduct

WHCF remains committed to upholding high standards of ethical conduct, professionalism and governance among its Board members, IMH employees, and volunteers.

A Code of Conduct guides all individuals acting on behalf of WHCF to uphold the principles of integrity, objectivity, stewardship and accountability, respect and inclusivity, while promoting empathy, responsible use of resources, mental health advocacy, and collaborative care in support of the WHCF's mission and beneficiaries.

Conflict of Interest Policy

WHCF is committed to maintaining high standards of integrity, accountability, and public trust through a robust Conflict of Interest policy. Board members are required to declare any actual, potential, or perceived conflicts of interest upon appointment and annually thereafter. Where a conflict of interest arises, the affected Board member must recuse themselves from related discussions and decision-making processes, with such recusals appropriately documented in the minutes of meeting.

Whistleblowing Policy

WHCF adopts the NHG Health's whistleblowing policy, which allows staff, board members and members of the public to report concerns through [NHG Health whistleblowing channels](#).

The policy promotes a culture of transparency and accountability by encouraging members to raise concerns about any suspected misconduct, breaches of the code, or activities that may be detrimental to WHCF, IMH or their beneficiaries. Concerns raised in good faith shall be treated seriously and handled with appropriate confidentiality.

IT Policies

WHCF complies with NHG Health's IT policies which include Personal Data Protection, Data Management and Cyber security policies to safeguard donors' information.

Volunteer Management Policies

WHCF also complies with IMH's volunteer management policy, under which its volunteers are managed. The policies and guidelines are included in the Work Instructions (WI) document and apply to all volunteers e.g., members of public, Corporate Social Responsibility (CSR) partners and IMH staff, the type of activities as well as services rendered to both our in-patients and out-patients.

GOVERNANCE EVALUATION CHECKLIST (Tier 2)

Please note that this checklist is based on the Code of Governance 2023. Submission of GEC is done via the Charity Portal.

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 1: The charity serves its mission and achieves its objectives.				
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes	2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes	2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes	2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes	2
Principle 2: The charity has an effective Board and Management.				
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes	2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes	2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance	2.3	Yes	2
* Other areas include Programmes and Services, Fund-raising, Appointment/ Nomination, Human Resource, and Investment.				

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes	2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes	2
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes	2
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes	2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes	2

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board.			
13	b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes	2
	For Treasurer (or equivalent position) only:			
14	d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d		2
Principle 3: The charity acts responsibly, fairly and with integrity.				
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes	2
	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise.			
16	a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes	2

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.4	Yes	2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.5	Yes The charity follows the Code of Conduct as per set by NHG Health (IMH).	2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.6	Yes	2

Principle 4: The charity is well-managed and plans for the future.

	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.			
21	a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes	2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes The charity follows the internal controls as per set by NHG Health (IMH).	2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes	2

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fund-raising and data protection.	4.4	Yes The charity follows the internal policies as per set by NHG Health (IMH).	2
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes	2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes WHCF measures the impact of its funded programmes yearly and looks into key performance indicators such as quantitative and qualitative benefits to patients and their caregivers, number of people who benefited, the progress and effectiveness of clinical and pilot programmes in meeting their objectives	2

Principle 5: The charity is accountable and transparent.

28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes	2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	2

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes	2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding \$100,000, in incremental bands of \$100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than \$100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes No staff remuneration to disclose, staff are under NHG Health (IMH) payroll.	2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds \$50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of \$100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than \$50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes No staff remuneration to disclose, staff are under NHG Health (IMH) payroll.	2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes	2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes	2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes The charity follows the whistle-blowing policy as per set by NHG Health (IMH).	2

S/N	Call for Action	Code ID	Did the charity put this principle into action?	Score
Principle 6: The charity communicates actively to instil public confidence.				
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes	2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes	2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes	2
				76 points 100%

Caring Beyond Cures 2026

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<https://www.nhghealth.com.sg/imh/woodbridge-hospital-charity-fund>